



บริษัท ซินเน็ค (ประเทศไทย) จำกัด (มหาชน)
SYNNEX (THAILAND) PUBLIC COMPANY LIMITED

THE NEXT TECHNOLOGY FRONTIER
EMPOWERING
THE FUTURE TOGETHER

Annual Report 2025
(From 56-1 One Report)



TRUST

T

TEAMWORK & THANKFUL

Gratitude and Spirit toward all

R

RESULT DRIVEN

Discipline Toward Self

U

UNDERSTANDING & CARING

Heart Toward Clients and Business Partners

S

SUSTAINABILITY

Responsibility Toward Society

T

TRANSFORMATION & INNOVATION

Vision Toward The Future

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Board of Directors' Message (Fiscal Year 2025)

Fiscal year 2025 marks a significant transition for Synnex (Thailand) Public Company Limited, evolving from the role of an IT Distributor to becoming a technology partner that empowers customers and business allies amid the rapid growth of digital technologies such as AI, Cloud, and data infrastructure, all of which are playing an increasingly vital role in both business operations and modern daily life.

One of the major milestones of this year was the hosting of a Technology Showcase, designed to give partners and business allies the opportunity to experience the potential of technology and its real-world applications, in the workplace, in business operations, and in enhancing quality of life. This reflects SYNEX's conviction that technology is not merely a product, but an essential tool for creating new opportunities and value for the economy and society.

In fiscal year 2025, the Company recorded total revenue from sales and services of THB 47,393 million, an increase of 13.1% from the previous year, while net profit stood at THB 769 million, up 22.7%, reflecting the Company's capacity to expand its business and manage costs efficiently. Despite pressure on gross profit margins from shifts in the revenue mix, the Company continued to pursue business opportunities through the development of its IT Ecosystem in partnership with global technology players, covering Enterprise Solutions, Cloud, Data Centers, and clean energy businesses, in preparation for the growth trajectory of the digital economy.

On the sustainability front, the Company maintained its commitment to Environmental, Social and Governance (ESG) principles as a core framework for business operations. In 2025, the Company received a SET ESG Rating of AA for the 2nd consecutive year, achieved a CGR assessment of '5 Stars' for the 3rd consecutive year, and received a perfect AGM Checklist score of 100 points, reflecting its standards of corporate governance, transparency, and accountability to all stakeholders.

On behalf of the Board of Directors of Synnex (Thailand) Public Company Limited, we would like to express our sincere gratitude to shareholders, customers, business partners, all stakeholders, as well as our management team and all employees who have collectively driven the Company's continued growth.

The Board of Directors is confident that, with the Company's capabilities and the collaboration of its partners, the Company will be able to achieve stable and sustainable growth while continuing to create value for shareholders and society as a whole.



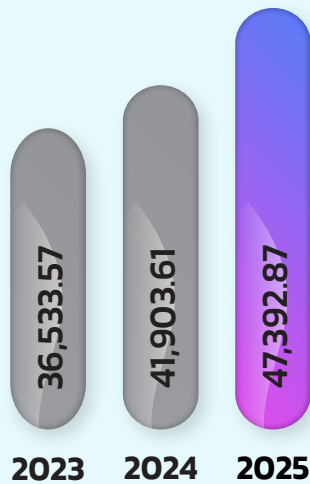
Mr. Supant Mongkolsuthree
Chairman



Ms. Sutida Mongkolsuthree
Director and Chief Executive Officer



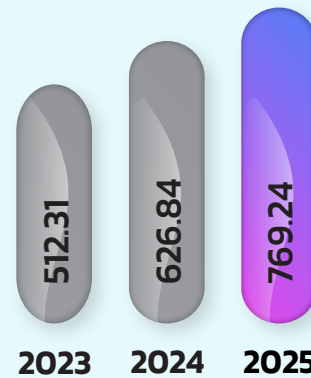
Income from operations



Unit : Million Baht



Profit for the year

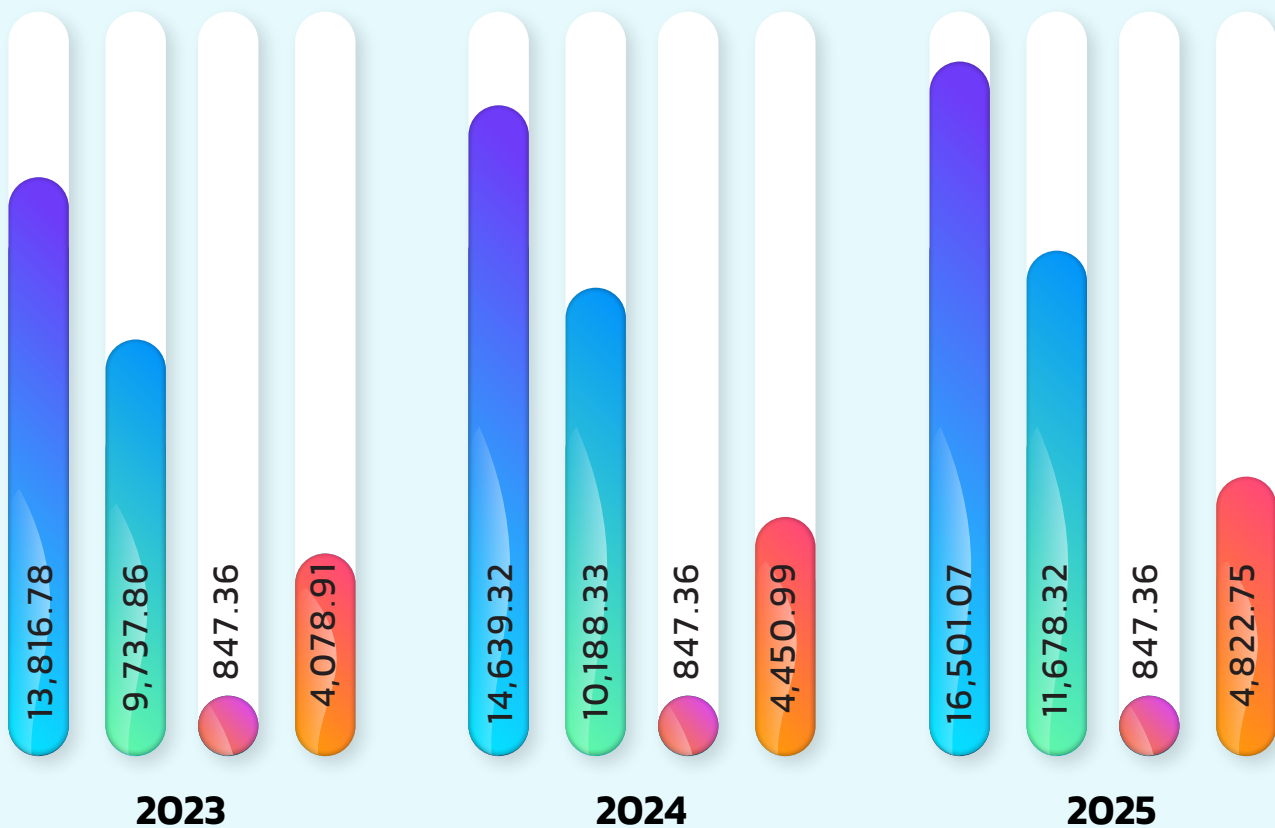


Unit : Million Baht



Statement of financial position

Unit : Million Baht



● Total assets ● Total liabilities ● Issued and paid-up share capital ● Equity

Financial Highlight

Unit: Million Baht

Year ended 31 December	Consolidated Financial Statement		
	2025	2024	2023
Statement of financial position			
Current assets	14,003.69	12,232.63	11,528.00
Total assets	16,501.07	14,639.32	13,816.78
Current liabilities	11,505.18	9,852.36	9,165.35
Total liabilities	11,678.32	10,188.33	9,737.86
Total equity	4,822.75	4,450.99	4,078.91
Issued and paid-up share capital	847.36	847.36	847.36
Statement of comprehensive income			
Income from operation	47,382.87	41,903.61	36,533.57
Operating costs	45,611.74	40,211.38	35,063.37
Gross profit	1,781.13	1,692.22	1,470.20
Profit for the year	769.24	626.84	512.31
Financial ratio			
Gross profit margin (%)	3.76	4.04	4.02
Net profit margin (%)	1.62	1.49	1.40
Return on equity (%)	16.62	14.74	12.56
Return on assets (%)	6.93	6.59	5.85
Current ratio (times)	1.22	1.24	1.26
Debt to equity ratio (times)	2.42	2.29	2.39
Basic earnings per share (THB)	0.91	0.74	0.61
Dividend paid per share (THB)	0.48	0.44	0.36
Dividend payout ratio (%)	52.87	59.48	59.54

Remark : The Board of Directors' Meeting No. 1/2026, held on February 24, 2026, resolved to propose to the 2026 Annual General Meeting of Shareholders for approval of the dividend payment for the 2025 operating results at a rate of 0.48 Baht per share. The company has already paid an interim dividend for the first six months of 2025 at 0.10 Baht per share on September 10, 2025. The remaining dividend for 2025 will be paid at 0.38 Baht per share, with the payment scheduled for May 12, 2026. Please note that the dividend payment remains subject to the approval of the 2026 Annual General Meeting of Shareholders.

Awards and Business Activities Driving Sustainability, Corporate Governance and Economic Aspects



SYNNEX delivers kindness, standing alongside people in the South, supporting recovery after the flood situation

Synnex (Thailand) Public Company Limited or SYNnex, led by Mr. Supant Mongkolsuthree, Chairman of the Board, and Ms. Sutida Mongkolsuthree, Chief Executive Officer, together with executives and employees, jointly delivered care and encouragement to people in the southern region by providing essential consumer goods to support the recovery of quality of life for flood victims from the recent flooding situation. This support arose from the collaborative effort of SYNnex executives and personnel under the project "Sharing Kindness, Helping Flood Victims," with essential items delivered through the Relief and Community Health Bureau under the Thai Red Cross Society to distribute assistance thoroughly to those affected.

Although the flood situation in many areas of the South has begun to ease and entered the recovery phase, a large number of people still face challenges in returning to normal life. SYNnex therefore joins as another supporting force by providing necessary consumer goods for living during the recovery period. This activity reflects SYNnex's intention in social responsibility to stand alongside Thai society, delivering encouragement and necessary resources to jointly pass through the crisis and return to normal as soon as possible.

Synnex receives commemorative plaque from the Ministry of Labour, committed to enhancing Thai workforce capabilities At the 14th ASEAN Skills Competition, WorldSkills ASEAN Manila 2025

Synnex (Thailand) Public Company Limited or SYNnex, a leader in distribution of IT products and comprehensive technology, received a commemorative plaque from Mr. Phongkawin Jungrungrangkit, Minister of Labour, as a supporter of the 14th ASEAN Skills Competition, WorldSkills ASEAN Manila 2025, at the Gold Partner level, by delivering computers and equipment for the competition to enhance and develop Thai youth skills toward becoming a quality workforce in the future.

Synnex supported the competition in the Mechanical Engineering CAD category, which achieved a Medallion for Excellence, reflecting the capability of Thai youth skills ready to reach professional standards, while building reputation and pride for Thailand on the ASEAN stage. Synnex is committed to supporting and developing Thai youth skills to become quality workforce in the future, as we believe that youth are a key force in driving the country's industry, especially in the rapidly changing fields of computer and technology. This competition is therefore an important platform that provides opportunities for talented youth to fully demonstrate their potential, while also enhancing the capability of the country and building a strong foundation for a sustainable future.



Synnex donates computers and IT equipment worth more than 38 million baht Enhancing learning opportunities toward a sustainable future

Synnex (Thailand) Public Company Limited or SYNEX, a leader in IT ecosystem, reinforces its role as an organization that continuously focuses on creating value for Thai society, while driving the United Nations Sustainable Development Goals (SDGs) in quality education. The company continues to support the development of Thai education by donating computers and IT equipment with a total value of more than 38 million baht to educational institutions nationwide for use as teaching and learning tools, enhancing learning and developing the potential of Thai youth to keep up with the digital era. This donation covers more than 5 educational institutions nationwide, namely Photharam Technical College, Nakhon Pathom Vocational College, Nakhon Nayok Technical College, Lampang Technical College, and Nawaminthrachinuthit Horwang Nonthaburi School.

Ms. Sutida Mongkolsuthree stated : “Synnex is committed to supporting and developing education for Thai youth, which is a key foundation in building a strong and sustainable future. We believe that investment in education and technology will help open opportunities for youth to grow into quality personnel ready to cope with changes in the modern world.”

This project aligns with the organization’s ESG (Environmental, Social, Governance) strategy, particularly in the social and economic dimensions, where Synnex places importance on enhancing community quality of life and creating sustainability in all sectors. This support of IT equipment is not only the provision of educational resources but also an opportunity to inspire youth to continuously develop their potential. With this commitment, Synnex continues to support education and develop Thai youth skills to jointly create a sustainable future for Thai society in all dimensions.



Synnex receives certificate of recognition from the Thai Red Cross Society For continuous giving through the support of continuous blood donation

Synnex (Thailand) Public Company Limited or SYNEX, a leader in the distribution of IT products and comprehensive technology solutions, received certificates of recognition and Red Cross medals (2nd and 3rd class) for the year 2021–2022 from the National Blood Centre, Thai Red Cross Society, with a royal representative presenting recognition to organizations that continuously support blood donation activities.

Synnex has conducted blood donation projects since 2005, totaling more than 20 years, delivering more than 4,437 units of blood to the National Blood Centre, Thai Red Cross Society, reflecting its commitment to creating value for society and promoting a culture of giving within the organization.

This project arises from the cooperation of executives, employees, and surrounding communities, and is considered one of the key pillars in the Social dimension under the company’s ESG framework, aiming to enhance the quality of life of society while continuously supporting the mission of the National Blood Centre, to be a key force in “extending lives” and creating a sustainable society.



Synnex continues sustainability mission, joining in conservation of Thai seas Releasing sea turtles back to nature, restoring balance of marine ecosystem

Synnex (Thailand) Public Company Limited or SYNEX continues to create sustainable value for society and the environment through the activity "Releasing sea turtles back to nature" at the Sea Turtle Conservation Center, Royal Thai Navy, Chonburi Province, led by Mr. Supant Mongkolsuthree, Chairman of the Board, and Ms. Sutida Mongkolsuthree, Chief Executive Officer, together with executives, jointly releasing sea turtles into the sea to restore ecosystem balance and promote awareness of natural resource conservation.

Sea turtles are considered one of the indicators of marine ecosystem abundance, which currently faces risks from plastic waste problems. This activity reflects the company's intention to support conservation and restoration of marine resources. According to data from the Sea Turtle Conservation Center, between 2015–2025, more than 37,000 baby sea turtles have been released back into nature.

In addition, executives visited the exhibition room and turtle nursery ponds to learn about conservation processes, which aligns with Synnex's business approach that aims for sustainable growth alongside environmental and social care, to jointly create a balanced and sustainable future.

Synnex is committed to creating sustainability in the education sector, driving the project "Skilled Technician Development" Toward a strong future IT workforce

Synnex (Thailand) Public Company Limited or Synnex, a leader in IT ecosystem, operates business under the ESG (Environmental, Social, Governance) framework continuously, reflecting responsibility toward society, environment, and good corporate governance. Recently, the company received SET ESG Rating for 2024 at AA level from the Stock Exchange of Thailand, reinforcing sustainable business standards. Under this concept, the company has driven the project "Skilled Technician Development" to develop technology skills and create career opportunities for vocational students. Between July 2024 – January 2025, the company delivered computer and network equipment to more than 10 educational institutions nationwide, with a total value of more than 2.31 million baht, along with skill enhancement training to prepare for the digital labor market.

This project is implemented under the concept of Creating Shared Value (CSV) in cooperation with the Office of the Vocational Education Commission, aligned with the vision "Crafting a Smarter Future," aiming to reduce the digital divide and enhance the potential of Thai youth.

- **Environment** : Supporting efficient use of IT resources, along with providing knowledge on electronic waste management and promoting proper recycling
- **Social** : Increasing educational opportunities and enhancing capabilities of the new generation digital workforce
- **Governance** : Implementing the project systematically, transparently, and aligned with the needs of educational institutions

The achievement of SET ESG Rating at AA level reflects Synnex's commitment to balanced growth under the concept of People–Planet–Profit. In 2025, the company aims to expand the project to cover more educational institutions to create quality personnel and drive the Thai IT industry sustainably.



Synnex receives certificate of recognition from LESS project for the 3rd consecutive year Driving greenhouse gas emission reduction plan

Synnex (Thailand) Public Company Limited or SYNEX, a leading distributor in IT ecosystem, is committed to continuously reducing greenhouse gas emissions to create a sustainable low-carbon society. The company received a certificate of recognition from participation in the Low Emission Support Scheme (LESS), organized by the Thailand Greenhouse Gas Management Organization (Public Organization), for the 3rd consecutive year.

In 2024, Synnex was evaluated from operations that reduced greenhouse gas emissions in 4 main activities: generation of electricity from clean energy sources, reduction of internal energy consumption, installation of high-efficiency air conditioning systems, and waste separation for recycling. The company was able to reduce greenhouse gas emissions by a total of 546,427 tons of carbon dioxide equivalent, an increase of 18.95% from 2023.

Synnex continues to reduce greenhouse gas emissions this year to drive and support sustainable environmental management approaches, while creating positive changes at both organizational and societal levels, to reduce the impact of climate change and create a cleaner and safer future.

Environmentally friendly operations across all sectors are the key to driving the organization toward sustainability, under the ESG (Environmental Social and Governance) approach that aims to create balance between business, society, and environment. Synnex is ready to support cooperation with government and business sectors nationwide in reducing greenhouse gas emissions to reduce environmental impact and lay the foundation for sustainable future growth together



Synnex (SYNEX) reinforces organization of trust Achieves AGM Checklist full score of 100 for 2025

Synnex (Thailand) Public Company Limited or SYNEX moves forward to becoming a Tech Ecosystem that grows alongside customers, partners, and shareholders, with "Trust" as the core, while continuing to achieve the highest revenue record and reinforcing strong corporate governance with a full score of 100 in AGM Checklist 2025 at Excellent level.

Ms. Sutida Mongkolsuthree, Chief Executive Officer, revealed that the company manages the organization based on good corporate governance principles, together with building a strong organizational culture, using "Trust" as the core in business operations, delivering confidence to more than 70 global IT partners, investors, and consumers through service standards and the "Trusted by Synnex" symbol that is widely recognized.

The AGM Checklist 2025 evaluation, organized by the Thai Investors Association and the Thai Capital Market Business Council from 827 listed companies, with a full score of 100, reflects transparency, ethics, and complete communication of information to shareholders. "This success confirms the commitment to good corporate governance, along with continuous development of shareholder meetings to meet standards, together with delivering technology that enhances quality of life and creates sustainable growth in both business and social dimensions," Ms. Sutida stated.



SYNEX achieves CGR “5-Star” rating for the 3rd consecutive year Reinforcing strong corporate governance and sustainable growth

Ms. Sutida Mongkolsuthree, Chief Executive Officer of Synnex (Thailand) Public Company Limited or SYNEX, a leader in distribution of IT products and comprehensive technology in Thailand, revealed that the company received Corporate Governance Report (CGR) assessment for 2025 from the Thai Institute of Directors (IOD) at “5-Star” or “Excellent” level for the 3rd consecutive year, reflecting commitment to conducting business with transparency, accountability, and strict adherence to corporate governance principles.

SYNEX places importance on ethical management covering strategic planning, risk management, care for personnel and partners, as well as creating sustainable returns for shareholders. Receiving Excellent rating for the 3rd consecutive year is confirmation of investor confidence and the company’s readiness to grow based on responsibility toward society and environment.

Strong corporate governance standards are a key foundation in driving SYNEX strategy toward sustainable growth under the era of AI and new technologies that the company adopts to enhance operational efficiency and create shared value for shareholders, customers, and society in the long term.

SYNNEX donates through the Thai Red Cross Society Supporting mission to assist and relieve flood victims in the South

Synnex (Thailand) Public Company Limited or SYNEX, led by Mr. Supant Mongkolsuthree, Chairman of the Board, and Ms. Sutida Mongkolsuthree, Chief Executive Officer, donated 200,000 baht to the Thai Red Cross Society. The donation came from contributions of executives and personnel under the project “Sharing Kindness, Helping Flood Victims,” to support urgent assistance and relief missions for flood victims in the southern region, with Mr. Kankanit Prachuapmoh, Director of Fundraising Office, Thai Red Cross Society, receiving the donation at the Donation Relations Center, Fundraising Office, Thai Red Cross Society.

SYNNEX recognizes the hardship of the people and is ready to be part of driving society to overcome the crisis. This assistance reflects the continuation of the company’s social responsibility intention in delivering encouragement and necessary resources to affected areas in a timely manner.

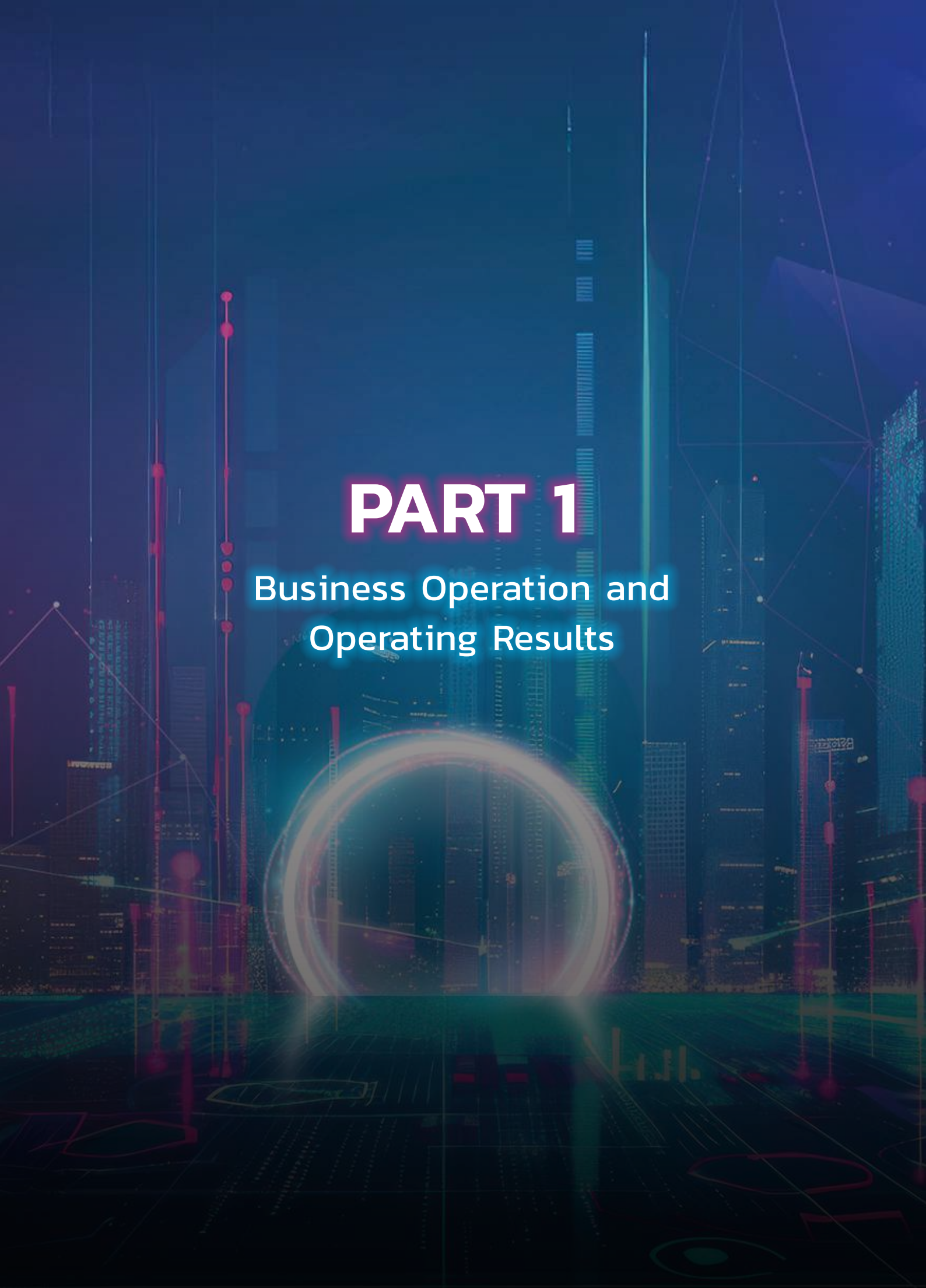
In addition, SYNEX continues to accelerate assistance by inviting the public and partners from all sectors to donate food and necessary items to support the Thai Red Cross Society in helping and alleviating the suffering of flood victims in the southern region.



SYNEX receives SET ESG Ratings at AA level Ranked among 80 companies for the 2nd consecutive year Reflecting sustainable business operations with strong corporate governance

Ms. Sutida Mongkolsuthree, Chief Executive Officer of Synnex (Thailand) Public Company Limited or SYNEX, revealed that the company received SET ESG Ratings for 2025 in the Technology group for the 2nd consecutive year, with AA rating (score 80–89) from the Stock Exchange of Thailand, reflecting continuous business operations that emphasize environmental, social, and governance (ESG) aspects, confirming standards of good corporate governance and responsible business operations in all dimensions.

SYNEX adheres to ESG principles as the operational framework, covering efficient resource management, development of personnel and society alongside business growth, as well as adherence to governance, transparency, and careful risk management to strengthen long-term resilience and build confidence among investors as a listed company with stable and sustainable growth.

A futuristic cityscape at night with glowing skyscrapers and digital overlays. A large, glowing circular light effect is centered in the lower half of the image. The background is a dark blue and purple gradient with various geometric shapes and lines.

PART 1

Business Operation and Operating Results

1. Structure and operations of the group of companies

Policy and overview of business operations

Synnex (Thailand) Public Company Limited (“the Company”) operates business as a distributor of comprehensive technology products in Thailand, covering computers, peripherals, software, communication devices, Gaming Gear equipment, including IoT devices and solar energy products, whereby the Company is a distributor of more than 70 brands from leading global manufacturers, manufacturers of computers under its own trademark, and has a customer base of more than 6,000 customers, which are computer entrepreneurs both retail and wholesale shops nationwide, department stores, large retail stores and stationery shops, system integrators (SI), government projects and online channels etc., including Indochina region, whereby the Company is considered a company in the Synnex group, Taiwan, which is a distributor of computers, communication devices and supply chain services (Supply Chain) that has the highest market share in Taiwan, and is the largest distributor of computer and information technology products in Asia Pacific region, and is one of the top three distributors of computer equipment and information technology in the world, with network covering United States, Australia, China, Hong Kong, New Zealand and India etc. (source www.synnex.com.au), whereby the Company has Synnex Technology International Corporation, which is a company of Synnex group, Taiwan, holding shares in the Company at 40 percent of paid-up capital, however the Company has independence in management from Synnex group, Taiwan, by having all executives as Thai nationals, including independent management policies, resulting in the Company having capability to adapt to latest technology trends such as the use of Artificial Intelligence (AI) and Big Data in supply chain management (Supply Chain), warehouse and customer service, increasing competitiveness in domestic market efficiently, moreover from experience, Thai executives of the Company all have long experience in technology product distribution business, and the Company being one of Synnex group, Taiwan, which is recognized by global manufacturers, resulting in the Company being appointed as distributor of leading products from around the world, it can be said that the Company has products with diversity covering consumer needs the most in Thailand, and entering into distribution agreements with various product manufacturers, the Company is direct contractual party with such manufacturers without going through Synnex group, Taiwan, in addition, receiving technology transfer in advanced warehouse management and logistics systems from Synnex group, Taiwan also helps the Company to be able to manage inventory and cope with technological changes very well



VISION, MISSION, STRATEGY

and operational goals of the Company



VISION

"Committed to be number one in integrated IT industry in order to deliver technology that improves quality of life of everyone"

MISSION

"Synnex is committed to building trust as a trusted partner (Trust Partner) with modern products and services, driven by digital technology and innovation (Innovative Operation) to enhance capability of customers and partners, together with creating organizational culture that focuses on people development (People Passion) and aiming toward sustainable growth (Sustainability) as the center of future IT Ecosystem"

Business strategies (Strategies)



TRUSTED PARTNER

เป็นพันธมิตรที่ได้รับความไว้วางใจ
และเป็น 1 ในใจของพันธมิตร



INNOVATIVE OPERATION

ขับเคลื่อนองค์กรด้วยนวัตกรรม
และเทคโนโลยี เพื่อเพิ่มประสิทธิภาพ
และศักยภาพในการแข่งขัน



PEOPLE PASSION

สร้างวัฒนธรรมองค์กร
ที่พนักงานมีส่วนร่วม
และรู้สึกเป็นเจ้าของ



SUSTAINABILITY

สร้างการเติบโตอย่างยั่งยืน
เป็นผู้นำเทคโนโลยี
และยึดหลักธรรมาภิบาล

The Company started operating business in importing and distributing computers, computer peripherals, software and information systems since the year 2531 from recognizing opportunities in growth of information technology ("IT") which is considered a part in supporting information technology business in Thailand to continuously grow at all times, until at present it can be considered that IT business is an important part in living of people in society and conducting business both in corporate sector and various industrial sectors, therefore in order to increase competitiveness in business and be able to respond to rapid changes of information technology which continuously introduces new products and develops into the market, together with covering diverse and more specific customer needs according to consumption behavior and expectations that change over time, the Company therefore determines business strategies by giving importance in 4 aspects as follows

1. Building trust as number one partner (Trusted Partner)

The Company focuses on building trust and sustainable cooperation with business partners, distributors and all customer groups through TRUSTED BY SYNNEX concept that emphasizes product quality and comprehensive services together with excellent after-sales service standards

The Company operates business with No.1 IT Ecosystem in Thailand strategy that connects products and services from upstream to downstream in order for customers and partners to be able to operate business with confidence, by dividing main product groups including

- 1. Consumer Product group (products for general users)** the Company procures products aiming to meet all customer needs to reinforce being number one Company for general user product group in the country with products covering all categories under leading global brands, divided into general products such as computers, computer peripherals, processors, motherboards, hard disks, graphics cards, printers etc. and products focusing on specific needs such as assembled computers (D.I.Y.), entertainment media in Gaming Gear and Game Console category, lifestyle products such as Drone, Instax cameras etc.
- 2. Commercial Product group (products for organizations)** focusing on distribution in form of Solution that can be designed to suit usage of each type of customer comprehensively and aiming to develop to meet organizational growth in terms of flexible, continuous and more efficient operations, including considering data security in organization as important, with products and equipment covering whether Client, Workstation, Server, Storage, Network, Software covering usage from small companies (Small Office) to large organizations (Corporate), including adding products related to Surveillance, Networking, Software which are product groups with high growth rate as they are technologies for the future
- 3. Communication Product group (smart products and devices for communication)** committed to selecting mobile phones, tablets, accessories with quality in various types by giving importance to selecting smart devices used in daily life whether for use at home or various places such as Smart Watch, smart glasses etc. in order to be consistent with arrival of 5G technology which will help connectivity of all devices through internet to be more efficient

4. **Service Platform group both** before and after sales services to customers emphasizing importance of service from consultation on usage problems or technical problems, on-site service, consultation on system implementation, system maintenance, repair of products under warranty or out of warranty by specialized technicians certified by those brands through Synnex CallCenter 1251, Synnex service centers and partners covering nationwide as well as service centers appointed directly by vendors for both products distributed by the Company and other technology products not distributed by the Company in order to deliver best service experience to customers as well as increasing distribution channels in Online format to be consistent with current situation together with Fulfillment service that will support product delivery services accurately, quickly and promptly to build confidence for all partners

2. Driving organization with innovation and advanced technology (Innovative Operation)

Competitive advantage through AI, Digitization and Big Data to increase accuracy of work processes and create maximum efficiency for business of partners and customers, the Company applies intelligent technology in Supply Chain, Customer Service and Data-driven Decision Making, with main approaches including

- 2.1 **Development of Data Warehouse and Big Data** systems for use in data analysis
- 2.2 **Robotic Process Automation (RPA)** helps reduce redundancy of work processes and increase speed in work processes
- 2.3 **Digitalization** of CRM and E-Commerce systems makes access to information and services accurate and efficient
- 2.4 **The Company operates in Prompt & Care** model which focuses on fast operations and attention to customers and business partners of the Company, including applying various technological innovations to assist in management in order to create advantage and increase competitiveness for the Company, whereby all operations are under laws and various regulations both in part of laws of Thailand including laws of foreign countries which are countries of origin of technology product manufacturers and regulations of leading IT companies which are partners of the Company, whereby Prompt & Care operation model has details as follows
 - 2.4.1 **Prompt (fast)** focuses on transforming organization toward Digital company, whereby Data warehouse is established as repository of all Company data, able to search related information through system within short period of time and further develop toward usage of all systems in one system under management of Big data in order to prepare reports or analytical information in various aspects including development of internal work systems by bringing in automated systems (Robotic Process Automation) to increase speed and reduce redundancy in work
 - 2.4.2 **Care (attention)** the Company aims to take care for customer business to grow together with the Company by emphasizing planning of work together with customers in long term and arranging mid-year meetings for adjustment, correction and jointly solving problems that occur in order to create confidence for customers, which can be seen from many crisis situations where the Company stands ready to support customers at best both in procurement of products, delivery of products or planning of payment through flexible programs of the Company including attention to details of each customer business by preparing data in analyzing customer Product Portfolio to ensure that the Company can offer best products and services to customers

3. Building organizational culture driven by people (People Passion)

Creating organizational culture that gives importance to personnel which are the core of the organization through development of People Development Strategy by operating in 4 aspects as follows

- 3.1 **Recruitment and employment by considering selection of personnel with knowledge** and capability matching the job line and able to adjust work style promptly to various situations and having qualifications consistent with TRUST which is considered organizational culture of the Company including

- **Teamwork & Thankful** cooperating to thank and appreciate each other
- **Results Driven** focusing on goals and success
- **Understanding & Caring** understanding and caring partners and customers
- **Sustainability** caring for society organization and sustainability
- **Transformation & Innovation** ready to adapt and create innovation

3.2 Planning for development of personnel capability (Training)

The Company gives importance to continuous development of personnel capability by providing both internal and external training through Synnex Academy training center to enhance knowledge and understanding in new technologies for employees and interested external persons, in addition there are specialized training activities to elevate expertise in technology industry to certify capability of personnel

The Company supports employees to take technical certification examinations (Technical Certification) from leading IT companies to confirm standards of knowledge and capability in providing services to partners, in addition there are supplementary skill development training through E-Learning Platform to allow employees to access knowledge conveniently from anywhere nationwide helping to enhance capability to be ready to support changes of technology in the future

Vision and goals

- Focus on Continuous Learning covering both Hard Skills and Soft Skills
- Promote culture of continuous learning and create future leaders
- Support equality in access to development

3.3 Career progression and job rotation

The Company has policy to support and promote employees to have career progression through training courses, personnel development as well as providing consultation and advice from supervisors according to job line in order to jointly plan step-by-step growth, including promoting employees to be able to change job line according to appropriateness of skills, knowledge and capability of employees to be consistent with various situations that change rapidly which may result in changes of product formats, sales formats, distribution channels or work processes, whereby the Company evaluates employee performance through PMS system (Performance Management System) by dividing evaluation into 3 parts as follows

1. **Functional** : Evaluation based on job-specific skills required for each position (Hard Skills).
2. **Competency** : Assessment of problem-solving skills and adaptability in various work situations (Soft Skills).
3. **TRUST** : Core Organizational Values: Performance evaluation based on the Company's core values, including teamwork and collaboration across different functions (Teamwork).

3.4 Care of good and appropriate working environment (Happy Workplace)

The Company provides employee welfare system that is flexible and appropriate for work, scholarships for employees' children, purchase of products at employee price (Employee Purchase Program), breakfast service for all employees at the Company, infirmary room with nurse on duty during working hours, annual health check, group health and accident insurance, fitness room and recreation room, employee uniforms, annual bonus, travel allowance and telephone allowance (according to position), including emphasizing importance of supporting employees to have opportunity to be co-owners of the Company through participation in EJIP program to promote engagement between employees and the Company in the long term

3.5 Monitoring and measuring success of personnel development plan

The Company gives importance to monitoring and evaluating success of personnel development plan continuously by establishing specialized unit to perform duties in supervision, monitoring and measuring effectiveness of human resource development to be consistent with vision and strategy of the organization

4. Sustainable growth and technology trend leadership (SUSTAINABILITY)

Synnex is committed to creating sustainable growth through efficient business operations together with being a leader in technology trends in order to respond to changes of the digital world, by giving importance in 4 main aspects

4.1 Driving business with advanced technology

- 4.1.1. The Company is the center of global technology trends by focusing on presenting new innovations to the market whether AI, Cloud, IoT, Edge Computing and Digital Transformation Solutions in order to help partners and customers to be able to adapt efficiently
- 4.1.2. Expanding scope of products and technology solutions to support growth of industry and respond to market demand
- 4.1.3. Developing digital service platforms that help increase accuracy and agility for business operations of customers
- 4.1.4. Strengthening solutions that respond to future markets such as AI-driven automation, Smart Supply Chain and IoT-based Solutions

4.2 Organizational management for sustainable growth

- 4.2.1. The Company gives importance to long-term growth strategy through efficient business management including development of supply chain (Supply Chain) and Business Model that is consistent with global market trends together with strengthening business partners
- 4.2.2. Preparation of joint business plans with partners (Vendor Collaboration) to jointly plan strategies and manage risks
- 4.2.3. Development of customer relationship management systems (CRM & Dealer Management System) to support both Key Partners and retail customers in order to increase ability to access target customers
- 4.2.4. Enhancing internal organizational management structure to support business expansion and future digital trends

4.3 Building trust and strengthening relationships with stakeholders

- 4.3.1. Synnex gives importance to being number one in the hearts of all stakeholder groups by focusing on building sustainable cooperation with business partners, investors, partners, customers and society
- 4.3.2. Implementation of projects to support customers and partners through trademark "Trusted by Synnex" to build confidence for consumers
- 4.3.3. **Investor Relations meetings (Investor Relations - IR)**

The Company gives importance to communication with capital market with transparency and efficiency through organizing meetings with analysts, financial institutions and investors in order to report operating results, business direction and organizational strategy, together with providing opportunity for questioning and exchanging opinions constructively to build understanding and confidence in the long term

In addition, also promoting awareness through Company Visit activities and use of Digital Communication and Social Media continuously in order to communicate accurate and timely information and strengthen strong and sustainable corporate image

- 4.3.4. Expanding cooperation through partner network nationwide in order for customers to be able to access products and services of Synnex more conveniently

4.4 Conducting business according to ESG principles and transparent governance

- 4.4.1. The Company is committed to conducting business by taking into account Environmental, Social, and Governance (ESG) through projects that are responsible to society, environment and community including transparent corporate governance
- 4.4.2. Drop Point project for electronic waste (E-Waste) to reduce impact on environment
- 4.4.3. Supporting technology for society and education in order for Thai people to be able to access digital solutions thoroughly
- 4.4.4. Conducting business according to good governance principles to build confidence for partners, partners, investors and all stakeholder groups



Business operation goals

Under business operations over a period of more than 36 years, the Company has adjusted its business operation model to keep up with the rapid changes of the IT industry at all times in order for consumers to have confidence in the products and services of the Company, especially in the past period which is considered a period with exponential changes in many aspects such as purchasing products through E-Commerce channels, using Content services in on-demand usage form, working outside the office, usage and services through Cloud systems, etc. In 2025, the Company is committed to managing under good governance principles and operating with confidence in being a leader in distribution of products and providing comprehensive services towards stable and sustainable growth under the goal “No.1 IT Ecosystem in Thailand” by operating in 3 aspects as follows

1. Creating continuous and sustainable growth by being the center of IT Ecosystem (Sustainability & Trusted Partner)

Synnex gives importance to expanding cooperation with business partners to strengthen as No.1 IT Ecosystem that covers products, services and technology solutions by focusing on 3 main approaches

- Expanding new markets with high potential such as Gaming, Commercial IT products, AI Solutions and Cloud Services to support trends of digital working and living
- Investment in new businesses related to IT Ecosystem to increase competitiveness and create added value for business partners
- Creating Synergy cooperation with global partners and business partners to develop solutions that respond to future markets

The Company is committed to conducting business comprehensively, completely and with good governance including extending “Trusted by Synnex” to create new standards for the IT industry together with strengthening confidence for customers and partners

2. Developing sales systems and operations that respond to the digital era (Innovative Operation & People Passion)

To respond to needs of partners, customers and consumers efficiently, Synnex has developed trading platforms and intelligent Fulfillment systems to support changes of consumer behavior and expansion of digital markets

- Development of Dealer Portal system and E-Commerce Solutions
- Dealer Portal that can support product ordering both B2B and B2C 24 hours
- Development of Online Marketplace & Digital Services that help increase efficiency of access to products and services
- Integration of intelligent Fulfillment and Logistics systems to increase accuracy and speed of product delivery
- Development of Supply Chain and automated warehouse systems (Warehouse Automation)
- Use of Automated Picking System to support high volume orders
- Integration with ASRS system (Automated Storage and Retrieval System) enabling efficient inventory management
- Application of AI and Big Data into operational processes
- Data Analytics and AI-driven Business Insights to help inventory management more accurately
- Predictive Supply Chain Management to forecast market trends and adjust strategies in time with situations
- These developments help the Company to increase operational efficiency, reduce costs and improve customer experience comprehensively perfectly

3. Enhancing pre-sales and after-sales services to be comprehensive (Trusted Partner & Sustainability)

Excellent service is one of the key factors that makes Synnex a trusted partner for customers and partners, therefore the Company focuses on creating a comprehensive service system by developing Service Platform and Customer Engagement Tools to support growing market demands

- Omni-Channel service covering all channels
- Synnex Call Center 1251 that enables customers to access technical support and after-sales services quickly
- Digital product warranty registration via QR Code on "Trusted by Synnex" sticker
- Expansion of repair services for all types of electronic products to cover both products distributed by Synnex and products from other brands
- Development of Customer Relationship Management (CRM) and Digital Support systems
- Improvement of ERP & CRM systems to enable employees to access customer data efficiently
- Data-driven Customer Insights to use data for improving services and developing products
- Increasing flexibility in service (Flexible Service Model) to accurately respond to needs of customers and partners

Synnex (Thailand) Public Company Limited

realizes the importance of human resource development in an era where technology and business change rapidly. Promoting employee capabilities to be ready to cope with future challenges is an important strategy that helps strengthen the organization and increase competitiveness, by focusing on systematic and continuous development to enhance competitiveness and sustainable growth.

The Company gives importance to the development and enhancement of skills of personnel at all levels by using various approaches such as intensive training, specialized skill development, knowledge sharing, and application of digital technology to create modern learning experiences.

In addition, importance is also given to the development of new generation leaders through Talent Development Program and Leadership Acceleration Program to prepare high-potential personnel for future executive positions, which will help drive the organization towards sustainable success.

Vision and objectives of personnel development

Synnex is committed to enhancing the capabilities of personnel to be ready to cope with changes in the industry and develop towards leadership in the digital market. We focus on "Continuous Learning" through diverse training strategies covering Hard Skills & Soft Skills to create a highly capable organization and be able to compete at the international level

Human resource development goals

1. Develop skills of employees at all levels to be ready to cope with business changes by preparing a Training Roadmap from training needs analysis
 - Employees must receive training more than 50% of average number of employees per year or not less than 5% per month according to the standard of Department of Skill Development
 - Employees must have average training hours not less than ¹⁶ hours per person per year
2. Promote organizational culture that emphasizes continuous learning and development
 - Design courses consistent with organizational strategy such as TRUST in Action course for all departments on organizational culture, teamwork and ownership
 - Use digital technology and AI in learning such as e-Learning and Micro Learning
3. Prepare future leaders and succession planning (Succession Planning)
 - Select and develop high-potential employees to be ready for leadership positions
 - Plan development of senior executives to create continuity in organizational management
4. Reduce gap in access to development and create equality in training
 - Develop off-site training program (Synnex on Tour UPC) to reach employees in provincial branches

Important personnel development plans

1. Crafting the Future with AI: create smart working with AI
 - This project is consistent with the theme "Synnex Crafting a Smarter Future" by focusing on strengthening digital culture and developing AI usage skills to increase efficiency in work, supporting employees to apply AI in work processes intelligently and creatively
 - **Objectives :**
 - Increase capability in using AI so that employees can apply in real work
 - Prepare readiness for Digital Transformation to support technological changes
 - Promote "AI-First Mindset" to create a technology-driven organizational culture
 - **Learning formats :**
 - Micro Learning via e-Learning Platform
 - Practical Workshop
2. Synnex Talent to Leadership (STL Program) path to future leadership
 - This project is part of Succession Planning to prepare employees to move to leadership positions with potential
 - **Objectives**
 - Select and develop high-potential employees to grow in the organization
 - Strengthen management skills and modern leadership
 - Prepare future executives to have vision and capability to drive the organization
 - **Learning formats :**
 - Mentoring & Coaching by senior executives
 - Project-Based Learning
 - Leadership Bootcamp

3. Synnex on Tour UPC develop employee capability in all regions

- This project is designed to develop employees in provincial branches to receive training thoroughly by organizing training for branches nationwide
- **Objectives :**
 - Reduce learning gap between headquarters and regional branches
 - Promote sales skills (Sales) and service (Service Excellence)
 - Strengthen understanding and acceptance of company Core Value
- **Learning formats :**
 - In-Person Training
 - Interactive Workshop

Monitoring and measuring success of personnel development plan

Synnex (Thailand) Public Company Limited gives importance to monitoring and evaluating success of personnel development plan continuously to ensure that training and human resource development plans in operation are consistent with vision and strategy of the organization which enhances capability and potential of employees truly. The Company uses Key Performance Indicators (KPIs) in evaluating personnel development effectively by setting comprehensive and detailed evaluation criteria in all aspects in order to be able to monitor results and examine progress of development accurately which will help the Company to adjust development strategy to be consistent with business goals and create sustainable results as follows

- **Training participation rate :** employees attending training not less than 50% of the organization
- **Employee satisfaction :** satisfaction score not less than 80%
- **Measurable results from training :** such as application of AI in work, promotion of employees participating in STL Program

Reporting of training results will be conducted through

- Management Meeting and Townhall for executives to acknowledge progress
- Annual One Report to summarize development results each year

Synnex focuses on personnel development in 2025 to strengthen capability to cope with rapid changes of the world by focusing on developing both professional skills (Hard Skills) and interpersonal skills (Soft Skills) so that employees can adapt and grow together with business changes and the challenging world. This development covers both leadership enhancement and organizational culture that emphasizes continuous learning and growth

The Company believes that comprehensive and systematic development approach will enable employees to adapt and lead the organization towards sustainable success in the future while responding to organizational strategy under the concept "Crafting a Smarter Future" which is creating a future full of innovation, flexibility and capability to drive the organization to success.

การเปลี่ยนแปลงและพัฒนาการที่สำคัญ

บริษัทฯ จัดทะเบียนจัดตั้งเป็นบริษัทจำกัดในชื่อ บริษัท คอมเซ็นเตอร์ (ประเทศไทย) จำกัด เมื่อวันที่ 5 เมษายน 2531 กุณจดทะเบียนเริ่มแรก 1,000,000 บาท เป็นบริษัทย่อยของบริษัท ที.เค.เอส. อินเตอร์พรีนติ่ง จำกัด (ต่อมาบริษัท ที.เค.เอส. อินเตอร์พรีนติ่ง จำกัด ได้จดทะเบียนแปรสภาพจากบริษัทจำกัดเป็นบริษัทมหาชนและเปลี่ยนชื่อเป็น บริษัท ที.เค.เอส. อินเตอร์ไพรส์ จำกัด (มหาชน) ในปี 2540 และเป็น บริษัท ที.เค.เอส. เทคโนโลยี จำกัด (มหาชน) ในปี 2545) บริษัทฯ ประกอบธุรกิจนำเข้าและจัดจำหน่ายคอมพิวเตอร์ อุปกรณ์ต่อพ่วงคอมพิวเตอร์ ซอฟต์แวร์ และระบบสารสนเทศ โดยมีบริษัท ที.เค.เอส. เทคโนโลยี จำกัด (มหาชน) ถือหุ้นร้อยละ 99.99 ของทุนจดทะเบียนและชำระแล้วทั้งหมด

บริษัทฯ ได้เพิ่มทุนจดทะเบียนเพื่อรองรับการขยายตัวทางธุรกิจอย่างต่อเนื่อง และมีทุนจดทะเบียนเป็น 100,000,000 บาท ในปี 2540 ต่อมาในปี 2542 บริษัท ซินเน็ค เทคโนโลยี อินเตอร์เนชั่นแนล จากประเทศไต้หวัน ซึ่งเป็นหนึ่งในสามผู้จัดจำหน่ายอุปกรณ์คอมพิวเตอร์และเทคโนโลยีสารสนเทศรายใหญ่ของโลกที่มีเครือข่ายครอบคลุมทั้งในสหรัฐอเมริกา ออสเตรเลีย จีน ฮ่องกง นิวซีแลนด์ อินเดีย เป็นต้น ได้เล็งเห็นศักยภาพการเติบโตของธุรกิจคอมพิวเตอร์และเทคโนโลยีสารสนเทศในประเทศไทย จึงได้เข้าร่วมทุนในสัดส่วนการถือหุ้นร้อยละ 49 ของทุนชำระแล้วของบริษัทฯ ผ่านบริษัท King's Eye Investments Ltd. ซึ่งเป็นบริษัทที่ประกอบธุรกิจการลงทุนของกลุ่มบริษัทซินเน็ค ประเทศไต้หวัน ทั้งนี้ บริษัท ซินเน็ค เทคโนโลยี อินเตอร์เนชั่นแนล ได้เริ่มดำเนินธุรกิจจัดจำหน่ายอุปกรณ์คอมพิวเตอร์และเทคโนโลยีสารสนเทศในประเทศไทย ตั้งแต่ปี 2531 และได้เข้าจดทะเบียนในตลาดหลักทรัพย์ไต้หวันในปี 2538

ในปี 2545 บริษัทฯ ได้เปลี่ยนชื่อเป็น “บริษัท ซินเน็ค (ประเทศไทย) จำกัด” และได้ย้ายสำนักงานพร้อมสร้างศูนย์ขนส่งและกระจายสินค้าแห่งใหม่บนพื้นที่ประมาณ 7 ไร่ ที่ถนนสุขุมวิท บริษัทฯ ได้รับการถ่ายทอดเทคโนโลยีการบริหารจัดการสินค้าจากกลุ่มบริษัทซินเน็คประเทศไต้หวัน ด้วยศักยภาพและประสบการณ์ของกลุ่มบริษัทซินเน็คประเทศไต้หวัน ประกอบกับประสบการณ์ความเชี่ยวชาญของผู้บริหารบริษัทฯ ในธุรกิจจัดจำหน่ายอุปกรณ์คอมพิวเตอร์ประเทศไทย ทำให้บริษัทฯ มีการเติบโตอย่างรวดเร็ว จนกระทั่งมีทุนจดทะเบียนและชำระแล้ว 500,000,000 บาท ในปี 2547

วันที่ 30 พฤศจิกายน 2550 บริษัทฯ จัดทะเบียนแปรสภาพเป็นบริษัทมหาชน และได้เปลี่ยนชื่อเป็น “บริษัท ซินเน็ค (ประเทศไทย) จำกัด (มหาชน)” เพิ่มทุนจดทะเบียนเป็น 705,000,000 บาท โดยการออกหุ้นสามัญเพิ่มทุนจำนวน 205,000,000 หุ้น มูลค่าที่ตราไว้หุ้นละ 1 บาท เสนอขายให้แก่ผู้ถือหุ้นเดิมบริษัท ที.เค.เอส. เทคโนโลยี จำกัด (มหาชน) จำนวนไม่เกิน 57,000,000 หุ้น และเสนอขายให้แก่ประชาชนทั่วไปจำนวน 123,000,000 หุ้น และเพื่อรองรับการใช้สิทธิของใบสำคัญแสดงสิทธิที่จะซื้อหุ้นสามัญของบริษัทฯ ที่ออกให้แก่กรรมการและพนักงานของบริษัทฯ จำนวน 25,000,000 หุ้น

ที่ประชุมสามัญผู้ถือหุ้นประจำปี 2556 มีมติอนุมัติการเพิ่มทุนจดทะเบียนบริษัทฯ โดยการออกหุ้นสามัญเพิ่มทุนจำนวนไม่เกิน 95,000,000 หุ้น มูลค่าที่ตราไว้หุ้นละ 1 บาท เพื่อรองรับการจ่ายเงินปันผลเป็นหุ้นสามัญใหม่ของบริษัทฯ ให้แก่ผู้ถือหุ้น และแก้ไขหนังสือบริคณห์สนธิเรื่องทุนจดทะเบียนบริษัทฯ จากเดิม 705,000,000 บาท เป็น 800,000,000 บาท

ที่ประชุมสามัญผู้ถือหุ้นประจำปี 2562 มีมติอนุมัติการลดทุนจดทะเบียน โดยการตัดหุ้นที่ยังมิได้ออกจำหน่าย จำนวน 29,671,351 หุ้น เป็นทุนจดทะเบียนใหม่ จำนวน 770,328,649 บาท และอนุมัติการเพิ่มทุนจดทะเบียนโดยการจัดสรรหุ้นเพิ่มทุน จำนวน 109,671,351 หุ้น มูลค่าที่ตราไว้หุ้นละ 1 บาท เพื่อรองรับการจ่ายปันผลให้แก่ผู้ถือหุ้นของบริษัทฯ และแก้ไขหนังสือบริคณห์สนธิเรื่องทุนจดทะเบียน จากเดิม 770,328,649 บาท เป็น 880,000,000 บาท

การเปลี่ยนแปลงและพัฒนา กิจการของบริษัทฯ

ย้อนหลัง 5 ปี มีดังต่อไปนี้

2564

- วันที่ 13 พฤษภาคม 2564 บริษัทฯ ได้จัดตั้งบริษัท ซินเน็ค อินคิวท์เบชั่น จำกัด ทุนจดทะเบียน 100,000,000 บาท มีสัดส่วนการถือหุ้นร้อยละ 99.99 ของทุนจดทะเบียน และชำระแล้ว เพื่อดำเนินกิจกรรมการลงทุนในธุรกิจที่มีศักยภาพหรือธุรกิจเทคโนโลยีดิจิทัล
- วันที่ 1 มิถุนายน 2564 บริษัท ซินเน็ค อินคิวท์เบชั่น จำกัด (บริษัทย่อย) เข้าร่วมลงทุนในบริษัท สวอป มาร์เก็ต จำกัด ทุนจดทะเบียน 50,000,000 บาท มีสัดส่วนการถือหุ้นร้อยละ 60.00 เพื่อดำเนินธุรกิจ ในรูปแบบแพลตฟอร์มดิจิทัล
- บริษัท พรี่ซิม โซลูชั่นส์ จำกัด (บริษัทย่อย) ได้เปลี่ยนชื่อเป็น “บริษัท เซอร์วิส พอยท์ จำกัด” เมื่อวันที่ 31 สิงหาคม 2564

2565

- เมื่อวันที่ 28 มีนาคม 2565 บริษัท ซินเน็ค อินคิวท์เบชั่น จำกัด (บริษัทย่อย) ออกหุ้นสามัญเพิ่มทุนจดทะเบียนจาก 100,000,000 บาท เป็น 255,000,000 บาท (มูลค่าหุ้นละ 100 บาท) เพื่อรองรับการขยายการลงทุน บริษัทฯ ได้ลงทุนในหุ้นดังกล่าวเต็มจำนวน และยังคงมีอำนาจการควบคุมในบริษัทย่อยนั้นไม่เปลี่ยนแปลง
- เมื่อวันที่ 18 เมษายน 2565 บริษัท เซอร์วิส พอยท์ จำกัด (บริษัทย่อย) ออกหุ้นสามัญเพิ่มทุนจดทะเบียนจาก 15,000,000 บาท เป็น 115,000,000 บาท (มูลค่าหุ้นละ 100 บาท) บริษัทฯ ได้ลงทุนในหุ้นดังกล่าวเต็มจำนวน และยังคงมีอำนาจการควบคุมในบริษัทฯ ย่อยนั้น ไม่เปลี่ยนแปลง
- เมื่อวันที่ 22 มิถุนายน 2565 บริษัท เน็คซ์ แคปปิตอล จำกัด (มหาชน) (บริษัทร่วม) ออกหุ้นสามัญเพิ่มทุนเป็นจำนวน 255,000,000 บาท โดยจัดสรรแก่ผู้ถือหุ้นเดิมตามสัดส่วน บริษัทฯ ได้ซื้อหุ้นเพิ่มทุนดังกล่าวจำนวน 124.17 ล้านหุ้น ในราคาหุ้นละ 4.5 บาท เป็นจำนวนเงินรวมทั้งสิ้น 558.77 ล้านบาท ทำให้กลุ่มบริษัทมีส่วนได้เสียในบริษัทนี้เพิ่มขึ้นจาก ร้อยละ 26.67 เป็นร้อยละ 26.98



2565

- บริษัทฯ ได้รับการประกาศรายชื่อหุ้นยั่งยืน หรือ Thailand Sustainability Investment :THSI ประจำปี 2565 เป็นปีที่ 5 ที่ผ่านการคัดเลือกการประเมินด้านความยั่งยืน สิ่งแวดล้อม สังคม และเศรษฐกิจ รวมถึงบรรษัทภิบาล ถือเป็นหุ้นที่มีคุณภาพและคาดหวังผลตอบแทนที่ต่อเนื่องในระยะยาว พิจารณารางวัลโดยตลาดหลักทรัพย์แห่งประเทศไทย
- บริษัทฯ ได้รับรางวัล ESG 100 Certificate จากสถาบันไทยพัฒน์ เป็นปีที่ 8 ในฐานะที่เป็น 1 ใน 100 บริษัทจดทะเบียนที่มีความโดดเด่นในการดำเนินธุรกิจด้านสิ่งแวดล้อม สังคม และธรรมาภิบาล

2566

- เมื่อวันที่ 22 มีนาคม 2566 บริษัทฯ ได้รับการแต่งตั้งจาก Nintendo (นินเทนโด) ผู้ผลิตเกมและเครื่องเกมคอนโซลสัญชาติญี่ปุ่น ที่ได้รับความนิยมในระดับโลก ให้เป็นผู้จัดจำหน่าย และดูแลการตลาดในประเทศไทยครบวงจรอย่างเป็นทางการ นับเป็นการขยายธุรกิจไปสู่กลุ่ม Gaming Console
- บริษัทฯ ได้รับการประเมิน AGM Checklist 100 คะแนนเต็ม จากโครงการประเมินคุณภาพการจัดประชุมสามัญผู้ถือหุ้นของบริษัทจดทะเบียนในตลาดหลักทรัพย์แห่งประเทศไทย โดยมีบริษัทจดทะเบียนที่เข้าร่วม 781 บริษัท ประจำปี 2566 ที่จัดขึ้นโดยสมาคมส่งเสริมผู้ลงทุนไทย และสภาธุรกิจตลาดทุนไทย ที่สะท้อนการให้ความสำคัญในด้านการกำกับดูแลกิจการที่ดี ดำเนินธุรกิจอย่างโปร่งใส ปฏิบัติต่อผู้มีส่วนได้เสียอย่างเท่าเทียมกัน
- บริษัทฯ ได้รับการประกาศรายชื่อเป็นหุ้นยั่งยืน SET ESG Ratings ระดับ A (SET ESG Ratings : A) ประจำปี 2566 ในกลุ่ม Technology ต่อเนื่องเป็นปีที่ 6 จากตลาดหลักทรัพย์แห่งประเทศไทย สะท้อนถึงการบริหารธุรกิจภายใต้นโยบายสู่ความยั่งยืน ทั้งจากด้านสิ่งแวดล้อม ความรับผิดชอบต่อสังคม และบรรษัทภิบาล (Environmental, Social, Governance : ESG) รวมถึงการคำนึงถึงผู้มีส่วนได้ส่วนเสียทุกภาคส่วน
- บริษัทฯ ได้รับคะแนนการประเมินการกำกับดูแลกิจการที่ดี ประจำปี 2566 ในระดับดีเลิศ (Excellent) หรือระดับ 5 ดาว จากโครงการสำรวจการกำกับดูแลกิจการบริษัทจดทะเบียน ประจำปี 2566 (Corporate Governance Report of Thai Listed Companies 2023 : CGR) จัดโดยสมาคมส่งเสริมสถาบันกรรมการบริษัทไทย (IOD) โดยการสนับสนุนจากตลาดหลักทรัพย์แห่งประเทศไทย และ ก.ล.ต.

2567

- บริษัทฯ ติดลิส Southeast Asia 500 ปี 2567 เป็นบริษัทชั้นนำอันดับที่ 51 ของประเทศไทย ในการจัดอันดับของนิตยสารฟอร์จูน (Fortune) และอันดับที่ 262 ในเอเชียตะวันออกเฉียงใต้ สะท้อนการดำเนินงานที่มีประสิทธิภาพ มุ่งมั่นบริหารจัดการทั้งด้านรายได้ กำไร และต้นทุนได้เป็นอย่างดี สะท้อนผลการดำเนินงานที่มีแนวโน้มการเติบโตอย่างแข็งแกร่งเป็นผู้นำดิจิทัลทีวีในเมืองไทยที่ได้รับความนิยมไว้วางใจจากแบรนด์ชั้นนำระดับโลก ครอบคลุมทุกกลุ่มสินค้า และต่อยอดการเป็น Service Provider ที่ส่งมอบบริการที่ครบวงจร
- บริษัทฯ ได้รับการประเมิน SET ESG Ratings ระดับ AA ติด 1 ใน 80 บริษัทหุ้นยั่งยืน ด้วยคะแนน 80-89 คะแนน ได้รับการประกาศให้ติดอันดับในกลุ่ม Technology ต่อเนื่องเป็นปีที่ 7
- บริษัทฯ ได้รับคะแนนการประเมินการกำกับดูแลกิจการที่ดี ประจำปี 2567 ในระดับดีเลิศ (Excellent) หรือระดับ 5 ดาว จากโครงการสำรวจการกำกับดูแลกิจการบริษัทจดทะเบียน ประจำปี 2567 (Corporate Governance Report of Thai Listed Companies 2024 : CGR) จัดโดยสมาคมส่งเสริมสถาบันกรรมการบริษัทไทย (IOD) โดยการสนับสนุนจากตลาดหลักทรัพย์แห่งประเทศไทย และ ก.ล.ต. สะท้อนความมุ่งมั่นในธุรกิจที่ยั่งยืน ควบคู่การเติบโต โปร่งใส ตรวจสอบได้ และสร้างผลตอบแทนระยะยาวแก่ผู้ลงทุน
- บริษัทฯ ได้รับการประเมิน AGM Checklist 4 ดาว จากโครงการประเมินคุณภาพการจัดประชุมสามัญผู้ถือหุ้นของบริษัทจดทะเบียนในตลาดหลักทรัพย์แห่งประเทศไทย โดยมีบริษัทจดทะเบียนที่เข้าร่วม จำนวน 280 บริษัท ประจำปี 2567 ที่จัดขึ้นโดยสมาคมส่งเสริมผู้ลงทุนไทย และสภาธุรกิจตลาดทุนไทย
- บริษัทฯ จับมือพันธมิตรเปิดตัว Nintendo Authorized Store by SYNnex แห่งแรกในเอเชียตะวันออกเฉียงใต้ ณ ชั้น 3 ศูนย์การค้าสยามพารากอน โดย Nintendo Authorized Store by SYNnex ได้รับการออกแบบเพื่อตอบโจทย์เกมเมอร์ทุกเพศทุกวัย ด้วยโซน Experience Zone สำหรับทดลองเล่นเกม Nintendo Switch และ Merchandise Zone สำหรับสินค้าและของสะสมอดนิยม พร้อมยกระดับมาตรฐานบริการด้วยสัญลักษณ์ TRUSTED BY SYNnex ร้านนี้ตั้งเป้าเป็นแลนด์มาร์คใหม่ด้านเกมมิ่งที่ตอบรับการเติบโตของตลาดเกมไทย (21 พฤศจิกายน 2567)

2568

- บริษัทฯ ได้จับมือกับ Amazon Web Services (AWS) ซึ่งเป็นผู้ให้บริการคลาวด์คอมพิวเตอร์ชั้นนำระดับโลกภายใต้กลุ่มบริษัท Amazon เพื่อร่วมพัฒนาโซลูชันด้าน Cloud และ Digital Infrastructure รองรับการเร่งการเปลี่ยนผ่านสู่ดิจิทัลขององค์กรธุรกิจไทย พร้อมต่อยอดจุดแข็งด้านการเป็นผู้นำ Distribution และการให้บริการแบบ Value-Added Services สู่โซลูชันแบบ End-to-End อย่างครบวงจร และในช่วงปลายปี บริษัทฯ ได้รับการยกระดับสถานะเป็น AWS Advanced Tier Partner อย่างเป็นทางการ สะท้อนความพร้อมทั้งด้านบุคลากรที่ได้รับการรับรองตามมาตรฐานสากล ความเชี่ยวชาญเชิงเทคนิค และศักยภาพในการขยายบริการ Cloud Solutions สู่ลูกค้าองค์กรและพันธมิตรในระดับภูมิภาคอย่างยั่งยืน
- บริษัทฯ ได้เปิดตัวและวางจำหน่าย Nintendo Switch 2 อย่างเป็นทางการในประเทศไทย พร้อมเดินหน้าขยาย Game Ecosystem อย่างครบวงจร ทั้งด้านฮาร์ดแวร์ ซอฟต์แวร์ อุปกรณ์เสริม และกิจกรรมการตลาดเชิงประสบการณ์ เพื่อเสริมความแข็งแกร่งในกลุ่มธุรกิจ Gaming และต่อยอดบทบาทการเป็นผู้นำด้านการจัดจำหน่ายสินค้าเกมคอนโซลในประเทศไทย ผ่านเครือข่ายการจัดจำหน่ายที่ครอบคลุมทั่วประเทศ รวมถึงการสนับสนุนพันธมิตรทางการค้าอย่างต่อเนื่อง
- บริษัทฯ ได้รับผลการประเมินคุณภาพการจัดประชุมสามัญผู้ถือหุ้น (AGM Checklist) ในระดับดีเยี่ยม สะท้อนถึงมาตรฐานการดำเนินงานที่โปร่งใส ตรวจสอบได้ และคำนึงถึงสิทธิของผู้ถือหุ้นอย่างเท่าเทียม
- บริษัทฯ ได้รับคะแนนการประเมินการกำกับดูแลกิจการที่ดี (Corporate Governance Report: CGR) ในระดับ 5 ดาว (Excellent) ต่อเนื่อง ตอกย้ำความมุ่งมั่นในการบริหารงานตามหลักธรรมาภิบาลและการสร้างความเชื่อมั่นให้แก่ผู้ลงทุน
- บริษัทฯ ได้รับการประเมินหุ้นยั่งยืน SET ESG Ratings ประจำปี 2568 ในกลุ่มอุตสาหกรรม Technology ระดับ AA (80–89 คะแนน) จากตลาดหลักทรัพย์แห่งประเทศไทย ต่อเนื่องเป็นปีที่ 8 และติด 1 ใน 80 บริษัทที่ได้รับการจัดอันดับ สะท้อนความมุ่งมั่นในการดำเนินธุรกิจภายใต้หลักสิ่งแวดล้อม สังคม และบรรษัทภิบาล (ESG) อย่างเป็นรูปธรรม โดยบริษัทฯ ยังคงยึดหลักธรรมาภิบาล ความโปร่งใส และการบริหารจัดการอย่างรอบคอบ เพื่อสร้างการเติบโตที่มีคงและยั่งยืนในระยะยาว



Nature of Business Operations

The Company is engaged in the import and distribution of computer technology products, computer peripherals, software, information systems, computer consumables, and various communication devices. The Company has been appointed as an authorized distributor by leading global product manufacturers of more than 70 brands, with a customer base of computer product entrepreneurs of more than 6,000 customers, including major enterprise software system integrators, manufacturers and distributors of computer products under their own trademarks, as well as retail and wholesale shops nationwide, department stores, large retail chains, and stationery equipment stores. The Company is managed by a team of experienced Thai executives in the computer distribution, computer peripherals, and communication devices business, and being part of the Synnex Group, Taiwan, gives the Company a competitive advantage in warehouse management and recognition from global manufacturers, enabling the Company to be appointed as an authorized distributor of leading products from around the world. It can thus be said that the Company carries the most diverse range of products covering the needs of consumers in Thailand. In distributing products from various manufacturers, the Company enters into contracts directly with manufacturers without going through the Synnex Group, Taiwan. In fiscal year 2568, the Company revised its business segment classification to 6 categories

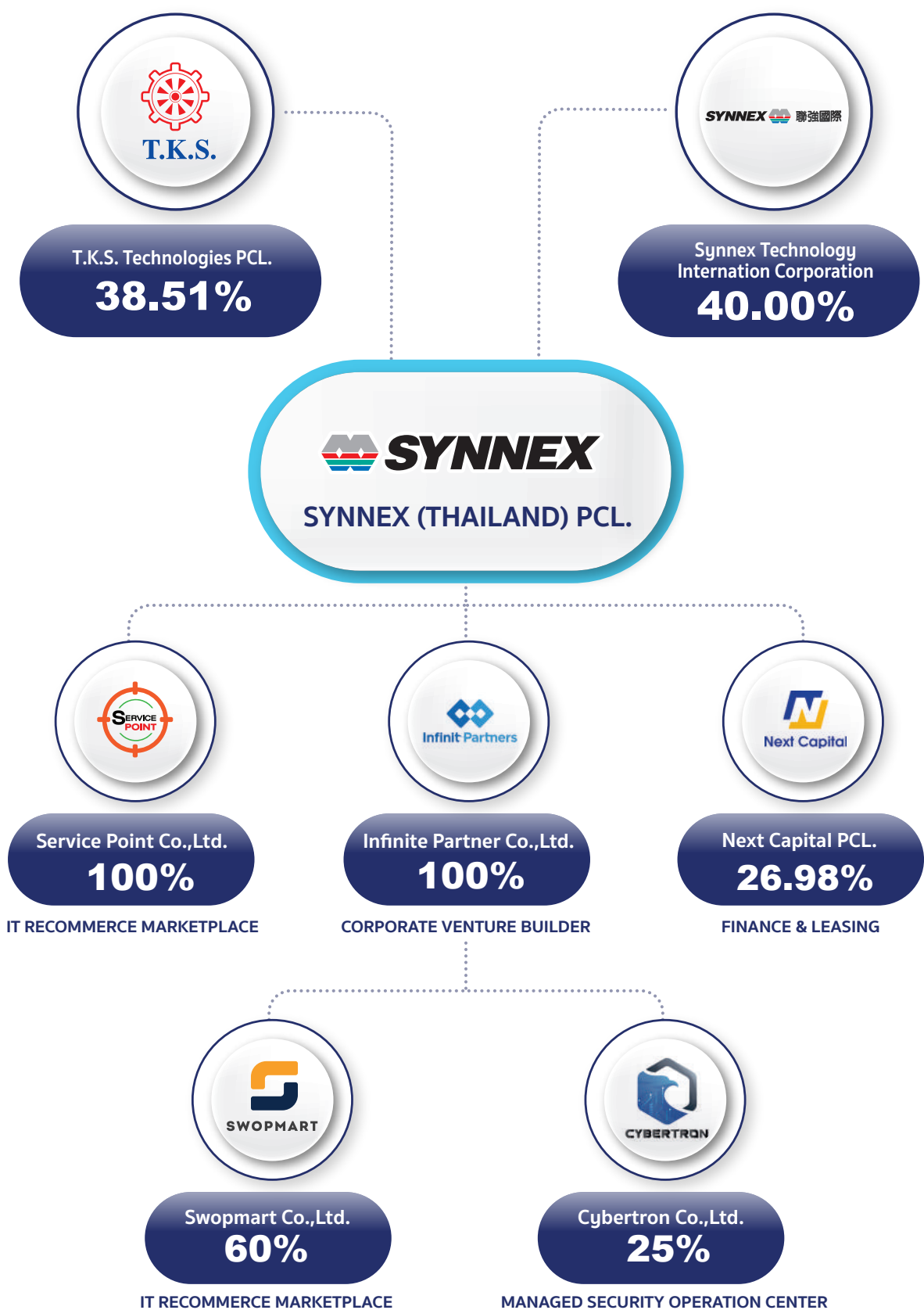
Revenue Structure

Unit : Million Baht

Product Group	2025		2024		2023	
	Value	%	Value	%	Value	%
Sales Revenue						
1. Smartphone and Smart Wearable Device Business	6,408	13	4,240	10	2,170	6
2. Gaming and Gadget Business	1,492	3	1,020	2	1,015	3
3. IT Consumer Business	11,921	25	11,961	28	12,623	34
4. Apple Business	18,266	38	15,633	37	12,423	33
5. IT Commercial Business	5,638	12	5,552	13	5,248	14
6. Enterprise Solutions Business	3,883	8	3,378	8	3,187	9
Others	390	1	360	1	361	1
Total Sales Revenue and Service	48,014	100	42,151	100	37,213	100
Growth Rate of Sales Revenue and Service	13.91%		13.27%		(6.47%)	

Group Shareholding Structure

Company Synnex (Thailand) Limited (Public) hasstructureshareholdingsshares as of as of 31 December 2025



Synnex Group, Taiwan

Synnex Group, Taiwan which is Shareholders (by through indirect Synnex Technology International Corporation) of the Company engaged in computer and peripheral products in Taiwan the United States Australia China Hong Kong New Zealand and India among others which Nature of Business of Synnex Group, Taiwan has similar to the Company capital of Synnex Group, Taiwan has a clear policy to co-invest in other countries by selecting co-investors with financial stability and has experience as of in that local market Currently Synnex Group, Taiwan has no policy to compete in Thailand Furthermore, the entire management team of the Company that has experience as of and peripheral products in Thailand for more than 10 years holding is a strength of indirect the Company that Synnex Group, Taiwan requires because the business of the Company that has experience as of and peripheral distribution channel management product covering all customer types

Investment in Subsidiaries and Affiliates (as of December 31, 2025)

Company name	Nature of the business	Authorized capital (baht)	Par Value (baht)	Number of Shares	Shareholding (%)
1. Service Point Company Limited 433 Sukhonthasawat Road, Lat Phrao, Lat Phrao, Bangkok Telephone: 02 553 8888	Services are offered to authorized dealers, encompassing a variety of functions as listed below: 1. The company operates services centers under the commercial brand of "Trusted by Synnex" 2. The company manages and operates service centers, having been appointed by leading brands. 3. The company distributes accessories, computer parts and Internet of Things (IoT) products. 4. The company is a one-stop service center (One-Stop Service) for leading brands. Our services included importing spare parts, testing, doing preventive maintenance (PM) under the agreement (PM / AM), and a Call Center for service operating during working hours.	115,000,000	100	1,149,995	99.99

Company name	Nature of the business	Authorized capital (baht)	Par Value (baht)	Number of Shares	Shareholding (%)
	5. IT Professional Services • Installation services for PC hardware and software, servers, and storage, catering to the specific requirements. • Call Center service operating during working hours. • Installation solution services, such as Network and Security, Collaboration including Voice and Video Conference and Software Solution systems. We also provide Maintenance Agreement Service for the installed system by company's resellers.				
2. Infinit Partners Company Limited 433 Sukhonthasawat Road, Lat Phrao, Lat Phrao, Bangkok Telephone: 02 553 8888	The company engages in investment activities focused on high-potential enterprises or businesses within the digital technology sector.	255,000,000	100	2,549,997	99.99
3. Swopmart Company Limited 433 Sukhonthasawat Road, Lat Phrao, Lat Phrao, Bangkok Telephone: 02 553 8888	The company operates a digital platform specifically designed for the trading of second-hand IT products, facilitating a reliable marketplace for used technological goods.	50,000,000	100	229,997	60
			Holding by Infinit Partners Company Limited		
4. Cybertron Company Limited 140/1 Kian Gwan Building 2, 9 th Floor Lumpini, Bangkok Telephone: 02 651 5099	The company is the leading Manage Security Service Provider (MSSP), aiming for Clients' Cyber Resilience with our modern Security Operation Centers (SOC), team up with Innovative Cyber Range learning and competitive platform, along with in-house developed SOC Tools, altogether make us one of the leading MSSPs in Thailand.	37,150,000.00	10	928,750	25
			Holding by Infinit Partners Company Limited		
5. Next Capital Public Company Limited 163 Thai Samut Buliding., 15 th Floor, Surawongse Road, Suriyawongse, Bangrak Telephone: 02 342 9699	The company offer hire purchase loans for motorcycles.	806,500,000 Paid-up capital of THB 675,000,026	0.50	364,172,852	26.98

Relationship with Major Shareholders Group

- None -

Securities and Shareholder Information

Securities Information as of as of 31 December 2025

- **Registered and Paid-up Capitals**

The Company's registered capital THB 855,361,206 and paid-up capital was THB 847,361,206. Total ordinary shares of 847,361,206 shares at the par valued at THB 1 per share.

- **Other types of shares, with differing rights and conditions from the ordinary shares**

– None –

Shareholders

Shareholdersmajor 10 top as of as of 31 December 2025 are as follows

No.	Nameshareholders	Number of Shares	Proportion shareholding shares (%)
1	SYNNEX TECHNOLOGY INTERNATIONAL CORPORATION	338,939,513	40.00%
2	T.K.S. Technologies Public Company Limited	326,355,876	38.51%
3	N.C.B.TRUST LIMITED-NORGES BANK 38	6,444,038	0.76%
4	Thai NVDR Company Limited	5,316,644	0.63%
5	KKP Select Equity Fund	4,531,000	0.53%
6	LGT Bank (SINGAPORE) LTD	3,500,000	0.41%
7	MISS SUTIDA MONGKOLSUTHREE	3,337,443	0.39%
8	Provident Fund for Bualuang Thrub Mangkang	3,198,900	0.38%
9	Provident Fund for Management-level Officers, Bangkok Bank Public Company Limited	2,957,000	0.35%
10	KKP Open-ended Equity Fund for Retirement	2,676,320	0.32%
Total number of shares held by top 10 shareholders		697,256,734	82.29%
Other shareholders		150,104,472	17.71%
Total Issued and paid-up shares		847,361,206	100%

Remark : Ms. Sutida Mongkolsuthree indirectly 3,500,000 shares under a custodian account. The combined shares of both direct and indirect holding is totaling 6,317,433 shares or 0.75 percent of the total issued and paid-up shares of the Company.

การเปลี่ยนแปลงถือครองหลักทรัพย์

รายงานการเปลี่ยนแปลงการถือครองหลักทรัพย์ของคณะกรรมการและผู้บริหาร ประจำปี 2568

รายชื่อ	ตำแหน่ง	จำนวนหุ้น ณ 30 ธ.ค.2568	จำนวนหุ้น ณ 30 ธ.ค. 2567	จำนวนหุ้นที่เปลี่ยนแปลงเพิ่มขึ้น (ลดลง)	สัดส่วนการถือหุ้น (ร้อยละ)
1. นายสุพันธุ์ มงคลสุธี	ประธานกรรมการ/ ประธานกรรมการบริหารความเสี่ยง/ กรรมการสรรหาและกำหนดค่าตอบแทน	1,371,562	1,371,562	0	0.16
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
2. นายตุ ชู ู	กรรมการ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
3. นายตุ ชู เจริญ	กรรมการ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
4. นายหลิน ไท่ หยาง	กรรมการ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
5. นายชู จื้อ ชิ่ง	กรรมการ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
6. นางสาวเงิน ยี่ จู	กรรมการ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
7. นางสาวสุธิดา มงคลสุธี	ประธานเจ้าหน้าที่บริหาร/กรรมการ/ กรรมการบริหารความเสี่ยง/ กรรมการกำกับดูแลกิจการและความยั่งยืน	6,837,443	6,317,443	520,000	0.81
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ	1. นายปริญญญา เทวอักษร	-	-	-	-
	2. ด.ช.พอ เทวอักษร	-	-	-	-
	3. ด.ช.ภาคย์ เทวอักษร	-	-	-	-
	4. ด.ช.ภูมิ เทวอักษร	-	-	-	-
8. นายวุฒิพันธ์ เตชะราชกุล	กรรมการ/ กรรมการบริหารความเสี่ยง และเลขานุการบริษัท	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
9. นางชนัญญารักษ์ เพ็ชรรัตน์	กรรมการอิสระ/ประธานกรรมการตรวจสอบ/ กรรมการสรรหาและกำหนดค่าตอบแทน	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ	นายชัยโรจน์ เพ็ชรรัตน์	-	-	-	-
10. นายแพทย์ เฉลิมชัย บุญยะสิทธิ์	กรรมการอิสระ/ประธานกรรมการ กำกับดูแลกิจการและความยั่งยืน/ กรรมการตรวจสอบ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-

รายชื่อ	ตำแหน่ง	จำนวนหุ้น ณ 30 ธ.ค.2568	จำนวนหุ้น ณ 30 ธ.ค. 2567	จำนวนหุ้นที่ เปลี่ยนแปลง เพิ่มขึ้น (ลดลง)	สัดส่วนการ ถือหุ้น (ร้อยละ)
11. พล.ต.อ. รชต เอ็นทรอว์	กรรมการอิสระ/กรรมการบริหารความเสี่ยง	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ	พ.อ.หญิง พนัสยา เอ็นทรอว์	-	-	-	-
12. นายชัยยุทธ คำคุณ	กรรมการอิสระ/ประธานกรรมการสรรหา และกำหนดค่าตอบแทน/กรรมการตรวจสอบ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
13. นายปัญญา พูนเพิ่มผลศิริ	ประธานเจ้าหน้าที่บริหาร ฝ่ายขายและการตลาด	402,018	236,118	165,900	0.05
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ	นางสาววรรณพร วุฒิกา	129,139	109,130	20,009	0.02
14. นายสุทธิพงศ์ จันทรภักดี	ผู้อำนวยการฝ่าย IT Consumer, Smart Device และเกม	86,000	-	-	0.01
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
15. นายรัฐพล จินดาสงวน	ผู้อำนวยการฝ่าย IT Commercial Solution และกลุ่มสินค้าแอปเปิล	84,600	-	-	0.01
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
16. นางสาววิไลวรรณ ทองวินิจศิลป์	ผู้อำนวยการฝ่ายโลจิสติกส์ และ Supply Chain	20,025	40,025	-20,000	0.00
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
17. นางสาวณัฐนิชา รุณิก	ผู้อำนวยการฝ่ายบัญชีและการเงิน	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
18. นายณรงค์ เหลืองพุมิกุลชัย	ที่รองผู้อำนวยการฝ่าย AI การวิเคราะห์ และการขยายธุรกิจ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-
19. นายวรพล ฤกษ์ขร ณ อรุณยา	รองผู้อำนวยการฝ่ายบริหาร ผลการดำเนินงาน และความเป็นเลิศ ทางธุรกิจ	-	-	-	-
คู่สมรสและบุตรที่ยังไม่บรรลุนิติภาวะ		-	-	-	-

ทั้งนี้คณะกรรมการของบริษัทฯ ไม่มีการถือหุ้นรวมกันเกินกว่าร้อยละ 25 ของหุ้นที่ออกแล้วของบริษัทฯ โดยคณะกรรมการของบริษัทฯ มีการถือหุ้นทางตรงและทางอ้อม จำนวน 8,209,005 คิดเป็นร้อยละ 0.97 ของหุ้นที่ชำระแล้วของบริษัทฯ

จำนวนทุนจดทะเบียนและทุนชำระแล้ว บริษัทฯ มีทุนจดทะเบียน 855,361,206.00 บาท เรียกชำระแล้ว 847,361,206 บาท แบ่งเป็นหุ้นสามัญจำนวน 847,361,206 หุ้น มูลค่าที่ตราไว้หุ้นละ 1.00 บาท บริษัทฯ ไม่มีหุ้นประเภทอื่นที่มีสิทธิ หรือ เจียนไขแตกต่างจากหุ้นสามัญ บริษัทฯ ไม่มีลักษณะของโครงการออกและเสนอขายหุ้น หรือหลักทรัพย์แปลงสภาพให้กองทุนรวมเพื่อผู้ลงทุน ซึ่งเป็นคนต่างด้าว (Thai Trust Fund) หรือ การออกตราสารแสดงสิทธิในผลตอบแทนที่เกิดจากหลักทรัพย์อ้างอิง (NVDR) ที่มีหุ้นของบริษัทนั้นเป็นหลักทรัพย์อ้างอิง

Dividend Payment Policy

The company has a policy to pay dividends at a rate of no less than 40% of net profit after deducting taxes, legal reserves, and all other reserves in each year where the company generates profit from its standalone operations. However, there must be no accumulated losses in shareholders' equity. Nevertheless, the dividend payment may be subject to change depending on investment plans, necessity, and other appropriate considerations in the future as deemed suitable by the Board of Directors.

The Board of Directors will review and approve the dividend payment policy and propose it to the Company's Shareholders' Meeting for consideration and approval each year. The dividend payment will be determined based on investment plans, financial necessity, and other considerations, such as cash flow sufficiency after deducting legally required reserves.

Dividend Payments Over the Past 3 Fiscal Years

Fiscal Year	For the Year Ended December 31		
	2023	2024	2025
Earnings per Share (Baht)	0.52	0.67	0.75
Dividend Per Share (Baht)	0.36	0.44	0.48
Dividend Payout Ratio (%)	68.64%	65.58%	64.26%
Dividend Payment date	May 8, 2024	May 14, 2025	May 12, 2026

Remark : The dividend payment for the 2025 fiscal year remains subject to approval by the shareholders at the 2026 Annual General Meeting, scheduled for April 23, 2026.





THE NEXT TECHNOLOGY FRONTIER
EMPOWERING
THE FUTURE TOGETHER



Apple Business

ธุรกิจสินค้า Apple

Enterprise Solution Business

ธุรกิจโซลูชันสำหรับองค์กร
ขนาดใหญ่



IT Commercial Business

ธุรกิจลูกค้าเชิงพาณิชย์



Gaming Business

ธุรกิจเกมมิ่งและอุปกรณ์เกม

Smartphone & Wearables Business

ธุรกิจสมาร์ทโฟนและอุปกรณ์สวมใส่อัจฉริยะ



IT Consumer Business

ธุรกิจสินค้าอุปโภคบริโภคด้านไอที

Nature of Products or Services

The Company has various distribution channels covering all areas throughout Thailand. The Company distributes a comprehensive range of modern products on a one-stop basis and has gained trust and confidence from business partners and customers in choosing the Company's products and services. This is due to the convenience in product ordering, after-sales services, and fast and efficient product delivery.

At present, the Company has categorized its business into six (6) segments, with details of each business segment as follows:

1. Smartphone & Personal Wearable

Distribution of communication devices and personal digital devices that are connected to the internet, to support communication, work, and health management in the daily lives of consumers.

Business Type	Product Type	Brands
Smartphone & Personal Wearable Business	Smartphone	HONOR, HUAWEI, LENOVO, SAMSUNG, TECNO
	Personal Wearable	GARMIN, HUAWEI

2. Gaming & Gadget Business

Distribution of equipment and technologies for digital entertainment and gaming, covering hardware, accessories, and technology devices that enhance consumers' user experience.

Business Type	Product Type	Brands
Gaming & Gadget Business	Nintendo & Gaming	LOGITECH, NINTENDO, RAPOO, RAZER
	Smart Lifestyle & Gadget	FUJIFILM

3. IT Consumer Business

Distribution of technology products to support usage by general consumers in computers, connectivity, and digital lifestyle for home and personal use.

Business Type	Product Type	Brands
IT Consumer Business	DIY Component & Monitor	AMD, AOC, ASROCK, ASUS, CORSAIR, GIGABYTE, HGST, INNO3D, INTEL, KINGSTON, LEMEL, LG, MSI, PHILIPS, SAMSUNG, SANDISK, SEAGATE, THERMALTAK, VIEWSONIC, WD
	IT Accessories & Personal Storage	KINGSTON, LOGITECH, RAPOO, SANDISK, SEAGATE, WD

Business Type	Product Type	Brands
ธุรกิจสินค้าอุปโภคบริโภคด้านไอที (IT Consumer)	Printing & Supply	CANON, EPSON, FULLMARK, HPI, IDEA, LEXMARK, OEM, PANTUM, PRINTD, TKS
	Consumer Personal Computer	ACER, ASUS, LENOVO, MSI

4. Apple Business

Distribution of products and solutions under the Apple ecosystem to support usage in the consumer, education, and business sectors, together with related support services.

Business Type	Product Type	Brands
Apple Business	Apple Products : APPLE	APPLE

5. IT Commercial Business

Distribution of technology products and solutions to support usage by small and medium-sized business organizations in order to increase operational efficiency and IT systems.

Business Type	Product Type	Brands
IT Commercial Business	Commercial Personal Computer	ACER, ASUS, LENOVO, MSI
	Network SOHO	APC, ASUS, DELTA, DLINK, EATON, TPLINK, ZIRCON, ZYXEL
	Surveillance and Commercial Display	AXIS, DAHUA, HIKVISION, IMOU, LG, SAMSUNG, VIGI

6. Enterprise Solutions Business

Provision of end-to-end enterprise-level technology solutions covering IT infrastructure, network systems, security, and digital systems to support the operations of large enterprises and government agencies.

Business Type	Product Type	Brands
Enterprise Solutions Business	Enterprise Network	CISCO, HUAWEI
	Software & Cloud	AUTODESK, AWS, MICROSOFT

Business Type	Product Type	Brands
Enterprise Solutions Business	IT Security	BITDEFENDER, WATCHGUARD
	Enterprise System	EIZO, QNAP
	Energy Solution	HUAWEI

After-Sales Services

The Company recognizes the importance of after-sales services, as the Company views the computer equipment distribution business as a one-stop service business, rather than merely a trading business. At present, the computer equipment distribution business has low gross margins, intense competition, and the presence of illegally imported products. Therefore, the Company has an advantage over competitors in terms of comprehensive after-sales customer service and repair and maintenance services in accordance with manufacturers' standards.

The Company provides after-sales services for all categories of the Company's products in accordance with manufacturers' warranty conditions. Customers may bring defective products for repair or replacement services. The nature of after-sales services depends on the type of product, the nature of the problem, and the conditions between the Company and the manufacturer. For products under warranty, the Company will collect repair or replacement service fees from the manufacturer. For products beyond the warranty period, the Company will directly collect repair fees from customers. At present, the Company has a repair and replacement system under which products submitted for replacement can be returned within 3–7 business days, depending on the availability of spare parts from the manufacturer.

The Company's after-sales services are operated by the repair/replacement and customer service department. Employees are sent to receive training from manufacturers so that they have knowledge and expertise in repairing the Company's products. At present, the Company's repair/replacement and customer service department has been trained to repair products correctly and in accordance with the same standards as the manufacturers, requiring various advanced skills, such as Main Board, VGA, Notebook, Printer, and Smartphone repair.

At present, the Company has 10 branch offices located throughout the regions to ensure that customers receive convenient and prompt services, as follows:

ภาค	สำนักงานสาขา
Bangkok and Vicinity	1. Customer service counter at the head office, Sukhonthasawat Road 2. Zeer Rangsit branch 3. IT Mall Fortune Town branch 4. Seacon Square branch
Northern Region	1. Chiang Mai branch 2. Phitsanulok branch
Northeastern Region	1. Nakhon Ratchasima branch 2. Khon Kaen branch
Southern Region	1. Surat Thani branch 2. Hat Yai branch

The Company focuses on making after-sales services more convenient and faster for customers by appointing dealers as service claim receiving points from end-users under the name Synnex Service Partner, located in various regional IT centers under the symbol TRUSTED BY SYNnex, totaling 66 points covering 50 provinces, in order to maximize customer satisfaction in after-sales services.

Region	Synnex Service Partner (Provinces)			
Northern	1. Chiang Mai 2. Phitsanulok 3. Phetchabun 4. Uttaradit	5. Phayao 6. Chiang Rai 7. Tak 8. Phichit	9. Sukhothai 10. Kamphaeng Phet 11. Phrae	
Northeastern	1. Khon Kaen 2. Loei 3. Udon Thani 4. Ubon Ratchathani	5. Sakon Nakhon 6. Nakhon Phanom 7. Nong Bua Lamphu 8. Buriram	9. Amnat Charoen 10. Nong Khai	
Southern	1. Pattani 2. Nakhon Si Thammarat 3. Phuket 4. Trang	5. Satun 6. Chumphon 7. Narathiwat 8. Yala	9. Songkhla 10. Phatthalung 11. Ranong	
Central	1. Bangkok 2. Nakhon Sawan 3. Nakhon Pathom 4. Uthai Thani	5. Ayutthaya 6. Angthong 7. Lopburi 8. Ratchaburi	9. Samut Sakhon 10. Saraburi 11. Chachoengsao 12. Phetchaburi	13. Suphanburi 14. Nakhon Nayok
Eastern	1. Prachinburi 2. Rayong 3. Chonburi 4. Trat			

The Company has been appointed as a Huawei service center and is currently the largest main service center for Huawei smartphone products in Thailand, operated by Synnex's qualified service personnel. There are 9 Huawei by Synnex service centers as follows :

1. Service HUAWEI by Synnex at MBK Center
2. Service HUAWEI by Synnex at ZEER
3. Service HUAWEI by Synnex at Seacon Srinakarin
4. Service HUAWEI by Synnex SURAT
5. Service HUAWEI by Synnex The Mall Bangkae
6. Service HUAWEI by Synnex Chiangmai
7. Service HUAWEI by Synnex at True Digital Park
8. Service HUAWEI by Synnex at Fashion Island
9. Service Synnex HQ (backend)

The Company has also been officially appointed as a Xiaomi service center in order to expand after-sales service channels and facilitate Xiaomi customers in Thailand. Customers may bring their smartphones and ecosystem products to 11 Xiaomi by Synnex service centers as follows :

1. Service Xiaomi by Synnex at Central Bangna
2. Service Xiaomi by Synnex at Seacon Bangkae
3. Service Xiaomi by Synnex at Rattana Thibet

4. Service Xiaomi by Synnex at Chiangmai
5. Service Xiaomi by Synnex at Ubon Ratchathani
6. Service Xiaomi by Synnex at Khon Kaen
7. Service Xiaomi by Synnex at Phitsanulok
8. Service Xiaomi by Synnex at Pattaya
9. Service Xiaomi by Synnex at Hat Yai
10. Service Xiaomi by Synnex at Surat Thani
11. Service Xiaomi by Synnex at Zeer Rangsit

In addition, the Company has been entrusted to provide 100% end-to-end after-sales services as the sole service provider in Thailand for leading game console brand Nintendo and leading smartphone brand Honor through the Company's 10 service centers nationwide, together with 1 Honor by Synnex service center as follows :

1. Service Honor by Synnex at Central Rama II

The Company is committed to providing both pre-sales and post-sales services, from consultation before and during purchasing decisions by product specialists through Synnex Care 1251, in order to ensure that customers receive products of excellent standards. The Company's after-sales services have been certified under ISO 9001:2015 by Bureau Veritas Certification, which enhances customers' confidence in the quality of the Company's services.

Marketing and Competition

IT and AI Technology Trends

Market Overview and Impact on the Company

In 2026, Gartner estimates that global information technology spending will continue to grow, driven mainly by investment in AI-ready infrastructure, expansion of data centers, and more concrete enterprise-level adoption of AI.

The strategic trends that Gartner emphasizes in 2026 reflect a transition from AI experimentation to actual enterprise-level implementation (AI at Scale), with key issues including:

- Development of platforms and systems "designed directly for AI"
- Use of multiagent systems to improve automation efficiency
- Importance of AI security, transparency, and governance
- Consideration of data residency and digital sovereignty (Data Residency / Geopatriation)

Global Market Overview

At the global level, large enterprises and cloud service providers are accelerating investment in high-performance servers, network systems, and data center infrastructure to support increasingly complex AI processing. At the same time, demand for cybersecurity and AI security platforms has increased significantly, as AI is becoming a core system in business processes.

Thailand Market Overview

The Thailand market is moving in line with the global market, as reflected in investments in data centers and cloud services, as well as national policies and plans supporting systematic AI adoption. However, the Thai market still has its own characteristics, namely:

- Demand for solutions that are cost-effective, secure, and compliant with regulations
- Focus on practical AI implementation in the business sector rather than experimentation with advanced technologies
- Demand for skill development, support systems, and technology partners

Strategic Impact

Such trends directly affect the Company's role as a leader in information technology distribution, particularly in the following matters :

1. Growth of AI infrastructure and data centers increases business opportunities in hardware, network systems, and product lifecycle support services.
2. Shift from single-product sales to integrated solutions, as customers demand solutions combining hardware, software, security, and services.
3. Increasing role in security and technology governance, as cybersecurity and AI governance have become key decision-making factors in investment.
4. Support for domestic ecosystems and partners, as partner capability development, training, and readiness for practical AI implementation are important factors for sustainable growth.

The year 2026 is an important transition period for the IT industry, from "technology experimentation" to "serious business implementation." Investment in AI and related infrastructure will remain a key market driver both globally and in Thailand, which supports the Company's role as a technology distributor with a comprehensive portfolio, supply chain management capability, and solution expertise.

Innovation Development

The Company recognizes the importance of adapting to AI technology and utilizing AI to maximize work efficiency, both in enhancing partner services and internal operations. The Company has therefore developed AI 'TRUST-1' to improve efficiency and speed in providing accurate information, as well as managing the entire sales process.

'TRUST-1' will communicate with partners, recommend and provide information on products relevant to or of interest to partners, prepare quotations, and manage documentation through to the completion of sales. The use of AI alongside the normal sales process will help accelerate the sales process. Product inquiries and ordering can be easily made by conversing with AI. In more complex cases, AI can notify the relevant departments to provide additional assistance. It can therefore be seen that using AI in parallel will result in both greater speed and the ability to support a larger number of partners.

'TRUST-1' is scheduled to begin implementation with a selected group of partners first, before expanding to broader partner groups.

Enhancing Capability and Sustainable Business Operations Together with Customers

"THE NEXT: Vision for Future" is a special training program organized by the Company with the main objective of developing new-generation business successors to be ready to become leaders in an era where the business environment is changing rapidly. This program is a platform for in-depth learning and development in business management, as well as building a community of forward-looking leaders ready to cope with future challenges. Its key objectives are as follows:

- To provide knowledge and skills necessary for conducting business in line with current situations
- To develop decision-making and management capabilities in complex and rapidly changing environments
- To build relationship networks among business leaders to support growth and create new business opportunities in the future
- The program emphasizes the importance of conducting business sustainably, both from the organizational perspective and the self-development of business partners. The main contents are as follows:
- AI and digital transformation: in-depth exploration of the role of AI in driving business, including analysis of trends and strategies for effective adaptation in the digital era
- Risk management and investment: learning methods for managing risks and developing modern investment strategies to create sustainability for the business
- Branding and marketing: understanding techniques for building a distinctive brand and marketing strategies, along with methods to drive brands toward success
- Leadership skill development: enhancing the ability to use AI for business transformation, visionary investment, and strong brand building to increase opportunities and future growth
- Self-development through specially designed workshops to enhance skills that can be further applied in work, management, and leadership development

Competitive Strategy

The Company operates in the business related to technology products, communication, and connectivity, and is also a distributor of products and brands ranked among the top 20 in the world. This results in the Company having core products with high market share and a comprehensive variety for distribution, such as the Smartphone & Personal Wearable business, Gaming & Gadget business, IT Consumer business, Apple business, IT Commercial business, and Enterprise Solution business, including maintenance and support services. The Company has established a strategy to leverage its broad and extensive customer base to cover sales areas and maintain branches in provincial areas across all regions of the country in order to respond quickly to customer demand in provincial markets. In addition, for products requiring specialized expertise, such as enterprise products and cloud services, the Company has prepared personnel with specialized knowledge, namely Sales Engineers, to support business customers who distribute such products. The Company can also increase its market share by distributing products with high market share to both enterprise customers and general users.

In 2025, the Company launched the “Synnex Technology Showcase,” a comprehensive technology and innovation exhibition space that presents technology through real-life user experiences, reflecting the role of technology as part of daily life, with a new perspective on the world of technology both present and future. Visitors are able to experience innovations, products, and solutions from global technology partners, covering Smart Devices, Consumer Tech, Gaming & Creator Economy, as well as Cloud, Data Center, and AI Infrastructure, through five main zones, namely The Living Future zone, a smart home where technology works together as an integrated system, along with Solar & ESS energy solutions for sustainable quality of life; the Synnex Smart Town zone, a smart city using AI to analyze security, traffic, and smart parking for data-driven management; the Future Workplace zone, a smart workplace supporting hybrid work with AI-ready Data Center, Cybersecurity, and Collaboration Solutions; the Smart Learning Hub zone, a smart classroom seamlessly connecting online and offline learning; and the Smart Wellness for Better Life zone, a smart wellness solution integrating AI, Medical IoT, and Telemedicine to enhance healthcare and elevate the public health system.

The Company distributes products through more than 6,000 dealers nationwide, resulting in broader product distribution to end consumers. The Company also expands investments to increase business value, and serves customer groups with extensive distribution channels, such as large retail chains and large IT retail chains with multiple branches that help distribute products. At the same time, the Company is committed to developing the Modern Trade segment to further enhance modern retail sales efficiency.

The Company selects product quality before importing for distribution, ensuring that products meet reliable standards. The Company has established processes for product testing prior to market launch, and products are properly warranted by manufacturers, which helps build customer confidence in purchasing decisions.

The Company has expanded into online business in the B2B2C model and digital marketing channels in order to increase market share and respond quickly to customer demand driven by increased use of online media channels and easy and rapid access to information for purchasing decisions. The Company has improved its systems to be more efficient and continues to develop them to meet rapidly changing market demands, including developing personnel with diverse roles and skills to work collaboratively, creating new innovative working methods to support lifestyles in the AI era.

In 2025, the Company launched a Smart Warehouse and intelligent logistics system, demonstrating infrastructure capability through a smart warehouse that implements the System 5 for the first time in Thailand, elevating management to industry standards. The warehouse supports the management of more than 12.8 million items per year over a total area of approximately 9,000 square meters. The warehouse is designed with automated processes integrated with personnel operations to enhance speed, accuracy, and safety across all logistics processes, from receiving, storage, and picking to final delivery, supporting a 62% increase in monthly sales volume. A key highlight is the practical implementation of advanced technologies, including the Automated Storage and Retrieval System (ASRS) and HaiPick intelligent picking robots, which can support operations of up to 10,000 items per hour, with real-time integration with the ERP system, reflecting infrastructure readiness to support long-term, stable, and sustainable business growth. The system operates 24 hours and supports product sales through online B2B2C channels, enabling fast, accurate, and timely delivery.

The Company has developed a system for checking warranty periods on its website and allows customers to check the status of products submitted for repair or replacement through the Company's website at any time. In addition, the Company has introduced an express service channel to facilitate customers in booking online appointments for repair and replacement services at its Bangkok service branches.

The Company has improved operational processes by reducing complex procedures and paperwork and will implement AI and Big Data to enhance agility and speed. The Company also focuses on internal communication to collaboratively improve organizational, or product issues quickly and comprehensively meet customer needs. Furthermore, the Company places importance on both major and minor customers by organizing training and providing marketing consultation, as well as building strong relationships between the Company and customers to enhance confidence.

The Company has obtained product rotation and price protection conditions from major manufacturers, enabling the Company to reduce inventory risk from technological changes and support sales growth.

The Company offers PC products under the Lemel trademark of the Synnex Taiwan group. The Company adopts a strategy of selecting high-quality, widely recognized components as key parts, using them as standards for assembly, and offering a selling point of a 3-year warranty on all components together with 1-year free on-site service to build customer confidence in product quality.

The Company also has a Marketing Communication unit, which is one of the core units utilizing digital media for communication, public relations, and continuous support of marketing activities. In this year, the Marketing Communication unit has developed an integrated marketing communication (IMC) plan, incorporating new technology and innovation to create presentation concepts, such as exhibitions, product demonstrations, seminars, and virtual roadshows, enabling customers to access new products continuously and safely. The work is categorized into corporate branding, reinforcing the 'TRUSTED BY SYNnex' brand, developing social media strategies across all platforms, creating corporate identity strategies, and organizing various events to reach target audiences accurately and effectively.

The Company has Pre-Sales Engineers, Post-Sales Engineers, and Project Engineers, who are engineers and technical staff capable of providing accurate knowledge and understanding of product features to customers. The Company also has a Technical Support Engineering team providing after-sales services to assist customers, offer consultation, and resolve installation issues for both hardware and software, while continuously developing personnel expertise in IT and OT to meet the needs of all industries in the current era and strengthen leadership so that personnel at all levels keep pace with rapidly changing technology.

The Company has been certified under international standards, including ISO 9001:2015 for quality management systems and ISO 14001:2015 for environmental management systems by Bureau Veritas Certification.

Target Customers

The Company acts as an intermediary between manufacturers and customer groups engaged in the computer and smartphone business, serving as a distributor for many manufacturers. At present, the Company is a distributor for more than 70 brands and distributes products to target customers, which are computer and smartphone dealers nationwide numbering more than 6,000, without direct sales to end users. The Company categorizes customers into 10 groups as follows:

1. Corporate Reseller
2. Retailer, such as IT mall stores
3. Wholesaler/Trader
4. Modern Trade, such as IT City, Power Buy, Office Club, Tesco Lotus, and Makro
5. VAR/SI (Value Added Reseller / System Integrator)
6. Stationery Shop
7. OEM (Original Equipment Manufacturer)
8. Communication device wholesalers and retailers, such as smartphone and tablet stores
9. B2B2C online retailers
10. Games & Toys stores

In addition, the Company classifies key customers into three main groups :

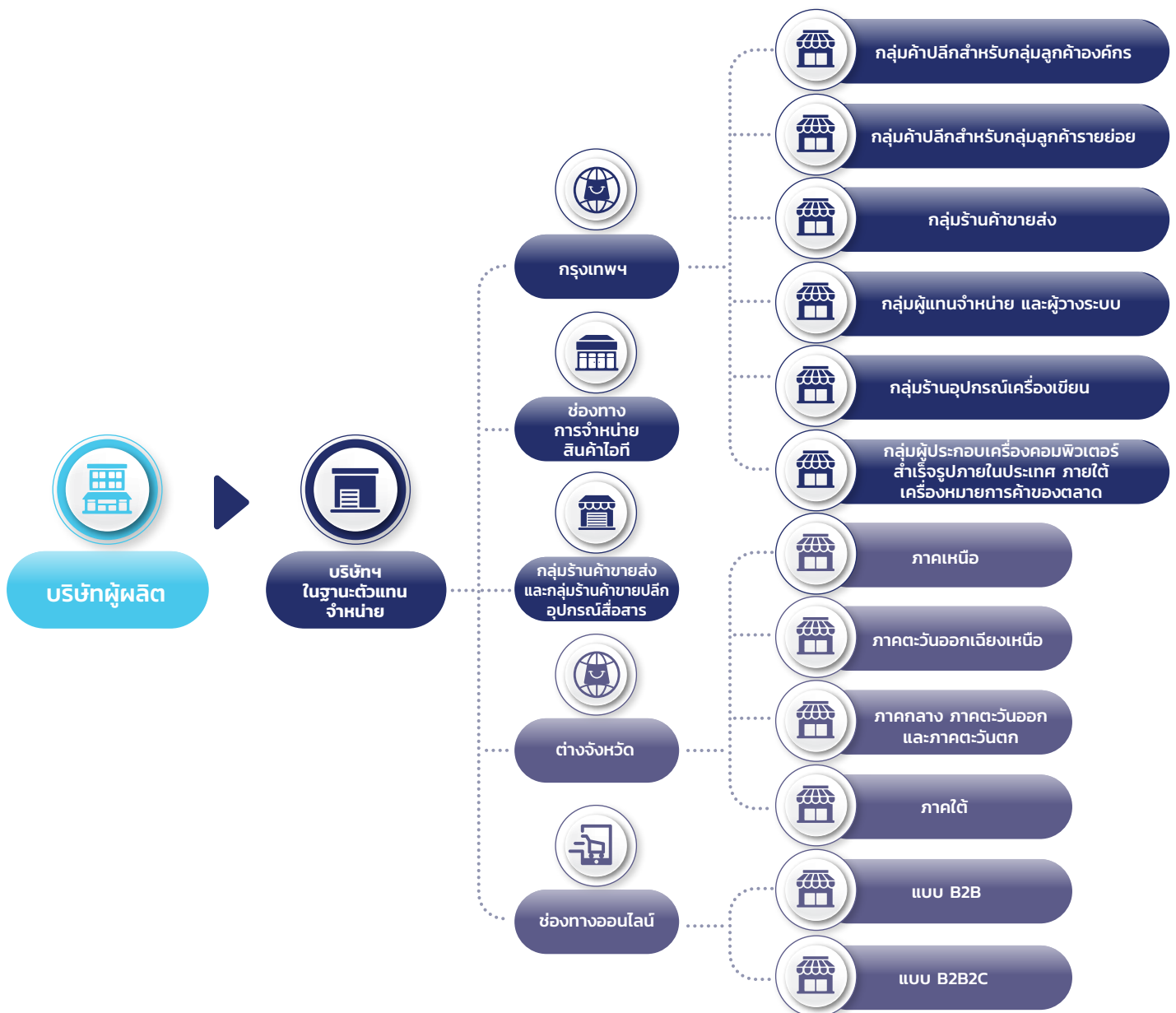
1. Top Tier customers, which are the main group purchasing products from the Company
2. Mid-Tier or Telesales customers
3. Broad Base or E-Commerce customers

The Company has adjusted the proportion of customer groups such that Top Tier customers account for 70%, while Mid-Tier and Broad Base customers combined account for 30% (70:30) of total revenue, as a measure to mitigate the risk of reliance on a small number of customers.

Distribution and Distribution Channels

The Company organizes its distribution channels according to distribution methods, as illustrated in the following diagram :

Distribution Channel Diagram



Pricing Policy

The computer and equipment distribution business has relatively fast product turnover, as new products continuously replace existing ones in the market. Therefore, the Company must adopt various pricing strategies to stimulate product turnover. The Company applies a cost-plus pricing strategy, whereby products that require high technology in production (Technical Intensive) can have relatively high margins. However, products that do not require high technology in production and products that do not have distinctive features compared to competitors (Homogeneous Products) cannot have high margins.

In addition, most computers and consumables are standard products with rapid technological development. Therefore, pricing for each product model must be determined based on its level of popularity and technology. Initial pricing is set at a high level, and such prices will gradually decrease when the products begin to be replaced by newer models. When such products undergo significant technological changes, the Company must quickly clear inventory, possibly through pricing policies supported by manufacturers or their local branches (under compensation conditions in case of price reductions).

Products with local manufacturer branches generally have relatively low margins, but the advantage is that they are well recognized in the market and have high sales volume. Meanwhile, products that the Company imports directly from manufacturers are high-quality products with lower costs. The Company will conduct marketing for such products domestically, resulting in higher margins.

Procurement of Products or Services

The Company procures products through its primary channel, which is manufacturers, by purchasing directly from product owners without going through the Synnex Taiwan group. Most of these are leading global manufacturers such as Apple, Asus, HP, Lenovo, WD (SanDisk), Cisco, Huawei, Dell, Samsung, and Nintendo. The Company acts as an importer and distributor of products for manufacturers. The Company purchases approximately 69% of products from foreign manufacturers in Thailand and approximately 31% from foreign manufacturers through direct imports by the Company. The Company procures products based on product movement. Fast-moving products are ordered regularly, while products that need to be stocked for project sales or products with long production lead times are ordered when supported by manufacturers in terms of higher profit margins, longer credit terms, or when there are customer orders.

Product Managers are responsible for procurement planning from both domestic and international manufacturers by calculating appropriate ordering periods for each product type to ensure that the Company maintains appropriate and sufficient inventory levels to meet customer demand. The Company receives payment terms from domestic manufacturers averaging 30–60 days and from international manufacturers averaging 30–45 days. Most distributorship agreements are automatically renewed.

The Company recognizes the importance of supplier selection by taking into account environmental, social, and governance (ESG Risk) policies. Suppliers are required to have clear policies and operational plans in these areas. Examples of key suppliers include Apple, HP, Cisco, Dell, Lenovo, Huawei, Nintendo, AMD, Epson, and Acer. The Company also applies a 360-degree evaluation approach covering risk and sustainability aspects of suppliers in accordance with its supplier selection policy. The Company aims for 95% of all suppliers to pass such evaluation criteria within 3 years or by 2027.

Procurement and Supplier Selection

The Company has policies for procurement and supplier selection, including entrepreneurs, vendors, and distributors, in a systematic, fair, and transparent manner, and supports ethical business practices in accordance with the Company group's procurement regulations and procedures. This is to achieve cost management efficiency, operational efficiency, and continuous collaboration, including participation and responsibility toward society, communities, and the environment, leading to sustainable business growth together. The Company has therefore established the following guidelines and selection criteria:

1. The Company emphasizes supply chain management, focusing on quality and quantity, accurate, fast, and safe delivery, environmental friendliness, and transparent operations that can be audited both within the Company group and among suppliers, including supporting value creation within the Company group.
2. There are systems for managing and monitoring every stage of the procurement and supplier selection process to ensure compliance with contractual conditions and to avoid actions that may lead to conflicts of interest, corruption, or unfair practices that may cause damage to the Company group's operations.

3. The Company group places importance on managing risks arising from suppliers by regularly studying and analyzing transaction data between the Company and suppliers, including identifying and assessing supplier-related risks, taking into account social and environmental factors.
4. Measures are established to manage suppliers to ensure their operations comply with defined standards under the Supplier Code of Conduct, in order to respond to increasing product demand and achieve operational goals. The Company group is also committed to developing and maintaining relationships with suppliers and business partners to ensure mutual benefits, while reinforcing awareness of the Company's sustainability position among suppliers.
5. Standards for selecting, evaluating, and auditing suppliers are conducted fairly and transparently, without compromising business security and supplier reliability. Suppliers are selected based on ethical business practices, financial stability, credible business history, and verifiable business operations. The Company supports working with suppliers who operate fairly, do not violate human rights, and recognize responsibility toward society, communities, and the environment.
6. The Company recognizes the importance of supply chain management by considering suppliers' environmental, social, and governance policies from production, packaging, to waste return or disposal processes for reuse or proper disposal. If suppliers do not have such policies, the Company can manage disposal and recycling in accordance with international standards to reduce pollution and preserve the environment sustainably under the "Trusted by Synnex E-Waste" project organized by Synnex (Thailand) Public Company Limited.)

Supplier Code of Conduct

The Company has established a Supplier Code of Conduct for suppliers to use as guidelines for business operations in compliance with legal requirements, the Company's business ethics, and international standards. The Company emphasizes and supports suppliers to conduct business transparently and fairly, respect human rights, treat labor fairly, comply with laws, safety standards, occupational health, and environmental standards, and strictly follow this Supplier Code of Conduct in order to jointly create a stable and efficient supply chain that generates value for society and the environment for sustainable growth together.

1. Business Ethics

Suppliers must conduct business based on ethics, honesty, and transparency, and must not support corruption in any form. They must compete fairly and not restrict trade or impose unfair conditions that limit others' business operations.

1.1 Corporate Governance and Legal Compliance

Suppliers must comply with all applicable laws and regulations related to business operations and conduct business with honesty, transparency, and accountability.

1.2 Fair Treatment

Suppliers must conduct business transparently and treat partners or stakeholders equally and fairly.

1.3 Intellectual Property

Suppliers must not infringe upon the intellectual property rights of others and must promote measures to prevent such infringement.

1.4 Disclosure of Information and Confidentiality

Suppliers must disclose their information accurately and completely as required by law and must not disclose confidential information of partners or any information obtained from business operations without consent, nor use such information for personal benefit.

1.5 Delivery and Quality of Products or Services

- 1.5.1 Suppliers must strictly comply with contractual agreements and conditions, including applicable legal requirements, and must take full responsibility for the quality of products or services provided.
- 1.5.2 Suppliers must cooperate with the Company in inspections and corrections to the best of their ability if defects are found in products or services after delivery.

2. Human Rights and Labor

2.1 Non-Discrimination

Suppliers must treat employees equally and not discriminate based on physical or mental conditions, race, religion, gender, age, education, political affiliation, sexual orientation, or union membership.

2.2 Labor Protection

- 2.2.1 Suppliers must not employ child labor below the legal minimum age. If child labor is employed, suppliers must provide protection in accordance with legal requirements and ensure that it can be verified.
- 2.2.2 Suppliers must not assign work that may endanger the health and safety of female employees. Pregnant employees must receive protection and benefits as required by law.
- 2.2.3 If foreign labor is employed, suppliers must fully comply with legal requirements.

2.3 No Forced Labor

Suppliers must respect human dignity and must not use forced labor, including coercion, detention, deprivation of rights, abuse, human trafficking, or any inappropriate labor practices, including violence in any form.

2.4 Wages, Benefits, and Working Hours

- 2.4.1 Suppliers must pay wages, overtime, holiday pay, and benefits in accordance with legal requirements, not lower than the minimum prescribed by law.
- 2.4.2 Suppliers must not require employees to work beyond legal working hours. Overtime or holiday work must be voluntary, and employees must be provided with leave and holidays in accordance with legal requirements.

3. Safety and Occupational Health

3.1 Workplace Safety and Environment

Suppliers must comply with safety and occupational health laws and provide a safe working environment to reduce and control risks of injury, illness, accidents, and emergencies arising from operations, transportation, or services.

3.2 Personal Protective Equipment

Suppliers must provide appropriate, sufficient, and ready-to-use personal protective equipment for employees.

3.3 Emergency Preparedness

Suppliers must have emergency response plans and communicate them to employees to ensure proper and safe actions during emergencies.

4. Social and Environmental Management

- 4.1 Suppliers must have environmental management systems in compliance with laws and regulations, including measures to prevent, mitigate, and reduce environmental impacts effectively.
- 4.2 Suppliers must encourage employees to use environmental resources efficiently and avoid activities that negatively impact the environment.
- 4.3 Suppliers must conduct business responsibly, considering impacts on communities and society, respect local culture and traditions, cooperate with communities, and participate in community and social development as appropriate.

Measure and Monitoring

Compliance with the Supplier Code of Conduct shall be monitored once per year through methods such as supplier self-assessment, third-party audits, or on-site visits.

Suppliers must not conceal or falsify information during on-site visits or self-assessments.

Suppliers must acknowledge and comply with all relevant policies, requirements, guidelines, and others, including procurement policies and the Supplier Code of Conduct.

Awards from Manufacturers and Distributors

Synnex (Thailand) Public Company Limited is an operator with efficient distribution channels nationwide. The Company has received numerous awards from manufacturers and distributors. A summary from 2020 – 2025 is as follows :

Year	Result/Outcome	Award
2021	CISCO	APJC Highest Run Rate Growth Distributor (ระดับภูมิภาคอาเซียน)
	APC	Best Performance Distributor – Datacenter Solution
	EPSON	FY20 Partner Excellence Award–Mid–High CISS Category
	BROTHER	Top Retail Product Performance of the Year
		Top Performance of the Year for Scanner & P-Touch and Solution
2022	CISCO	FY22 Architectural Excellence Award: Meraki
	HUAWEI	FY22 Market Expansion awards
	INTEL	Top branded Revenue Growth
	ASUS	Outstanding Contribution Distributor Award
	LOGITECH	Distributor of the year 2022

ปี	ผลิตภัณฑ์	ชื่อรางวัล
2023	HUAWEI	Market Expansion Award
	HUAWEI	Best Idea Hub Solution
	HUAWEI	Excellent Performance Award in Intelligent Transportation Project
	HUAWEI	Enterprise Delivery & Service Dept
	HUAWEI	10 th Year Partnership
	ACER	Best Brand Share Award 2023
	NINTENDO SWITCH	Best Gaming Brand
2024	DELTA	Sustainable Excellent Award 2024
	HUAWEI	Outstanding Distributor Award
	HUAWEI	Outstanding Service Partner Award
	DELL	Distributor of the Year South Asia & Emerging Market CSG Commercial Stock & Sell
	ACER	Outstanding Sales Award 2024
	APC	East Asia Top T&E Distributor 2024
2025	ASUS	2025 APAC Outstanding Performance
	ENERGY	BYD Energy Storage Most Promising Award 2025
	DELTA	Sustainable Excellence Award 2025

Warehouse Management

Inventory Policy

The Company classifies products into 2 groups: fast-moving products that are regularly ordered, and slow-moving products that are necessary to be kept in stock for sales, such as solution products. For fast-moving products, the Company has a policy to maintain product availability at all times to avoid missed opportunities, by considering the appropriateness of inventory levels based on vendor delivery lead time, market conditions and competition at that time in each product category, as well as the Company's business plan, and by using the I/S (Inventory/Sales-Out) ratio as a criterion to control the appropriateness of inventory value on a monthly basis. Currently, the Company sets different inventory value levels for each product category, with the overall inventory value equivalent to approximately 30–35 days of sales. For products that must be stocked for solution sales, the Company will procure and hold inventory only for products where manufacturers have product rotation policies and offer high gross margins, or the Company will place orders only after receiving customer orders. These products are mostly in the networking product category, with customers being distributors and system integrators.

The Company has a reporting system showing inventory value that relevant personnel can access at all times, and holds monthly meetings to monitor aged inventory that requires provisioning and expedited clearance, with cooperation from manufacturers. Product Managers in the marketing department, totaling more than 60 persons, are responsible for managing products by brand. These personnel are required to manage inventory levels appropriately. In addition, the Company has a Product Controller function to review purchase orders initiated by Product Managers. If such orders conflict with sales statistics without a supporting plan, they will be returned for reconsideration by the next level of management. The Company's inventory is stored at the warehouse at headquarters. Inventory at branch warehouses is mainly reserved for service purposes, with systems connected in real time to the warehouse management system at headquarters. The Company also conducts random inventory counts every morning for items that had movements on the previous day to verify actual stock against system records.

The Company has insurance coverage for inventory damage, covering inventory at the main warehouse and all branches, including losses or damages due to fire, theft, etc. For goods in transit to the Company's warehouses or to customers, outsourced logistics providers are responsible for such damages based on actual product value. The Company reviews inventory insurance coverage and insured amounts annually to ensure adequate coverage in line with increasing inventory value each year.

Inventory Management Policy

The Company recognizes the importance of inventory management, as technological changes significantly impact the prices of most of the Company's products. Therefore, the Company has established strict inventory management policies to effectively monitor inventory movement and reduce the impact of obsolescence. The Company classifies products into 2 groups: fast-moving products that are regularly ordered, and products that must be stocked for project sales or have long production lead times.

For fast-moving products, the Company maintains a policy of having products ready for delivery at all times, ordering quantities sufficient for short-term customer demand but placing orders frequently, as the Company does not intend to hold large inventory volumes due to risks from technological changes and price reductions. Product Managers are responsible for ordering, monitoring inventory movements, reviewing inventory aging reports, and implementing promotional activities when technological changes and price reductions occur.

For most product categories, the Company has negotiated with manufacturers for product rotation (return of obsolete products in exchange for new models) and price protection (compensation for price reductions). For price protection, the Company adjusts the cost of goods sold according to the compensation received from manufacturers, enabling accurate recognition of product costs after such compensation.

In addition, the ERP system calculates the I/S (Inventory/Sales-Out) ratio to assess inventory appropriateness, checks delivery frequency, and calculates minimum stock levels to support Product Managers' decision-making. Currently, the Company maintains inventory value at approximately 30–35 days of sales, depending on each manufacturer's production and delivery policies. The Company prepares daily inventory reports to ensure Product Managers maintain appropriate inventory levels. For products that must be stocked for project sales or have long production lead times, the Company requires support from manufacturers in terms of extended credit terms or higher margins to cover the costs of holding inventory longer than usual. These products include networking products with customers such as distributors and system integrators.

Currently, approximately 95% of the Company's total inventory is stored at the main warehouse at headquarters, while the remaining inventory is distributed across branch offices nationwide. Inventory at branch warehouses is connected via the ERP system to the warehouse management system at headquarters.

Management of Aged Inventory (Inventory Aging)

For inventory aged more than 120 days

The Company has a policy to provide for aged inventory in accordance with accounting standards (Inventory Provision) and prepares inventory aging reports. All Product Managers are required to report inventory movements monthly and present corrective actions and management approaches for aged inventory management.

Inventory aged more than 120 days is categorized for prioritization as follows :

1. Products with no movement for 6 weeks (Dead Stock)
2. Products with inventory-to-sales ratio greater than or equal to 16 weeks (Very Slow Moving)
3. Products with inventory-to-sales ratio between 8–16 weeks (Slow Moving)
4. Products with inventory-to-sales ratio less than 8 weeks (Over Stock), which still sell regularly but may have declining demand or excessive stocking
5. Returned products, demo units, and damaged-box products (not 100% condition)

Classification by product type :

1. Products or Products that/which not can/obtained according to will must
2. Products that/which not can/obtained and not can/obtained
3. Products or result/outcome (EOL)
4. Products that/which Products Products (Products not 100%)

Driving sales of long-held inventory :

1. Implement promotional campaigns to accelerate sales
2. Negotiate with vendors for support such as promotions or price adjustments
3. Return products to vendors with stock rotation policies
4. Returned or demo products are sold to regular buyers

The Company receives price protection compensation from most manufacturers and product rotation conditions from certain manufacturers.

Warehouse Management and Product Distribution

The Company has more than 5,000 distributors across Bangkok, its vicinity, and nationwide, ensuring efficient, fast, and wide coverage distribution at low cost. The Company has strong distribution channels and efficient logistics processes under the concept of “order in the morning, deliver in the afternoon; order in the afternoon, deliver in the morning,” or Half Day Delivery for Bangkok, and Next Day Delivery for provincial areas. Speed and on-time delivery are emphasized, and this efficient, fast, and wide coverage distribution is a key strength of the Company.

The Company operates its own transportation fleet and also outsources deliveries to globally recognized logistics providers. Deliveries in Bangkok and surrounding areas are conducted twice daily to ensure customers receive products on the same day or at the latest the next day. The Company can increase delivery rounds in urgent cases or when order volumes are high. Approximately 99% of products are delivered within half a business day after order placement in Bangkok. For deliveries to both Bangkok and provincial customers, any damage caused during transportation is the responsibility of the logistics provider.

The Company has branch offices across all regions nationwide, connected through an online computer system via a Wide Area Network (WAN) and VDO Conference system. The Company has implemented an Automatic Storage and Retrieval System (ASRS), an automated warehouse management system using robotic arms and fully computer-controlled operations from Daifuku, a leading ASRS manufacturer from Japan, since 2007. The Company's ASRS investment is approximately THB 170 million, consisting of approximately THB 80 million for building infrastructure and approximately THB 81 million for machinery and software, along with approximately THB 10 million for developing the Warehouse Management System integrated with the Global System. This system was supported and developed by the Synnex Taiwan group. In 2014, the Company migrated to a Global System and currently uses Microsoft Dynamics 365 to enhance management efficiency. The ASRS system supports warehouse management as follows:

1. The ASRS system enables fast and accurate receiving and storage of goods, reducing working time and labor requirements. It calculates optimal storage positions, placing fast-moving items in easily accessible locations. The system structure consists of 8 vertical levels, increasing storage capacity by approximately 3 times compared to the previous warehouse.
2. The ASRS system reduces product damage by automatically measuring product dimensions before storage to prevent improper placement. It ensures organized storage, controls temperature and humidity automatically, and has robust security systems, eliminating issues of damage and theft.
3. Upon receiving orders from Product Managers, the ASRS system retrieves goods based on First In First Out (FIFO), supporting inventory aging management and optimizing storage space by prioritizing partially filled pallets.
4. The ASRS system provides highly accurate inventory counting, automatically counting items daily for products with movement and conducting full inventory counts monthly. It can also perform counts by brand, stock code, and bin location. Daily inventory counting improves the accuracy of ERP calculations of the Inventory/Sales-Out ratio, enabling Product Managers to manage inventory efficiently and reduce storage duration.

In addition to the ASRS system, in 2025 the Company implemented the first Haipick Climb Technology in Thailand to enhance automated warehouse capabilities. The system uses 13 robots for piece picking, capable of retrieving vertically stored items and delivering them to workstations quickly, accurately, and continuously, with speeds of up to 4.0 meters per second, significantly reducing processing time and improving efficiency.

The system operates fully automatically, including navigation, obstacle avoidance, and self-charging. It supports Goods-to-Person operations with real-time anomaly detection and reporting, and includes safety measures such as LiDAR, bumpers, and emergency stop buttons to ensure continuous and safe operations.

In addition, it is integrated with an AI-driven Warehouse Management System (WMS), serving as a central platform for order management and real-time inventory control, enhancing warehouse accuracy, agility, and readiness for future business growth.

Investment Policy in Subsidiaries and Associates

The Company has a policy to invest in businesses that support its growth or create synergy value with its operations, in line with its vision and strategic plans, to enhance competitiveness and achieve sustainable long-term growth. In considering investments, the Company evaluates project feasibility, risks, expected returns, and potential social and environmental impacts (if any). Investments must comply with the Company's authorization matrix and relevant laws. The Company appoints directors or experienced executives as appropriate to oversee operations in invested entities to safeguard shareholders' interests.

2. Risk Management

Risk Management Policy and Plan

The Company recognizes that effective risk management is a critical foundation for driving stable and sustainable business growth (Sustainability). Therefore, it has established an enterprise risk management policy based on the international COSO ERM (Enterprise Risk Management) standard, which is integrated with strategy, corporate culture, and good corporate governance. This policy covers strategic, operational, financial, and legal factors, including consideration of environmental, social, and governance (ESG) factors, to identify, assess, and manage risks in all dimensions at an acceptable level.

Driving a Risk Culture and Continuity in Risk Management

To ensure practical implementation, the Company emphasizes fostering a risk culture through transparent communication of policies and the creation of participation among employees at all levels. During the past year, practical activities were organized with representatives from all functional groups to promote the role of being a “risk owner” and enhance risk analysis skills at the operational level, as well as to raise awareness of personal data protection (PDPA), to ensure that operations are consistent with regulations and international standards.

From the review of risks in the current year, although the direction of principal risks remains aligned with the existing strategy, the Company has identified an additional significant risk, namely “risk from technological change.” The Company has established Key Risk Indicators (KRI) in relation to the ability to access and launch new products in a timely manner, to maintain competitiveness and generate long-term revenue growth.

Future Operational Plan the Company plans to build on its success by focusing on the preparation of departmental-level risk registers to drive bottom-up risk management (Bottom-Up Approach), which will help strengthen accountability and the rigor of internal controls. In addition, the Company also promotes continuous learning through the E-Learning system to develop the capabilities of personnel at all levels so that they are ready to cope with new challenges and continuously maintain risk management standards at the international level.

Structure and Responsibilities in Risk Management

Risk management requires cooperation from personnel at all levels. The Company has defined the roles, duties, and responsibilities of those involved in risk management as follows :



Board of Director

Responsible for overseeing operations in accordance with the risk management policy and approving the organization's acceptable risk appetite. Establishes a risk management structure that covers the entire organization, appoints and monitors the performance of the Risk Management Committee, and provides recommendations for improving operations in accordance with the organization's risk management system.

Audit Committee

Responsible for overseeing and evaluating the effectiveness of operations in accordance with the organization's risk management system, reviewing risk management, and providing recommendations to the Board of Directors, the Executive Committee, or the Risk Management Committee for improving the organization's overall risk management operations.

Risk Management Committee

Responsible for establishing the organization's risk management strategy and acceptable risk appetite for submission to the Board of Directors for consideration, setting processes and measures for risk management at the organizational level, monitoring the review of the risk management process and reporting to the Audit Committee, as well as appointing risk management working committees under each function as appropriate, with the Chief Executive Officer serving as one of the members of the Risk Management Committee.

Risk Management Team

Responsible for identifying and assessing risks, and preparing risk management plans at the functional level, including designating responsible persons, as well as monitoring and regularly reporting the results of risk management to the Risk Management Committee on a quarterly basis. The head of the risk unit is not under the business line to ensure independence in operations.

Internal Audit Department

Responsible for auditing and reviewing the risk management process to provide assurance that the risk management process is adequate and appropriate to the business environment and various situations, as well as providing consultation to the Risk Management Working Team. The highest responsible person at the operational level for overseeing risk management and the highest responsible person at the operational level for auditing and reviewing the risk management process, these two units are independent from each other.

Management

Responsible for promoting and supporting the implementation of the risk management policy and ensuring that the risk management process is carried out throughout the Company in order to ensure that the risk management plan currently in use is sufficient and appropriate to the current situation.

Employees

Identify, assess, control, and monitor risks, and report risks related to operations to the management of the unit, participate in preparing risk management plans, and implementing the plans.

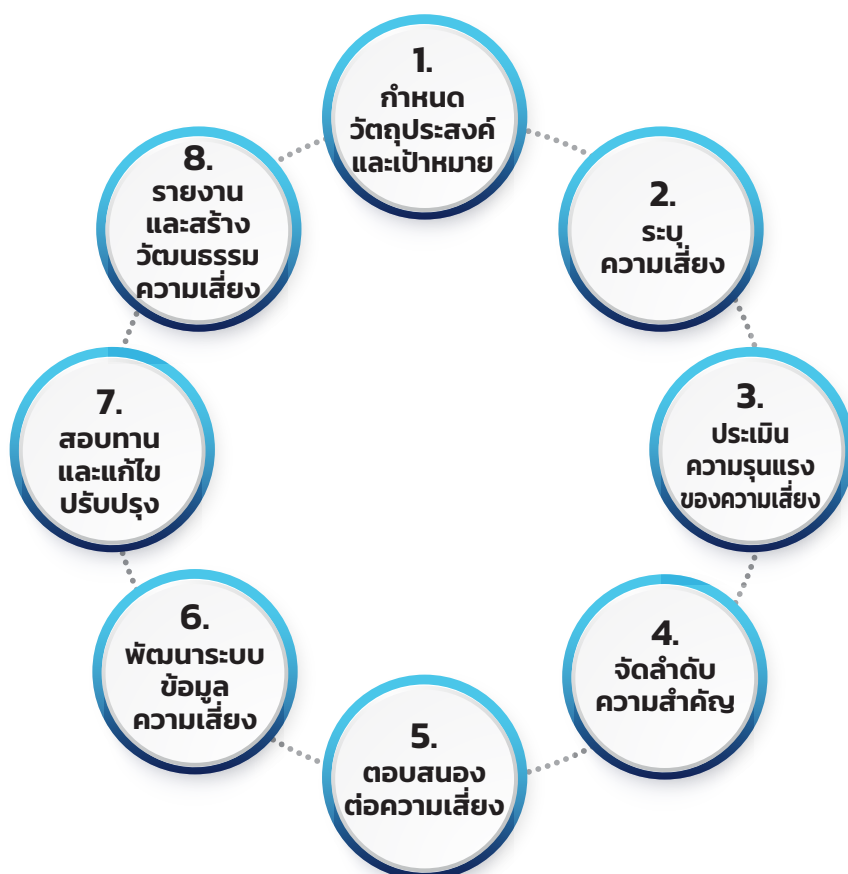
Other Related Persons

Cooperate with and comply with the risk management policy and the Company's regulation on risk management.

Risk Management Process

The organization adheres to risk management guidelines in accordance with international standards to create added value and promote sustainable growth, with the operating process divided into 8 main steps as follows :

1. Objective and Goal Setting begin with determining the strategic direction and operational goals in 5 key dimensions: strategy, operations, reporting, regulatory compliance, and sustainability (ESG), to be used as benchmarks for measuring success.
2. Risk Identification involves analyzing events that may hinder the achievement of objectives by considering internal factors (such as personnel, work systems, and finance) and external factors (such as politics, the economy, and disruptive technologies) to cover all business contexts.
3. Risk Severity Assessment analyzes risks in 2 dimensions: Likelihood and Impact, using a 5-level scale (1-5) to calculate the Risk Score ranging from 1 to 25 points.
4. Prioritization uses the scores obtained to classify all risks into 4 levels: low, medium, high, and very high, to identify which risks should be monitored first.
5. Risk Response determines appropriate risk management strategies, namely Avoid, Reduce, Share, Accept, or Pursue, together with the establishment of Control Activities.
6. Risk Information System Development systematically stores risk information in a portfolio format so that management can see an overview of risks across the entire organization and use statistical data for decision-making and long-term planning.
7. Review and Improvement evaluate performance under the risk management plan at least once a year to examine whether the measures used are sufficiently effective and to revise the plan in line with changing circumstances.
8. Reporting and Building a Risk Culture continuously monitors results and reports to the Risk Management Committee, while instilling risk awareness behavior as part of the working culture throughout the organization.



Promotion of Risk Culture

The Company emphasizes the establishment of a risk culture in actual practice by instilling in executives and employees at all levels the awareness that risk management is everyone's responsibility, so that the organization can respond to changes in a timely manner. The operating guidelines for 2025 are as follows :

- 1. Direction from the policy level** Executives place importance on and communicate clear organizational goals, while also driving risk management to become part of performance monitoring so that employees understand its importance and seriously participate in risk management.
- 2. Participation at the operational level** Focuses on conducting on-site operational activities together with various units throughout the organization in order to help employees directly identify and assess risks related to their own work, leading to the preparation of unit-level risk registers that reflect the actual operational situation.
- 3. Management of emerging risks and related laws** Gives importance to the identification of emerging risks, particularly in technology, including laying the foundation for a personal data protection system (PDPA) and preparing readiness to cope with technology-related risks to ensure security, in order to build confidence in conducting business transparently.
- 4. Continuous learning and development** Develops learning channels that are easily accessible and modern so that employees can review important knowledge by themselves and apply actual case studies to prevent risks in the future.

Risk Factors Affecting the Company's Business Operations

Risk	Details	Risk Management Guidelines
1. Strategic Risk		
Risk from Competition and Low Gross Profit Margin Severity Level : Very High KRI : Measured by Overall Gross Profit Margin (% Overall GP), gross profit growth in the target product group (Focus Group), and market share in the main brand group.	As the current product group structure mainly consists of consumer products, which is a market with highly competitive pricing conditions, the gross profit margin remains at a relatively low level and may affect the Company's overall profit-generating efficiency.	Adjust the strategy by focusing on increasing the proportion of sales of High Margin products, such as Enterprise products and Nintendo, while enhancing management by distributing profit targets and performance measurement to the individual and sales team levels, together with developing a daily gross profit reporting system so that management can monitor and adjust sales plans in a timely manner.
2. Financial Risk		
Inventory Obsolescence Severity Level :: High KRI : Provision	Information technology products have increasingly shorter product life cycles due to the rapid introduction of new innovations. If the Company's inventory management is not aligned with market demand or lacks accurate forecasting, this will result in obsolete overstocked inventory, leading to the recognition of a high amount of provision for inventory value reduction losses.	Enhance the intensity of inventory clearance in business groups that do not achieve their targets, particularly non-core brand product groups, and increase the accuracy of demand forecasting in order to reduce the likelihood of excess inventory occurring in the future.

Risk	Details	Risk Management Guidelines
Liquidity Severity Level : Very High KRI : Cash Cycle	Economic volatility may cause trade receivables to be collected more slowly, while the Company continues to have obligations to repay trade payables and borrowings on schedule. If the collection period becomes longer, this will directly affect working liquidity and may require the Company to obtain external funding sources with higher financial costs.	Implement strict working capital control measures through rigorous screening of credit terms and the use of financial instruments to accelerate debt collection (AR Days), while setting the Cash Cycle as a key performance indicator (KPI) for relevant departments at all levels in order to create shared accountability.
3. Operational Risk		
Recruitment and Preparation of Sales Personnel in Alignment with the Strategy Severity Level : Medium KRI : Measured by the time taken to recruit replacement personnel, the number of training hours, and Post-test results.	Business expansion into new technologies and changes in working models have led to increased demand for personnel with specialized skills (IT Specialists), while the labor market is highly competitive in recruiting such personnel. The loss of knowledgeable employees (Key Persons) without an effective succession plan may result in operational disruption and a decline in service quality.	Adjust the strategy from focusing solely on recruitment to analyzing the causes of resignation (Retention Survey) in order to reduce the rate of personnel loss, while maintaining the standard of sales personnel skill development (TDR) through a Hybrid Learning strategy that emphasizes 24 hours of workshops per year, together with an E-Learning system and rigorous post-training evaluation.
Cybersecurity Risk Severity Level : Medium KRI : Measured by the number of attack incidents affecting the business, which must be zero, and the system recovery time in the event of a breakdown.	At present, information technology is a key factor in driving operational efficiency and creating a competitive advantage. However, increasing reliance on technology comes with more complex and severe cyber threats, such as attacks that cause business disruption (System Breakdown) or breaches of critical information (Data Breach), which may affect business continuity, cause financial damage, and destroy the confidence of stakeholders.	The Company implements structural measures to enhance cybersecurity by focusing on infrastructure development through an effective intrusion detection system and has a plan to improve the backup data center toward a cloud-based system in order to ensure the capability to recover core operating systems and make them available for use within 24 hours (Recovery Time Objective). In addition, important is also placed on building Cybersecurity Awareness among personnel at all levels.
Risk from Technological Change Severity Level : Medium KRI : Measured by the ability to offer for sale or launch new products without being later than competitors.	Disruptive technologies, such as Generative AI or Cloud-native Solutions, may cause traditional products or services to rapidly lose popularity. If the Company is unable to adapt or procure innovative products to replace them in a timely manner, it may result in a loss of market share and competitiveness amid the global wave of change.	The Company transforms challenges arising from emerging technologies into business opportunities by focusing on the development of solutions under the 4 Pillars strategy to build upon existing partner brands to keep pace with the trends of artificial intelligence (AI) and cloud solutions (Cloud Solution), without having to rely solely on seeking new brands.

Risk	Details	Risk Management Guidelines
4. Risk Relating to Compliance with Relevant Laws, Rules, and Regulations		
Non-compliance with Rules, Regulations, or Laws Relating to Business Operations Severity Level : Low KRI : The number of complaints or reports of non-compliance with the law must be zero.	The Company conducts its business under laws, rules, and regulations that are complex and continuously changing. If the Company lacks proper understanding or neglects to update its practices to remain current, it may lead to unintentional violations of legal requirements, which may severely affect the organization's reputation, as well as create the risk of being penalized by government regulatory authorities.	The Company emphasizes proactive risk management through the oversight of the Legal Department in closely monitoring the issuance of new announcements and laws in order to assess their relevance and communicate such information to affected departments so that they are informed and able to comply correctly and in a timely manner, together with enhancing knowledge and understanding among employees and related persons through training on the importance of laws relevant to the business.
5. Environmental, Social, and Governance Risk (ESG Risk)		
Environmental, Social, and Governance Risk (ESG Risk) Severity Level : Low KRI : All the Company's business partners must pass the ESG assessment criteria, number of human rights complaints, number of complaints related to corruption.	The Company recognizes sustainability risks covering the Environmental dimension arising from the climate crisis and increasingly stringent greenhouse gas requirements (Transition Risk), which may affect costs, the supply chain, and asset stability; the Social and Human Rights dimension, which focuses on preventing discrimination or unfair labor practices throughout the value chain in order to maintain reputation and investor confidence; and the Governance dimension, which emphasizes the prevention of corruption and the seeking of improper benefits in business processes, particularly in procurement procedures, in order to uphold transparency and the highest ethical standards of the organization.	The Company manages sustainability risks by integrating the environmental dimension into every operational process in order to prepare for the climate crisis and carbon footprint management, together with proactively driving human rights efforts through the "Trust Team" working group as the key mechanism for employee welfare operations to prevent rights violations at all levels, and upholding transparency through strict communication of the Gift Policy and anti-corruption policy, while also providing safe whistleblowing channels to concretely protect the interests of stakeholders in all sectors.

3. การขับเคลื่อนธุรกิจเพื่อความยั่งยืน

นโยบายและเป้าหมายการจัดการด้านความยั่งยืน

ในปี 2568 บริษัทฯ มุ่งยกระดับการดำเนินงานด้านความยั่งยืนให้สอดคล้องกับบริบทและมาตรฐานด้าน ESG โดยให้ความสำคัญกับการสร้างความร่วมมือกับผู้มีส่วนได้เสียตลอดห่วงโซ่คุณค่า การตอบสนองต่อกรอบการประเมินด้านความยั่งยืนในระดับสากล รวมถึงการบริหารจัดการประเด็นการเปลี่ยนแปลงสภาพภูมิอากาศอย่างเป็นระบบ เพื่อสนับสนุนการเติบโตของธุรกิจในระยะยาว

บริษัทฯ ได้ปรับแนวทางการบริหารจัดการด้านความยั่งยืนให้สอดคล้องกับกรอบการประเมิน FTSE Russell ESG Scores โดยมุ่งพัฒนาการกำกับดูแลกิจการ การบริหารจัดการประเด็นด้านสิ่งแวดล้อมและสังคม ตลอดจนการเปิดเผยข้อมูลที่มีความครบถ้วน โปร่งใส และตรวจสอบได้

ทั้งนี้ การดำเนินงานด้านความยั่งยืนของบริษัทฯ อยู่ภายใต้โครงสร้างการกำกับดูแลที่ชัดเจน โดยมีคณะกรรมการและคณะทำงานด้านความยั่งยืนทำหน้าที่กำหนดทิศทาง ติดตาม และขับเคลื่อนการดำเนินงาน พร้อมบูรณาการเป้าหมายการพัฒนาที่ยั่งยืน (Sustainable Development Goals: SDGs) เข้ากับกลยุทธ์และการดำเนินธุรกิจของบริษัท



1. ดำเนินธุรกิจโดยคำนึงถึงการเติบโตอย่างยั่งยืน ควบคู่กับการกำกับดูแลกิจการที่ดี การบริหารจัดการความเสี่ยง และการตอบสนองต่อมาตรฐานด้าน ESG



2. ส่งเสริมความร่วมมือกับผู้มีส่วนได้เสียตลอดห่วงโซ่คุณค่า เพื่อยกระดับการดำเนินงานด้านความยั่งยืนและรองรับโอกาสและความเสี่ยงในอนาคต



3. บริหารจัดการประเด็นการเปลี่ยนแปลงสภาพภูมิอากาศอย่างเป็นระบบ โดยใช้ข้อมูลการปล่อยก๊าซเรือนกระจกที่ได้รับการรับรองเป็นฐานในการกำหนดแนวทางการดำเนินงาน



4. บูรณาการเป้าหมายการพัฒนาที่ยั่งยืน (SDGs) เข้ากับกลยุทธ์องค์กร เพื่อสร้างคุณค่าทางเศรษฐกิจ สังคม และสิ่งแวดล้อมอย่างสมดุล



ทิศทางการดำเนินงานด้านความยั่งยืนในอนาคต

บริษัทฯ มุ่งมั่นขับเคลื่อนการดำเนินธุรกิจอย่างยั่งยืน โดยบูรณาการนโยบายและกลยุทธ์ด้านความยั่งยืนเข้ากับกระบวนการดำเนินธุรกิจ เพื่อให้สามารถสร้างการเติบโตอย่างมั่นคงทั้งในระยะสั้นและระยะยาว โดยให้ความสำคัญกับการทำความเข้าใจบริบทขององค์กร รูปแบบการดำเนินธุรกิจ และทิศทางของอุตสาหกรรมเทคโนโลยี ซึ่งเป็นปัจจัยสำคัญในการบริหารจัดการความเสี่ยงและโอกาสของธุรกิจ รวมถึงการเปิดเผยข้อมูลด้านความยั่งยืนให้สอดคล้องกับมาตรฐานสากล

ในขณะเดียวกัน บริษัทฯ ให้ความสำคัญกับการทำงานร่วมกับผู้มีส่วนได้เสียตลอดห่วงโซ่คุณค่า เพื่อทำความเข้าใจผลกระทบที่ธุรกิจมีต่อเศรษฐกิจ สังคม และสิ่งแวดล้อม รวมถึงนำประเด็นด้านความยั่งยืนที่มีนัยสำคัญมาใช้ในการกำหนดแนวทางการดำเนินงานให้สอดคล้องกับความคาดหวังและการเปลี่ยนแปลงในอนาคต



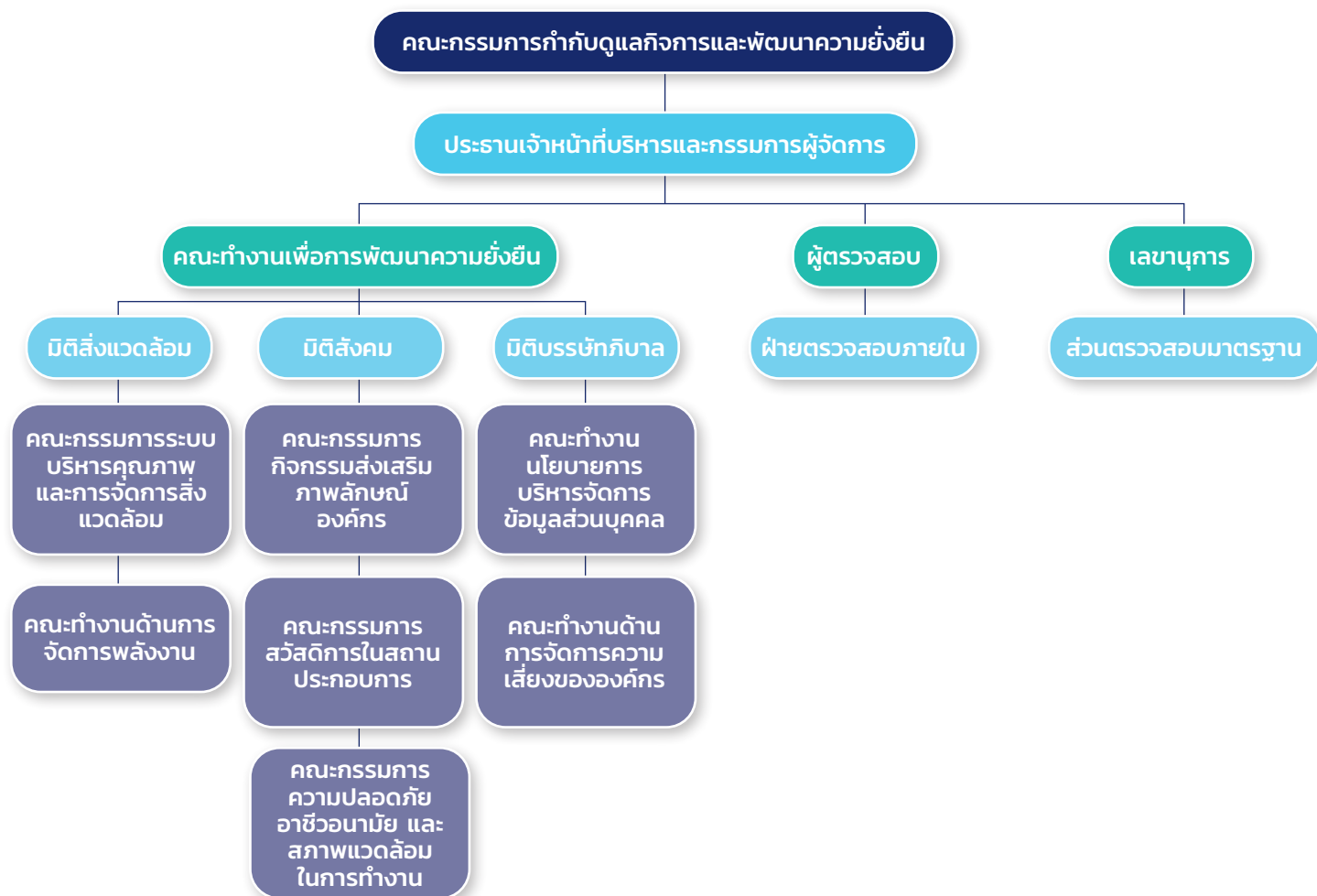
เป้าหมายการจัดการด้านความยั่งยืน

มิติ	เป้าหมาย	ผลการดำเนินงาน ปี 2568
มิติสิ่งแวดล้อม 	Carbon Neutrality ภายในปี 2593	บริษัทฯ กำหนดให้ข้อมูลปี 2568 เป็นปีฐาน เพื่อให้สอดคล้องกับการเติบโตและการขยายตัวของธุรกิจ ภาพรวมการปล่อยก๊าซเรือนกระจกขอบเขตที่ 1 2 และ 3 เท่ากับ 36,884 tonCO₂-eq
	ลดการปล่อยก๊าซเรือนกระจก ร้อยละ 50 ภายในปี 2573	ภาพรวมการปล่อยก๊าซเรือนกระจกขอบเขตที่ 1 2 ลดลง 60 tonCO₂-eq เมื่อเปรียบเทียบกับปี 2567 บริษัทฯ ดำเนินการประเมินและขอการรับรองคาร์บอนฟุตพริ้นท์ขององค์กร (CFO) พร้อมทวนสอบและขึ้นทะเบียนข้อมูลกับองค์การบริหารจัดการก๊าซเรือนกระจก (อบก.) เป็นปีแรก สัดส่วนการใช้ไฟฟ้าจากพลังงานหมุนเวียนร้อยละ 23.77
	ลดสัดส่วนการใช้ไฟฟ้าต่อคนต่อปีลงร้อยละ 15 ภายในปี 2573 (เมื่อเปรียบเทียบกับปี 2564)	สัดส่วนการใช้ไฟฟ้าต่อคนต่อปีลดลงร้อยละ 4.36 เมื่อเปรียบเทียบกับปี 2564 ใช้ไฟฟาลดลง 33,000 kWh (ลดลง 2.3%) เมื่อเปรียบเทียบกับปี 2567
	ลดสัดส่วนการใช้น้ำต่อคนต่อปีลงร้อยละ 15 ภายในปี 2573 (เมื่อเปรียบเทียบกับปี 2564)	สัดส่วนการใช้น้ำต่อคนต่อปีลดลงร้อยละ 13.86 เมื่อเปรียบเทียบกับปี 2564 ใช้น้ำลดลง 248 Unit เมื่อเปรียบเทียบกับปี 2567
	ขยะอิเล็กทรอนิกส์ ถูกกำจัดอย่างถูกวิธีร้อยละ 100	ขยะอิเล็กทรอนิกส์ ถูกกำจัดอย่างถูกวิธีจำนวน 10,240.04 กิโลกรัม คิดเป็นร้อยละ 100
มิติสังคม 	พนักงานผูกพันกับองค์กร ระดับสูงมากกว่าร้อยละ 80	คะแนนความผูกพันของพนักงานต่อองค์กรคิดเป็นร้อยละ 81.3
	จำนวนชั่วโมงการพัฒนาศักยภาพพนักงานและการฝึกอบรมเฉลี่ยพนักงานทั้งหมด 16 ชั่วโมงต่อคนต่อปี	จำนวนชั่วโมงการฝึกอบรมเฉลี่ยสำหรับพนักงานทั้งหมด 31 ชั่วโมง 43 นาทีต่อคนต่อปี (Onsite และ Online)

มิติ	เป้าหมาย	ผลการดำเนินงาน ปี 2567
มิติสังคม   	ข้อร้องเรียนด้านแรงงาน และสิทธิมนุษยชนเป็น 0 กรณี	ข้อร้องเรียนด้านแรงงานและสิทธิมนุษยชนเป็น 0 กรณี
	การละเมิดสิทธิมนุษยชน เป็น 0 กรณี	การละเมิดสิทธิมนุษยชน เป็น 0 กรณี
	การเกิดอุบัติเหตุเป็น 0 กรณี	จำนวนคนที่เกิดอุบัติเหตุถึงขั้นหยุดงาน ของพนักงานและผู้รับเหมา เป็น 0 กรณี
		อัตราการบาดเจ็บจากการทำงานรวม ของพนักงานและผู้รับเหมาเป็น 0 กรณี
มิติบรรษัทภิบาลและเศรษฐกิจ      	ข้อร้องเรียนจากการละเมิดจรรยาบรรณธุรกิจเป็น 0 กรณี	ข้อร้องเรียนจากการละเมิดจรรยาบรรณธุรกิจเป็น 0 กรณี
	ข้อพิพาทหรือกรณีการละเมิดข้อมูลความลับของลูกค้า และการละเมิด ฝ่าฝืน หรือไม่ปฏิบัติตามกฎหมายที่เกี่ยวข้องกับการดำเนินธุรกิจ 0 กรณี	ข้อพิพาทหรือกรณีการละเมิดข้อมูลความลับของลูกค้า และการละเมิด ฝ่าฝืน หรือไม่ปฏิบัติตามกฎหมายที่เกี่ยวข้องกับการดำเนินธุรกิจ 0 กรณี
	คู่ค้ารายสำคัญได้รับการตรวจประเมินความยั่งยืนร้อยละ 100	คู่ค้ารายสำคัญได้รับการตรวจประเมินความยั่งยืนร้อยละ 100

การบริหารจัดการด้านความยั่งยืน

บริษัทฯ ได้จัดตั้งคณะกรรมการกำกับดูแลกิจการและความยั่งยืน รวมถึงคณะทำงานด้านความยั่งยืน เพื่อกำกับทิศทางขับเคลื่อน และสนับสนุนการดำเนินงานด้านความยั่งยืนขององค์กรในทุกมิติ โดยมุ่งสร้างความสมดุลระหว่างการเติบโตของธุรกิจ และการบริหารจัดการความเสี่ยงขององค์กร พร้อมทั้งติดตามและตรวจสอบการดำเนินงานอย่างเป็นระบบ โดยส่งเสริมการมีส่วนร่วมของทุกหน่วยงานและทุกระดับ ทั้งนี้ คณะทำงานประกอบด้วย



ผู้มีส่วนได้เสีย	นิยาม
1. คู่ค้าและพันธมิตรทางธุรกิจ	ผู้ร่วมงานและพันธมิตรที่มีบทบาทในการขับเคลื่อนการดำเนินงานของบริษัทฯ ได้แก่ ซัพพลายเออร์ ผู้ขาย หรือตัวแทนสินค้า
2. ลูกค้า	บุคคล/องค์กรที่ซื้อสินค้าหรือบริการจากบริษัทฯ (Dealer) เพื่อนำไปใช้โดยตรง หรือนำไปจำหน่ายต่อ ยังผู้บริโภค
3. พนักงาน	บุคคลที่ทำสัญญาจ้างและทำงานในบริษัทฯ โดยได้รับผลตอบแทนในรูปแบบค่าจ้าง
4. ผู้ถือหุ้น / นักลงทุน	ผู้ที่ลงทุนในบริษัทฯ เพื่อหวังผลตอบแทนในรูปแบบของเงินปันผลและกำไรจากการลงทุนหุ้น
5. ชุมชน / สังคม	กลุ่มบุคคลหรือชุมชนที่ได้รับผลกระทบจากการดำเนินธุรกิจของบริษัทฯ ทั้งเชิงบวกและลบ รวมถึงชุมชนในพื้นที่ที่บริษัทฯ ดำเนินกิจการหรือ สังคมที่ได้รับผลกระทบจากกิจกรรมของบริษัทฯ
6. เจ้าหนี้	บุคคลหรือองค์กรที่บริษัทฯ มีภาระการชำระหนี้ตามข้อตกลงหรือสัญญาที่ได้ทำไว้กับบริษัทฯ
7. หน่วยงานภาครัฐ	หน่วยงานรัฐบาลหรือองค์กรที่กำกับดูแลและกำหนดกฎระเบียบที่เกี่ยวข้องกับการดำเนินธุรกิจของบริษัทฯ

ความเชื่อมโยงของผู้มีส่วนได้เสียกับห่วงโซ่คุณค่าของธุรกิจ

ห่วงโซ่คุณค่าทางธุรกิจ							
ผู้มีส่วนได้เสียทางห่วงโซ่คุณค่าธุรกิจคุณค่า		การจัดหาสินค้า จากคู่ค้า และพันธมิตรทางธุรกิจ	การนำสินค้าขนส่งเข้าบริษัท	การจัดการคลังสินค้า และการจัดส่งสินค้า	การจัดจำหน่ายและการตลาด	การกระจายสินค้าไปยัง ผู้ค้าปลีก	การรับผิดชอบต่อผู้บริโภค และบริการหลังการขาย
	คู่ค้า ผู้ส่งมอบสินค้า และเจ้าหนี้การค้า						
	ภาครัฐ						
	ลูกค้า						
	สังคม ชุมชน						
	พนักงาน						
	พันธมิตรธุรกิจ						
	ผู้ถือหุ้นและนักลงทุน						

แนวทางการสร้างการมีส่วนร่วมกับผู้มีส่วนได้เสีย

บริษัทฯ ดำเนินการสร้างการมีส่วนร่วมกับผู้มีส่วนได้เสียตลอดห่วงโซ่คุณค่า โดยมุ่งเน้นการสื่อสารสองทางและการมีปฏิสัมพันธ์อย่างต่อเนื่อง เพื่อทำความเข้าใจมุมมอง ความคาดหวัง และประเด็นที่มีนัยสำคัญต่อการดำเนินธุรกิจ ทั้งนี้ บริษัทฯ นำข้อมูลและข้อเสนอแนะจากผู้มีส่วนได้เสียมาใช้ประกอบการพิจารณาและปรับปรุงการดำเนินงาน เพื่อยกระดับประสิทธิภาพการดำเนินธุรกิจ เสริมสร้างความเชื่อมั่น และสนับสนุนการดำเนินธุรกิจภายใต้หลักบรรษัทภิบาล

แนวทางการดำเนินงานดังกล่าวครอบคลุมผู้มีส่วนได้เสียหลัก อาทิ คู่ค้า ลูกค้า พันธมิตรทางธุรกิจ และผู้มีส่วนได้เสียที่เกี่ยวข้อง โดยมีแนวปฏิบัติ ดังนี้

ผู้มีส่วนได้เสีย	ความคาดหวังของผู้มีส่วนได้เสีย	การตอบสนองความคาดหวัง	ช่องทางการมีส่วนร่วม
1. คู่ค้า และ พันธมิตรทางธุรกิจ	- การปฏิบัติตามกรอบกติกาข้อตกลงที่ดี - การแข่งขันทางธุรกิจอย่างเสรี โปร่งใส และเป็นธรรมเสมอภาค	ดำเนินกิจการด้วยความโปร่งใส และการแข่งขันอย่างเป็นธรรม	- การติดต่อสื่อสารผ่านสื่อต่างๆ - การแลกเปลี่ยนความคิดเห็น - การสื่อสารที่ชัดเจนต่อกัน
2. ลูกค้า	- สินค้าและบริการที่ดีมีคุณภาพ - การส่งมอบสินค้าตรงต่อเวลา - ความสะดวกในการสั่งซื้อสินค้า - ผลิตภัณฑ์ตอบสนองตรงต่อความต้องการ - การสื่อสารข้อมูลที่ถูกต้อง และมีประสิทธิภาพ - การปฏิบัติตามข้อตกลงอย่างเป็นธรรมและทัดเทียมกัน	- ความจงรักภักดีต่อตราสินค้าของบริษัทฯ ที่จัดจำหน่าย - เพิ่มส่วนแบ่งทางการตลาด - การเติบโตของยอดขายเพิ่มขึ้นต่อเนื่อง - จัดโปรแกรมส่งเสริมการขาย	- การจัดประชุมสัมมนาสร้างความสัมพันธ์กับลูกค้า - การออกไปพบปะกับลูกค้า - การประชาสัมพันธ์ข่าวสารของบริษัทฯ ผ่านสื่อต่างๆ ต่อเนื่อง - การสำรวจความพึงพอใจ - การจัดกิจกรรมร่วมกับลูกค้า - การรับฟังความคิดเห็นและข้อเสนอแนะ
3. พนักงาน	- การเลื่อนตำแหน่งที่สูงขึ้น - การจัดให้มีสวัสดิการที่เหมาะสม - สุขอนามัยสถานที่ทำงาน และสิ่งอำนวยความสะดวก - ความทัดเทียมกันในโอกาสความก้าวหน้า - การอบรมพัฒนาความรู้ความสามารถ	- ผลตอบแทนที่เป็นธรรม - ความมั่นคง ชื่อเสียงองค์กร - การสร้างความสัมพันธ์และความผูกพันคนในองค์กร - มีความเชื่อมั่น ทีมการทำงานอย่างเต็มที่ - ความภาคภูมิใจในองค์กร	- การจัดประชุมพนักงานประจำปี - การจัดปฐมนิเทศพนักงาน - การจัดสัมมนา การอบรมพัฒนา - การจัดกิจกรรมสร้างความผูกพัน - การรับฟังความคิดเห็นและข้อเสนอแนะ - ช่องทางการสื่อสารที่อำนวยความสะดวก
4. ผู้ถือหุ้น / นักลงทุน	- ผลการดำเนินงานด้านการเงินเติบโตขึ้นต่อเนื่อง - กิจการมีฐานะการเงินที่มั่นคง - การดำเนินงานมีแผนงานธุรกิจชัดเจนในระยะยาว - การดำเนินกิจการได้ตรงตามวัตถุประสงค์ - การกำกับดูแลกิจการที่ดี	- เงินปันผล - กำไรจากส่วนต่างราคาหุ้น - ผลตอบแทนการลงทุนที่ดีและต่อเนื่อง - ความเป็นเจ้าของ (การถือหุ้น)	- การจัดประชุมสามัญผู้ถือหุ้นประจำปี - การรายงานผลการดำเนินงานรายไตรมาส - การจัดทำรายงานประจำปี - การจัดทำรายงานการพัฒนาอย่างยั่งยืน - การจัดกิจกรรมบริษัทจดทะเบียนพบนักลงทุน - การประชุมนักวิเคราะห์ - การจัดกิจกรรมเยี่ยมชมบริษัทฯ
5. ชุมชน / สังคม	- การมีส่วนร่วมช่วยพัฒนาความเจริญให้ชุมชน - การช่วยส่งเสริมอาชีพในพื้นที่ - การอยู่ร่วมกันอย่างมีความสุข และการมีคุณภาพชีวิตที่ดี - การมีส่วนช่วยดูแลสิ่งแวดล้อมและความปลอดภัยของชุมชน - การสร้างความเข้าใจและความสามัคคีที่ดีต่อกัน	- มีความเป็นมิตรที่ดีต่อกัน - ให้ความช่วยเหลือ และร่วมมือที่ดีต่อกัน - ช่วยสร้างภาพลักษณ์ที่ดีขององค์กรให้เป็นที่รู้จัก - ให้ความร่วมมือในกิจกรรม หรือโครงการต่างๆ ที่องค์กรจัดขึ้น	- การจัดกิจกรรมร่วมกับชุมชน - การจัดประชุมร่วมกัน - การรับฟังข้อคิดเห็นข้อเสนอแนะ

ผู้มีส่วนได้เสีย	ความคาดหวังของผู้มีส่วนได้เสีย	การตอบสนองความคาดหวัง	ช่องทางการมีส่วนร่วม
6. เจ้าหนี้	- ปฏิบัติตามเงื่อนไขและข้อตกลงของสัญญา - ความโปร่งใสในการดำเนินธุรกิจ	ปฏิบัติตามเงื่อนไขข้อตกลงของสัญญาได้อย่างเคร่งครัด	- รายงานประจำปี - การจัดประชุมแสดงความคิดเห็น - การประชาสัมพันธ์ข่าวสารบริษัทฯ ผ่านสื่อต่างๆ
7. หน่วยงานภาครัฐ	- การปฏิบัติตามกฎหมาย - ความรับผิดชอบต่อสังคมและสิ่งแวดล้อม	- ปฏิบัติตามกฎหมาย ระเบียบ ข้อบังคับต่างๆ ที่เกี่ยวข้องกับการดำเนินธุรกิจอย่างถูกต้อง โปร่งใส และเคร่งครัด - การเข้าชี้แจงข้อมูลกับหน่วยงานราชการที่กำกับดูแลอย่างถูกต้อง รวดเร็ว - ให้ความร่วมมือในกิจกรรม หรือ โครงการที่หน่วยงานภาครัฐต่างๆ จัดขึ้น	- การจัดทำรายงานประจำปี - การจัดทำรายงานการพัฒนาอย่างยั่งยืน - การเยี่ยมชมกิจการ

เป้าหมายและการดำเนินการกับผู้มีส่วนได้เสียของห่วงโซ่อุปทาน

แนวทางการตอบสนองต่อประเด็นสำคัญของธุรกิจ	แนวทางการดำเนินการ	เป้าหมาย
ด้านสังคม ลูกค้า (Customer Engagement)	- การนำเทคโนโลยีที่เหมาะสมกับการใช้งานของผู้บริโภค และสร้างความแตกต่างในด้านการบริการหลังการขาย การส่งมอบความประทับใจในสินค้าที่ตอบสนองการใช้ชีวิตของคนไทยสินค้าและบริการที่ดีมีคุณภาพ - การสื่อสารข้อมูลที่ต้องและมีความมีประสิทธิภาพ - การปฏิบัติตามข้อตกลงอย่างเป็นธรรม และทัดเทียมกัน	ระยะสั้น : สร้างความพึงพอใจสูงสุดให้กับลูกค้า ระยะกลาง : การส่งมอบสินค้าที่มีเทคโนโลยีและนวัตกรรมใหม่ให้กับลูกค้ามากขึ้น ภายในปี 2568 ระยะยาว : มีฐานลูกค้าที่ยั่งยืนและลูกค้าใหม่ที่มีความหลากหลายและกว้างขวางมากขึ้น ภายในปี 2570
ด้านบรรษัทภิบาลและเศรษฐกิจ บรรษัทภิบาล (Good Governance)	การประเมินข้อแตกต่างของบริษัทกับหลักเกณฑ์ CGR เพื่อนำเสนอคณะกรรมการบริษัท พัฒนาปรับปรุงในข้อที่ทำได้ การสื่อสารนโยบาย CG ทั้งภายในองค์กร และภายนอกองค์กรผ่านช่องทางต่างๆ โดยเฉพาะ Public Social Media	ระยะสั้น : CGR Excellence Score ระยะกลาง : บริษัทฯ เป็นที่ยอมรับในระดับสากล ระยะยาว : ขับเคลื่อนองค์กรโดยอาศัยหลักธรรมาภิบาลอย่างยั่งยืน โดยสอดแทรกหลักธรรมาภิบาลในทุกๆ ขั้นตอนในการดำเนินธุรกิจ ตั้งแต่กลยุทธ์ จนถึงวิธีปฏิบัติงานภายในปี 2570
ผลการดำเนินงาน (Business Performance)	- การขับเคลื่อนการนำเทคโนโลยีที่ตอบสนองวิถีการใช้ชีวิตของคนไทย ในราคาที่ผู้บริโภคเข้าถึงได้ - การมองหาโอกาสและพันธมิตรใหม่ๆ เพื่อนำมาเสนอต่อผู้บริโภค	ระยะสั้น : การเพิ่มขึ้นของยอดขาย และกำไรของธุรกิจ ระยะกลาง : สร้างมูลค่าของธุรกิจ นอกเหนือจากผลกำไร ระยะยาว : สร้างผลตอบแทนที่ยั่งยืนและสร้างความพึงพอใจต่อ Stakeholder ที่เป็นรูปธรรม ภายในปี 2570
ด้านสิ่งแวดล้อม ความเสี่ยงจากการเปลี่ยนแปลงด้านภูมิอากาศและภัยพิบัติทางธรรมชาติ (Climate change)	- การดำเนินการเพื่อลดการปล่อยก๊าซเรือนกระจกให้ได้มากที่สุด - การปรับเปลี่ยนรูปแบบธุรกิจไปยังอุตสาหกรรมเป้าหมายของประเทศ ประกอบด้วย การลงทุนในพลังงานอนาคต อาทิ พลังงานทดแทน ระบบการกักเก็บพลังงาน ธุรกิจยานยนต์ไฟฟ้า	ระยะสั้น : จัดทำโครงการเพื่อการลดก๊าซเรือนกระจกภายในองค์กร ระยะกลาง : ขยายการรับรู้และพัฒนาเทคโนโลยีร่วมกับคู่ค้า ตลอดทั้งห่วงโซ่อุปทานเพื่อการลดการปล่อยก๊าซเรือนกระจก ระยะยาว : ขยายธุรกิจไปยังธุรกิจที่เป็นมิตรต่อสิ่งแวดล้อมอย่างยั่งยืนเช่น พลังงานทดแทน ภายในปี 2570

แนวทางกลยุทธ์การสร้างความสัมพันธ์กับผู้มีส่วนได้เสียอย่างยั่งยืน

เพื่อเสริมสร้างความสัมพันธ์ที่ยั่งยืนกับผู้มีส่วนได้เสียในห่วงโซ่คุณค่า บริษัทฯ มุ่งมั่นดำเนินกลยุทธ์ที่เน้นความโปร่งใส ความยุติธรรม และการตอบสนองความคาดหวังของผู้มีส่วนได้เสีย โดยมีดำเนินการดังนี้

- **คู่ค้าและพันธมิตรทางธุรกิจ** บริษัทฯ ได้สร้างความสัมพันธ์กับคู่ค้าและพันธมิตรทางธุรกิจอย่างต่อเนื่อง โดยการปฏิบัติตามข้อตกลงที่มีความโปร่งใสและยุติธรรม สื่อสารผ่านช่องทางที่หลากหลาย เช่น การแลกเปลี่ยนความคิดเห็น และการติดต่อสื่อสารที่ชัดเจน เพื่อเสริมสร้างความไว้วางใจระหว่างกัน
- **ลูกค้า** เน้นการส่งมอบสินค้าคุณภาพดีตรงตามความต้องการ พร้อมการบริการที่มีประสิทธิภาพ เพื่อเพิ่มความพึงพอใจและความจงรักภักดีต่อตราสินค้า รวมถึงการจัดกิจกรรมร่วมกับลูกค้าและการสำรวจความคิดเห็นเพื่อพัฒนาอย่างต่อเนื่อง
- **พนักงาน** สร้างสภาพแวดล้อมที่ดีในองค์กร โดยการส่งเสริมการพัฒนาทักษะความก้าวหน้าในอาชีพ และผลตอบแทนที่เป็นธรรม พร้อมสร้างความสามัคคีและความผูกพันในทีมงานผ่านกิจกรรมต่างๆ
- **ผู้ถือหุ้น/นักลงทุน** สร้างความเชื่อมั่นในผลการดำเนินงาน โดยการรายงานผลการดำเนินงานที่โปร่งใส และจัดกิจกรรมที่ช่วยให้ผู้ถือหุ้นมีส่วนร่วม เช่น การประชุมสามัญและการจัดกิจกรรมพบปะนักลงทุน
- **ชุมชน/สังคม** ส่งเสริมการมีส่วนร่วมในกิจกรรมที่ช่วยพัฒนาชุมชน และสิ่งแวดล้อม รวมถึงการสร้างความสัมพันธ์ที่ดีระหว่างบริษัทฯ กับชุมชนในพื้นที่ผ่านกิจกรรมร่วมกันและการรับฟังความคิดเห็น
- **เจ้าหน้าที่** ปฏิบัติตามเงื่อนไขของสัญญาอย่างเคร่งครัด เพื่อเสริมสร้างความเชื่อมั่นและความโปร่งใสในการดำเนินธุรกิจ
- **หน่วยงานภาครัฐ** ปฏิบัติตามกฎหมายและระเบียบข้อบังคับอย่างเคร่งครัด พร้อมให้ความร่วมมือในกิจกรรมที่ภาครัฐจัดขึ้น เพื่อส่งเสริมการพัฒนาอย่างยั่งยืน

การประเมินประเด็นที่สำคัญด้านความยั่งยืน

บริษัทฯ ได้ดำเนินการประเมินประเด็นสำคัญด้านความยั่งยืนโดยพิจารณาจากความคิดเห็น ความคาดหวังของผู้มีส่วนได้เสียทั้งภายในและภายนอกองค์กร ในประเด็นที่เกี่ยวข้องกับมิติสิ่งแวดล้อม มิติสังคม มิติบรรษัทภิบาลและเศรษฐกิจ เพื่อนำไปใช้พัฒนาแผนการดำเนินงาน โครงการ รวมถึงการสื่อสารข้อมูลตามความคาดหวังของผู้มีส่วนได้เสีย ครอบคลุมการดำเนินงานในปี 2568 โดยมีขั้นตอนการประเมินประเด็นที่สำคัญด้านความยั่งยืน ดังต่อไปนี้

1. การระบุประเด็นที่สำคัญ

บริษัทฯ ประเมินประเด็นด้านความยั่งยืนจากการวิเคราะห์โอกาสและความเสี่ยงที่อาจส่งผลกระทบต่อมิติสิ่งแวดล้อม มิติสังคม มิติบรรษัทภิบาลและเศรษฐกิจ เช่น สถานการณ์เศรษฐกิจ แนวโน้มกระแสโลก และความเสี่ยงจากสิ่งแวดล้อม รวมถึงปัจจัยภายใน เช่น ความแข็งแกร่งของการดำเนินงาน และโอกาส/ความเสี่ยงที่เกี่ยวข้องกับความยั่งยืน โดยรวบรวมข้อมูลความคิดเห็นจากผู้มีส่วนได้เสียทั้งภายในและภายนอกองค์กร ได้แก่ คู่ค้าและพันธมิตรทางธุรกิจ ลูกค้า พนักงาน ผู้ถือหุ้น ชุมชน และหน่วยงานภาครัฐ

2. การจัดลำดับประเด็นสำคัญ

บริษัทฯ จัดตั้งคณะทำงานด้านความยั่งยืนเพื่อประเมินและจัดลำดับความสำคัญของประเด็นต่างๆ โดยพิจารณาผลกระทบต่อธุรกิจและผู้มีส่วนได้เสีย การจัดลำดับความสำคัญนี้ใช้เกณฑ์การประเมินความเสี่ยงองค์กร ได้แก่ ผลกระทบที่เกิดขึ้นต่อผู้มีส่วนได้เสีย และผลกระทบต่อธุรกิจ ผ่านตารางเมทริกซ์ เพื่อให้ได้ประเด็นที่มีความเสี่ยงสูงและสำคัญต่อการดำเนินธุรกิจระยะยาว นอกจากนี้ยังมีกระบวนการดำเนินงานและผู้รับผิดชอบที่ชัดเจน

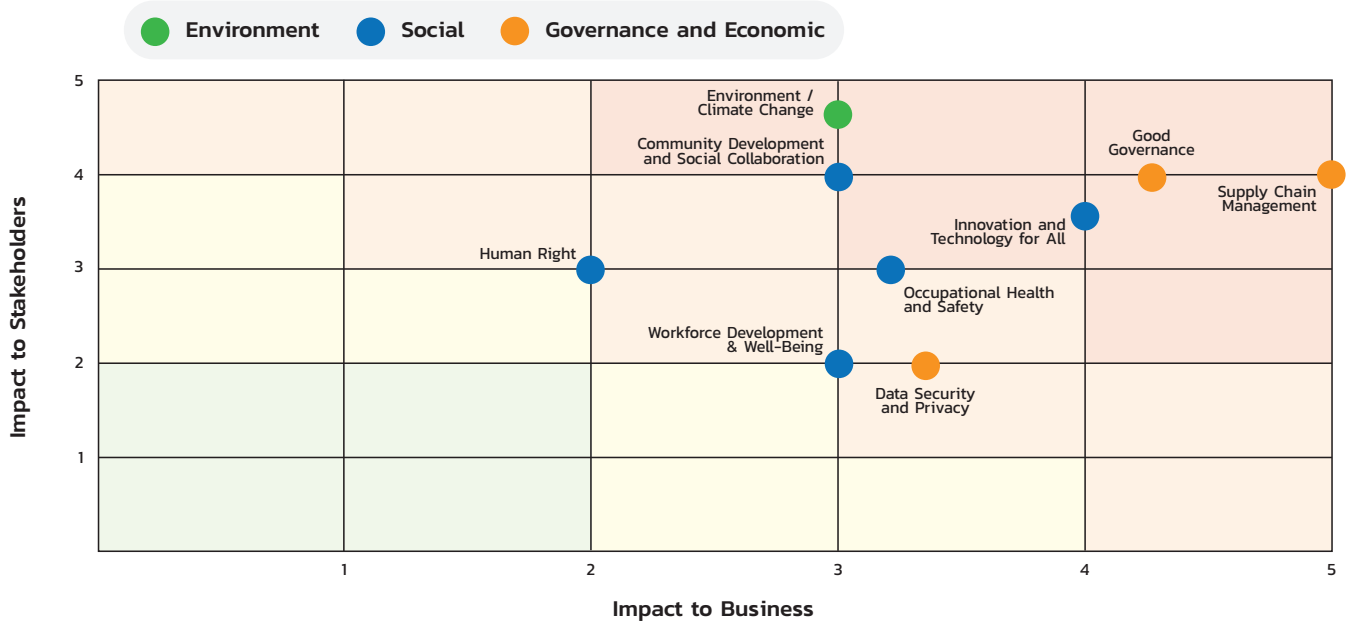
3. การตรวจสอบ

คณะทำงานด้านความยั่งยืนจะนำเสนอประเด็นที่จัดลำดับความสำคัญให้คณะกรรมการกำกับดูแลกิจการและความยั่งยืนเพื่อพิจารณาและอนุมัติ ก่อนนำไปปฏิบัติ การตรวจสอบนี้ช่วยให้แน่ใจว่าการดำเนินงานด้านความยั่งยืนสอดคล้องกับวัตถุประสงค์ของบริษัทฯ

4. การทบทวนและพัฒนาต่อเนื่อง

บริษัทฯ ทบทวนและพัฒนาการดำเนินงานด้านความยั่งยืนอย่างต่อเนื่อง โดยรับฟังข้อเสนอแนะจากผู้มีส่วนได้เสียทุกกลุ่ม เพื่อนำมาปรับปรุงการจัดทำรายงานความยั่งยืน ในปี 2568 บริษัทฯ ได้ทบทวนประเด็นสำคัญที่สอดคล้องกับแผนธุรกิจปัจจุบัน โดยมีผลการประเมินประเด็นสำคัญด้านความยั่งยืนดังนี้

ผลการประเมินประเด็นที่สำคัญด้านความยั่งยืน



สรุปลำดับความสำคัญของประเด็นด้านความยั่งยืนในแต่ละมิติ



จากลำดับความสำคัญของประเด็นเหล่านี้ บริษัทฯ ได้นำผลการประเมินมาพัฒนากลยุทธ์และกำหนดกิจกรรมที่เหมาะสม เพื่อให้สอดคล้องกับเป้าหมายและประเด็นสำคัญด้าน ESG ในทุกมิติ และตอบสนองต่อความคาดหวังของผู้มีส่วนได้เสียในการดำเนินงานอย่างยั่งยืน

Materiality Topics	การตอบสนองประเด็นสำคัญด้านความยั่งยืน	เป้าหมายที่เกี่ยวข้อง ปี 2568
Supply Chain Management	• สรรหาผู้ค้า พันธมิตร ด้านความยั่งยืน • สร้างความร่วมมือกับผู้ค้าพันธมิตรโดยสนับสนุนองค์ความรู้ด้าน ESG	คู่ค้ารายสำคัญได้รับการตรวจประเมินด้านความยั่งยืน 100%
Good Governance	• ส่งเสริมวัฒนธรรมการทำงานตามหลักจริยธรรม • โดยมีการสื่อสารด้านจรรยาบรรณธุรกิจ	ข้อร้องเรียนจากการละเมิดจรรยาบรรณธุรกิจเป็น 0
Innovation and Technology for All	• ส่งเสริมการนำเทคโนโลยี มาใช้ในการดำเนินธุรกิจ • ส่งเสริมการเข้าถึงเทคโนโลยีให้กับทุกคน	ได้รับรางวัลจากการส่งเสริมการนำเทคโนโลยีมาใช้อย่างน้อย 3 รางวัล
Environment / Climate Change	• การจัดทำและดำเนินการตามแผนด้านสิ่งแวดล้อม และการจัดการก๊าซเรือนกระจก	Carbon Neutrality ภายในปี 2593



Environmental Sustainability Management



Progress on Environmental Sustainability Issues in 2028

Target	2025 Performance
Achieve Carbon Neutrality by 2050	Total greenhouse gas (GHG) emissions (Scope 1, 2, and 3) amounted to 36,884 tonCO₂-eq The Company has designated 2025 as the base year to align with business growth and expansion.
Reduce GHG emissions by 50% by 2030	- Scope 1 and 2 emissions decreased by 60 tonCO₂-eq compared to 2024. The Company conducted its first Corporate Carbon Footprint (CFO) assessment, verification, and registration with the องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน). - Renewable electricity usage accounted for 23.77% of total electricity consumption.
Reduce electricity consumption per person by 15% by 2030 (compared to 2021)	- Electricity consumption per person decreased by 4.36% compared to 2021. - Total electricity usage decreased by 33,000 kWh (2.3%) compared to 2024.
Reduce water consumption per person per year by 15% by 2030 (compared to 2021)	- Water consumption per person decreased by 13.86% compared to 2021. - Total water usage decreased by 248 units compared to 2024.
100% proper disposal of electronic waste	A total of 10,240.04 kilograms of electronic waste was properly disposed of, representing 100% compliance.

Environmental Management Policy

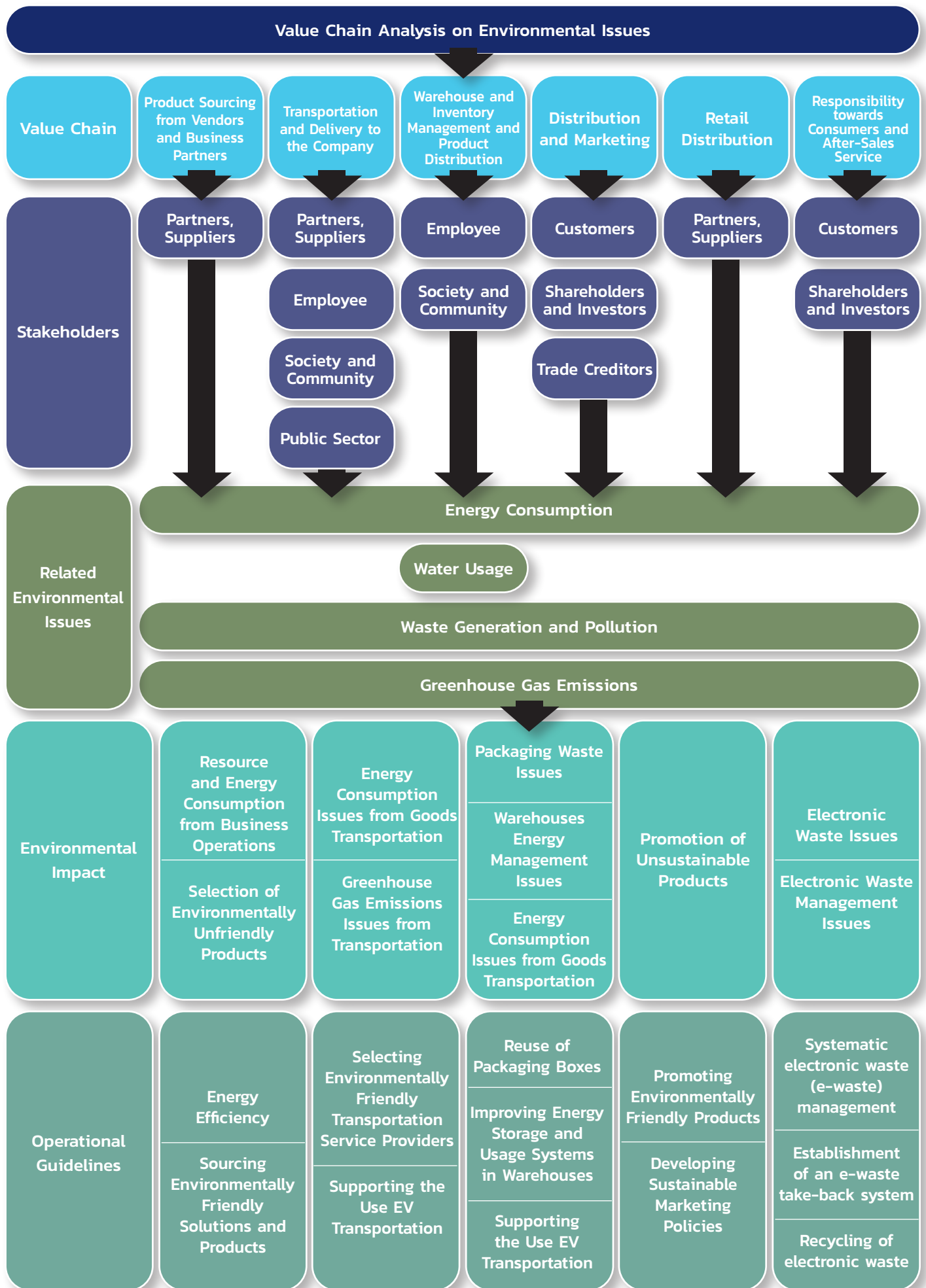
The Company is committed to conducting its business with due consideration to the balance of economic, social, and environmental dimensions to ensure sustainable growth. Clear environmental policies, targets, and responsibilities are established and assigned at all levels of the organization.

The Company places importance on the following :

- Efficient energy use and the promotion of alternative and renewable energy sources
- Effective and responsible water resource management
- Waste reduction, with an emphasis on reuse and recycling
- Reduction of greenhouse gas emissions and mitigation of environmental impacts throughout the value chain

The Company implements tangible environmental projects and initiatives alongside efforts to raise awareness and foster a strong sense of environmental responsibility among employees and relevant stakeholders. Participation from all sectors is encouraged to ensure that business operations remain stable, transparent, and sustainable.

This policy is reviewed annually, or when significant changes occur, to ensure alignment with the business context, applicable laws and regulations, relevant best practices, and the Company's commitment to continuous improvement.



Overview of Key Environmental Initiatives

- ISO 14001:2015 Environmental Management System Implementation Project
- Low Emission Support Scheme Project
- Energy Management and Energy Efficiency Project
- Waste Segregation Before Disposal Campaign
- Employee Awareness Campaign on Saving Water, Electricity, and Paper to promote environmental responsibility
- "Dispose Correctly with Trusted By Synnex E-Waste" Project
- Cardboard Box Reuse Project to reduce warehouse waste
- Used Calendar Donation Project – Donating unused calendars to the มูลนิธิช่วยคนตาบอดแห่งประเทศไทยในพระบรมราชูปถัมภ์ to support the Educational Technology Center for the Blind in Nonthaburi Province
- Solar Rooftop Installation Project (Solar Power Generation System)
- Plastic Bottle Recycling Initiative – Donating used plastic bottles to the สำนักงานเขตลาดพร้าว to produce reflective uniforms ("Pee Kwad Reflective Vests") and support community fundraising activities
- Green Technology Training Programs
- Employee Shuttle Van Service to reduce greenhouse gas emissions from private vehicles
- EV Charging Station Service for company personnel
- "Reusable Fabric Bag Lending" Initiative to promote environmental restoration
- Cup Up" Campaign – Reduce plastic use and participate in lucky draw activities



Climate Change



In 2025, the Company continues to prioritize the management of climate change risks, which may have both direct and indirect impacts on business operations. The Business Continuity Plan (BCP) has been reviewed and updated to align with evolving risk scenarios. Clear responsibilities have been assigned, and periodic drills are conducted to strengthen preparedness and ensure effective emergency response.

The Company maintains governance mechanisms through the Sustainability Committee, comprising senior executives, to define direction, monitor progress, and drive climate change initiatives in alignment with corporate strategy and global trends.

Climate Change Governance

The Company has established a structured climate change management framework, covering governance from the Board of Directors to operational units, ensuring that climate-related actions are aligned with the Company's vision, mission, and strategic objectives.

The Corporate Governance and Sustainability Committee plays a key role in setting policies, frameworks, and monitoring climate-related risks. Progress is reported and reviewed on a quarterly basis to ensure that implementation remains aligned with established targets and measures.

At the operational level, the Company has appointed a Sustainability Development (SD) Working Team to implement action plans, coordinate with relevant internal and external stakeholders, and assess climate-related risks. Significant issues are escalated into the Enterprise Risk Management (ERM) process to ensure proper integration into overall corporate risk management.

The Company conducts comprehensive assessments of climate change impacts across operational, financial, and reputational dimensions. Key considerations include greenhouse gas reduction trends, evolving legal and public policy requirements, and increasing consumer expectations toward a low-carbon economy.

Climate Change Risks

1. **Transition Risk** arise from policy, legal, technological, economic, and social changes associated with the shift toward a low-carbon economy.
2. **Physical Risk** result from the direct impacts of climate change, such as rising temperatures and extreme weather events (e.g., storms, floods, or droughts), which may disrupt operations and supply chains.

Climate Change Risk	Risk Response
Transition Risk	
Increasing demand for environmentally friendly solutions and products, requiring accelerated product development and innovation	Develop and offer environmentally friendly products and solutions to meet customer expectations and enhance competitiveness
Government policies promoting a circular economy and low-carbon society, potentially leading to stricter energy controls and environmental regulations	Regularly monitor and assess energy consumption and implement greenhouse gas reduction initiatives

Climate Change Risk	Risk Response
Physical Risk	
Intensifying extreme weather events (e.g., storms, floods, heatwaves) affecting facilities, transportation, and supply chains	Develop and regularly review the Business Continuity Plan (BCP), and assess operational site and key supplier risks on an ongoing basis

In addition, 2025 marks the first year the Company has conducted external verification of its greenhouse gas (GHG) emissions data, covering Scope 1, Scope 2, and Scope 3 emissions. This initiative enhances the accuracy, transparency, and credibility of climate-related data, forming a strong foundation for setting both short- and long-term GHG reduction targets and supporting sustainable growth while mitigating environmental impacts.

Long-Term Target	Performance
Achieve Carbon Neutrality by 2050 (compared to 2021 baseline)	Total greenhouse gas (GHG) emissions (Scope 1, 2, and 3) amounted to 36,884 tonCO ₂ -eq The Company has designated 2025 as the new base year to align with business growth and expansion.

Short-Term Goals	Performance
Reduce greenhouse gas emissions by 50% by 2030 (compared to 2021 baseline)	Scope 1 and Scope 2 emissions decreased by 60 tonCO ₂ -eq compared to 2024. The Company conducted a Corporate Carbon Footprint for Organization (CFO) assessment, completed verification, and registered the data with the องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน) for the first time.



Greenhouse Gas Management



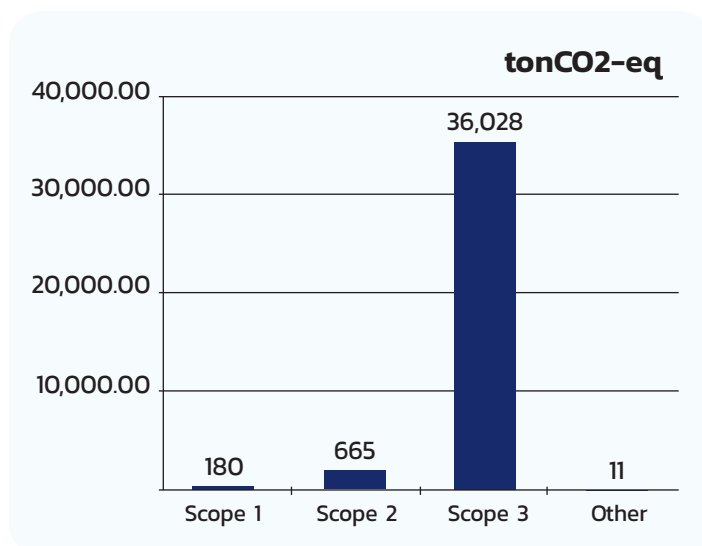
In 2025, the Company conducted a comprehensive assessment of its greenhouse gas (GHG) emissions and removals, covering Scope 1, Scope 2, and Scope 3 emissions. This marks the first year the Company has undergone external verification of its GHG emissions data to enhance the accuracy, transparency, and credibility of its climate-related disclosures.

For the calculation, the Company applied methodologies and emission factors in accordance with the guidelines of the องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน). The assessment boundary covers both direct and indirect emissions associated with the operations of the Company's head office and warehouse facilities. The activity data used in the assessment includes relevant operational activities, as follows:

Scope 1 : Direct GHG Emissions and Removals	Scope 2 : Indirect GHG Emissions and Removals from Energy Use	Scope 3 : Other Indirect GHG Emissions and Removals
1. Fuel consumption from company vehicles 2. Fuel consumption from generators and fire pumps 3. Refrigerant leakage 4. Wastewater treatment system (Septic Tank) 5. Leakage from fire suppression agents	1. Purchased electricity consumption	1. Emissions from the production of purchased goods and services 2. Transportation of goods from suppliers to the Company 3. Distribution and delivery of products to other companies or customers

Greenhouse Gas Management Performance

GHG Emissions Intensity (Scope 1 and Scope 2) per Area (square meter)	GHG Emissions Intensity (Scope 1, Scope 2, and Scope 3) per Area (square meter)
0.046	1.996



In 2025, the Company reported total greenhouse gas (GHG) emissions and removals of 36,884 tCO₂e. This year has been designated as the Base Year for setting targets and tracking future GHG emission reduction performance, as it is the first year in which the Company conducted a comprehensive assessment and external verification covering Scope 1, Scope 2, and Scope 3 emissions in full.

Establishing 2025 as the new base year enhances consistency, transparency, and comparability in future performance monitoring. The Company will use 2025 data as the reference point for defining both short-term and long-term GHG reduction targets and implementing mitigation measures to support its climate strategy and sustainable growth objectives.

Item	2025 (New Base Year)	2021 (Previous Base Year)
Total GHG Emissions and Removals (tCO ₂ e)	36,884	526
GHG Emissions and Removals per Revenue (tCO ₂ e per THB 1 million revenue)	0.778	0.014
GHG Emissions and Removals per Employee (tCO ₂ e per person per year)	45.64	0.75

Projects and Activities Related to Greenhouse Gas Emission Reduction



The Company has participated in the Low Emission Support Scheme (LESS), which is part of the corporate greenhouse gas reduction mechanism of the องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน), for the fourth consecutive year.

In 2025, the Company's greenhouse gas reduction performance was evaluated from a total of four activities: electricity generation, energy consumption reduction, installation of air-conditioning systems, and waste segregation for recycling. As a result, the Company was able to reduce greenhouse gas emissions by 473.55 tons of carbon dioxide equivalent (tCO₂e).



Solar Rooftop Installation Project



The Company has implemented the Solar Rooftop project since 2021 and has continued the initiative to the present. The objective is to reduce energy consumption and greenhouse gas emissions, as well as to support the Company's long-term goal of achieving Carbon Neutrality by 2050.

ผลการดำเนินงานโครงการ Solar Rooftop ปี 2568



Resource Reduction and Greenhouse Gas Emission Reduction Campaign



The Company has established environmental KPIs in accordance with the Environmental Management System standard (ISO 14001:2015). These KPIs cover the monitoring and control of monthly water consumption, electricity usage, and paper usage. In addition, the Company continuously promotes the efficient use of resources and the reduction of greenhouse gas emissions through ongoing awareness campaigns and operational control measures.



Green Technology Training Activities



In 2025, the Company organized training programs to provide employees with knowledge on technologies related to mitigating climate change impacts. The objective is to support sustainable operations and enhance employees' knowledge so they can effectively contribute to the Company's performance while creating long-term value for society and customers. Examples of training programs include: Carbon Footprint Training 2025 , Climate Change , Awareness Training for new employees



Energy Management



The Company remains committed to promoting efficient and sustainable energy use by continuously managing energy consumption across both office and warehouse operations to achieve its organizational energy management goals. The Company has analyzed operational activities and energy consumption behaviors to identify areas or processes with high electricity usage and to establish appropriate and effective energy reduction measures.

The Company's energy management measures include the following:



Target	Performance
Reduce electricity consumption per person per year by 15% by 2030, compared to 2021	Electricity consumption per person per year decreased by 4.36% compared to 2021. Total electricity consumption decreased by 33,000 kWh (2.3%) compared to 2024.

Electricity Consumption	2025	2024	2023	2021 (Base Year)
Electricity Consumption (kWh)	1,398,000 (increased 3.17%)	1,431,000 (increased 5.60%)	1,294,000 (decreased 5.74%)	1,355,000
Electricity Intensity per Revenue (kWh per THB 1 million revenue)	29.50 (decreased 19.27%)	33.96 (decreased 7.07%)	35.42 (decreased 3.06%)	36.54
Electricity Intensity per Employee (kWh per person per year)	1,856.62 (decreased 4.36%)	1,887.86 (decreased 2.75%)	1,735.25 (decreased 10.41%)	1,941.26

In 2025, the Company's total electricity consumption amounted to 1,398,000 kWh, representing an increase of 3.17% compared to 2024. However, when considering electricity consumption intensity per employee, usage was 1,856.62 kWh per person per year, reflecting a 4.36% decrease from the previous year. This demonstrates continued improvement in energy management efficiency. In addition, electricity intensity per revenue was 29.50 kWh per THB 1 million revenue, representing a 19.27% decrease compared to 2024. This indicates more efficient and cost-effective energy utilization despite overall business growth.

Solar Rooftop Performance	2025	2024	2023	2021 (Base Year)
Electricity Generation (kWh)	434,274	460,194	458,613	458,734
Renewable Energy Consumption Ratio (%)	23.77	24.33	26.16	25.28

In 2025, the Company generated 434,274 kWh of electricity from its Solar Rooftop system, representing 23.77% of total electricity consumption. Although electricity generation slightly decreased compared to the previous year, the Company continues to implement energy efficiency improvement measures. These measures include upgrading electrical systems and air-conditioning units, installing high-efficiency air conditioners, setting the temperature at 25°C, optimizing chiller operating hours, replacing lighting with LED bulbs, and promoting employee awareness campaigns on energy conservation.

These initiatives support efficient and sustainable energy utilization in alignment with the Company's environmental objectives.

SYNNEX
ประกาศ
ฝ่ายอาคารและการเปิด-ปิด ระบบแสงสว่างอาคารสำนักงาน
เพื่ออนุรักษ์พลังงานภายในอาคาร

วัน/สัปดาห์	เปิด	ปิด
จันทร์ - ศุกร์	06.00 น.	20.00 น.
เสาร์/ทำงาน	08.00 น.	15.30 น.

หากพนักงานท่านใดต้องการแจ้งช่วงเวลาปิด-เปิด
แจ้งความประสงค์ที่ E-Mail ฝ่ายอาคาร (Building@synnex.co.th)
หากมีข้อสงสัยสอบถามข้อมูลเพิ่มเติม ได้ที่ เบอร์ 5223 , 5224 , 5221

หมายเหตุ เพื่ออำนวยความสะดวกแก่ลูกค้าจึงนำอาคารที่จอดรถ 16.00 น.

รณรงค์ปิดไฟ 60 นาที ลดโลกร้อน
EARTH HOUR

วันที่ 22 มีนาคม 2568
เวลา 20:30 - 21:30

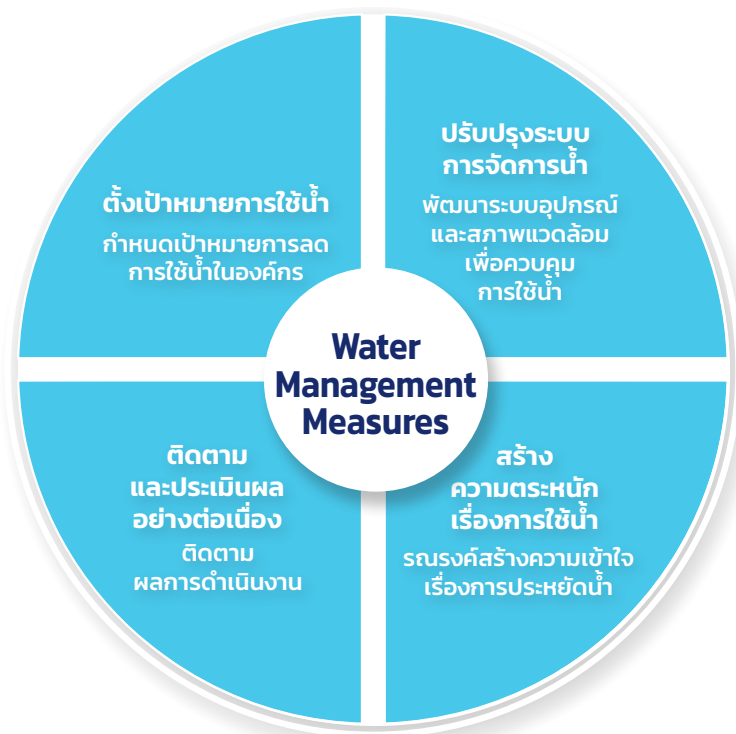
เชิญชวนชาว Synnex ร่วมใจ ปิดไฟเพื่ออาศัย
ในวันเสาร์ที่ 22 มีนาคม 2568
เวลา 20.30 - 21.30 น.
เพียงเล็กน้อย เราช่วยโลกได้ !

สอบถามข้อมูลเพิ่มเติมได้ที่ ฝ่ายพัฒนาความยั่งยืนองค์กร #5012

Water Management



The Company places importance on systematic water management, focusing on efficient water use while continuously reducing overall water consumption. At the same time, the Company encourages employee participation in water conservation efforts. To support its sustainability goals, the Company has established clear water management measures, as detailed below.



Target	Performance
By 2030, reduce water consumption per person per year by 15% compared with the 2021 baseline	Water consumption per person per year decreased by 13.86% compared with the 2021 baseline. Total water consumption decreased by 248 units compared with 2024.

In 2025, the Company's total water consumption was 10,625 cubic meters, representing a decrease of 811 cubic meters (7.09%) compared with the 2021 baseline. Water consumption per person per year was 14.11 cubic meters per person, a 13.86% reduction from the baseline year. In addition, water consumption intensity was 0.22 cubic meters per million baht of revenue, decreasing by 29.03%. These results reflect the Company's continuous improvement in water management efficiency.

Water Consumption	2025	2024	2023	2021 (Base Year)
Water Consumption (cubic meters)	10,625 (decreased by 7.09%)	10,837 (decreased by 5.23%)	9,957 (decreased by 12.93%)	11,436
Water Consumption Intensity (cubic meters per million baht of revenue)	0.22 (decreased by 29.03%)	0.26 (decreased by 16.61%)	0.27 (decreased by 11.62%)	0.31
Water Consumption per Employee per Year (cubic meters per person per year)	14.11 (decreased by 13.86%)	14.30 (decreased by 12.74%)	13.38 (decreased by 18.32%)	16.38

The Company has implemented activities to manage water efficiently, such as improving restrooms by installing sensor faucets and urinals to reduce water consumption. The internal water supply system is regularly inspected and maintained, and damaged equipment is repaired or replaced promptly to prevent water loss. In addition, the Company operates an effective wastewater treatment system, with wastewater quality monitored monthly by external agencies. The summary report of the wastewater treatment system performance (Sor.Sor.2) is submitted to the Pollution Control Department on a regular basis to ensure no environmental impact. The Company also continuously encourages employees to participate in water conservation to support sustainable water use.

Water Reuse

The Company manages wastewater from the pond located in front of the building, which is cleaned twice per month. Water from the unused fountain pond is reused for watering plants around the building, helping reduce overall water consumption by reusing wastewater for beneficial purposes.



Waste and Pollution Management



The Company manages waste and materials generated from its operations in a systematic manner in accordance with the 3R principle (Reduce, Reuse, Recycle). Waste segregation projects are implemented to ensure effective sorting by category, alongside efforts to build awareness and cooperation among relevant stakeholders. These initiatives aim to reduce the volume of waste and materials generated from the Company's activities. In 2025, the Company recorded the following amounts of waste and materials.

Waste Type	Waste Volume 2024 (kg)	Waste Volume 2025 (kg)
General waste	51,059.41	34,426.86
Recyclable waste	41,412.00	43,163
Hazardous waste	520	540
E-waste (Proper Disposal with Trusted by Synnex E-Waste Project)	8,983.50	10,240.04
E-waste reused/recycled (Trusted by Synnex E-Waste Project)	8,983.50	10,240.04

The Company continues to implement activities based on the **3R concept (Reduce, Reuse, Recycle)**, focusing on reducing waste generation and increasing the reuse of resources. Key initiatives include recycling plastic and paper, donating unused items to charitable organizations, and encouraging employees to properly separate waste. The Company also manages hazardous waste in accordance with legal requirements and regularly monitors environmental quality within the office to support environmentally friendly and sustainable business operations.

Reduce Reuse Recycle Project



“This Bottle for the Broom Heroes” Project

The Company collects used plastic bottles and delivers them to the Lat Phrao District Office for upcycling into reflective safety vests under the project “Magic Hands Bangkok: Separate Waste for Our Broom Heroes.” This initiative supports waste separation and creates social value for street cleaning staff.

Reusable Bag Sharing Initiative

The Company promotes the reduction of plastic bag usage by providing three reusable bag borrowing points within the office. This initiative encourages employees to use reusable bags instead of single-use plastic bags.

“Old Calendars for a New Purpose” Project

Employees are invited to donate unused desk calendars, which are then used to produce Braille learning materials. These materials are donated to the Educational Technology Center for the Blind under the Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen, located in Nonthaburi.

Cardboard Box Reuse Project to Reduce Warehouse Waste

In 2025, the Company successfully reused 108,100 cardboard boxes, resulting in cost savings of 1,621,500 baht and a reduction of 76.21 tCO₂e in greenhouse gas emissions, reflecting efficient resource utilization.

“Cup Up” Project: Reducing Plastic with a Chance to Win

This campaign encourages employees to bring their own reusable cups to reduce the use of single-use plastic cups, while also creating engagement through internal participation activities.



Electronic Waste (E-Waste) Management



Electronic waste (E-Waste) continues to increase and poses significant environmental challenges. Recognizing the importance of proper e-waste management, the Company has implemented the “Proper Disposal with Trusted by Synnex E-Waste” project to raise awareness and encourage customers and the public to participate in reducing pollution caused by improper disposal of electronic waste.

The Company has installed E-Waste Recycling Bins across Bangkok to facilitate the proper disposal of unused electronic devices such as mobile phones, computer components, and other IT equipment. These items are then sent for environmentally safe disposal and recycling processes in accordance with relevant standards.

In 2025, the project collected 10,240.04 kilograms of electronic waste, bringing the total accumulated e-waste collected under the project to 56,513.06 kilograms, reflecting increasing cooperation from customers and stakeholders in responsible e-waste management.



Social Dimension of Sustainability Management



Social Policy and Implementation

The Company continues to drive its business alongside social responsibility by adhering to the principle of creating shared value between the organization and its stakeholders. Recognizing that a strong society is a key foundation for sustainable business growth, the Company is committed to improving the quality of life of all stakeholder groups through transparent and ethical operations while respecting human dignity. The Company promotes equal treatment and non-discrimination, supports human rights principles, and remains firmly committed to combating all forms of corruption. It also emphasizes inclusive stakeholder engagement to ensure that business operations are conducted in a balanced and fair manner.

In addition, the Company has established the corporate values “TRUST” to strengthen organizational culture and develop employee potential, reflecting the five key characteristics expected within the organization, as follows:



Teamwork & Thankful
Working together with appreciation
and unity

Transformation & Innovation
Embracing innovation to
drive positive change.



Results Driven
Committed to personal
responsibility
and achieving goals.

TRUST

Sustainability
Caring for the long-term
sustainability of society and
the organization.

Understanding & Caring
Understanding and caring
for customers and

Key Social Performance in 2025



0 work-related fatalities and
0 lost-time injuries.



Average training hours :
31 hours 43 minutes per
employee per year.
(Onsite and Online)



Employee engagement level : 83.2%,
reflecting a high level of employee
commitment to the organization.



0 labor and human rights
complaints.



0 human rights violations.

Human Rights and Labor Practices



The Company has established a Code of Business Conduct that emphasizes respect for human rights, responsible business operations, and non-discrimination in all forms. Equal opportunities in employment and workplace practices are promoted regardless of differences in race, gender, religion, age, education, or other factors, in accordance with human rights principles.

The Company places strong importance on fair labor practices and ensures equal treatment for employees at all levels. It strives to create a suitable and safe working environment while promoting employees' quality of life, including welfare, well-being, and work-life balance. These efforts enable employees to perform at their full potential and grow together with the organization. These principles are applied from the recruitment and hiring process, where candidates are considered based on qualifications, capabilities, and alignment with the Company's values. In 2025, the Company received no complaints or reports related to human rights issues arising from its business operations.

Category	Total (Persons)	Female	Male
Total permanent employees	776	442	334
Average tenure : 8.4 years			
Average employee age : 38 years			

The Company employs a total of 9 persons with disabilities (8 permanent employees and 1 contract employee), in compliance with the required ratio under the Empowerment of Persons with Disabilities Act B.E. 2550 (2007), Section 33.

Employees with Disabilities	Total	Female	Male
Permanent employees	1	0	1
Contract employees	8	4	4
The Company allocated 1,361,574.00 baht to support the employment of persons with disabilities, along with 20,646 baht in social security contributions.			

Note : The data covers Synnex (Thailand) Public Company Limited and its subsidiary, Service Point Company Limited.

In addition, the Company promotes educational opportunities and professional skill development by accepting students from vocational institutions and universities nationwide to participate in internship programs. These programs provide opportunities to gain practical work experience, develop skills aligned with their fields of interest, and prepare for future careers, while also receiving allowances during the internship period.

In 2025, 41 students participated in the internship program, and the Company allocated 474,050 baht to support the implementation of this initiative.

Employee Development and Well-being



The Company recognizes employees as a key driving force of the organization and therefore focuses on systematic human resource management and development based on human rights principles and alignment with an evolving business environment. The Company promotes an open, transparent, and supportive organizational culture that enables employees to work effectively. It also emphasizes developing employee potential while enhancing quality of life in terms of the working environment, employee welfare, and work-life balance. These efforts aim to ensure that employees at all levels are treated fairly, supported appropriately, and able to grow in their careers while contributing to the sustainable growth of the organization.

BENEFITS

- | | |
|---|--|
| 1 Annual bonus and salary adjustment | 11 Provident fund |
| 2 Leave entitlements / annual leave | 12 Education scholarships for employees' children (selected departments) |
| 3 Health and accident insurance (for certain positions) | 13 Flexible working hours |
| 4 Annual health check-ups | 14 Fitness room / music room / children's room |
| 5 Employee purchase program | 15 Training and seminars |
| 6 Breakfast | 16 Shuttle van service at designated points |
| 7 Employee uniforms | 17 New Year party / sports day / employee clubs |
| 8 Birthday welfare benefits | 18 Special home loan interest rates |
| 9 Funeral assistance | 19 Medical room services |
| 10 Visiting gifts for illness / childbirth | 20 Special discounts for selected fitness facilities |

In addition, the Company promotes employee engagement and supports happiness and work-life balance under the “Happy Workplace” concept. In 2025, several initiatives and activities were implemented as follows :

- **Happy Body** : Promoting employees’ physical health through facilities such as a fitness room, health promotion activities with rewards, body mass index (BMI) measurements, health consultations with experts, and therapeutic massage services for office syndrome, which also supports employment opportunities for visually impaired therapists.
- **Happy Heart** : Creating a friendly workplace atmosphere through activities such as Valentine’s Day events, providing opportunities for employees to share appreciation and express positive feelings toward one another, as well as gathering feedback on diversity and gender equality policies.
- **Happy Society** : Encouraging employee participation in social and community initiatives, including donating computers and IT equipment for educational purposes, providing training to nearby educational institutions, expanding E-Waste collection points in collaboration with the National Intelligence Agency, Siam Paragon, and educational institutions, and organizing quarterly blood donation campaigns at the Company’s headquarters.
- **Happy Relax** : Organizing recreational activities throughout the year during key festivals and occasions, such as the New Year celebration, Songkran Festival, Mother’s Day, Environment Day, Halloween, Loy Krathong, and Christmas, as well as monthly birthday celebrations and relaxation spaces to strengthen relationships within the organization.
- **Happy Brain** : Supporting the development of both soft skills and hard skills through internal training programs and knowledge-sharing sessions led by external experts, encouraging innovation, capability development, and improved work performance.
- **Happy Soul** : Organizing annual merit-making activities and participating in important religious traditions to promote cultural values and spiritual well-being within the organization.
- **Happy Money** : Providing financial literacy programs covering financial planning, risk management for financial stability, investment-linked insurance knowledge, and family financial management to promote financial discipline among employees.
- **Happy Family** : Providing educational scholarships for employees’ children at the primary and secondary education levels.

Flexible Working Hours Program



The Company promotes working arrangements that align with employees’ modern lifestyles by allowing certain departments to select working hours that best suit their needs within the Company’s established framework. This approach supports work-life balance, helps reduce stress from commuting during peak hours, and enhances work efficiency. Employees may choose suitable working schedules such as:



8.00 – 17.30

8.30 – 18.00

9.00 – 18.30

Employee Training and Development

The Company is committed to continuously enhancing employee capabilities through annual development plans aligned with organizational goals and the specific training needs of each department. These programs cover both professional competencies (Hard Skills) and behavioral and collaborative skills (Soft Skills) to support comprehensive development at all levels. Learning opportunities are delivered through a variety of flexible formats, including classroom training, virtual seminars, e-learning courses, workshops, and on-the-job training, enabling employees to access knowledge conveniently and in ways that suit different learning styles.

At the same time, the Company emphasizes the development of future skills, particularly digital skills, analytical thinking, and innovation capabilities, to prepare employees for the evolving business environment. These initiatives are carried out alongside the promotion of the Company's TRUST values, encouraging employees to integrate these principles into their daily work and supporting the organization's sustainable growth.

TRUST

Employee Development Programs

The Company has established a structured framework for employee capability development, covering every stage of career growth as follows :

1) Foundational Development

This program aims to prepare employees from the beginning of their careers through onboarding processes, learning about the Company's culture, functional training related to their roles, and product knowledge. These initiatives enable employees to perform their duties confidently and effectively.



2) Core Skills Development

This program focuses on strengthening essential skills required at all levels, such as effective communication, the use of basic business tools (e.g., Excel and PowerPoint), and English language skills to support collaboration and enhance daily work performance.



3) Advanced Skills & Specialist Training

This program develops in-depth expertise in specific professional areas, including negotiation skills, business relationship management, and leadership development, as well as specialized courses in IT, marketing, and other professional fields to enhance employees' competencies and expertise.



4) Talent Development & Succession Planning

This program prepares employees for future leadership roles through leadership development initiatives and systematic succession planning. It also focuses on developing high-potential employees to ensure management continuity and support the organization's long-term strategic direction.

5) Compliance & Safety

Training programs are provided on legal and regulatory requirements and relevant standards, such as workplace safety and the Personal Data Protection Act (PDPA), to ensure employees perform their duties in compliance with applicable regulations.

6) External Training & Partnerships (ความร่วมมือด้านการพัฒนาภายนอก)

The Company encourages learning through collaboration with external organizations and institutions, including training programs, seminars, and workshops, to broaden perspectives and enhance knowledge in response to a rapidly changing environment.

In 2025, the Company organized more than xx training programs, with a total of xx training hours, representing an average of xx training hours per employee.

จำนวนชั่วโมงการอบรมเฉลี่ย 31 ชั่วโมง 43 นาทีต่อคนต่อปี	จำนวนผู้เข้าอบรม Online 666 คน คิดเป็นร้อยละ 86 Onsite 522 คน คิดเป็นร้อยละ 67 ของจำนวนพนักงานทั้งหมด
จำนวนหลักสูตรอบรม รวม 277 หลักสูตร แบ่งเป็น หลักสูตรอบรม Onsite ที่เน้นความรู้เฉพาะด้านและการได้ลงมือปฏิบัติจริง จำนวน 193 หลักสูตร และ E-learning Course จำนวน 84 หลักสูตร	

The Company places importance on inspiring employees and aligning individual goals with the organization's objectives. Therefore, Key Performance Indicators (KPIs) are used to measure and evaluate employee performance at all levels. The process begins with KPI target setting and continues through performance evaluation and consideration for annual salary adjustments. In 2025, the Company provided employee compensation and benefits totaling 407,381,645 baht, including salaries, bonuses, allowances, overtime pay, transportation allowances, welfare benefits, social security contributions, and provident fund contributions.

**Average Compensation
Ratio (Female to Male
Employees)**
1:0.80

Employee Training and Development Programs



• Employee Orientation Program

The Company organizes orientation programs for new employees to build understanding of the business, organizational structure, vision, mission, corporate values, and the Code of Conduct, including legal benefits. The program also provides knowledge on workplace safety in accordance with ISO 14001, social, environmental, and governance practices, compliance with the Personal Data Protection Act (PDPA), and the Company's TRUST organizational culture through practical activities. These initiatives enable employees to apply the knowledge in their work and contribute to the organization's sustainable development.

• Product and Service Training

To support the Company's goal of becoming a leader in the country's IT Ecosystem, the Company places strong emphasis on developing product and service knowledge, particularly for Front Office employees. Training focuses on ensuring employees have comprehensive and up-to-date knowledge of products, technologies, and innovations from business partners. This enables them to design solutions, support sales and marketing activities responsibly, and deliver the highest level of satisfaction to partners and customers throughout the supply chain.

• Occupational Health and Safety Training

The Company encourages all employees to participate in building a strong safety culture through both theoretical and practical training. Supervisors at all levels act as leaders and role models in strictly following the established safety measures.

• Skills Development for Additional Competencies

The Company supports the development of broader skill sets, including programs designed to address performance gaps identified during annual performance evaluations. Employees are encouraged to select training courses aligned with their interests and career development goals. The courses are carefully designed to reflect current and future skill requirements, enhancing employee capabilities, supporting adaptation to change, and improving overall work performance.



Occupational Health, Safety, and Workplace Environment



The Company establishes systematic policies and action plans on occupational health, safety, and the working environment. A Safety, Occupational Health, and Working Environment Committee (Safety Committee) has been appointed in accordance with legal requirements to oversee, supervise, and drive safety measures in compliance with relevant laws and standards. The committee convenes regularly to review progress and monitor implementation, aiming to strengthen a safety culture and achieve the goal of becoming a Zero Accident Organization.)

Promotion and Development of Occupational Health, Safety, and Workplace Environment

- The Company has established a Safety, Occupational Health, and Working Environment Committee to drive the implementation of safety, health, and environmental initiatives, with the objective of preventing hazards, workplace accidents, and occupational illnesses.
- The Company formulates and communicates policies on occupational health, safety, and the working environment, as well as the rights and responsibilities of employers and employees as required by law. These policies are published on the Company's internal website and displayed on notice boards to ensure visibility for all employees.
- The Company promotes awareness and understanding of workplace safety by providing safety training for all new employees and regularly communicating safety information and updates through various internal communication channels.
- Safety training programs are organized in accordance with ISO 14001 standards, including :
 - "Workplace Safety for New Employees", designed to instill safety awareness from the beginning of employment, and "Workplace Safety Refresher Training for General Employees", which reinforces safety knowledge and correct practices on a regular basis.
 - "Safe Forklift Operation" training for employees whose work involves forklift operation, providing both theoretical and practical knowledge to ensure proper equipment usage and reduce the risk of accidents.
 - Training programs for Safety Officers at the Executive Level, Safety Officers at the Supervisory Level, and Safety Committee Members, conducted by trainers authorized by the Department of Labour Protection and Welfare. These programs cover both theoretical and practical components as required by law, enabling participants to effectively supervise and promote workplace safety within their departments.
 - Occupational Disease Awareness Training, aimed at increasing employees' understanding of potential health risks associated with their work and providing guidance on appropriate prevention and self-care practices.
 - Basic Firefighting Training and Fire Evacuation Drills, conducted at least once per year with participation from no less than 40% of total employees. The Company also prepares and regularly reviews emergency response plans to ensure readiness in handling incidents that may impact operational safety, thereby minimizing potential loss of life and property from fire or other emergencies.



- The Company continuously implements 5S activities to maintain workplace cleanliness, orderliness, and safety, promoting good hygiene for employees and reinforcing a positive corporate image.
- The Company organizes "Safety Talk" knowledge-sharing sessions to remind employees of safety practices, communicate relevant information, and reinforce the importance of workplace safety.
- Environmental quality monitoring is conducted annually, including measurements of heat levels in working areas, lighting intensity, noise levels, chemical concentration in the workplace atmosphere, ambient air quality, emissions released from exhaust stacks, and wastewater quality before discharge outside the building. These measures ensure that workplace environmental conditions comply with relevant standards and remain safe for employees.

Employee Health and Safety Care

- The Company provides access to nursing room services and annual health check-ups for all employees to ensure regular health monitoring and early detection of potential health risks.
- The Company provides group life insurance and group health insurance in addition to the social security scheme to help reduce medical expenses for all permanent employees. Accident insurance is also provided for employees whose roles involve higher operational risks.
- The Company provides lactation rooms to support employees who need to breastfeed or express breast milk during working hours.
- The Company organizes massage therapy services for the prevention and relief of Office Syndrome, delivered by visually impaired therapists from the Foundation for the Education and Development of the Blind, supporting both employee well-being and inclusive employment opportunities.



Performance on Occupational Health, Safety, and Working Environment

Target	Performance in 2025
Zero workplace accidents	Lost Time Accident (LTA) among employees and contractors: 0 cases
	Total Recordable Injury Rate (TRIR) (cases per 200,000 working hours) for employees and contractors: 0
	Occupational illness rate among employees: 0 cases

Employee Engagement and Participation



The Company emphasizes creating an open, transparent, and collaborative working environment that encourages two-way communication between management and employees. Various communication channels are provided, including team meetings, management meetings, monthly meetings, and Town Hall meetings, where business directions are communicated, employee feedback is welcomed, and constructive exchanges of ideas are encouraged. In addition, the Company promotes the concept of a Happy Workplace by encouraging employees to participate in activities that strengthen engagement and foster positive relationships within the organization.



The Company has also established an Employee Welfare Committee (TRUST Team) to represent employees in coordinating and negotiating welfare matters in accordance with the Labour Protection Act. The committee also plays a key role in driving activities aligned with the Company's TRUST core values, strengthening relationships between the organization and employees. Furthermore, it serves as an important platform for developing leadership skills, teamwork, and cross-functional collaboration among employees through collective planning, analysis, and responsible implementation of activities that contribute to both the organization and society.

Key Activities in 2025

- **CSR Day #9 – Synnex “Sharing Market: Giving Back to Society”**

The activity was organized in a warm and enjoyable atmosphere, allowing employees to participate in setting up booths and supporting social initiatives. The event successfully raised more than THB 150,000, which was used for public benefit activities, creating smiles and meaningful experiences for both contributors and beneficiaries



- **Quarterly Blood Donation Campaign**

The Company collaborates with a mobile blood donation unit to organize blood donation activities every quarter, encouraging employees to contribute to society and promote public spirit.



- **“Sharing Kindness for Flood Relief” Project**

The Company donated essential consumer goods to support communities affected by flooding. The donations were delivered through the Office of Relief and Community Health, Thai Red Cross Society, ensuring systematic and widespread distribution to affected communities.



- **Environmental Awareness Campaigns**

The Company organizes internal campaigns to promote environmentally friendly behavior, such as proper waste segregation, water conservation, and responsible resource use, encouraging employees to incorporate environmental responsibility into their daily practices.

- **Development of Internal Communication Platforms**

The Company provides various communication spaces and channels to ensure employees can easily access organizational information, exchange ideas, and stay informed about corporate activities. These include monthly meetings and internal communication platforms that promote awareness, understanding, and collaboration across departments.

Employee Engagement Assessment

In 2025, the Company enhanced its employee engagement assessment process to ensure greater frequency and continuity. The survey is conducted twice a year, during the mid-year and year-end periods, enabling the Company to effectively monitor employee sentiment, gather feedback, and implement timely improvements. The assessment covers key aspects such as quality of working life, happiness at work, and the level of employee engagement with the organization. The Company has set a target satisfaction score of not less than 80 percent.

Survey results are further analyzed in depth to support the development of human resource improvement plans and to enhance the working environment in alignment with employees’ needs on a continuous basis

Employee engagement score 2025 (Mid-year)	Employee engagement score 2025 (Year-end)
80.2%	83.2%

Customer / Consumer Responsibility



The Company places priority on customer service. Therefore, customer satisfaction surveys are conducted regularly. The survey is carried out through an online system via tablets, enabling access to customers located across the country. This approach supports continuous improvement and enhancement of service quality to achieve the highest level of customer satisfaction. The Company has set a target customer satisfaction score of not less than 80 percent.

The Company is committed to continuously improving service efficiency, responding to customer needs, and enhancing service operations in collaboration with relevant stakeholders, while reinforcing its position as the No.1 IT Ecosystem leader in Thailand.

Performance in 2025

Direct customer satisfaction score : 96%

To further improve service quality and strengthen customer relationships, the Company has implemented the following actions based on the results of the satisfaction survey and additional feedback :

1. Develop improvement measures in collaboration with the Company's business partners.
2. Provide training for employees to better respond to the needs of target customers.
3. Send staff to attend training programs with business partners to enhance knowledge, develop skills, and build confidence among target customers.
4. Adjust service formats to better align with the needs of target customers.

Creating Shared Value for Society and Communities

• Technician Development for Career Creation" Project

The Company has continuously implemented initiatives to support education and career development in technology-related fields. The "Technician Development for Career Creation" Project, which has continued since 2023, aims to support educational development for society and communities while improving the quality of life for Thai youth. The initiative aligns with the Company's strategy to promote sustainability in the social and economic dimensions under the framework "SYNNEX For A Better Life."

In 2025, the Company adjusted the project format from conducting activities in external locations to providing students with the opportunity to participate in On-the-Job Training (OJT) within the Company. This approach allows participants to gain hands-on experience in a real working environment while learning technical knowledge directly from the Company's experts. A total of 20 students participated in the program.



Key learning activities included :

- Practical training in assembling, installing, and inspecting IT equipment
- Configuration and testing of network devices, CCTV systems, and related peripherals
- Learning about after-sales service processes and repair service standards
- Knowledge development on proper electronic waste (e-waste) management to promote environmental awareness
- Development of essential workplace skills such as communication, teamwork, responsibility, time management, and problem-solving to prepare students for real working environments

This program enables students to develop professional skills, teamwork, discipline, and responsibility through real work experiences. It also creates opportunities for further development through long-term internships or potential employment with the Company in the future.

Training Evaluation of Participants	Average Score
Knowledge and understanding before On-the-Job Training	87.3
Knowledge and understanding after On-the-Job Training	92
Appropriateness of knowledge for practical application	96.3

- **Blood Donation Activities with the Thai Red Cross Society**

The Company promotes employee well-being while supporting social initiatives through regular blood donation activities in collaboration with the Thai Red Cross Society. This initiative has been continuously organized for more than 14 years, contributing to the private sector's role in increasing blood reserves for emergency patients and those awaiting surgery.

The Company also emphasizes responsible growth toward society and the environment by fostering a culture of generosity and social contribution among employees. The activity is also open to people in nearby communities, encouraging ongoing community engagement throughout the year.

In 2025, the Company organized blood donation activities every quarter, totaling four events, and successfully donated 256 units of blood, representing an increase of 45 units compared to 2024. The total blood donations during 2024–2025 amounted to 530 units.



น้In 2025, the Company received a Certificate of Appreciation from the Thai Red Cross Society in recognition of its continuous support for blood donation activities under the concept “Endless Giving.” The Company has contributed a cumulative total of more than 4,400 units of blood, reflecting its long-term commitment to sustainable social



- **Resource Support Projects to Improve Quality of Life for Society**

The Company conducts its business alongside the creation of shared value for society, aiming to improve quality of life and strengthen communities across all regions. This is achieved through continuous support in terms of resources, knowledge, and the organization's capabilities in implementing various social initiatives.

In 2025, key projects included the “Sharing Kindness for Flood Relief” project, which provided essential consumer goods and donated THB 200,000 through the Office of Relief and Community Health, Thai Red Cross Society, to support communities affected by flooding. The Company also organized CSR Day #9 “Sharing Market : Giving Back to Society,” which raised more than THB 150,000 for public benefit activities. In addition, the Company continued organizing quarterly blood donation activities to increase blood reserves for emergency patients, as well as conducting environmental awareness activities within the organization, such as waste segregation and resource conservation.

These initiatives reflect the Company's commitment to sustainable growth while delivering tangible benefits to society and all stakeholders.

Sustainability Management in the Governance and Economic Dimension



Key Governance and Economic Performance in 2025



Business ethics violation
complaints : 0 cases



Disputes or cases related to
customer data confidentiality
breaches and violations or
non-compliance with laws related
to business operations: 0 cases



Key suppliers assessed for
sustainability : 100%

Corporate Governance Policy

The Company recognizes the importance of good corporate governance in conducting business in accordance with governance principles. The Board of Directors and management are committed to transparent and accountable management, with strong dedication to anti-corruption practices and adherence to internationally recognized standards. The Company operates based on ethical principles and the Code of Conduct, ensuring respect for rights, fair treatment, and responsibility toward stakeholders, while considering social and environmental responsibilities. The Company follows the requirements of the Stock Exchange of Thailand (SET) and the criteria of the Corporate Governance Report of Thai Listed Companies (CGR) conducted by the Thai Institute of Directors Association (IOD). The corporate governance policy is regularly reviewed to ensure alignment with the Corporate Governance Code for Listed Companies 2017. The Company has established and publicly disclosed its corporate governance framework in written form.

In 2025, the Company implemented its corporate governance and business ethics policies as guidelines for business operations and communicated them through e-learning training programs, with 100% of employees completing the training. The Company also promotes practical implementation to strengthen trust and cooperation among stakeholders and to support responsible business practices in relation to the broader environment.

During the year, no complaints were reported through the whistleblowing or complaint channels regarding misconduct or violations of the Company's Code of Conduct by directors, executives, or employees of the Company and its subsidiaries. Additionally, there were no disputes with competitors, no breaches of customer data confidentiality, and no violations or non-compliance with laws related to business operations.

Corporate Governance Policy :
www.synnex.co.th

Stakeholder Engagement



The Company places importance on caring for and respecting the rights of both internal and external stakeholders in an equal, fair, and transparent manner, based on the principle of creating sustainable shared value. The Company also conducts its business in accordance with the concept of social and environmental responsibility, aligned with its supply chain management policy and stakeholder engagement guidelines. These practices aim to promote consistent standards in stakeholder treatment, foster a strong corporate culture, build trust among all parties, and support stable and sustainable business growth. Key performance in 2024 is summarized as follows:



Thailand's #1 IT Ecosystem Leader

Import and distribute a wide range of comprehensive IT products and services, ensuring the highest product quality with confidence, backed by our trusted symbol.

Supplier Sustainability Assessment

The Company has established a Supplier Code of Conduct as a guideline for conducting business with all stakeholder groups, aligned with the Company's Code of Conduct and supply chain management policy. Suppliers are required to complete an online sustainability self-assessment (Self-Assessment). A total of 58 suppliers, representing 72%, achieved an excellent rating in the assessment. In addition, the Company conducts ESG on-site visits to key suppliers based on sustainability risk assessment criteria. This process encourages suppliers to operate with transparency, treat employees fairly, respect human rights, and comply with applicable laws as well as standards related to safety, occupational health, and the environment. These efforts contribute to building a resilient and efficient supply chain that delivers sustainable value to society and the environment.

SYNNEX PARTNER CONNECT

The Company organized "SYNNEX PARTNER CONNECT 2025" under the concept "CRAFTING A SMARTER FUTURE." The event brought together partners and dealers to present strategic plans to drive growth in the AI-Driven Growth era, while creating new business opportunities in AI, Cloud, Cybersecurity, and Emerging Technologies, alongside sustainable growth. The event welcomed more than 6,000 partners and dealers from across the country and over 70 global IT brands, showcasing the growth direction of the technology products market and the latest solutions. The Company also presented its service innovation through AI Powered Solutions. In addition, the Company presented the Outstanding Dealer Awards 2024 to recognize top-performing dealers and strengthen the success of the IT Ecosystem in Thailand.



Anti-Corruption and Anti-Bribery



The Company regularly assesses the risks of fraud and corruption that may arise in its business operations and establishes appropriate risk management measures to ensure that such risks remain within an acceptable level. The Risk Management Department is responsible for monitoring these risks and reporting the situation regularly to senior management and the Risk Management Committee. In addition, the Company communicates its anti-corruption policy through formal announcements and guidelines incorporated into the Code of Conduct, requiring the Company, its subsidiaries, internal stakeholders, and relevant parties to comply and jointly support the same policy. This approach aims to strengthen understanding of the Company's commitment to preventing corruption and promoting ethical business practices.

Whistleblowing Policy and Complaint Management

In cases where stakeholders observe or suspect actions that violate laws, regulations, company rules, business ethics, or involve misconduct, they may submit inquiries, report concerns, or file complaints. Such matters may include violations of company policies or laws, corruption or fraud, abuse of authority or improper personal gain, negligence of duty, human rights violations, as well as actions that may impact society, communities, or the environment. Stakeholders may report such concerns and provide relevant details or supporting evidence directly to the Chief Executive Officer or the Director of Internal Audit through the designated communication channels.

Channel 1 : Postal Mail

Please address the envelope to the Chief Executive Officer or the Director of Internal Audit at :
Synnex (Thailand) Public Company Limited
433 Sukhonthasawat Road, Lat Phrao, Bangkok 10230, Thailand

Channel 2 : Complaint Box (Red Box)

The complaint box is located at the finger scan area on the 1st floor,
Synnex (Thailand) Public Company Limited – Head Office.
The Chief Executive Officer (CEO) is the sole key holder authorized to open the complaint box.

Channel 3 : E-mail

Internal Audit Department: Whistleblowing@Synnex.co.th
Management Department: ServiceMGMT@synnex.co.th

Channel 4 : Website

<https://www.synnex.co.th/Th/Components/Community/Whistleblowing.aspx>

4. Analysis of operations and financial position

Financial status and operating performance results for the full year end December 31, 2025

Operating results

Description	2025		2024		2023	
	MB	%	MB	%	MB	%
Operating revenues	47,393	100.00	41,904	100.00	36,534	100.00
Operating costs	45,612	96.24	40,211	95.96	35,063	95.97
Gross profit	1,781	3.76	1,692	4.04	1,470	4.02
Selling and administrative expenses	1,038	2.19	1,016	2.42	906	2.48
Net profit for the year	769	1.62	627	1.50	512	1.40
Basic earnings per share (Baht)	0.91		0.74		0.61	

Revenue from Sales and Services

In 2025, the Company generated total revenue from sales and services of Baht 47,393 million, representing an increase of Baht 5,489 million, or 13.1%, compared to the same period last year. The growth was driven by all product groups. The consumer segment remained relatively stable compared to the previous year, reflecting cautious consumer spending and a longer device replacement cycle following accelerated purchases in prior periods. Meanwhile, demand has shifted toward enterprise customers and value-added solutions, which represent the Company's long-term growth direction.

Sales growth was driven by key product categories.

1. **Apple Product Group**, which represents the largest revenue contribution to the Company's business portfolio, recorded significant growth of 16.1% compared to the previous year. This growth was driven by the launch of the new iPhone 17 in the third quarter, expansion into provincial markets, and the implementation of a Solution-Based Offering strategy that integrates products, services, and software to better serve enterprise and education customers. Although certain periods were affected by supply constraints, overall demand remained strong. The Apple product group continues to serve as the Company's primary revenue base, supporting its sustained growth.
2. **Mobile and Accessories Product Group** recorded outstanding growth of 50.2% compared to the previous year. This group was one of the key revenue drivers in 2025, supported by the AI smartphone trend, which accelerated consumers' device replacement cycles. Meanwhile, the wearable devices segment (Wearables / Smart Watches) more than doubled, driven by health and digital lifestyle trends. The Company expanded its product portfolio across multiple price segments, along with broadening its distribution channels, enabling wider customer reach and sustaining continuous growth.
3. **Commercial Product Group** recorded moderate growth of 0.9% compared to the previous year, in line with cautious investment sentiment in the business sector. Nevertheless, demand for device upgrades to support Windows 11 and AI PCs, as well as security and compliance solutions, continued to support revenue and maintain healthy profitability for this segment. In particular, the CCTV segment sustained steady demand from both the private sector and government agencies.

4. **Enterprise and Solutions Group** grew by 14.2% compared to the previous year, driven by corporate customers' investments in network infrastructure, security, and specialized software. The Company has also expanded into comprehensive Software & Cloud Solutions, a segment that continues to see strong demand in the enterprise market. In addition, beginning in the third quarter, the Company entered the sustainability business through Solar Energy Solutions and elevated its partnership with AWS to Advanced Tier Services Partner status. These factors have strengthened the Company's competitive capabilities and established a high-margin, sustainable revenue base for long-term growth.
5. **Consumer Group** reported overall revenue broadly in line with the previous year, declining slightly by 1.0%, consistent with overall conditions in the IT market. The primary factor was reduced demand in the printing segment, in line with the transition to newer technologies. However, in 2026, the Company expects a significant return to growth, supported mainly by products in the Storage, SSD, RAM, ROM, and PC categories. The market has begun to experience supply shortages, resulting in rising average market prices. In response, the Company has proactively placed advance purchase orders covering a two-year period to secure cost advantages and ensure sufficient inventory to meet demand. This strategy is expected not only to drive revenue growth but also to strengthen the gross profit margin of the Consumer Group and support its return to growth in 2026.
6. **Gaming & Gadget Group** grew by 45.4% compared to the previous year, driven by the launch of the Nintendo Switch 2 and the strong reception of physical game releases. These factors expanded the player base and created new momentum for the product segment. The Company views the gaming segment as one of the key growth drivers with medium- to long-term potential.

Gross Profit

The Company recorded gross profit of Baht 1,781 million, an increase of Baht 89 million, or 5.25%, compared to the previous year. The Company was able to maintain its gross profit margin at a level comparable to the prior year.

Selling and Administrative Expenses

In 2025, the Company's sales increased by 13.10%, while selling and administrative expenses rose by only 2.19%, reflecting effective cost management.

Selling and administrative expenses increased by Baht 22 million, or 2.19%, primarily due to higher bonus payments and variable expenses in line with sales growth, such as commissions, marketing expenses, and transportation costs. In addition, the Company increased its allowance for expected credit losses (ECL) to ensure that the financial statements appropriately reflect the impact of the economic slowdown, which has affected customers' debt repayment capacity.

Net Profit

In 2025, the Company reported net profit of Baht 769 million, an increase of Baht 142 million, or 22.72%, compared to the previous year. This growth was driven by higher sales and gross profit, effective control of selling and administrative expenses, and an increased share of profit from associated companies with improved operating performance, resulting in higher net profit for 2025.

Financial position

Description	2025		2024		2023	
	MB	%	MB	%	MB	%
Assets						
Current assets	14,004	85	12,233	84	11,528	83
Non-current assets	2,497	15	2,412	16	2,289	17
Total assets	16,501	100	14,645	100	13,817	100
Liabilities						
Current liabilities	11,505	70	9,852	67	9,165	66
Non-current assets	173	1	342	2	573	4
Total liabilities	11,678	71	10,194	69	9,738	70
Shareholders' equity						
Issued and paid-up capital	847	5	847	6	847	6
Share premium	404	2	404	3	404	3
Retained earnings	3,498	21	3,101	21	2,772	20
Other components of shareholders' equity	70	1	94	1	51	1
Equity attributable to owners of the parent	4,819	29	4,446	31	4,074	30
Non-controlling interests	4	-	5	-	5	-
Total equity	4,823	29	4,451	31	4,079	30
Total liabilities and equity	16,501	100	14,645	100	13,817	100

Assets

As of December 31, 2025, the Company and its subsidiaries had total assets of Baht 16,501 million, comprising current assets of Baht 14,004 million, representing 85% of total assets, and non-current assets of Baht 2,497 million, representing 15% of total assets.

Total assets as of December 31, 2025 increased by Baht 1,855 million, or 13%, compared to the previous year. This increase was primarily attributable to higher trade receivables, inventories, and receivables from the Revenue Department.

Liabilities

As of December 31, 2025, the Company and its subsidiaries had total liabilities of Baht 11,678 million, consisting of current liabilities of Baht 11,505 million, representing 99% of total liabilities, and non-current liabilities of Baht 173 million, representing 1% of total liabilities.

Total liabilities increased by Baht 1,484 million, or 15%, compared to the previous year, primarily due to higher trade payables and increases in bank overdrafts and short-term borrowings from financial institutions. Nevertheless, the Company continues to maintain current assets at a level exceeding total liabilities.

Shareholders' equity

As of December 31, 2025, shareholders' equity amounted to Baht 4,823 million, an increase of Baht 372 million, or 8%, compared to the previous year. The increase was primarily attributable to net profit for 2025 of Baht 769 million, partially offset by other comprehensive loss of Baht 24 million and interim dividends paid during the year totaling Baht 373 million.

Unit: million Baht

Description	2025	2024	2023
Cash flow from (used in) operating activities	424	(590)	(46)
Cash flow from (used in) investing activities	63	(52)	(165)
Cash flow from (used in) financing activities	(475)	582	45
Effect of exchange rate changes on cash and cash equivalents	-	-	-
Net increase (decrease) in cash and cash equivalents	12	(60)	(166)
Cash and cash equivalents at the beginning of the period	78	137	304
Cash and cash equivalents at the end of the period	90	77	138
Cash cycle (days)	69	68	71

For the year 2025, the company experienced a net cash outflow of 12 million THB, primarily driven by :

- (1) Operating activities: Cash outflow of 424 million THB
- (2) Investing activities: Cash outflow of 63 million THB
- (3) Financing activities: Cash inflow of 475 million THB, This was primarily attributable to cash payments for long-term loan repayments to financial institutions of Baht 298 million and interest payments of Baht 155 million, as well as dividend payments to the Company's shareholders totaling Baht 373 million. These were partially offset by net cash proceeds of Baht 361 million from short-term borrowings from financial institutions.

In 2025, the Company's cash conversion cycle was 69 days, decreasing from 73 days in the previous year. The improvement was primarily due to a shorter collection period, which declined from 62 days to 57 days.

In 2025, the Company recorded a current ratio of 1.22 times and a quick ratio of 0.80 times. The Company maintains an appropriate capital structure, with a suitable allocation of short-term and long-term borrowings to support working capital requirements. The Company also implements effective risk management, control, and monitoring measures, particularly with respect to trade receivables and inventories. As a result, it has received credit facilities from several financial institutions and commercial banks at reasonable financing costs. This enables the Company to maintain continuous liquidity to support business operations and sustain its ongoing growth.

Future Outlook

Thai Economic Trends 2026

The Office of the National Economic and Social Development Council (NESDC) and various research institutions project that the Thai economy in 2026 will expand at a slower pace than in 2025, with GDP growth forecast in the range of 1.5% – 2.0%.

Key factors expected to drive the Thai economy in 2026 include :

- Private consumption and investment are expected to continue growing but at a slower pace, as consumer purchasing power and confidence have not fully recovered. Meanwhile, private investment faces pressure from political uncertainty and the global economic environment.
- Government consumption and public investment may expand, but budgetary constraints and limited fiscal space are likely to restrict the pace of public spending growth.

- Exports of goods are projected to grow at a slower rate or potentially contract due to trade barriers imposed by trading partners and continued weakness in the global economy.
- Tourism remains an important supporting factor, with the number of visitors to Thailand expected to increase. However, arrivals are still below pre-COVID-19 levels, and recovery is progressing gradually amid regional competition and lingering uncertainties.

Overall, growth is expected to be a soft recovery rather than a rapid acceleration, supported by internal and external factors that are not yet conducive to strong, rapid expansion.

World Economic Trends 2026

The International Monetary Fund (IMF) projects that the global economy in 2026 will continue to grow at a “stable but not outstanding” pace of approximately 3.3%, similar to the level estimated for 2025 and higher than the average growth rate in several pre-COVID years. Nevertheless, a number of risks could still affect the pace of global economic expansion.

Key projections include :

- The global economy is expected to grow by around 3.3% in 2026, broadly in line with growth in 2025 and 2024, supported by technology investment and private sector resilience.
- Technology investment, particularly in artificial intelligence (AI), is expected to enhance productivity and strengthen global growth potential, although it may pose labor market risks and impact employment in certain sectors.
- Emerging markets and developing economies will play a crucial role in driving global GDP growth, despite region-specific challenges such as high public debt or slowing private investment in some areas.

Overall, global economic growth is projected to remain at a moderate level—not accelerating significantly, but maintaining stability amid pressures such as geopolitical tensions, international trade policies, and rising public and private debt burdens in many countries.

The IT Market Trends 2026

Gartner forecasts that global IT spending in 2026 will continue to grow at a near double-digit rate, expanding by approximately 8–10% from 2025. As a result, total global IT spending is expected to reach around USD 6.0–6.2 trillion, reflecting sustained investment, particularly in digital infrastructure and AI-related technologies.

While much of the investment in 2025 was driven by hardware upgrades to support Generative AI (GenAI), the trend in 2026 is expected to shift from “infrastructure investment” toward greater emphasis on “commercial deployment and value creation.” Organizations are increasingly focusing on the practical implementation of AI in business processes, operational efficiency enhancement, and new product development.

Operational Plan for the year 2026

In 2026, the Company is moving forward to elevate its position from an IT Distributor to a Trusted Technology Empowerment Partner and the No.1 IT Ecosystem in Thailand, through three key strategies as follows:

1) Strengthening Profitability through Portfolio Management

The Company aims to increase the revenue contribution from high value-added and higher-margin product segments. It plans to expand its presence in the Enterprise Solutions, Commercial, and Solar Energy businesses, alongside the development of Integrated Solutions to enhance project value. This strategy is intended to support the long-term recovery and improvement of gross profit margins.

2) Driving the Organization with AI and Data

The Company is implementing AI technology and data analytics in a tangible and systematic manner to enhance efficiency across core business processes, including sales, inventory management, planning, and executive decision support. At the same time, it is investing in a Smart Warehouse system to strengthen logistics capabilities, reduce unit costs, and generate sustainable operating leverage over the long term.

3) Building Competitive Advantage through Ecosystem Development

The Company continues to develop a strong business ecosystem in collaboration with vendors and partner networks. This includes expanding distribution channels, strengthening strategic partnerships, and developing value-added initiatives to broaden sales opportunities and enhance long-term competitiveness.

Financial statements and significant financial ratios

Statement of Financial Position

Unit : Thousand Baht

Description	Audited 31-Dec-2025		Audited 31-Dec-2024		Audited 31-Dec-2023	
	Amount	%	Amount	%	Amount	%
Assets						
Current assets						
Cash and cash equivalents	90,000	0.55	77,885	0.53	137,253	0.99
Trade accounts receivable	7,026,019	42.58	6,403,170	43.72	6,035,370	43.68
Other receivables	1,599,460	9.69	1,340,691	9.15	1,263,390	9.14
Short-term loans	140,519	0.85	186,976	1.28	119,708	0.87
Inventories	4,797,555	29.07	3,816,463	26.06	3,733,587	27.02
Prepayment for goods	337,508	2.05	404,950	2.77	238,170	1.72
Other current assets	12,624	0.08	2,491	0.02	518	0.01
Total current assets	14,003,685	84.87	12,232,626	83.53	11,527,996	83.43
Non-current assets						
Investment in associates	1,520,261	9.21	1,383,445	9.44	1,328,288	9.61
Other non-current financial assets	140,107	0.85	171,837	1.17	80,213	0.58
Trade accounts receivable	226,872	1.37	228,698	1.56	161,072	1.17
Long-term loans	111,466	0.68	172,819	1.18	217,950	1.58
Property, plant and equipment	362,502	2.20	315,107	2.15	341,682	2.47
Right-of-use assets	14,846	0.09	23,117	0.16	17,697	0.13
Intangible assets	29,550	0.18	31,653	0.22	37,449	0.27
Deferred tax assets	81,084	0.49	73,032	0.50	79,513	0.58
Other non-current assets	10,697	0.06	13,059	0.09	24,921	0.18
Total non-current assets	2,497,385	15.13	2,412,767	16.47	2,288,785	16.57
Total assets	16,501,070	100.00	14,645,393	100.00	13,816,781	100.00

Description	Audited 31-Dec-2025		Audited 31-Dec-2024		Audited 31-Dec-2023	
	Amount	%	Amount	%	Amount	%
Liabilities and equity						
Current liabilities						
Bank overdrafts and short-term borrowings from financial institutions	7,262,179	44.01	6,900,767	47.12	5,593,150	40.48
Trade accounts payable	3,276,785	19.86	1,911,717	13.05	2,525,125	18.28
Other payables	409,221	2.48	389,175	2.66	318,293	2.30
Current portion of long-term borrowings	87,729	0.53	219,331	1.50	219,985	1.59
Current portion of lease liabilities	6,451	0.04	9,264	0.06	6,723	0.05
Current income tax payable	-	-	-	-	19,762	0.14
Accrued expenses	456,389	2.77	414,575	2.83	458,267	3.32
Other current liabilities	6,429	0.04	7,528	0.05	24,047	0.17
Total current liabilities	11,505,183	69.73	9,852,357	67.27	9,165,352	66.33
Non-current liabilities						
Long-term borrowings	65,797	0.40	238,409	1.63	459,538	3.33
Lease liabilities	8,764	0.05	14,191	0.10	11,221	0.08
Non-current provisions for employee benefits	5,742	0.03	6,072	0.04	-	-
Other non-current liabilities	48,513	0.29	43,346	0.30	52,252	0.38
หนี้สินไม่หมุนเวียนอื่น	44,323	0.27	40,029	0.27	49,505	0.36
Total non-current liabilities	173,139	1.04	335,975	2.34	572,516	4.15
Total liabilities	11,678,322	70.77	10,194,404	69.61	9,737,868	70.47

Description	Audited 31-Dec-2025		Audited 31-Dec-2024		Audited 31-Dec-2023	
	Amount	%	Amount	%	Amount	%
Equity						
Authorized share capital	855,361		855,361		855,361	
Issued and paid-up share capital	847,361	5.14	847,361	5.79	847,361	6.13
Share premium on ordinary shares	350,873	2.13	350,873	2.40	350,873	2.54
Share premium on treasury shares	52,836	0.32	52,836	0.36	52,836	0.38
Retained earnings - appropriated						
Legal reserve	88,000	0.53	88,000	0.60	88,000	0.64
Retained earnings - unappropriated	3,410,130	20.67	3,013,173	20.57	2,683,652	19.42
Other components of equity	69,530	0.42	94,179	0.64	50,738	0.37
Equity attributable to owners of the parent	4,818,730	29.21	4,446,422	30.36	4,073,460	29.48
Non-controlling interests	4,018	0.02	4,567	0.03	5,453	0.04
Total equity	4,822,748	29.23	4,450,989	30.39	4,078,913	29.52
Total liabilities and equity	16,501,070	100.00	14,645,393	100.00	13,816,781	100.00

Statement of Comprehensive Income

Unit : Thousand Baht

Description	Audited 31-Dec-2025		Audited 31-Dec-2024		Audited 31-Dec-2023	
	Amount	%	Amount	%	Amount	%
Income from operations						
Revenue from sales of goods	47,301,829	99.40	41,802,063	99.27	36,446,236	99.31
Revenue from rendering of services	91,040	0.19	101,543	0.24	87,331	0.24
Other income	193,508	0.41	204,027	0.49	165,163	0.45
Total income	47,586,377	100.00	42,107,633	100.00	36,698,730	100.00
Operating costs						
Costs of sales of goods	45,532,688	95.68	40,124,549	95.29	34,993,398	95.35
Costs of rendering	79,052	0.17	86,834	0.21	69,971	0.19
Selling and administrative expenses	1,037,935	2.18	1,015,660	2.41	906,395	2.47
Total expenses	46,649,675	98.03	41,227,043	97.91	35,969,764	98.01

Description	Audited 31-Dec-2025		Audited 31-Dec-2024		Audited 31-Dec-2023	
	Amount	%	Amount	%	Amount	%
Profit before finance costs and income tax expense	936,702	1.98	880,590	2.09	728,966	1.99
Finance costs	(152,800)	(0.32)	(184,888)	(0.44)	(145,014)	(0.40)
Tax expense	(157,472)	(0.33)	(125,706)	(0.30)	(134,189)	(0.37)
Share of profit of associates and joint venture accounted for using equity method	142,807	0.30	56,839	0.14	62,546	0.17
Profit for the year	769,237	1.62	626,835	1.49	512,309	1.40
Profit (loss) attributable to :						
Owners of parent	769,786	1.62	627,721	1.49	513,302	1.40
Non-controlling interests	(549)	-	(886)	-	(993)	-
Profit for the year	769,238	1.62	626,835	1.49	512,309	1.40
Basic earnings per share (Baht)	0.91		0.74		0.61	
Basic shares outstanding (Unit: Share)	847,361,206		847,361,206		847,361,206	

Statement of cash flows

Unit : Thousand Baht

Description	Audited 2025	Audited 2024	Audited 2023
Cash flows from operating activities			
Profit for the year	769,238	626,835	512,309
Adjustments to reconcile profit to cash receipts (payments)			
Tax expense	157,472	125,706	134,189
Financial costs	152,800	184,888	145,014
Depreciation and amortisation	50,207	53,299	48,037
Non-current provisions for employee benefits	5,741	4,702	4,476
Unrealised gain on foreign exchange	(16,538)	(5,764)	(28,902)
Share-base payment	-	-	762
(Gain) loss on fair value adjustment	6,768	(18,878)	(14,394)
Share of profit of associates and joint venture accounted for using equity method, net of tax	(142,807)	(56,839)	(62,546)

Description	Audited 2025	Audited 2024	Audited 2023
Cash flows from operating activities			
Expected credit loss	19,592	67,203	33,661
(Reversal of) loss on inventories devaluation	7,985	(36,352)	(4,206)
Loss of impairment	-	5,616	-
Cost of donated goods	-	34,434	5,692
Loss on sale of investment in joint venture	-	-	(442)
Gain on disposal of plant and equipment	224	76	46
Interest income	(25,800)	(20,886)	(13,537)
Dividend income	(7,899)	(6,319)	(4,605)
	976,983	957,721	755,554

Description	Audited 2025	Audited 2024	Audited 2023
Changes in operating assets and liabilities			
Trade accounts receivable	(621,906)	(504,926)	(314,171)
Other receivables	(272,432)	(59,660)	70,109
Inventories	(921,636)	(247,737)	(318,410)
Other current assets	(10,133)	(1,973)	(103)
Trade accounts payable	1,375,580	(604,455)	52,138
Other payables	545	63,764	(17,184)
Accrued expenses	44,532	(41,842)	(113,044)
Non-current provisions for employee benefit paid	(575)	(5,111)	-
Net cash from (used in) operations	570,957	(444,218)	114,889
Taxes paid	(147,421)	(145,475)	(161,022)
Net cash from (used in) operating activities	423,536	(589,695)	(46,133)

Description	Audited 2025	Audited 2024	Audited 2023
Cash flows from investing activities			
Acquisition of associates	-	(35,640)	-
Acquisition of other debts securities	-	-	2,858
Proceeds from sale investment in joint venture	-	-	56,273
Proceeds from sale of other equity securities	406	2,011	2,109
Acquisition of other debts securities	(68,196)	(13,235)	(20,795)
Proceeds from sale of plant and equipment	(2,497)	(1,033)	(9,338)
Acquisition of property plant and equipment	294,224	194,678	222,866
Acquisition of intangible assets	(203,148)	(220,300)	(437,911)
Cash received from loans receivable	15,984	6,319	4,605
Cash paid from loans receivable	26,315	15,107	13,537
Net cash from (used in) investing activities	63,088	(52,093)	(165,796)
Cash flows from financing activities			
Proceeds from borrowings from financial institutions	361,412	1,307,617	940,600
Repayment of borrowing from financial institutions	(298,110)	(224,920)	(224,920)
Payment of lease liabilities	(10,021)	(9,388)	(5,888)
Dividends paid to owners of the Company	(372,830)	(304,998)	(525,362)
Interest paid	(154,974)	(186,004)	(139,615)
Net cash from (used in) from financing activities	(474,523)	582,307	44,815
Net increase (decrease) in cash and cash equivalents, before effect of exchange rate changes	12,101	(59,481)	(167,114)
Effect of exchange rate changes on cash and cash equivalents	14	114	123
Net increase (decrease) in cash and cash equivalents	12,115	(59,367)	(166,991)
Cash and cash equivalents at 1 January	77,885	137,253	304,244
Cash and cash equivalents at 31 December	90,000	77,885	137,253

Financial ratio

Description	Unit	Audited 2025	Audited 2024	Audited 2023
Liquidity Ratio				
Current ratio	times	1.22	1.24	1.26
Quick ratio	times	0.77	0.81	0.82
Cash flow current ratio	times	0.04	(0.06)	(0.01)
A/R turnover	times	6.83	6.74	6.19
Avg. debt collection period	days	53	54	59
Inventory turnover	times	10.59	10.65	9.63
Avg. selling period	days	34	34	38
A/P turnover	times	17.58	18.13	13.88
Repayment period	days	21	20	26
Cash cycle	days	66	68	71
Profitability Ratio				
Gross profit margin	%	3.76	4.04	4.02
Operating profit margin	%	2.28	2.24	2.17
Other profit margin	%	0.41	0.49	0.45
Cash to profit margin	%	39.23	(62.91)	(5.83)
Net profit margin	%	1.62	1.50	1.40
Return on equity	%	16.60	14.70	12.56
Efficiency Ratio				
Return on assets	%	6.93	6.59	5.85
Return on fixed assets	%	241.86	207.11	158.42
Total asset turnover	times	3.04	2.95	2.70
Financial Policy Ratio				
Debt to equity ratio	times	2.42	2.29	2.39
Interest coverage ratio	times	7.06	5.07	5.46
Dividend payout ratio	%	52.84	59.40	59.43

Remark :

- Board of Directors' Meeting No. 1/2023, held on 23 February 2023, unanimously approved a cash dividend payment at the rate of Baht 0.70 per share.
- Board of Directors' Meeting No. 1/2024, held on 22 February 2024, unanimously approved a cash dividend payment at the rate of Baht 0.36 per share.
- Board of Directors' Meeting No. 1/2025, held on 26 February 2025, unanimously approved a cash dividend payment at the rate of Baht 0.34 per share.
- Board of Directors' Meeting No. 1/2026, held on 24 February 2026, unanimously approved a cash dividend payment at the rate of Baht 0.38 per share.

5. General Information and Other Important Information

Company Name

Synnex (Thailand) Public Company Limited

Stock Symbol

SYNEX

Company Registration Number

0107550000203

Date of Conversion to Public Company Limited

30 November 1987

Date of Listing Ordinary Shares in SET

16 June 2008

Common Shares

- Registered Capital : 855,361,206 Baht
- Paid-up Capital : 847,361,206 Baht
- Number of Issued and Paid-up Shares : 847,361,206 Baht
- UPar Value per Share : 1 Baht
- Other types of shares with rights or conditions different from common shares : None

Nature of Business

Distribution of a wide range of world-class technology products, computers, computer peripherals, software, information systems, consumable materials used with computers, and communication devices

Head Office Address

433 Sukhonhasawat Road, Lat Phrao,
Lat Phrao, Bangkok 10230

Telephone

+66 2553 8888

Fax

+66 2578 8188

Website

<http://www.synnex.co.th>

The Investor Relations & Company Secretary Department

Telephone :+66 2553 8888 ext. 8801

Email

ir@Synnex.co.th

Other Related Reference Persons

- **Securities Registrar** : Thailand Securities Depository Company Limited
93, 14th Floor,
Ratchadaphisek Road,
Dindaeng, Dindaeng,
Bangkok 10400

Telephone : +66 2009 9000
SET Contact Center : +66 (0) 2009-9999
Email : SETContactCenter@set.or.th
Website : <http://www.set.or.th/tsd>

- **Auditor** : KPMG Phoomchai Audit Limited
48th – 50th Floors,
Empire Tower Building,
South Sathorn Road, Yannawa,
Sathon, Bangkok 10120

Telephone : +66 2677 2000
Fax : +66 2677 2222
Email : <http://www.kpmg.co.th>

Other Important Information : – None –



Legal Disputes

As of 31 December 2025, the Company and its subsidiaries had no lawsuits or legal disputes that would have a negative impact on the assets of the Company and its subsidiaries in excess of 5 percent of shareholders' equity, or that might have a material impact on the business operations of the Company and its subsidiaries.

Branch location information

Branch Office Locations (Bangkok) :

Zeer Rangsit

Room GNO47, Zeer Rangsit Shopping Mall, G Floor, 99 Moo 8, Phaholyothin Road, Khu Khot, Lam Luk Ka District, Pathum Thani 12130
Telephone +66 2992 6910

IT Mall

Room 4P26, Fortune Town Shopping Mall, 4th Floor, 7 Ratchadaphisek Road, Din Daeng, Din Daeng, Bangkok 10400
Telephone +66 2641 1314

Branch Office Locations (Provincial) :

Northern

Chiang Mai

111/87 Moo 2, K Park Business Center, Nong Hoi Subdistrict, Mueang Chiang Mai District, Chiang Mai 50000
Telephone +66 5328 4023

Phitsanulok

234/2-3 Boromtrailokkanat 2 Road, Nai Mueang Subdistrict, Mueang Phitsanulok District, Phitsanulok 65000
Telephone +66 5524 8999

Northeastern

Khon Kaen

672/42-44 Klang Mueang Road, Nai Mueang Subdistrict, Mueang Khon Kaen District, Khon Kaen 40000
Telephone +66 4332 2750-1

Nakhon Ratchasima

The Venice Park Project, 179/32 Soi Mittraphap 4, Nai Mueang Subdistrict, Mueang District, Nakhon Ratchasima 30000
Telephone +66 4427 1365

Southern

Surat Thani

141/119 Kanchanawithi Road, Bang Kung Subdistrict, Mueang District, Surat Thani 84000
Telephone +66 7721 2932-3

Hat Yai

119 Soi 10, Phetkasem Road, Hat Yai Subdistrict, Hat Yai District, Songkhla 90110
Telephone +66 7489-5039, +669 0980 5305

Huawei Service Center by Synnex

MBK Center (MBK MSC HUAWEI)

MBK Center Building, Room No. PLA.F05.CO16000-PLA.F05.CO18000, 5th Floor, MBK Center Building, Phaya Thai Road, Wang Mai Subdistrict, Pathum Wan District, Bangkok 10330
Telephone +66 2064 4000-1

Seacon Square (Seacon Srinakarin ASCE HUAWEI)

55 Seacon Square Srinakarin Shopping Center, B1 Floor, Room ITB09, Srinakarin Road, Nong Bon Subdistrict, Prawet District, Bangkok 10250
Telephone +66 2074 7915

Zeer Rangsit (Zeer ASCE HUAWEI)

Zeer Rangsit (Zeer ASCE HUAWEI)

Zeer Rangsit Shopping Center Building, Room No. SA014, 2nd Floor, Zeer Rangsit Shopping Center, 99 Moo 8, Phaholyothin Road, Khu Khot Subdistrict, Lam Luk Ka District, Pathum Thani 12130
Telephone +669 0980 5827

Seacon Bangkae (Seacon Bangkae ASCE HUAWEI)

607 Seacon Bangkae Shopping Center, 2nd Floor, Room 210, Phetkasem Road, Bang Wa Subdistrict, Phasi Charoen District, Bangkok 10160 Telephone +669 0980 5910

Fashion Island (Fashion Island ASCE HUAWEI)

3rd Floor, Room No. 3043, Fashion Island, 587, 589, 589/7-9 Ram Inthra Road, Khan Na Yao Subdistrict, Khan Na Yao District, Bangkok 10230 Telephone +669 8393 2642

True Digital Park (True Digital Park ASCE HUAWEI)

Room Z603, 6th Floor, True Digital Park, 101 Sukhumvit Road, Bang Chak Subdistrict, Phra Khanong District, Bangkok 10260 Telephone +669 0980 5210

Chiang Mai (Chiangmai ASCE HUAWEI)

The center is located at Top Rim Ping Chotana, 171/1 Chang Phueak Road, Si Phum Subdistrict, Chiang Mai District, Chiang Mai 50200 Telephone +668 9633 5134

Surat Thani (Surat ASCE HUAWEI)

299/6-7 Talat Mai Road, Talat Subdistrict, Mueang District, Surat Thani 84000
Telephone +669 0980 5173

Xiaomi Service Center by Synnex

Seacon Bangkae (Seacon Bangkae ESC XIAOMI)

Seacon Bangkae Shopping Center Building, Room No. 241, 2nd Floor, No. 607, Phetkasem Road, Bang Wa Subdistrict, Phasi Charoen District, Bangkok 10160 Telephone +66 2074 7917

Central Bangna (Central Bangna ESC XIAOMI)

Central Bangna Shopping Center Building, Room No. 402, 4th Floor, No. 587-9, Bangna-Trad Road, Bang Na Subdistrict, Bang Na District, Bangkok 10260 Telephone +669 0980 5137

Rattanaibet (Rattanaibet ESC XIAOMI)

Room SH105/1-4, Building No. 562, 566, Rattanaibet Road, Bang Kraso Subdistrict, Mueang Nonthaburi District, Nonthaburi 11000 Telephone +666 2245 4271

Pattaya (Pattaya ESC XIAOMI)

No. 1/46 Moo 6, Na Kluea Subdistrict, Bang Lamung District, Chonburi 20150
Telephone +666 3114 8867

Phitsanulok (Phitsanulok ESC XIAOMI)

No. 261/87 Boromtrailokkanat Road, Nai Mueang Subdistrict, Mueang Phitsanulok District, Phitsanulok 65000
Telephone +666 2245 5457

Ubon Ratchathani (Ubon ESC XIAOMI)

425/12 Uparat Road, Nai Mueang Subdistrict, Mueang District, Ubon Ratchathani 34000
Telephone +669 3580 8744

Khon Kaen (Khon Kean ESC XIAOMI)

Ozone Village Project, No. 238/8, Room No. G3-F4, Thepharak Road, Nai Mueang Subdistrict, Mueang District, Khon Kaen Telephone +666 3114 8834

Surat Thani (Surat ESC XIAOMI)

No. 486/9 Talat Mai Road, Talat Subdistrict, Mueang Surat Thani District, Surat Thani 84000
Telephone +666 2245 5450

Hat Yai (Hadyai ESC XIAOMI)

No. 64 Chotwithhayakun 3 Road, Hat Yai Subdistrict, Hat Yai District, Songkhla 90110
Telephone +666 2245 4277

PART 2

Corporate Governance

6. Corporate Governance Policy

Overview of Corporate Governance Policy and Practices

Corporate Governance Policy and Practices : Available

Corporate Governance Policy

Synnex (Thailand) Public Company Limited realizes the importance of good corporate governance, conducts business in accordance with the principles of good governance, whereby the Board of Directors and executives are committed to ensuring that management is transparent, verifiable, has international standards and is acceptable, adheres to business ethics and ethics in operations in accordance with the principles of good corporate governance, respects rights and treats shareholders equally, including having responsibility toward all stakeholders, together with taking into account responsibility toward society and the environment, which will promote the Company's performance to achieve objectives efficiently, which is an important factor in increasing value and maximizing returns to shareholders in the long term

The Board of Directors has considered and reviewed the implementation of practices in accordance with the principles of good corporate governance for listed companies year 2017 (Corporate Governance Code or "CG Code") of the Securities and Exchange Commission and the criteria under the corporate governance survey project of listed companies for the year 2025 (CGR 2025) of the Thai Institute of Directors Association, to be used as guidelines in business operations for directors, executives, and employees of the Company regularly, and communicated to all employees to acknowledge the corporate governance policy through internal information systems and on the Company's website, summarized as follows

1. Policies and practices relating to the Board of Directors

The Board of Directors has an important role in supervising to ensure that the business has good performance in the long term, has credibility for shareholders and stakeholders for the maximum benefit of the Company, and to create sustainable value in the long term, the Company determines policies and practices relating to the Board of Directors as follows

- **Structure and composition of the Board of Directors** whereby the number of directors is in accordance with the Public Limited Companies Act B.E. 2535 and the Company's Articles of Association. The Board has knowledge and capability, has experience, has transparent work history, has morality and responsibility, including having diversity of professions and having experience beneficial to the Company's business operations, such as skills in accounting and finance, management, strategy, law, corporate governance or others, whereby the Company does not discriminate in terms of gender or race in any way. The Board of Directors can hold positions as directors in other listed companies in the Stock Exchange not exceeding 5 companies
- **Independent directors** whereby independent directors do not perform duties as executives, are independent from management and controlling shareholders, and have qualifications and number in accordance with the announcement of the Capital Market Supervisory Board, namely having independent directors at least one-third of the total number of directors, but not less than 3 persons, whereby the Company has 4 independent directors, consistent with having more than one-third, which is in accordance with the announcement of the Capital Market Supervisory Board, which is in accordance with the requirement that must have more than one-third according to the announcement of the Capital Market Supervisory Board
- **Remuneration Policy**
 - **Determination of directors' remuneration** considers remuneration that is consistent and appropriate with the duties and responsibilities assigned and can be compared with companies listed on the Stock Exchange of Thailand or those in industries and businesses of similar size, and the determination of directors' remuneration is also a motivation for the performance of duties to achieve the Company's business objectives effectively, by assigning the Nomination and Remuneration Committee (no space) to consider and propose appropriate remuneration amounts to the Board of Directors for approval before proposing to shareholders for further approval

- **Executive remuneration** the Chief Executive Officer will consider based on performance evaluation scores and report the evaluation results to the Board of Directors for acknowledgment, and for the payment of executive remuneration, it will be considered based on performance evaluation scores and the overall performance of the Company
- **Self-assessment of the Board of Directors and sub-committees** the Company has prepared self-assessment (Self-Assessment) forms of the Board of Directors both as a whole and individually for the Board and sub-committees by applying guidelines from the Stock Exchange appropriately to the characteristics and structure of the Board, the process of evaluating performance of the Board as a whole and self-assessment individually, and summarizing scores before proposing to the Board of Directors to consider evaluation results annually
- **Development of directors and executives** the Company supports directors and executives to attend seminars and develop additional knowledge in various courses, for new directors the Company provides orientation for new directors joining the Board to acknowledge business policy, nature and overview of business operations, capital structure, organizational structure, operating results, business information, laws and related regulations
- **Supervision of operations of subsidiaries and associated companies** the Company has a policy to invest in businesses that support and benefit the Company's core business or are businesses in industries with growth trends, by considering return on investment as important, investment consideration will be approved by the Board of Directors, generally the Company has a policy to invest as major shareholder in subsidiaries, except in cases where there are investment limitations whereby the Company will consider conditions and returns case by case(space) management in subsidiaries and associated companies the Company will send directors as representatives to participate in management according to shareholding proportion to determine important policies and control operations of such subsidiaries and associated companies
- **Nomination of directors** the Company has a nomination process that is transparent, fair, and auditable, by assigning the Nomination and Remuneration Committee to consider screening qualifications of suitable persons before proposing to the Board of Directors and/or proposing to shareholders' meeting for appointment according to law and the Company's Articles of Association

Nomination of directors will consider qualifications, knowledge, capability, experience, specific expertise consistent with the Company's business strategy, including morality, ethics, and transparent work history, together with Board Skill Matrix, whereby consideration does not limit or discriminate gender, race, religion, to ensure appropriate Board structure and enhance corporate governance efficiency

In addition, the Company allows shareholders to propose names of qualified persons for consideration for election as directors in advance before the Annual General Meeting of Shareholders according to clearly specified criteria and procedures and disclosed through the Stock Exchange of Thailand information system and the Company's website, in case directors complete their term, directors may be re-nominated for another term by considering past performance, dedication, regular attendance, and constructive participation in determining direction and supervising corporate governance of the Company

2. Policies and practices relating to shareholders and stakeholders

1. Rights and equality of shareholders

The Board of Directors gives importance to the rights of shareholders, including taking care of and promoting shareholders to exercise their rights, by covering the fundamental rights of shareholders according to law equally, such as the right to buy, sell, transfer securities that they hold, receiving profit sharing from the business, attending shareholders' meetings or appointing others to attend meetings and vote on their behalf, exercising voting rights such as election of directors, determination of directors' remuneration, appointment of auditors and determination of auditors' remuneration, asking questions or expressing opinions on various matters that the Board of Directors has reported to the shareholders' meeting, whereby shareholders have voting rights according to the number of shares held, etc., and also determining good practices to promote granting rights to shareholders beyond fundamental rights without violating, limiting or depriving shareholders' rights as follows

- Allow shareholders to propose matters for consideration to be determined as agenda items of the Annual General Meeting of Shareholders and propose names of persons who have appropriate qualifications to be considered for election as directors of the Company in advance 3 months before the date of the Annual General Meeting of Shareholders according to criteria and procedures clearly determined by the Company, details and methods have been disclosed for shareholders to be informed through the information system of the Stock Exchange of Thailand and the Company's website
- Arrange the Annual General Meeting of Shareholders, by having Thailand Securities Depository Company Limited, which is the registrar of the Company's securities, proceed to deliver invitation letters to all shareholders, shareholders will receive supporting documents of meeting agenda in both Thai and English languages, the documents will clearly explain shareholders' rights to attend the meeting and voting rights in the invitation letter, by specifying date, time, meeting venue, and Company map, which will be delivered in advance before the meeting date according to good corporate governance principles not less than 14 days, including publishing information on the Company's website and publishing announcements in newspapers calling for the Annual General Meeting of Shareholders in advance for 3 consecutive days before the meeting date
- Shareholders' rights to appoint independent directors or any persons to attend the meeting and vote on their behalf, by using proxy forms according to the form of the Ministry of Commerce provided by the Company or downloadable from the Company's website, together with preparing stamp duty in case shareholders grant proxy without any expense
- The Company arranges appropriate venue for holding the Annual General Meeting of Shareholders, by facilitating shareholders with shuttle transportation services, and on the meeting day registration is arranged by using barcode system making the registration process fast
- The Chairman of the Board of Directors, Board of Directors, Chief Executive Officer, executives and auditor will attend the shareholders' meeting to answer various questions of shareholders and provide opportunity for shareholders to express opinions, suggestions, ask questions or request explanations in various agenda items before voting in any agenda
- Provide shareholders the right to elect directors individually, whereby exercising voting rights in each agenda will use the method of collecting voting confirmation cards of shareholders and counting votes by checking barcodes, enabling announcement of voting results immediately after completion of consideration of each agenda, whereby shareholders can request to inspect details after the meeting ends
- Disclose resolutions of the shareholders' meeting and voting results of each agenda (no space) immediately according to the timeframe of the Stock Exchange of Thailand and on the Company's website, including preparing minutes of shareholders' meeting with important contents correct and complete for submission to the Stock Exchange of Thailand and disclosure on the Company's website within 14 days from the shareholders' meeting date

2. Roles of Stakeholders (Roles of Stakeholders)

The Board of Directors gives importance to the rights of stakeholders in various groups equally according to law or according to agreements with the Company, including compliance with various international standards for mutual sustainable benefit (space) in terms of human rights, environmental management, etc., whereby policies for treatment of stakeholder groups are determined as follows

- **Shareholders** : The Company is committed to conducting business according to good governance principles with transparency and fairness to create growth and good returns for shareholders continuously, by considering current and future risk conditions to create value for shareholders in the long term, including providing correct information and treating shareholders equally through various channels and the Company's investor relations website regularly
- **Customers** : The Company is committed to continuously developing quality of products and services to ensure customers have highest satisfaction, as well as focusing on developing and maintaining sustainable relationships, having monitoring and measuring customer satisfaction for improvement of products and services, including establishing systems to control and supervise compliance with agreements made with customers strictly and treating customers with honesty

- **Business partners and alliances** : The Company gives importance to building and maintaining good relationships with partners sustainably, by being committed to treating partners and business alliances fairly and equally, having compliance with free trade competition framework, honesty, fairness, having ethics, operating under rules, not violating intellectual property, and strictly maintaining commitments made to partners and business alliances, including selecting partners with transparency and fairness, providing clarification and ensuring partners respect human rights and treat labor fairly, being responsible to society and environment, the Company will select partners with standards and ethics by operating under the following principles
 1. There is competition from bidders and selection appropriately and fairly
 2. There are criteria for evaluation and selection of partners and contracting parties
 3. Prepare contract formats appropriately not taking advantage of contracting parties
 4. Provide management and monitoring systems to ensure that there is compliance with contract conditions completely to prevent corruption in every stage of procurement process
- **Creditors** : The Company is committed to maintaining good relationships with creditors, by having mutual trust and complying with conditions and terms of contracts equally and fairly toward all groups of creditors strictly, both in repayment according to schedule and collateral conditions, giving importance to rights of creditors such as disclosure of information to stakeholders, by emphasizing accuracy completeness and timeliness, transparency of disclosed information both financial information and non-financial information, the Company is committed to managing capital (space) to have appropriate structure to support the Company's business operations to proceed steadily, which is one approach in building confidence for creditors, however in the case that the Company has force majeure causing inability to comply with any condition and/or term in contracts and/or having default in repayment, the Company will not conceal facts and will notify creditors promptly in order to jointly consider finding solutions based on reasonableness
- **Personnel** : The Company is committed to treating personnel fairly and respecting human rights, in order for employees to receive fair compensation and appropriate welfare such as Employee Joint Investment Program (EJIP), having training to provide knowledge, developing capabilities regularly, having good quality of life, having care of hygiene and safety in work, promoting health care and annual health check, including providing knowledge on savings, supporting and promoting working atmosphere together to create unity
- **Government sector** : The Company is committed to giving importance to the government sector as stakeholders of the Company, by determining guidelines for treatment toward the government sector in business operations in accordance with law within appropriate scope, on the basis of transparency, cooperating with government agencies both in academic aspects and supporting various activities such as participating in campaigns to promote awareness, jointly anti-corruption, creating awareness and jointly opposing corruption in organizations and both public and private sectors in order to create good governance and create continuous good relationships
- **Community, society and environment** : The Company is committed to conducting business that is beneficial to economy and friendly society environment together with sustainable growth of the Company, by having clearly defined policy framework and responsible units, including promoting people in the organization to realize care, development, creating awareness and responsibility toward community, society and environment, by listening to opinions, supporting sharing, distributing opportunities and sharing happiness to community and society through various project activities of the Company, including maintaining environment to remain, promoting participation of all parties in the organization, which will result in the Company being able to conduct business on a stable foundation of sustainable growth

3. Disclosure and Transparency

The Board of Directors establishes policy for disclosure of important information both financial and non-financial in accordance with requirements of the Securities and Exchange Commission, the Stock Exchange of Thailand and other relevant agencies, with content that is sufficient, correct, complete, timely, transparent, equal and reliable in both Thai and English languages, such as shareholding structure, business operations, operating results, corporate governance, anti-corruption policy, business code of conduct, including whistleblowing to the Board of Directors regarding illegal actions and accuracy of financial reports, by providing various channels for disclosure in order for stakeholders to be able to access information conveniently as follows

- Disclosure of information through annual report (Form 56-1 One Report), quarterly and annual operating results, business operations, including publication of certificates and Company regulations on the Company's website
- The Company provides opportunities for shareholders, investors and institutional investors to attend business information presentations through activities with the Stock Exchange of Thailand such as Opportunity Day, analyst meetings on a quarterly basis, as well as meetings and presentations to foreign investors

In addition, the Company organizes important activities of the organization continuously such as Open House activities for investors and media to visit actual operations, learn business direction and exchange opinions with executives closely, including disclosure of information of directors and executives on the Company's website such as name-surname, position, personal history, education, experience, shareholding and photographs

- Provide channels for complaints and receiving opinions, suggestions or inquiries from stakeholders both internal and external with honesty and fairness through postal mail or electronic mail to the Internal Audit Department or Chief Executive Officer
- Investor Relations (IR) provides information and answers questions of shareholders, investors and analysts through the website www.synnex.co.th or email ir@synnex.co.th or telephone number +662 553 8888 Investor Relations Department

Business Code of Conduct

Synnex (Thailand) Public Company Limited and its group companies realize the importance of good corporate governance, believing that good corporate governance is beneficial to long-term business operations because it creates confidence for shareholders, investors and all stakeholders, therefore the Board of Directors has established Business Code of Conduct as a basic standard to be used as policy and guideline for directors, executives and employees to understand, adhere and conduct themselves in accordance with rules, regulations and business ethics of the Company, which is important in the same direction to create good organizational culture and build confidence for shareholders, customers and all stakeholders for sustainable growth of the business

1. Compliance with laws, regulations and related rules

Synnex (Thailand) Public Company Limited has a policy to give importance to respect and compliance with laws, rules and regulations related to business operations according to good practices as follows

Good practice guidelines

1. Must acknowledge and understand duties and responsibilities in performing work according to rules, orders, announcements and regulations issued by Synnex (Thailand) Public Company Limited strictly
2. Must acknowledge and understand in complying with criteria, requirements, rules and laws related and applicable to Synnex (Thailand) Public Company Limited
3. Must comply with legal requirements in conducting business with honesty, correctness and fairness, not cooperating or supporting corruption
4. Must review compliance with laws, regulations and related rules regularly
5. Cooperate with government sector in performing duties as good citizen, help promote and support various activities beneficial to society as appropriate

2. Treatment of shareholders

Synnex (Thailand) Public Company Limited gives importance to all shareholders equally, the Company has a policy committed to managing the business to achieve stable progress and determines to have corporate governance according to good governance principles, taking into account the benefits of all shareholders and related parties in order to deliver fair and appropriate returns, including creating added value of the business for shareholders in the long term

Good practice guidelines

1. Business management by applying knowledge and capability and using management skills to the fullest extent, including conducting any actions with caution and prudence in order to create maximum benefit to the organization
2. Disclosure of Company information accurately, sufficiently and timely according to criteria of the Securities and Exchange Commission and the Stock Exchange of Thailand
3. Providing opportunity for shareholders according to criteria specified by the Company to propose matters for inclusion as meeting agenda or propose names of persons deemed appropriate to be considered for selection as directors of the Company in advance before the Annual General Meeting of Shareholders, whereby the Nomination and Remuneration Committee will consider screening suitability and propose for approval from the Board of Directors further
4. Perform duties with honesty under framework of law and Company regulations by adhering to this code of conduct in conducting various transactions and in all decision-making activities in order for business operations to be conducted honestly with clarity, transparency and verifiability

3. Treatment of customers

Synnex (Thailand) Public Company Limited has a policy to treat customers equally, by taking into account the benefits of customers as important, selecting products with quality at appropriate price level, in terms of service providing care and treating customers with attentiveness and good hospitality, to achieve highest satisfaction professionally, continuously elevating service standards before and after sales to higher levels in order to maintain good relationships sustainably

Good practice guidelines

1. Selection of the best products and services to meet customer needs, including providing useful information for appropriate selection and decision-making, disclosure of information regarding products and services completely, correctly, timely and not distorting facts
2. Warranty of products and services under appropriate time conditions, providing system for receiving complaints and listening to opinions regarding products and services, whereby the Company will take action on customer complaints immediately to handle complaint issues according to process by investigating surrounding circumstances, understanding the problem with appropriate, transparent and fair methods to the best extent, so that customers receive rapid response and using experience from errors to improve services further
3. Compliance with conditions and obligations toward customers strictly, maintaining confidentiality of customers' business seriously, including not using customer information for own benefit and/or related persons

4. Treatment of business partners and trade creditors

Synnex (Thailand) Public Company Limited has a policy to conduct business with partners and business alliances by taking into account equality, fairness, not taking advantage, maintaining mutual benefits to develop business relationships and complying strictly with laws and specified trade conditions

Good practice guidelines

1. Procurement operations with transparency and fairness, providing equal and correct information, no bias, no discrimination toward partners, creating fair competition among partners, referencing international practices, having rigor and consistency with situations
2. Procurement operations should not be conducted in overly short timeframes, should allow partners sufficient time to prepare supporting documents and quotation documents, including requirements (no space) or conditions and details of contracts should not be excessively disadvantageous
3. Compliance with contracts, agreements or trade conditions, in case of inability to comply must notify partners in advance to consider solutions jointly based on reasonableness
4. Selection of partners is fair, not requesting, receiving or paying any improper benefits with partners, Company personnel must remain neutral, not being close to partners to the extent that partners influence decision-making, and strictly comply with corporate governance policy regarding conflicts of interest, including maintaining confidentiality of partners, not using partner information for own benefit or related persons
5. Departments or personnel related to procurement process must keep various documents such as approval documents, quotations, negotiations, contracts or contract performance as evidence as appropriate

5. Treatment of competitors

Synnex (Thailand) Public Company Limited has a policy to treat competitors in accordance with international principles under framework of law and trade competition practices with businesses of the same type, which must have both competition and interdependence, therefore trade competition must be conducted correctly, freely, with equality and fairness together

Good practice guidelines

1. Cooperate in trade competition fairly and transparently to create good market conditions
2. Not infringing intellectual property rights of competitors and not seeking confidential information of competitors by dishonest or inappropriate methods
3. Not damaging reputation of competitors by accusation or attacking competitors without factual information

6. Treatment of employees

The Company adheres to principles of treating all employees fairly and equally and in accordance with legal protection, whereby the Company operates according to laws, ethical principles and respects personal rights to create stability and peace, including promoting career advancement opportunities in workplace, as well as providing development of employee capabilities (space) including providing care for living standards of employees such as providing welfare in various aspects as required by law, providing workplace safety and good hygiene, measures for accident prevention, and promoting employees to have safety awareness, including providing training, appointment, transfer, reward and punishment of employees based on fairness and legality, and providing opportunity for employees to express opinions and submit complaints regarding work to the human resources department

Good practice guidelines

1. Provide equal opportunities in hiring, appointment, transfer, by considering knowledge, capability, suitability with job characteristics, with morality, not discriminating against any person due to race, color, religion, gender, age, disability status or any other status not directly related to work performance, including giving respect to human dignity and fundamental human rights equally
2. Provide promotion and support for development of knowledge and capability to increase potential of employees, by determining training courses and training hours appropriate for employees, providing internal and external training thoroughly, regularly and as required by law completely
3. Provide promotion of good culture, proper conduct toward colleagues, by giving respect to each other, respecting personal rights, including treating each other with kindness, helping, advising, solving problems together in work, being dedicated, diligent, learning to increase efficiency in work, adhering to the Company's benefit jointly as important
4. Provide compensation and welfare to employees fairly, appropriate to knowledge, capability, responsibility and performance, including providing opportunities for advancement in position appropriately and fairly without discrimination
5. Provide promotion of maintaining working environment to be safe for life, and providing care for good hygiene of employees regularly
6. Provide compliance with laws and various regulations related to employees strictly, and provide opportunity for employees to report matters or file complaints due to encountering matters indicating violation of regulations or laws, or suffering hardship or unfairness, by providing complaint channels as determined by the Company in order to receive resolution in correct and prompt manner

7. Treatment of society

Synnex (Thailand) Public Company Limited has a policy to conduct business with responsibility to society and environment, by good corporate governance, conducting business with fairness, respecting human rights, giving importance to fair treatment of labor, taking into account responsibility toward consumers, including stakeholders both internal and external of the organization, and recognizing importance of environmental care, continuous development of community and society, whereby business success will grow together with responsibility toward society and environment sustainably

Good practice guidelines

1. Provide support for participation in public benefit activities, especially local activities where the Company operates business, by considering appropriateness and benefits that community and society should receive
2. Give importance to support activities focusing on enabling community and society to develop and be self-reliant, by supporting (no space) education for youth in remote local areas (space) by delivering and donating electronic learning materials together with computer equipment distributed by the Company
3. Provide promotion and support for learning and skill development for vocational students, youth and general public, for use in occupation to generate income for families, by providing training and teaching technical repair skills for computers, together with donating tools and computer parts that are no longer used but can be reused, including helping reduce e-waste electronic waste
4. Provide support and promotion for volunteer activities of employees that are beneficial in all aspects, so that everyone has awareness, sacrifice for public interest and responsibility toward community and society
5. Give importance to conducting transactions with partners who have intention to conduct business under framework of ethics, social responsibility and environmental care, including cooperation in compliance with laws related to respect for human rights

8. Treatment of environment

Synnex (Thailand) Public Company Limited has a policy to give importance to environmental sustainability (Environmental), focusing on using resources with value (space) creating as organizational culture, promoting to jointly take care, protect, restore environment, ecosystem and conserve nature to remain sustainably

Good practice guidelines

1. Support and promote selection of products or packaging that are environmentally friendly or products that are easily biodegradable(no space) naturally
2. Some business operation processes(space) may have impact on environment, therefore the Company gives importance to waste disposal(no space) process from business operations correctly, including development of innovation that will help in efficient use of resources or energy
3. Provide support for employees in the organization to learn methods related to preservation, protection, restoration of environment and conservation of natural resources correctly
4. Build value and instill awareness for employees at all levels to be interested in environment, focusing on creating and conserving natural resources, by supporting beneficial project activities continuously such as 5S activities to recycle resources, project of reusing packaging boxes in business for maximum benefit saving resources and reducing organizational costs, energy management projects, energy saving through establishing working committee to determine energy conservation policy to monitor and evaluate reduction of energy usage effectively in concrete manner
5. Promote employees to have knowledge and understanding in sufficiency economy philosophy to apply in daily life

9. Conduct to avoid conflict of interest

Synnex (Thailand) Public Company Limited has a policy to give importance to conflict of interest in work performance, personnel of the Company must avoid causing conflict of interest which may occur in many forms, actions and decisions of directors, executives and employees of the Company must consider interests of other stakeholders before their own interests at all times

Good practice guidelines

1. Prohibit personnel of the Company from using their influence or authority to conduct transactions between the Company and themselves, partnerships or(no space) juristic persons in which such person holds shares, or related persons in family, unless disclosure of interest has been made and specific permission has been granted or approval in principle has been obtained
2. Personnel of the Company or persons related in family may conduct transactions with general commercial agreements without using influence of Company personnel with the Company or subsidiaries of the Company
3. Issuing orders to create benefit for the person issuing such order themselves is not permitted
4. Attending meeting to consider any agenda in which meeting participants have interest, personnel having interest must temporarily leave the meeting and not receive meeting agenda documents related thereto, in order for other participants to have opportunity to consider, analyze, comment without influence of such interested personnel
5. The Board of Directors and executives must consider conflicts of interest regarding related party transactions between the Company and subsidiaries, associated companies carefully with honesty, reasonableness and independence under good ethical framework, by considering maximum benefit of the Company
6. Accepting work from associated companies or subsidiaries is allowed, with approval from supervisor, management and directors as the case may be, personnel of the Company must not accept external work that competes with business operations of the Company or causes conflict of interest with the Company whether temporary or permanent, unless specifically permitted by supervisor

10. Use of inside information and confidentiality

Synnex (Thailand) Public Company Limited is a listed company in the Stock Exchange, therefore it is an important policy to operate with equality and fairness toward all shareholders equally, whereby inside information or information that has material impact on change of securities price that has not yet been disclosed to the public is considered inside information used in business operations and considered confidential information of the Company

Good practice guidelines

1. Inside information used in business operations and considered confidential information of the Company, if disclosed, will affect the Company, especially affecting share value of the Company (space) traded in the Stock Exchange, therefore directors, executives and employees at all levels of the Company must maintain confidentiality and must not use inside information known from their duties
2. Should not disclose inside information to others or use inside information to seek profit or benefit from trading securities improperly or cause damage to the Company whether directly or indirectly, including not disclosing customer information, partner information or personal data of others or using for other benefits beyond permission from owner or authorized person
3. Disclosure of information must be performed only by authorized personnel of the Company, general personnel do not have duty to disclose information, if being asked to disclose information which they are not authorized, must advise the inquirer(space) to ask the person responsible for disclosure in order for information to be correct and consistent

11. Respect for laws and international human rights principles

Synnex (Thailand) Public Company Limited supports and respects human rights principles both at national and international level, by determining written human rights policy of the Company, together with giving importance to treating all employees without discrimination of origin, race, ethnicity, skin color, nationality or social status, religion, social status, gender, age, physical characteristics or appearance, language, political opinion, property or any other status, or any disability not related to performance of duties

Changes and developments of corporate governance

The Board of Directors has considered and reviewed the adoption of practices in accordance with the principles of good corporate governance for listed companies year 2017 (Corporate Governance Code or "CG Code") of the Securities and Exchange Commission and the criteria under the Corporate Governance Report of Thai Listed Companies survey project for the year 2023 (CGR 2023) of the Thai Institute of Directors Association

- In the past year the Company has reviewed policies and corporate governance practices or Board Charter : Available
- the past year the Company has changes and significant developments regarding policies and practices : Available

Compliance with good corporate governance principles

In the year 2568 the Company has changes and significant developments regarding policies, practices and corporate governance system to increase governance efficiency and elevate corporate governance standards of the Company as follows

- In the Board of Directors meeting No. 1/2568 on 20 February 2568 the meeting resolved to approve the review of the Board Charter for the year 2568 and review of business code of conduct, including review of vision and mission of the Company by considering alignment with changing business context, technology industry trends and expectations of all stakeholder groups, such review covers appropriateness of roles and responsibilities, governance structure and monitoring mechanisms in order to support strategy formulation, risk management and integration of ESG principles into organizational direction systematically, whereby such action reflects proactive role of the Board in corporate governance in accordance with Good Corporate Governance principles aiming to enhance transparency, accountability and long-term value creation for

shareholders and stakeholders, and support stable and sustainable growth of the Company in every quarterly Board meeting subcommittees report performance results to the Board meeting in order to be able to monitor progress comprehensively, this process helps subcommittee operations to be transparent, auditable and consistent with good corporate governance principles, as well as enhancing efficiency and long-term stability of the organization

- In the Board of Directors meeting No. 2/2568 on 7 May 2568 the meeting resolved to approve determination and review of Risk Appetite of the organization for the year 2568 together with consideration and close monitoring of Key Risk Indicators: KRI for strategic risks, aiming to elevate risk management system to be linked with organizational strategy formulation (TIPS) and business decision-making at all levels systematically and efficiently, the Board gives importance to proactive risk oversight in order for organizational growth to be under appropriate and balanced risk framework, whereby the Company is in the process of improving Risk Appetite to be consistent with Enterprise Risk Management Framework: ERM to strengthen governance structure, support uncertainty of business environment and support sustainable long-term value creation
- On 24 October 2568 the Company has updated and disclosed enterprise risk management policy on the Company's website for shareholders, investors and stakeholders to acknowledge risk management approach transparently, the Company realizes that effective risk management is an important factor in supporting stable and sustainable growth, such policy is prepared under systematic and proactive risk management framework consistent with international standard COSO-ERM covering identification, assessment and management of risks in all dimensions of business operations, whereby the Company has integrated risk management process with strategy formulation, corporate governance and operational level execution in order for risks to be within acceptable level according to defined framework together with promoting risk awareness culture throughout the organization to support careful, transparent decision-making and create long-term value for all stakeholders
- In the Board of Directors meeting No. 4/2568 on 13 November 2568 the meeting reviewed and improved business code of conduct of the Company to cover ethical business operations and be consistent with legal principles, together with reviewing policy on use of inside information and cyber security to strengthen internal control system and appropriate data protection, in addition the Board approved disclosure plan for the year 2568 to be consistent with FTSE Russell ESG requirements to enhance transparency in information communication, whereby the Company received score 100/100 from AGM Checklist of the Securities and Exchange Commission and received 5-star (Excellent) rating from IOD reflecting strong and continuous corporate governance standards

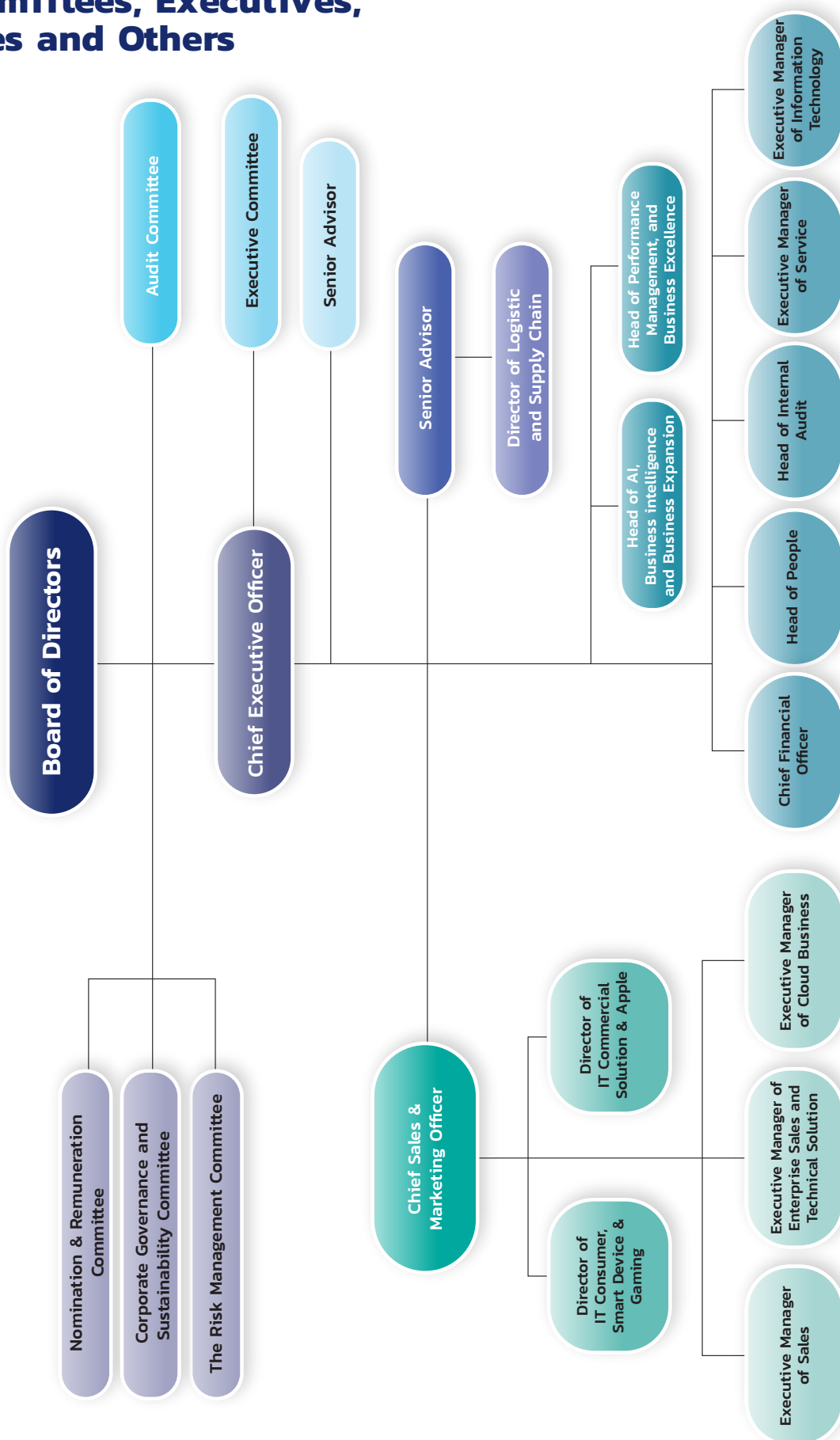
In addition, the Company has conducted review of charters of all committees completely and systematically, including Board of Directors, Audit Committee, Risk Management Committee, Corporate Governance and Sustainability Committee and Nomination and Remuneration Committee, by considering review of roles, duties, scope of authority, responsibilities and composition of each committee to be clear, not overlapping and consistent with related laws, good corporate governance principles as well as organizational strategic direction, whereby such review aims to elevate efficiency in oversight (Oversight Function), risk management and strategy determination, in order for governance structure of the Company to be strong, transparent and able to support sustainable long-term growth of the organization

Other practices according to good corporate governance principles

Synnex (Thailand) Public Company Limited gives highest importance to good governance principles and good corporate governance, by being committed to conducting business with transparency, auditable and adhering to business ethics in order to drive the organization toward stable and sustainable growth, in the year 2568 the Company received sustainability stock assessment (SET ESG Ratings) at level AA continuously for the 8th year and ranked 1 in 80 companies that received ranking in technology industry group, reflecting strength in environmental, social and governance concretely, in addition the Company received score 100/100 full score from Annual General Meeting quality assessment project (AGM Checklist) for the year 2568 by the Securities and Exchange Commission (SEC), and received corporate governance assessment result at Excellent level (Excellent) or 5 stars from Corporate Governance Report of Thai Listed Companies (CGR) for the year 2568 organized by the Thai Institute of Directors Association (IOD), such awards and recognition reflect commitment of the Company in elevating governance standards to be equivalent to international standards, together with creating long-term value for shareholders, investors and all stakeholder groups

Corporate Governance Structure

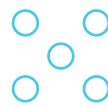
7. Corporate Governance Structure and Significant Information Related to the Board of Directors, Sub-Committees, Executives, Employees and Others



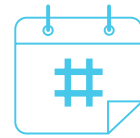
ความมีประสิทธิภาพของกรรมการ



ประธานกรรมการบริษัท
เป็นคนละคนกับ
ประธานเจ้าหน้าที่บริหาร



กรรมการบริษัททุกท่าน
ดำรงตำแหน่งใน
บมจ. อื่น 5 แห่ง



กรรมการที่เป็นผู้บริหาร 2 ท่าน
คิดเป็นร้อยละ 16.66

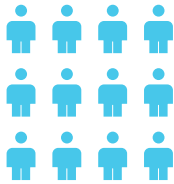


ประธานกรรมการบริษัท
เป็นกรรมการอิสระ



กรรมการที่เป็นผู้บริหาร
ไม่มีการดำรงตำแหน่ง
ในบริษัทจดทะเบียน

องค์ประกอบของกรรมการบริษัท



จำนวนกรรมการบริษัททั้งหมด 12 ท่าน
• กรรมการอิสระ 4 ท่าน คิดเป็นร้อยละ 33.33
• กรรมการที่เป็นผู้หญิง 3 ท่าน คิดเป็นร้อยละ 25



คณะกรรมการตรวจสอบ
เป็นกรรมการอิสระทั้งคณะ
ทั้ง 3 ท่าน



ประธานคณะกรรมการตรวจสอบ
คณะกรรมการสรรหาและกำหนดค่าตอบแทน
และคณะกรรมการกำกับดูแลกิจการและความยั่งยืน
ล้วนเป็นกรรมการอิสระทั้งหมด



กรรมการที่ไม่ได้เป็นผู้บริหาร 10 ราย หรือ 83.33%



กรรมการที่เป็นผู้หญิง 3 ราย หรือ 25%

ความมีประสิทธิภาพของกรรมการ



1/3 ของคณะกรรมการ จะออกจากตำแหน่งเป็นประจำทุกปี
และมีการเลือกตั้งกรรมการกลับเข้ามาดำรงตำแหน่ง
ในการประชุมผู้ถือหุ้นสามัญประจำปีเป็นรายบุคคล

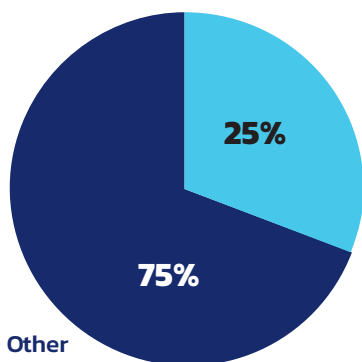


การเข้าประชุมเฉลี่ย 96.7% ทั้งคณะและทุกท่านปฏิบัติตาม
ข้อกำหนดการเข้าร่วมประชุมขั้นต่ำ ไม่น้อยกว่า 97%



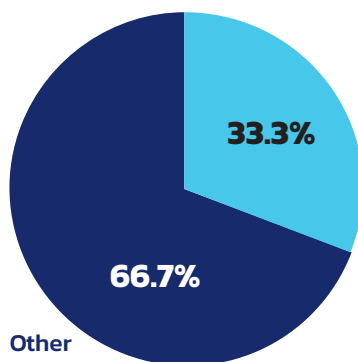
มีการประเมินผลการปฏิบัติงานของคณะกรรมการบริษัท
ทั้งในระดับรายบุคคลและทั้งคณะ เป็นประจำทุกปีโดยเปิดเผย
หลักเกณฑ์การประเมินและนำผลการประเมินไปใช้ในการพัฒนา
และปรับปรุงการดำเนินงานอย่างต่อเนื่อง

Female Directors



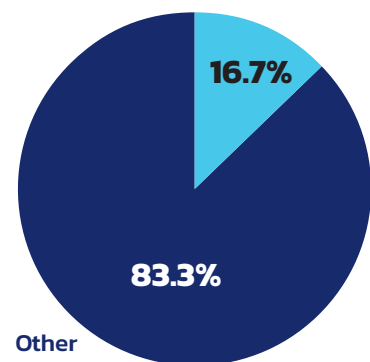
Female
Directors

Independent Directors



Independent
Directors

Executive Directors



Executive
Directors

Board of Directors



Mr. Supan Mongkolsuthi

Chairman / Chairman of The Risk Management
Committee / Member of Nomination and
Remuneration Committee



Mr. Tu Shu Wu

Director



Mr. Tu Shu Chuan

Director



Mr. Lin Tai Yang

Director



Mr. Su Zhi Qing

Director



Ms. Chen Yi Zhu

Director



Ms. Suthida Mongkolsuthi

Chief Executive Officer/ Chairman of the Executive Committee/
Member of the Corporate Governance and Sustainability Committee/
Member of the Risk Management Committee



Mr. Puttipan Teyarachakul

Director/ Member of the Risk Management Committee/
Member of the Executive Committee/
Senior Advisor – Operations/Corporate Secretary



Mrs. Chananyarak Phetrat

Independent Director/
Chairman of the Audit Committee



Assoc. Prof. Dr. Chalermchai Bonyaleehan

Independent Director/
Chairman of the Corporate Governance and
Sustainability Committee/ Member of the Audit Committee



Pol. Gen. Rachata Yentruang

Independent Director /
Member of The Risk Management Committee



Mr. Chaoyuth Khomkun

Independent Director/ Chairman of Nomination and
Remuneration Committee/ Member of the Audit Committee

Information on the Board of Directors

Composition and Qualifications of the Board of Directors

1. The Board of Directors shall consist of at least 5 directors. Not less than half of the total number of directors must be domiciled in the Kingdom of Thailand, and must meet the qualifications prescribed by law and the Company's Articles of Association, without discrimination on the basis of gender or any other differences.
2. The Board of Directors must include independent directors constituting at least one-third of the total number of directors. Independent directors do not serve as executives and are independent from management and controlling shareholders.
3. Members of the Board must fully satisfy the qualifications under Section 68 of the Public Limited Companies Act B.E. 2535, the Company's Articles of Association, and must not have any prohibited characteristics as prescribed by the Securities and Exchange Commission Notification No. Kor. Jor. 12/2000.
4. Board members must possess knowledge, expertise, and qualifications aligned with the Company's business strategies, with specialized competencies in law, accounting and finance, and government regulations relevant to business operations — enabling the Board to formulate strategies and policies and oversee their implementation effectively, regardless of gender, age, ethnicity, religion, or other specific qualifications.
5. Board members may hold directorship positions in other listed companies, but not more than 5.
6. The Chairman of the Board and the Chief Executive Officer are not the same person, and their respective roles and responsibilities are clearly separated.

As of 31 December 2025, the composition is as follows :

- The Board of Directors consists of 12 directors with Board Diversity, possessing qualifications appropriate to the Company's business strategy. The Company has prepared a Board Skills Matrix and Board Diversity Structure, disclosed under 'Key Corporate Governance Performance Report'.
- Of the 12 directors, there is no gender discrimination: 3 are female (25%) and 9 are male (75%). There are 2 executive directors (17%) and 10 non-executive directors (83%), including 4 independent directors, representing one-third of the total board membership.
- The Chairman of the Board is not the same person as the Chief Executive Officer.

Name	Position	Date Appointed
1. Mr. Supan Mongkolsuthi	Chairman of the Board	5 May 1988
2. Mr. Tu Shu Wu	Director	2 February 2002
3. Mr. Tu Shu Chuan	Director	10 November 2008
4. Mr. Lin Tai Yang	Director	25 April 2011
5. Mr. Su Zhi Qing	Director	8 August 2014
6. Ms. Chen Yi Zhu	Director	11 August 2020
7. Ms. Suthida Mongkolsuthi	Director and Chief Executive Officer	27 June 2014
8. Mr. Puttipan Teyarachakul	Director and Company Secretary	15 September 2008
9. Mrs. Chananyarak Phetrat	Independent Director; Chairman of the Audit Committee; Nomination and Remuneration Committee Member	25 February 2022
10. Assoc. Prof. Dr. Chalermchai Bonyaleehan	Independent Director; Chairman of the Corporate Governance and Sustainability Committee; Audit Committee Member	14 May 2025
11. Pol. Gen. Rachata Yentruang	Independent Director; Risk Management Committee Member	12 May 2021
12. Mr. Chaiyuth Khomkun	Independent Director; Chairman of the Nomination and Remuneration Committee; Audit Committee Member	14 May 2025

Remark :

1. Board of Directors Meeting No. 2/2025 resolved to appoint Assoc. Prof. Dr. Chalermchai Bonyaleehan as Chairman of the Corporate Governance and Sustainability Committee, replacing Ms. Prathana Mongkolkul who completed her term on 14 May 2025.
3. Board of Directors Meeting No. 2/2025 resolved to appoint Mr. Chaiyuth Khomkun as Chairman of the Nomination and Remuneration Committee, replacing Mr. Somchai Harnhiranprasit who completed his term on 14 May 2025.

Authorized Signatories: Mr. Supan Mongkolsuthi, Mr. Tu Shu Wu, Mr. Puttipan Teyarachakul, Mr. Lin Tai Yang, Mr. Tu Shu Chuan, Mr. Su Zhi Qing, Ms. Suthida Mongkolsuthi, and Ms. Chen Yi Zhu — any two of these eight directors signing jointly with the Company's official seal.

Scope of Authority, Duties, and Responsibilities of the Board of Directors

The Board of Directors has roles and responsibilities in overseeing the Company's operations in accordance with good corporate governance principles, and in compliance with best practices for directors of listed companies on the Stock Exchange of Thailand, as follows:

1. Set objectives, direction, and key policies, and oversee business operations including the internal management system; review and endorse strategies, work plans, budgets, investment plans, and key project plans; oversee and monitor management's adherence to defined plans in line with organizational direction and strategies.
2. Oversee compliance with laws, objectives, and Articles of Association — including matters requiring shareholder approval such as capital increases, capital reductions, debenture issuances, sale or transfer of the Company's business in whole or part, acquisition of other businesses, overseas acquisitions, establishment of subsidiaries, and amendments to the Memorandum of Association or Articles of Association. Also oversee compliance with securities and exchange laws and Stock Exchange of Thailand requirements.

3. Establish a corporate governance policy and business ethics code as guidelines for directors, management, and employees, fostering accountability and ensuring fair treatment of all stakeholders.
4. Establish a succession plan and continuous development programs for employees, directors, and executives.
5. Establish a reliable financial reporting system; implement processes for evaluating the adequacy of internal controls, internal audit, risk assessment, and risk management; promote and support the Audit Committee's work in all areas.
6. Prepare and present the Company's balance sheet, income statement, and financial reports at the end of each accounting period, audited by the external auditor, for approval at the shareholders' meeting.
7. Hold the Annual General Meeting of Shareholders within 4 months from the end of the Company's accounting period; maintain appropriate shareholder communication channels; oversee full and transparent disclosure of information.
8. Hold Board meetings at least once every 3 months, with attendance by at least two-thirds of all directors.
9. Consider the management structure and appoint the Executive Committee, Chief Executive Officer, and other sub-committees as appropriate.
10. The Board may delegate authority to one or more directors or other persons to act on the Board's behalf, under the Board's control, and may revoke, modify, or amend such delegation as appropriate.
11. Directors must not engage in businesses of the same nature as and competitive with the Company's business, nor become partners in ordinary partnerships or limited partnerships, nor serve as directors of private or other companies with similar and competitive business activities, unless disclosed to the shareholders' meeting prior to the resolution of appointment.
12. Directors must promptly notify the Company of any direct or indirect interest in contracts entered into by the Company, or any increase or decrease in shareholdings or debentures of the Company or its subsidiaries.
13. Place importance on conducting business with social and environmental responsibility to promote well-being and sustainable coexistence.
14. The Board must clearly consider and comment on the appropriateness and reasonableness of material transactions (MT) and related-party transactions (RPT), and monitor their progress with integrity for the best interests of the Company and shareholders.
15. Support the Audit Committee in fulfilling its duties effectively.
16. Oversee and monitor fundraising activities, ensuring appropriate, regular, and timely reporting and disclosure of fund utilization to shareholders.

Scope of Authority, Duties, and Responsibilities of the Chairman

1. The Chairman, or a delegated person, is responsible for calling Board meetings by sending meeting notices at least 7 days in advance, giving directors sufficient time to study, consider, and make informed decisions.
2. Plays a role in setting the Board meeting agenda in consultation with the CEO, ensuring important matters are included.
3. Serves as chairman of Board meetings and shareholders' meetings effectively, encouraging all directors to participate.
4. Plays a key role in ensuring directors uphold their authority, responsibilities, laws, and the Company's corporate governance principles and business ethics, and remains accountable to shareholders and stakeholders.
5. Communicates important information to the Board.
6. Fosters good relationships between executive and non-executive directors, and between the Board and management.

The Company recognizes the importance of a diverse Board (Board Diversity) in terms of knowledge, capabilities, experience, and specialized expertise, enabling the Board to set direction, strategy, and oversee operations effectively.

The Company has therefore prepared a Board Skills Matrix by surveying individual data on Core Skills critical to strategic direction, corporate governance, and business operations, as well as Specific Skills, to inform board structure considerations, director recruitment, and succession planning.

Information on Sub-Committees

To enable the Board to perform its duties effectively, the Board has established 5 sub-committees: (1) Audit Committee, (2) Nomination and Remuneration Committee, (3) Corporate Governance and Sustainability Committee, (4) Risk Management Committee, and (5) Executive Committee.

Composition, Qualifications, and Appointment of Sub-Committees

1. The Board appoints sub-committee chairpersons and members as appropriate to carefully screen matters in each important area.
2. Sub-committees appoint working groups and sub-committee secretaries.
3. Sub-committee members are selected from persons with knowledge, expertise, experience, and understanding of their roles, who perform their duties with dedication and responsibility.
4. Sub-committee members serve a term of 3 years and may be re-appointed upon completion of their term.
5. If an entire sub-committee vacates office, the outgoing committee shall remain in an acting capacity until the new committee assumes its duties.
6. If a sub-committee chairperson or member vacates or is unable to serve the full term, the Board or Chairman shall appoint a qualified person to fill the vacancy for the remainder of the term.
7. Sub-committee members who are executives of the Company shall not receive meeting allowances under any circumstances.

1. Audit Committee

The Audit Committee is appointed by the Board of Directors to serve as a key instrument in overseeing operations, risk management systems, internal control systems, and management practices to ensure adherence to correct and transparent standards, maintain reliable financial reporting, and comply with best practices and regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand.

The Audit Committee consists of qualified independent directors who do not serve as executives, with composition and qualifications fully meeting the criteria and requirements of the SEC and the Stock Exchange of Thailand.

Audit Committee as of 31 December 2025 :

No.	Name	Position
1	Mrs. Chananyarak Phetrat*	Chairman of the Audit Committee (Independent Director)
2	Assoc. Prof. Dr. Chalermchai Bonyaleehan	Audit Committee Member (Independent Director)
3	Mr. Chaiyuth Khomkun	Audit Committee Member (Independent Director)

Remark : * Has sufficient knowledge, understanding, or experience in accounting, finance, or auditing to perform the role of reviewing the credibility of financial statements.

Scope of Authority, Duties, and Responsibilities of the Audit Committee

1. Review the Company's financial reporting for accuracy, compliance with accounting and financial reporting standards, adequate disclosure within appropriate timeframes, and consistency with other information related to the Company's financial position and operating results communicated to investors or relevant parties.
2. Review material non-routine transactions that occurred during the past year (if any), examining their reasonableness, impact on financial position and results, and completeness of disclosure. The Audit Committee should monitor the progress of such transactions and report regularly to shareholders on at minimum :
 - 1) progress of transactions;
 - 2) actors affecting the plan if deviations occur;
 - 3) use of funds raised;
 - 4) material deviations from financial projections.
3. Review details related to the use of raised funds (if any), investment feasibility, appropriateness of fundraising structure, the Company's capital structure, investment agreements, and adequacy of funds ; ensure the Company has mechanisms to monitor the use of funds in accordance with stated objectives.
4. Evaluate the qualifications, independence, and performance of the external auditor, including auditor rotation; provide recommendations to the Board for submission to shareholders for approval regarding appointment, re-appointment, termination, and remuneration of the auditor; resolve disagreements between management and the auditor.

5. Meet with the external auditor at least once a year, without management present.
6. Review the adequacy and effectiveness of the Internal Control and Internal Audit systems; continuously review and improve internal control systems of the Company and its subsidiaries, both domestically and internationally; consider the independence of the Internal Audit function; approve appointment, transfer, and dismissal of the Internal Audit head.
7. Review and approve the Internal Audit Charter, covering authority, scope, and types of internal audit services; review the Charter for changes affecting the organization.
8. Review and approve the annual audit plan, budget, and resources; approve significant plan revisions; prioritize high-risk areas and implement immediate risk mitigation measures.
9. Consider and approve the External Quality Assessment plan for internal audit, conducted every 5 years by a qualified independent assessor.
10. Review the adequacy and effectiveness of the Risk Management system; support the Board in overseeing risks; assess the adequacy of strategic risk management for sustainable development.
11. Review the Company's compliance with securities and exchange laws, Stock Exchange of Thailand regulations, and relevant laws applicable to the Company and/or its business; regularly receive progress reports on key compliance matters.
12. Consider and provide opinions on material asset acquisition or disposal transactions (MT) and related-party transactions (RPT); review reasonableness, existence of counterparties, and associated risks; report to the Board if transactions are found or suspected to have a material impact on the Company's financial position.
13. Promote the establishment of whistleblower channels within the Company; ensure policies and procedures for handling complaints and protecting whistleblowers are in place.
14. Oversee anti-bribery and anti-corruption policies and measures to ensure the Company complies with legal and ethical obligations.
15. Prepare the Audit Committee Report for disclosure in the Annual Report, signed by the Audit Committee Chairman, including at minimum :
 - (a) opinion on accuracy and reliability of financial reporting
 - (b) opinion on adequacy of internal controls and overall risk management
 - (c) opinion on legal compliance
 - (d) opinion on auditor suitability
 - (e) opinion on potential conflicts of interest
 - (f) number of meetings and attendance
 - (g) overall observations from duties performed
 - (h) other matters shareholders and investors should know.
16. Investigate facts as notified by the external auditor regarding suspected misconduct by the CEO or persons responsible for operations; the Audit Committee must consider materiality, risk, parties involved, and define measures to prevent recurrence; report preliminary findings to the SEC and auditor within 30 days.
17. Report the Audit Committee's performance and recommendations to the Board at least 4 times per year.
18. Invite management, executives, or relevant employees to provide opinions, attend meetings, or submit relevant documents as necessary.
19. Invite external experts to provide opinions or advice to support the Committee's work as necessary.

20. Conduct an annual self-assessment of the Audit Committee's performance, both collectively and individually.
21. Review this Charter annually and propose amendments to the Board for approval if necessary.
22. Perform other duties as assigned by the Board, with the Audit Committee's endorsement.

Meetings :

1. Hold at least 4 meetings per year. The Chairman or Secretary of the Audit Committee shall send meeting notices to members at least 7 days in advance, except in urgent cases. Meetings may be held via electronic means in accordance with Company guidelines.
2. A quorum requires attendance of at least half of all Audit Committee members appointed by the Board. If the Chairman is absent, attending members shall elect a chairperson for that meeting.
3. Resolutions are passed by majority vote. Each member has one vote. Interested members may not vote on that matter. In the event of a tie, the chairperson casts the deciding vote.

2. Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for nominating qualified and suitable persons to be proposed as directors of the Company, and for establishing transparent and fair remuneration policies and criteria.

Nomination and Remuneration Committee as of 31 December 2025 :

No.	Name	Position
1	Mr. Chaityuth Khomkun	Chairman of the Nomination and Remuneration Committee (Independent Director)
2	Mr. Supan Mongkolsuthi	Member
3	Mrs. Chananyarak Phetrat	Member (Independent Director)

Scope of Authority, Duties, and Responsibilities

1. Establish policies, qualifications criteria, and criteria for nominating candidates for the Board of Directors or sub-committees.
2. Source and propose persons with knowledge, capabilities, and experience appropriate for the Company's business to be nominated as directors or sub-committee members when vacancies arise, for submission to the Board and shareholders' meeting as appropriate.
3. Establish policies and criteria for director remuneration, including meeting allowances and other monetary and non-monetary benefits, for submission to the Board and shareholders' meeting as appropriate.
4. The Committee requires attendance by at least half of total members. Resolutions are by majority vote; in the event of a tie, the Chairman casts the deciding vote.
5. Hold at least 1 meeting per year.
6. Perform other duties as assigned by the Board.

3. Corporate Governance and Sustainability Committee

The Board of Directors has established a Corporate Governance and Sustainability Committee Charter to define composition, responsibilities, and practices to enable the Committee to perform its duties — establishing policies, overseeing, and promoting sustainable development covering 3 dimensions: Environmental, Social, and Governance (ESG), as well as investment — to enable the Company to grow stably with fair, appropriate, and transparent governance.

Corporate Governance and Sustainability Committee as of 31 December 2025 :

No.	Name	Position
1	Assoc. Prof. Dr. Chalermchai Bonyaleehan	Chairman of the Corporate Governance Committee (Independent Director)
2	Ms. Suthida Mongkolsuthi	Member
3	Mr. Panya Poonphermpholsiri	Member

Scope of Authority, Duties, and Responsibilities

Corporate Governance :

- 1) Consider, review, and monitor corporate governance policies/practices, business ethics, and anti-corruption policies/measures in accordance with good corporate governance, for submission to the Board for endorsement and implementation.

Sustainability :

- 1) Consider, review, and monitor the Company's sustainable development policy and other related management systems to enhance competitiveness and ensure the Company's development grows alongside environmental, social, and governance (ESG) responsibilities, for submission to the Board for approval.
- 2) Advise, promote, and monitor the Company's operations in alignment with sustainable development principles to achieve the Company's sustainability goals; support directors, management, and employees in effectively following the Company's sustainable development guidelines.

Investment :

- 1) Consider and establish investment policies/practices; evaluate performance against corporate strategy ; ensure the organization can develop sustainably in line with Board strategies, objectives, and policies.
- 2) Consider and advise on investment and divestment opportunities; screen and monitor investment projects and divestments in alignment with the Company's strategy and financial structure.

General :

- 1) Engage external experts as advisors and participants in Committee meetings, under the approval of the Board or its delegate.
- 2) Review the appropriateness of this Committee's Charter annually and submit to the Board for approval.
- 3) Evaluate the Committee's performance (collectively and individually); prepare performance reports for the Board; prepare the Committee's report for disclosure in the Annual Report (Form 56-1 One Report).
- 4) Perform other duties as assigned by the Board.

Meetings :

- 1) Hold at least 6 meetings per year, or additional meetings as the Committee Chairman deems appropriate.
- 2) A quorum requires attendance by more than half of all members.
- 3) Resolutions are passed by majority vote of attending members; in the event of a tie, the Committee Chairman casts the deciding vote.

4. Risk Management Committee

The Risk Management Committee is responsible for controlling documents and managing internal Company matters in accordance with current laws; incorporating legal processes in monitoring and managing matters that have occurred or may occur; and using existing laws to prevent risks that could cause damage to the Company in any circumstances.

Risk Management Committee as of 31 December 2025 :

No.	Name	Position
1	Mr. Supan Mongkolsuthi	Chairman of the Risk Management Committee
2	Ms. Suthida Mongkolsuthi	Member
3	Mr. Puttipan Teyarachakul	Member
4	Pol. Gen. Rachata Yentruang	Member (Independent Director)

Scope of Authority, Duties, and Responsibilities

1. Be aware of and understand the nature and scope of key and significant risks; approve the Company's acceptable risk level.
2. Consider and approve a risk management policy aligned with objectives, strategies, and the Company's overall risk management framework, before submission to the Board for approval.
3. Review risk management policies and frameworks annually to address changes impacting the organization, with attention to early warning signals and emerging risks.
4. Identify key and significant risks considering internal and external factors; provide opinions on risk assessment results, risk prioritization, risk management approaches, and residual risk action plans.

5. Support the Company's risk management to achieve its objectives and targets; recommend prevention methods and action plans to maintain risk at acceptable levels; continuously monitor risk management action plans.
6. Oversee Company operations for compliance with relevant domestic and international laws and standards; manage compliance risks.
7. Assess the effectiveness of the Company's risk management; consider risk management results of subsidiaries and significant investments.
8. Provide advice and recommendations on risks with potential legal implications, requiring Board approval, or with significant business complexity or reputational impact.
9. Report the Risk Management Committee's performance on risk issues and risk management to the Audit Committee and the Board on a continuous basis.
10. Review the Risk Management Committee Charter annually; submit amendments to the Board for approval.
11. Perform other duties as assigned by the Board.

Meetings :

1. Hold at least 4 meetings per year; the Chairman may call additional meetings as appropriate.
2. Schedule meeting dates and times in advance throughout the year to allow members to plan attendance.
3. A quorum requires attendance of at least half of total Risk Management Committee members.
4. Resolutions are passed by majority vote of attending Risk Management Committee members.

5. Executive Committee

The Executive Committee is responsible for overseeing general affairs and managing operations in accordance with defined objectives and policies, within the framework of applicable laws and the scope of the Board's authority, and representing the Company in external matters for the Company's important interests.

Executive Committee as of 31 December 2025 :

No.	Name	Position
1	Ms. Suthida Mongkolsuthi	Chairman of the Executive Committee
2	Mr. Puttipan Teyarachakul	Member
3	Mr. Panya Poonphermpholsiri	Member

Composition, Qualifications, Appointment, and Term

1. The Board appoints the Executive Committee by selecting a number of qualified directors and executives of the Company; the Board appoints the Executive Committee Chairman.
2. The Executive Committee serves a 3-year term; the Nomination and Remuneration Committee considers and selects suitable directors and executives for re-appointment every 3 years. The Chairman and members who complete their term may be re-appointed.
3. The Executive Committee shall convene meetings as it deems appropriate; Executive Committee members are required to attend regularly.
4. A quorum for each meeting requires attendance of at least half of all members.
5. Executive Committee members shall not receive meeting allowances for attending Executive Committee meetings.

Scope of Authority, Duties, and Responsibilities of the Executive Committee

1. Set objectives, business plans, and business expansion strategies in accordance with the vision, mission, strategy, policies, and Board resolutions, without violating applicable laws, conditions, regulations, and the Company's Articles of Association.
2. Approve organizational position structures, salaries, bonuses, employee rewards, and other benefits to maintain employee morale; consider management structures at the division level and below ; establish employee work regulations without conflicting with applicable laws and regulations.
3. Approve the annual budget for submission to the Board for further approval.
4. Have authority to enter into juristic acts binding the Company within the scope defined in the Company's policies and procedures on authority levels, and perform other duties as assigned by the Board.
5. Consider and approve credit facilities; establish investment policies and overall investment direction of the Company in accordance with the Company's investment policy.
6. Have authority to consider accepting mortgages of land and/or other real estate brought by customers as collateral for debts arising from product and/or service purchases from the Company; have authority to release, redeem, or foreclose mortgaged property.
7. Have authority to delegate power to one or more persons to act on any matter, under the Executive Committee's control; may revoke, modify, or amend the delegation as appropriate.
8. Consider, review, and propose anti-corruption policies and measures to the Board for approval.
9. Consider and approve or acknowledge other management-related matters the Executive Committee deems necessary or appropriate to present for acknowledgement.
10. The Executive Committee Chairman shall ensure effective and efficient fulfillment of the above duties and responsibilities; maintain an appropriate and rigorous internal control system in coordination with the Audit Committee.

Executive Directors



Ms. Sutida Mongkolsuthree
Chief Executive Officer



Mr. Pruttipang Tayarachkul
Senior Advisor – Operations



Mr. Panya Phunpermpholsiri
Executive Vice President –
Sale & Marketing



Mr. Sutthipong Janpakdee
Assistant Vice President
Marketing – Consumer Product & Sales Modern Trade



Mr. Rataphol Chindasanguan
Assistant Vice President –
Sales & Marketing



Ms. Wilaiwan Thongwinichsin
Vice President – Logistic & Assembly



Ms. Nutnicha Thuranikon
Chief Financial Officer



Mr. Narong Luangputtikulchai
Head of AI, Business intelligence and
Business Expansion



Mr. Voraphon Kunjara
Head of Performance Management,
and Business Excellence Lead of the
Enterprise Risk Management Team

ข้อมูลเกี่ยวกับผู้บริหาร

ผู้บริหารของบริษัทฯ ณ วันที่ 31 ธันวาคม 2568 มีจำนวน 9 ท่าน ดังนี้

รายชื่อ	ตำแหน่ง
1. นางสาวสุริดา มงคลสุธี	ประธานเจ้าหน้าที่บริหาร
2. นายพุฒิพันธ์ เตชะราชกุล	ที่ปรึกษาอาวุโสสายงานอำนวยการ
3. นายปัญญา พูนเพิ่มผลศิริ	รองประธานเจ้าหน้าที่บริหาร ฝ่ายขายและการตลาด
4. นายสุทธิพงศ์ จันทรภักดี	ผู้อำนวยการฝ่าย IT Consumer, Smart Device และเกม
5. นายรัฐพล จินดาสงวน	ผู้อำนวยการฝ่าย IT Commercial Solution และกลุ่มสินค้าแอปเปิล
6. นางสาววิไลวรรณ ทองวินิจศิลป	ผู้อำนวยการฝ่ายโลจิสติกส์และ Supply Chain
7. นางสาวณัฐนิชา ธรรนิกร	ผู้อำนวยการฝ่ายบัญชีและการเงิน
8. นายณรงค์ เหลืองพุฒิกุลชัย	รองผู้อำนวยการฝ่าย AI การวิเคราะห์ และการขยายธุรกิจ
9. นายวรพล ฤกษ์ธร ณ ออยุธยา	รองผู้อำนวยการฝ่ายบริหารผลการดำเนินงาน และความเป็นเลิศทางธุรกิจ

หมายเหตุ : ผู้บริหารตามประกาศคณะกรรมการกำกับหลักทรัพย์และตลาดหลักทรัพย์

นโยบายการจ่ายค่าตอบแทนกรรมการบริหารและผู้บริหาร

ค่าตอบแทนผู้บริหาร

ประเภทของ ค่าตอบแทน	ปี 2568		ปี 2567		ปี 2566		ปี 2565		ปี 2564	
	จำนวนเงิน (ล้านบาท)	จำนวน (คน)	จำนวนเงิน (ล้านบาท)	จำนวน (คน)	จำนวนเงิน (ล้านบาท)	จำนวน (คน)	จำนวนเงิน (ล้านบาท)	จำนวน (คน)	จำนวนเงิน (ล้านบาท)	จำนวน (คน)
เงินเดือน โบนัส และเงินสมทบ กองทุนสำรอง เลี้ยงชีพ	33.28	9	38.86	11	41.10	8	38.86	11	45.86	14
รวม	33.28	9	38.86	11	41.10	8	38.86	11	45.86	14

หมายเหตุ : เปรียบเทียบค่าตอบแทนตามจำนวนคณะผู้บริหารและตามผังโครงสร้างการจัดการ

ข้อมูลเกี่ยวกับพนักงาน

ข้อมูลเกี่ยวกับพนักงานของบริษัทฯ และบริษัทย่อย ดังนี้

บริษัทฯ และบริษัทย่อย	จำนวน (คน)			
	31 ธันวาคม 2568		31 ธันวาคม 2567	
	พนักงานประจำ	พนักงานสัญญาจ้าง	พนักงานประจำ	พนักงานสัญญาจ้าง
1. บมจ. ซินเน็ค (ประเทศไทย)	703	86	662	50
2. บริษัทย่อย บริษัท เซอร์วิส พ้อยท์ จำกัด	92	94	96	84
รวม	795	180	758	134

โดยบริษัทฯ และบริษัทย่อย มีพนักงาน แบ่งตามสายงานหลัก ดังนี้

บริษัทฯ และบริษัทย่อย	จำนวน (คน)			
	31 ธันวาคม 2568		31 ธันวาคม 2567	
	พนักงานประจำ	พนักงานสัญญาจ้าง	พนักงานประจำ	พนักงานสัญญาจ้าง
ฝ่ายขาย และการตลาด	417	68	412	40
ฝ่ายงานสนับสนุนเทคนิค และฝ่ายโลจิสติกส์	108	7	85	4
ฝ่ายดำเนินการสำนักงาน	177	11	165	6
บริษัท เซอร์วิส พ้อยท์ จำกัด	93	94	96	84
รวม	795	180	758	134

ค่าตอบแทนพนักงานของบริษัทฯ และบริษัทย่อย

ค่าตอบแทนที่เป็นตัวเงิน ในรูปของเงินเดือน โบนัส เบี้ยเลี้ยง ค่าล่วงเวลา ค่าพาหนะ ค่าสวัสดิการ

บริษัทฯ และบริษัทย่อย	จำนวน (คน)	ปี 2568 (บาท)	จำนวน (คน)	ปี 2567 (บาท)
1. บมจ. ซินเน็ค (ประเทศไทย)	789	404,449,438.7	726	435,642,296.47
2. บริษัทย่อย บริษัท เซอร์วิส พ้อยท์ จำกัด	186	54,650,702.96	193	51,478,492.72
รวม	975	459,100,141.71	919	487,120,789.19

ค่าตอบแทนอื่น ในรูปแบบเงินสมทบประกันสังคม เงินสมทบกองทุนสำรองเลี้ยงชีพ ภาระผูกพันผลประโยชน์พนักงาน

บริษัทฯ และบริษัทย่อย	จำนวน (คน)	ปี 2568 (บาท)	จำนวน (คน)	ปี 2567 (บาท)
1. บมจ. ซินเน็ค (ประเทศไทย)	789	20,466,564.00	726	16,727,530.00
2. บริษัทย่อย บริษัท เซอร์วิส พ้อยท์ จำกัด	186	2,618,925.00	193	2,828,370.00
รวม	975	23,085,489.00	919	19,555,900.00

สัดส่วนค่าตอบแทนพนักงานหญิง ต่อพนักงานชาย ปี 2568

บริษัทฯ และบริษัทย่อย	พนักงานหญิง (%)	พนักงานชาย (%)
1. บมจ. ซินเน็ค (ประเทศไทย)	58	42
2. บริษัทย่อย บริษัท เซอร์วิส พ้อยท์ จำกัด	33	67

ค่าตอบแทนอื่นๆ

กองทุนสำรองเลี้ยงชีพ

บริษัทฯ จัดตั้งกองทุนสำรองเลี้ยงชีพ เพื่อให้พนักงานมีเงินออมไว้ใช้จ่ายยามเกษียณอายุ ออกจากงาน ทุพพลภาพ หรือเป็นหลักประกันให้แก่ครอบครัว กรณีลูกจ้างเสียชีวิต โดยพนักงานจะได้รับสิทธิหลังพ้นทดลองงาน และสามารถเลือกอัตราเงินสะสม 3-15% และสามารถเลือกแผนการลงทุนด้วยตนเองได้ โดยในปี 2568 ณ วันที่ 31 ธันวาคม 2568 สัดส่วนพนักงานที่เข้าร่วมกองทุนสำรองเลี้ยงชีพเมื่อเทียบกับจำนวนพนักงานทั้งหมด ดังนี้

บริษัทฯ และบริษัทย่อย	จำนวนพนักงาน	สัดส่วนพนักงาน
1. บมจ. ซินเน็ค (ประเทศไทย)	510	47
2. บริษัทย่อย บริษัท เซอร์วิส พ้อยท์ จำกัด	88	6

ข้อมูลเกี่ยวกับพัฒนาพนักงาน

บริษัทฯ กำหนดกลยุทธ์ (Strategies) ในส่วนของ People Passion ที่ให้ความสำคัญเรื่องการพัฒนาศักยภาพพนักงาน ให้ได้รับการพัฒนาความรู้อย่างต่อเนื่องและยั่งยืนอย่างเป็นระบบ ส่งเสริมการสร้างองค์กรแห่งการเรียนรู้ เสริมสร้างแรงจูงใจให้บุคลากรได้พัฒนาขีดความสามารถเพื่อรองรับการขยายกลุ่มธุรกิจและเพื่อความก้าวหน้าในสายอาชีพของพนักงานอย่างเหมาะสม รายละเอียดปรากฏตามหัวข้อ 3. การขับเคลื่อนธุรกิจเพื่อความยั่งยืน

8. Report on Key Corporate Governance Performance Results

Summary of the Board of Directors' Performance of Duties During the Past Year

Recruitment, Development, and Performance Evaluation of the Board of Directors

Independent Directors

The Board of Directors consists of 4 independent directors, representing more than one-third of the total number of directors. The independent directors do not serve as executives, are independent from management and controlling shareholders, and possess the qualifications prescribed by the notification of the Capital Market Supervisory Board, which are an important component of the good corporate governance system, as follows

1. Hold shares not exceeding 1 percent of the paid-up capital of the Company, its subsidiaries, affiliated companies, associated companies, or related companies, including shares held by related people.
2. Have no involvement in the management of the Company, its subsidiaries, affiliated companies, associated companies, related companies, or major shareholders of the Company, and are not employees, staff members, or advisors receiving a regular salary from the Company, its subsidiaries, affiliated companies, associated companies, related companies, or major shareholders of the Company.
3. Have no interests or stake, whether directly or indirectly, in both financial matters and management of the Company, its subsidiaries, affiliated companies, associated companies, or related companies, and shall also have had no such interests or stake for a period of 2 years prior to being appointed as an independent director.
4. Are not related people or close relatives of the executives or major shareholders of the Company.
5. Have not been appointed as representatives to protect the interests of the Company's directors, major shareholders, or shareholders who are related people of the Company's major shareholders.
6. Can perform duties and express opinions or report the results of performance of duties assigned by the Board of Directors independently, without being under the control of the Company's executives or major shareholders, including related persons or close relatives of such persons.

Business relationships or professional service relationships of independent directors during the past accounting period

– None –

Recruitment and Appointment of Directors and Top Executives

Recruitment and Appointment of Directors

The Board of Directors has assigned the Nomination and Remuneration Committee the duty to consider qualified persons to be nominated for election as directors in place of directors retiring by rotation or in other cases, as the case may be, for proposal to the Board of Directors or the shareholders' meeting for consideration. The selection is made from qualified persons who possess leadership, broad vision, morality and ethics, and a transparent work record, while also placing importance on the diversity of the Board structure (Board Diversity), with qualifications appropriate and aligned with the Company's business strategy, and with specific expertise that is necessary for the Board. The Company has prepared a Board Skills Matrix so that the Board can determine strategies and policies, as well as effectively supervise compliance with such strategies.

Method of Recruiting Directors

1. The Company provides an opportunity for minority shareholders to nominate persons for election as directors of the Company in advance prior to the Annual General Meeting of Shareholders, by announcing this on the Company's website and notifying the Stock Exchange of Thailand.

2. The Nomination and Remuneration Committee considers and reviews the Board structure to ensure that it is appropriate to the Company's strategic needs.
3. Consider the determination of the knowledge, capabilities, and experience of the directors to be recruited so that they are aligned with the Company's goals and strategy, by using the Director Qualification and Skills Matrix tool.
4. The Nomination and Remuneration Committee recruits' persons to serve as directors of the Company from nominations by the Company's shareholders, recruitment by external consultants (Professional Search Firm), recruitment from directors' databases of various organizations, or recruitment through other processes as the Nomination and Remuneration Committee deems appropriate and suitable.
5. The Nomination and Remuneration Committee submits its opinion to the Board of Directors for approval by the Board of Directors, after which the names of such directors will be proposed to the shareholders' meeting (as the case may be), so that shareholders may exercise their right to vote for the election of directors on an individual basis by casting all votes they hold to elect the nominated persons one at a time.

Appointment and Removal of Directors of the Company

The composition and the recruitment, appointment, removal, or vacation of office of the Company's directors are prescribed in the Company's Articles of Association, the key points of which may be summarized as follows

1. The Board of Directors of the Company shall consist of at least 5 directors, and not less than one-half of the total number of directors must reside in the Kingdom of Thailand.
2. The selection of the Company's directors must be approved by the shareholders' meeting, in accordance with the following criteria and procedures
 - 1) A shareholder shall have votes equal to the number of shares held.
 - 2) Each shareholder may use all votes held to elect one person or several persons as directors. In the event of electing several persons as directors, the votes may not be split among any persons in any proportion.
 - 3) The persons receiving the highest votes in descending order shall be elected as directors up to the number of directors required or to be elected at that time. In the event that the persons receiving votes in the next order have equal votes in excess of the number of directors required or to be elected at that time, the chairman shall cast the deciding vote.
3. At every Annual General Meeting, at least one-third (1/3) of the directors will retire by rotation. If the number of directors cannot be divided into three parts exactly, the number nearest to one-third (1/3) shall retire. For the first and second years after the registration of the Company, the directors who shall retire shall be determined by drawing lots. In subsequent years, the directors who have held office for the longest period shall retire. Directors retiring from office may be re-elected.
4. Any director wishing to resign from office shall submit a resignation letter to the Company. The resignation shall take effect from the date the resignation letter is received by the Company.
5. In the event that a director's position becomes vacant for any reason other than retirement by rotation, the Board of Directors may elect a person who possesses the qualifications and does not have any prohibited characteristics under the law governing public limited companies to replace such director at the next Board meeting, unless the remaining term of office of such director is less than 2 months. The replacement director shall hold office only for the remaining term of the director whom he/she replaces. Such resolution by the Board of Directors must be passed by votes of not less than three-fourths (3/4) of the number of remaining directors.
6. The shareholders' meeting may pass a resolution for any director to vacate office before expiration of term by votes of not less than three-fourths (3/4) of the number of shareholders present and having the right to vote, and holding shares in an aggregate amount of not less than one-half (1/2) of the total number of shares held by the shareholders present and having the right to vote.

Term of Office of Directors of the Company

At every Annual General Meeting, at least one-third of the directors shall retire by rotation. If the number of directors cannot be divided into three equal parts, the number nearest to one-third shall retire. For the first and second years after the registration of the Company, the directors who are to retire shall be determined by drawing lots. In subsequent years, the directors who have held office for the longest period shall retire. Directors retiring from office may be re-elected.

In addition to vacating office by rotation as mentioned above, the director of the Company may vacate office upon :

1. Death
2. Resignation
3. Lacking the qualifications for being a director of the Company or having prohibited characteristics under the law governing public limited companies
4. The shareholders' meeting may pass a resolution for any director to vacate office before the expiration of the term by a vote of not less than three-fourths of the number of shareholders present and having the right to vote, and holding shares in an aggregate amount of not less than one-half of the number of shares held by the shareholders present and having the right to vote
5. A court order to vacate office

Any director wishing to resign from office shall submit a resignation letter to the Company, and such resignation shall take effect from the date the resignation letter is received by the Company.

In the event that a director's position becomes vacant for any reason other than retirement by rotation, the Board of Directors shall elect a person who possesses the qualifications and does not have prohibited characteristics under the law governing public limited companies or the law on securities and exchange to replace such director at the next Board meeting, unless the remaining term of such director is less than 2 months. The replacement director shall hold office only for the remaining term of the director whom he/she replaces.

Meetings of the Board of Directors

1. A Board of Directors meeting shall require the attendance of not less than two-thirds of the total number of directors to constitute a quorum. In considering and passing resolutions at a Board meeting, the minimum quorum must consist of not less than two-thirds of the total number of directors present at the meeting. In the event that the Chairman of the Board is not present at the meeting or is unable to perform his/her duties, the directors attending the meeting shall elect one director to preside over the meeting. In the event that the quorum does not comply with such practice, it shall be at the discretion of the Chairman of the Board, and resolutions of the meeting shall be decided by a majority vote.
2. Meetings of the Board of Directors shall be held at least 4 times per year, with meeting dates scheduled in advance for the entire year, and special meetings may be held additionally as necessary.
3. In convening a Board of Directors' meeting, the Chairman of the Board or the Company Secretary shall send a notice of meeting together with the meeting agenda and supporting documents containing clear, sufficient, and appropriate information at least 5 business days prior to the meeting so that the Board of Directors may consider the matters in advance and have sufficient time to study the information.
4. The Company Secretary shall be responsible for recording and preparing the minutes of the meeting within 14 days, keeping the minutes and supporting documents of the meeting, supporting and following up so that the Board of Directors can perform their duties in compliance with the law, the Articles of Association, and the resolutions of the shareholders' meeting, as well as coordinating with relevant persons.

Board Skills Matrix and Board Diversity Structure

As of 31 December 2025, the Company had 12 directors.

The Company recognizes the importance of having a Board composition with diversity (Board Diversity) in terms of knowledge, capabilities, experience, and specific expertise, so that the Board can effectively determine direction, strategy, and supervise the Company's operations.

The Company has therefore prepared a Board Skills Matrix by collecting individual information regarding Core Skills that are important to strategic direction-setting, corporate governance, and driving the Company's business, as well as Specific Skills, to be used as supporting information in considering the Board structure, recruitment, and replacement of directors in the future.

Skill Framework Structure (Category Description)

Core Skills

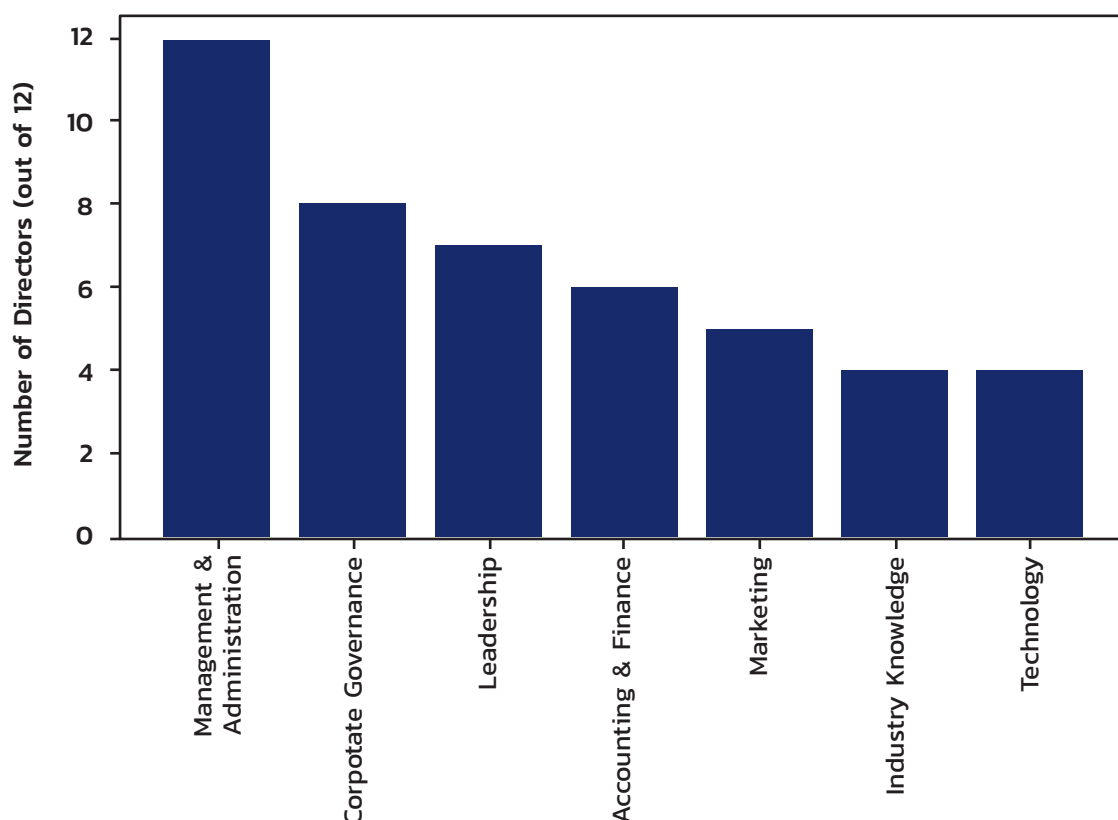
- Industry Knowledge
- Management & Administration
- Corporate Governance
- Accounting & Finance
- Marketing
- Leadership
- Technology

Specific Skills

- Legal
- Engineering
- Economics
- Capital Markets
- Internal Audit
- Risk Management
- Taxation
- International Trade
- Logistics
- Sustainability / ESG
- Artificial Intelligence – AI

Names / Specific Skills and Expertise	Industry Knowledge	Management & Administration	Corporate Governance	Accounting & Finance	Marketing	Leadership	Technology
1. Mr. Supant Mongkolsuthree	X	X	X	X	X	X	X
2. Ms. Sutida Mongkolsuthree		X	X	X	X	X	X
3. Mr. Shu-Wu Tu	X	X	X		X	X	X
4. Mr. Tu, Shu-Chyuan	X	X	X		X	X	X
5. Mr. Lin Tai-Yang		X		X			
6. Mr. Su Chih-Ching		X	X				
7. Ms. Chen, Yi-Ju		X		X			
8. Mr. Putthiphan Teyarachakul	X	X	X	X	X	X	X
9. Ms. Chanunyarak Petchrat	X	X	X	X		X	
10. Pol. Gen. Rachata Yentrong		X	X			X	
11. Dr. Chalermchai Boonyaleepan		X					
12. Mr. Chaityut Khamkhun		X	X				
Total	5	12	9	6	5	7	5

Core Skills Coverage of the Board of Directors (2025)



จากผลการประเมิน ณ วันที่ 31 ธันวาคม 2568 พบว่า

- กรรมการทุกท่าน (ร้อยละ 100) มีความเชี่ยวชาญด้าน การบริหารและการจัดการ (Management & Administration) สะท้อนถึงความพร้อมในการกำหนดวิสัยทัศน์ กลยุทธ์ และกำกับดูแลการดำเนินงานในภาพรวมขององค์กร
- กรรมการร้อยละ 67 มีความรู้และประสบการณ์ด้าน การกำกับดูแลกิจการ (Corporate Governance) สนับสนุนการดำเนินงานตามหลักการกำกับดูแลกิจการที่ดีของบริษัทยั่งยืน
- กรรมการร้อยละ 58 มีความเชี่ยวชาญด้าน ภาวะผู้นำ (Leadership) ซึ่งช่วยเสริมสร้างมุมมองเชิงนโยบายและการตัดสินใจในระดับองค์กร
- กรรมการร้อยละ 50 มีความรู้ด้าน บัญชีและการเงิน (Accounting & Finance) ช่วยเสริมความแข็งแกร่งในการกำกับดูแลฐานะการเงินและผลการดำเนินงาน
- ด้านการตลาด (Marketing) มีกรรมการร้อยละ 42 ที่มีประสบการณ์สนับสนุนการเติบโตทางธุรกิจ
- ด้านอุตสาหกรรม (Industry Knowledge) และ เทคโนโลยี (Technology) มีกรรมการร้อยละ 33 ที่มีความเชี่ยวชาญเฉพาะด้าน ซึ่งสนับสนุนการกำหนดกลยุทธ์ในบริษัทของอุตสาหกรรมและการเปลี่ยนผ่านทางเทคโนโลยี

Director Development

- **Director Orientation**

The Company has arranged an orientation program for new directors, comprising presentations and company visits, in order for them to be informed of the business policy, the nature and overview of business operations, capital structure, organizational structure, operating results, business information, related laws and regulations, past meeting minutes, and the schedule of Board of Directors' meetings, all of which are useful information for performing duties effectively as a company director. In addition, a directors' hand book and relevant rules are provided, with the Company Secretary Department serving as the coordinator. The directors' handbook consists of:

- **Training of the Board of Directors**

The Company has a policy to support the directors in attending courses organized by the Thai Institute of Directors Association (IOD) or other seminar courses so that all directors may continuously enhance their knowledge regarding the performance of directors' duties. The main training courses of the Board of Directors are as follows :

Names of Directors	IOD Courses Attended
1. Mr. Supant Mongkolsuthree	DAP Class 12/2004, DCP Class 52/2004, RCP Class 41/2017
2. Ms. Sutida Mongkolsuthree	CSP Class 32/2009, DCP Class 2016
3. Mr. PutthiphanTeyarachakul	DAP Class 61/2007, CAP Class 1/2007
4. Ms. Chanunyarak Petchrat	DCP 49/2004, SFE 14/2010, DAP 162/2019, AACP 41/2010, FSD Class 47/2022, RCP 53/2023, SGP 2/2023, DLCP 10/2023, ESG 10/2025, BMA
5. Pol. Gen. Rachata Yentrong	DCP Class 155/2012
6. Mr. Chaiyut Khamkhun	Director Certification Program (DCP) Class 254, Advanced Audit Committee Program (AACP)
7. Dr. Chalermchai Boonyaleepan	Director Certification Program (DCP) Class 172

In 2025, both Thai and foreign directors attended training and seminars to enhance their knowledge for the performance of their duties. Details are set out in Attachment 1.

Board Performance Evaluation

The Company has established self-assessment of the Board both as a whole and on an individual basis. The Company prepares self-assessment forms (Self-Assessment) for the Board as a whole and on an individual basis for the Board and all sub-committees every year, by applying the guidelines of the Stock Exchange and adapting them to be appropriate to the nature and structure of the Board. The assessment is divided into key areas, namely Board structure and qualifications, effective meetings, roles/duties and responsibilities, relationships with management, and directors' self-development. After the Board has completed the performance evaluation, the performance evaluation forms are returned to the Company Secretary Department for compilation and summary of the Board's evaluation results for the past year and then reported to the Board of Directors for acknowledgement.

Board Performance Evaluation Criteria

Score	Meaning
90 – 100	Excellent
80 – 89	Very Good
70 – 79	Good
69	Fair

Summary of the Performance Evaluation of the Board of Directors and Sub-Committees in 2025

Committee	Average Score	
	As a committee	Individual
Board of Directors	99.33	99.44
Summary Meaning	(Excellent)	
Sub-Committees		
Audit Committee	97.26	97.09
Corporate Governance and Sustainability Committee	96.97	98.18
Nomination and Remuneration Committee	98.33	98.75
Risk Management Committee	95	96
Summary Meaning	(Excellent)	

Recruitment, Selection, and Appointment of Top Executives

In recruiting a person to hold the position of top executive, the Nomination and Remuneration Committee shall consider and screen candidates with complete and suitable qualifications, knowledge, capabilities, experience, leadership characteristics, management ability, and a strong understanding of the Company's business, in order to propose such person to the Board of Directors for consideration and approval.

Performance Evaluation of the Chief Executive Officer

The Board of Directors has evaluated the performance of the top executive in the position of Chief Executive Officer, based on criteria considering operating results and the implementation of policies assigned by the Board of Directors. The performance evaluation consists of leadership, strategy formulation, strategy execution, planning and financial performance, relationship with the Board, external relations, management and personnel relations, succession, knowledge of products and services, including personal attributes and environmental performance. In summary, the performance evaluation result of the Chief Executive Officer in 2025 was at the Very Good level.

Succession Plan

The Board of Directors requires the preparation of a succession plan to support situations arising from opportunities for change, including selecting and planning the development of personnel to be ready to succeed in key positions. In addition, the Company has established networks with educational institutions, adjusted the work structure format, and planned appropriate development and incentive creation in order to attract knowledgeable and capable persons who meet the Company's needs to join the organization, supporting new business groups in the future. The criteria include identifying executive positions for which succession plans must be prepared, considering appropriate qualifications, and reporting the progress of the succession plan to the Board of Directors periodically, at least once a year.

Process for the Recruitment, Selection, and Appointment of Top Executives

1. Determine the positions for which succession plans must be prepared, including the Chief Executive Officer and President, Managing Director, and any positions equivalent to such positions.
2. The Nomination and Remuneration Committee shall consider and determine the knowledge, capabilities, and experience (Competency) required of top executives.
3. The Nomination and Remuneration Committee shall determine that the executives eligible for nomination shall include those from the level of Assistant President, Director, or external persons with appropriate qualifications for top executive positions.
4. The Chief Executive Officer and President, Managing Director, and any other positions equivalent to such positions shall evaluate the performance and develop the knowledge and capabilities of qualified executives so that they may be developed to the required competency level.
5. The Human Resources Management Department shall be responsible for overseeing the training and development of the knowledge and capabilities of qualified executives so that they are prepared for organizational management.
6. The Chief Executive Officer and President, Managing Director, and any other positions equivalent to such positions shall report the performance results and development results under the individual development plans of qualified executives to the Nomination and Remuneration Committee at least once a year.
7. The Nomination and Remuneration Committee shall review the details and summarize the results of the preparation of succession plans for top executives on a regular annual basis and report them to the Board of Directors at least once a year.

Policy on Holding Positions in Other Companies by the Company's Personnel

The principles for executives and personnel of the Company in holding positions as director, advisor, expert, specialist, or any position in other companies, organizations, or juristic persons are as follows :

1. In the event that the Chief Executive Officer of the Company holds a position as director, sub-committee member, working committee member, expert, specialist, advisor, or any position in another company or juristic person, the Chief Executive Officer shall seek approval from the Board of Directors before accepting such position.
2. For executives and employees other than the Chief Executive Officer, if they fall under item 1 above, they shall submit the matter for acknowledgement or approval, as the case may be, to the Chief Executive Officer before accepting such position.

The holding of positions by the Chief Executive Officer under item 1 and the holding of positions by executives and employees other than the Chief Executive Officer under item 2, which occurred before this policy on holding positions in other organizations by the Company's executives was approved and which continue to be held at present, shall also be submitted by such Chief Executive Officer, executives, and employees of the Company for acknowledgement by the Board of Directors or the Chief Executive Officer, as the case may be.

Details of Attendance at Meetings of the Board of Directors and Sub-Committees in 2025

Names of Directors	Number of Meetings Attended					
	Board of Directors	Sub-Committees				
		Nomination and Remuneration Committee	Corporate Governance and Sustainability Committee	Corporate Governance and Sustainability Committee	Risk Management Committee	2025 Annual General Meeting
1. นายสุพันธุ์ มงคลสุธี	4/4		2/2		4/4	1/1
2. นางสาวสุริดา มงคลสุธี	4/4			6/6	4/4	1/1
3. นายตุ ชู จู	4/4					1/1
4. นายตุ ชู เจริญ	4/4					1/1
5. นายหลิน ไท่ หยาง	4/4					1/1
6. นายจื้อ ชิง ชู	4/4					1/1
7. นางสาวยี่ จู เจิน	4/4					1/1
8. นายพุฒิพันธ์ เตชะราชกุล	4/4				3/4	1/1
9. นางชนัญญารักษ์ เพ็ชรรัตน์	4/4	5/5	1/2			1/1
10. พล.ต.อ. รชต เอ็นทรวง	4/4				3/4	1/1
11. นางปรารถนา มงคลกุล	1/4	1/5		2/6		1/1
12. ดร. สมชาย หาญหิรัญ	1/4	1/5	2/2			1/1
13. นายคชาชาญ มงคลเจริญ				2/6		
14. นายแพทย์ เฉลิมชัย บุญยะสิทธิ์	3/4	4/5		4/6		
15. นายชัยยุทธ คำคุณ	3/4	4/5				
16. นายปัญญา พูนเพิ่มผลศิริ	4/4			4/6		

Remark :

- The Board of Directors' Meeting No. 1/2025 held on 14 May 2025 resolved to appoint Mrs. Chanunyak Petchrat as a member of the Nomination and Remuneration Committee in place of Mr. Tu, Shu-Chyuan, effective from 14 May 2025 onward.
- The Board of Directors' Meeting No. 2/2025 resolved to appoint directors to the sub-committees as follows :
 - Audit Committee
 - Appointed Assistant Professor Dr. Chalermchai Boonyaleepan as a committee member in place of Ms. Prartna Mongkulkul
 - Appointed Mr. Chaiyut Khamkhun as a committee member in place of Mr. Somchai Harnhirun
 - Nomination and Remuneration Committee
 - Appointed Mr. Chaiyut Khamkhun as Chairman in place of Mr. Somchai Harnhirun
 - Corporate Governance and Sustainability Development Committee
 - Appointed Assistant Professor Dr. Chalermchai Boonyaleepan as Chairman in place of Ms. Prartna Mongkulkul
 - Appointed Mr. Panya Poonpermpholsiras a committee member in place of Mr. Khachacharn Mongkolcharoen
- The 2025 Annual General Meeting of Shareholders resolved to appoint :
 - Dr. Chalermchai Boonyaleepan, and
 - Mr. Chaiyut Khamkhun
 to serve as directors of the Company, effective from the date of the 2025 Annual General Meeting of Shareholders onward. Therefore, the number of meetings of the Board of Directors and sub-committees attended by these two directors is in accordance with their respective periods of office.

Directors' Remuneration

Directors' remuneration was approved by the 2025 Annual General Meeting of Shareholders held on 23 April 2025 for the Board of Directors and the sub-committees for the year 2025, with the total remuneration fixed at not more than Baht 4,000,000 (the same as in 2024), at the rates shown in the following table.

Board Remuneration by Committee	Position	2025 (Baht/time)	2024 (Baht/time)	2023 (Baht/time)
1. Board of Directors	Chairman	60,000	60,000	60,000
	Director	30,000	30,000	30,000
2. Audit Committee	Chairman	40,000	40,000	40,000
	Director	30,000	30,000	30,000
3. Nomination and Remuneration Committee	Chairman	30,000	30,000	30,000
	Director	25,000	25,000	25,000
4. Corporate Governance and Sustainability Committee	Chairman	25,000	25,000	25,000
	Director	20,000	20,000	20,000
5. Risk Management Committee	Chairman	25,000	25,000	25,000
	Director	20,000	20,000	20,000
6. Operational Risk Management Committee	Chairman	-	-	-
	Director	-	-	-
Total remuneration of the Board of Directors Audit Committee and Sub-Committees		Not exceeding 4,000,000 บาท	Not exceeding 4,000,000 บาท	Not exceeding 4,500,000 บาท

Policy on Determining Directors' Remuneration

The determination of directors' remuneration is based on remuneration that is consistent and appropriate with the duties and responsibilities assigned and is comparable to that of companies listed on the Stock Exchange of Thailand or companies in industries and businesses of similar size. The determination of directors' remuneration also serves as an incentive for the performance of duties to effectively achieve the Company's business objectives

Details of Directors' Remuneration and Sub-Committee Remuneration in 2025

คำตอบแทนกรรมการ ปี 2568						
รายชื่อกรรมการ	จำนวนครั้งที่เข้าประชุม					
	คณะกรรมการบริษัท	คณะกรรมการชุดย่อย				
		คณะกรรมการตรวจสอบ	คณะกรรมการสรรหาฯ และกำหนดค่าตอบแทน	คณะกรรมการกำกับดูแลกิจกรรรมและความยั่งยืน	คณะกรรมการบริหารความเสี่ยง	รวม (บาท)
1. นายสุพันธุ์ มงคลสุธี	4/4		2/2		4/4	390,000
2. นางสาวสุริดา มงคลสุธี	4/4			6/6	4/4	120,000
3. นายตุ ชู จู	4/4					120,000
4. นายตุ ชู เจริญ	4/4					120,000
5. นายหลิน ไท่ หยาง	4/4					120,000
6. นายจื้อ ชิง ชู	4/4					120,000
7. นางสาวยี่ จู เจิน	4/4					120,000
8. นายพุฒิพันธ์ เตชะราชกุล	4/4				3/4	120,000
9. นางชนัญญารักษ์ เพ็ชรรัตน์	4/4	5/5	1/2			345,000
10. พล.ต.อ. รชต เอ็นทรวง	4/4				3/4	180,000
11. นางปรารถนา มงคลกุล	1/4	1/5		2/6		110,000
12. ดร. สมชาย หาญหิรัญ	1/4	1/5	2/2			120,000
13. นายคชาชาญ มงคลเจริญ				2/6		40,000
14. นายแพทย์ เฉลิมชัย บุญยะสิทธิ์	3/4	4/5		4/6		310,000
15. นายชัยยุทธ คำคุณ	3/4	4/5				210,000
16. นายปัญญา พูนเพิ่มพลศิริ				4/6		

- Remark :**
- The Board of Directors' Meeting No. 1/2025 held on 14 May 2025 resolved to appoint Mrs. Chanunyak Petchrat as a member of the Nomination and Remuneration Committee in place of Mr. Tu, Shu-Chyuan, effective from 14 May 2025 onward.
 - The Board of Directors' Meeting No. 2/2025 resolved to appoint directors to the sub-committees as follows :
 - Audit Committee
 - Appointed Assistant Professor Dr. Chalermchai Boonyaleepan as a committee member in place of Ms. Prartna Mongkulkul
 - Appointed Mr. Chaiyut Khamkhun as a committee member in place of Mr. Somchai Harnhirun
 - Nomination and Remuneration Committee
 - Appointed Mr. Chaiyut Khamkhun as Chairman in place of Mr. Somchai Harnhirun
 - Corporate Governance and Sustainability Development Committee
 - Appointed Assistant Professor Dr. Chalermchai Boonyaleepan as Chairman in place of Ms. Prartna Mongkulkul
 - Appointed Mr. Panya Poonpermpholsiri as a committee member in place of Mr. Khachacharn Mongkolcharoen

Monitoring Compliance with Corporate Governance Policies and Practices

Supervision of the Use of Inside Information

The Company has established policies to prevent the use of inside information and supervisory measures to serve as guidelines for the conduct of business by directors, executives, and employees of the Company in using the Company's inside information for personal benefit, including for securities trading, as well as policies regarding conflicts of interest, as follows :

Policy and Practices for the Prevention of the Use of Inside Information

The policies and supervisory measures regarding the use of the Company's inside information for personal benefit, including for securities trading, are as follows :

- It is required that the use of the Company's information be prevented by prohibiting units that are aware of such information from disclosing it to other units or unrelated persons. In the event that an employee or executive discloses the Company's information, uses it for personal benefit, or undertakes any transaction that may involve a conflict of interest, such act shall be deemed a serious offense and may be subject to disciplinary action.
- A policy is established prohibiting directors, executives, and employees from using the Company's material inside information. Directors, executives, and employees working in units that are aware of inside information should avoid or refrain from trading the Company's securities during the period of 1 month prior to the disclosure of the financial statements to the public.
- All directors and the first 4 executives of every company have signed an acknowledgment of their duties and are required to report changes in the Company's securities holdings, including those of themselves, their spouses, and their minor children, pursuant to Section 59 of the Securities and Exchange Act B.E. 2535, to the SEC within 3 business days from the date of such change via the SEC website, and notify the Company Secretary for the purpose of recording such changes and summarizing the securities holdings of directors and executives on an individual basis, to be presented to the Board of Directors at the next meeting and disclosed in the annual report (Form 56-1 One Report).

In 2023, the Company Secretary Department notified the relevant persons in advance by email of the Blackout Period, and it was not found that any directors, executives, or related employees had traded securities during the period in which the Company prohibited trading or had any conflict of interest. The directors and executives complied correctly and completely with the Company's prescribed rules and policies. In addition, the Company provided knowledge to executives and employees through internal information channels and on the Company's website, among others.

Policy Regarding Conflicts of Interest

The Company's personnel must perform their duties without conflicts of interest. In addition, they must take the interests of the Company as their priority, free from personal desires and influence from close persons. The Company's personnel must always examine whether they have any interest or conflict of interest in the performance of their duties. When it is found that they have such interest or conflict of interest, such personnel shall refrain from performing such duties and allow others to assume responsibility in their place in order to eliminate allegations of conflicts of interest, misuse of authority for personal benefit, and causing damage to the Company. Therefore, all personnel shall strictly comply with the measures for prevention of conflicts of interest and the disclosure of interests as prescribed by the Company.

Anti-Corruption Policy

The Board of Directors recognizes the importance of conducting business in accordance with the principles of good corporate governance, fair and transparent business competition, strict compliance with relevant laws, and commitment to anti-corruption. Therefore, the Company has established anti-corruption policies and practices as part of its Code of Business Conduct, requiring the Company and its subsidiaries, organizational personnel, and the Company's stakeholders to comply with and jointly campaign against corruption under the same policy, while supporting understanding of the Company's intention regarding anti-corruption, in order to maintain a good image and lead the organization toward sustainable growth and development.

The Company communicates and provides Anti-Corruption training to build knowledge and understanding among relevant persons, including directors, executives, and employees at all levels, not to commit or support bribery in any form under their supervision, and not to demand or accept money, property, or any other benefits whether for the benefit of the Company, themselves, their families, friends, or acquaintances. If the Company finds that there has been conduct not in compliance with this policy, the wrongdoer shall be subject to disciplinary or legal penalties.

The Company regularly assesses corruption risks that may arise in each business process, including determining appropriate corrective measures in line with the circumstances and the Company's operational model. The Company provides whistleblowing or complaint channels on the Company's website, through which persons who witness events or actions indicating corruption or misconduct may report clues or lodge complaints regarding such events or actions at all times.

Enterprise Risk Management Policy

Synnex (Thailand) Public Company Limited recognizes the importance of systematic enterprise-wide risk management in order to support business operations in line with the established strategy and to serve as an important mechanism in driving the organization toward long-term sustainability, covering the economic, social, environmental, and political dimensions, as well as innovation and technology that continue to change.

In 2025, the Risk Management Committee reviewed the acceptable risk level (Risk Appetite), significant risks, and emerging risks in order to align with the business direction and the continuously changing environment.

The Company has established a risk management framework covering the entire organization and linking environmental, social, and governance (ESG) issues, consisting of the following key components:

Enterprise Risk Management Policy

- 1. Governance & Culture**
- 2. Strategy & Objective Setting**
- 3. Performance**

Enterprise Risk Management Policy

- 4. Review & Revision**

Enterprise Risk Management Policy

- 5. Information, Communication & Reporting**

Whistleblowing or Complaint Reporting

The Company provides opportunities for stakeholders both inside and outside the Company to submit complaints regarding business ethics and report clues of corruption to the Board of Directors by implementing the "Policy on Reporting Misconduct and Corruption, Investigation, and Protection of Informants," which is disclosed on the Company's website. The Business Ethics Working Team is responsible for communicating the policy to all parties. Such policy includes rules and practices regarding complaints and whistleblowing on misconduct in duty (Whistleblowing), including measures for the protection of informants. The Company has also arranged channels for reporting complaints regarding business ethics and clues of corruption for external stakeholders and employees of the Company through the Synnex Care 1251 hotline, email at Whistleblowing@Synnex.co.th, ServiceMGMT@Synnex.co.th and an address for sending letters to the Board of Directors or the Chief Executive Officer. The Company has a complaint screening process upon receipt of a complaint so that the relevant departments may investigate and proceed in accordance with the policies and procedures prescribed by the Company. If it is found that there are grounds indicating actual wrongdoing, the matter will be proposed to the authorized approver for consideration and appointment of a fact-finding committee to investigate and examine the facts, together with proposing penalties in accordance with the Company's work regulations for the authorized approver to impose punishment on the wrongdoer, as well as providing recommendations for improving operational deficiencies to be more stringent. The Internal Audit Department shall regularly present such complaints to the Audit Committee and the Risk Management Committee at least once every quarter, and thereafter submit them to the Board of Directors for acknowledgement.

In 2025, there were 2 complaints received through the complaint handling system, which allows external persons and employees to participate in reporting clues of wrongdoing arising from non-compliance with laws, policies, Company regulations, ideology, and the Code of Business Conduct. The summary is as follows :

1. A total of 2 complaints were completely investigated under the following categories :

• Treatment of stakeholders	2 cases
• Conflict of interest	None
• Human rights	None
• Use of inside information and trading of the Company's securities	None
• Environmental policy	None
• Anti-corruption policy	None
• Compliance with laws and rules and regulations	None
• Company regulations	None
• Other ethical matters	None

2. Damage and penalties

• Value of damage	Insignificant
• Penalties	
- Others	2 cases

The Company has brought every complaint into the process of root cause analysis and the determination of preventive and corrective measures in order to continuously enhance service standards, internal controls, and corporate governance.

The Company protects whistleblowers and strictly maintains the confidentiality of information in order to build confidence and a transparent organizational culture.

Protection Measures for Complainants Acting in Good Faith

The Company has provided channels for whistleblowers to report unlawful acts, violations of the Code of Conduct, or improper behavior of persons within the organization or other stakeholders related to the business. The whistleblower or complainant must specify the details of the matter to be reported, together with his/her name, address, and contact telephone number, and send such information by registered mail or electronic mail to the Internal Audit Department, the Chief Executive Officer, or through other announced channels. The Company shall conceal the name and address and keep the information of the complainant or informant confidential, and such person shall be protected throughout the investigation process until completion, without disclosure of any information to persons not concerned with the duty, except where disclosure is required by law. Access rights are also restricted solely to those responsible for investigating the complaint.

Policy and Practices Relating to Personal Data Protection

The Company recognizes the importance of personal data protection and supervises and manages personal data in compliance with the Personal Data Protection Act B.E. 2562 (Personal Data Protection Act B.E. 2562 or PDPA), as well as the privacy of employees at all levels, business partners, customers, and investors, as follows :

1. Personal data protection, such as name, surname, date of birth, address, telephone number, and/or any other information as prescribed by law, whether in document form and/or electronic data, is implemented so that service users may have confidence in conducting various transactions with the Company. The Company has therefore established personal data protection measures to apply to the personal data of employees at all levels, business partners, customers, and investors that the Company receives in accordance with appropriate business operation standards.
2. Collection of personal data: The Company shall collect personal data of employees at all levels, business partners, customers, and investors only to the extent necessary for the Company's various transactions, as well as personal data previously provided whether through the Company's website or other channels. Such information is regarded as the personal data of employees at all levels, business partners, customers, and investors, lawfully consented to and provided to the Company, and such data shall be deemed accurate, complete, and most up to date.

3. Prevention of risks that may cause data loss or unauthorized access, destruction, use, including alteration or modification: The Company therefore maintains strict and serious security measures for personal data systems. At present, the Company strictly complies with the criteria under the law on electronic transactions and has arranged effective security systems to ensure that users' personal data is secure.

In restricting access to personal data, the Company shall permit only relevant officers to access users' data. However, the Company may engage external service providers to act on behalf of the Company, and such external parties operating for the Company must also enter into agreements to keep the personal data of the Company's service users confidential.

In this regard, the use of the Company's website is a data system created to store temporary information relating to website usage, which is useful in enabling more convenient and faster use and facilitating usage, such as display settings and language selection only. The Company does not collect users' personal data in any manner, except where personal data is collected as required by law.

IT Security Policy and Practices

The Company has prepared an IT Security policy and practices, with measures for the prevention of cyber threats, which in 2024 are as follows :

1. Emphasize the participation of employees at all levels in having awareness and knowledge of cyber threats by arranging online training on the types of cyber threats currently found and various methods of prevention, together with testing knowledge and understanding from the lessons.
2. Begin testing the use of cyber threat monitoring services from external professional organizations (Security Operation Center – SoC Outsourcing Service) in order to enable timely detection of abnormalities and the identification of preventive solutions.
3. Clearly define KPIs relating to cyber threat risk management so that the units directly responsible may perform in accordance with the objectives, such as the Information Technology Department establishing a KPI requiring that the number of incidents caused by cyber threats affecting business processes be zero, with monitoring by the management every month.
4. Designate Cyber Security as one of the Company's significant risks in order to ensure that cyber security measures are properly managed and regularly monitored by the Risk Management Committee every quarter.
5. Establish plans for assessment and testing of information technology systems to identify weaknesses that may cause cyber threats, such as Vulnerability Assessment (VA) and Penetration Test (PEN Test), in order to determine cyber threat prevention measures, appropriate for the Company.

Cyber Security Governance Policy and Oversight

The Company recognizes the importance of cybersecurity, which may affect business operations, the confidence of customers, business partners, investors, and stakeholders, as well as the Company's important information. Therefore, the Company has established a cybersecurity policy and practices to serve as a framework for systematically managing information technology risks and in alignment with the Enterprise Risk Management framework.

The Company designates Cyber Security as one of the organization's significant risks, under the supervision of the Board of Directors through the Risk Management Committee, which is responsible for monitoring, assessing, and reviewing cyber risk status regularly at least once every quarter in order to ensure that the control measures are appropriate and sufficient for the ever-changing threat landscape. In operations, the Company has established cyber threat control and prevention measures covering prevention, detection, and incident response, with the following key approaches:

The Company arranges cyber threat monitoring by using services from specialized external organizations (Security Operation Center – SOC) to help examine abnormalities in information technology systems and provide timely alerts of incidents that may cause damage, including regularly conducting assessments and tests of information system security, such as Vulnerability Assessment (VA) and Penetration Test (PEN Test), in order to identify weaknesses and improve preventive measures to be appropriate for the business environment.

Key Performance Indicators (KPIs) for cyber risk management are established, with a focus on preventing incidents that affect core business processes, and performance results are reported to the management on a monthly basis. In addition, the Company places importance on building cybersecurity awareness among employees at all levels by arranging online training on cyber threats currently found, prevention guidelines, and testing knowledge and understanding after the training in order to continuously strengthen the organizational culture of information security.

In 2025, the Company did not encounter any cybersecurity incidents that had a material impact on core systems or customer data. In this regard, the Company continues to review and improve Cyber Security measures on an ongoing basis to support risks that may arise in the future.

Whistleblowing Policy

Synnex (Thailand) Public Company Limited is committed to conducting business with transparency, fairness, and in accordance with the principles of good corporate governance. Therefore, the Company has established the Whistleblowing Policy to provide directors, executives, employees, and all groups of stakeholders with the opportunity to report clues or submit complaints regarding acts that may violate laws, rules, regulations, Company policies, or the Code of Business Conduct.

The Company has established various complaint channels in order to facilitate and build confidence for whistleblowers, whereby they may choose to disclose or not disclose their identity. These channels include reporting through a hotline, email, the Company's website, or submitting matters directly to the Chief Executive Officer or the Internal Audit Department.

Upon receiving a complaint, the Company will conduct screening and fact-finding in a fair and independent manner, with the Internal Audit Department serving as the main unit responsible for the investigation and reporting the results to the Audit Committee and the Board of Directors in cases of significance. If misconduct is found, the Company will strictly proceed in accordance with the Company's disciplinary regulations and/or relevant laws.

The Company places importance on protecting whistleblowers or informants acting in good faith by establishing measures to maintain the confidentiality of information, limiting access only to relevant persons, and strictly prohibiting retaliation, harassment, or discrimination against whistleblowers. In this regard, the Company has prescribed penalties for those who violate such protection principles.

The Company regularly summarizes complaint handling results and actions taken for submission to the Audit Committee and discloses related statistical information in the annual report (Form 56-1 One Report) in order to enhance transparency and stakeholder confidence.



Audit Committee Report and other sub-committee reports

Audit Committee Report

To Shareholders

The Audit Committee of Synnex (Thailand) Public Company Limited consists of 3 independent directors who are qualified persons in finance, accounting, law, and management, and possess complete qualifications as specified in the Audit Committee Charter, which is prepared in accordance with the guidelines and requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The names are as follows:

As of 31 December 2025, the Audit Committee is as follows :

Name	Position
1. Mrs. Chananyarak Petchrat*	Chairman of the Audit Committee (Independent Director)
2. Assistant Professor Dr. Chalermchai Boonyaleephan	Audit Committee Member (Independent Director)
3. Mr. Chaikut Khamkhun	Audit Committee Member (Independent Director)

Remark : * A person who has knowledge and understanding or experience in accounting or finance or auditing sufficient to perform duties in reviewing the reliability of financial statements

In 2025, the Audit Committee held a total of 6 meetings, with all Audit Committee members attending all meetings. The Audit Committee reported the results of the meetings to the Board of Directors.

The Audit Committee performed duties independently and fairly within the scope specified in the Audit Committee Charter, which is consistent with the requirements of the Stock Exchange of Thailand and reviewed to align with the current situation, and approved by the Board of Directors annually. The Audit Committee is responsible for auditing and reviewing that the Company has good corporate governance, accurate and reliable financial reports, and adequate internal control, as well as overseeing that management performs duties in accordance with company policies with honesty and responsibility. The summary of key duties of the Audit Committee for the year 2025 is as follows :

Financial Reporting

The Audit Committee reviewed the accuracy, completeness, and reliability of the financial statements and consolidated financial statements of the Company and its subsidiaries audited by the Company's auditor, both quarterly and annually for 2025, which were prepared in accordance with Thai Financial Reporting Standards and consistent with International Financial Reporting Standards. Discussions were held with the auditor on significant matters, reviewing the appropriateness of significant accounting policies, accounting estimates, and judgments used in preparing the financial statements, including disclosures in the notes to the financial statements. The Audit Committee inquired and exercised due care to ensure that the preparation of financial statements and disclosures in the notes were reliable, transparent, and in compliance with accounting and financial reporting standards.

In addition, the Audit Committee met privately with the auditor without management present to freely discuss information received, independence in performing duties, auditing of significant information in financial statement preparation, and recommendations on internal control systems in the financial reporting process. In 2025, the auditor had no significant observations.

The Audit Committee is of the opinion that the Company's accounting and financial reporting process has an appropriate internal control system. The auditor performed duties independently without limitation in audit scope, ensuring that financial reports present the financial position and operating results of the Company in accordance with accounting standards and financial reporting standards, with adequate disclosure.

Connected Transactions or Transactions that may have Conflict of Interest

The Audit Committee reviewed, supervised, and provided opinions on connected transactions or transactions that may have conflicts of interest of the Company on a quarterly basis, based on principles of reasonableness, transparency, adequate disclosure, normal business practice, and the best interest of the Company. The Audit Committee is of the opinion that management made decisions on transactions for the best interest of the Company as the primary consideration, as conducted with general external parties, under normal commercial terms and reasonable pricing consistent with the Company's normal course of business.

Compliance with Laws

The Audit Committee reviewed the Company's operations to be in compliance with the Securities and Exchange Act, regulations and requirements of the Office of the Securities and Exchange Commission, the Stock Exchange of Thailand, and other laws related to the Company's business operations, including obligations that may arise from contracts with external parties and other claims.

The Audit Committee is of the opinion that the Company complied with such laws and regulations correctly, and that material information was fully and appropriately disclosed in the notes to the financial statements.

Internal Control System and Internal Audit

The Audit Committee reviewed the effectiveness and adequacy of the internal control system by considering the internal audit report for the year 2025, reviewing and following up on the implementation of recommendations from internal auditors and external auditors continuously to understand causes and propose preventive measures against potential damages and to prevent recurrence, especially in cybersecurity. In addition, the Committee evaluated the adequacy of the internal control system of the Securities and Exchange Commission, for which management has prepared supporting documents of internal control activities. The Audit Committee is of the opinion that the Company has an effective internal control system without significant deficiencies.

The Audit Committee supervised internal audit activities and met separately with the head of internal audit independently to ensure that internal audit activities and advisory roles in corporate governance, risk management, internal control systems, and compliance with rules and laws are performed independently, efficiently, and effectively, achieving the set objectives.

The Audit Committee approved the internal audit plan for 2026, prepared based on the Company's strategic direction and risk-based approach, focusing on auditing effectiveness of key preventive control points, fraud prevention audits, and effectiveness of management self-assessment of controls, including consideration of scope of work, responsibilities, adequacy of personnel, and competency.

The Audit Committee is of the opinion that the Company has an adequate internal control system appropriate for business operations, without significant deficiencies affecting financial reporting, consistent with the auditor's opinion, and that internal audit operations are appropriate, effective, and independent.

Review of Risk Management and Overall Risk Governance

The Audit Committee reviewed the appropriateness and effectiveness of the Company's risk management system, risk assessment system, risk control system, monitoring and reporting system. The Committee also supervised risk management by reviewing the adequacy of risk management policy and Enterprise Risk Management Framework in accordance with COSO ERM 2017.

The Audit Committee is of the opinion that the Company has an appropriate risk management system to ensure effective and efficient business operations. In addition, recommendations were provided to identify new risks covering all risks and significant changes and to use data analytics in both internal and external analysis to support decision-making in responding to risks effectively and efficiently.

Review of Fraud Examination

The Audit Committee reviewed and supervised compliance with fraud reporting policy, misconduct policy, whistleblowing policy, and protection of informants, including consideration of complaints and investigation results according to Company processes, as well as effectiveness of complaint channels. After careful consideration, the Committee is of the opinion that current complaint management is appropriate, fair, effective, and consistent with good governance policy.

Supervision of Anti-Bribery and Anti-Corruption Policy and Measures

The Audit Committee reviewed the Company's compliance with anti-bribery and anti-corruption policies and measures.

The Audit Committee is of the opinion that the Company complies with such policies and measures.

Consideration for Appointment of Auditor and Audit Fee

The Audit Committee considered qualifications, knowledge, expertise, experience, performance, independence of the auditor, as well as appropriateness of audit fees and non-audit services, to ensure auditor independence, and resolved to propose to the Board of Directors for approval by the shareholders to appoint KPMG Phoomchai Audit Ltd. as the auditor for 2026.

Performance of Duties

The Audit Committee conducted performance evaluation for 2025 both collectively and individually in accordance with SET guidelines. The results indicate that the Committee has complete qualifications and effectively performed duties within scope, authority, and responsibilities as specified in the Charter, with accuracy, prudence, transparency, independence, and fairness, without limitation in access to information from management, employees, and related parties, and provided constructive recommendations for the benefit of all stakeholders equally.

Review of Audit Committee Charter

The Audit Committee reviewed the appropriateness of the Charter annually to ensure alignment with good practices and compliance with regulations and international standards.

In summary, the Audit Committee performed duties as assigned by the Board of Directors with knowledge, prudence, and independence, without limitation in access to information, and provided recommendations to ensure corporate governance, risk management, and internal control systems are appropriate, adequate, and effective for all stakeholders equally.

On behalf of the Audit Committee

Chananyarak Petchrat

(Ms. Chananyarak Petchrat)
Chairman of the Audit Committee

Nomination and Remuneration Committee Report

To Shareholders

The Nomination and Remuneration Committee was established with approval from the Board of Directors, with members as follows :

Name	Position
1. Mr. Chaoyut Khamkhun	Nomination and Remuneration Committee Report (Independent Director)
2. Mr. Supant Mongkolsuthree	Nomination and Remuneration Committee Member
3. Ms. Chananyarak Petchrat	Nomination and Remuneration Committee Member (Independent Director)

In 2025, the Nomination and Remuneration Committee held a total of 2 meetings, with all directors attending all meetings. The key performance can be summarized as follows :

1. Nomination and Selection of Qualified Persons for Appointment as Directors of the Company

The Committee considered and nominated persons who are suitable to hold the position of directors to replace those whose terms expired in 2025 and proposed them to the Board of Directors for consideration before submitting to the Annual General Meeting of Shareholders for the year 2025. The selection was considered from the composition of the Board, knowledge, capability, diverse expertise, leadership, and vision, including consideration in accordance with the Board Skills Matrix guideline to ensure that the Board has complete and appropriate skills for the Company's business operations. The nominated persons must have appropriate qualifications, transparency in work history, and be able to provide opinions that are beneficial to the Company's business operations.

2. Consideration of determination of remuneration for the Board of Directors and subcommittees

The Committee considered and approved the remuneration structure of the Board of Directors and subcommittees based on appropriateness and alignment with duties, responsibilities, and performance. The remuneration determined was compared with listed companies in the Stock Exchange of Thailand (SET) and companies in the same industry with similar size to ensure that it is at an appropriate and competitive level.

3. Promotion and support of the performance evaluation process of the Board of Directors and subcommittees

The Committee plays an important role in supporting the development of performance evaluation guidelines of the Board of Directors and subcommittees to ensure continuous monitoring and improvement of management efficiency.

The Nomination and Remuneration Committee continues to place importance on good corporate governance, transparency, and the building of a capable leadership team in order to drive the Company toward stable and sustainable growth.

On behalf of the Nomination and Remuneration Committee

Chaoyut Khamkhun

(Mr. Chaoyut Khamkhun)
Chairman of the Nomination and
Remuneration Committee

Corporate Governance and Sustainability Committee Report

To Shareholders

The Corporate Governance and Sustainability Committee was established with the approval of the Board of Directors, consisting of 3 members, with the names as follows :

Name	Position
1. Dr. Chalermchai Boonyaleepun	Chairman of the Corporate Governance and Sustainability Committee (Independent Director)
2. Ms. Sutida Mongkolsuthree	Corporate Governance and Sustainability Committee Member
3. Mr. Panya Poonpermpholsiri	Corporate Governance and Sustainability Committee Member

In 2025, the Corporate Governance and Sustainability Committee held a total of 6 meetings (the attendance of each member is disclosed under the topic of individual director attendance in 2025 in order to perform duties within the scope of responsibilities, with authority, duties, and responsibilities as specified in the Charter, in determining principles and practices of the corporate governance process to add value to the business in economic aspects, marketing activities, investor relations, and promotion of social and environmental activities of the Company that are beneficial to internal and external parties, in order to achieve governance in accordance with international standards which will lead to sustainable organizational development, as specified in the regulations of the Corporate Governance Committee, and reported the meeting results to the Board of Directors every time. The key summary is as follows :

Corporate Governance

- Approved the Company's annual operations and disclosure in accordance with the principles of good corporate governance of the Office of the Securities and Exchange Commission
- Approved the disclosure of important information relating to shareholders' rights and equal treatment of shareholders, including the right to attend shareholders' meetings, the right to appoint a proxy to attend and vote on behalf, the right to vote for appointment or removal of directors individually, the right to vote for appointment and determination of auditor remuneration, the right to vote on important matters, the right to receive dividends, the right to express opinions and ask questions at shareholders' meetings, and the right to receive adequate and timely information. In addition, importance was given to accurate, complete, timely, and transparent disclosure of information to shareholders, promoting shareholders' rights and treating all shareholders fairly and equally
- Approved the arrangement of the Annual General Meeting of Shareholders to be in compliance with laws, regulations, and best practices, including granting shareholders the right to propose agenda items, nominate independent directors for election, and submit questions related to meeting agenda in advance
- Considered and approved corporate governance plans and activities promoting corporate governance and sustainability, focusing on maintaining standards and continuously developing good corporate governance, creating corporate governance as organizational culture, and continuously monitoring compliance with corporate governance policies
- Supported annual review of the Code of Conduct to cover all three dimensions: Environment, Social, and Governance (ESG), in order for the Company to grow steadily with fair, appropriate, and transparent management. The Corporate Governance and Sustainability Committee proposed this to the Board of Directors in January 2025
- Considered and approved the preparation of the Investor Relations Code of Conduct, strictly adhering to the Corporate Governance Policy in accordance with the Company's Code of Conduct manual. The Corporate Governance and Sustainability Committee presented updates to the Board of Directors in all 6 meetings
- Supported the review of the Insider Trading/Dealing Policy and guidelines to ensure alignment and coverage of sustainable business principles, reflecting transparency and reliability of the Company. The Corporate Governance and Sustainability Committee proposed this to the Board of Directors in July 2025

- Considered preparation of information and provided recommendations for participation in sustainability and corporate governance rankings, providing opinions and suggestions for participation in assessments organized by the Stock Exchange of Thailand and other organizations, such as:
 1. AGM Checklist assessment for 2025 received 97 points from the project assessing the quality of Annual General Meetings of listed companies on the Stock Exchange of Thailand
 2. Corporate Governance assessment at Excellent level or 5-star rating from the Corporate Governance Report of Thai Listed Companies 2025 (CGR), organized by the Thai Institute of Directors (IOD)
 3. ESG Rating assessment for 2025 received AA level, ranked among 1 of 80 companies, organized by the Stock Exchange of Thailand

Sustainability Development

- Approved the organization of activities that promote knowledge and understanding among directors, executives, and all employees to ensure understanding of the Company's sustainable development approach, such as organizing lectures for employees at all levels on the topic "Carbon Footprint" by speakers from KPMG Phoomchai Audit Ltd. in December 2025 onwards
- Monitored and supervised the Company's sustainable development operations, with policies and sustainability management targets established covering environmental, social, and corporate governance dimensions (ESG: Environment, Social & Governance) to ensure alignment with the Company's business objectives and the global Sustainable Development Goals (SDGs). In 2025, the Corporate Governance and Sustainability Committee recognized the importance of climate change resulting from global warming and biodiversity
- Monitored, supervised, and provided guidance and recommendations to the environmental working team in preparing greenhouse gas reports (Public Organization) and in accordance with international standards
- Provided opinions, recommendations, and promoted integration between corporate social responsibility operations and greenhouse gas emission reduction plans, focusing on reducing resource consumption, increasing the use of renewable energy, and promoting the development of product and service innovation, as follows :
 1. The project "E-waste Disposal...Dispose Properly" in 2025 was able to collect a total of 10,240.04 kilograms of electronic waste, and the cumulative amount of electronic waste collected under the project totaled 56,513.06 kilograms nationwide, reflecting increased cooperation from customers and stakeholders in responsible E-Waste management
 2. The "Skilled Technician Development" project currently has 7 educational institutions participating in the project. In 2025, activities were initiated to visit various colleges to provide training and knowledge in various areas and to deliver educational equipment to each institution for use in participating in the project activities in 2025 through electronic learning systems
- Supported the review of the Code of Conduct relating to respect for human rights, responsible business operations, and non-discrimination in order to ensure equal employment opportunities in accordance with human rights principles, with emphasis on fair treatment of labor, recognizing the importance of creating value for society both internally and externally, including giving equal importance to all employees
- Supported the review of material sustainability issues (Materiality) and improvement of work processes, plans, and key performance indicators to align with business conditions, global challenges, and expectations of all stakeholder groups, including providing recommendations for participation in sustainability rankings
- Conducted the annual self-assessment of the Corporate Governance and Sustainability Committee (the individual and group self-assessment report is disclosed under the topic of annual Board self-assessment for 2025, page XXX)

On behalf of the Corporate Governance and Sustainability Committee

Dr. Chalermchai Boonyaleepun

(Dr. Chalermchai Boonyaleepun)
Chairman of the Corporate Governance and
Sustainability Committee

Risk Management Committee Report

To Shareholders

The Board of Directors of Synnex (Thailand) Public Company Limited appointed the Risk Management Committee, established with the approval of the Board of Directors, consisting of 4 members as follows :

Name	Position
1. Mr. Supant Mongkolsuthree	Chairman of the Risk Management Committee
2. Pol.Gen. Rachat Yentrong	Risk Management Committee Member (Independent Director)
3. Ms. Sutida Mongkolsuthree	Risk Management Committee Member
4. Mr. Putthiphan Teyarachakul	Risk Management Committee Member

The Risk Management Committee has the duty to support the operations of the Board of Directors, with authority, duties, and responsibilities as specified in the Charter

During 2025, the Risk Management Committee held a total of 4 meetings. The summary of performance is as follows :

1. Supervised enterprise risk management operations covering economic, operational, financial, and legal aspects to ensure that the Company has sufficient risk management processes to handle impacts that may arise from both internal and external factors, both positive and negative, including emerging risks in the future, by monitoring risk trends through key risk indicators (Leading Key Risk Indicator) for surveillance and early warning. Provided opinions on risk management in environmental, social, and governance (ESG) aspects, including anti-corruption and treatment of stakeholders in accordance with minimum standards of human treatment, such as the right to non-discrimination, which are under the supervision of the Corporate Governance and Sustainability Committee
2. Considered significant and urgent risks affecting the organization's objectives and Key Performance Indicators (KPI) in order to determine strategies and risk management plans in a timely manner, including assessment of partner risks and stakeholder expectations to ensure that risks are controlled at an acceptable level for sustainable business development under good governance principles
3. Monitored risk management operations regularly to measure risk management effectiveness, ensuring that significant enterprise risks are managed effectively, appropriately, and in a timely manner, controlled within acceptable levels, and promoting preparedness for various risk scenarios that may occur to reduce impacts on business operations and ensure business continuity and smooth operations
4. The risk management working team prepared an operational plan focusing on enhancing risk management in alignment with the organization's strategy (TIPS) and supporting business objectives effectively. Currently, the acceptable risk level (Risk Appetite) is under revision to align with the integrated Enterprise Risk Framework, to be officially implemented within Q4/2025

The Risk Management Committee is of the opinion that the Company has performed its duties with prudence and due care in accordance with effective risk management processes and in line with international standards, and has continuously improved risk management processes in response to changing economic conditions for the best interest of the Company and shareholders

On behalf of the Risk Management Committee

Supant Mongkolsuthree

(Mr. Supant Mongkolsuthree)

Chairman of the Risk Management Committee

9. Internal Control and Related Party Transactions

Internal Control

The Company has established a comprehensive internal control system in accordance with the COSO Internal Control – Integrated Framework 2013 (COSO 2013) of The Committee of Sponsoring Organizations of the Treadway Commission. The objective is to assist the Company in achieving its key objectives in operations, financial reporting, and compliance with applicable laws and regulations, to support and enhance operational performance, and to safeguard shareholders' investments and the Company's assets.

At the Audit Committee Meeting No. 5/2025 held on December 17, 2025, the Audit Committee evaluated the Company's internal control system based on the evaluation form prescribed by the Securities and Exchange Commission (SEC), supported by documentation of internal control activities prepared by management and reviewed by the Audit Committee. The evaluation concluded that the internal control systems of the Company and its subsidiaries, across the five components—control environment, risk assessment, control activities, information and communication, and monitoring—are adequate and appropriate. The Company has sufficient personnel to effectively implement such systems. In addition, the Company has established internal controls to monitor and oversee the operations of its subsidiaries to prevent misuse or unauthorized use of assets by directors or executives, as well as to adequately manage transactions with potential conflicts of interest and related parties. For other internal control areas, the Board of Directors is also of the opinion that the Company has adequate internal controls.

The key internal controls of the Company can be summarized as follows :

1. Control Environment

- The Company adheres to principles of integrity, morality, and ethics, and conducts its business with transparency and compliance with laws, taking into account the mutual benefits of business partners, communities, society, and the environment, in accordance with the corporate governance policy, code of business ethics, and anti-bribery and anti-corruption policy established by the Board of Directors. These policies, including related requirements and penalties for violations, are communicated to executives, employees, business partners, associates, and joint ventures for strict compliance. Continuous monitoring and evaluation of compliance with the code of ethics and anti-corruption policy are also implemented.
- The Board of Directors oversees management independently, comprising members with diverse knowledge and expertise, including independent directors. Subcommittees have been established to support oversight in internal control, risk management, sustainability development, and nomination and remuneration, with performance reports submitted to the Board quarterly.
- Management has established an appropriate organizational structure and reporting lines aligned with corporate objectives under the supervision of the Board, emphasizing **balance, prudence**, and operational agility in response to changing conditions. Authority and responsibilities are assigned based on employees' competencies, with clearly defined scopes of authority and segregation of duties to ensure checks and balances. All personnel are responsible for internal control, supported by an independent internal audit function reporting directly to the Audit Committee to ensure proper checks and balances within the organization.
- The Company placed importance on human resource management by establishing strategies for recruitment, development, and retention to enhance organizational efficiency and encourage employees to fully utilize their potential. This is conducted in compliance with labor laws and human rights principles, aiming to create a desirable workplace for all employees and to drive sustainable business goals, workforce planning, and training programs are in place to develop leadership and readiness for key positions. Performance indicators, incentives, and reward systems are also established, considering performance aligned with corporate objectives, leadership potential, and adherence to organizational culture and ethics.

2. Risk Assessment

- The Company emphasizes risk management related to achieving organizational objectives by implementing risk management at both enterprise and operational levels under the supervision of the Risk Management Committee and coordination by the risk management unit. The Board has assigned the Audit Committee to review the Enterprise Risk Management Framework, including policies, risk appetite, risk capacity, tolerance levels, and overall risk management approaches, as well as to review the adequacy of such policies before submission to the Board. The Audit Committee also provides oversight and advice on overall risk governance and evaluates the adequacy of risk integration into strategic management.

3. Control Activities

- The Company has established written control measures appropriate to risks and organizational characteristics, integrated into operational procedures across all business processes. These controls consider the environment, complexity, and scope of operations, covering areas such as conflict of interest transactions, accounting and finance operations, human resource management, and compliance with laws and regulations. Authorization levels for management at each level are defined, with segregation of duties in recording, approval, and asset custody to ensure mutual checks. Control activities include both manual and automated controls, as well as preventive and detective controls, with policies and procedures regularly reviewed for appropriateness.
- The Company develops and implements technology-based controls to ensure that information systems process data accurately, completely, and continuously, with adequate security against unauthorized access. Systems are appropriately procured, developed, and maintained by a central unit responsible for IT infrastructure and software, including policies, processes, and access control measures across the organization. Dedicated units monitor and detect system breaches using automated tools, ensuring continuous oversight and timely response. Committees such as the Data Protection and Cybersecurity Committee are established to define policies and oversee cybersecurity and personal data protection across the Group, as well as to raise employee awareness.
- Directors, executives, and supervisors communicate control objectives and procedures to responsible personnel for proper implementation. The Company also adopts the Three Lines Model to strengthen governance and risk management across all units, comprising first-line roles, second-line roles, and the internal audit function as the third line, ensuring that operations achieve objectives and risks are managed within acceptable levels.

4. Information & Communication

- The Company emphasizes high-quality information to support internal control. Information systems and databases are capable of accurately, completely, and timely collecting and processing data. The Company maintains modern and continuously developed technology systems to support management decision-making and competitiveness, while considering cost-benefit aspects. Important documents, such as accounting, legal, financial, and significant business records, are systematically stored with strict access controls and appropriate retention periods in compliance with legal requirements.
- The Company prepares key reports for the Board of Directors in advance of meetings, in accordance with legal requirements, to support decision-making. Minutes of Board meetings are prepared with appropriate detail and maintained by the Company Secretary for auditability.
- The Company has established an effective internal communication system, managed by a central communication unit, utilizing multiple channels such as web portals, Microsoft Teams, email, and employee representatives, as well as organization-wide Town Hall meetings, to ensure consistent and comprehensive information dissemination.

- Directors, executives, employees, stakeholders, and external parties may report misconduct or fraud through designated channels under the whistleblowing policy, including email (Whistleblowing@Synnex.co.th, HR (HR@Synnex.co.th, or written communication to the Chief Executive Officer or designated persons. Whistleblowers are protected under the policy.
- The Company communicates with external stakeholders through the Company Secretary, Investor Relations, and complaint centers, and provides channels for inquiries and feedback to the Board.

5. Monitoring Activities

- Management and supervisors establish mechanisms to monitor the effectiveness of internal controls, such as review meetings, and anomaly detection. The internal audit function provides independent and objective assurance to the Board and management on the adequacy and effectiveness of internal control, risk management, and governance systems, along with advisory services. Audit results are reported quarterly to the Audit Committee, which reports to the Board and meets with external auditors regularly.
- In case of significant control deficiencies, management analyzes root causes and assigns responsible parties for prompt corrective actions. The Board has established clear thresholds for issues requiring immediate reporting to the Audit Committee, such as significant financial impact, reputational damage, legal violations, non-compliance with key controls, or potential fraud. Internal audit and relevant units monitor corrective actions until completion.

6. Internal Audit

- The Head of Internal Audit reports directly to the Audit Committee, ensuring independence, objectivity, and adherence to professional standards, while administratively reporting to the Chief Executive Officer. Appointment, removal, or transfer of the Head of Internal Audit requires Audit Committee approval.
- The internal audit function operates under an internal audit charter defining its mission, scope, authority, responsibilities, and practices aligned with international standards. Its primary role is to provide independent assurance and consulting services to enhance organizational value and improve operations, including evaluating internal control, risk management, and governance systems, and advising management on control improvements and risk mitigation.
- In addition to audit activities, the internal audit function handles whistleblowing cases, investigates facts in accordance with relevant policies, and reports to the Audit Committee. It also promotes employee awareness of business ethics and fraud risks through internal communication channels and serves as secretary to the Audit Committee.
- The internal audit function continuously enhances its processes to support the digital era by adopting digitalization and data analytics tools for risk identification and proactive issue detection, enabling timely improvements. Technologies are utilized to support remote work, such as Microsoft Teams and remote system access, ensuring continuity of operations under cybersecurity frameworks.
- The internal audit function maintains audit quality to ensure value creation for stakeholders and sustainable organizational development, in compliance with international internal audit standards.
- Internal audit training and development
 - Continuously monitors trends and developments in the internal audit profession to enhance practices in line with international standards in internal control, risk management, governance, and relevant business practices.
 - Develops competencies based on internal audit capability frameworks, focusing on Data Governance, Cyber Security, Loss Prevention, and Financial Reporting.
 - Encourages professional certifications in internal audit and related fields to enhance expertise and professionalism of audit personnel.

PART 3

Financial Statements

Synnex (Thailand) Public Company Limited and its Subsidiaries

Financial statements for the year ended
31 December 2025
and
Independent Auditor's Report



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Independent Auditor's Report

To the Shareholders of Synnex (Thailand) Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Synnex (Thailand) Public Company Limited and its subsidiaries (the "Group") and of Synnex (Thailand) Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2025, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2025 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). 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 and the Company 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 is 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.



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.

Measurement of expected credit losses on trade accounts receivable	
Refer to notes 3(e) and 5 to the financial statements	
The key audit matter	How the matter was addressed in the audit
The Group distributes products are related to computer equipment, IT system, and communication devices whereas the Group's customer base includes retailers and wholesalers including corporate customers and government projects. The Group measured expected credit losses on trade accounts receivable are based on management's estimate of the lifetime expected credit loss, which is estimated by taking into account the credit history of the Group's customers, the current market environment and customer-specific conditions. I identified the measurement of expected credit losses as a key audit matter because the recognition of expected credit loss requires the exercise of significant management judgement. Therefore, I considered that this is a significant risk and a key area of focus in my audit.	My audit procedures to assess measurement of expected credit losses on trade accounts receivable included the following: • obtaining an understanding of and evaluating the design, implementation and operating effectiveness of key internal controls over the measurement of expected credit losses on trade accounts receivable, including segmentation on trade receivables by risk characteristics; • performing a retrospective assessment of the allowance by comparing past and present estimate data to assess the appropriateness of assumptions used in calculating the expected credit loss; • testing the default data by assessing the categorization in the trade accounts receivable aging report by comparing a sample with the relevant underlying documents, on a sample basis; • considering the adequacy of disclosures in accordance with Thai Financial Reporting Standards.



Valuation of inventories	
Refer to notes 3(f) and 8 to the financial statements	
The key audit matter	How the matter was addressed in the audit
The Group's products are related to computer equipment, IT system, and communication devices, which is subject to rapid changes in consumer demand in response to changing technology trends. The Group has a policy for setting up allowance for decline in value of inventories to reflect the net realisable value of inventories. The measurement of net realisable value of inventories requires significant management's judgment. Therefore, I considered that this is a significant risk and a key area of focus in my audit.	My audit procedures to assess valuation of inventories included: • obtaining an understanding of and evaluating the design, implementation and operating effectiveness of key internal controls over measurement of net realisable value of inventories; • performing a retrospective assessment of the measurement by comparing past experience of the measurement and actual results in order to evaluate the appropriateness of the assumptions made in the current year; • testing the appropriateness of inventories aging, on a sample basis; • considering the adequacy of disclosures in accordance with Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report 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 will 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 identified above when it becomes available 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 and request that the correction be made.

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 TFRSs, 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 and the Company'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 and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company'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 TSAs 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 TSAs, 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 and the Company'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 and the Company'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 and the Company 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities units within the Group as a basis for forming to express an opinion on the group consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes 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.

(Pornthip Rimdusit)
Certified Public Accountant
Registration No. 5565

KPMG Phoomchai Audit Ltd.
Bangkok
24 February 2026

Synnex (Thailand) Public Company Limited and its Subsidiaries
Statement of financial position

Assets	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December	31 December	31 December	31 December
(in Baht)					
		2025	2024	2025	2024
Current assets					
Cash and cash equivalents		90,000,258	77,885,329	87,957,199	74,987,247
Trade accounts receivable	4, 5	7,026,018,519	6,403,170,021	7,035,654,054	6,412,387,060
Other current receivables	4, 6	1,599,459,991	1,340,690,921	1,587,524,997	1,315,180,931
Short-term loans	7	140,519,444	186,975,982	140,519,444	186,975,982
Inventories	8	4,797,555,190	3,816,462,654	4,781,743,832	3,805,095,051
Prepayment for goods		337,508,274	404,949,694	337,508,274	404,949,694
Other current assets		12,624,190	2,490,714	12,624,190	2,490,714
Total current assets		14,003,685,866	12,232,625,315	13,983,531,990	12,202,066,679
Non-current assets					
Investment in subsidiaries	9	-	-	364,400,000	364,400,000
Investment in associates	10	1,520,260,653	1,383,445,012	1,008,522,998	1,008,522,998
Other non-current financial assets	17	140,106,828	171,836,745	75,756,828	105,836,745
Trade accounts receivable	5	226,872,011	228,698,256	226,872,011	228,698,256
Long-term loans	7	111,465,543	172,819,269	111,465,543	172,819,269
Property, plant and equipment	11	362,502,000	315,106,711	361,374,614	314,070,779
Right-of-use assets		14,846,438	23,117,449	11,921,857	16,948,485
Intangible assets		29,549,701	31,653,134	23,207,202	23,503,074
Deferred tax assets	15	81,084,372	73,032,089	78,922,140	69,365,026
Other non-current assets		10,696,966	13,058,798	7,734,804	11,997,963
Total non-current assets		2,497,384,512	2,412,767,463	2,270,177,997	2,316,162,595
Total assets		16,501,070,378	14,645,392,778	16,253,709,987	14,518,229,274

The accompanying notes form an integral part of the financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Statement of financial position

Liabilities and equity	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2025	2024	2025	2024
		(in Baht)			
Current liabilities					
Bank overdrafts and short-term borrowings					
from financial institutions	12	7,262,178,575	6,900,766,626	7,262,178,575	6,900,766,626
Short-term borrowing from related parties	4, 12	-	-	223,500,000	234,000,000
Trade accounts payable	4	3,276,785,524	1,911,717,197	3,270,988,223	1,903,703,743
Other current payables	4	409,221,356	389,175,363	410,956,874	375,851,627
Current portion of long-term borrowings					
from financial institutions	12	87,729,306	219,330,694	87,729,306	219,330,694
Current portion of lease liabilities	12	6,451,222	9,264,229	4,344,098	5,522,271
Accrued expenses	4	456,388,924	414,574,709	444,519,388	397,590,165
Other current liabilities		6,429,402	7,528,005	6,429,402	7,528,005
Total current liabilities		11,505,184,309	9,852,356,823	11,710,645,866	10,044,293,131
Non-current liabilities					
Long-term borrowings from financial institutions	12	65,796,979	238,408,715	65,796,979	238,408,715
Lease liabilities	12	8,764,043	14,191,294	7,859,001	11,661,288
Deferred tax liabilities	15	5,742,000	6,072,000	-	-
Non-current provisions for employee benefits		48,512,605	43,346,246	44,043,892	38,849,653
Other non-current liabilities		44,322,890	40,028,810	44,227,946	39,933,866
Total non-current liabilities		173,138,517	342,047,065	161,927,818	328,853,522
Total liabilities		11,678,322,826	10,194,403,888	11,872,573,684	10,373,146,653
Equity					
Share capital					
Authorised share capital					
(855,361,206 ordinary shares, par value at Baht 1 per share)		855,361,206	855,361,206	855,361,206	855,361,206
Issued and paid-up share capital					
(847,361,206 ordinary shares, par value at Baht 1 per share)		847,361,206	847,361,206	847,361,206	847,361,206
Share premium					
Share premium on ordinary shares		350,872,541	350,872,541	350,872,541	350,872,541
Share premium on treasury shares		52,835,830	52,835,830	52,835,830	52,835,830
Retained earnings					
Appropriated					
Legal reserve		88,000,000	88,000,000	88,000,000	88,000,000
Unappropriated		3,410,129,818	3,013,172,993	2,990,805,194	2,730,687,578
Other components of equity		69,529,740	94,179,084	51,261,532	75,325,466
Equity attributable to owners of the parent		4,818,729,135	4,446,421,654	4,381,136,303	4,145,082,621
Non-controlling interests		4,018,417	4,567,236	-	-
Total equity		4,822,747,552	4,450,988,890	4,381,136,303	4,145,082,621
Total liabilities and equity		16,501,070,378	14,645,392,778	16,253,709,987	14,518,229,274

The accompanying notes form an integral part of the financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Statement of comprehensive income

		Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
	Note	2025	2024	2025	2024
		(in Baht)			
Income from operations					
Revenue from sales of goods	4	47,301,829,573	41,802,062,730	47,275,505,586	41,776,685,980
Revenue from rendering of services	4	91,039,970	101,542,878	14,697,669	20,296,336
Total income		47,392,869,543	41,903,605,608	47,290,203,255	41,796,982,316
Operating costs					
Costs of sales of goods	4, 8	45,532,687,778	40,124,548,580	45,526,092,813	40,118,179,253
Costs of rendering of services	4	79,052,263	86,833,758	8,200,835	14,051,640
Total costs	14	45,611,740,041	40,211,382,338	45,534,293,648	40,132,230,893
Gross profit		1,781,129,502	1,692,223,270	1,755,909,607	1,664,751,423
Gain on exchange rate		121,058,244	97,970,074	120,859,099	98,047,788
Other income	4	79,217,208	87,178,969	99,368,937	103,453,513
Profit before expenses		1,981,404,954	1,877,372,313	1,976,137,643	1,866,252,724
Distribution costs	14	579,905,596	517,297,789	578,625,991	515,697,530
Administrative expenses	4, 14	458,029,618	498,362,823	443,747,844	487,040,627
Loss (gain) on fair value adjustment in other financial assets and other financial liabilities		6,767,550	(18,878,310)	6,767,550	(18,878,310)
Finance costs	4	152,799,826	184,888,302	156,723,429	189,099,610
Total expenses		1,197,502,590	1,181,670,604	1,185,864,814	1,172,959,457
Share of profit of associates accounted for using equity method	10	142,807,089	56,839,226	-	-
Profit before income tax expense		926,709,453	752,540,935	790,272,829	693,293,267
Tax expense	15	(157,471,933)	(125,705,627)	(157,325,699)	(124,790,721)
Profit for the year		769,237,520	626,835,308	632,947,130	568,502,546
Other comprehensive income (expense)					
<i>Items that will be reclassified subsequently to profit or loss</i>					
Share of other comprehensive income of associate accounted for using equity method		1,920,159	(866,927)	-	-
Income tax relating to items that will be reclassified subsequently to profit or loss	15	(1,326,496)	173,385	-	-
Total items that will be reclassified subsequently to profit or loss		593,663	(693,542)	-	-
<i>Items that will not be reclassified subsequently to profit or loss</i>					
Gain (loss) on investments in equity instruments designated at FVOCI		(31,729,917)	55,983,633	(30,079,917)	25,623,633
Gain on remeasurements of defined benefit plans		-	8,497,502	-	9,353,200
Share of other comprehensive income of associate accounted for using equity method		173,029	(815,523)	-	-
Income tax relating to items that will not be reclassified subsequently to profit or loss	15	6,313,881	(12,733,122)	6,015,983	(6,995,367)
Total items that will not be reclassified subsequently to profit or loss		(25,243,007)	50,932,490	(24,063,934)	27,981,466
Other comprehensive income (expense) for the year, net of tax		(24,649,344)	50,238,948	(24,063,934)	27,981,466
Total comprehensive income for the year		744,588,176	677,074,256	608,883,196	596,484,012
Profit (loss) attributable to:					
Owners of parent		769,786,339	627,720,634	632,947,130	568,502,546
Non-controlling interests		(548,819)	(885,326)	-	-
Profit for the year		769,237,520	626,835,308	632,947,130	568,502,546
Total comprehensive income (expense) attributable to:					
Owners of parent		745,136,995	677,959,582	608,883,196	596,484,012
Non-controlling interests		(548,819)	(885,326)	-	-
Total comprehensive income for the year		744,588,176	677,074,256	608,883,196	596,484,012
Basic earnings per share (in Baht)		0.91	0.74	0.75	0.67

The accompanying notes form an integral part of the financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Statement of changes in equity

	Consolidated financial statements							
	Retained earnings				Other components of equity			
	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	Unappropriated	Fair value reserve (in Baht)	Share of other comprehensive income of associate using equity method	Total other components of equity
Note								Equity attributable to owners of the parent
								Non-controlling interests
								Total equity
Year ended 31 December 2024								
Balance at 1 January 2024	847,361,206	350,872,541	52,835,830	88,000,000	2,683,652,744	54,826,560	(4,088,422)	50,738,138
								4,073,460,459
								5,452,562
								4,078,913,021
Transaction with owners, recorded directly in equity								
<i>Distribution to owners of the parent</i>								
Dividends	-	-	-	-	(304,998,387)	-	-	(304,998,387)
Total distribution to owners of the parent	-	-	-	-	(304,998,387)	-	-	(304,998,387)
Comprehensive income for the year								
Profit or loss	-	-	-	-	627,720,634	-	-	627,720,634
Other comprehensive income	-	-	-	-	6,798,002	44,786,906	(1,345,960)	50,238,948
Total comprehensive income for the year	-	-	-	-	634,518,636	44,786,906	(1,345,960)	677,959,582
Balance at 31 December 2024	847,361,206	350,872,541	52,835,830	88,000,000	3,013,172,993	99,613,466	(5,434,382)	94,179,094
								4,446,421,654
								4,567,236
								4,450,988,890

The accompanying notes form an integral part of the financial statements.

Statement of changes in equity

	Consolidated financial statements									
	Retained earnings					Other components of equity				
	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	Unappropriated	Fair value reserve (in Baht)	Share of other comprehensive income of associate using equity method	Total other components of equity	Equity attributable to owners of the parent	Non-controlling interests
Year ended 31 December 2025	847,361,206	350,872,541	52,835,830	88,000,000	3,013,172,993	99,613,466	(5,434,382)	94,179,084	4,446,421,654	4,567,236
Balance at 1 January 2025										4,450,988,890
Transaction with owners, recorded directly in equity										
<i>Distribution to owners of the parent</i>										
Dividends	-	-	-	-	(372,829,514)	-	-	-	(372,829,514)	-
Total distribution to owners of the parent	-	-	-	-	(372,829,514)	-	-	-	(372,829,514)	-
Comprehensive income for the year										
Profit or loss	-	-	-	-	769,786,339	-	-	-	769,786,339	(548,819)
Other comprehensive income	-	-	-	-	-	(25,383,934)	734,590	(24,649,344)	(24,649,344)	-
Total comprehensive income for the year	-	-	-	-	769,786,339	(25,383,934)	734,590	(24,649,344)	745,136,995	(548,819)
Balance at 31 December 2025	847,361,206	350,872,541	52,835,830	88,000,000	3,410,129,818	74,229,532	(4,699,792)	69,529,740	4,818,729,135	4,018,417
										4,822,747,552

The accompanying notes form an integral part of the financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Statement of changes in equity

Separate financial statements								
		Retained earnings				Other components of equity		
		Share premium on ordinary shares	Share premium on treasury shares	Legal reserve (in Baht)	Unappropriated	Fair value reserve	Total equity	
Year ended 31 December 2024								
Balance at 1 January 2024		847,361,206	350,872,541	52,835,830	88,000,000	2,459,700,859	54,826,560	3,853,596,996
Transaction with owners, recorded directly in equity								
Distribution to owners of the parent								
Dividends	16	-	-	-	-	(304,998,387)	-	(304,998,387)
Total distribution to owners of the parent		-	-	-	-	(304,998,387)	-	(304,998,387)
Comprehensive income for the year								
Profit		-	-	-	-	568,502,546	-	568,502,546
Other comprehensive income		-	-	-	-	7,482,560	20,498,906	27,981,466
Total comprehensive income for the year		-	-	-	-	575,985,106	20,498,906	596,484,012
Balance at 31 December 2024		847,361,206	350,872,541	52,835,830	88,000,000	2,730,687,578	75,325,466	4,145,082,621

The accompanying notes form an integral part of the financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Statement of changes in equity

Separate financial statements							
Retained earnings				Other components of equity			
		Share premium on ordinary shares	Share premium on treasury shares	Legal reserve (in Baht)	Unappropriated	Fair value reserve	Total equity
Year ended 31 December 2025							

The accompanying notes form an integral part of the financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Statement of cash flows

		Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
	Note	2025	2024	2025	2024
		(in Baht)			
Cash flows from operating activities					
Profit for the year		769,237,520	626,835,308	632,947,130	568,502,546
<i>Adjustments to reconcile profit to cash receipts (payments)</i>					
Tax expense		157,471,933	125,705,627	157,325,699	124,790,721
Finance costs		152,799,826	184,888,302	156,723,429	189,099,610
Depreciation and amortisation		50,207,639	53,298,517	43,826,977	47,712,270
Provisions for employee benefits		5,741,027	4,702,066	5,194,239	4,380,439
Unrealised gain on foreign exchange		(16,538,206)	(5,764,480)	(16,538,206)	(5,764,480)
(Gain) loss on fair value adjustment in other financial assets and other financial liabilities		6,767,550	(18,878,310)	6,767,550	(18,878,310)
Share of profit of associates accounted for using equity method, net of tax	10	(142,807,089)	(56,839,226)	-	-
Expected credit loss	5, 7	19,592,252	67,203,328	19,595,252	67,203,328
(Reversal of) loss on inventories devaluation	8	7,985,429	(36,352,139)	7,985,429	(36,352,139)
Impairment loss of assets		-	5,616,268	-	5,616,268
Cost of donated goods		-	34,434,420	-	34,434,420
Loss on disposal and written-off of plant and equipment		224,601	75,505	224,601	75,505
Interest income		(25,799,933)	(20,885,858)	(25,689,279)	(20,773,592)
Dividend income	10	(7,899,199)	(6,319,249)	(12,243,836)	(3,899,249)
		976,983,350	957,720,079	976,118,985	956,147,337
Changes in operating assets and liabilities					
Trade accounts receivable		(621,906,487)	(504,925,997)	(622,327,984)	(513,672,887)
Other current receivables		(272,432,090)	(59,659,886)	(283,791,674)	(56,570,564)
Inventories		(921,636,545)	(247,737,224)	(917,192,790)	(239,871,141)
Other current assets		(10,133,476)	(1,973,049)	(10,133,476)	(1,973,049)
Trade accounts payable		1,375,579,656	(604,455,132)	1,377,795,809	(604,956,938)
Other current payables		545,456	63,764,676	15,604,710	46,320,877
Accrued expenses		44,531,956	(41,842,435)	49,646,962	(44,232,410)
Non-current provisions for employee benefits paid		(574,668)	(5,110,720)	-	(5,110,720)
Net cash from (used in) operations		570,957,152	(444,219,688)	585,720,542	(463,919,495)
Taxes paid		(147,421,265)	(145,474,952)	(147,735,348)	(144,445,115)
Net cash from (used in) operating activities		423,535,887	(589,694,640)	437,985,194	(608,364,610)
Cash flows from investing activities					
Acquisition of other equity securities	17	-	(35,640,000)	-	-
Proceeds from sale of plant and equipment		406,487	2,011,017	406,487	2,011,017
Acquisition of property, plant and equipment		(68,195,946)	(13,235,463)	(67,341,474)	(12,910,475)
Acquisition of intangible assets		(2,497,538)	(1,033,362)	(2,497,538)	(1,033,362)
Proceeds from loans receivable	7	294,224,216	194,678,069	294,224,216	194,678,069
Payments for loans receivable	7	(203,148,136)	(220,299,650)	(203,148,136)	(220,299,650)
Dividends received	10	15,983,835	6,319,249	12,243,836	3,899,249
Interest received		26,315,060	15,106,828	26,204,406	14,994,562
Net cash from (used in) investing activities		63,087,978	(52,093,312)	60,091,797	(18,660,590)

The accompanying notes form an integral part of the financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Statement of cash flows

	<i>Note</i>	Consolidated financial statements		Separate financial statements	
		Year ended 31 December		Year ended 31 December	
		2025	2024	2025	2024
<i>(in Baht)</i>					
<i>Cash flows from financing activities</i>					
Net cash receipt from short-term borrowings					
from financial institutions		361,411,949	1,307,617,081	361,411,949	1,308,365,813
Repayment of long-term borrowings from financial institutions		(298,110,000)	(224,920,000)	(298,110,000)	(224,920,000)
Proceeds from short-term borrowings from related parties		-	-	87,000,000	-
Repayment of short-term borrowings from related parties		-	-	(97,500,000)	(13,000,000)
Payment of lease liabilities		(10,021,397)	(9,387,919)	(6,062,656)	(6,355,683)
Dividends paid to owners of the Company	16	(372,829,514)	(304,998,387)	(372,829,514)	(304,998,387)
Interest paid		(154,974,053)	(186,003,922)	(159,030,897)	(191,147,562)
Net cash from (used in) financing activities		<u>(474,523,015)</u>	<u>582,306,853</u>	<u>(485,121,118)</u>	<u>567,944,181</u>
Net increase (decrease) in cash and cash equivalents,					
before effect of exchange rate changes		12,100,850	(59,481,099)	12,955,873	(59,081,019)
Effect of exchange rate changes on cash and cash equivalents		<u>14,079</u>	<u>113,896</u>	<u>14,079</u>	<u>113,896</u>
Net increase (decrease) in cash and cash equivalents		<u>12,114,929</u>	<u>(59,367,203)</u>	<u>12,969,952</u>	<u>(58,967,123)</u>
Cash and cash equivalents at 1 January		<u>77,885,329</u>	<u>137,252,532</u>	<u>74,987,247</u>	<u>133,954,370</u>
Cash and cash equivalents at 31 December		<u><u>90,000,258</u></u>	<u><u>77,885,329</u></u>	<u><u>87,957,199</u></u>	<u><u>74,987,247</u></u>
<i>Non-cash transaction</i>					
Account payables from purchase of assets		15,928,464	-	15,928,464	-

The accompanying notes form an integral part of the financial statements.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

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Synnex (Thailand) Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 24 February 2026.

1 General information

Synnex (Thailand) Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand on 16 June 2008. The Company’s registered office at 433 Sukontasawat Road, Lardprao, Lardprao, Bangkok, Thailand.

The Company’s major shareholders during the financial year were T.K.S. Technologies Public Company Limited (38.51% shareholding) and Synnex Technology International Corporation (40.00% shareholding) which are incorporated in Thailand and The Republic of China (Taiwan), respectively.

The principal activities of the Group are engaged in the distribution of computers, IT system, games and communication devices, other relevant services, and retail sale of second-hand electronic devices. Details of the Company’s subsidiaries and associates as at 31 December 2025 and 2024 are given in notes 9 and 10, respectively.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies, described in note 3, have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in note 3 are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Material accounting policies

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interests in associates. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

The Group has significant influence over an investee. The Group recognised investments in associates using the equity method in the consolidated financial statements, until the date on which significant influence ceases. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group’s dividend income and share of the profit or loss and other comprehensive income of equity-accounted investees.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Notes to the financial statements
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Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation. Unrealised gains arising from transactions with associates are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Investments in subsidiaries and associates

Investments in subsidiaries and associates in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Company's right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

(c) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date. Foreign currency differences are generally recognised in profit or loss.

(d) Financial instruments

(d.1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivable (see note 3(e)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Equity investments measured at FVOCI are subsequently measured at fair value. Dividend income is recognised as income in profit or loss on the date on which the Group's right to receive payment is established, unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

(d.2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(d.3) Derivatives

Derivative are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

(d.4) Impairment of financial assets other than trade accounts receivable

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to takes action such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

(d.5) Write offs

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

Synnex (Thailand) Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

(e) Trade accounts receivable

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Group has no reasonable expectations of recovering.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. 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.

(f) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle.

(g) Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes capitalised borrowing costs, and the costs of dismantling and removing the items and restoring the site on which they are located.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land, construction in progress and machinery and equipment under installation.

The estimated useful lives are as follows:

Buildings	20 years
Machinery and equipment	5 - 10 years
Computer	3 - 5 years
Furniture, fixtures and office equipment	3 - 5 years
Vehicles	5 years
Leasehold improvement	5 - 20 years

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Notes to the financial statements
For the year ended 31 December 2025

(h) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount, unless it reverses a previous revaluation credited to equity, in which case it is charged to equity. The recoverable amount is assessed from 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.

An impairment loss of asset recognised in prior periods 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 depreciation or amortisation, if no impairment loss had been recognised.

(i) Employee benefits

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

(j) Provisions

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

(k) 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 market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

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Notes to the financial statements

For the year ended 31 December 2025

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. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

(l) Revenue

(1) Revenue recognition

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax or other sales taxes and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers.

Revenue for rendering of services is recognised over time as the services are provided. The related costs are recognised in profit or loss when they are incurred.

(2) Contract balances

Contract assets are recognised when the Group has recognised revenue before it has an unconditional right to receive consideration. The contract assets are measured at the amount of consideration that the Group 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.

Contract liabilities including advances received from customers are the obligation to transfer goods or services to the customer. The contract liabilities including advances received from customers are recognised when the Group receives or has an unconditional right to receive non-refundable consideration from the customer before the Group recognises the related revenue.

(m) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

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Notes to the financial statements

For the year ended 31 December 2025

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

4 Related parties

Relationship with subsidiaries and associates are described in notes 9 and 10. Other related parties which the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation/ nationality	Nature of relationships
T.K.S. Technologies Public Company Limited	Thailand	Major shareholder, 38.51% shareholding
Synnex Technology International Corporation	Taiwan	Major shareholder, 40.00% shareholding
Siampress Co., Ltd.	Thailand	Mutual shareholding and directors
Go Five Co., Ltd.	Thailand	Mutual shareholding and directors
Synnex Global Ltd.	British Virgin Islands	A subsidiary of Synnex Technology International Corporation
Key management personnel	Thai, Taiwan	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Group.

<i>Significant transactions with related parties</i> <i>Year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Subsidiaries				
Sales of goods or rendering of services	-	-	25,019	27,423
Purchases of goods or receiving of services	-	-	16,641	18,964
Other income	-	-	17,467	19,543
Technical assistance and other service expenses	-	-	8,922	9,360
Interest expenses	-	-	4,057	4,516
Associates				
Sales of goods or rendering of services	1,124	1,781	1,124	1,455
Purchases of goods or receiving of services	-	380	-	380
Dividend income	-	-	8,084	-
Technical assistance and other service expenses	1,080	90	1,080	90
Key management personnel				
Key management personnel compensation				
Short-term employee benefits	36,182	38,857	36,182	38,857

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For the year ended 31 December 2025

<i>Significant transactions with related parties</i> <i>Year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Other related parties				
Sales of goods or rendering of services	12,237	5,193	10,973	3,730
Purchases of goods or receiving of services	161,184	194,800	161,184	194,800
Other income	9	77	9	77
Technical assistance and other service expenses	7,668	6,193	7,668	5,838
Warehouse management expense	8,785	6,056	8,056	6,056
 <i>Balances with related parties</i> <i>At 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Trade accounts receivable				
Subsidiaries	-	-	14,159	16,078
Associate	863	1,178	863	1,178
Other related parties	247	387	135	303
Total	1,110	1,565	15,157	17,559
 <i>Other current receivables</i>				
Subsidiary	-	-	773	204
Total	-	-	773	204
 <i>Trade accounts payable</i>				
Subsidiary	-	-	-	2,305
Other related parties	28,488	18,151	28,488	18,151
Total	28,488	18,151	28,488	20,456
 <i>Other current payables</i>				
Subsidiaries	-	-	2,168	4,744
Associate	299	-	299	-
Other related parties	1,745	1,988	1,732	1,965
Total	2,044	1,988	4,199	6,709
 <i>Accrued expenses</i>				
Subsidiaries	-	-	636	643
Associate	90	-	90	-
Other related parties	513	332	513	332
Total	603	332	1,239	975
 <i>Loans from</i>				
Subsidiaries	-	-	223,500	234,000
Total	-	-	223,500	234,000

Synnex (Thailand) Public Company Limited and its Subsidiaries
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For the year ended 31 December 2025

Significant agreements with related parties

Trademark license agreement

On 11 December 2007, the Company entered into “Trademark Licensing Agreement” with Synnex Global Ltd. which became effective from the year 2008 onwards. The Company would be able to use the trademark without incurring any expenses when the Synnex group holds at least 20% of the Company’s total paid-up registered share capital and without any written intention for the Company to cease the usage of the trademark from the Synnex group.

Management agreement

The Company has entered into agreements to provide management services to subsidiary. The agreement rate is monthly specified with a services fee of Baht 1.2 million per month. The contract period is 12 months commencing from 1 January 2025 to 31 December 2025. Subsequently, on 2 February 2026, the Company has renewed the agreement for 1 year.

Building rental agreement and other services

The Company has entered into agreements to provide building rental and other services to subsidiary. The agreement rate is annually specified with a rental and other services fee of Baht 5.02 million per year. The contract period is 12 months commencing from 1 January 2025 to 31 December 2025.

Memorandum of agreement for warehouse management and transport and delivery of goods

The Company entered into a memorandum of agreement for warehouse management and delivery of goods with Siampress Co., Ltd. for the period of 3 years commencing from 1 April 2024 to 31 March 2027. The Company has to monthly pay the service fees calculated at the rates of 2.00% - 3.00% of sales price excluding value added tax.

Short-term loan agreements

In 2025, the Company enter into short-term loan agreements with subsidiaries amounted to Baht 223.50 million. The loans bear interest rate at 1.70 per annum and due on demand (2024: Baht 234.00 million. Interest rate at 2.35% per annum).

Synnex (Thailand) Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

5 Trade accounts receivable

At 31 December	Note	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
		(in thousand Baht)			
Related parties					
Within credit terms		1,094	1,565	7,259	17,559
Overdue:					
Less than 1 month		16	-	2,275	-
1 - 2 months		-	-	2,539	-
2 - 3 months		-	-	3,084	-
	4	<u>1,110</u>	<u>1,565</u>	<u>15,157</u>	<u>17,559</u>
Other parties					
Within credit terms		5,593,293	5,122,902	5,591,013	5,118,263
Overdue:					
Less than 1 month		1,122,095	996,065	1,120,538	994,019
1 - 2 months		255,271	185,647	255,257	185,577
2 - 3 months		54,220	54,497	54,220	54,474
3 - 4 months		7,504	13,908	7,504	13,907
4 - 6 months		8,592	10,674	8,032	10,674
6 - 9 months		15,947	19,693	15,947	19,693
9 - 12 months		29,340	27,639	29,339	27,639
Over 12 months		435,325	502,906	429,636	495,956
		<u>7,521,587</u>	<u>6,933,931</u>	<u>7,511,486</u>	<u>6,920,202</u>
Less allowance for expected credit loss		<u>(269,806)</u>	<u>(303,628)</u>	<u>(264,117)</u>	<u>(296,676)</u>
		<u>7,251,781</u>	<u>6,630,303</u>	<u>7,247,369</u>	<u>6,623,526</u>
Net		<u>7,252,891</u>	<u>6,631,868</u>	<u>7,262,526</u>	<u>6,641,085</u>

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<i>(in thousand Baht)</i>				
<i>Allowance for expected credit loss</i>				
At 1 January	303,628	252,511	296,676	245,559
Addition	27,992	93,230	27,992	93,230
Reversal	(27,198)	(29,511)	(27,195)	(29,511)
Write-off	(34,616)	(12,602)	(33,356)	(12,602)
At 31 December	<u>269,806</u>	<u>303,628</u>	<u>264,117</u>	<u>296,676</u>

<i>At 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<i>(in thousand Baht)</i>				
Current	7,026,019	6,403,170	7,035,654	6,412,387
Non-current	226,872	228,698	226,872	228,698
Total	<u>7,252,891</u>	<u>6,631,868</u>	<u>7,262,526</u>	<u>6,641,085</u>

Synnex (Thailand) Public Company Limited and its Subsidiaries
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For the year ended 31 December 2025

6 Other current receivables

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Accrued income	944,126	789,672	937,335	774,162
Refundable value added tax	585,183	458,616	583,532	456,101
Undue Input Vat	33,118	25,621	33,046	25,599
Prepaid expenses	19,870	33,566	19,102	33,305
Withholding tax refund	6,712	20,157	4,720	17,851
Others	10,451	13,059	9,790	8,163
Total	1,599,460	1,340,691	1,587,525	1,315,181

7 Loans receivable

	Interest rate		Consolidated/Separate financial statements	
	2025	2024	2025	2024
	<i>(% per annum)</i>		<i>(in thousand Baht)</i>	
Others	2.0 – 7.0	2.0 - 7.0	272,203	363,279
Less allowance for expected credit loss			(20,218)	(3,484)
Net			251,985	359,795
Current			140,519	186,976
Non-current			111,466	172,819
Total			251,985	359,795

Movements during the year ended 31 December of loans receivable were as follows:

	Consolidated/Separate financial statements	
	2025	2024
	<i>(in thousand Baht)</i>	
At 1 January	363,279	337,658
Increase	203,148	220,299
Decrease	(294,224)	(194,678)
At 31 December	272,203	363,279

Synnex (Thailand) Public Company Limited and its Subsidiaries
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8 Inventories

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Finished goods	4,606,713	3,581,913	4,606,275	3,581,892
Goods in transit	212,459	261,472	212,459	261,472
Spare parts	77,064	63,774	61,691	52,427
Total	4,896,236	3,907,159	4,880,425	3,895,791
Less allowance for decline in value	(98,681)	(90,696)	(98,681)	(90,696)
Net	4,797,555	3,816,463	4,781,744	3,805,095
Inventories recognised in ‘cost of sale of goods’:				
- Cost	45,524,703	40,160,902	45,518,108	40,154,532
- (Reversal of) write-down to net realisable value	7,985	(36,353)	7,985	(36,353)
Net	45,532,688	40,124,549	45,526,093	40,118,179

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9 Investment in subsidiaries

	Type of business	Ownership Interest 2025	2024 (%)	Paid-up capital				Separate financial statements			
				2025		2024		Cost		At cost - net	
				2025	2024	2025	2024	2025	2024	2025	2024
				(in thousand Baht)							
Subsidiaries											
Service Point Co., Ltd.	Training service, repair and maintenance service of computer system, and selling computer accessories	99.99	99.99	115,000	115,000	109,400	109,400	109,400	109,400	109,400	109,400
Infinite Partners Co., Ltd.	Holding company	99.99	99.99	255,000	255,000	255,000	255,000	255,000	255,000	255,000	255,000
Indirect subsidiary held through Infinite Partners Co., Ltd.											
SWOPMART Co., Ltd.	Retail sale of second-hand electronic devices	60.00	60.00	50,000	50,000	-	-	-	-	-	-
Total				364,400	364,400	364,400	364,400	364,400	364,400	364,400	364,400

The subsidiaries are incorporated and operate in Thailand. The Company has no dividend income from subsidiaries (2024: no dividend income from subsidiaries)

Synnex (Thailand) Public Company Limited and its Subsidiaries
Notes to the financial statements
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10 Investments in associates

	Type of business	Ownership interest 2025	2024 %	Consolidate financial statements		Separate financial statements			
				Equity method 2025	2024	Cost 2025 (in thousand Baht)	2024	Cost - net 2025	2024
<i>Associate</i>									
Next Capital Public Company Limited	Hire purchasing motorcycle	26.98	26.98	1,462,188	1,326,509	1,008,523	1,008,523	1,008,523	1,008,523
<i>Indirect associate held through Infinit Partners Co., Ltd.</i>									
Cybertron Co., Ltd.	Offers a full domain of Managed Security Services (MSS)	25.00	25.00	58,073	56,936	-	-	-	-
Total				<u>1,520,261</u>	<u>1,383,445</u>	<u>1,008,523</u>	<u>1,008,523</u>	<u>1,008,523</u>	<u>1,008,523</u>

All associates were incorporated and operate in Thailand.

Next Capital Public Company Limited which is listed on the Stock Exchange of Thailand. Based on the fair value measurement of the Group's investment by closing price as at 31 December 2025 was Baht 1,085.24 million (2024: Baht 531.69 million).

Synnex (Thailand) Public Company Limited and its Subsidiaries
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Material associate

The following table summaries the financial information of the material associate as included in their own financial statements, adjusted for fair value adjustments at acquisition and differences in accounting policies. The table also reconciles the summarized financial information to the carrying amount of the Group's interest in this company.

	Next Capital Public Company Limited	
	2025	2024
	<i>(in thousand Baht)</i>	
Revenue	2,156,304	2,016,043
Profit from continuing operations	539,322	208,335
Other comprehensive income	6,208	(4,981)
Total comprehensive income (100%)	545,530	203,354
Group's share of total comprehensive income	147,184	54,865
Dividend income from associate for the year	8,084	-
Current assets	5,110,448	4,522,357
Non-current assets	5,814,588	5,712,013
Current liabilities	(3,569,705)	(2,399,957)
Non-current liabilities	(2,055,309)	(3,037,278)
Net assets (100%)	5,300,022	4,797,135
Group's share of net assets	1,429,946	1,294,267
Goodwill	32,242	32,242
Carrying amount of interest in associate	1,462,188	1,326,509

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11 Property, plant and equipment

Consolidated financial statements

	Land	Buildings	Machinery and equipment	Computer	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Leasehold improvement	Construction in progress and machinery and equipment under installation	Total
Cost									
At 1 January 2024	169,372	431,361	156,628	159,085	48,663	13,239	15,184	639	994,171
Additions	-	768	786	6,424	833	1,641	88	2,695	13,235
Disposals	-	-	-	(3,795)	(362)	(800)	-	-	(4,957)
Transfers	-	1,496	18	1,046	-	-	-	(2,560)	-
At 31 December 2024 and 1 January 2025	169,372	433,625	157,432	162,760	49,134	14,080	15,272	774	1,002,449
Additions	-	11,472	1,915	12,511	2,884	3,400	349	51,593	84,124
Disposals/write-off	-	(3,746)	(2,503)	(4,316)	(690)	-	(123)	(494)	(11,872)
Transfers	-	872	21,095	1,354	-	-	-	(23,321)	-
Transfers to intangible assets	-	-	-	-	-	-	-	(2,230)	(2,230)
At 31 December 2025	169,372	442,223	177,939	172,309	51,328	17,480	15,498	26,322	1,072,471

Synnex (Thailand) Public Company Limited and its Subsidiaries
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Consolidated financial statements

	Land	Buildings	Machinery and equipment	Computer	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Leasehold improvement	Construction in progress and machinery and equipment under installation	Total
<i>Accumulated depreciation</i>									
At 1 January 2024	-	295,200	150,351	137,548	43,067	12,647	13,676	-	652,489
Depreciation charge for the year	-	18,574	2,001	14,089	1,599	999	461	-	37,723
Disposals	-	-	-	(1,915)	(155)	(800)	-	-	(2,870)
At 31 December 2024 and 1 January 2025	-	313,774	152,352	149,722	44,511	12,846	14,137	-	687,342
Depreciation charge for the year	-	19,252	1,956	9,707	1,675	919	359	-	33,868
Disposals	-	(3,746)	(2,503)	(4,291)	(578)	-	(123)	-	(11,241)
At 31 December 2025	-	329,280	151,805	155,138	45,608	13,765	14,373	-	709,969
<i>Net book value</i>									
At 31 December 2024	169,372	119,851	5,080	13,038	4,623	1,234	1,135	774	315,107
At 31 December 2025	169,372	112,943	26,134	17,171	5,720	3,715	1,125	26,322	362,502

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Separate financial statements

	Land	Buildings	Machinery and equipment	Computer	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Leasehold improvement	Construction in progress and machinery and equipment under installation	Total
Cost									
At 1 January 2024	169,372	431,361	154,180	148,654	47,538	13,239	8,912	639	973,895
Additions	-	768	569	6,404	833	1,641	-	2,695	12,910
Disposals	-	-	-	(3,795)	(362)	(800)	-	-	(4,957)
Transfers	-	1,496	18	1,046	-	-	-	(2,560)	-
At 31 December 2024 and 1 January 2025	169,372	433,625	154,767	152,309	48,009	14,080	8,912	774	981,848
Additions	-	11,472	1,863	11,745	2,861	3,400	336	51,593	83,270
Disposals/write-off	-	(3,746)	(2,503)	(4,316)	(690)	-	(123)	(494)	(11,872)
Transfers	-	872	21,095	1,354	-	-	-	(23,321)	-
Transfers to intangible assets	-	-	-	-	-	-	-	(2,230)	(2,230)
At 31 December 2025	169,372	442,223	175,222	161,092	50,180	17,480	9,125	26,322	1,051,016

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Separate financial statements

	Land	Buildings	Machinery and equipment	Computer	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Leasehold improvement	Construction in progress and machinery and equipment under installation	Total
<i>Accumulated depreciation</i>									
At 1 January 2024	-	295,200	148,081	128,128	41,992	12,647	7,822	-	633,870
Depreciation charge for the year	-	18,574	1,899	13,427	1,574	999	304	-	36,777
Disposals	-	-	-	(1,915)	(155)	(800)	-	-	(2,870)
At 31 December 2024 and 1 January 2025	-	313,774	149,980	139,640	43,411	12,846	8,126	-	667,777
Depreciation charge for the year	-	19,252	1,812	9,263	1,659	919	200	-	33,105
Disposals	-	(3,746)	(2,503)	(4,291)	(578)	-	(123)	-	(11,241)
At 31 December 2025	-	329,280	149,289	144,612	44,492	13,765	8,203	-	689,641
<i>Net book value</i>									
At 31 December 2024	169,372	119,851	4,787	12,669	4,598	1,234	786	774	314,071
At 31 December 2025	169,372	112,943	25,933	16,480	5,688	3,715	922	26,322	361,375

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12 Interest-bearing liabilities

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Unsecured	Unsecured	Unsecured	Unsecured
		(in thousand Baht)		
Bank overdrafts	2	1,578	2	1,578
Short-term loans from financial institutions	7,262,177	6,899,189	7,262,177	6,899,189
Short-term loans from related parties	-	-	223,500	234,000
Long-term loans from financial institutions	153,526	457,739	153,526	457,739
Lease liabilities	15,215	23,456	12,203	17,184
Total interest-bearing liabilities	7,430,920	7,381,962	7,651,408	7,609,690

As at 31 December 2025, the Group and the Company had unutilised credit facilities totalling Baht 4,185 million and 4,135 million, respectively (2024: Baht 5,218 million and 5,168 million, respectively).

The short-term loans from financial institutions were trust receipts payable and promissory notes with maturity periods ranging from 1 - 6 months, bearing interest rate at 1.37% - 3.10% per annum (2024: 2.25 % - 3.10 % per annum).

In August 2022, the Company entered into a long-term loan agreement with a local financial institution for Baht 500 million bearing interest at the rate of 3.67% per annum. The loan is monthly repayable of Baht 10.41 million for each installment, commencing in August 2022 covering 4 years since the first drawdown date. As at 31 December 2025, the Company has fully repaid the remaining amount. (2024: the Company had long-term loans from financial institution amounting to Baht 198.11 million)

In September 2022, the Company entered into a long-term loan agreement with a local financial institution for USD 13.89 million which is equivalent to Baht 500 million, bearing interest at the rate reference USD SOFR NCCR plus 1.40% per annum. The loan is quarterly repayable of Baht 25 million for each installment, commencing in December 2022 covering 5 years. As at 31 December 2025, the Company had long-term loans from financial institution amounting to USD 4.86 million or equivalent to Baht 153.53 million. (2024: USD 7.64 million or equivalent to Baht 259.63 million)

Under the long-term loan agreements of which the significant condition is, the Company is committed to comply with certain terms and restrictions prescribed in the loan agreement such as ; cannot pledge the Company's land and building as collateral (Negative Pledge) and maintain financial ratios as required by the financial institution in the loan agreement. However, on 14 August 2025, the Company entered into an amendment agreement to amend a covenant relating to the Company's working capital to short-term debt ratio as set forth in the Company's loan agreement with a financial institution.

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13 Segment information and disaggregation of revenue

Geographical segments

The Group operates principally in Thailand. There are no revenues derived from, or assets located in, foreign countries.

Timing of revenue recognition

The main portion of revenue of the Group was recognised at the point in time.

Major customer

The Group has no revenue from one customer for the amount over 10% of the Group's total revenue from sales.

14 Expenses by nature

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Purchases of goods		46,549,503	40,057,914	46,542,491	40,051,542
Changes in inventories of finished goods		(1,024,800)	102,987	(1,024,383)	102,989
(Reversal of) loss on decline in value of inventories	8	7,985	(36,353)	7,985	(36,353)
Employee benefit expenses		552,291	489,704	541,547	480,758
Marketing expenses		117,192	101,650	117,190	101,646
Costs of rendering of services		79,052	86,834	8,201	14,052
Transportation expenses		82,642	79,540	82,267	79,336
Expected credit loss	5, 7	19,592	67,203	19,595	67,203
Depreciation and amortisation expenses		50,208	53,299	43,827	47,712
Donation expenses		365	38,702	365	38,702
Others		215,645	185,563	217,582	187,382
Total		46,649,675	41,227,043	46,556,667	41,134,969

15 Income tax

	Consolidated financial statements		Separate financial statements	
<i>Income tax recognised in profit or loss</i>	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Current tax expense				
Current year	166,046	134,429	166,046	134,429
Over provided in prior years	(5,179)	(8,716)	(5,179)	(9,746)
	160,867	125,713	160,867	124,683
Deferred tax expense				
Movements in temporary differences	(3,395)	(7)	(3,541)	108
Total income tax expense	157,472	125,706	157,326	124,791

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	Consolidated financial statements					
	Before tax	2025 Tax (expense) benefit	Net of tax (in thousand Baht)	Before tax	2024 Tax (expense) benefit	Net of tax
Income tax						
<i>Recognised in other comprehensive income</i>						
Share of profit (loss) of associates accounted for using equity method	2,094	(1,359)	735	(1,682)	336	(1,346)
Defined benefit plan actuarial gains	-	-	-	8,497	(1,699)	6,798
Financial assets at FVOCI	(31,730)	6,346	(25,384)	55,984	(11,197)	44,787
Total	(29,636)	4,987	(24,649)	62,799	(12,560)	50,239

	Separate financial statements					
	Before tax	2025 Tax benefit	Net of tax (in thousand Baht)	Before tax	2024 Tax expense	Net of tax
Income tax						
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial gains	-	-	-	9,353	(1,871)	7,482
Financial assets at FVOCI	(30,080)	6,016	(24,064)	25,624	(5,124)	20,500
	(30,080)	6,016	(24,064)	34,977	(6,995)	27,982

Reconciliation of effective tax rate

	Consolidated financial statements			
	2025	2024		
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit before income tax expense		926,709		752,541
Income tax using the Thai corporation tax rate	20	185,342	20	150,508
Income not subject to tax		(3,197)		(1,264)
Share of profit of associates accounted for using equity method		(28,562)		(11,368)
Expenses not deductible for tax purposes		6,464		3,437
Expense not subject to tax		(601)		(6,805)
Current year losses for which no deferred tax asset was recognised		3,706		539
Recognition of previously unrecognised tax losses		(501)		(625)
Over provided in prior years		(5,179)		(8,716)
Total	17	157,472	17	125,706

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Reconciliation of effective tax rate

	Rate (%)	Separate financial statements 2025		2024	
		(in thousand Baht)	Rate (%)	(in thousand Baht)	
Profit before income tax expense		790,273		693,293	
Income tax using the Thai corporation tax rate	20	158,055	20	138,659	
Income not subject to tax		(2,449)		(780)	
Expenses not deductible for tax purposes		7,452		3,423	
Expense not subject to tax		(553)		(6,765)	
Over provided in prior years		(5,179)		(9,746)	
Total	20	157,326	18	124,791	

	Consolidated financial statements			
	Assets		Liabilities	
Deferred tax	2025	2024	2025	2024
At 31 December		(in thousand Baht)		
Total	96,869	97,456	(21,527)	(30,496)
Set off of tax	(15,785)	(24,424)	15,785	24,424
Net deferred tax assets (liabilities)	81,084	73,032	(5,742)	(6,072)

	Separate financial statements			
	Assets		Liabilities	
Deferred tax	2025	2024	2025	2024
At 31 December		(in thousand Baht)		
Total	94,122	93,881	(15,200)	(24,516)
Set off of tax	(15,200)	(24,516)	15,200	24,516
Net deferred tax assets	78,922	69,365	-	-

	Consolidated financial statements (Charged) / Credited to			
	At 1 January	Profit or loss (in thousand Baht)	Other comprehensive income	At 31 December
Deferred tax				
2025				
Deferred tax assets				
Trade accounts receivable	60,725	(6,765)	-	53,960
Other current receivables	-	413	-	413
Loan receivables	697	3,347	-	4,044
Inventories	18,139	1,597	-	19,736
Non-current provisions for employee benefits	8,700	1,148	(32)	9,816
Other derivatives liabilities	4,503	1,353	-	5,856
Lease liabilities	4,692	(1,648)	-	3,044
Total	97,456	(555)	(32)	96,869
Deferred tax liabilities				
Financial assets measured at FVOCI	(23,578)	-	5,019	(18,559)
Right-of-use assets	(6,918)	3,950	-	(2,968)
Total	(30,496)	3,950	5,019	(21,527)
Net	66,960	3,395	4,987	75,342

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For the year ended 31 December 2025

<i>Deferred tax</i>	At 1 January	Consolidated financial statements (Charged) / Credited to		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
2024				
Deferred tax assets				
Trade accounts receivable	50,532	10,193	-	60,725
Loan receivables	-	697	-	697
Inventories	25,410	(7,271)	-	18,139
Non-current provisions for employee benefits	10,318	(22)	(1,596)	8,700
Other derivatives liabilities	8,278	(3,775)	-	4,503
Lease liabilities	3,589	1,103	-	4,692
Total	98,127	925	(1,596)	97,456
Deferred tax liabilities				
Financial assets measured at FVOCI	(12,614)	-	(10,964)	(23,578)
Right-of-use assets	(6,000)	(918)	-	(6,918)
Total	(18,614)	(918)	(10,964)	(30,496)
Net	79,513	7	(12,560)	66,960

<i>Deferred tax</i>	At 1 January	Separate financial statements (Charged) / Credited to		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
2025				
Deferred tax assets				
Trade accounts receivable	59,335	(6,512)	-	52,823
Other current receivables	-	413	-	413
Loan receivables	697	3,347	-	4,044
Inventories	18,139	1,597	-	19,736
Non-current provisions for employee benefits	7,770	1,039	-	8,809
Other derivatives liabilities	4,503	1,353	-	5,856
Lease liabilities	3,437	(996)	-	2,441
Total	93,881	241	-	94,122
Deferred tax liabilities				
Financial assets measured at FVOCI	(18,831)	-	6,016	(12,815)
Right-of-use assets	(5,685)	3,300	-	(2,385)
Total	(24,516)	3,300	6,016	(15,200)
Net	69,365	3,541	6,016	78,922

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<i>Deferred tax</i>	At 1 January	Separate financial statements (Charged) / Credited to		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
2024				
<i>Deferred tax assets</i>				
Trade accounts receivable	49,112	10,223	-	59,335
Loan receivables	-	697	-	697
Inventories	25,410	(7,271)	-	18,139
Non-current provisions for employee benefits	9,786	(145)	(1,871)	7,770
Other derivatives liabilities	8,278	(3,775)	-	4,503
Lease liabilities	3,589	(152)	-	3,437
Total	96,175	(423)	(1,871)	93,881
<i>Deferred tax liabilities</i>				
Financial assets measured at FVOCI	(13,707)	-	(5,124)	(18,831)
Right-of-use assets	(6,000)	315	-	(5,685)
Total	(19,707)	315	(5,124)	(24,516)
Net	76,468	(108)	(6,995)	69,365

<i>Unrecognised deferred tax assets</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
		(in thousand Baht)		
Tax losses	13,103	9,515	-	-

The subsidiaries' tax losses expire in 2029. The deductible temporary differences do not expire under current tax legislation. The group has not recognised these items as deferred tax assets because it is not probable that the group will have sufficient future taxable profit to utilise the benefits therefrom.

16 Dividends

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
2025				
Interim dividend 2025	11 August 2025	September 2025	0.10	84.73
Annual dividend 2024	23 April 2025	May 2025	0.34	288.10
				372.83
2024				
Interim dividend 2024	14 August 2024	September 2024	0.10	84.69
Annual dividend 2023	23 April 2024	May 2024	0.26	220.31
				305.00

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17 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

<i>At 31 December</i>	Consolidated financial statement					
	Carrying amount		Fair amount			Total
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Total (in thousand Baht)	Level 1	Level 2	
2025						
Financial asset						
Investment in equity instruments	-	140,107	140,107	140,107	-	140,107
Financial liability						
Other derivatives liabilities	29,280	-	29,280	-	29,280	29,280
2024						
Financial asset						
Investment in equity instruments	-	171,837	171,837	171,837	-	171,837
Financial liability						
Other derivatives liabilities	22,512	-	22,512	-	22,512	22,512

Investment in equity instruments

In January 2024, the Company subscribed for and additionally invested in a domestic company amounting to Baht 35.64 million. The investment is classified as an investment in equity instruments measured at FVOCI.

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<i>At 31 December</i>	Carrying amount		Separate financial statement		Fair amount	
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Total (in thousand Baht)	Level 1	Level 2	Total
2025						
Financial asset						
Investment in equity instruments	-	75,757	75,757	75,757	-	75,757
Financial liability						
Other derivatives liabilities	29,280	-	29,280	-	29,280	29,280
2024						
Financial asset						
Investment in equity instruments	-	105,837	105,837	105,837	-	105,837
Financial liability						
Other derivatives liabilities	22,512	-	22,512	-	22,512	22,512

The following tables present valuation technique of financial instruments measured at fair value in the statements of financial position:

Type	Valuation technique
Investments in equity instruments classified as financial assets measured at FVOCI	The closing price as of the reporting date.
Forward exchange contracts	The fair value is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curves in the respective currencies.
Cross currency swap	Discounted cash flow using model based on observable market data.

(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

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The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(1) Credit risk

(1.1) Trade accounts receivable

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's commercial terms and conditions are offered.

The Group limits its exposure to credit risk from trade accounts receivable by monitoring outstanding trade receivables regularly. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables/groupings of various customer segments with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivable is disclosed in note 5.

(1.2) Cash and cash equivalent

The Group's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

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The following table shows the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and exclude contractual interest payments and the impact of netting agreements.

<i>At 31 December</i>	Carrying amount	Consolidated financial statements		
		Contractual cash flows		Total
		1 year or less <i>(in thousand Baht)</i>	More than 1 years but less than 5 years	
2025				
<i>Non-derivative financial liabilities</i>				
Bank overdrafts	2	(2)	-	(2)
Trade accounts payable	3,276,786	(3,276,786)	-	(3,276,786)
Short-term loans from financial institutions	7,262,177	(7,275,031)	-	(7,275,031)
Long-term loans from financial institutions	153,526	(91,764)	(66,768)	(158,532)
Lease liabilities	15,215	(6,694)	(8,894)	(15,588)
	<u>10,707,706</u>	<u>(10,650,277)</u>	<u>(75,662)</u>	<u>(10,725,939)</u>
2024				
<i>Non-derivative financial liabilities</i>				
Bank overdrafts	1,578	(1,578)	-	(1,578)
Trade accounts payable	1,911,717	(1,911,717)	-	(1,911,717)
Short-term loans from financial institutions	6,899,189	(6,917,148)	-	(6,917,148)
Long-term loans from financial institutions	457,739	(231,273)	(244,083)	(475,356)
Lease liabilities	23,456	(9,790)	(14,739)	(24,529)
	<u>9,293,679</u>	<u>(9,071,506)</u>	<u>(258,822)</u>	<u>(9,330,328)</u>

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At 31 December	Separate financial statements			
	Carrying amount	Contractual cash flows		Total
		1 year or less (in thousand Baht)	More than 1 years but less than 5 years	
2025				
Non-derivative financial liabilities				
Bank overdrafts	2	(2)	-	(2)
Trade accounts payable	3,270,988	(3,270,988)	-	(3,270,988)
Short-term loans from financial institutions	7,262,177	(7,275,031)	-	(7,275,031)
Short-term loans from related parties	223,500	(227,595)	-	(227,595)
Long-term loans from financial institutions	153,526	(91,764)	(66,768)	(158,532)
Lease liabilities	12,203	(4,620)	(8,102)	(12,722)
	<u>10,922,396</u>	<u>(10,870,000)</u>	<u>(74,870)</u>	<u>(10,944,870)</u>
2024				
Non-derivative financial liabilities				
Bank overdrafts	1,578	(1,578)	-	(1,578)
Trade accounts payable	1,903,704	(1,903,704)	-	(1,903,704)
Short-term loans from financial institutions	6,899,189	(6,917,148)	-	(6,917,148)
Short-term loans from related parties	234,000	(239,949)	-	(239,949)
Long-term loans from financial institutions	457,739	(231,273)	(244,083)	(475,356)
Lease liabilities	17,184	(5,923)	(12,162)	(18,085)
	<u>9,513,394</u>	<u>(9,299,575)</u>	<u>(256,245)</u>	<u>(9,555,820)</u>

(3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilizes forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

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	Consolidated/Separate financial statements					
	2025			2024		
Exposure to foreign currency						
At 31 December	USD	CNY	Total	USD	CNY	Total
			(in thousand Baht)			
Cash and cash equivalents	1,347	-	1,347	4,772	-	4,772
Trade accounts receivable	6,010	-	6,010	20,118	-	20,118
Other current receivables	-	-	-	-	15,888	15,888
Trade accounts payable	(1,027,212)	-	(1,027,212)	(497,993)	-	(497,993)
Long-term loans from financial institutions	(153,526)	-	(153,526)	(259,629)	-	(259,629)
Net statement of financial position exposure	(1,173,381)	-	(1,173,381)	(732,732)	15,888	(716,844)
Forward exchange contracts	1,087,096	-	1,087,096	777,143	2,271	779,414
Cross currency swap contract	153,526	-	153,526	259,629	-	259,629
Net exposure	67,241	-	67,241	304,040	18,159	322,199

Forward exchange contracts

As at 31 December 2025 and 2024, the Group and the Company had outstanding purchase forward exchange contracts as follows:

	Consolidated/Separate financial statements	
	2025	2024
	(in thousand)	
For purchase of goods in foreign currencies	USD 34,753	23,057
	CNY -	489

Such forward exchange contracts will expire in 1 year.

Cross currency swap contract

The Company entered into a cross currency swap agreement with a local financial institution to hedge against the risk arisen from payment on long-term loans from financial institution amounting to Baht 500 million, which swapping principal amount from USD 13.89 million to Baht 500 million.

Sensitivity analysis

A reasonably possible strengthening (weakening) of Thai Baht against all other foreign currencies at the reporting date would have affected the measurement of financial instruments denominated in a foreign currency. This analysis assumes that all other variables, in particular interest rates, remain constant.

Impact to profit or loss	Movement (%)	Consolidated/Separate financial statements	
		Strengthening	Weakening
		(in thousand Baht)	
At 31 December 2025			
USD	10	117,338	(117,338)
At 31 December 2024			
USD	10	73,273	(73,273)
CNY	10	1,589	(1,589)

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(3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows because loans from financial institution (see note 12) has interest rate risk. The Group mitigates this risk by entering into interest rate swap agreement in order to manage exposure to fluctuations in interest rates on specific loans.

<i>Exposure to interest rate risk</i> <i>At 31 December</i>	Consolidated/Separate financial statements	
	2025	2024
	<i>(in thousand Baht)</i>	
<i>Financial instruments with variable interest rates</i>		
Financial liabilities	(153,526)	(259,629)
Net statement of financial position exposure	(153,526)	(259,629)
Interest rate swaps	153,526	259,629
Net exposure	-	-

Interest rate swap contract

In September 2022, the Company entered into a cross currency swap agreement with local financial institution to hedge against the risk of interest on long-term loans which swapping a floating rate at the rate reference USD SOFR NCCR plus 1.40% per annum to a fixed interest rate of 3.13% per annum, which would be swapped every three months commencing from 25 September 2022 until 25 September 2027.

Cash flow sensitivity analysis for variable-rate instruments

A reasonable possible change of 1% in interest rates at the reporting date; this analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

<i>Impact to profit or loss</i>	Consolidated/Separate financial statements	
	1% increase in interest rate	1% decrease in interest rate
	<i>(in thousand Baht)</i>	
2025		
Financial liability	(1,535)	1,535
Interest rate swaps	1,535	(1,535)
	-	-
2024		
Financial liability	(2,596)	2,596
Interest rate swaps	2,596	(2,596)
	-	-

18 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

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19 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<i>Other commitments</i>				
Bank guarantees	3,412,178	3,040,539	3,412,178	3,040,539
Short-term lease commitments	744	2,808	269	1,857
Total	<u>3,412,922</u>	<u>3,043,347</u>	<u>3,412,447</u>	<u>3,042,396</u>

20 Events after the reporting period

At the Board of Directors' meeting of the Company held on 24 February 2026, the Board of Directors approved the appropriation of dividends from the net profit of 2025 of Baht 0.38 per share, amounting to Baht 322.00 million. This dividend is subject to the approval of the Shareholders at the Annual General Meeting to be held in April 2026.

ATTACHMENTS

A futuristic cityscape at night, rendered in a digital, wireframe style. The scene is dominated by tall, dark skyscrapers with glowing windows and structural elements. A large, bright, glowing sphere with concentric rings is positioned in the center of the frame, casting a strong light. The foreground shows a grid-like pattern on the ground, possibly representing a city street or a digital interface. The overall color palette is dark, with deep blues and purples, accented by bright red and orange highlights from the sphere and building lights. The word "ATTACHMENTS" is prominently displayed in the center in a bold, white, sans-serif font.

Attachments 1 : Detail of Directors, Executives

Director Profile



Mr. Supant Mongkolsuthree

Chairman/
Chairman of The Risk Management Committee/
Member of Nomination and
Remuneration Committee

Age 68

Appointed May 5, 1988

Shareholding as of December 31, 2024 1,371,562 shares (or 0.16%)

Educations

- Honorary Doctorate of Economics, Ramkhamhaeng University
- Master of Political Science, Chulalongkorn University
- Master of Business Administration, City University, USA
- Bachelor of General Management, Sukhothai Thammathirat University

Trainings/Certifications

- Director Accreditation Program (DAP) 12/2004
- Director Certification Program (DCP) : 2004
- Certificate Program of National Institute of Defense Studies (NIDs), National Defense College (NDC), Class 16 in B.E. 2002
- Certificate Program of "NIDA - Wharton Executive Leadership Program", University of Pennsylvania in 2005
- Certificate Program of Senior Executive Development Program, Capital Market Academy (CMA), Class 3 in B.E. 2006
- Certificate Program of Management for Directors and Senior Executives in State Enterprises and Public Organizations, Special Class in B.E. 2009
- Certificate Program of Senior Executives in Justice Administration (SEJA) Program, Class 14 in B.E. 2010
- Certificate Program of Senior Executive Development Program in Bangkok Metropolitan Administration (BMA 1) Program, Urban Green Development in B.E. 2011
- Certificate Executive Program on Energy Literacy for a Sustainable Future (TEA), Class 5 (2014), Thailand Energy Academy
- Course "The Rule of Law and Democracy" Class 3 in B.E. 2015 Institute of Constitution Studies, The Constitutional Court of the Kingdom of Thailand
- Thailand's 2022 economic outlook (The Joint Standing Committee on Commerce, Industry and Banking (JSCCIB)
- PDPA in Actions Seminar (The University of the Thai Chamber of Commerce (UTCC)
- The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand, 2023

Working Experiences (5 years past experiences)**Positions in Listed Companies in SET****Energy Absolute PCL.**

2023 – Present Director

Synnex (Thailand) PCL.

2020 – Present Chairman of The Risk Management Committee

2019 – Present Member of Nomination and Remuneration Committee

1988 – Present Chairman

Plus Tech Innovation Public Company Limited (formerly TBSP Public Company Limited)

2019 – 2023 Director

T.K.S. Technologies PCL.

2019 – 2022 Chairman

2023 – Present Director

Krung Thai Bank PCL.

2014 – 2017 Director

2014 – 2017 Chairman of the Corporate Governance and Social Responsibility Committee

Positions in Other Companies/Organizations

2021 – Present Director – Synnex Incubation Company Limited

2020 – 2022 Member – Member of the Board of Investment

2018 – 2022 Chairman – The Federation of Thai Industries (F.T.I.)

2018 – 2022 Co-Chairman of Private Sector – Office of the Joint Private Sector Commission of 3 Institutions

2015 – Present Member – Rattana Bundit University

2014 – 2022 Qualified University Council Committee- Council of Rajamangala University of Technology Isan

2008 – Present Chairman of the Board of Directors / Council Committee – Sampran Police Cadet Academy

2019 –2021 Chairman – Export-Import Bank of Thailand

2016 –2021 Choonhavan Institute for Sustainable SMEs Development

2014 – 2019 Member of the National Legislative Assembly – The National Legislative Assembly

2016 – 2018 Director and Chairman of the Investment Management Committee – EGAT International Company Limited

2016 – 2018, Honorary Chairman – The Federation of Thai Industries (F.T.I.)

2022 – Present

2014 – 2017 Member – Member of the Board of Investment

2012 – 2017 Member – Cultural Promotion Fund Committee, Department of Cultural Promotion

2008 – 2017 Director/ Editor – Chulalongkorn University Alumni Association

2006 – 2017 Advisor to Chairman – Thai Listed Companies Association

2005 – 2017 Advisor – Thai Printing Association

Relation among Family with other Directors and Executives

Yes (Ms. Sutida Mongkolsuthree – Director and Chief Executive Officer)



Mr. Tu, Shu-Wu

Director

Age 73

Appointed February 2, 2002

Shareholding as of December 31, 2024 – None –

Educations

- Bachelor of Engineering in Electrical and Control, National Chiao Tung University, Taiwan.
- Laureate of Industrial Technology Research Institute (ITRI)
- Honorary Doctoral Degree, National Chiao Tung University

Trainings/Certifications

- Accounting Research and Development Foundation Director's Study (Taiwan), 2022
- Securities & Futures Institute Director's Study Certificate (Taiwan)
- Taiwan Corporate Governance Association Director's Study Certificate

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

2002 – Present Director – Synnex (Thailand) PCL.

Positions in Other Companies/Organizations

Present	Chairman – Seper Technology Corporation
Present	Director – Bestcom Infotech Corporation
Present	Director – Synergy Intelligent Logistics Corporation
Present	Group President – Synnex Technology International Corporation

Relation among Family with other Directors and Executives

Yes (Mr. Tu, Shu-Chyuan – Director)



Mr. Tu, Shu-Chyuan

**Director/
Member of Nomination and
Remuneration Committee**

Age 67

Appointed November 10, 2008

Shareholding as of December 31, 2024 – None –

Educations

- Bachelor of Computer Engineering, National Chiao Tung University
- Master of Computer Engineering, California State University

Trainings/Certifications

- Certificate Program of Taiwan Corporation Governance Association Director's Study

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) PCL.

2015 – Present	Member of Nomination and Remuneration Committee
2008 – Present	Director

Positions in Other Companies/Organizations

Present	Director – Synnex Technology International Corporation
Present	Director – Redington Ltd.
Present	Director – PT. Synnex Metrodata Indonesia
Present	Director – SYNEX FPT JSC.
Present	Director – Digitimes Incorporated
Present	Independent Director – NUVOTON TECHNOLOGY CORPORATION
Present	Global Corporate Senior Vice President – Synnex Technology International Corporation

Relation among Family with other Directors and Executives

Yes (Mr. Tu, Shu-Wu – Director)



Mr. Lin, Tai-Yang

Director

Age 57

Appointed April 25, 2011

Shareholding as of December 31, 2024 – None –

Educations

- Bachelor of Accounting, National Chengchi University, Taiwan, R.O.C.

Trainings/Certifications

– None –

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

2011 – Present Director – Synnex (Thailand) PCL.

Positions in Other Companies/Organizations

Present Director – E-Fan Investments Co., Ltd.

2020 –Present CFO – Synnex Technology International Corporation

2006 – 2020 Director of Finance Planning & Management Division – Synnex Technology International Corporation

Relation among Family with other Directors and Executives

– None –



Mr. Su, Chih-Ching

Director

Age 64

Appointed August 8, 2014

Shareholding as of December 31, 2024 – None –

Educations

- Bachelor of Law, National Chengchi University

Trainings/Certifications

– None –

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

2014 – Present Director – Synnex (Thailand) PCL.

Positions in Other Companies/Organizations

Present Director – E-Fan Investments Co., Ltd.

Present Director – Seper Technology Corporation

Present Director – Synergy Intelligent Logistics Corporatio

Present General manager of Risk Planning & Management Division – Synnex Technology International Corporation

Relation among Family with other Directors and Executives

– None –



Ms. Chen, Yi-Ju

Director

Age 53

Appointed August 11, 2020

Shareholding as of December 31, 2024 – None –

Educations

- Master's degree in Agri-Economics (International Finance), National Taiwan University, Taiwan

Trainings/Certifications

– None –

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

2020 – Present Director – Synnex (Thailand) PCL.

Positions in Other Companies/Organizations

2008 – Present Oversea subsidiaries management and investment management – Synnex Technology International Corporation

Relation among Family with other Directors and Executives

– None –



Ms. Sutida Mongkolsuthree

**Chief Executive Officer/
Chairman of the Executive Committee /
Member of the Corporate Governance and
Sustainability Committee/
Member of the Risk Management Committee**

Age 44

Appointed June 27, 2014

Shareholding as of December 31, 2025 3,337,443 shares (or 0.39%)

Educations

- Master of Science in International Management, Queen Mary, University of London, UK
- Bachelor of Administration in Finance and Banking, Chulalongkorn University

Trainings/Certifications

- Director Certification Program (DCP), 2016
- Certificate Program of Fundamental Practice for Corporate Secretary (FPCS), Thai Listed Companies Association, in B.E. 2009
- Certificate Program for Corporate Secretary, Thai Institute of Directors (IOD), in B.E. 2009
- Certificate of TLCA Executive Development Program (EDP), Thai Listed Companies Association, Class 7 in B.E. 2011
- Advance Certificate Course Politics and Governance in Democratic Systems for Executives, King Prajadhipok's Institute
- Academy of Business Creativity Program, Sripatum University
- Young F.T.I. Elite Class 1, The Federation of Thai Industries
- The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand, 2023

Working Experiences (5 years past experiences)**Positions in Listed Companies in SET****Thonburi Healthcare Group PCL.**

2025 – Present Independent Director

Synnex (Thailand) PCL.

2015 – Present Member of Corporate Governance Committee and Sustainability Committee

2015 – Present Member of Legal Risk Management Committee

2015 – Present Member of Operation Risk Management Committee

2014 – Present Chief Executive Officer and Chairman of the Executive Committee

2021 – 2023 Chairman of Corporate Governance Committee

Next Capital PCL

2020 – Present Director

2021 – Present Member of Nomination and Remuneration Committee

T.K.S Technologies PCL

2020 – Present Director

2023 – Present Member of Nomination and Remuneration Committee

Positions in Other Companies/Organizations

2022 – Present Director – Next Money Company Limited

2022 – Present Director – Cybertron Company Limited

2014 – Present Director – Service Point Company MONGKOLSUTHREE HOLDING COMPANY LIMITED Limited

2014 – Present Director – Mongkolsuthree Holding Company Limited

2021 – Present Director – Infinit Partners Company Limited

2021 – Present Director – Swopmart Company Limited

Relation among Family with other Directors and Executives

Yes (Mr. Supant Mongkolsuthree – Chairman)



Mr. Pruttipang Tayarachkul

Director/

Member of the Risk Management Committee/

Member of the Executive Committee/

Senior Advisor – Operations/Corporate Secretary

Age 67

Appointed September 15, 2008

Shareholding as of December 31, 2024 – None –

Educations

- Bachelor of International Trade, Cheng Chi University, Taiwan, R.O.C.

Trainings/Certifications

- Director Accreditation Program (DAP), 2007
- Certificate Program of TLCA Executive Development Program (EDP) Thai Listed Companies Association, Class 1 in B.E. 2008
- Certificate Program for Corporate Secretary Development, Thai Institute of Directors (IOD), in B.E. 2008
- Executive Energy Program (EEP) The Federation of Thai Industries, Class 1 in B.E. 2015
- The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand, 2023

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) PCL.

2019 – Present	Senior Advisor Operations
2014 – Present	Corporate Secretary
2013 – Present	Member of The Risk Management Committee
2011 – Present	Member of Executive Committee
2008 – Present	Director
2010 – 2019	Member of Corporate Governance Committee
1991 – 2018	Senior Executive Vice President – Operations
2015 – 2017	Member of Corporate Public Communication and Social Responsibility Committee

Next Capital Public Company Limited

2018 – Present	Director / Chief Administration Officer
Present	Member of Risk Management Committee

Positions in Other Companies/Organizations

– None –

Relation among Family with other Directors and Executives

– None –



Mrs. Chananyarak Phetcharat

Independent Director/
Chairman of the Audit Committee

Age 62

Appointed February 25, 2022

Shareholding as of December 31, 2024 – None –

Educations

- Master's Degree in MIS, West Virginia University, US
- Certificate, Berkeley Executive Coaching Leadership, Berkeley
- Certificate, Special Management Program, Marshall University, US
- Bachelor's Degree with Honors in Accounting, Ramkhamhaeng University

Trainings/Certifications (IOD) (Thai Institute Of Directors : IOD)

- ESG in the Boardroom: A Practical Guide for Boards (ESG) Class 10/2025
- The Board's Role in Mergers and Acquisitions (BMA) Class 12/2025
- Risk Management Program for Corporate Leaders (RCL) 37/2024
- Director Leadership Certifications Program (DLCP) 10/2023
- Subsidiary Governance Program (SGP) 5/2023
- Role of the Chairman Program (RCP) 53/2023 2023
- Financial Statements for Directors (FSD) 47/2022
- Advance Audit Committee Program (AACP) 42/2021
- Director Accreditation Program (DAP) 162/2019
- Director Certification Program (DCP) 49/2004

Trainings/Certifications (Other)

- The Executive Program in Energy Literacy for a Sustainable Future 18/2023 (TEA)
- The Cullinan: The Making of Digital Board 1/2022 – (TMA)
- Executive Development Program, Chairman of Alumni 6 (EDP6) –TLCA
- Capital Market Academy) (CMA14) – Stock Exchange of Thailand
- Leadership Successor Program for State Enterprises (LSP1) – Ministry of Finance
- Enhancing Competitiveness of Thai Companies – IMD Switzerland
- IMD Leadership Development Program (2015) – Thailand Listed Company Assoc. 2015
- Business Revolution and Innovation Network (BRAIN1) – FTI Federal Trade Industries
- Certified Berkeley Institution Executive Coaching (BECI 2014)
- The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand, 2023

Working Experiences (5 years past experiences)**Positions in Listed Companies in SET**

2025 – present	Independent Director, Member of Nomination and Remuneration Committee and Member of Risk and Environmental, Social and Governance Committee Thai Airways Public Company Limited
2024 – present	Independent Director, Member of Audit Committee and Member of Member of Nomination and Remuneration Committee, Singha Estate Public Company Limited
2023 – present	Independent Director and Member of Audit Committee, SCGJWD Logistics Public Company Limited
2022 – present	Independent Director and Chairman of Audit Committee, Synnex (Thailand) Public Company Limited
2020 – present	Independent Director, Member of Audit Committee and Member of IT Oversight Committee TMBThanachart Bank Public Company Limited
2011 – Feb 2023	Independent Director, Chair of Corporate Governance Committee and Member of Nomination & Remuneration Committees, Total Access Communication Public Company Limited
2005 – Aug 2022	Independent Director and Member of Risk Committee, Mc Group Public Company Limited
2021 – Feb 2022	Independent Director T.K.S Technologies Public Company Limited
2019 – 2021	CEO of Mc Group Public Company Limited.

Positions in Other Companies/Organizations

2023 – present	Chairman, Member of Audit Committee TN Group Corporation Public Company Limited
2023 – present	Director, Muze Innovation Co., Ltd.
2022 – present	Independent Director, Cybertron Co., Ltd.,
2015 – present	Director, Thailand Listed Companies Association (TLCA)
2014 – Apr 2023	Independent Director, Dtac TriNet Co., Ltd.
2021 – Jun 2022	Independent Director, Thailand Post Co., Ltd. - Strategy Driving and Investment Screening Subcommittee - Nomination and Remuneration Subcommittee - Chair of Innovation and Digital Technology Development Subcommittee - Budget Subcommittee for the fiscal year 2023 - Executive Committee
2008 – 2020	CEO of DHL Express International (Thailand) Ltd.
2004 – 2008	CEO of Mobile Device Sector, Motorola (Thailand) Ltd.
2002 – 2004	CEO of SAS International Software Co., Ltd.
1993 – 2002	GM of Oracle Cooperation (Thailand) Co., Ltd.

Relation among Family with other Directors and Executives

- None -



Assistant Professor Dr. Chalermchai Boonyaleepun

**Independent Director/
Chairman of the Corporate Governance and
Sustainability Committee/
Member of the Audit Committee**

Age 67

Appointed May 14, 2025

Shareholding as of December 31, 2025 – None –

Educations

- Certificate Fellowship in Allergy and Clinical Immunology, University of Tennessee, U.S.A.
- Doctor of Medicine, Chulalongkorn University

Training Courses Organized by the Thai Institute of Directors (IOD)

- Director Certification Program (DCP), Class 172 – Thai Institute of Directors (IOD)

Other Training Courses

- Rule of Law for Democracy Course, Class 7 Constitutional Court Academy
- Certificates Thailand Insurance Super Leadership Program, Class 6, Thailand Insurance Institute
- National Defence Course for Executives in the Public and Private Sectors, Class 26, National Defence College, National Defence Studies Institute
- Advanced Certificate in Politics and Governance in Democratic Systems for Executives, Class 15 (Por Por Lor 15), King Prajadhipok's Institute
- Certificate, Capital Market Academy Leadership Program, Capital Market Academy (CMA)
- Advanced Executive Program in Higher Education (NBM, Class 14), Office of the Higher Education Commission

Work Experience

2019 – 2024	Senator
2017 – 2018	Independent Committee for Education Reform
2017	Member of the Commission on Drafting the National Reform Plan and Procedures Act
2014 – 2019	Member of the National Legislative Assembly
2013 – 2015	President of the Association of Southeast Asian Institutions of Higher Learning – ASAIHL
2012 – 2014	First Vice President of the Council of University Presidents of Thailand (CUPT)
2011 – 2013	President of Srinakharinwirot University
2007	Strategic Committee Member for the Deputy Prime Minister for Social Affairs
2006	Member of National People's Assembly of Thailand – Expert Board Member of the National Digital Economy and Society Committee – Expert Board Member of the Public Organization Development and Promotion Committee – Expert Board Member of the Executive Board of the National Astronomical Research Institute of Thailand (NARIT)

Positions in Other Companies/Organizations

- Chairman of Rakkaew Foundation
- Board Member of Bangpakok-Piyavate Hospital Group
- Committee Member of Chulalongkorn Medical Alumni Association

Relation among Family with other Directors and Executives

– None –



Police General Rachatha Yensuang

Independent Director /

Member of The Risk Management Committee

Age 71

Appointed May 12, 2021

Shareholding as of December 31, 2024 – None –

Educations

- Bachelor of Public Administration, Police Cadet Academy, 30th Batch

Trainings/Certifications

- Director Certification Program (DCP), 2012
- National Defence Course (NDC) – Thailand National Defence College, 2003
- Advance Security Management Program (ASMP), Class 1
- Certificate Program of Senior Executives in Justice Administration (SEJA) Program, Class 16
- Certificate Program of Senior Executive Development Program, Capital Market Academy (CMA), Class 18
- Certificate Program of Senior Executive Development Program, Institute of Metropolitan Development (BMA 2)
- The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand, 2023

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) PCL.

2021 – 2023 Independent Director and Audit Committee's Member

2023 – Present Independent Director and Member of The Risk Management Committee

Positions in Other Companies/Organizations

- Deputy Commissioner General (Crime Suppression and Management)
- Assistant Commissioner General (Crime Suppression and Management)
- Commissioner General, Provincial Police Region 6
- Commissioner General, Provincial Police Region 1
- Director, Provincial Electricity Authority (PEA)
- Director, National Housing Authority (NHA)
- Director, Tobacco Authority of Thailand (TOAT)
- Honorary Director, Office of the Consumer Protection Board
- Honorary Member of the Sub-Committee on the Supervision of the Prevention and Suppression of Illegal Cigarette (CPG)

Relation among Family with other Directors and Executives

– None –



Mr. Chaoyuth Kumkun

**Independent Director/
Chairman of Nomination and
Remuneration Committee/
Member of the Audit Committee**

Age 64

Appointed May 14, 2025

Shareholding as of December 31, 2025 – None –

Educations

- Master's Degree in Public Administration – Chulalongkorn University
- Certificate on International Tax Program (Equi. to MPA) – Harvard University
- Master's Degree in Business Administration (English program) – Bangkok University
- Master's Degree in Economics – National Institute of Development Administration (NIDA)
- Bachelor's Degree in Economics (Fiscal and Monetary) – Thammasat University

Training Courses Organized by the Thai Institute of Directors (IOD)

- Director Certification Program (DCP), Class 254 – Thai Institute of Directors (IOD)
- Advanced Audit Committee Program (AACP) – Thai Institute of Directors (IOD)

Other Training Courses

- Tax Analysis and Revenue Forecasting – Harvard University
- Supplementary High Executive Training course (ส.อ.อ.) 7th class – Office of the Civil Service Commission
- Course of National Defence (จ.น.ด.) 59th Class – National Defence College
- High Executive Course of Capital Market (จ.น.ค.) 27th Class – Capital Market Academy
- High Executive Course for Energy (จ.น.อ.) 14th Class – Thailand Energy Academy
- High Executive Course for Insurance (จ.น.อ.) 10th Class – Office of Insurance Commission
- Course of Security Management for Leader (SML) 4th Class – The Association of National Defence College of Thailand under The Royal Patronage of His Majesty The King

Work Experience

Dec 2017 – Sep 2022	Principle Advisor on Customs Control Development
Sep 2016 – Dec 2017	Deputy Director General
Jan 2016 – Sep 2016	Director on Customs Audit
Feb 2015 – Jan 2016	Director on Passenger Processing, Suvarnabhumi Airport Customs House
Dec 2012 – Feb 2015	Director on Customs Procedure Standard and Valuation
Nov 2011 – Dec 2012	Head of Prachuap Khiri Khan Customs House
Dec 2008 – Nov 2011	Expert on International Customs Tariff Nomenclature

Positions in Other Companies/Organizations

– None –

Relation among Family with other Directors and Executives

– None –

Details of Executives



Ms. Sutida Mongkolsuthree

Chief Executive Officer

Appointed August 8, 2014
(Detailed as appeared on page 252)



Mr. Pruttipang Tayarachkul

Senior Advisor - Operations

Appointed September 15, 2008
(Detailed as appeared on page 254)



Mr. Panya Phunpermpholsiri

Executive Vice President – Sale & Marketing

Age 44

Appointed January 1, 2021

Shareholding as of December 31, 2024 139,118 shares (or 0.02%)

Educations

- Master of International Business Management, Bournemouth University, UK
- Bachelor of Marketing, Faculty of Business Administration Assumption University

Trainings/Certifications

- The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand, 2023

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) PCL.

2023 – Present	Executive Vice President – Sale & Marketing
2022 – Present	Executive Committee
2021 – 2023	Vice President – Sales & Marketing IT Consumer/Commercial / IoT / Cloud
2018 – 2021	Department Manager IT Consume
2016 – 2018	Division Manager PC Component / Multimedia

Positions in Other Companies/Organizations

2022 – Present	Director – Cybertron Company Limited
2021 – Present	Director – Service Point Company Limited

Relation among Family with other Directors and Executives

– None –



Mr. Sutthipong Janpakdee

**Assistant Vice President
Marketing – Consumer Product &
Sales Modern Trade**

Age 49

Appointed April 1, 2023

Shareholding as of December 31, 2024 – None –

Educations

- Master Degree of Business Administration (MBA), Mahanakorn University of Technology
- Bachelor Degree of Engineering, Kasetsart University

Trainings/Certifications

– None –

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) PCL.

2023 – Present Head of Marketing–Consumer Product & Sales Modern Trade

Positions in Other Companies/Organizations

2021 – 2023 Head of Consumer Electronics Merchandise (Home Appliance & Small Appliance)
The Mall Group Company Limited

2019 – 2021 Senior Manager – Group Key Account and Modern Trade Channel – Thai Samsung
Electronics Company Limited

Relation among Family with other Directors and Executives

– None –



Mr. Rataphol Chindasanguan

Assistant Vice President – Sales & Marketing

Age 55

Appointed April 1, 2023

Shareholding as of December 31, 2024 – None –

Educations

- Master science business administration Major International Business, Central Michigan
- Bachelor of Business, Sripatum University

Trainings/Certifications

– None –

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) PCL.

2023 – Present Assistant Vice President – Sales & Marketing

Positions in Other Companies/Organizations

2023 – 2018 Assistant Vice President – Big C Supercenter Public Company Limited

Relation among Family with other Directors and Executives

– None –



Ms. Wilaiwan Thongwinichsin

Vice President – Logistic & Assembly

Age 58

Appointed 1 January ,2023

Shareholding as of December 31, 2024 20,025 shares (or 0.00%)

Educations

- Master of Business Administration (Business Administration), Chandrakasem Rajabhat University
- Bachelor of Business Administration (Computer), Faculty of Business Administration, Rangsit University

Trainings/Certifications

- The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand, 2023

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) PCL.

2023 – Present Vice President – Logistic & Assemble

2020 – 2022 Assistant Vice President – Logistic & Assemble

Positions in Other Companies/Organizations

– None –

Relation among Family with other Directors and Executives

– None –



Ms. Nutnicha Thuranikon

Chief Financial Officer

Age 44

Appointed November 13, 2024

Shareholding as of December 31, 2024 - None -

Educations

- Bachelor's Degree of Commerce and Accountancy, Thammasat University

Trainings/Certifications

- None -

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) PCL.

2024 – Present Chief Financial Officer

Positions in Other Companies/Organizations

2022 – 2023 Chief Financial Officer, Sabuy Speed Company Limited

2021 – 2022 Group Financial Controller, Sabuy Technology Public Company Limited

2018 – 2021 Assistant Vice President – Accounting for Hotel, C.P. Land Public Company Limited

2017 – 2018 Assistant Vice President – Accounting for Real Estate, C.P. Land Public Company Limited

Relation among Family with other Directors and Executives

- None -



Mr. Narong Luangputtikulchai

Head of AI, Business intelligence and
Business Expansion

Age 41

Appointed June 1, 2023

Shareholding as of December 31, 2025 87,300 shares (or 0.01%)

Educations

- Bachelor's Degree in Accounting, Faculty of Business Administration, Phranakorn Rajabhat University

Trainings/Certifications

- Continuing Professional Development, Department of Business Development
- Wall Street English Level 15
- TLCA Executive Development Program (EDP), Class 24

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) Public Company Limited

2024 – Present	Head of AI, Business intelligence and Business Expansion
2024 – 2024	Acting CFO
2023 – 2024	Data analytic and Corporate Performance Development and BD Department Manager
2016 – 2023	Data analytic and BD Division Manager
2015 – 2015	Accounting Division Manager

Positions in Other Companies/Organizations

2015 – 2016	Accounting and Operation Manager – Service Point Co., Ltd.
2007 – 2007	Accountant – UTT Accounting Co., Ltd

Relation among Family with other Directors and Executives

– None –



Mr. Voraphon Kunjara

**Head of Performance Management,
and Business Excellence Lead of the
Enterprise Risk Management Team**

Age 46

Appointed January 1, 2025

Shareholding as of December 31, 2025 - None -

Educations

- Master of Economics, Pune University, India
- Bachelor of Economics, Thammasat University

Trainings/Certifications

- None -

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

Synnex (Thailand) Public Company Limited

2025 – Present Head of Performance Management, and Business Excellence

Positions in Other Companies/Organizations

2023 – 2024 Vice President, Head of Channel Performance and Commission Management
True Corporation Public Company Limited

2019 – 2022 Vice President, Head of Channel Performance Management

2012 – 2018 Assist Vice President, Head of Channel Performance Management

Relation among Family with other Directors and Executives

- None -

Accounting Supervision

Ms. Sutanya Watnakhonbancha

Position Accounting Section Manager

(The person assigned to the direct responsibility of supervising accounting preparation and be a professional accountant charged with accounting duties with qualifications and conditions prescribed by the Notification of the Department of Business Development)

Age 35

Shareholding as of December 31, 2024 2,000 Shares (or 0.00%)

Educations

- Bachelor Degree Accounting, Prince of Songkla University

Trainings/Certifications (Total 12 hours continuing professional accounting development courses attended in 2024)

- IFRS 16 Leases and TAS 12 Deferred Tax
- Power BI for Accountants and Auditors (Basic)

Working Experiences (5 years past experiences)

Positions in Listed Companies in SET

2020 – Present Accounting Section Manager – Synnex (Thailand) Public Company Limited

Positions in Other Companies/Organizations

– None –

Relation among Family with other Directors and Executives

– None –

Attachment 2 : Details of Directors of Subsidiary Companies

Director's Name	Service Point Co., Ltd. (99.99%)	Infinite Partners Co., Ltd. (99.99%)	Swapmart Co., Ltd. (60%)	Cybertron Co., Ltd. (25%)	Next Capital PCL (26.98%)
1. Mr. Supant Mongkolsuthree	-	√	-	-	-
2. Ms. Sutida Mongkolsuthree	√	√	√	√	√
3. Mr. Tu, Shu-Wu	-	-	-	-	-
4. Mr. Tu, Shu-Chyuan	-	-	-	-	-
5. Mr. Lin, Tai-Yang	-	-	-	-	-
6. Mr. Su, Chih-Ching	-	-	-	-	-
7. Ms. Chen, Yi-Ju	-	-	-	-	-
8. Mrs. Chananyarak Phetcharat	-	-	-	√	-
9. Dr. Somchai Hanhiran	-	-	-	-	-
10. Pol. Gen. Rachat Yentruang	-	-	-	-	-
11. Mrs. Pratana Mongkolkul	-	-	-	-	-
12. Mr. Pruttipang Tayarachkul	-	-	-	-	√
13. Mr. Panya Phunpermpholsiri	√	√	-	-	-
14. Mr. Narong Lueangphutikunchai	-	√	√	-	-
15. Mr. Narong Luangputtikulchai	√	-	-	-	-

Remark :

1. √ = Company director
2. "Subsidiary" refers to significant subsidiaries, e.g. those with revenue exceeding 10% of total revenue in the consolidated income statement for the most recent fiscal year.

Attachment 3

Details of the Heads of the Internal Audit and Compliance Units

Head of the Internal Audit

Ms. Oraphan Nateewong

Position : Head of the Internal Audit

Education / Certifications

- Bachelor of Business Administration Program in Accounting, Ramkhamhaeng University
- Certified Public Accountant, Federation of Accounting Professions Under royal patronage
- Enterprise Risk Management
- Anti-corruption in the organization (class17, Federation of Accounting Professions)
- Quality System Internal Audit (ISO9001:2015) and environmental management system (ISO14001:2015)

Work Experiences

- Internal Audit – Section Manager, Synnex (Thailand) PCL.
- Assistant Head of Audit Division, DIA International Audit Co., Ltd
- Assistant Head of Audit Division, TRC Tax Law Consulting Co., Ltd

Head of Compliance Unit

The Board of Directors Meeting No. 5/2014, held on November 6, 2014 has resolved to appoint Mr. Puthiphan Teeyarachakun to the position of Company Secretary. On October 1, 2021. As part of the organizational restructuring to establish a legal department, Mr. Pruttipang Tayarachkul was assigned as Senior Advisor – Operations, effective October 1, 2021. His qualifications and responsibilities are outlined in Attachment 1.

Attachment 4 : Assets for business undertaking

Asset appraisal of the Company and the Company's subsidiaries.

Assets for business undertaking and details of asset appraisal of the Company and the Company's subsidiaries as follows ;

Unit : Baht

Description	Book value As of December 31, 2025	Book value As of December 31, 2024	Book value As of December 31, 2023	Owner-ship
1. Land	169,371,638.65	169,371,638.65	169,371,638.65	Owner
2. Building	112,943,082.34	119,851,171.44	136,160,744.08	Owner
3. Machinery & Equipment	26,134,995.87	5,081,529.58	7,529,279.28	Owner
4. Computer	17,168,853.64	13,034,379.91	21,535,269.19	Owner
5. Furniture, Fixture, and office equipment	5,720,075.89	4,623,593.32	4,345,517.91	Owner
6. Vehicles	3,715,427.04	1,234,169.99	591,735.76	Owner
7. Leasehold improvement	1,125,643.98	1,135,180.00	1,508,577.17	Owner
8. Construction in progress and machinery and equipment under installation	26,322,282.79	775,048.10	639,726.91	Owner
Total	362,502,000.20	315,106,710.99	341,682,488.95	

The details of the main assets as of December 31, 2025 are as follows :

Land

Location	Area	General Characteristics	Book Value (Baht)	Type
433 Sukhonhasawat Road, Ladprao, Bangkok	6 Rai 3 Ngan 63 Square Wa	4-Floor office building and 3-Floor warehouse building	60,111,638.65	Lease Liabilities ¹
373 Sukhonhasawat Road, Ladprao, Bangkok	1 Rai 1 Ngan 7 Square Wa	4-Floor office building and 2 warehouses	65,260,000.00	Owner
Land no. 4357, 4356 Ladprao Bangkok	2 Ngan 76 Square Wa	Land	26,000,000.00	Owner
Land no. 4358 Ladprao Bangkok	1 Ngan	Land and building	18,000,000.00	Owner
Total			169,371,638.65	

Remark : ¹ Collateral for a credit line from a commercial bank, totaling 500 million baht

Buildings and improvements

Location	Area	General Characteristics	Book Value (Baht)	Type
Head Office Building and Distribution Center/ Warehouse Office building and recreation	433 Sukhonhasawat Road, Ladprao, Bangkok	4-Floor office building 3-Floor warehouse building 4-Floor officebuilding	110,941,291.10	Lease Liabilities ¹
Office Buildings and Warehouses	373 Sukhonhasawat Road, Ladprao, Bangkok	4-Floor office building and warehouse	2,001,791.24	Owner
Total			112,943,082.34	

Remark : ¹ Collateral for a credit line from a commercial bank, totaling 500 million baht

In addition, the Company also has significant intangible assets in its business operations including the right to use the SYNEX name and the Lemel trademark, which is owned by the SYNEX Group of Taiwan. The Company has registered trademarks. and the service mark "CNEX" with the Trademark Office, Department of Intellectual Property on November 21, 2006 for computer and equipment products and the selling computers and computer equipment business. The registration of such trademarks and service marks is valid for 10 years from the date of registration and can be renewed every 10 years. Moreover, the company has also developed and marketed the symbol "TRUSTED BY SYNEX" by attaching it to all categories of products sold to ensure customers confidence in the quality of products and services of the company.

Office Building Lease Agreement

Branch	Address	Period	Rental and service fees/Month
Bangkok			
Seacon Square	Room ITB09, B1 Floor, Seacon Square Bldg., 55 Srinakarin Rd., Nongbon, Pravate, Bangkok 10250	1 Dec 2025 - 31 May 2026	112,743.05 Baht (1 Dec 2025 - 31 May 2026)
IT Mall	Room 4P26, 4 th Floor, Fortune Town Bldg., Ratchadaphisek Rd., Dindaeng, Bangkok 10400	1 Mar 2023 - 28 Feb 2026	82,975.00 Baht (1 Mar 2023 - 28 Feb 2026)

Branch	Address	Period	Rental and service fees/Month
Upcountry			
Khonkaen	672/42-43-44 KlangMuang Road, T.Nai Muang, Mueang Khonkaen, Khonkaen 40000	1 May 2025 – 30 Apr 2028	20,000.00 Baht (1 May 2025 – 30 Apr 2028)
Chiang Mai	11/87 Moo 2, Nong Hoi Subdistrict, Mueang Chiang Mai District, Chiang Mai Province, 50210	1 Nov 2024 – 30 Oct 2026	29,473.68 Baht (1 Nov 2024 – 30 Oct 2026)
Hat Yai	119 Phetkasem Soi 10, Phetkasem Rd., T.Hatyai, Songkhla, 90110	1 Apr 2023 – 31 Mar 2026	17,894.74 Baht (1 Apr 2023 – 31 Mar 2026)
Phitsanulok	234/2-3 Borom Trilokkanat 2 Rd., Mueang, Phitsanulok, 65000	1 May 2023 – 30 Apr 2026	21,000.00 Baht (1 May 2023 – 30 Apr 2026)
Suratthani	141/119 M.5, Kanchanawitee Rd., T.Bang Kung, Mueang Suratthani, Suratthani, 84000	1 Mar 2023 – 28 Feb 2026	26,315.79 Baht (1 Mar 2023 – 28 Feb 2026)
Nakornrachsima	179/31 Soi Mittraphap 4, T.Nai Muang, Mueang Nakhonratchasima, Nakornrachsima, 30000	1 Apr 2023 – 31 Mar 2026	18,000.00 Baht (1 Apr 2023 – 31 Mar 2024) 19,000.00 Baht (1 Apr 2024 – 31 Mar 2025) 20,000.00 Baht (1 Apr 2025 – 31 Mar 2026)

Attachment 5

Corporate Governance Policy and Practices

The details of the corporate governance policy and practices, as well as the Company's Code of Conduct, is available on the website.<https://www.synnex.co.th/th/ir/ir-company-governance.aspx>

Attachment 6

Report of the Audit Committee

The details of the Audit Committee report are listed under Section 8: "Report on Audit reports and subcommittees."

ศูนย์บริการ และ Synnex Service Partner



ภาคเหนือ (North)

- สาขาเชียงใหม่
- สาขาพิษณุโลก

ภาคตะวันออกเฉียงเหนือ (North East)

- สาขาขอนแก่น
- สาขาโคราช

ภาคใต้ (South)

- สาขาสุราษฎร์ธานี
- สาขาหาดใหญ่

กรุงเทพฯ และปริมณฑล (Central)

- บมจ.ซินเน็ค (ประเทศไทย) สำนักงานใหญ่
- ศูนย์บริการไอทีมอลล์ (พอรังนก)
- ศูนย์บริการเซียร์รังสิต

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SYNNEX (THAILAND) PUBLIC COMPANY LIMITED

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