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Partner



FORM 56-1
One Report Y2023

ANNUAL REGISTRATION STATEMENTS / ANNUAL REPORT 2023

The background of the image is a high-angle, nighttime photograph of a city skyline, likely Chicago, with numerous skyscrapers and city lights. Overlaid on this is a white network diagram consisting of dots connected by lines, resembling a web or a data network. The dots are positioned at various points across the image, with some lines connecting them to form a complex web. The overall color palette is dominated by blue and purple hues, with the city lights providing a warm contrast.

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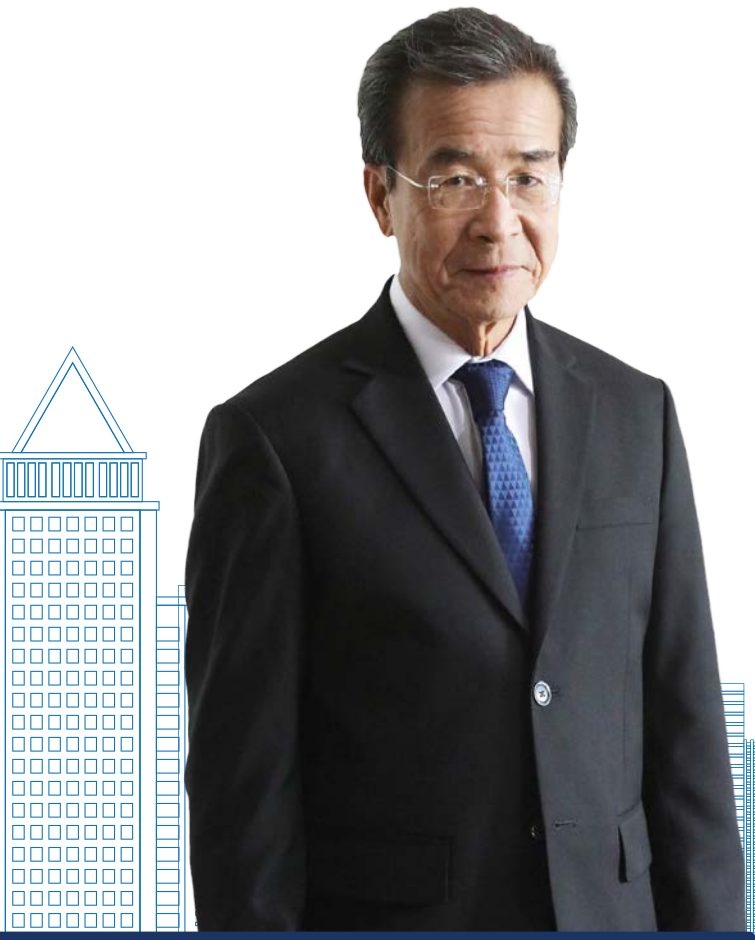
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– Message from the Chairman of the Board –



Mr. Krirkrai Jirapaet

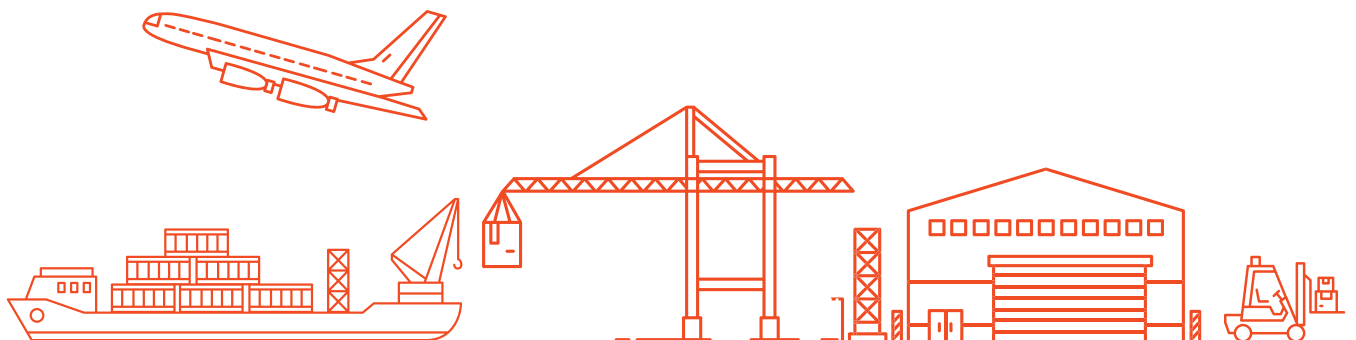
Chairman of the Board

Triple i Logistics Public Company Limited

In the midst of challenging conditions stemming from the Thai and global economic landscapes, as well as swift changes in consumer behavior, competition in the logistics industry has intensified. Nevertheless, in 2023, Triple i Logistics Public Company Limited continued to deliver consistently strong performance, driven by our core business growth and strategic partnerships aimed at business development and the introduction of new services to expand our logistics offerings on a regional scale.

Crucially, the company is committed to transcending various limitations by conducting business activities hand in hand with organizational development focused on sustainability. This approach aims to achieve a balanced integration across economic, social, and environmental dimensions. As a result, in 2023, the company was recognized by the Stock Exchange of Thailand with an entry into the “Sustainable Stocks” or SET ESG Ratings. Furthermore, the company was awarded a 5-star rating by the Corporate Governance Report of Thai Listed Companies (CGR) for the fifth consecutive year, marking a significant achievement in our pursuit of business strategies mindful of sustainability and our commitment to elevating standards year after year.

On behalf of the Board of Directors, I extend our gratitude for the unwavering trust and support from all stakeholders. I pledge that the company will continue to surmount every challenge, aiming to become Thailand’s leading comprehensive logistics company with a solid foothold in the regional arena, and achieve our goals sustainably.



- Message from the Chief Executive Officer -

2023 stands as a year of significant pride for Triple i Logistics Public Company Limited (“the Company”), as we have achieved outstanding business results, culminating in a record net profit of 866.2 million baht. This marks a new record for the third consecutive year, with an 8.9% increase from the previous year, despite facing economic headwinds, declining freight rates, and regional conflicts. Additionally, the Company played a pivotal role in the successful capital raising for our joint venture, ANI, positioning us as the first and only freight sales representative in the securities market to meet our objectives.

The “**Logistics and Beyond**” concept serves as a key strategy behind our success, enabling us to expand business opportunities through synergies, linking both our core and new businesses from partners. We are confident this will continue our growth trajectory towards becoming a leading logistics service provider at a regional level. Crucially, the Company focuses not only on numerical business growth but is also committed to fostering sustainability across economic, social, and environmental dimensions. This commitment extends throughout our organization and has led to our inclusion in the “SET ESG Ratings” and selection for the “SETESG Index” by the Stock Exchange of Thailand in 2023, reflecting our sustainable business practices—a true honor.

The continuous success of the Company could not have been achieved without the support and trust of all stakeholders. I extend my deepest gratitude to our Board of Directors, management team, and employees for their unwavering dedication to our organization. I also thank our shareholders, customers, and business partners for their consistent support. I pledge to lead our organization towards achieving our goals with the utmost commitment to sustainability.



A handwritten signature in black ink, appearing to read 'T. Dalal'.

Mr. Tipp Dalal

Chief Executive Director
Triple i Logistics Public Company Limited



- Significant development in the year 2023 -



Approval on conversion of Asia Network International Co., Ltd. (“ANI”) into a public limited company

- The Board of Directors’ Meeting No. 1/2023 held on 21 February 2023 resolved to approve conversion of Asia Network International Co., Ltd. (“ANI”), in which the Company holds 51.66% of the total paid-up capital, into a public limited company prior to capital increase according to ANI’s IPO plan. The meeting also resolved to approve the change of ANI’s par value, the first issuance and offering of newly issued ordinary shares of ANI to the public (IPO), and the listing of all ordinary shares of ANI on the Stock Exchange of Thailand. The number of newly issued ordinary shares of ANI offered to the public shall not exceed 554,738,900 shares at a par value of Baht 0.50 per share (after the change of par value), from the existing registered capital of Baht 646,630,550 to the new registered capital of Baht 924,000,000, divided into 1,848,000,000 ordinary shares at a par value of Baht 0.50 per share. Such newly issued ordinary shares shall not exceed 30% of ANI’s paid-up capital after the capital increase according to the IPO plan.

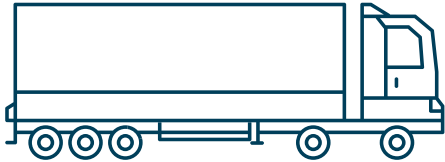
Exercise of warrants to purchase newly issued ordinary shares (III-W1) no. 6

- On 11 May 2023, there was the sixth and final exercise of III-W1 to convert into 69,055,226 ordinary shares of the Company, resulting in the total amount of proceeds from the conversion of III-W1 of Baht 410,202,644.04. For all six exercises of III-W1, the aggregate number of shares arising from the exercises was 152,279,835 shares and the aggregate amount of proceeds from the conversion of III-W1 was Baht 909,550,298.24.

Dividend payment

- The Company paid dividends for the year 2023 to shareholders at the rate of Baht 0.60 per share, totaling Baht 456,206,241.60, consisting of annual dividend payment for the year 2022 on 16 May 2023 at the rate of Baht 0.40 per share, totaling Baht 295,479,157.60, and interim dividend payment on 8 September 2023 at the rate of Baht 0.20 per share, totaling Baht 160,727,084.00.



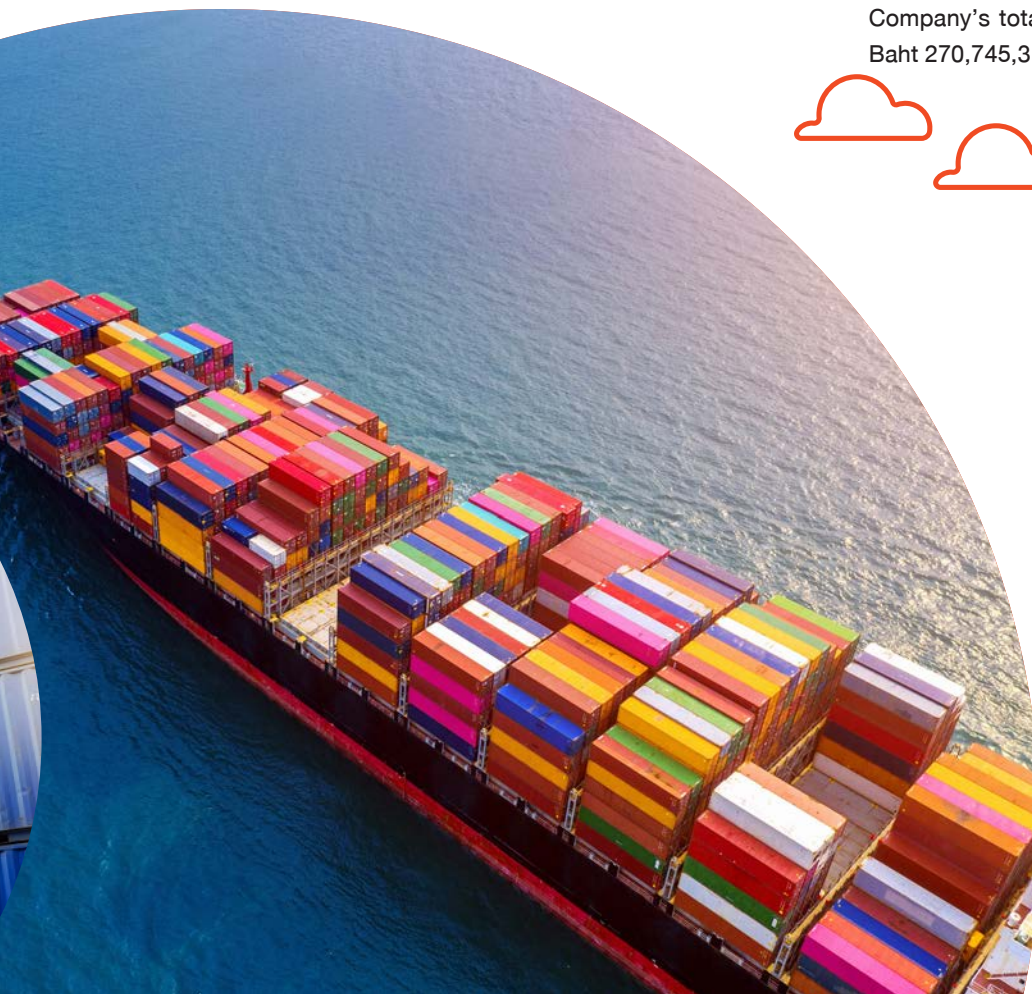


Capital increase in Makesend Express Company Limited (MAKESEND)

- The Company increased capital in MAKESEND on 30 June 2023. Through such capital increase, the Company would maintain the existing shareholding of 30%. The newly issued ordinary shares subscribed by the Company was 780,000 shares with a total investment value of Baht 15.60 million.

Share repurchase for financial management (Treasury Stock)

- The Board of Directors' Meeting of the Company held on 8 August 2023 resolved to approve share repurchase program (Treasury Stock) in the amount of not exceeding Baht 300 million and the number of shares to be repurchased of not exceeding 25,000,000 million shares or 3.10% of the total issued shares. The share repurchase shall be made through the Stock Exchange of Thailand. The share repurchase program has ended on 10 January 2024. The Company has repurchased a total of 25,000,000 shares, representing 3.10% of the Company's total issued shares, with a total value of Baht 270,745,310.



– Financial Highlight –

SUMMARY OF KEY FINANCIAL STATISTICS		Y 2021	Y 2022	Y 2023
Statement of Comprehensive Income		Million Baht		
Revenue from Sales and Services		2,939.2	2,788.8	1,764.5
Gross Profit		527.2	611.5	381.3
SG&A Expenses		362.9	438.1	305.9
Net Profit for the year		367.0	795.7	866.2
STATEMENTS OF FINANCIAL POSITION		Million Baht		
Total Assets		2,939.4	3,679.7	4,641.1
Total Liabilities		1,204.7	1,008.0	878.5
Total Equities		1,734.7	2,671.7	3,762.6
STATEMENTS OF CASH FLOWS		Million Baht		
Net Cash generated from (used in) Operating Activities		111.2	359.1	95.9
Net Cash generated from (used in) Investing Activities		11.8	(124.8)	(348.2)
Net Cash generated from (used in) Financial Activities		(69.2)	138.2	22.9
KEY FINANCIAL RATIO				
Gross Profit Margin	%	17.9%	21.9%	21.6%
Net Profit Margin	%	12.5%	28.5%	49.1%
Earnings per share ^{1/}	Baht	0.60	1.25	1.11
Return on Equity (ROE) ^{2/}	%	24.3%	36.1%	26.9%
Current Ratio	Times	1.3x	2.1x	1.4x
Average Collection Period	Days	76.7	86.3	96.6
Average Payment Period	Days	60.7	62.4	71.0
Debt to Equity Ratio (D/E ratio)	Times	0.7x	0.4x	0.2x

Remarks:

^{1/} EPS (Earnings per share) is calculated by dividing net profit for the period by weighted average total number of common shares for the period

^{2/} Return on Average Equity

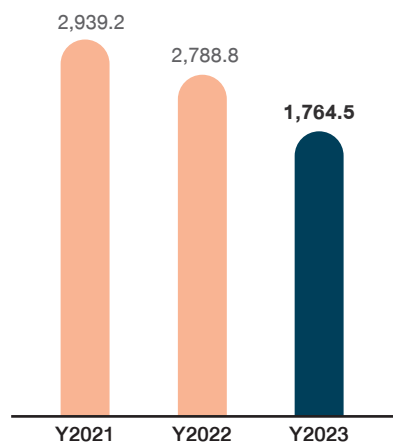


Revenue Contribution 2023

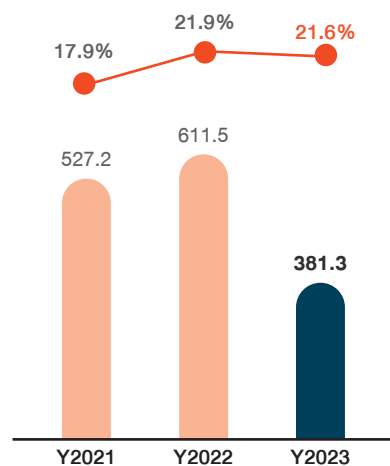
- Air Freight Business**
51%
- Chemical and Specialty Logistics Business**
30%
- Logistics Management Business**
14%
- Sea Freight & Inland Transport Business**
4%
- Other Business**
1%



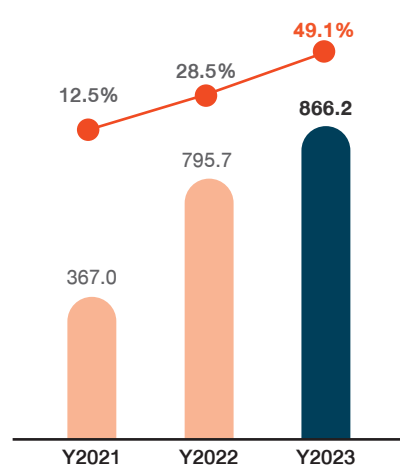
Revenue from Sales and Services (Million Baht)



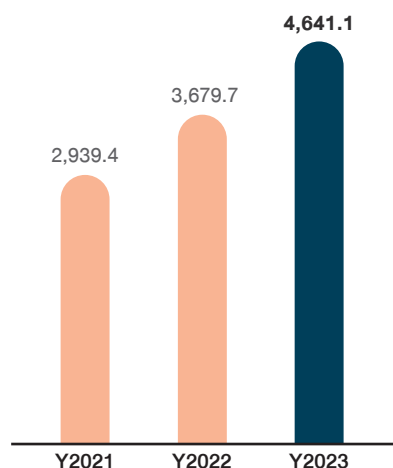
Gross Profit (Million Baht) and **Gross Profit Margin** (%)



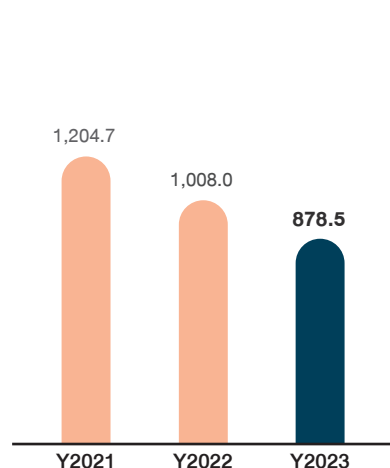
Net Profit (Million Baht) and **Net Profit Margin** (%)



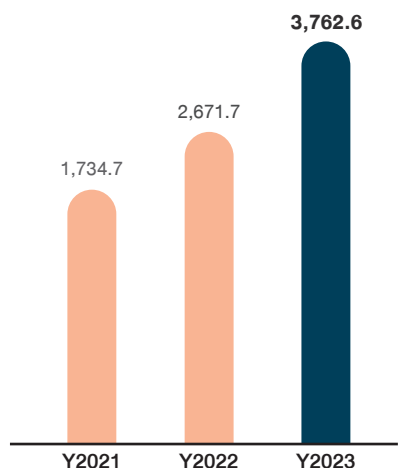
Total Assets



Total Liabilities



Total Equities



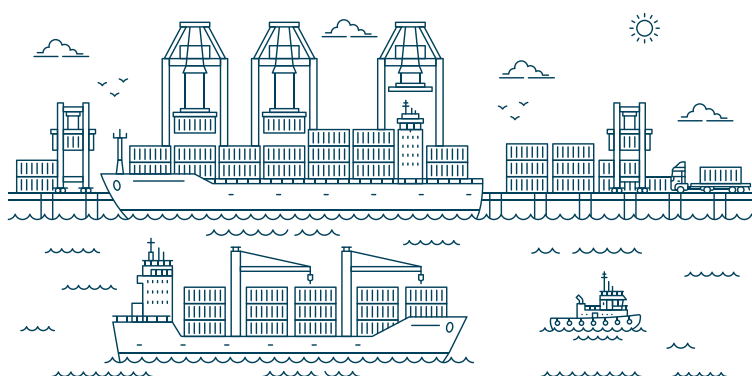
Part 1 | Business and Performance



– Business Overview –

The Board of Directors understands the importance of the Company's business operations and has prepared the Company's vision, mission, objectives and strategies in conducting the business for both short-term and long-term. To conduct the business in line with its strategies, the Company prepares and approves the annual business plan and monitors the Company's performance on a quarterly basis. The Company's performance is analysed

and economic conditions, which have impact on the Company's business, are assessed to enable the Company to operate appropriately and competitively. Such process will lead the Company to achieving its objectives. In addition, the Board of Directors and sub-committees oversee that the Company is in compliance with Principles of Good Corporate Governance prescribed by the Stock Exchange of Thailand.



OUR VISION

THE LEADING THAI LOGISTICS GROUP IN ASIA THROUGH "LOGISTICS AND BEYOND"



OUR MISSION

INTEGRATING VALUES TO BE "THE RIGHT SOLUTION, THE RIGHT PARTNER" FOR ALL STAKEHOLDERS AND FOR SUSTAINABLE GROWTH



Business Strategies and Objectives

The company is committed to achieving sustainable growth by implementing a business strategy characterized by flexibility. It evaluates both internal and external factors that impact the company's operations to ensure rapid adaptability to various situations, embodying business resilience. The company strives to balance its business operations with excellent corporate governance and integrates sustainable development into its organizational practices. It efficiently manages relationships with all stakeholder groups and conducts its operations without causing negative impacts on society and the environment.

The company's goal is to build strengths and create growth in all business groups. The main strategies for the years 2024–2027 are:

- **Revenue Generation:** the group Company's goal is to create business growth by expanding its existing platform which consists of customers, business partners and products. Committed to creating mutual value for sustainable growth
- **Cost Management and Enhancement of Operational Efficiency:** through continuous investment in information technology system and human resources development in order to increase competitiveness and provide satisfaction to customers and trade partners.
- **Development of personnel** to be knowledgeable and capable, while providing support for professional growth
- **Increase of Business Opportunities:** through development of existing products and innovations in logistics and business expansion domestically and internationally.
- The company operates transparently and reliably, underpinned by the principles of good governance.
- The company prioritizes the efficient use of natural resources and cultivates a culture of environmental and community respect among its personnel, aiming for minimum to no negative impact

– SHAREHOLDING STRUCTURE OF THE GROUP COMPANY –

OVERVIEW OF BUSINESS STRUCTURE AND SHAREHOLDING STRUCTURE OF THE GROUP COMPANY

Triple i Logistics Public Company Limited (TLG) (the “Company”), including its subsidiaries and associated companies (the “Group of Companies”), has been providing logistic services for over 32 years. The Company started its first business in international sea freight forwarding in 1991. At present, the group company is a leading total logistics service provider. Our services include local and international logistic services which cover air freight, sea freight, and inland transport business. The group company also provide customs clearance and supply chain management services. Logistics services provided by the Company cover general products and specialty products such as chemical and dangerous goods.

Each type of logistics services requires specialist knowledge, expertise and experience because each of them has different operational procedures, work process, network, alliance, trade partners and customers’ needs. The Group, therefore, has set-up an organization structure which focuses on truly building expertise in each and every type of logistics service and creating customers’ satisfaction and business growth. The Group has conducted annual customer satisfaction survey for every business unit. In 2023, the Group received customer satisfaction at “Very Good” level, with average score of 90.53 percent.

The businesses of a group of companies are operated by the Company, its subsidiaries and its associated companies with the total of 21 companies within the group company. The businesses of the Company can be divided into 4 main business units.

AIR FREIGHT BUSINESS

- Triple i Air Express Company Limited (TAX), a subsidiary held 99.99% shares by the Company. The Group provides domestic and international wholesale air freight.
- Triple i International Pte., Ltd. (TIL) a subsidiary held 100% shares by the Company. The Group provides air freight forwarder.
- Asia Ground Service Company Limited (AGS), a subsidiary held 99.99% shares by the Company. The Group offers ground and passenger handling services and general cargo service and international express cargo service at Don Mueang Airport.

- Asia Network International Public Company Limited (ANI), a joint venture held 36.15% by the Company. The Group represents airlines in selling cargo space and other operations relating to air freight business.
- SAL Group (Thailand) Company Limited (SAL), a joint venture held 22.50% by the Company, a joint venture company with Airports of Thailand Public Company Limited (AOT), which has established AOT Ground Aviation Services Company Limited (AOTGA) to provide ground and passenger services to airlines and air cargo terminal.

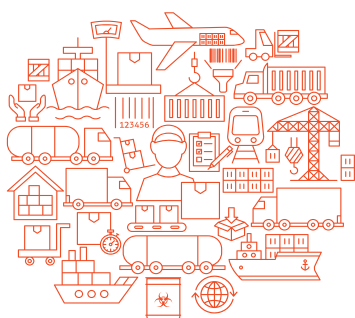
SEA FREIGHT AND INLAND TRANSPORT BUSINESS

- Triple i Maritime Agencies Company Limited (TMA), a subsidiary held 99.99% shares by the Company. The Group operates as a sales agent for shipping lines and provides other related sea freight and in-land transport services.
- ECU Worldwide (Thailand) Company Limited (ECU), an associate held 43.00% by the Company, is a joint venture between the Company and ECU Worldwide, a global service provider to international sea freight forwarders with expertise and specialization in providing Less Than Container Load (LCL services).
- CK Line (Thailand) Company Limited (CKT), an associate held 42.00% by the Company, is a joint venture between the company and CK Line of South Korea. The Group operates as a sales agent for shipping lines. The routes offer sea freight services between North Asian countries and Southeast Asian countries.
- TSL Logistics Company Limited (TSL), an associate held 50.99% by the Company, is a joint venture between the company and Sitthi Logistics Laos Company Limited. The Group provides international rail freight service.

LOGISTICS MANAGEMENT BUSINESS

- Triple i Logistics Public Company Limited (TLG), a company listed on the Stock Exchange of Thailand. The Group provides international logistics services, including air freight, sea freight, inland transport business. The services include customs clearance and acting as an agent in handling documents.
- Triple i SupplyChain Company Limited (TSC), a subsidiary held 99.99% shares by the Company, The Group operates warehouse management and a full range of domestic logistics and distribution services.

- Cross Border Couriers Company Limited (CBC), a subsidiary held 99.99% shares by the Company, which operates an express transportation air freight forwarder.
- Makesend Express Company Limited (MAKESEND), a joint venture held 30.00% by the Company, which operates a Sameday delivery services.
- Galaxy Ventures Company Limited (GV), an associate held 30.00% by the Company, a Holding Company that invests in Start-Up businesses related to the logistics industry.
- Sabuy Speed Company Limited (SBS), an associate held 18.00% by the Company. Which is Dropped-off business, acting as points of collection for leading logistics companies.
- AZIA24 Pte.,Ltd. (AZIA24), a joint venture held 30.00% by the Company, which operates an super express air freight service for highly time-sensitive goods.



CHEMICAL AND SPECIALTY LOGISTICS BUSINESS

- HazChem Logistics Management Company Limited (HLM), a subsidiary held 99.99% shares by the Company. The Group is a leader in providing end-to-end Supply Chain and Logistics Dangerous Goods Integrator.
- DG Packaging (Thailand) Company Limited (DPG), a subsidiary held 99.99% shares by the Company. Which distributes dangerous goods packaging and provides dangerous goods and chemicals packing services used in air freight.
- HazChem Logistics Management Pte., Ltd. (HLM-SG), a joint venture held 55.00% by HLM. The Group provides international freight forwarding services of chemicals and dangerous goods by air freight and sea freight.
- HazChem Trans Management Company Limited (HTM), a joint venture held 59.99% by HLM. The Group provides domestic logistics and distribution services and transport from warehouse to foreign country.
- DG Packaging Pte., Ltd. (DGPS), a joint venture held 50.00% by the Company. The Group distributes dangerous goods packaging and provides dangerous goods packing services used in air freight in Singapore.

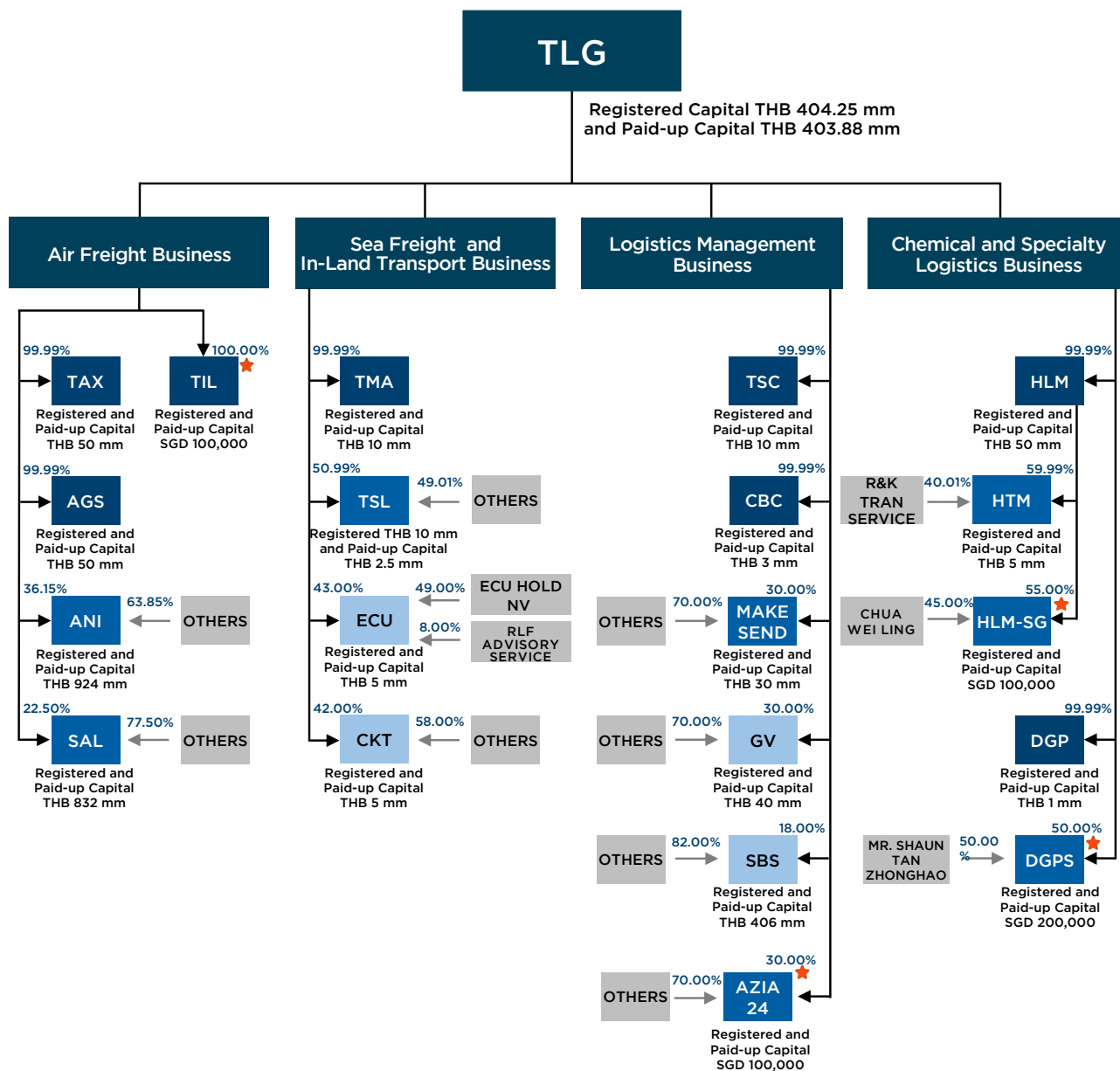
REVENUE STRUCTURE OF THE COMPANY AND ITS SUBSIDIARIES

Revenues from sales and services	Consolidated Financial Statements					
	31 December 2021		31 December 2022		31 December 2023	
	Revenue (Baht million)	% of total revenue	Revenue (Baht million)	% of total revenue	Revenue (Baht million)	% of total revenue
1. Air freight business	1,639.9	54.43%	1,428.9	48.84%	952.9	51.61%
2. Sea freight and inland transport business	106.5	3.53%	115.8	3.96%	71.6	3.88%
3. Logistics management business	485.4	16.11%	629.7	21.53%	255.4	13.83%
4. Chemical and specialty logistics business	766.0	25.42%	737.9	25.22%	552.7	29.94%
5. Others ^{1/}	15.0	0.50%	13.1	0.45%	13.7	0.74%
Total revenues^{2/}	3,012.8	100.0%	2,925.4	100.0%	1,846.3	100.0%
Total revenues after Inter-Co Transactions	2,939.2		2,788.8		1,764.5	

Remarks: ^{1/} Others: Revenues from other types of management consists of service fees from transport of personnel, office lease and service income.

^{2/} Total Revenues before Inter-Co Transaction

Business Structure and Shareholding Structure, 31 December 2023



Note : Individual and juristic persons jointly invested in iii are business partners only.
None of these persons have personal relationship with director and/or management of the company.

= Subsidiaries
 = Joint Venture
 = Associated
 = Oversea Companies

– SECURITIES INFORMATION AND SHAREHOLDERS –

As of 23 January 2024, the Company has its registered capital of 404,247,835.50 Baht dividing into ordinary shares of 808,495,671 shares with a par value at 0.50 Baht each and paid-up capital of 403,876,560.00 Baht dividing into 807,753,120 shares with a par value at 0.50 Baht each.

SHAREHOLDERS

Below is the list of major shareholders as of 23 January 2024

No.	Name of Shareholder	Number of Shares	Percentage (%)
1.	Group Family – Dalal	148,068,217	18.33
1.1	Mr. Tipp Dalal ^{/1}	120,334,884	14.90
1.2	Mrs. Marguerite Linda Dalal ^{/1.1}	27,733,333	3.43
2.	Group Family – Nobnomtham	115,101,480	14.25
2.1	Mr. Viraj Nobnomtham ^{/2}	108,861,480	13.48
2.2	Ms. Achiraya Sanguankongvilai	6,240,000	0.77
3.	Dr. Pongsak Thammathataree	36,900,000	4.57
4.	Mr. Teeranit Isarangkul	35,399,732	4.38
5.	Mr. Chalernsak Karnchanawarin ^{/3}	29,040,605	3.60
6.	Mr. Sura Kanittaweekul	29,000,000	3.59
7.	Mr. Jirod Panacharas ^{/4}	26,958,671	3.34
8.	Triple i Logistics Public Company Limited	25,000,000	3.10
9.	Ms. Pavasut Jotikasthira	22,866,000	2.83
10.	Deutsche Bank AG Singapore SES CLT a/c FOR NTAsian Discovery Master Fund	20,000,000	2.48
11.	Mr. Chalermchai Mahagitsiri	12,692,899	1.57
12.	Mr. Thanut Thatayanon ^{/5}	12,533,275	1.55
13.	Thai NVDR Company Limited	10,930,062	1.35
14.	Mrs. Darunee Rakpongpi boon ^{/6}	7,993,970	0.99
15.	Mr. Thanaphon Chaowiwattana	6,700,000	0.83
16.	Other Shareholders	268,568,209.00	33.25
Total		807,753,120.00	100.00

Remark:

^{/1} Mr. Tipp Dalal holds the positions of Director, Member of the Investment Committee, Chairman of Management Committee and Chief Executive Officer, holding 104,334,884 shares in his own name and 16,000,000 shares through a custodian called LGT BANK (SINGAPORE) LTD.

^{/1.1} Mrs. Marguerite Dalal, holding 11,733,333 shares in her own name and 16,000,000 shares through a custodian called LGT BANK (SINGAPORE) LTD.

^{/2} Mr. Viraj Nobnomtham holds the positions of Director, Member of the Investment Committee, Member of Management Committee, Member of the Nomination and Remuneration Committee, Chairman of the Risk Management Sub-Committee and Chief Financial Officer, holding 76,861,480 shares in his own name and 32,000,000 shares through a custodian called LGT BANK (SINGAPORE) LTD.

^{/3} Mr. Chalernsak Karnchanawarin holds the positions of Director, Member of Management Committee and Member of the Risk Management Sub-Committee.

^{/4} Mr. Jirod Panacharas holds the positions of Director, Member of Management Committee and Member of the Corporate Governance and Sustainable Development Committee.

^{/5} Mr. Thanut Thatayanon holds the positions of Director, Member of the Investment Committee, Member of Management Committee, Member of the Corporate Governance and Sustainable Development Committee and Member of the Risk Management Sub-Committee.

^{/6} Mrs. Darunee Rakpongpi boon holds the positions of Director, Member of the Investment Committee, Member of Management Committee, Member of the Risk Management Sub-Committee and Company Secretary.

1. Issuance of other securities – The Company’s Common Share Warrants

The Company is issuing warrants, designated as common shares No. 1 (“III – W1”), totaling 152,326,944 units to existing shareholders, distributed in proportion to their current shareholding as part of a “Right Offering,” with no additional charge. Each unit of warrant corresponds to 4 original common shares. From this allocation ratio, existing shareholders will receive a total of 152,326,837 units. Additionally, the exercise ratio is set at 1 warrant per 1 newly issued ordinary share, priced at 6.00 baht per share, to support the Company’s future investment plans. These warrants will be exercisable for a period of 3 years from the issuance date, which was May 14, 2020. The exercise date is set for the last business day of every 6 months following the issuance date. Historically, the Company has scheduled rights exercises 6 times as follows: on November 30, 2020; May 31, 2021; November 30, 2021; May 31, 2022; November 30, 2022; and the last exercise occurred on May 12, 2023. Upon the final exercise of rights, the Company will possess shares reserved for the reduction of capital, amounting to 742,551 shares with a par value of 0.50 baht per share. At the next shareholders’ meeting, the Company will propose to reduce the registered capital by 371,275.50 baht, eliminating 742,551 unissued shares with a par value of 0.50 baht per share, for consideration and approval. This action will facilitate future increases in registered capital. (In case the Company requires a capital increase.)

Remark: On 7 December 2022, the Company has adjusted the exercise ratio and exercise price to protect interest of the warrant holders in accordance with the terms and conditions of warrants due to the Company has offered its newly issued shares to the existing shareholders in proportion to their shareholding at the offering price which was lower than the market price during the period of 26–30 December 2022 whereby the adjustment ratio was 1 unit of warrant shall be entitled to purchase 1.01007 newly issued ordinary share at the new exercise price of 5.94021 per share.

2. DIVIDEND POLICY

THE COMPANY’S DIVIDEND POLICY

The Company has the dividend policy to pay dividend to shareholders at the ratio of not less than 40% of the net profit of the Company financial statements after deduction of taxes, legal reserves and obligations of loan agreements provided that the payment of dividend may be changed from the policy depending on operating result, cash flow, necessity of investment, conditions and obligations of loan agreements and other appropriations in the future of the Company. If the Board of Directors resolves to approve the payment of annual dividend, it shall subsequently propose to the shareholders’ meeting for approval unless it is a interim dividend payment which the Board of Directors of the Company can approve such payment of interim dividend and subsequently, report to the next shareholders’ meeting.

Dividend Payment

Year	2021	2022	2023
Dividend per share (Bath)	0.40	0.55	0.38
Dividend payout ratio (%)	50.79	83.69	76.78

SUBSIDIARIES’ DIVIDEND POLICY

The dividend policy of the Company’s subsidiaries for the payment of dividend to their shareholders shall be at the ratio of not less than 40% and shall be approved by the shareholders’ meeting of each subsidiary for every year. The dividend shall be paid from the net profit as shown in the financial statements of each subsidiary after deduction of taxes, legal reserves and obligations of loan agreements provided that the payment of dividend may be changed from the policy depending on operating result, cash flow, necessity of investment, conditions and obligations of loan agreements and other appropriations in the future of the each subsidiary. The Board of Directors of each subsidiary can approve the payment of interim dividend and subsequently, shall report to the next shareholders’ meeting of each subsidiary.



NATURE OF BUSINESS AND COMPETITION POLICY

Triple i Logistics Public Company Limited and its subsidiaries and associated companies (collectively, the “Group”) is Thailand’s leading integrated logistics service provider which offers domestic and international freight services, including air freight, sea freight and inland transport, warehouse management, and product distribution for general and specialized products such as chemicals and dangerous goods. The business is categorized into 4 core business units with details as set out below:



**AIR FREIGHT
BUSINESS**



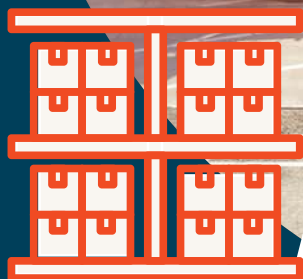
**SEA FREIGHT AND
IN-LAND TRANSPORT
BUSINESS**



**LOGISTICS MANAGEMENT
BUSINESS**



**CHEMICAL AND SPECIALTY
LOGISTICS
BUSINESS**



AIR FREIGHT BUSINESS



1. AIR FREIGHT BUSINESS

1.1 GENERAL SALES AGENT - GSA FOR AIRLINES

The Group operates as general sales agent for airlines in managing and selling air cargo and other operational tasks related to the air freight business through Asia Network International Public Company Limited or ANI, a joint venture company. Which currently represents more than 20 airlines with a network covering Thailand, China, Hong Kong, Singapore, Malaysia, Vietnam, Myanmar, and Cambodia.

- On 14 December 2023, the Company listed ANI on the Stock Exchange of Thailand. ANI is the first and only company operating as general sales agent for airlines business which is listed on the Stock Exchange of Thailand.

1.2 WHOLESALE AIR FREIGHT FORWARDER

The Group provides domestic and international wholesale air freight, including customs clearance services for import and export, and trucking services for picking up and delivering goods between airports and customers for small international freight forwarders. The Group also provides air mail and postal parcel delivery for Thailand Post Company Limited (Thailand Post).

In the present, the group focuses on providing international air freight services in the form of transshipment and cross-border freight services, connecting both Air to Air cargo and Truck to Air cargo service to customers who are e-Commerce freight forwarders to support the expansion of the e-Commerce business, which has a continuous high growth rate.

1.3 GROUND HANDLING AND AIR CARGO TERMINAL

The Group offers general cargo service and international express cargo service at Don Mueang Airport, to accommodate air freight for both inbound and outbound flights within the airport terminal, which is currently authorized by Airports of Thailand Public Company Limited (AOT). The Group is an international cargo service provider with a total service area of more than 6,200 square meters. At present, the Company has expanded its services to provide freight services between airports for business operators who transport both transshipment and transit goods from Don Mueang Airport to other airports within the country. In addition, the Company has expanded investment in related ground handling service business, which the Company invested in SAL Group (Thailand) Co., Ltd. (SAL), a joint venture company with Airports of Thailand Public Company Limited (AOT), which has established AOT Ground Aviation Services Co., Ltd. (AOTGA) to provide ground and passenger services to airlines and air cargo terminal. This is to expand the scope of services and increase the capabilities of the Group's existing warehouse business. At present, AOTGA is a sole airport and passenger ground handling service provider at Don Mueang Airport and Phuket Airport and provides warehouse services in Phuket Airport with a service area of 697 square meters. Meanwhile AOTGA has introduced cleaning services for 6 airports under AOT's supervision.

TARGET CUSTOMERS

Target customers of air freight business can be divided into groups according to service:

1. GENERAL SALES AGENT FOR AIRLINES

- International freight forwarders
- Partner airlines

2. WHOLESALE AIR FREIGHT FORWARDER

- International freight forwarders
- Domestic freight forwarders
- Mail carriers
- E-commerce freight forwarders
- Customers of transshipment and cross-border freight services

3. AIR CARGO TERMINAL

- Airlines
- Business operators who require air cargo terminal
- Customers of express cargo
- Business operators of transshipment and cross-border freight services

COMPETITION

1.1 GENERAL SALES AGENT – GSA FOR AIRLINES

General sales agent is a business with high potential and can be developed into a business with continuous growth. To be appointed as an agent for airlines, a company must be recognized with readiness and expertise, and must have a reliable air freight network. Hence, unlike international air freight forwarding business, there are only a few companies who have capabilities to act as an agent for airlines.

1.2 WHOLESALE FREIGHT FORWARDER

Air freight is a highly competitive business because there are many air freight forwarders in the market. With no service differentiation, there is high price competition. The capabilities of the service provider depend on procurement of competitive freight costs. Nevertheless, there is continuous growth in the air freight business. Therefore, the business has potential for development if an appropriate strategy is formulated.

1.3 AIR CARGO TERMINAL

Air cargo terminal service is a business that requires specialized expertise and must be operated in accordance with the standards determined by relevant agencies, both domestically and internationally. However, it is a business with high potential because the volume of cargo transported through Thailand's airports each year amounts to millions of tons and is growing steadily.

MARKETING STRATEGY

The air freight service business unit focuses on increasing freight volume and expanding market share to create economy of scale and enhance competitiveness across the business group through strategies including expanding the existing customer base, acquiring new customers, expanding new businesses and services from related businesses and effective cost management to create growth for the Group.

1. EFFECTIVE COST MANAGEMENT

Due to the air freight industry situation where freight rates have adjusted downward following increased cargo space based on flight frequency, the Company has adopted a pricing strategy and service volume to increase the market share. The Group, therefore, focuses on cost management, including sales and expenses, to efficiently manage and maintain competitiveness in the market while enhancing profitability.

2. EXPANSION INTO RELATED LOGISTICS SERVICES

The Group has expanded its services related to air freight by focusing on products and services with high profit margins for find new sources of income and create growth for the Group:

- To expand the express cargo center at Don Mueang Airport to service customers who require express cargo, particularly in small quantities and small items such as e-Commerce products, express freight and increasing freight services between local airports for business operators who transport both transshipment and transit goods.
- To expand transshipment and cross-border transportation services from Cambodia and Vietnam via Thailand to the United States and Europe, in the forms of both Air to Air cargo and Truck to Air cargo, from the existing services from Myanmar to Phuket Airport and Suvarnabhumi Airport in order to transfer shipments to destinations.

3. IMPROVEMENT ON SERVICE QUALITY

The Group focuses on providing quality services at a reasonable price with an emphasis on punctuality and safety. The Group has been certified for quality and efficient management with details as follows:

- TAC has received ISO 9001:2015 certification for general sales agent for airlines since 2015 until present.
- TAC has received a Regulated Agent Certificate by complying with the requirements of civil aviation security measures since 2015 until present.
- TAX has received ISO 9001:2015 certification for international air freight forwarding service since 2015 until present.
- AGS has received a Regulated Agent Certificate by complying with the requirements of civil aviation security measures since 2018 until 2025.
- AGS has received ISO 9001:2015 certification for international warehousing services since 2018 until present.

In addition, the Group has organized operation trainings in accordance with the standards and requirements of airlines for employees on a regular basis. The relevant government agencies, such as the Civil Aviation Authority of Thailand and sent employees to attend various training courses with IATA such as Professional Skill for Dangerous Goods Instructor, Aviation Security Awareness, Train the Trainer, Initial Dangerous Goods CAT.6 and Safety Management System in order to apply the knowledge and arrange training courses for other employees to increase efficiency in providing services according to international standards.





SEA FREIGHT AND IN-LAND TRANSPORT BUSINESS

2. SEA FREIGHT AND IN-LAND TRANSPORT BUSINESS

2.1 SHIPPING LINE AGENCIES

The Group operates as a sales agent for shipping lines and provides sea freight services by using container system, Full Container Load (FCL) service by selling freight to target groups such as international freight forwarders (3PL), Common Consolidator, importers and exporters. The Group also provides other services relating to sea freight for shipping lines, including container management and related services such as outsourcing labor for managing containers at the port (Stevedoring) and providing container yard for shipping lines.

At present, the Group acts an agent for CK Line of South Korea. The routes offer sea freight services between North Asian countries and Southeast Asian countries. There are routes available between Thailand and other countries such as Vietnam, China, South Korea, Japan, Hong Kong, Taiwan and Indonesia. Other related services such as container management service at the port and coordination on bringing ships into the port.

In the year 2023, the Company was appointed by its partner as a Box Operator in providing container sea freight services. The destinations include Southern India and the Middle East. The service is expected to commence in the year 2024.

2.2 WORLDWIDE LESS THAN CONTAINER LOAD - LCL SERVICE

The group operates as a global LCL service provider to international freight forwarders through ECU Worldwide (Thailand) Co., Ltd. (ECU). Currently, there are 70 direct service routes from Thailand to countries around the world, both inbound and outbound and continuous transport routes through a network of major seaports of ECU Worldwide which serve as centers for sea distribution to more than 530 destinations, with more than 2,400 direct routes around the world.

2.3 IN-LAND TRANSPORT

o In-land transport business by tractor trucks

The container transport is a supplementary business of shipping line agency business, from providing port to port transport service to multimodal transport service. The business focuses on providing inland transport by container system which has been expanded to include customs clearance at the port, transport of the container and Iso Tank from the port to the destination in the country and neighboring countries as required by

the customer (Cross Border Service), and domestic transport service by tractor trucks, offering container transport services for both imports and exports, as well as empty container repositioning services for shipping lines. Providing domestic transport services to B2B transport services by flatbed tractors, 6-wheeler vans, 10-wheeler vans, and other special vehicles as required by customers.

o Rail freight services

The Group operates local and international rail freight management services, including providing customs clearance services for those who wish to import and export goods via railway.

- **Domestic rail freight services.** The Group currently provides freight services for paper products through domestic rail freight service, a route from Lat Krabang Station to Sa Kosi Narai Station in Ratchaburi Province.
- **International rail freight services** by the Company and Sitthi Logistics Laos Co., Ltd., which specializes in international logistics management, particularly rail transportation, in the Lao People's Democratic Republic. Jointly established TSL Logistics Co., Ltd. To develop international rail freight service, which connects rail freight service between China-Laos-Thailand.



COMPETITION

2.1 SHIPPING LINE AGENCIES

Providing services in niche market routes that have potential for good profitability, such as transportation routes to Japanese outports, focusing on petrochemicals, agricultural products, and processed food. In respect of other service routes of the Company, they are considered routes with increasing freight volumes. However, the Company may face price war with other competitors, especially during low seasons when customers with frequent shipment volumes may negotiate the prices.

2.2 FREIGHT FORWARDER - LESS THAN CONTAINER LOAD (LCL SERVICE)

present, there are many international sea freight service providers who offer less than container load service. There are more than 30 local NVOCC operators, most of whom specialize in providing services in a particular market. The other group is a group of large global and regional NVOCC players with less than 10 players in the group, but the group can provide a wide range of services and has service coverage worldwide. As a result, large global and regional service providers have a combined market share of 30% to 40%.

2.3 INLAND CONTAINER TRANSPORT

The in-land transport is highly competitive since a large number of service providers are offering similar service capabilities, leading to a focus on price competition among most operators. This is compensated by an emphasis on increasing freight volume and efficiency in managing various costs to enhance competitiveness. However, in-land transport remains a significant mode of transportation within the country, accounting for over 80% of the total domestic freight volume.

TARGET CUSTOMERS

Target customers of sea freight and in-land transport can be divided into groups according to service:

1) SHIPPING LINE AGENCIES AND INLAND CONTAINER TRANSPORT

- Exporters and importers whose products are transported to countries with service coverage by CK Line
- International freight forwarders and third-party logistics company (3PL)
- Customers who are the Group's subsidiaries
- Customers who are exporters and importers who transport goods from port to factory and from factory to factory
- Customers who use domestic rail freight services

2) SEA FREIGHT FORWARDER - LESS THAN CONTAINER LOAD (LCL SERVICE)

- Multi-national freight forwarders who are global accounts of ECU Worldwide
- Local freight forwarders who provide international freight services
- Licensed customs brokers
- Exporters who are target customers
- Companies which provide packing services for tourists (Packing Company/Packing House) who want to transport goods, especially handicrafts purchased from Thailand to their home countries

MARKETING STRATEGY

1. SHIPPING LINE AGENCIES AND INLAND CONTAINER TRANSPORT

• PROVISION OF SERVICES ON ROUTES WITH FEW SERVICE PROVIDERS (NICHE MARKET)

The Group focuses on providing sea freight services on routes where there are few service providers to avoid price competition. It also reduces the risk of imbalance in the demand and supply of sea freight services.

• COOPERATION AMONG COMPANIES WITHIN THE GROUP

TLG has affiliated companies as ECU and HLM which provide international freight forwarding services that can provide services to customers using the services of TMA and CKT for both sea freight and in-land transport.

• MULTIMODAL TRANSPORT SERVICE

The Group has developed its services from port to port to multimodal transport, which has enabled the Group to expand the scope of services, including customs clearance at the port and transport from the port to destinations within the country and neighboring countries (Cross Border Service) as required by customers to connect and expand the services, covering both sea freight and in-land transport.

• INLAND CONTAINER TRANSPORT SERVICE

The Group will focus on expanding inland container transport to support customers who use the service of shipping lines represented by the Group and customers of the Group's subsidiaries, including expanding to customers of other shipping lines. It will also conduct a feasibility study on expansion of the business into container depot services.

- **QUALITY AND CUSTOMER FOCUS**

The Group focuses on improving service quality, increasing competitiveness, and creating customer satisfaction. As a result, the Group has been certified for quality and efficient management as follows:

- TMA has received ISO 9001:2015 certification for international freight forwarding service provider from 2017 until present.
- CKT has received ISO 9001:2015 certification for international sea freight service using container system from 2017 until present.

- **EXPANSION INTO NEW FORM OF TRANSPORT SERVICE**

By providing domestic rail freight service as an alternative for customers. In the future, rail freight service will become more important if Thailand develops a transport infrastructure to connect domestic freight routes to neighboring countries. At present, the Group provides domestic rail freight services on the route from Lat Krabang Station to Sa Kosi Narai Station and is considering introducing other potential routes in the future.

- **DEVELOPING SERVICE EFFICIENCY TO MEET CUSTOMER NEEDS**

The Group is improving service delivery in terms of on-time delivery and utilizing GPS tracking technology to enable customers to track the status of their goods during the delivery process. The Group also improves knowledge and service skills of staff to understand customer needs.

2. SEA FREIGHT FORWARDER - LESS THAN CONTAINER LOAD (LCL SERVICE)

- **LEADING SERVICE PROVIDER WITH A GLOBAL NETWORK**

ECU is one of the world's leading service providers of sea freight without its own ships with expertise in providing LCL services through ECU Worldwide's network that exists around the world and serving under one brand. There is a sales team that can support customers globally, regionally, and nationally under a policy that focuses on meeting customer satisfaction. In the year 2022, new routes to Chittagong, Bangladesh, Istanbul,

Turkey, and Vancouver and Toronto, Canada. Additionally, the Group continues to consider opening new potential routes in the future

- **UNDERSTANDING THE NEEDS OF SPECIFIC CUSTOMERS TO PROVIDE EFFICIENT SERVICES FOR THOSE SPECIFIC GROUPS**

ECU Worldwide conducts qualitative research by interviewing specific groups (Focus Group). The interviews are conducted with global and regional freight forwarders, which are target customers, to understand the customers' needs and provide efficient services.

- **IMPROVING SERVICE QUALITY**

In the year 2019, ECU started using Topaz system effectively within the organization. It developed and improved the system to be in line with the business in Thailand. In the year 2021, a digital platform ECU360 was introduced for usage and provision of access to customers. In the year 2022, ECU has developed a new version of the platform with additional features that respond to more customers' needs. The features include transactions through the edi system to support customers who want online access to shorten the operation time, reduce errors from manual system, and increase work efficiency for maximum benefits to customers.

- **FAST DELIVERY AND SERVICES ARE RESPONSIVE TO THE NEEDS OF CUSTOMERS**

ECU continually focuses on increasing direct shipping routes to serve customers and improving the services to become faster and more convenient. Ports and packing and sorting stations have been organized in various areas such as the warehouse at Klong Toey Port, the warehouse at Lat Krabang Packing and Sorting Station to facilitate customers who are exporters and importers.





LOGISTICS MANAGEMENT BUSINESS

3. LOGISTICS MANAGEMENT BUSINESS

3.1 INTEGRATED FREIGHT FORWARDING SERVICE

The Group provides international logistics services, including air freight, sea freight, and cross-border including providing inland transport services by trucks to importers and exporters. The services include customs clearance and acting as an agent in handling documents for importers and exporters, and provision of advice on tax benefits. The process of obtaining licenses from various government agencies such as the Food and Drug Administration (FDA) and the Department of Industrial Works (DIW) for customers.

3.2 DOMESTIC LOGISTICS SERVICES

The Group operates a full range of domestic logistics and distribution services, including receipt of goods from factories, seaports or airports to be delivered or stored in warehouses, warehouse rental services, and inventory management services for importers and exporters in a B2B manner. The Group also provides fulfillment and last-mile delivery services to support online business, e-commerce, and social commerce in the form of B2C and C2C. At present, the Group has warehouses and distribution centers with a total area of 3,296 square meters, located in Bangna-Trad Km.19, which is a high potential area for logistics industry in Thailand.

In addition, the Group focuses on developing capabilities to provide comprehensive logistics services to both general customers, e-commerce and social commerce customers. This includes expanding services and investments in both new logistics formats and logistics platforms.

- The Company has invested in Galaxy Venture, a holding company that invests in start-up businesses related to the logistics industry, to develop new forms of logistics services and leverage expertise to enhance services provided by the Group.
- The Company has invested in Makesend Express Company Limited (MAKESEND), which operates a same-day freight service within the country, known as Super Express, to meet the demand for rapid product delivery. In the year 2023, MAKESEND has invested in Airportels International Company Limited (AIRPORTELS), which provides luggage storage and freight services between city areas, to expand product offerings and introduce new services, leveraging existing expertise and proficiency.
- The Company invested in Sabuy Speed Co., Ltd. (SBS), which is Dropped-off business, acting as points of collection for leading logistics companies such as Orange Express, Thailand Post, NINJA, Lazada express, Shopee Xpress, True e-Logistics, and DHL etc., with more than 20,000 branches nationwide.



COMPETITION

1. INTERNATIONAL LOGISTICS SERVICE

Competition in international freight services is intense due to the large number of service providers in the market at national, regional, and global levels. Each operator focuses primarily on price competition as a strategy. This is a strategy to increase freight volume and market share from other competitors to compensate for fluctuating freight rates. Additionally, the volume of imports and exports in Thailand remains a significant factor influencing the industry's service volume.

2. DOMESTIC LOGISTICS SERVICE

At present, there are many integrated logistics service providers in the market, including large operators, multinational companies, and many Thai operators who provide similar services. Hence, the Group must position itself in a clear direction to make it easier to communicate and efficiently compete with competitors.

TARGET CUSTOMERS

Target customers of logistics management business can be divided into groups according to service:

1. INTERNATIONAL LOGISTICS SERVICE

Target customers are importers and exporters, focusing on importers of industrial products Retail and consumer products such as telecommunication and computer products, clothing, cosmetics, food, medicine, medical supplies, medical equipment, construction material, home decoration, and clean energy groups etc.

2. DOMESTIC LOGISTICS SERVICE

The main target customers are importers and distributors of consumer goods with relatively high values. The Group focuses on customers who have demand for warehouse service, inventory management service, and domestic distribution service. The target customers can be divided into 5 groups, consisting of distributors of information technology, distributors of sports equipment, manufacturers and distributors of health and beauty products, distributors of apparels such as clothes and fashion bags and distributors of pet food, Who have various distribution channels, including both B-2-B and B-2-C.

MARKETING STRATEGY

1. INTERNATIONAL LOGISTICS SERVICE

• PROVISION OF ONE-STOP SERVICE

The Group focuses on being a one-stop service provider, covering all logistics processes. The strengths of TLG as a specialist in international logistics and TSC as a specialist in domestic logistics management are emphasized to connect the services and be able to offer effective solutions and competitive logistics costs for customers.

• EXPANSION OF CUSTOMER BASE TO INCREASE SOURCES OF INCOME AND REDUCE RISKS

The international logistics service focuses on expanding the new customer base to diversify sources of income and diversify business risks. The Group increases the variety of products and focuses on providing logistics services for imports and exports via air freight and sea freight.

• FOCUSING ON COMPETITION IN TERMS OF VOLUME AND INCREASING MARKET SHARE

The Company focuses on expanding the freight volume and increasing market share to compensate for the reduced freight rates. It emphasizes on expanding both air and sea freight volumes from existing and new customers, as well as expanding comprehensive logistics services for customers.

• EXPANDING THE CUSTOMER GROUPS TO ALIGN WITH ECONOMIC CONDITIONS

Due to economic uncertainties, the Company focuses on essential consumer goods and medical supplies which are less sensitive to economic fluctuations, for instance, food, cosmetics, and pharmaceuticals, medical supplies and equipment.

• ENHANCING PROFITABILITY AND COMPETITIVENESS

The Group emphasizes profitability and competitiveness in the market by focusing on providing services and products with high profit margins, for instance, offering comprehensive logistics services rather than individual service. It also focuses on improving service efficiency and cost management capabilities to compete effectively with other competitors in the market.

2. DOMESTIC LOGISTICS SERVICE

• FOCUSING ON DIFFERENTIATING LOGISTICS PRODUCTS

The Group focuses on creating service differentiation by using its expertise in efficient logistics management, from planning transport, storage and distribution according to orders, analyzing data to solve problems for customers in order to reduce costs or fixing problems to make the operations run smoothly. The Group aims to become a leading logistics service provider for the targeted product groups.

• IFULFILLMENT AND IDELIVERY SERVICES CATER TO ALL NEEDS FOR SEAMLESS INTEGRATION OF BOTH ONLINE AND OFFLINE COMMERCE

The Group has developed iFulfillment service to accommodate growth in online, e-commerce, and social commerce businesses of various customer groups. This is achieved through the integration of the iDelivery service, which provides Last-Mile Delivery, along with the development of real-time order connections, through online and offline channels, in an Omni Channel manner without interruption. It also manages Fulfillment stations via conveyor belt systems and sorting systems, making the logistics backend management of customer companies easy and worry-free, especially during peak periods such as double days, weekends, holidays, and festive seasons etc.

• FOCUSING ON ICOMMERCE SERVICE IN THE FORM OF E-COMMERCE ENABLER, A SERVICE WHICH HELPS CUSTOMERS IN ENTERING THE WORLD OF ONLINE SALES EFFICIENTLY

In addition to the abovementioned iFulfillment and iDelivery services, the Group will be developing iCommerce services, which is e-Commerce, enabler service that is part of digital marketing and offers integrated marketing solutions such as on-line brand strategy and planning, shop-in-shop management, on-line marketing and omni channel, reach management, and product information service (Back-end Administration), Which helps customers in entering the world of online sales efficiently.

• CONTINUOUS ONLINE MARKETING OF VARIOUS SERVICES

The Group continuously conducts marketing activities through online channels to promote the distinctive features of various services, particularly:

- iFulfillment for fulfillment service
- iDelivery for first and last-mile delivery
- iProject for turnkey integrated logistics services such as equipment installation, improvement of branch offices or storefronts, or one-stop logistics services for a specific business such as hospitals etc.
- iCommerce for assistance to business operators in conducting their business online, e-Commerce and social commerce

The Group aims to carry out a plan for online marketing to continuously reach target customers and promote brand image of various services to reach and expand the customer base to achieve growth and sustainable business.

• CONTINUOUS IMPROVEMENT OF SERVICE QUALITY

The Group focuses on providing quality services with punctuality and safety. The Group efficiently manages the quality of services, which have been certified with the below standards.

- TLG has received ISO 9001:2015 certification for international freight forwarding service since 2016 until present.
- TSC continuously improves the quality of its warehouse services (iFulfillment) and domestic distribution (iDelivery), as well as other services (iCommerce and iProject), to meet diverse needs and support growth of online and offline businesses for customers in an integrated and efficient manner.





CHEMICAL AND SPECIALTY LOGISTICS BUSINESS

4. CHEMICAL AND SPECIALTY LOGISTICS BUSINESS

4.1 HAZARDOUS AND DANGEROUS GOODS LOGISTICS INTEGRATOR

The Group is a leader in providing end-to-end supply chain and dangerous goods and chemicals logistics integrator with a wide range of services as set out below.

- International freight forwarding services of chemicals and dangerous goods by sea and air according to international dangerous goods logistics regulations by sea and air.
- Chemicals and dangerous goods logistics by tank containers (ISO-Tank Container).
- Customs clearance for imports, exports and benefits across areas of customs and others
- Warehousing for Dangerous Goods. At present, there is a special warehouse for chemicals and dangerous goods located in the Frasers Logistics Park on Bangna-Trad Road Km. 39, Chachoengsao Province with a total area of 30,000 square meters. The warehouse can support demands for dangerous goods storage, including ambient storage and air-conditioned storage.
- Nationwide Distribution services and Cross Border Transport.
- Logistics services for pharmaceuticals, medical supplies, and clinically controlled temperature-sensitive samples (Specialized Logistics for Time and Temperature Sensitive Goods).
- Training and consultancy services on management of hazardous and dangerous goods.



4.2 DANGEROUS GOODS PACKAGING SOLUTION PROVIDER

The Group distributes dangerous goods packaging and provides dangerous goods packing services used in air freight in accordance with Dangerous Goods Regulations by Air of the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA). The Group has launched the DG-to-GO service to support an urgent loading of dangerous goods on-site, at factory or business premise, to immediately deliver such dangerous goods to the airport. The Company has developed sales channels for packaging through an online platform on the Company's website.

COMPETITION

The Group's business model focuses on providing end-to-end integrated logistics services for chemical and dangerous goods business. Most customers are large enterprises such as branch offices, chemical plants, and distributors of multinational corporations. The nature of the business involves combining specialized chemicals and dangerous goods knowledge with end-to-end integrated logistics services, aiming to provide professional services that meet all customer needs. This is achieved through high service standards and continuous organizational developments towards excellence in safety, occupational health, environment, security, and sustainability.

Competition in the chemicals and dangerous goods logistic business is characterized by its uniqueness and limited competition in the market. Most competitors are international companies with clients whose offices are based overseas. Most local competitors typically focus on specialized services, for instance sea freight services for dangerous goods, air freight services for dangerous goods, warehousing for dangerous goods, and local transportation and distribution services for dangerous goods. Many of these competitors have evolved from providing basic logistics services for general goods and have expanded their services to include dangerous goods and chemicals in addition to their existing services

Another important factor for the success and competitiveness of the business is understanding the context of regulations and requirements related to dangerous goods and chemical logistics business, both domestically and internationally. This includes storing and handling dangerous goods and chemicals within facilities, which involves various components such as building structure standards, emergency response capabilities (e.g., fire outbreaks or chemical spills), safety management services, occupational health, environmental including safety and sustainability management, and many other factors. Therefore, the context of knowledge, organizational development, work experience, service standards and systematic processes, including a team that truly understands legal frameworks and regulations, both domestically and internationally, is a crucial mechanism that ensures the logistics management services for dangerous goods and chemicals throughout the supply chain can be conducted accurately and with safety.

TARGET CUSTOMERS

Target customers of chemical and dangerous goods logistics can be divided into groups according to service:

1. HAZARDOUS AND DANGEROUS GOODS LOGISTICS INTEGRATOR

Hazardous and dangerous goods logistics integrator focuses on providing integrated services to key target groups, most of whom are in the supply chain of the chemical industry, including manufacturers, importers, distributors, and users of chemicals in production and trade. More than 90% of the Group's customer base is multinational corporations, most of which are companies from Europe, the United States, Japan, Korea, and China. While most companies in Thailand are small companies (SMEs) or distributors.

The Group provides a one-stop service to most of the customers who are multinational corporations. The service contract will be signed for a period of 1-3 years, particularly for the area of dangerous goods warehouse and logistics. Most subsidiaries have signed contracts to provide services on an annual basis.

2. DANGEROUS GOODS PACKAGING SOLUTION PROVIDER

Another important target customer group is logistics service providers and International Freight

Forwarder who uses dangerous goods packing, declaration, and packaging labeling services in accordance with International Dangerous Goods Regulations by Air of ICAO and IATA. Meanwhile, DGP focuses on serving customers in chemical industry, especially in customers in automotive industry, which focus on using high-quality packaging standards, and customers in pharmaceutical industry, which are increasingly conducting clinical trials to develop new drugs and medicines that support medical needs for respond to continuously emerging new infectious diseases.

MARKETING STRATEGY

1. ONE-STOP SERVICE FOR CHEMICAL AND SPECIALTY LOGISTICS AND BECOMING A LEADING DISTRIBUTOR OF DANGEROUS GOODS PACKAGING AND PROVIDER OF DANGEROUS GOODS PACKING SERVICE AT REGIONAL AND GLOBAL LEVELS

A key strategy is to provide end-to-end supply chain logistics services for chemicals and dangerous goods (End-to-end Supply Chain and Logistics Dangerous Goods Integrator), which is an integrated and one-stop services, focusing on meeting the needs of customers in the diverse and specialized chemical industry by emphasizing on specialized knowledge and experience.

2. CONTINUOUS AND SUSTAINABLE DEVELOPMENT OF STANDARDS AND INTERNAL WORK PROCESSES OF THE ORGANIZATION

The Group has a mechanism to develop internal service processes to support continuous and systematic total quality control and management. It has also developed the systems to operate in the dimensions of occupational health and safety, environment, security, sustainability, and improvement on service process to cover an integrated quality management system. HLM and DGP have received the below certifications

- HLM has received ISO 9001:2015 certification for quality management system standards since 2011 until present.
- DGP has received ISO 9001:2015 certification for quality management system standards since 2019 until present.
- HLM received certification for warehouse services that comply with good hygiene standards in food production or Good Hygiene Practices (GHP) in the year 2022.

HLM is an organization that received the Prime Minister's Export Award (PM Export Award) from the Department of International Trade Promotion and the Thai Chamber of Commerce Business Ethics Standard Test Award from the Thai Chamber of Commerce. HLM also received the quality standards for truck transportation or Q-Mark from the Department of Land Transport, Ministry of Transport.

HLM received a platinum level assessment certificate for establishment of occupational safety and health management system standard, a project for development of business premise according to the occupational safety and health management system standard by the Thailand Institute of Occupational Safety and Health (Public Organization) (T-OSH), Ministry of Labour.

The Group continues to focus on the development of excellence in the management of safety, occupational health, environment, and security by operating the business in accordance with the concept of Responsible Care®. The Group takes responsibilities and promote sustainable development for all dimensions of the business operations.

3. HAVING A CLEAR STRATEGIC STANDPOINT AND KNOWLEDGE AND EXPERTISE IN CHEMICALS AND DANGEROUS GOODS LOGISTICS

The Group has a very clear strategic positioning which is to focus on being a dangerous goods logistics specialist. This communicates in-depth understanding of the services provided by the Group to its main target customers, which are mostly multinational corporations in the chemical industry. The Group emphasizes on important elements of doing business with 3 values:

- 1) CHEMICAL KNOWLEDGE
- 2) LOGISTICS EXPERTISE
- 3) SAFETY EXCELLENCE

4. BEING AN IMPORTANT PART IN DRIVING RELATED INDUSTRIES, PROVIDING KNOWLEDGE AND PARTICIPATING IN THE NETWORK OF AGENCIES, AND IMPLEMENTING CORPORATE SOCIAL RESPONSIBILITIES

The Group places importance on participation in the network of agencies, including government sectors, private associations, educational institutions, and societies. It also implements corporate social responsibility activities in order to create a business network and help promote the image of the organization as an organization with continuous technical knowledge and expertise and build confidence for customers who choose to use the service for business sustainability in the long run. The relevant activities include:

- Participating in meetings and giving opinions on policies for the development of strategic plans, regulations, laws, and announcements of government agencies responsible for regulating the chemical and logistics sectors.
- Acting as a specialist, consultant, member of committee and sub-committee, and independent academic to provide comment on research, report, legal framework, and supervisory directions by the government sector towards the operations of related sectors in an integrated manner.
- Holding important positions in associations to significantly drive uplifting of management in industrial sectors such as international Freight Forwarder and Logistics Industries, Chemical Industries, Safety, Occupational Health, Environment and Security and Climate Change and Sustainability through affiliated agencies and associations.
- Being a knowledge sharing to government sectors, private organizations, associations, and educational institutions, and society, both domestically and internationally, to promote and raise the level of knowledge of stakeholders in correctly applying the knowledge to business operations and governance in accordance with international management guidelines.

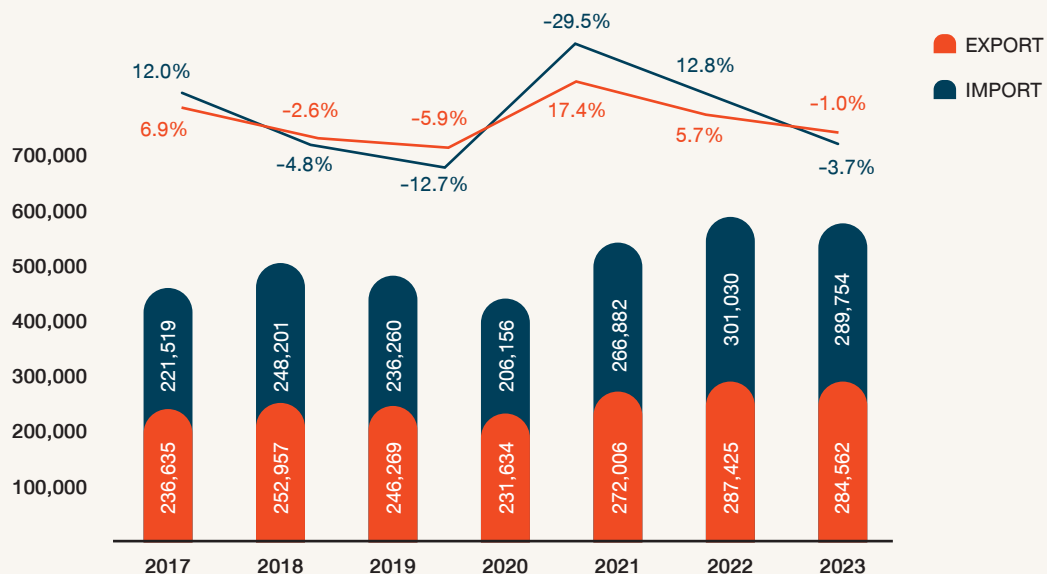
The above factors have created a good corporate image for the Group's business operations, as well as creating credibility and confidence from business operators in logistics and chemical and dangerous goods industry who are increasingly choosing the Group's dangerous goods logistics services.

– Industry Outlook and Competition in 2023 and Business Trends in 2024 –



Thailand's import-export values in 2017 – 2023

Unit : Million US Dollars

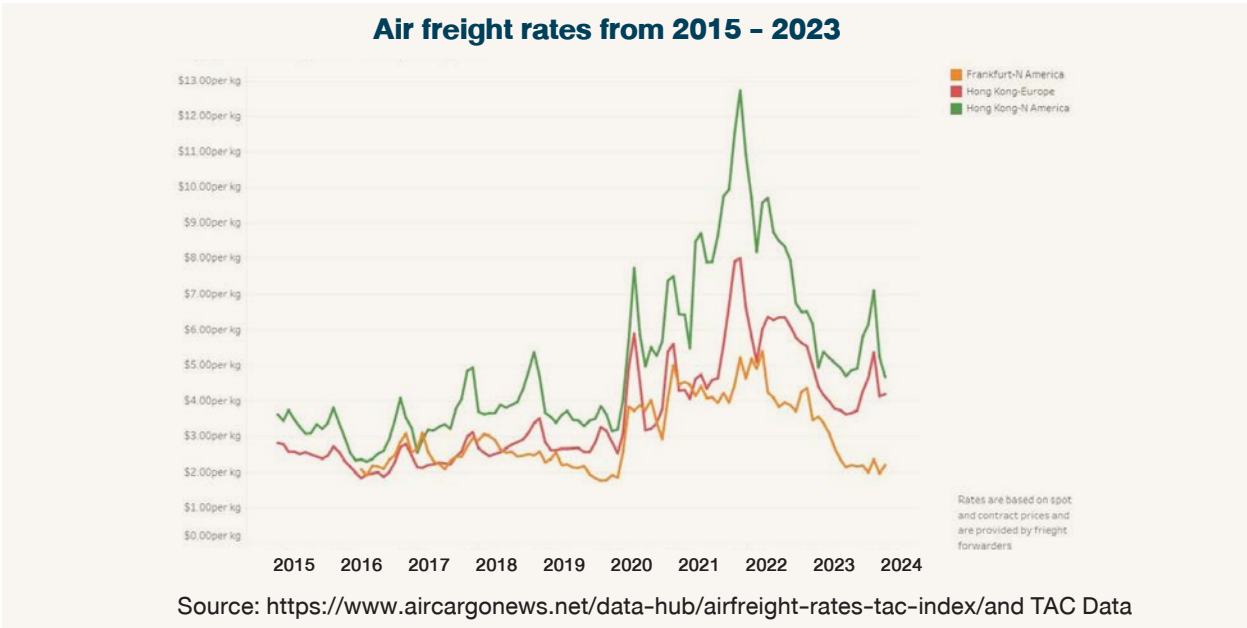


Source: Information and Communication Technology Center, Office of the Permanent Secretary, Ministry of Commerce, in cooperation with the Customs Department

Based on the Office of the National Economic and Social Development Council (NESDC) report that the Thai economy for 2023 will expand by 1.8%, lower than in 2022 which expanded by 2.5%. An important factor that contributes to the lower economic expansion is the contraction of public investment and government spending, as well as decreased exports. The Ministry of Commerce reported that exports in 2023 were valued at USD 284,562 million, contracting by 1% compared to the previous year from economic slowdown of trading partner countries following the fluctuations in the world economy and tight monetary policies by central banks around the world due to high inflation affecting demand and consumer confidence. Meanwhile, imports were valued at USD 289,754 million, contracting by 3.8%.

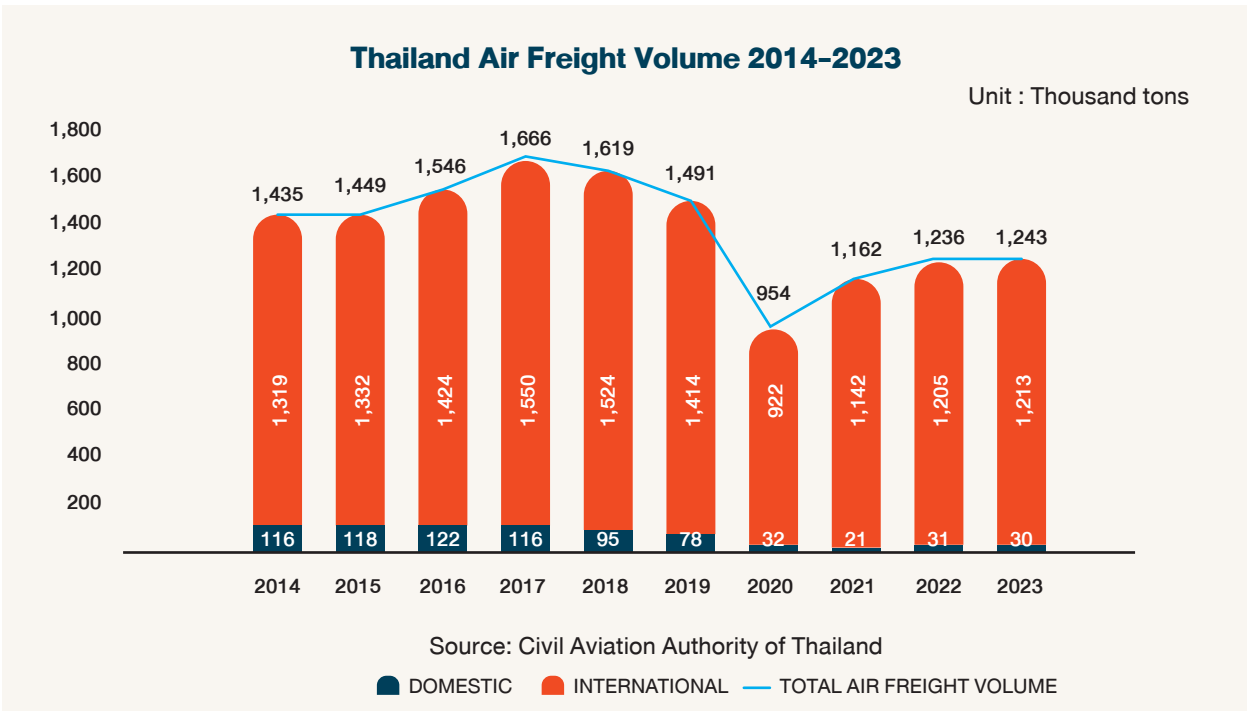
Competition in the logistics industry in 2023

1. Airfreight and related logistics service business

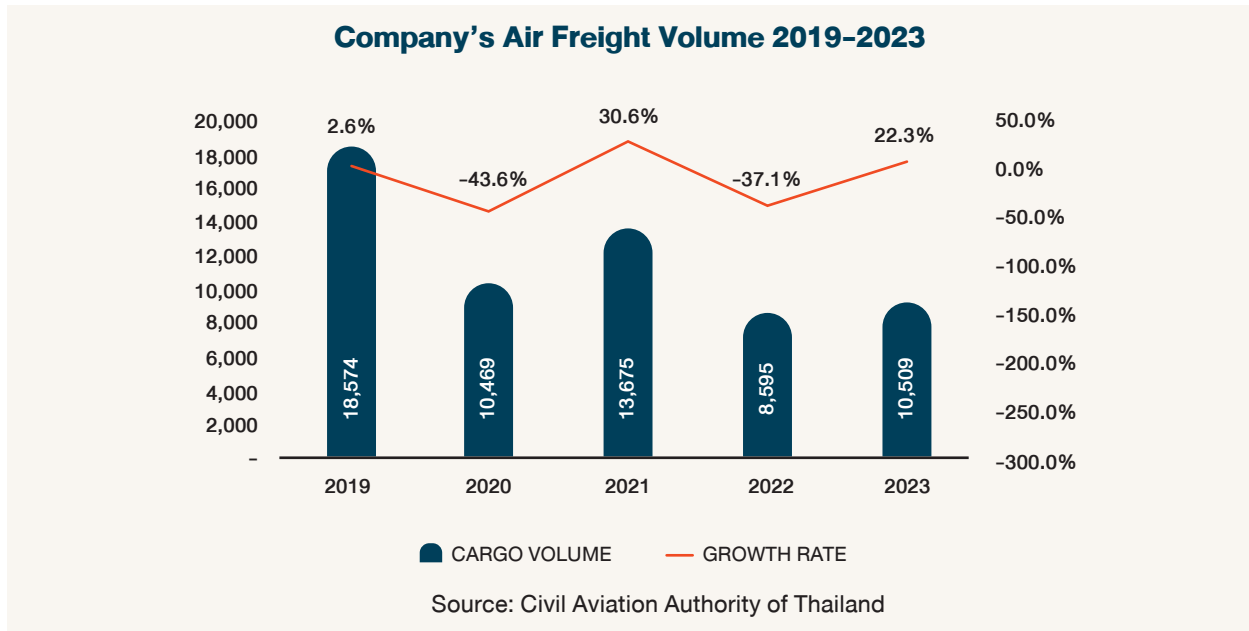


Air freight rates generally fluctuate based on demand for freight volumes. If the amount of demand for shipping increases, the trend for freight rates will increase in the same direction. The diagram shows that in a normal year, air freight rate will begin to increase at the end of the third quarter and reach their highest level in the fourth quarter following higher demand for goods consumption during the high season.

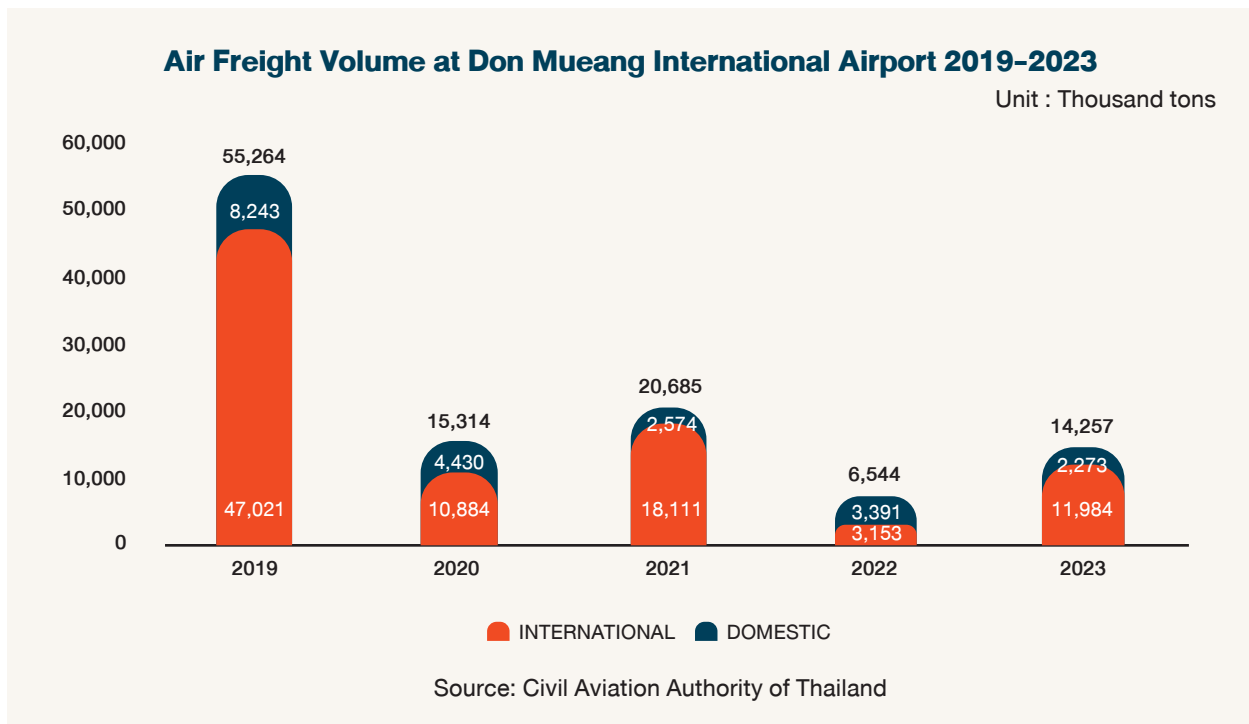
In 2023, air freight rates decreased, mainly due to airlines increased the number of flights to accommodate the increase of tourists travel from the recovery of the tourism sector after the Covid-19 situation resolved, the supply of air cargo space increased, in contrast to the demand for shipping goods that decreased due to the economic slowdown among leading trade partners, as a result, air freight rates in the first 9 months of the year continued to decline. However, in the last quarter of the year, freight rates began to increase from entering the high season as the volume of international freight transport increased, especially on the China - United States and Europe routes where there was increased demand for freight as the United States extended tariff exemptions for certain Chinese products until the end of this year. This has caused exporters to rush to transport more goods, leading to a shortage of freight space, along with concerns about the escalation of the conflict in the Red Sea.



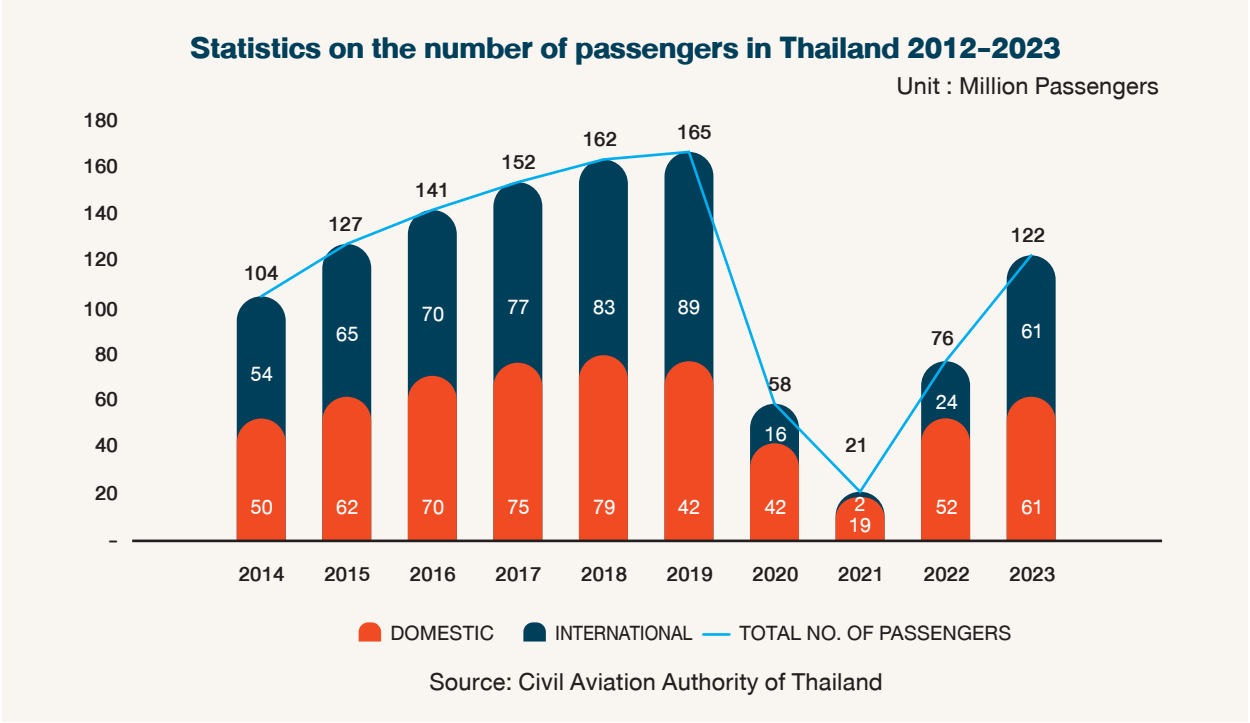
Overview of air transport volume statistics for 10 years from 2014 – 2023 from the Thai aviation industry report found that after the outbreak of COVID-19 in 2020, cargo volume began to recover starting in 2021 and continued to grow for the third year. In 2023, air cargo volume grew to 1,243 thousand tons, an increase of 0.6 percent from last year's volume of 1,236 thousand tons, with international air cargo amounting to 1,205 thousand tons, an increase of 0.7 percent from previous year, and domestic air cargo amounting to 30 thousand tons, a decrease of 3.3 percent from last year. It was found that the increase in freight volume came from the demand for air freight in the world market and the supply of freight space that increased.



In 2023, the Company had an air freight volume of 10,509 tons, an increase of 22.3 percent from 2022 with a freight volume of 8,595 tons. This was mainly due to the growth of the transport service for e-Commerce products.



In 2023, there was 14,257 tons of cargo volume at the warehouse of Don Mueang International Airport, an increase from 6,544 tons in 2022, representing an increase of 118 percent divided into international freight, the amount was 11,984 tons, an increase from 3,154 tons, accounting for an increase of 280 percent and domestic freight amounted to 2,273 tons, decreased from 3,391 tons, representing a decrease of 33 percent. The increase in cargo volume is mainly due to the increase in the number of airlines and the volume of flights coming to use Don Mueang International Airport. For the warehouse that the Company provides services at Don Mueang International Airport, there is a volume of goods passing through the warehouse of 12,345 tons, an increase from 4,434 tons in 2022, representing 200 percent, and the market share is 70 percent of the volume of goods through all warehouses at Don Mueang International Airport.

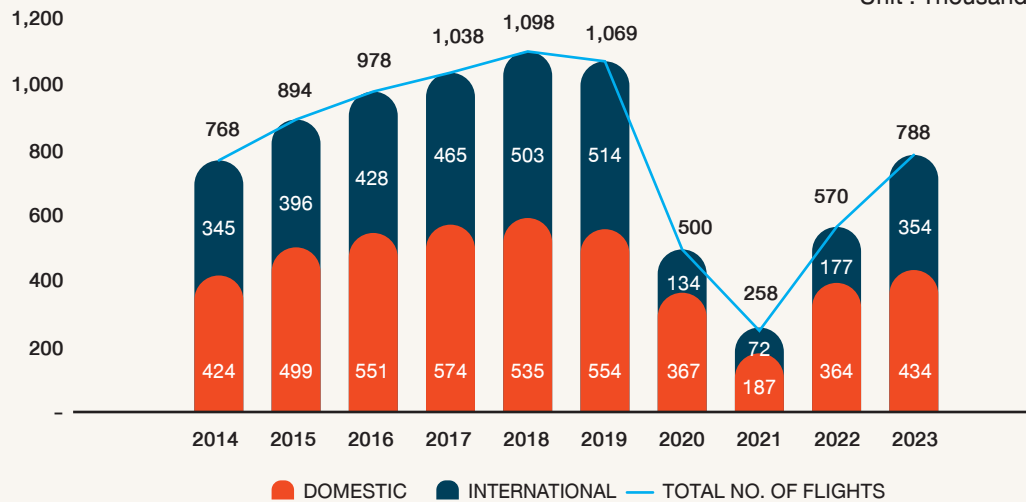


Overview of passenger number statistics for 10 years from 2012 - 2023, it was found that the spread of the COVID-19 resulted in a significant decrease in the number of passengers during 2020 - 2021 after the severity and concern from the impact of the epidemic decreased as well as measures to open the country and the relaxation of public health measures in Thailand and abroad, passengers are beginning to have confidence in traveling. As a result, the number of passengers has begun to recover and continues to increase. In 2023, there were 122 million passengers, an increase of more than 60.6 percent from the previous year, or an increase of 60.6 million passengers, divided into 60.1 million domestic passengers, or an increase of 18.6 percent or an increase of 9 million passengers and international passengers of 61 million passengers, an increase of 149.5 percent or an increase of 37 million passengers. When considering the proportion of domestic and international passengers, it was found that the proportion of domestic passengers was 50.2 percent, decreasing from 67.9 percent last year, while the proportion of international passengers was 49.8 percent, increasing from 32.1 percent.



Statistics on the number of flights in Thailand in 2014-2023

Unit : Thousand trips



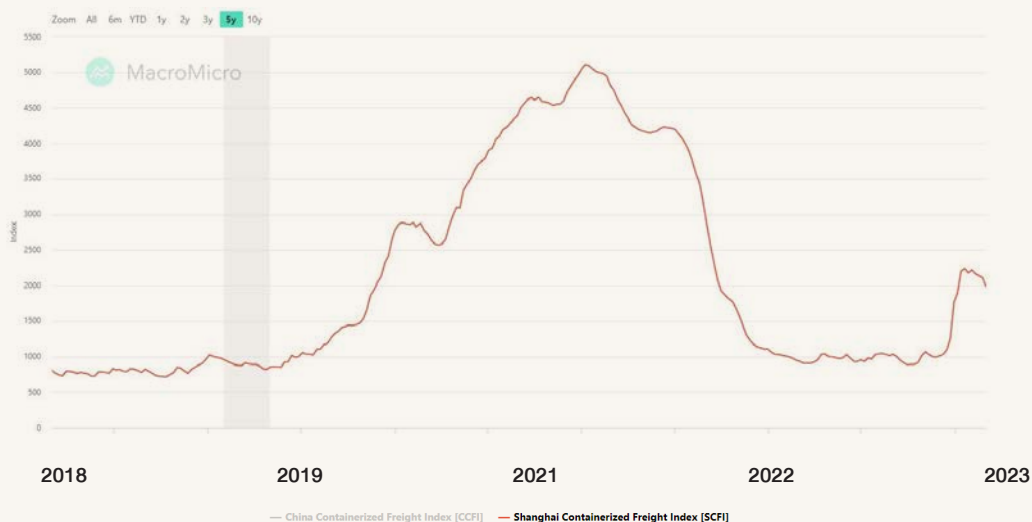
Source: Civil Aviation Authority of Thailand

An overview of flight volume statistics for 10 years from 2014 - 2023, found that it was in the same direction as the growth of passenger numbers. In 2023, the pandemic situation has reduced in severity to just being an endemic and various countries have policies to promote tourism to stimulate the economy. As a result, airlines are able to increase flights to various destinations to accommodate the increasing travel demand of tourists. Such factors result in a total flight volume of 788 thousand flights in 2023, an increase of 218 thousand flights or an increase from the previous year of 38.2 percent, divided into 354 thousand international flights, an increase of 100.0 percent and domestic flights had a volume of 434 thousand flights, an increase of 19.2 percent.

While in 2023, Don Mueang International airport and Phuket International airport, both of which the Group provides ground handling services for aircraft and passengers, had a total flight volume of 272 thousand flights, growing more than 52.6 percent from the previous year, divided into 116 thousand international flights, an increase of 165.6 percent, and 156 thousand domestic flights, an increase of 15.9 percent. The increase in passenger and flight volumes has a positive impact on the ground handling services business in which the Group has invested. As a result, in 2023, Airports Ground Services Company Limited (AOTGA) which the Company has invested through SAL can generate outstanding operating results and growth for the Group.

2. Sea freight business

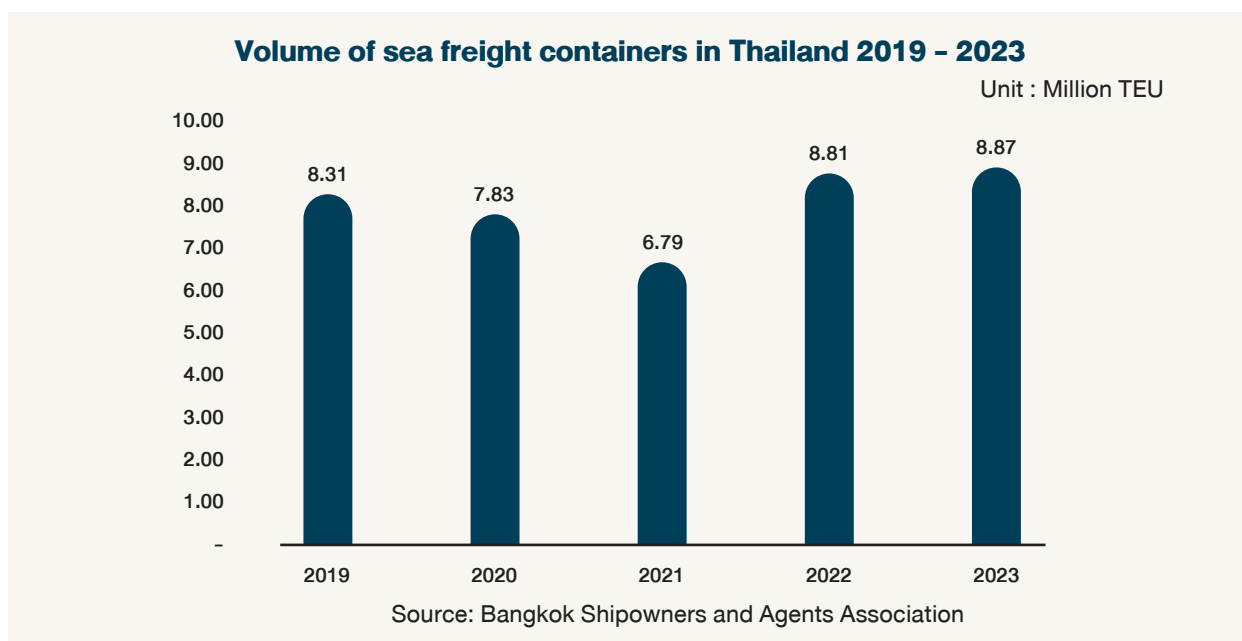
Sea Freight Rate (2019 - 2023)



Source: <https://en.macromicro.me/charts/947/commodity-ccfi-scfi>

In 2023, the trend of sea freight rates will return to normal, similar to the period before the COVID-19 outbreak. Various shipping lines have sufficient cargo space and container volumes to meet the demand for shipping goods, along with shipping line operators trying to control the supply of cargo space at an appropriate level to reduce freight price fluctuations.

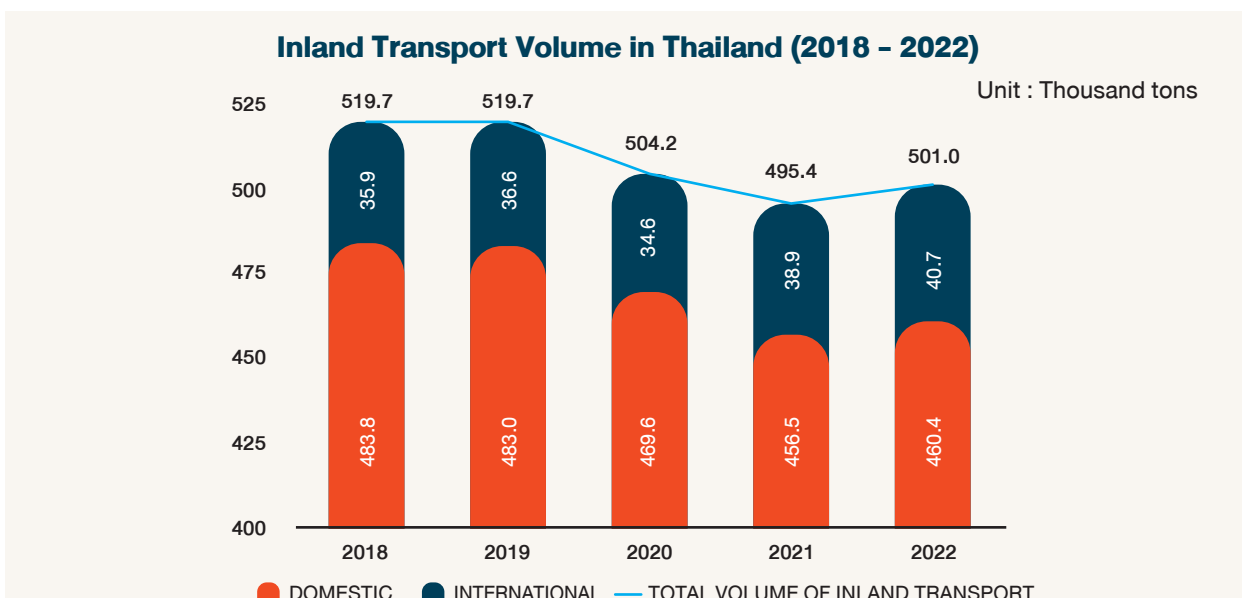
However, at the end of the fourth quarter of 2023, there was a drought situation at the Panama Canal and an attack by the Houthis rebels at the Suez Canal, causing various shipping lines to adjust shipping routes to use other routes that have higher costs and the transportation time has increased, together with entering the high season of shipping, which is the period with the highest demand for shipping of the entire year. These factors caused the Shanghai Export Containerized Freight Index to increase significantly in the last month of the year.



Overview of the volume of sea freight in Thailand in 2023, which is international shipping, has a total container volume of 8.87 million TEU, an increase of 0.7 percent compared to 2022 due to the economic expansion of main trading partners and it has sufficient cargo space to meet the needs of transporters. In addition, the decrease in sea freight costs has also resulted in the increase of sea freight volume of importers and exporters. Meanwhile, the Company's sea freight volume decreased by 6.5 percent compared to the previous year.

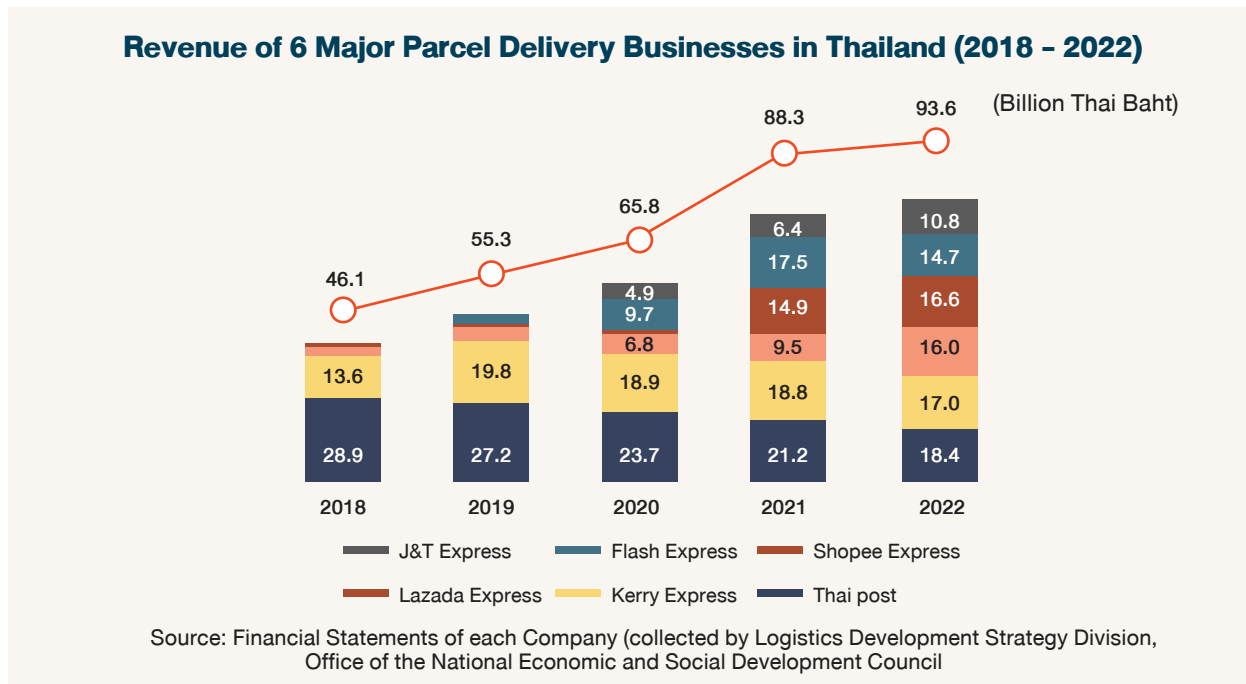
3. Inland transport and related logistics service business

3.1 Inland transport business



The volume of inland transport in 2022 was 501.0 million tons, growing 1.13 percent from 495.4 million tons in 2021, divided into a total of 460.4 million tons of domestic inland transport, growing 0.85 percent and international inland transport amounted to 40.7 million tons, expanding 4.63 percent from 38.9 million tons in 2021 due to increased demand for transportation in line with the expansion of domestic economic activities and the adjustment of consumer behavior (New Normal). It is a factor that accelerates the use of digital services, resulting in the continuous growth of e-Commerce business and last-mile delivery activities including the increase in the volume of international shipping, this is mainly due to the opening of China's borders for cross-border shipping and high sea freight rates, causing entrepreneurs to use international inland transport instead (Cross Border).

3.2 Parcel delivery business in Thailand

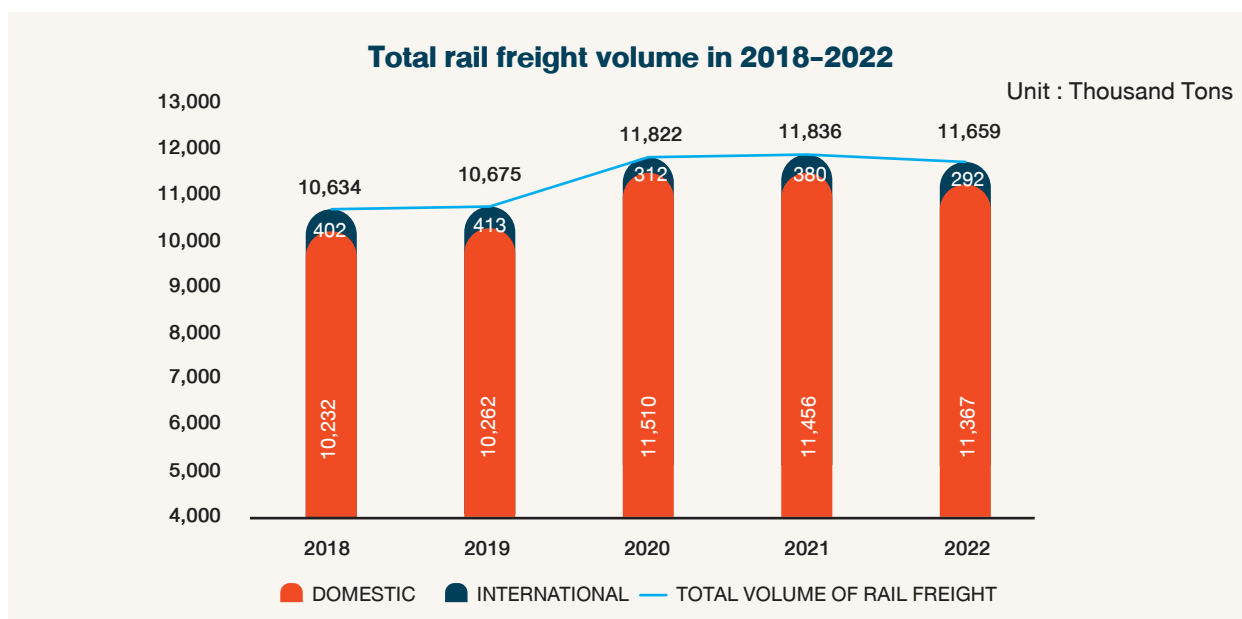


At present, express parcel delivery has a wide range of services, reflecting the diverse delivery needs of service users, which are caused by factors such as the growth of the e-commerce market, changing consumer behavior and technological developments and the shipping market is a highly competitive market, causing express parcel delivery service providers to continually adapt and develop new services in order to be able to meet the needs of service users more comprehensively.

According to the Logistics Report 2022 of the National Economic and Social Development Council, it is reported that in the past 5 years, the parcel delivery business is one of the service businesses that has expanded rapidly which are in line with the advancement of technology that has come to play a role and the business model that emphasizes distribution channels to reach consumers quickly, especially during 2020-2021 which has been affected by the expansion of the e-Commerce market has driven the parcel delivery business to grow by more than 30% percent. There are many entrepreneurs coming to invest in the parcel delivery business market to support consumers who are increasingly turning to purchase products through online channels. In 2022, the revenues of the 6 major parcel delivery businesses have a total value of Baht 93,600 million, growing 6 percent from 2021 with total revenues of Baht 88,300 million.

This trend will be a supporting factor for the group of companies, both in the SABUY SPEED group's integrated parcel delivery service business in which the Company has invested, which currently has more than 20,000 branches spread throughout the country and the same-day express delivery service business of MAKESEND, which the Company has invested in, which currently provides express delivery services in Bangkok and the surrounding area and will expand the service to other areas in the future.

3.3 Rail freight business

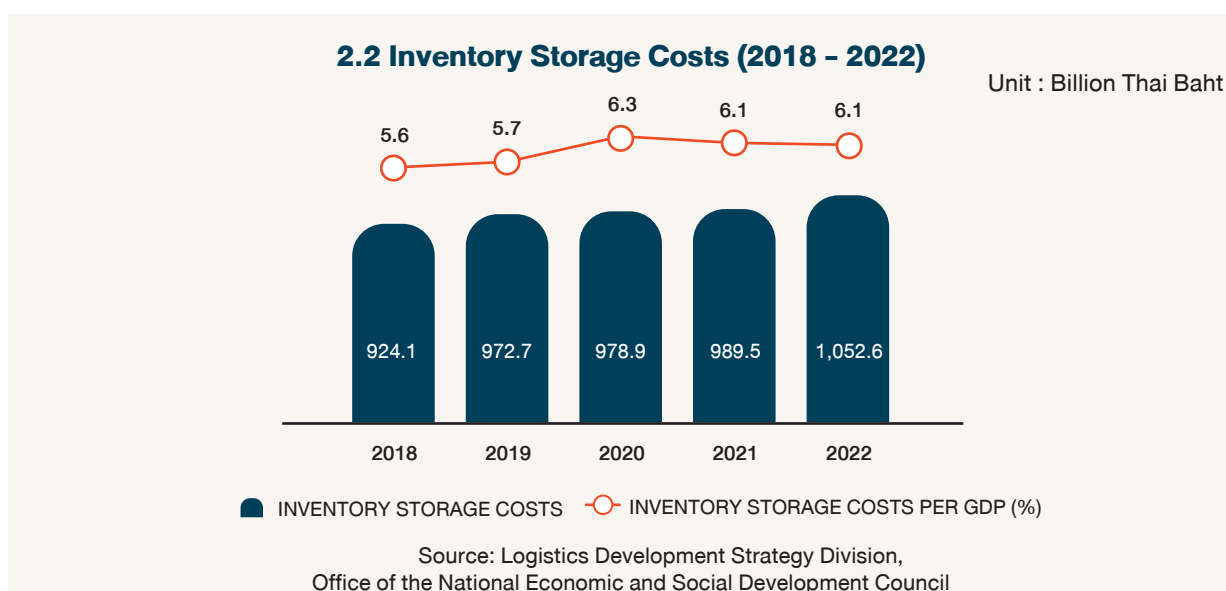


In 2022, the total rail freight volume was 11,659 thousand tons, a decrease of 1.50 percent compared to the previous year, mainly due to costs and the time of transporting goods which does not have a competitive advantage compared to other forms of transport. The domestic rail freight volume was 11,367 thousand tons, a decrease of 0.78 percent compared to the last year and the international rail freight volume was 292 thousand tons, a decrease of 23.16 percent.

However, rail infrastructure and key transport interchange facilities are still under development to fully support freight transport, thus currently rail freight does not have a competitive advantage when compared to other forms of transportation due to the high costs of lifting and moving goods many times during transportation and the uncertainty of service times. As a result, operators view that rail transport cannot meet the needs of users, thus causing rail transport to have a limited amount of goods transported.

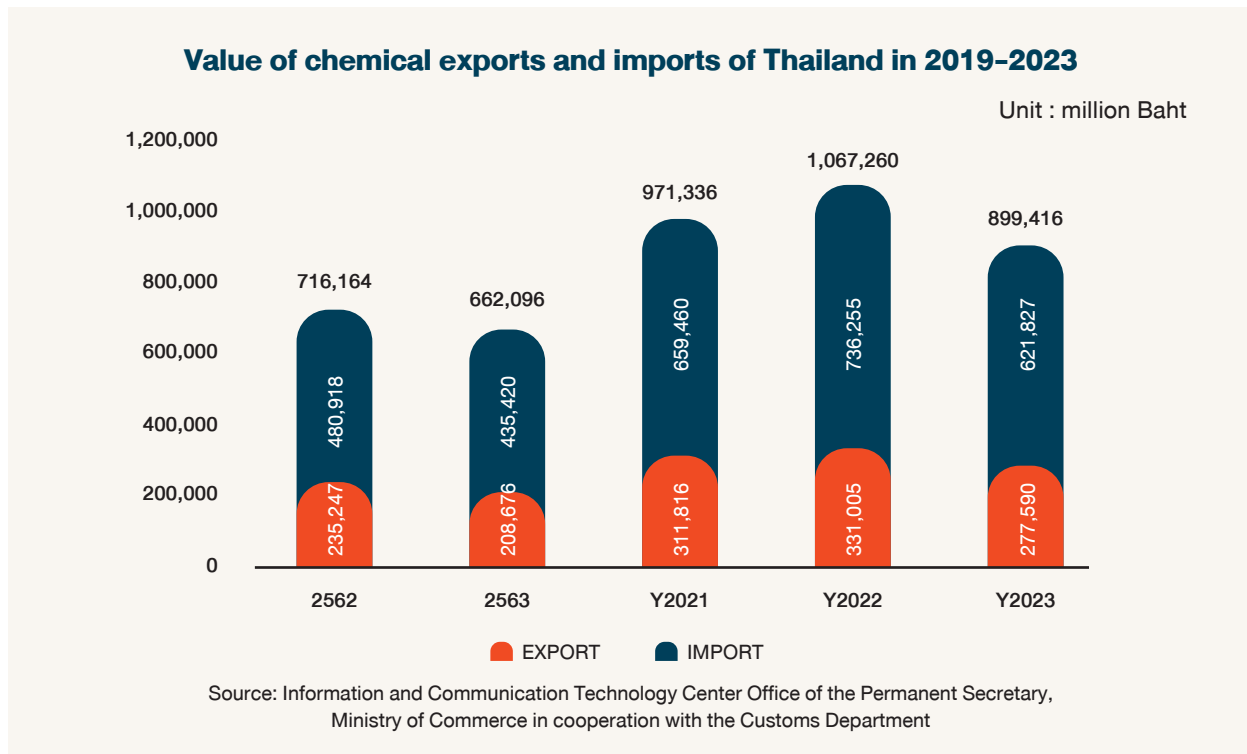
Although rail infrastructure is still in the development stage to improve its competitiveness with other forms of transport, the Company still believes that in the long run, rail freight will be an important and efficient form of transport that will reduce costs in terms of both freight costs and transit times. At present, the Group has expanded its rail freight management services for both domestic and international transport in Thailand, Laos, and China, and is also studying other potential routes to expand service routes in the future.

3.4 Warehouse business



In 2022, the National Economic and Social Development Council reported that inventory storage costs accounted for 6.1 percent of GDP, with a value of Baht 1,052.6 billion, an increase from Baht 989.5 billion in 2021, or an increase of 6.39 percent. The reasons for the increase include increased holding costs and warehouse management costs. In addition, when considering the finished goods inventory ratio index, the value was 146.4, decreased from 152.4 in 2021, reflecting that entrepreneurs were able to better release inventory to the market. In addition, the country's inflation rate results in increased opportunity costs for operators in maintaining inventory levels.

4. Chemical and specialty logistics business



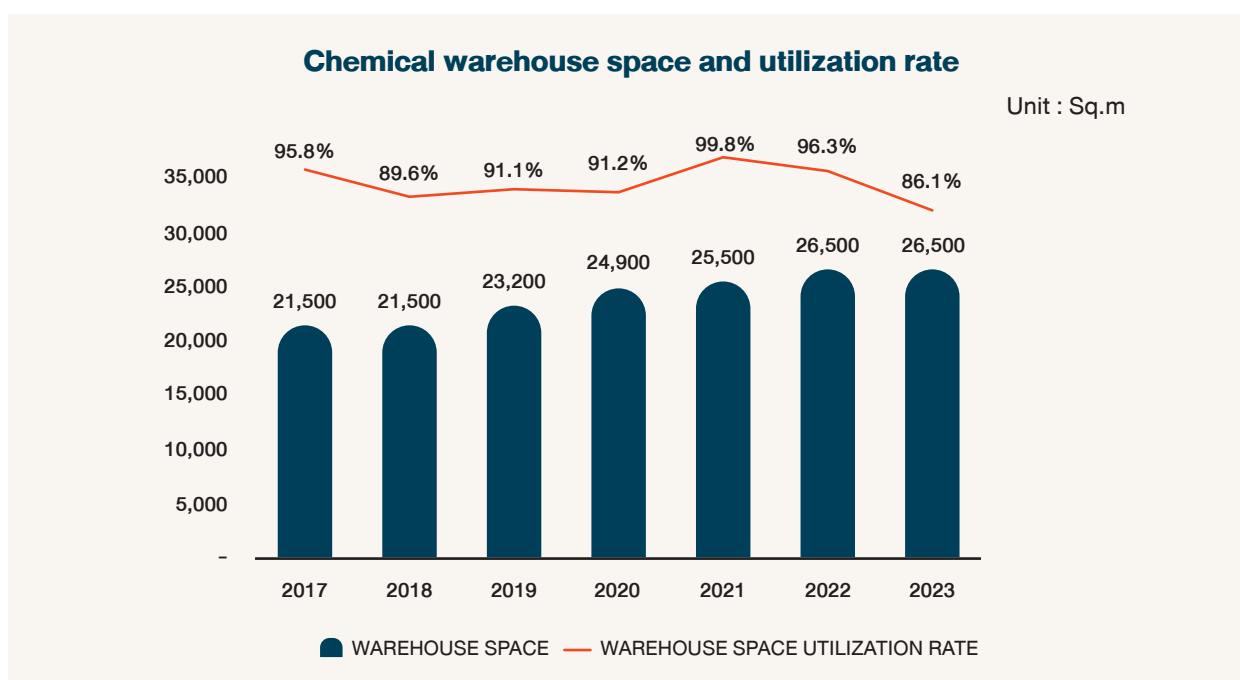
Over the past decade, the chemicals industry has been one of the global industries that has consistently experienced high annual growth rates as it is the upstream industry of all industries in the manufacturing sector including the chemical industry in Thailand which is considered an important industry in the import and export sectors and significantly contributes to driving the Thai economy.

From the statistical data of Thailand by the Information and Communication Technology Center, the Office of the Permanent Secretary, Ministry of Commerce, in cooperation with the Customs Department, found that chemicals were one of the flagship products which play an important role in the first place in terms of international trade (Flagship Product), the total value of chemical trade has continued to grow. It was found that in the import sector, the compound annual growth rate (CAGR) from 2015 to 2022 was 5.89 percent. In the export sector, the average annual growth rate was 2.10 percent, and the total trade value had an average annual growth rate of 4.56 percent.

When considering the trade value of 2023, it was found that Thailand's chemical trade value was worth more than Baht 899,416 million, a decrease of 15.7 percent from last year, divided into exports with the value of Baht 277,590 million baht, a decrease of 16.1 percent (5 main trading partners: China, Japan, India, Vietnam and the United States) and imports with the value of Baht 621,827 million, a decrease of 15.5 percent (the five main trading partners are China, Japan, Malaysia, the United States and Singapore). The total value of chemical imports was ranked 5th and 9th for exports compared to other types of goods and products.

The overall demand for chemicals will grow significantly during 2021-2022 due to the crisis of the COVID 2019 pandemic and the shortage of shipping containers and containers, as well as the wide-ranging impacts on the changes in the number of flights and air cargo capacity. From the third quarter of 2022 onwards, the overall market conditions began to ease the pandemic situation and began to have a decreased demand for shipping goods, resulting in 2023, the global demand for chemicals has decreased significantly including changes in the global supply chain management process and factors related to war in specific areas. As a result, the overall chemical trade in Thailand began to have a significantly decreased growth rate from the fourth quarter of 2022 onwards and continued to affect the third quarter of 2023.

Overall, from the fourth quarter of 2023 onwards, the value of chemical trade began to show signs of recovery. It is expected that the chemical industry, other midstream and downstream related industries will begin to return to having greater demand for logistics services, which is in line with the growth of the electric vehicle industry and the increase in clinical trials for the development of the pharmaceutical industry. As a result, there has been a return to higher demand for dangerous goods packaging services and other related logistics services, respectively.

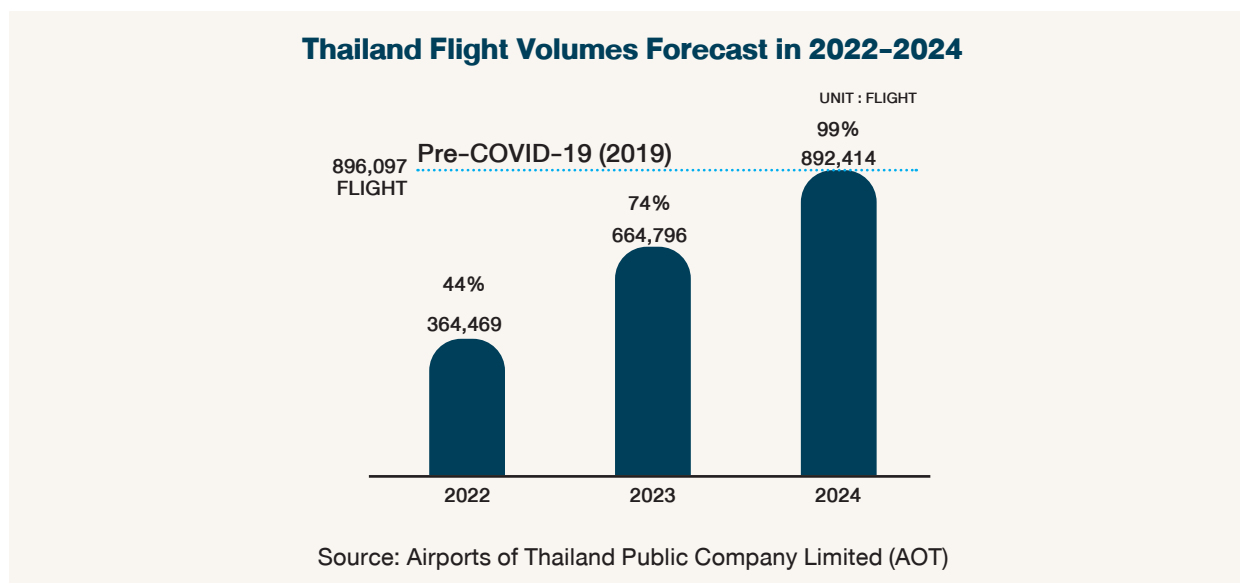


In 2023, the company has a storage service area for chemicals and dangerous goods of 26,500 square meters, similar to last year and there was an average warehouse space utilization rate of 86.1%, decreasing from last year, which was caused by a decrease in demand for chemicals in the global manufacturing industry due to the economic slowdown.

Business trends in 2024

The Ministry of Finance expects that Thailand's economic outlook in 2024 will expand by 2.3-3.3 percent from the previous year, supported by the expansion of domestic consumption and private investment, especially the main engines such as the growth of the tourism and export sectors. It is expected that the tourism sector will have 33.5 million foreign tourists traveling to Thailand, an increase of 19.5 percent, mainly from tourists from China and Malaysia. In addition, the value of Thai exports is expected to expand by 4.2 percent in line with the increase in demand for products in the world market for food, fruit, and certain industrial products and expansion in important market groups, including Asian, ASEAN, and Middle Eastern countries. The value of merchandise imports is expected to expand by 4.0 percent from last year from the factors mentioned above that will be a positive factor for the international freight forwarder business, and related service businesses.

1. Airfreight and related logistics service business



In 2024, Airports of Thailand Public Company Limited (AOT) estimates that the aviation business will continue to expand from last year. It is expected that the number of flights will continue to increase, returning to a volume similar to the pre-pandemic period in line with the expansion of the tourism sector. For the air freight business, it is likely to gradually improve due to the expansion of the world economy and important trading partners including the continued growth of e-Commerce products will be an important factor in promoting the growth of the air cargo business and related businesses to meet the needs of consumers with changing behavior. As a result, entrepreneurs are accelerating the development of service quality that focuses on the fastest and most efficient delivery of goods.

The increase in the supply of freight space due to the increase in the number of flights will continue to put pressure on freight rates for a period of time, in the meantime, the demand for air freight is likely to grow in line with the expansion of the global economy and the growth of e-Commerce products. The Company expects air freight rates in 2024 to increase slightly from last year. In addition, freight rates on some routes are starting to show signs of increasing, especially on routes with high demand for freight products.

The Company expects that the above factors will have a positive impact on the activities of the air freight business and related businesses, namely the air cargo management business and the general sales agent business for airlines including the business of providing airport ground handling services and air cargo terminal within the airports that provided by the Group.

2. Sea Freight Business

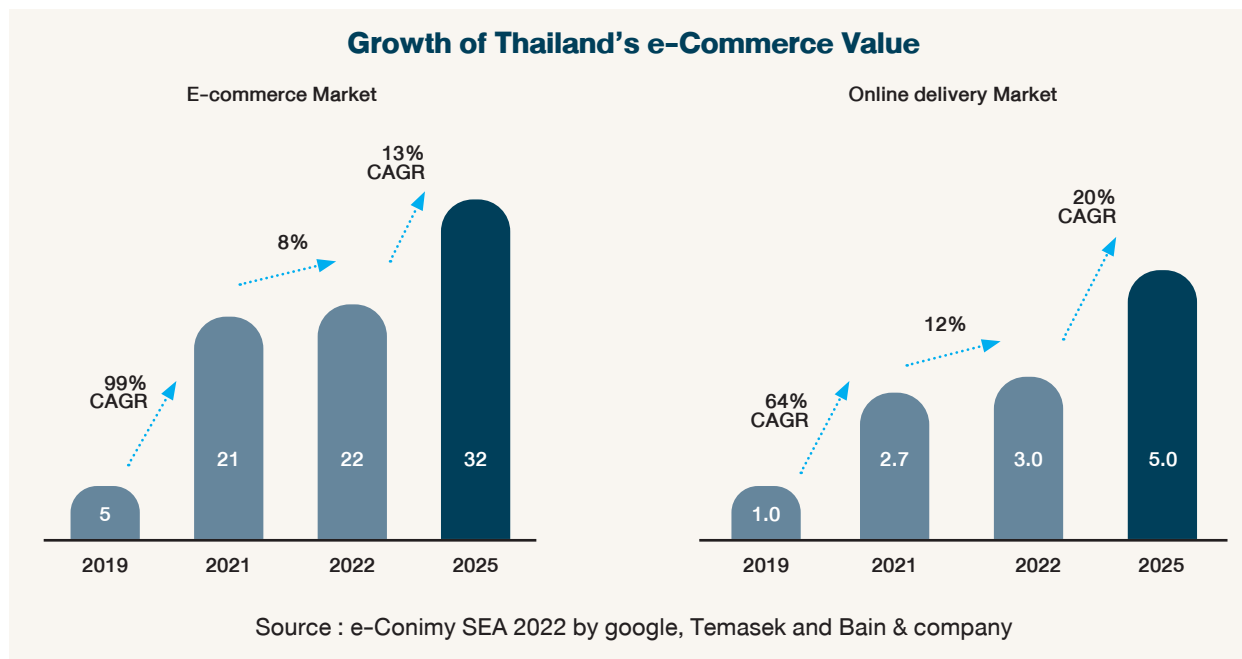
Krungsri Research Center forecasts that the sea freight business is likely to continue growing in 2023–2025 which follows the recovering of the growth of demand that in line with the economy, including growth in the construction sector and online trading businesses will support demand for consumer products, industrial products, agricultural and agro-industrial products (such as chilled and frozen processed products and processed food), tools, machinery and equipment, and miscellaneous products.

This is consistent with BIMCO's forecast that in 2024 the demand for sea freight will expand by 4.0 percent due to the global economic recovery. Meanwhile, the sea cargo space will increase by only 2.8 percent, which will increase less than the demand for shipping goods. Such factors will cause the sea freight rate to increase gradually to a higher level than before COVID-19 pandemic.

3. Inland transport and related logistics service business

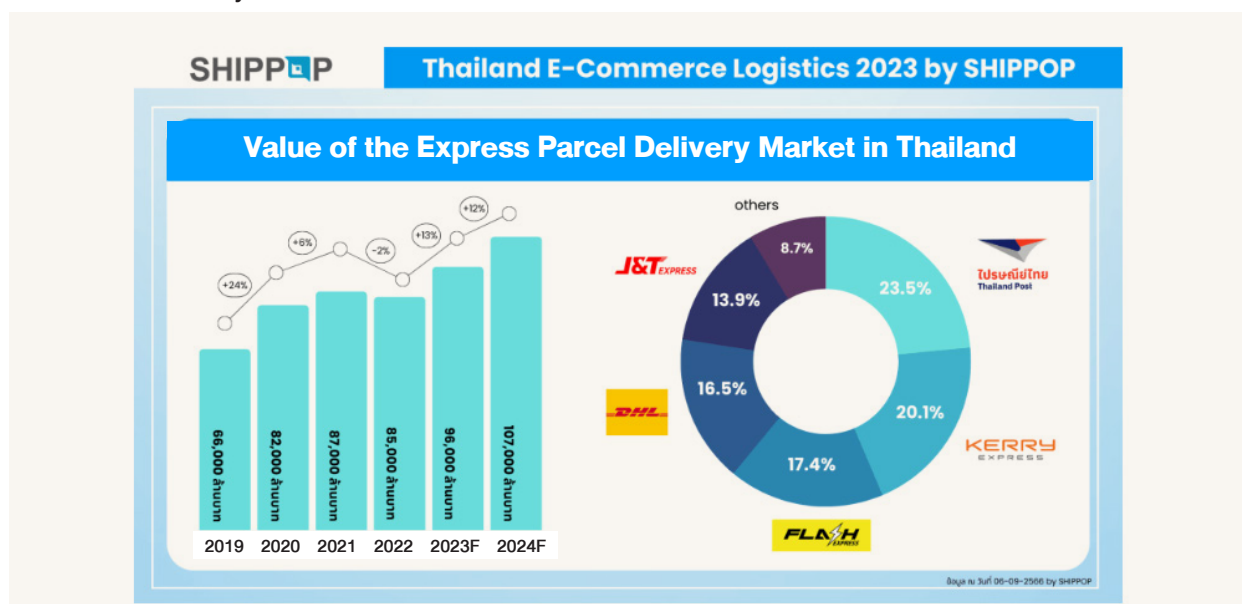
Inland transport

In 2024, competition in the inland transport business tends to be highly competitive pricing from a large number of operators that are gradually increasing, together with the cost of transportation is likely to increase along with the cost of fuel (from the Russia-Ukraine crisis) and labor costs. Moreover, there are large entrepreneurs with potential and new entrepreneurs from abroad are likely to increase investment in modern technology to increase transportation efficiency and expand partner networks to provide a complete transportation response. This is a pressure factor for small entrepreneurs and entrepreneurs who do not have a network.



According to the Krungsri Research Center's estimates, in 2022-2024, the inland transport business is likely to grow at an average of 3-5% per year. Factors supported by the growth of the manufacturing sector, trade, and government infrastructure investment including the amount of agricultural product output that is likely to improve. In addition, the business also benefits from border and cross-border trade that continues to expand, including online trading (e-Conomy SEA 2022 expects the market value of E-commerce and Online delivery in Thailand during 2022-2025 to grow by an average of 13% and 20% per year, respectively)

Parcel delivery business



From the report of Thailand E-commerce Logistics 2023 by SHIPPOP, it was found that the growth value of the express parcel delivery market in the past 5 years in Thailand has grown continuously from the value of Baht 66,000 million in 2019 increased to Baht 96,000 million in 2023 due to at present, those who sell products online have a variety of sales channel platforms and consumers have changed consumption behavior that focuses on convenience and ease of consuming products and increasingly focuses on ordering products online. In 2024, the value of the parcel transportation market is expected to be worth Baht 107,000 million, growing by 12 percent from 2023, which is expected to be worth approximately Baht 96,000 million.

This trend will also have a positive impact on the Group, both in the group's integrated parcel delivery service business, SABUY SPEED, in which the Company has invested, which currently has more than 20,000 branches spread throughout the country and the business of providing temperature-controlled shipping services for general products and products that require specialized expertise in transportation such as chemical products.

Warehouse business

In 2023-2025, the warehouse for rent business is likely to continue expanding in line with the global economy and the Thai economy, which is expected to recover gradually, helping to support the growth of the international trade sector. It also received positive factors from the recovery of the tourism sector, stimulating demand for consumer products, which had a positive effect on the recovery of the manufacturing sector. Meanwhile, domestic investment is also supported by project development in industrial estates, especially the Eastern Economic Corridor (EEC) and the readiness of supply chains in key Thai manufacturing sectors (such as automobiles, textiles and clothing), including the relocation of production bases by foreign investors to avoid risks from global geopolitical conflicts and the most important thing is the continued growth of the online business. The above factors motivate entrepreneurs to expand investment and increase warehouse space for rent in order to support demand that is likely to continue to grow in the future.

Business competition is likely to become more intense due to continued investment in expanding warehouse space for rent by large, new and foreign operators. As a result, the supply of warehouse space is likely to increase by no less than 1.1-1.3 million square meters, or an average of 5.8% per year. This may result in higher excess supply in some locations, resulting in limited rental increases.

For the warehousing and general merchandise distribution business of the Group in 2023, there is a total warehouse space of 3,296 square meters, located at Bangna-Trad km. 19, which is a location with logistics potential in Thailand. In addition, the Group has developed fulfillment services by centralizing conveyor systems and automatic product sorting systems and integrated Last-Mile Delivery services to respond to the continuous growth of online and e-commerce businesses.

4. Chemical and specialty logistics business

From the direction of development towards sustainability of chemical management at the international level that focuses on excellent chemical and waste management throughout the life cycle (Sound Chemical Management) to reduce risks that may arise from use, transportation and safeguard chemicals, chemical compounds and hazardous goods, including the global direction towards climate change towards carbon neutrality and sustainability, resulting in government, chemical industry associations and related industries, private sector, educational sector and stakeholders including various civil society and other relevant sectors, emphasize the importance of significantly enhancing the integrated lifecycle management of chemicals, chemical compounds and dangerous goods. Various regulatory agencies, both domestic and international, have enacted announcements of new requirements and regulations, including increasing the strictness of law enforcement to enable related entrepreneurs throughout the supply chain to enhance their safety management of chemicals, chemical compounds and dangerous goods including the introduction of modern production technology with effective management of greenhouse gas emissions and the establishment of a framework for business operations in various areas related to chemicals, chemical compounds and dangerous goods that shall be more consistent with the guidelines of international regulatory agencies.

A framework for changing the criteria for classifying dangerous goods that causes the number of dangerous goods to increase every year in accordance with the improvement of the requirements and lists of dangerous goods of agencies under the United Nations and the growth of innovation in battery development in the electric vehicle industry, such as Lithium batteries are constantly developing new products and technologies (nickel-metal hydride batteries, lithium batteries, and most recently sodium ion batteries) which has been used in the automotive industry for electric vehicles, which is growing at a rapid pace, will be an important catalyst that will cause the dangerous goods packaging and related logistics industries to grow significantly as well.

Selecting the services of a logistics service provider for chemicals and specialized dangerous goods that has the potential to have an excellent internal management system and knowledge and appropriate safety, health, environment and security management processes including the ability of the organization to adapt to deal with regulatory changes and be able to operate in accordance with both international and domestic regulations throughout the supply chain will be an important factor in the trend direction and industry conditions, including future competitive conditions.

– ASSETS OF BUSINESS OPERATION –

FIXED ASSETS

As of 31 December 2023, the Company and its subsidiaries had the fixed assets for operating of business after the deduction of accumulated depreciations as presented in the Consolidated Financial Statements of the Company of Baht 147,119,767 the details are as follows:

Type/Nature of Assets	Net Book Value (Baht)	Type of Ownership	Encumbrances
Consolidated Financial Statements			
Lands	33,432,000	Owner	-
Buildings and Building Improvements	61,805,712	Owner/Operating Lease	-
Machinery and Equipment	16,329,588	Owner	-
Vehicles and Equipment	12,568,376	Owner	-
Furniture and Fixture	3,998,083	Owner	-
Office Equipment	18,581,508	Owner	-
Construction in progress	404,500	Owner	-
Total	147,119,767		

Details of locations and purpose of possession of core assets for operating of business of the Group as of 31 December 2023 are as follows:

LANDS AND LAND IMPROVEMENTS

Company	Location	Area	Purpose of Possession	Type of Ownership	Encumbrances
TLG	628 Triple i Building, 3 rd Floor Soi Klab Chom, Nonsee Road, Chongnonsee Yannawa, Bangkok	3 Ngan 61.3 Sq. Wah	Office Building	Owner	- None -
TAX	Land title deed no. 74806, Pongtalong Sub-district, Pak Chong District, Nakhonratchasima Province	61 Sq. Wah	For seminar and client reception	Owner	- None -
Total		3 Ngan 122.3 Sq. Wah			

BUILDINGS AND BUILDING IMPROVEMENTS

Company	Location	Area	Purpose of Possession	Type of Ownership	Encumbrances
TLG	628 Triple i Building, 3 rd Floor Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok	Improvement of Rama III Building	Office	Owner	- None -
TLG	628 Triple i Building, Soi Klabchom, Nonsee Road, Chongnonsee, Yannawa, Bangkok	Temporary building improvements, 2 floors	For use in business operations	Right of use asset from Mrs. Nancy Boonyarak	- None -
TAX	Pongtalong Sub-district, Pak Chong District, Nakhonratchasima Province	Building Improvement of Khao Yai Building	For seminar and client reception	Owner	- None -
TAX	628 Triple i Building 6 th Floor Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok	Improvement of Rama III Building	Office	Right of use asset from TLG	- None -
AGS	Cargo Terminal 1 (International Cargo), Don Mueang Airport	Improvement of Cargo Terminal 1, Don Mueang Airport	Warehouse	Righ of use asset from Airports of Thailand Public Company Limited	- None -

VEHICLES AND EQUIPMENT

Company	Location	Area	Purpose of Possession	Type of Ownership	Encumbrances
TLG	628 Triple i Building, 3 rd Floor Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok	2 sedan cars	For Business Operation	Owner	- None -
TAX	Cargo Terminal, Suvarnabhumi - Don Mueang Airport	5 Six-wheels Trucks	Freight Services	Owner	- None -
TAX	Cargo Terminal, Suvarnabhumi - Don Mueang Airport	4 Four-wheels Pick-up Trucks	Freight Services	Owner	- None -
HLM	628, Triple i Building, 4 th Floor, Soi Klab Chom, Nonsee Road, Chongnonsee Yannawa, Bangkok	1 sedan car	For Business Operation	Owner	- None -
TMA	628, Triple i Building, 2 nd Floor, Soi Klab Chom, Nonsee Road, Chongnonsee Yannawa, Bangkok	2 sedan cars	For Business Operation	Owner	- None -
TMA	280 Moo.6 Phuchaosamingprai Road, Samrong-Tai, Prapadaeng District, Samutprakarn Province	8 Trailers	For Business Operation	Owner	- None -
TMA	280 Moo.6 Phuchaosamingprai Road, Samrong-Tai, Prapadaeng District, Samutprakarn Province	13 Semi-trailers	For Business Operation	Owner	- None -

INSURANCE OF ASSETS OF BUSINESS OPERATION

The Group's insurances are the all-risks insurances and transport insurances which cover the loss or damage of movable assets and immovable assets arising from any disasters and accidents (Industrial All Risks Insurance), cargo liabilities, custom liabilities and third-party liabilities and errors and omissions.

As of 31 December, 2023, the Group had the insurance coverage amount under such insurances of Baht 2,986.68 million, the details are as follows:

Company	Type of Insurance	Insured Assets	Beneficiary	Insurance Coverage (Million Baht)
TLG	Industrial All Risks Insurance	Buildings and office's Equipment	TLG	180.32
TAX	Transportation Specialist Legal Liability Insurance Policy	1. Cargo Liability	TAX	20 per time
		2. Custom Liability	TAX	2 per time
		3. Third Party Liability	TAX	20 per time
		4. Errors and Omissions	TAX	4 per time
AGS	Industrial All Risks Insurance	1. Responsibility for international warehouse and express warehouse in Don Mueang Airport	AGS	47.36
		2. Building Liability		
		3. Cargo Liability		
		4. Equipment Liability		
		5. Business Operation Liability		
HLM	Industrial All Risks Insurance	Warehouse, Office and other related businesses	HLM	1,500
HLM	Public Liability Insurance	Property and Third Party Liability	HLM	40
TSC	Industrial All Risks Insurance	Inventories and Furnitures	TSC	800
TSC	Public Liability Insurance	Property and Third Party Liability	TSC	20
HLM	Transportation Specialist Legal Liability Insurance Policy	1. Cargo Liability	HLM	10 per time
		2. Customs Liability	HLM	2.5 per time
		3. Third Party Liability	HLM	10 per time
		4. Errors and Omissions	HLM	2.5 per time
		Liability No.1-4	HLM	not exceed 20 per year

Company	Type of Insurance	Insured Assets	Beneficiary	Insurance Coverage (Million Baht)
TLG	Transportation specialist legal liability insurance policy	1. Cargo Liability	TLG	10 per time
		2. Customs Liability	TLG	2.5 per time
		3. Third Party Liability	TLG	10 per time
		4. Errors and Omissions	TLG	2.5 per time
TSC	Inland Transit Insurance	All Risks Insurance	TSC	100
HLM DGP HTM	Inland Transit Insurance	All Risks Insurance	HLM DGP HTM	180
AGS	Industrial All Risks Insurance	Power box for aircraft while engine is turned off	AGS	3

– Investment Committee Report –

The Investment Committee of Triple i Logistics Public Company Limited (The company) was appointed by the resolution of the Board of director. The Committee shall comprise of experts who are knowledgeable and experienced in logistics, business, management, finance, investment and risk management. The Investment Committee consists of the following members:

- | | | | |
|----|----------------|----------------|--|
| 1. | Mr. Woodtipong | Moleechad | Chairman of the Investment Committee (Independent Director) |
| 2. | Mr. Vipoota | Trakulhoon | Member of the Investment Committee (Independent Director) |
| 3. | Mr. Tipp | Dalal | Member of the Investment Committee (Chief Executive Officer) |
| 4. | Mr. Viraj | Nobnomtham | Member of the Investment Committee (Chief Financial Officer) |
| 5. | Mr. Thanut | Thatayanon | Member of the Investment Committee (Executive Director) |
| 6. | Mrs. Darunee | Rakpongpi boon | Member of the Investment Committee (Executive Director) |

In the year 2023, All members of the Investment Committee participated the meeting. The Committee supervises investments in accordance with the investment policy, also considering the management of risk and the best interests of the organization, shareholders, and relevant stakeholders. This includes monitoring operational results, providing recommendations for business and investment development in various investment projects that the company has invested in both domestically and internationally, from which the company has received good returns on its investments.



Mr. Woodtipong Moleechad
Chairman of the Investment Committee

– RISK MANAGEMENT SUB-COMMITTEE REPORT –

Triple i Logistics Public Company Limited values corporate risk management in order to ensure that the Company's operations meet business objectives which following the sustainable growth plan.

The Risk Management Sub-Committee consists of the management committee and high-level executives. The Risk Management Sub-Committee consists of the following 5 members:

- | | | | |
|----|----------------|----------------|---|
| 1. | Mr. Viraj | Nobnomtham | Chairman of the Risk Management Sub-Committee |
| 2. | Mr. Thanut | Thatayanon | Member of the Risk Management Sub-Committee |
| 3. | Mr. Chalernsak | Karnchanawarin | Member of the Risk Management Sub-Committee |
| 4. | Mrs. Darunee | Rakpongpi boon | Member of the Risk Management Sub-Committee |
| 5. | Ms. Wi yada | Sa-arj | Member of the Risk Management Sub-Committee |

In 2023, there was a total of 2 meetings of the Risk Management Sub – committee and all the members participated all meetings. The Risk Management Sub – committee has performed its duties as assigned by the Management Committee in accordance with the Risk Management Charter. The substances are summarized as follows:

1. Review the enterprise-wide risk management policy, supervising and monitoring risk management plans, as well as encouraging cooperation in risk management at all levels of the organization.
2. Identify, analyze, evaluate, respond and monitor the implementation of various risk prevention and management methods such as Strategic Risk, Financial Risk, Operational Risk, Corruption Risk, Compliance Risk, Technology Risk. Including monitor and analyze the impacts from Emerging Risk such as the climate change, the ESG Risk and other risks that are significant to the company. Which the Company reviewed the risks and came up with timely and appropriate responses.
3. The Company has devised Business Continuity Plan (BCP) especially on technology systems to ensure the uninterrupted operation amid crisis or emergency situations such as fire flood earthquake etc, was managed appropriately and adequately. The company has regularly held yearly training workshop. In 2023, held on September 13, 2023.
4. Report risk management results to the Management Committee, the Audit Committee and the Board of Directors

In 2023 The Risk Management Sub-Committee is of the opinion that the company has adequately developed the risk management process covering relevant risk factors including critical enterprise risk and emerging risk. The Risk Management Sub-Committee has strengthened the risk management process to ensure that the company's risk management are efficient and effective.

Mr. Viraj Nobnomtham

Chairman of the Risk Management Sub-Committee

– RISK MANAGEMENT –

1. RISK MANAGEMENT POLICY AND PLAN

Triple i logistics Public Company Limited (the “Company”) attaches great importance to risk management. The Company realizes that risk management is a part of good corporate governance and an important foundation for the Company to achieve sustainable business objectives and helps building confidence for investors, shareholders, stakeholders, communities, society and environment. This enables the management to make better decisions and helps reducing the impact on the business, as well as optimizing the use of important resources. There is a preparation to cope with new risks that will arise in the future and gives the Company an opportunity to create added values.

Risk Management Structure

The Company has established a systematic risk management structure through sub-committees and regularly reviews the risk management system. In 2023, the Company’s risk management structure is divided into 2 levels, namely the organization level and the management level. Corporate risk management is carried out through the Investment Committee appointed by the Board of Directors to advise the Company’s strategic direction on business development and investments. At the management level, there is a Sub-Risk Management Committee appointed by the Management Committee who is responsible for assessment, monitoring and performing risk management tasks in various dimensions in operation. This is an enterprise risk management framework that complies with international standards.

In addition to recognizing effective risk management, the Company also attaches importance to supervision of adequacy of the risk management system operated by the Audit Committee (AC) and the review of the effectiveness of the risk management performance by the Board of Directors



Risk Management Process

The Company has a risk management process used to identify, analyse, assess, and classify risks affecting the achievement of the Company’s process objectives, as well as establishing control guidelines to prevent or reduce risks to an acceptable level. The Company’s risk management process consists of the following 6 steps:

- 1) Determination of objectives
- 2) Risk identification
- 3) Risk assessment
- 4) Risk management
- 5) Monitoring and assessment of risk management results
- 6) Creating awareness and communicating risks

In 2023, the Company has implemented guidelines and risk management process. The risks of the Company and the group can be summarized by considering all levels of stakeholders and environmental social and governance dimension (ESG) risks as guidelines for good corporate governance and for sustainable business growth.

2. RISK FACTORS

The Company analyses the internal and external environment, including economic, social, political, technological, industrial, competitor and other trends, to determine the risk factors at the organization level as follows:

2.1 RISKS TO THE GROUP’S BUSINESS OPERATIONS

RISK OF RELYING ON MAJOR TRADE PARTNER

The Group is aware of its dependence on large business partners especially in the air freight business. Which may affect the profitability of the Group. The Company has risk management measures which include setting a dependency ratio on major business partners of not exceeding 30% of the total expenses of the Group. Thus, the Company does not heavily rely on any single business partner. This helps managing risks associated with dependency on major business partners, reducing economic dependency, or helps mitigating business volatility if any of the business partners is affected by uncertain economic or political factors.

RISK OF RELYING ON MAJOR CUSTOMER

The Group is aware of the risk of reliance on major customers. Currently the Group's reliance on major customers has decreased and does not significantly impact income of the Group. The Group realizes such risk and has created a business plan requiring each business unit of the Group to provide good service to customers in order to create customer satisfaction and, consequently, customers will continue to renew service contracts with the Group. For regular customers who have good relationship with the Group for a long period of time, the Group prepares long-term or continuous contracts with such customers. The Group also creates a plan for securing new customers in order to expand the business and replace those customers who decide not to renew contracts with the Group.

In addition, the Group conducts many logistics businesses, providing various services at competitive market prices, which helps reducing risk of relying on single type of customer in respect of both each business unit and the Group as a whole.

RISK OF FLUCTUATION IN FREIGHT CHARGE

In 2023, after the Covid-19 pandemic situation has been resolve, freight charge, including air freight and sea freight have substantially decrease from the high levels they were during the aforementioned crisis together with geopolitical conflicts in various regions, this may affect fuel cost, which in turn could impact volatility of freight rates. The Group has planned and adjusted ourselves to in line with the current situation by managing the risk from the reduction of freight charges and closely monitoring the freight charges and it has also focused on expanding new customers in sector that their products are less affected by the economic slowdown such as food industry and e-commerce products industry etc., in order to increase the volume of goods transportation to compensate the freight charges that have decreased, including the business operations of the group as an agent and as the air freight and sea freight forwarder. In respect of air freight business, freight cost which varies based on the market price is a direct cost to the group company charged by airlines or airline's representatives without going through any other agents. Therefore, the Group is able to manage its air freight to be at competitive market price. Air freight charge for each route has a reference price. The price offered to customers is a cost-plus price. Hence, the Group is able to pass through part of fluctuation in freight charge to customers. As one of the major players in air freight service and the Group's

freight booking is quite substantial, the Group has high bargaining power in negotiating freight charge. Therefore, the Group's freight charge from airlines has less fluctuation than other small players.

In respect of sea freight business, the Group undertakes to closely monitor freight rates to forecast the situation and price trends in order to set the price with a margin that can accommodate changes in price. In addition, if the transportation route required by the customer is the route of the shipping line represented by the Group, the Group will choose the service of the shipping line to increase competitiveness on price and profitability. In addition to the aforementioned cost management approach, the Group receives benefits from a joint venture with ECU Hold NV Ltd., a leading global consolidation for sea freight company, by setting up ECU to provide international sea freight service. This joint venture between the Group and the leading global service provider will allow usage of sea freight services by the Group through services of the joint venture company which has power bargaining on price with shipping companies.

Despite the Company being impacted by lower freight rates compared to the previous year, the Company has been able to consistently generate profit growth for the third consecutive year. This is attributed to the implementation of growth strategies through expanding and investing in new businesses related to both domestic and international logistics under the concept of "Logistics and Beyond". The focus is on diversification to increase revenue sources and reducing reliance on any single source of income. This aims to foster strong and sustainable growth amid the uncertainties of the present and future.

RISK OF COMPETITION IN THE LOGISTICS INDUSTRY

Logistics business in Thailand is a highly competitive business. There are a large number of operators in the industry because the business does not require high investment but focuses on having good relationship with customers and partners and the ability to sell freight which makes it possible for new competitors to compete in the industry. If competition is more intense or there are new operators, this may affect the Group's business operation. Consequently, the Group may have fewer customers or has to lower the price, which could result in lower revenue and profit

However, competing in the logistics business relies on expertise in routes and management of each type of goods, fast response to accommodate customers' needs, having a quality network, ability to provide services to customers at reasonable prices and meeting customers' needs and providing a reliable experience. The Group has a long-standing expertise in the business. The Group's experience has accumulated for over 30 years and, hence, it has created regular customers. Not many operators would have such experience. The Group is large and has substantial booking of freight, therefore it can control cost of service to a competitive level.

In addition, the Group is aware of the risk of competition and has developed and expanded to provide a full range of services to cover all aspects of logistics services. The business segment is divided into four business groups, namely air freight, sea freight and inland transport, logistics management and chemicals and dangerous goods logistics. The Group focuses on providing in-depth services in order to create expertise in the area of services. It can accommodate both specialized customers and general customers. To differentiate itself, the Group also focuses on enhancing its service capabilities to comply with international standards and develop efficient technology in providing services and reduce duplication of works, including quick response to tasks and reducing costs. The Group has jointly invested with international business partners including regional and global companies such as ECU Worldwide, CK Line, DG Packaging Pte. Ltd. ("DGP") and Asia Network International Public Company Limited ("ANI") to protect the investment and penetration into the logistics market of foreign companies. The expansion and development of services of the Group will enhance the ability to compete and retain customers. In 2021, the Group has established a new business unit, namely the Business Development Business Unit of which the new business unit will be responsible for investment plans in various related businesses to diversify investment risks and respond to rapidly changing situations and industry conditions. In the year 2023, the Company, through its new business group, raised funds for ANI on the stock exchange on 14 December 2023 by initial public offering (IPO) at 30% of the total shares after capital increase. The Company received proceeds from the IPO in the total amount of over Baht 2,912.4 million. The successful listing on the stock exchange helps strengthening the capital structure and providing access to sources of funding in the future. It also enhances readiness

for business expansion funding for ANI to become a leading company in the regional level.

Furthermore, the Company subscribed the newly issued ordinary shares in S.A.L. Group (Thailand) Company Limited ("SAL") which were allocated according to proportion of its shareholding. The investment value was Baht 36.0 million to maintain 22.5% of the paid-up capital. SAL is a shareholder of AOT Ground Aviation Services Company Limited ("AOTGA"), a joint venture company between SAL and AOTGA. SAL holds 51% of the paid-up capital of the company which operates airport ground and passenger handling services at airports under the responsibility of AOT. In the year 2023, AOTGA continued to have excellent performance after overcoming challenges of the Covid-19 pandemic, along with plans for expanding large-scale business projects in the future.

RISK FROM DAMAGE OR DELAYED DELIVERY DUE TO PROBLEMS DURING TRANSPORT

With provision of full range of logistics services, the Group faces risk of claims arising from provision of services, such as damage or loss of goods, accident during performance of service or delayed delivery of goods. The causes of such incidents could be serious accidents such as fire accident or natural disasters, including rainstorm or other force majeure events, which may cause injury or damage to property belonging to customers and the Group. This will result in payment for damages, penalties, and has impact on reputation and revenues of the Group. In the year 2023, the Group incurred payment for damages to its customers in the amount of Baht 3.64 million or representing 0.21% of the Group's total revenues. The Group could not guarantee that all shipments will be delivered on time or no damages will occur because there are uncontrollable factors such as flight cancellation incident, riot, and natural disaster etc. Nevertheless, the foregoing factors have already been included in the non-liability clause under the Group's service contract with customers.

The Group is aware of such risk and has insurance for its business operations, covering goods of customers stored in its warehouse. The terms and conditions of the insurance include liabilities of the insurer and the maximum coverage for the Group. This help reducing burden and conflict which may arise between the Group and its customers. Logistics industry has laws and regulations relating to international logistics which cover maximum liability of logistics business operators including sea freight,



air freight and inland transport such as IATA, FIATA, and Carriage of Goods by Sea Act etc.

The Group has also developed guidelines and various systems to reduce damages or delayed in delivery of goods as follows:

- prevention and action plan in the event of emergency;
- liabilities and penalties in the event that supplier cannot deliver goods according to specifications or within specified period and conduct evaluation on suppliers on an annual basis;
- include internal audit of work systems and liaise within the organization to clearly specify roles and responsibilities. For instance, liaising with warehouse on period of time required to load goods and finding measures to prevent delays, such as overtime work in the morning or loading of goods in advance etc;
- development of information technology system to track status of delivery during transportation.

2.2 OPERATIONAL AND BUSINESS RISKS

RISK OF INVESTMENTS IN FOREIGN COUNTRIES

The Group operates its businesses in foreign countries, in the forms of both limited companies and branches. The risk of investing in foreign countries may occur due to difference and unfamiliarity in laws, regulations, and culture. In addition, a foreign market may have a large number of logistics service providers who provide similar services with the Group. Therefore, business expansion to foreign countries may cause the Group to face competition with competitors and higher aforementioned risk.

The Group realizes such risk and has prepared analysis of information on business and risks in foreign countries to support decision-making on investments in foreign countries. The Group's policy is to consider business partner who has expertise and experience in logistics business in each country as joint venture partner. Such cooperation will help manage the business operation in respect of laws and regulations, culture, and competition. Incorporation of company and business operation in foreign country requires substantial investment. Having a business partner will lower risks arising from lack of experience in investment in such country and the foreign business partner will also help manage the business in foreign country. The Group has applied this business model as can be seen in its joint investment with DGP for dangerous goods and

chemical logistics business and joint investment with Around Logistic Management, and Asia GSA (M) Sdn. Bhd. of the air freight business group which represents airlines in many countries such as China, Vietnam, Hong Kong, Singapore, Malaysia, Myanmar, Cambodia, and Thailand. There has been a restructuring of the general sales agent for airlines business under the name of ANI. In the year 2023, the Company successfully listed the business unit on the stock exchange.

RISK OF JOINT INVESTMENTS IN THAILAND AND FOREIGN COUNTRIES

The Group has invested in businesses relating to the Group's business in Thailand and foreign countries in order to expand its business and procure business partners. Such investments were in the forms of both joint investment and business acquisition. The Group may be exposed to risk of inability of joint venture company to conduct business operation and generate results as targeted. This may have impact on investment by the Group and the Group's operating results.

The Group realizes such risk and analyzes business information and operational risks before investing in high-value investments. The Group also conducts financial, accounting and legal due diligence, including enterprise valuation. The Group acquires shares in the target in the proportion of not exceeding 50% shareholding so that the existing shareholders remain with the target and the management continues to operate the business. There will be agreements on compensations to executives and existing shareholders, who sell the shares to the Group, based on profitability of the target after acquisition. Such arrangement reduces risk of the target not achieving targeted results. In addition, the Company has established guidelines for monitoring and report the operating result of the joint venture companies to various committees regularly. In addition, the Group sends its personnel to study activities of its foreign investments to understand and being able to manage the business in the future.

RISK OF WAREHOUSING AND TRANSPORTATION OF DANGEROUS GOODS AND CHEMICAL

The chemical and specialty logistics is a business which requires expertise in management of chemical and dangerous goods, including storage and transportation of chemical and dangerous goods. For instance, if there is a chemical leak, it could affect goods, personnel, or property of customers

or the Group itself, including other persons and environment around the warehouse.

The Group is aware of this risk, therefore, the Group focuses on security and continues to strive for excellence in management and compliance with laws where the Group considers goods that will be transported and stored, procures tools and equipment and storage which is appropriate for chemical and dangerous goods and prepare the manual for usage of tools and equipment with safety and work procedures, guidelines and knowledge, preliminary work process and complies with the laws regarding the standard practice of international transport including domestic laws. In addition, the Group continues to organize training for employees in order to increase employees' proficiency in providing services and to strengthen defensive measure in order to lower risks which may incur during storage or transportation of dangerous goods and chemical.

In addition, the Group has insurance to protect and compensate loss that might occur during both domestic and international freight services and asset insurance for indemnifying of loss and damage that may occur from international transport to cover liabilities for goods, custom and third party and omission and damage of goods that may occur from accident arising from external factors such as disaster, terrorist, and other accidents, including burglary.

RISK OF STABILITY OF INFORMATION TECHNOLOGY SYSTEM

The Group's business operations in all business units are mainly engaged with information technology system, starting from transportation, pick up, warehousing, distribution until tracking. The information technology is used to increase efficiency, speed, and reduce cost and redundancy in provision of service by the Group. If the information technology system fails, resulting in loss of information, the system failure may affect business operations, reputation, and financial positions of the Group.

The Group is aware of the importance of database and information technology system, which may be subject to internal and external risk factors and damages on database and information technology system, including equipment, may occur due to such risk factors. To manage risk of stability of information technology system, protect information which is considered important property of the Group, and create security of information

that can be utilized effectively for the business operations, the Group has formed a special unit for overseeing information technology system. Such unit's responsibilities include developing, rectifying, and maintaining the information technology system of the Group, ensuring stability of the system. The unit should be able to rectify issues with the system promptly and regularly review its workplan. In addition, the Group has invested in Storage Area Network (SAN) and Disaster Recovery Site to create backup of information and be prepared for emergency situations, preventing loss of information and maintaining the operations, including information and computer system, uninterrupted in an efficient way at the needed time. The Group also conduct test on DR Site on an annual basis to ensure that the system could be operated with continuity in the event of emergency situations.

RISK OF BEING HIGHLY DEPENDENT ON EXPERIENCED PERSONNEL

Logistics and international transport business requires understanding in regulations relating to import and export, laws of various countries, and international payment and custom formalities to create trust and confidence in customers that the business can comply with all relevant rules and regulations and can deliver goods on time. In provision of dangerous goods and chemical logistics service, operators must comply with many rules, regulations, and laws at international level and of relevant countries. The business also relies on personnel with knowledge and expertise on safety of goods during transportation, safety precautions and emergency response plan as mistakes or accidents during transportation or storage of dangerous goods and chemical may cause damages to assets, environment or life, injury or health. It may also consequently have impact on reputation, revenue, expense and profit of the Group. As the Group's logistics business requires personnel with special expertise, personnel are one of the key factors contributing to success of the Group. Therefore, the Group faces risk of lacking personnel. If the Group loses personnel and could not find a replacement, it may have significant impact on its financial position, business operations and loss of business opportunity.

The Group is aware of such risk and has prepared human resource development plan, training plan to continuously improve capabilities of its personnel, analysis on employee turnover, and plan on allocation of compensation and welfare suitable

to knowledge and capabilities of each personnel. In addition, the Group has prepared succession plan to ensure continuity of work in key positions. The Company has conducted continuous analysis of risk factors and business trends and has developed plans to adjust the organizational structure to accommodate both uncertainties and opportunities for future business growth but there would still be an increase in remuneration for the management and employees of the group to create incentives for executives and employees and prevent the loss of key personnel.

RISK OF POLICIES BY GOVERNMENT AND RELEVANT AUTHORITIES

With provision of full range of logistics services, governmental policies, particularly tax policies such as import and export duties, duty free zone, policy on development of seaport and airport, have direct impact on the Group's business operations. If government or relevant authorities change its policy in a direction that creates negative impact on the Group's business operations such as increase of import duty or VAT, cancellation of lease contract in seaport and airport area, the Group or customers may incur additional cost as a consequence. Policy of Airport of Thailand (AOT) on low cost airlines and policy on ASEAN Community (AEC) may result in more foreign operators investing in Thailand. As a result, the Group may face higher competition in logistics service. The Group may also face risk of change in policy on usage of local and international warehouses by AOT. Such factors may have impact on financial position and business operations of the Group. The Group is aware of this risk and has been monitoring policies of government, AOT and other relevant authorities to assess impact and risks to the Group's business operations. Including to be the alliance with AOT in order to plan for negotiation and revise management plan and investment to be in line with the existing circumstances. Although, such policies may not be easily changed.

The Group focuses on entry into long-term contract and negotiating on conditions which may have impact on the Group. Policy on ASEAN Community may result in higher competition due to entry into the market by new business operators and, consequently, partial loss of revenue by the Group. At the same time, ASEAN Community will result in the need to exchange more products and resources and expand Thai logistics industry. The Group also has a plan to increase its readiness and capabilities to compete in the event of change in government's

policies. It creates a network of business partners with as large coverage as possible. At present, the Group has investment plan and business plan in AEC with business partners in AEC member countries such as joint investments with business partners in Singapore and Myanmar and representatives in various countries across the region. The Group is ready to develop business plan, response to customers' needs and increase its competitiveness in the market.

RISK OF FLUCTUATION IN FOREIGN EXCHANGE RATES

The Group provides international freight services and has business operations in foreign countries. Part of its revenues and costs of service is in foreign currencies. In the year 2022 – 2023, the Group's revenues from services in foreign currencies accounted for 16.3% and 20.7% of total revenues from services respectively. Part of the income is from dividends received from investments in foreign businesses. It is evident that there is a small portion of foreign currency compared to the total revenue of the Group.

However, the Group has a business partner to service overseas customers, who is a local logistics service provider in the country of service, acting as the Group's representative in providing services, receiving payment from customers, and paying costs of service in foreign countries such as sea freight, air freight, freight charge and custom clearance fees. Such payment of costs is in the same currency as revenue earned. Having revenues and costs in the same currency (Natural Hedge) helps reducing risk of fluctuation in foreign exchange rates to a certain level. The Group closely monitors foreign exchange rates to assess situations and trend of foreign exchange rates. In addition, the Group has a plan to purchase forward contracts without speculating on foreign exchange rates and opens branch office in foreign country to manage revenues and costs in foreign currencies. This is one way to mitigate risk of fluctuation in foreign exchange rates by having revenues and costs in the same currency (Natural Hedge).

The abovementioned factors have mitigated the group company's risk. The group company presently has a low risk of fluctuation in foreign exchange rates, and the risk is at a manageable level. The group company's 2023 consolidated financial statements has a slight foreign exchange loss of Baht 2.7 million.

MANAGEMENT RISK

Risk of major shareholders having influence over determination of policies and business operations. As of 31 December 2023, the executives and management committee of the Group held shares of 42.05% of the total paid-up capital. As a result, the executives and management committee of the Group has influence in the management policy in one direction and can control the policy and management of the Group. It also controls the approval of the majority of shareholders meeting except that the laws or regulations requires three-fourth of the votes from the shareholders who attend meeting and have the voting right. Therefore, other shareholders may not be able to collect votes to monitor and balance of agendas proposed by the major shareholders.

To prevent the risk of being controlled by a large group of shareholders and to ensure transparency in the management and monitoring and balance of power of executives and directors, the Group responds to such risks by the appointment of 4 independent directors whereby those independent directors are the directors of the Company and 3 members of the Audit Committee and one chairman of the Board of Directors from the total of 10 directors for the purpose of auditing, check and balance and approve any matters before propose to the shareholders meeting for approval. In addition, the Group has established a code of business ethics as a guideline for the performance of duties of directors and executives in accordance with the code of conduct to comply with the principles of good corporate governance in accordance with the guidelines of the Stock Exchange of Thailand and the scope of duties and the delegation of authority of the Board of Directors is clear and no conflict of interest.

2.3 RISKS RELATED TO FUTURE BUSINESS OPERATIONS (EMERGING RISK) ENVIRONMENTAL, SOCIAL AND GOVERNANCE RISKS (ESG RISK)

Nowadays, the world has focused on the management of environmental, social and governance (ESG risks), which may have many factors and causes, such as climate change, human rights issues and regulatory compliance, etc. Therefore, the Group as a one of the business organizations that prioritize environmental, social and governance management, which is committed and aware of the risks from change in laws, regulations, requirements related to

safety, health and environmental management by monitoring various issues that may cause risks and impacts on its operations.

The Company has risk management measures as follows:

- monitoring new laws and regulations relating to safety, health, and environmental management on a regular basis.
- creating an environmental management plan in the organization such as reducing energy consumption, minimizing waste volume, and promoting effective natural resource conservation activities.
- collaborating with business partners to increase investments in environmentally friendly businesses and services such as using electric vehicles for transporting goods etc.
- creating an environmentally friendly business expansion plan such as installing electric charging stations for electric vehicles and using electric vehicles for logistics services to reduce greenhouse gas emissions etc.

As for the social risks, the Group has always been aware of and given importance to employees, who are the Group's key assets and core values, with fair welfare and have make plans for employees' opportunities and career path and determining working conditions that take into consideration health and welfare of employees. In addition, the Group is also aware of the fair treatment of partners as well to strengthen the sustainability and continuity of business operations and for governance risks, the Group has adhered to the good corporate governance principles for the operations including transparency, participation, or accountability, to reduce the risk of misconduct or conflicts of interest both at the corporate and social levels.

RISK FROM THE PANDEMIC SITUATION AND EMERGING DISEASES

During the year 2020 to 2021, it was the challenging years for doing business due to the Covid-19 pandemic that affected the economy and society around the world resulting in the impact to the Group, business partners and customers' productivities and increasing the limitations in doing business in overall. The Group, therefore, recognizes the importance of preparing for risk of other pandemic and diseases that may occur in the future. The Company has risk management measures as follows:

- there is a continuous business risk management plan for risks arising from pandemic.
- monitoring the global pandemic situation and establishing measures to support health of employees and customers, including allowing employees to work from home and supporting online meetings and utilizing information technology systems for management and administration.
- stringent cleanliness measures are implemented such as requiring employees and visitors to wear face masks, conducting screening tests for employees, customers, and visitors before entering office buildings, work areas or service areas, providing hand sanitizing gel at various points, enforcing social distancing in common areas, and regularly cleaning common areas etc.

RISK OF CHANGES IN WEATHER CONDITIONS

The changing of global weather leads to more frequent and severe natural disasters, posing a risk that could potentially disrupt the operations of the Group. Such factor may have impact on assets of the Group and its customers, as well as safety of employees. Moreover, concerns about environmental issues arising from climate change make customers and partners prioritize environmentally friendly products and services or businesses with significantly low carbon footprints. In this regard, the Company has the following risk management measures:

- consider creating a business continuity management plan for natural disasters and other unforeseen events.

- consider assessing the business impact of climate change and creating a plan to mitigate such impact.
- developing environmentally friendly businesses to reduce the impact of climate change.

RISK OF GEOGRAPHICAL CHANGES THE RISK FROM GEOGRAPHICAL CHANGE

As a result of climate change, there are geographical changes such as sudden flooding due to unpredictable weather conditions. This may lead to the inability of the Group to carry out freight services according to schedule or necessitate changes in freight routes, impacting costs and delivery time and potentially causing loss of trade opportunities for customers. Therefore, the Company has considered creating a business continuity management plan for geographical changes and has undertaken monitoring, compiling, and analyzing significant global trends to determine risk management measures.

RISK OF FACING GEOECONOMICS

Geoeconomic tensions arising in the event of war or conflicts between countries may impact confidence in the services provided by the Group. They may lead to increased operational costs, loss of customers or partners, and diminished competitiveness due to trade restrictions, currency restrictions, investment constraints or economic sanctions etc. The Company has enhanced collaboration with business partners to foster stronger relationships and create confidence in efficient services throughout the value chain. The Company has also tracked, processed, and analyzed significant global and multidimensional industry trends to determine risk management measures and creating a business continuity management plan from the impact of risk of geoeconomic confrontations.



– Driving Business Towards Sustainability –



Sustainability Management Policies and Goals

Triple i Logistics Public Company Limited (hereinafter referred to as the “Company”) and its subsidiaries (hereinafter referred to as the “Group”) acknowledge the importance of good corporate governance with a primary goal of committing to sustainable organizational development. Consequently, a policy on sustainable organizational development was established based on the ESG: Environment, Social and Governance guidelines, initially announced in 2022. This serves as a framework for conducting business aimed at evolving into a resilient and sustainable entity, encompassing all dimensions of economic, social, and environmental sustainability. In 2023, the Group reviewed and amended this policy to address the impact of the Group’s business operations more comprehensively on all stakeholders equitably and justly. (The full version of the Sustainable Development Policy can be accessed at <https://investor.iii-logistics.com/th/home> under the corporate governance section.)

The Group integrates sustainable development guidelines into its business direction and corporate strategy, including adhering to applicable laws and regulations in all three sustainability dimensions. This alignment with the United Nations' Sustainable Development Goals (SDGs) also involves leveraging risk and opportunity analyses from global trends and potential issues to refine sustainability goals and operational frameworks over a five-year period, ensuring effective and situational sustainability efforts.

Furthermore, the Group compiles a sustainability report to highlight key issues, management practices and operating outcomes that mirror its strategy for sustainable development, addressing significant concerns of the Group and all stakeholders. This encompasses aspects of corporate governance and economics, social dimensions, and environmental concerns. (The full Sustainability Report is available for review at <https://investor.iii-logistics.com/th/publications/download/sustainability-report>).



Sustainability Strategy

The Company has integrated the concept of sustainable organizational development as a core principle in its operating process and has interwoven its operating plans to ensure connectivity, aiming to balance the dimensions of the economy, society and the environment throughout the entire business value chain. This approach is designed to deliver maximum benefits to all stakeholders. In 2022, the Group initiated the development of a framework for sustainable development, and in 2023, it undertook a strategic review and defined a plan for sustainable organizational development. This plan is intended to propel the company towards its 2027 goal of fostering competitive business growth in tandem with creating shared value across the business value chain, encompassing environmental, social, economic, and governance developments. This strategy includes 3 key components:



Economic Strategy “Business Resilience”

Focuses on continually evolving and enhancing the Group’s business to adapt to global shifts (Mega Trends) and preparing plans to accommodate business changes. This involves a comprehensive framework for economic development and governance, spanning the creation of business opportunities for sustainable growth, aligning business strategies with mega trends, innovating, and leveraging technology to elevate service standards to meet global customer expectations, ensuring customer satisfaction and trust by delivering valuable products and services, managing the supply chain to foster long-term collaborative business potential and efficiency, managing organizational risks including business and sustainability risks, cultivating organizational values and culture based on principles of good corporate governance, and adhering to laws and regulations relevant to sustainability across the entire business value chain.



Environmental Strategy “Value Consumption”

This approach focuses on delivering value through products and services by maximizing resource utilization. It encompasses a wide range of environmental development initiatives, including reducing greenhouse gas emissions, conserving energy and utilizing renewable energy sources, managing environmental impacts, conserving water resources, and applying the 3Rs principles for waste management at the source.



Social Strategy “People Excellence”

This strategy aims to foster engagement with both internal and external stakeholders, grounded in human rights principles. It is committed to comprehensive social development by enhancing skill development and improving the work capacity of human resources. It emphasizes creating a conducive environment for employees’ quality of life, considering safety in operational processes and the delivery of products and services. Additionally, it involves active participation in community and societal care in both crisis situations and normal conditions.

Assessment of Key Sustainability Issues

In 2023, the Group conducted an assessment to identify its key sustainability issues, focusing on analyzing impacts on the Group and its stakeholders across environmental, social and economic governance dimensions. This assessment adheres to the Global Reporting Initiative Standards (GRI) guidelines. The outcomes of this critical sustainability issue assessment are annually reviewed and approved by the Corporate Governance and Sustainable Development Committee. The process for identifying significant issues is as follows:

Process for Evaluating Key Issues

1. Identification of Stakeholders and Organization's Key Issues

The Group analyzed activities across its business operations throughout the entire value chain, including both core and supportive activities, to gather information for assessing the impact on all stakeholder groups. Important issue data was collected based on the needs and expectations of both internal and external stakeholders through suitable communication channels tailored to each stakeholder group. This also included summarizing business-critical issues based on the board of directors' and executives' opinions during various meetings. Topics covered include business strategies, organizational risks, relevant standards and regulations like the United Nations Sustainable Development Goals (UN SDGs) and the opportunities and challenges stemming from global and regional trends that have both positive and negative impacts on the Group's business.

2. Categorization and Prioritization of Key Issues

The management committee, executives and employees collaboratively analyze and prioritize sustainable development issues within the Group. The considerations include the impact level of the Group's operations on the economy, society and environment and the influence level on stakeholders' assessments and decisions regarding various issues. By following the GRI Standards 2021 guidelines, issues are plotted on the Materiality Matrix table where the horizontal axis (X-axis) reflects the impact level of the Group's operations on the economy, society, and environment, and the vertical axis (Y-axis) shows the level of influence on stakeholders' evaluations and decision-making.




In 2023, the Group reviewed and ranked the sustainability issues according to the sustainable organizational development framework, identifying a total of 14 key issues under the framework of the Group's 3 sustainability strategies.

3. Review of Key Issues

The Group organized a meeting to collectively approve and prioritize key sustainability issues, attended by senior executives from all business groups with the Group Chief Executive Officer presiding. The session aimed to review and verify the accuracy of key issues and collectively outline approaches for addressing stakeholder concerns in various areas. Subsequent actions were delegated to relevant units, with the establishment of indicators to assess operational outcomes linked to the performance evaluation of executives and related employees.

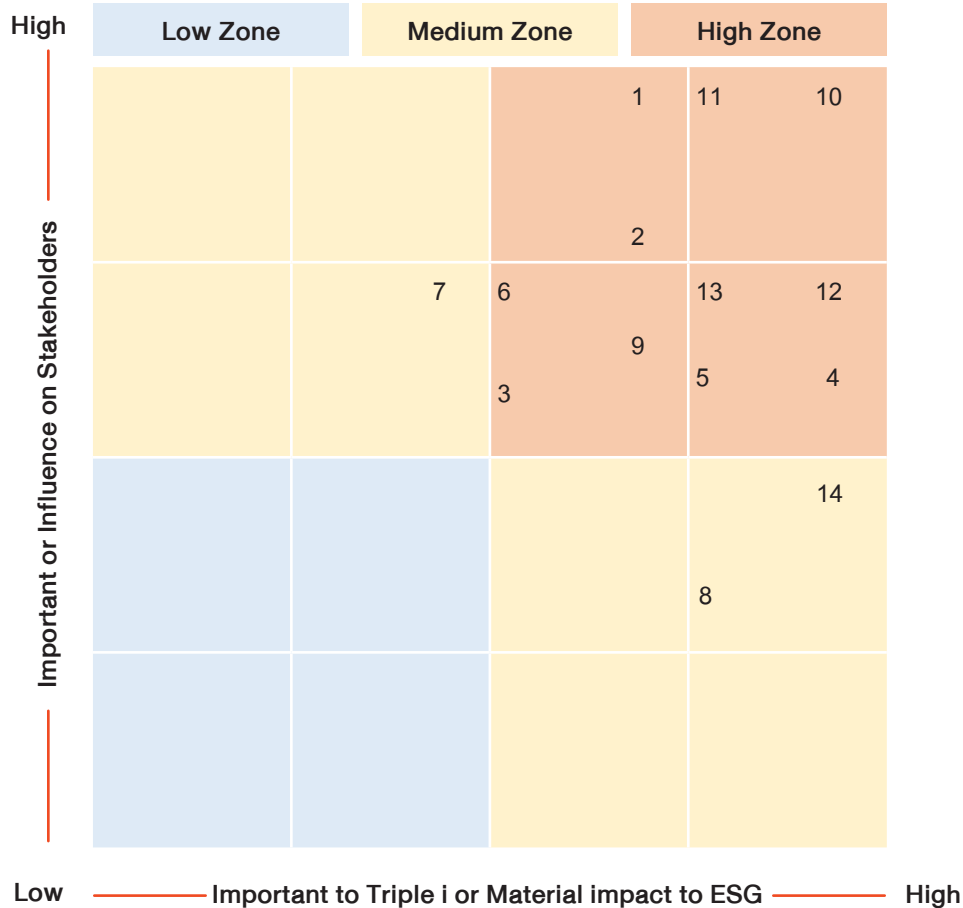


Key Sustainability Issues of the Group

Sustainability Strategy	Important sustainability issues
 <p>Business Resilience Adapt and enhance business operations to align with global shifts (Mega Trends)</p>	<ul style="list-style-type: none"> Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance Compliance with Laws Regarding Corporate Governance, Society and the Environment Creating Business Opportunities for Sustainable Growth Development of Innovations and Technology to Ensure Efficient Services Building Confidence and Satisfaction for Customers Supply Chain Management Risk Management and Business Continuity Management
 <p>Value Consumption Utilize resources efficiently to maximize benefits</p>	<ul style="list-style-type: none"> Reducing Greenhouse Gas Emissions Energy Management Environmental Management
 <p>People Excellence Enhance the capabilities and skills of human resources while fostering engagement with all stakeholders</p>	<ul style="list-style-type: none"> Human Resource Management Human Resource Development Workplace Safety Management Community and Social Engagement



Materiality Matrix of the Group for the Years 2023 – 2025



E – ENVIRONMENT

Value Consumption

- 1 Reducing Greenhouse Gas Emissions
- 2 Energy Management
- 3 Environmental Management



S – SOCIAL

People Excellence

- 4 Human Resource Management
- 5 Human Resource Development
- 6 Workplace Safety Management
- 7 Community and Social Engagement



G – GOVERNANCE

Business Resilience

- 8 Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance
- 9 Compliance with Laws Regarding Corporate Governance, Society and the Environment
- 10 Creating Business Opportunities for Sustainable Growth
- 11 Development of Innovations and Technology to Ensure Efficient Services
- 12 Building Confidence and Satisfaction for Customers
- 13 Supply Chain Management
- 14 Risk Management and Business Continuity Management

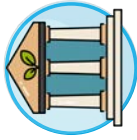


Linking Triple i Logistics' Sustainability Issues with UN SDGs

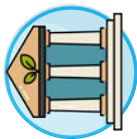
Key Sustainability Issues	Direct Impact	Indirect Impact
Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance		
Compliance with Laws Regarding Corporate Governance, Society and the Environment		 
Creating Business Opportunities for Sustainable Growth		 
Development of Innovations and Technology to Ensure Efficient Services	 	
Building Confidence and Satisfaction for Customers		
Supply Chain Management		 
Risk Management and Business Continuity Management		  
Reducing Greenhouse Gas Emissions	 	
Energy Management		
Environmental management		 
Human Resource Management		
Human Resource Development		
Workplace Safety Management		
Community and Social Engagement		

Triple i Logistics and Sustainable Development Goals

Sustainability Strategies: Business Resilience



Key Points	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance	Transparency, fairness and ethical integrity are crucial mechanisms enabling the company to evolve into a sustainable organization.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Shareholders/Investors 	Instilling confidence among shareholders and all stakeholder groups.	<ul style="list-style-type: none"> • Achieve a 5-star rating in good corporate governance. • Zero significant corporate governance complaints. • Obtain certification as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC). • Secure certification for sustainable business practices through SET ESG Ratings. 	For detailed management approaches, refer to “Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance” on pages 81 - 83
Compliance with Laws Regarding Corporate Governance, Society and the Environment	Compliance with laws, regulations and social, environmental and corporate governance norms is critical for business operations, ensuring licensure for business activities or expansion and preventing adverse impact and potential costs associated with non-compliance.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Government agencies • Communities and society 	Prevents negative impact that could undermine stakeholder confidence in the Group.	<ul style="list-style-type: none"> • Zero incidents of non-compliance with laws and regulations regarding social, environmental, and corporate governance. 	For detailed management approaches, refer to “Compliance with Laws Regarding Corporate Governance, Society and the Environment” on pages 83
Creating Business Opportunities for Sustainable Growth	Prioritizing business expansion and the development of new logistics services continuously, both domestically and regionally, to generate new revenue streams for the Group and distribute business risks. Aligning with the vision and strategy to become a leader in providing comprehensive logistics services at a regional level.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Shareholders/Investors • Government agencies • Communities and society 	Generates economic value and stability for all related stakeholders.	<ul style="list-style-type: none"> • Aim for the company’s market value to reach at least 20,000 million baht by 2024. • Ensure the dividend payout from net profits is no less than 40% annually. • Distribute economic value to stakeholders at a minimum of 25% of the revenue by 2027, calculated from dividends, payments to partners and sub-contractors (excluding main partners), employee salaries, financial institution fees, government payments and investments in community and social development. 	For detailed management approaches, refer to the section “Creating Business Opportunities for Sustainable Growth” on pages 83 - 84
Development of Innovations and Technology to Ensure Efficient Services	Encouraging the development of innovations or integrating innovations to improve operational processes enhances the Group’s added value and competitive edge.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Communities and society 	<ul style="list-style-type: none"> • Enhances skills, develops potential, and facilitates necessary learning exchanges for employees, customers, and partners. • Capable of generating societal and environmental value. 	<ul style="list-style-type: none"> • Development of innovations, such as IT system enhancements, to support more efficient operating processes and benefit all stakeholders. 	For detailed management approaches, refer to the section “Development of Innovations and Technology to Ensure Efficient Services” on pages 84 - 85



Key Points	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
Building Confidence and Satisfaction for Customers	Fostering effective customer relationship management customer satisfaction with the group's products and services, enabling long-term customer-based retention and expansion, as well as sustainable sales growth.	<ul style="list-style-type: none"> • Employees • Customers 	<ul style="list-style-type: none"> • Efficiently meeting the diverse needs of customers and achieving excellent customer satisfaction levels with products and services. • Enhancing organizational trust by delivering internationally standard services. 	<ul style="list-style-type: none"> • Achieving a customer satisfaction level of 90% by 2027 for products and services. 	For detailed management approaches, refer to the section "Building Confidence and Satisfaction for Customers" on pages 85 - 87
Supply Chain Management	Prioritizing environmentally friendly procurement and social considerations, along with comprehensive stakeholder engagement, facilitates economic growth coupled with social and environmental development. This approach also offers companies and their partners, including other stakeholders, an opportunity to contribute to societal and environmental betterment, fostering mutual growth and sustainability.	<ul style="list-style-type: none"> • Employees • Partners • Debtors and Creditors • Competitors 	Ensuring confidence among stakeholders through transparent, fair, and accountable procurement activities, while also embracing environmental and social responsibilities.	<ul style="list-style-type: none"> • Implementing an ESG-principled risk assessment process for Key Suppliers by 2027. • Completing ESG principle-based assessments for Key Suppliers, achieving 100% compliance by 2027. 	For detailed management approaches, see the section "Supply Chain Management" on pages 87 - 89
Risk Management and Business Continuity Management	Enabling risk management and business continuity management to plan for sustainable long-term operations, adapt to changes and achieve business goals.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Shareholders/Investors 	Builds confidence among all stakeholders.	<ul style="list-style-type: none"> • Developing a Business Continuity Plan (BCP) covering all group companies by 2027. • Conducting not less than one practice session per year for business continuity plans, such as fire evacuation drills and disaster recovery site operational drills. 	For detailed management approaches, refer to "Risk Management and Business Continuity Management" on pages 90

Sustainability Strategies: Value Consumption



Key Points	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
Reducing Greenhouse Gas Emissions	Climate change impacts business operations both directly and indirectly. Thus, the Group emphasizes its role in reducing greenhouse gas emissions to mitigate environmental issues and adapt to climate change, while promoting operating efficiency and long-term business stability.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Government agencies • Communities and society 	The Group's preparations for climate change responses align with the objectives, expectations, regulations and policies set by customers, partners or governmental bodies, thereby fostering stakeholder confidence.	<ul style="list-style-type: none"> • Reducing corporate greenhouse gas emissions by 5% by 2027, compared to the base year of 2022. 	For detailed management approaches, refer to "Reducing Greenhouse Gas Emissions" on pages 92 - 93
Energy Management	Prioritizing efficiency in managing energy, both directly and indirectly, is key to sustainably managing production and service costs.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Government agencies 	Building confidence among all stakeholders.	<ul style="list-style-type: none"> • Reducing organizational energy consumption by 5% by 2027 compared to the base year of 2022. 	For detailed management approaches, refer to "Energy Management" on pages 94 - 95
Environmental Management	Efficient, systematic environmental management is critical for the company, helping to reduce costs, mitigate community issues and decrease the risk of negative reputation impact.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Shareholders/Investors • Government agencies • Communities and society 	Building confidence among all stakeholders.	<ul style="list-style-type: none"> • Achieving an Excellent Green Office certification by 2027. 	For detailed management approaches, refer to "Environmental Management" on pages 96 - 99



Sustainability Strategies: People Excellence

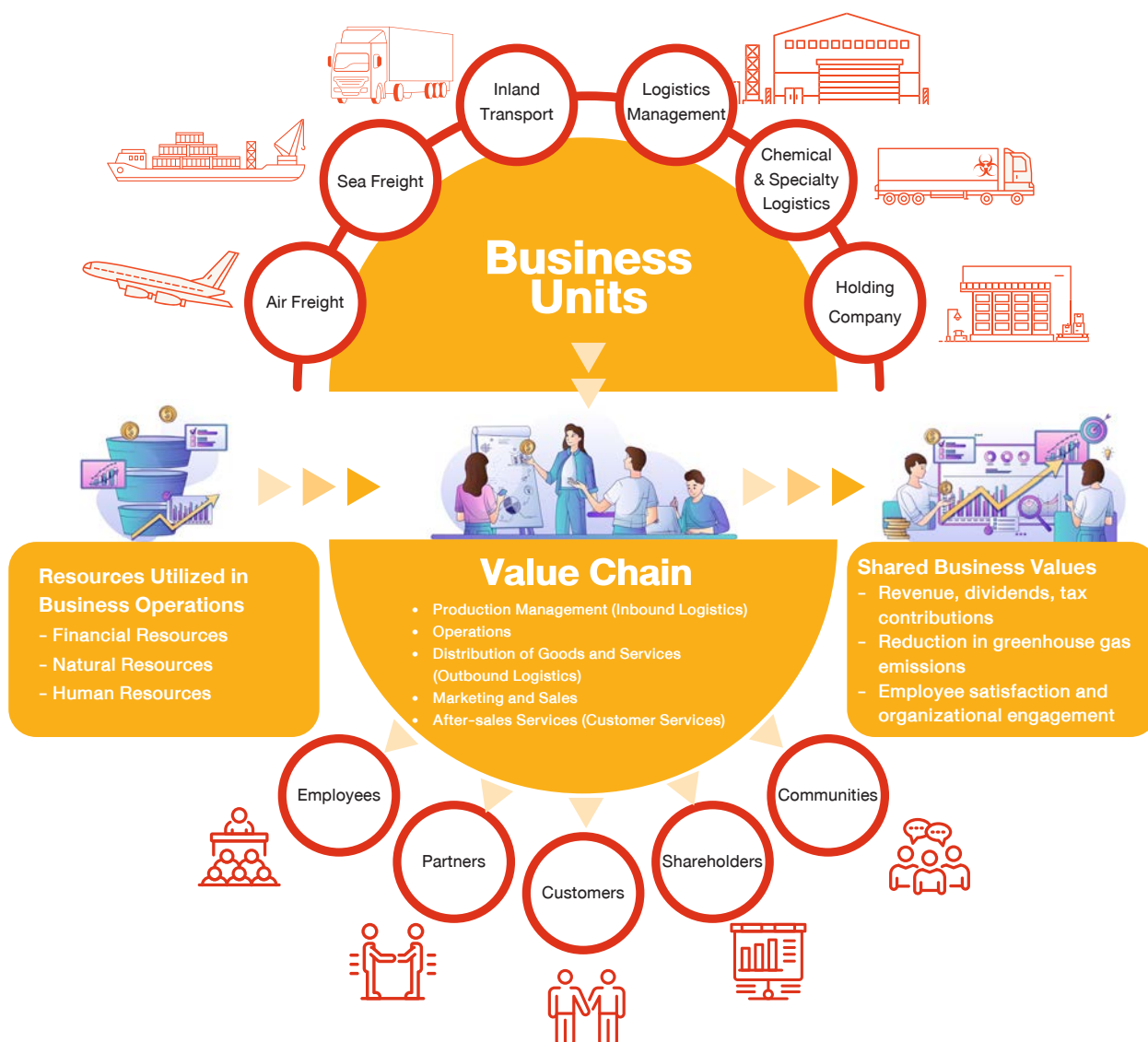
Key Sustainability Issues	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
Human Resource Management	Employees are pivotal assets for driving the organization towards its objectives. Effective human resource management can mitigate personnel shortages and reduce the costs associated with recruiting new staff.	<ul style="list-style-type: none"> Employees 	Ensuring a good quality of life and equitable treatment under human rights principles increases employee satisfaction and pride in their association with the organization.	<ul style="list-style-type: none"> Employee organizational commitment level to exceed 70% by 2027. Zero human rights complaints. Employee turnover rate to be less than 8%. 	For detailed management approaches, refer to "Human Resource Management" on pages 101-106
Human Resource Development	The full spectrum of logistics business operations relies on the specialized knowledge and expertise of its personnel. Thus, the Group emphasizes developing the potential and work skills of employees to provide customers with standard-quality services.	<ul style="list-style-type: none"> Employees 	On-going development enhances employee proficiency, boosting their career progression and job security opportunities.	<ul style="list-style-type: none"> Training hours per employee per year to exceed 40 hours by 2027. 	For detailed management approaches, refer to "Human Resource Development" on pages 106-107
Workplace Safety Management	Health and safety are crucial indicators of organizational success. Efficient safety management not only builds trust and enhances the organization's image but also helps in cost reduction by minimizing accidents.	<ul style="list-style-type: none"> Employees Partners Communities and society Government agencies Shareholders/Investors 	Effective safety risk management reduces the incidence of accidents within operational areas, alleviating stakeholder concerns and strengthening their trust in the company's operations.	<ul style="list-style-type: none"> Implementation of an occupational health and safety system across all units within the Group. Zero Lost Time Injuries Frequency Rate (LTIFR) among employees and partners operating in the Group's facilities. 	For detailed management approaches, refer to "Workplace Safety Management" on pages 107-108
Community and Social Engagement	Engaging in the enhancement of community and societal well-being fosters acceptance, cooperation and trust in the business operations of the organization, which forms the basis for sustainable success.	<ul style="list-style-type: none"> Communities and society Government agencies Shareholders/Investors 	Communities benefit from improved quality of life through various activities conducted by the Group. This also provides community enterprises with access to knowledge and standardized logistics services, stimulating economic development within the community.	<ul style="list-style-type: none"> Implement no fewer than 5 CSR-in-Process projects annually. 	For detailed management approaches, refer to "Community and Social Engagement" on pages 109-110

Value Chain

The Group recognizes the significance of stakeholder relationships in activities related to business operations, from upstream to downstream. Committed to adding value to products and services to meet the expectations of all stakeholder sectors, the Group has established guidelines to manage the impact on stakeholders within the business value chain. This approach aims to foster sustainable development, ensuring a balance across economic, social, and environmental dimensions throughout the supply chain, thereby maximizing benefits for all stakeholder groups. Activities throughout the value chain are analyzed and categorized as follows:

Primary Activities: these activities encompass 5 core processes in the company's value chain that are interconnected to enable the delivery of product and service value to customers.

Support Activities: these refer to various units that back the operational processes of the primary activities throughout the value chain, from upstream to downstream.



1. Value Chain of Triple i Logistics Public Company Limited (Holding Company)

Primary Activities	Related Stakeholders
1. Production Management (Inbound Logistics) <ul style="list-style-type: none"> Selecting business partners or companies related to logistics interested in investment or acquisition Evaluating projects based on relevance to existing customer needs or new opportunities Conducting due diligence on potential partner companies, including background and reliability checks Establishing non-disclosure agreements or cooperative agreements 	Shareholders Employees Business Partners
2. Operations <ul style="list-style-type: none"> Analyzing business data to assess strengths, weaknesses, opportunities, and income sources, along with risk evaluation If applicable, conducting site visits to potential business locations Reviewing business operations, nature of business, and financial health Performing due diligence Assessing the feasibility of new projects Evaluating associated risks 	Shareholders Employees Business Partners Communities
3. Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> Proposing projects to the investment committee for consideration of collaboration forms, such as joint ventures or acquisitions Negotiating terms with partners or target companies Establishing and agreeing on roles and contractual conditions Preparing shareholder agreement documents 	Shareholders Employees Business Partners
4. Marketing and Sales <ul style="list-style-type: none"> Presenting projects to the Board of Directors (BOD) for operation approval or for the establishment of new companies 	Shareholders Employees
5. After-sales Service (Customer Services) <ul style="list-style-type: none"> Coordinating with related agencies for the establishment of companies or new projects Managing internal and external organizational communications Continuously monitoring the performance of new businesses or projects Aiming to achieve predefined operational goals 	Shareholders Employees Business Partners Customers Media
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> Accounting and Finance Procurement Information Technology Systems Human Resource Management Good Corporate Governance Risk Management Transportation Safety Management Investor Relations Internal Audit 	Shareholders Employees Customers Partners Communities



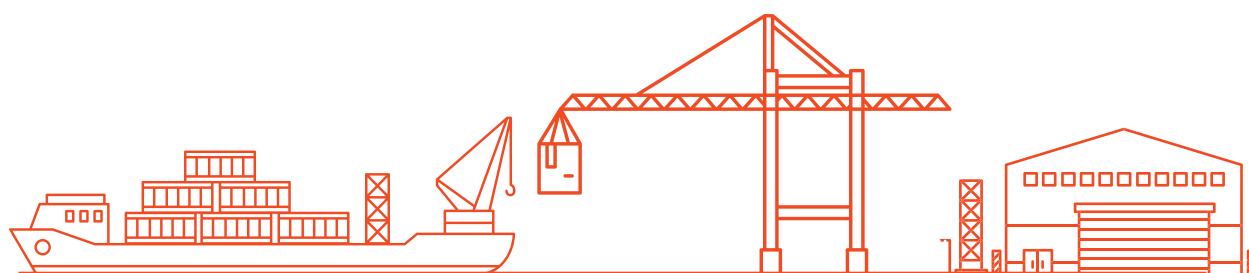
2. Value Chain of Air Freight Business

Primary Activities	Related Stakeholders
1. Production Management (Inbound Logistics) <ul style="list-style-type: none"> Securing leased spaces for activities within airports Applying for permission to establish or upgrade warehouse service areas Becoming a Regulated Agent Procuring airlines for sales representation in cargo space allocation Arranging cargo space with service providers to meet customer needs Implementing information systems 	Employees Partners Business Partners
2. Operations <ul style="list-style-type: none"> Managing products Conducting security checks Booking and securing cargo space with airlines Preparing and verifying related documents Receiving and delivering goods from/to customers Coordinating with airlines/partners 	Employees Customers Partners Business Partners
3. Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> Organizing cargo loading onto aircraft Submitting data into the customs system Ensuring timely and quality delivery of products to their destinations 	Employees Customers Partners Business Partners Government Agencies
4. Marketing and Sales <ul style="list-style-type: none"> Developing a database for both new and existing customers Planning and pursuing new customer searches and follow-ups Meeting customer service requirements Evaluating service provision capabilities Setting appropriate service pricing Providing accurate and comprehensive service information Cultivating customer relationships 	Employees Customers Partners Business Partners
5. After-sales Service (Customer Services) <ul style="list-style-type: none"> Managing sales interactions with customers Managing stakeholder relations Soliciting feedback or suggestions on service delivery Maintaining post-sales customer relationships Conducting annual customer satisfaction assessments to enhance service delivery 	Employees Customers
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> Accounting and Finance Procurement Information Technology Systems Human Resource Management Good Corporate Governance Risk Management Transportation Safety Management 	Employees Customers Partners Communities



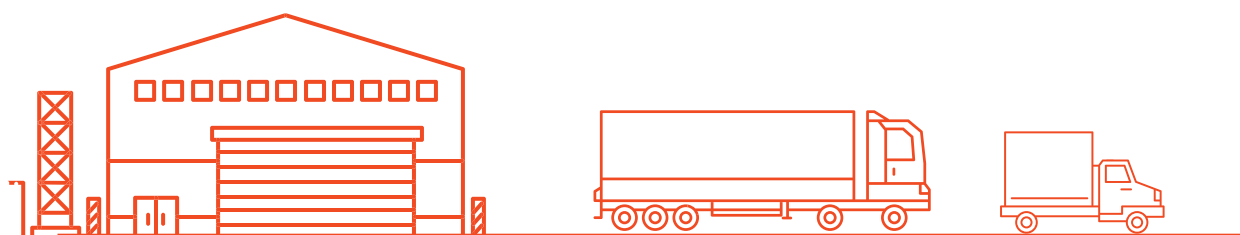
3. Value Chain of Sea Freight Business

Primary Activities	Related Stakeholders
1. Marketing and Sales <ul style="list-style-type: none"> Developing a database for both new and existing customers Planning and pursuing new customer searches and follow-ups Meeting customer service requirements Evaluating service provision capabilities Setting appropriate service pricing Providing accurate and comprehensive service information Cultivating customer relationships 	Employees Customers Partners Business Partners
2. Production Management (Inbound Logistics) <ul style="list-style-type: none"> Initiating business development efforts Securing suitable transportation service providers Preparing all necessary documentation Arranging for freight and additional service charges Sourcing containers and securing space on ships 	Employees Partners Business Partners
3. Operations <ul style="list-style-type: none"> Managing bookings from customers and coordinating with related agencies Overseeing container and vessel operations Ensuring the accuracy and efficiency of document management 	Employees Customers Partners Business Partners
4. Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> Managing the allocation and organization of space on ships Ensuring timely sailing operations Coordinating with origin and destination ports, including liaising with ship captains. 	Employees Partners Business Partners Government Agencies
5. After-sales Service (Customer Services) <ul style="list-style-type: none"> Conducting follow-ups to assess customer satisfaction after service delivery and managing subsequent bookings Monitoring transit times and ensuring orderly transportation Addressing and resolving any issues that arise during transportation (If any) Performing annual assessments of customer satisfaction to enhance service offerings 	Employees Customers Partners Business Partners
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> Accounting and Finance Procurement Information Technology Systems Human Resource Management Good Corporate Governance Risk Management Transportation Safety Management 	Employees Customers Partners Communities



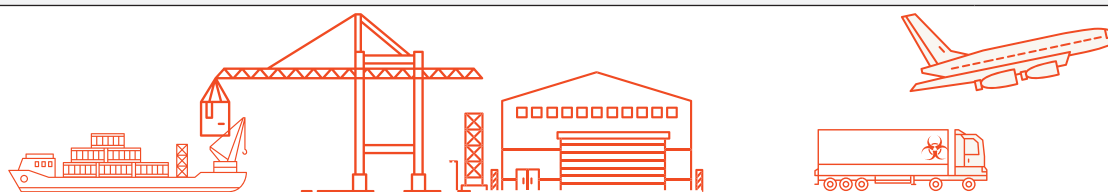
4. Value Chain of Inland Transport Business

Primary Activities	Related Stakeholders
1. Marketing and Sales <ul style="list-style-type: none"> • Creating a customer database • Determining appropriate pricing for products and services • Providing of detailed service information • Management of customer relationships 	Employees Customers Partners
2. Production Management (Inbound Logistics) <ul style="list-style-type: none"> • Initiating business development efforts • Securing suitable transportation service providers • Preparation of documents and other service-related fees • Allocating transport vehicles according to customer needs • Planning of the appropriate workforce 	Employees Partners Business Partners
3. Operations <ul style="list-style-type: none"> • Preparing vehicles and scheduling of drivers according to the daily transportation plan • Communicating transport information to customers • Supervising driving employees • Notifying procedures for emergencies or accidents during transportation • Regular inspection of vehicle conditions • Collecting and organizing of documents for expense billing 	Employees Customers Partners Communities
4. Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> • Daily inspection of the condition of transport vehicles • Daily evaluation of driver performance • Use of GPS monitoring to track the driving behavior of employees • Timely and quality transportation of goods and services 	Employees Partners Government Agencies Communities
5. After-sales Service (Customer Services) <ul style="list-style-type: none"> • Soliciting feedback or suggestions on service delivery • Management of sales transactions with customers • Coordination with customers for the delivery of goods • Ensuring product insurance and customer satisfaction 	Employees Customers Partners
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> • Accounting and Finance • Procurement • Information Technology Systems • Human Resource Management • Good Corporate Governance • Risk Management • Transportation Safety Management 	Employees Customers Partners Communities



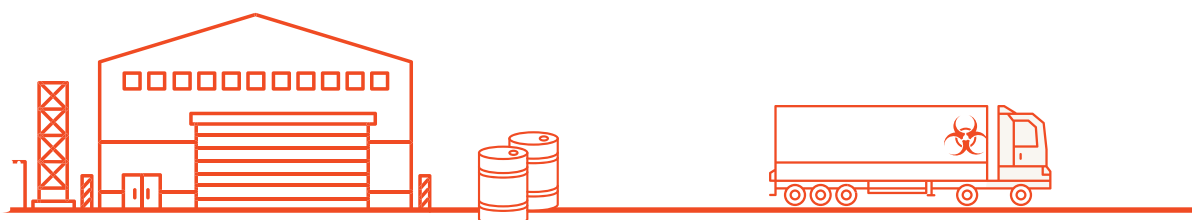
5. Value Chain of Logistics Management Business

Primary Activities	Related Stakeholders
1. Marketing and Sales <ul style="list-style-type: none"> Development and maintenance of a database for both existing and new customers Planning and pursuing new customer searches and follow-ups Responding to customers' service usage requirements Evaluating service provision capabilities Setting appropriate service pricing Providing accurate and comprehensive service information Cultivating customer relationships 	Employees Customers Partners
2. Production Management (Inbound Logistics) <ul style="list-style-type: none"> Initiating business development efforts Selection of international transportation service providers tailored to customer needs Managing bookings from customers and coordinating with related agencies Preparation of documents and other service-related fees Allocating transport vehicles according to customer needs Planning of the appropriate workforce 	Employees Customers Partners Business Partners
3. Operations <ul style="list-style-type: none"> Collaboration with companies within the group for operational efficiency Arrangement of transportation systems for customers Communicating transport information to customers Supervising driving employees Notifying procedures for emergencies or accidents during transportation Regular inspection of vehicle conditions Collecting and organizing of documents for expense billing 	Employees Customers Partners Communities
4. Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> Coordination with various service providers selected to meet customer needs Documentation related to the management of international shipping services for customers Liaison between warehouses and customers for the receipt, storage, and dispatch of goods Supervising driving employees Notifying procedures for emergencies or accidents during transportation Regular inspection of vehicle conditions Collecting and organizing of documents for expense billing 	Employees Customers Partners Government Agencies Communities
5. After-sales Service (Customer Services) <ul style="list-style-type: none"> Soliciting feedback or suggestions on service delivery Management of sales transactions with customers Coordination with customers for the delivery of goods Provision of product insurance Conducting annual customer satisfaction assessments to enhance service delivery 	Employees Customers Partners
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> Accounting and Finance Procurement Information Technology Systems Human Resource Management Good Corporate Governance Risk Management Transportation Safety Management 	Employees Customers Partners Communities



6. Value Chain of the Chemical and Specialty Logistics Business

Primary Activities	Related Stakeholders
1. Marketing and Sales <ul style="list-style-type: none"> Development and maintenance of a database for both existing and new customers Planning and pursuing new customer searches and follow-ups Addressing the service requirements of customers Evaluating service provision capabilities Setting appropriate service pricing Providing accurate and comprehensive service information Cultivating customer relationships Preparing agreement documents 	Employees Customers Partners
2. Production Management (Inbound Logistics) <ul style="list-style-type: none"> Initiating business development efforts Securing transportation service providers aligned with customer needs Preparation of documents and other service-related fees Allocating transport vehicles according to customer needs Planning of the appropriate workforce 	Employees Customers Partners Business Partners
3. Operations <ul style="list-style-type: none"> Service provision adhering to relevant regulations and laws Coordination between service providers and customers for both international and domestic shipments Liaison between warehouses and customers for the receipt, storage, and dispatch of goods Application and management of chemical possession/storage licenses Tailoring services to meet specific customer requirements 	Employees Customers Partners Communities Government Agencies
4. Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> Ensuring the quality and timely delivery of goods and services Effective management of warehouse operations 	Employees Customers Partners
5. After-sales Service (Customer Services) <ul style="list-style-type: none"> Management of sales transactions with customers Managing stakeholder relations Coordination with customers for product delivery Soliciting feedback or suggestions on service delivery Maintaining post-sales customer relationships 	Employees Customers
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> Accounting and Finance Procurement Information Technology Systems Human Resource Management Good Corporate Governance Risk Management Occupational Health and Safety Service Quality Management System High Standards of Hygiene Management Meeting Internal Quality Control 	Employees Customers Partners Communities



Stakeholder Engagement

The Group prioritizes and fosters engagement with stakeholders, respecting their rights. Thus, it has adopted the guidelines set forth in the GRI Standard 2021 to analyze and identify stakeholders across the business value chain. Stakeholder interests and concerns are incorporated into operational plans and sustainability topics, aiming to meet stakeholders’ needs and expectations adequately.

Steps in Stakeholder Analysis

1. Identification of Stakeholders

By evaluating stakeholder relationships relevant to the business operations across the value chain.

2. Assessment of the Group’s Impact on Stakeholders

By evaluating both the positive and negative economic, social, and environmental impacts experienced by stakeholders due to the company’s operations. This assessment aids in planning and establishing appropriate engagement channels for each stakeholder group.

3. Evaluation of Stakeholder Influence on the Group

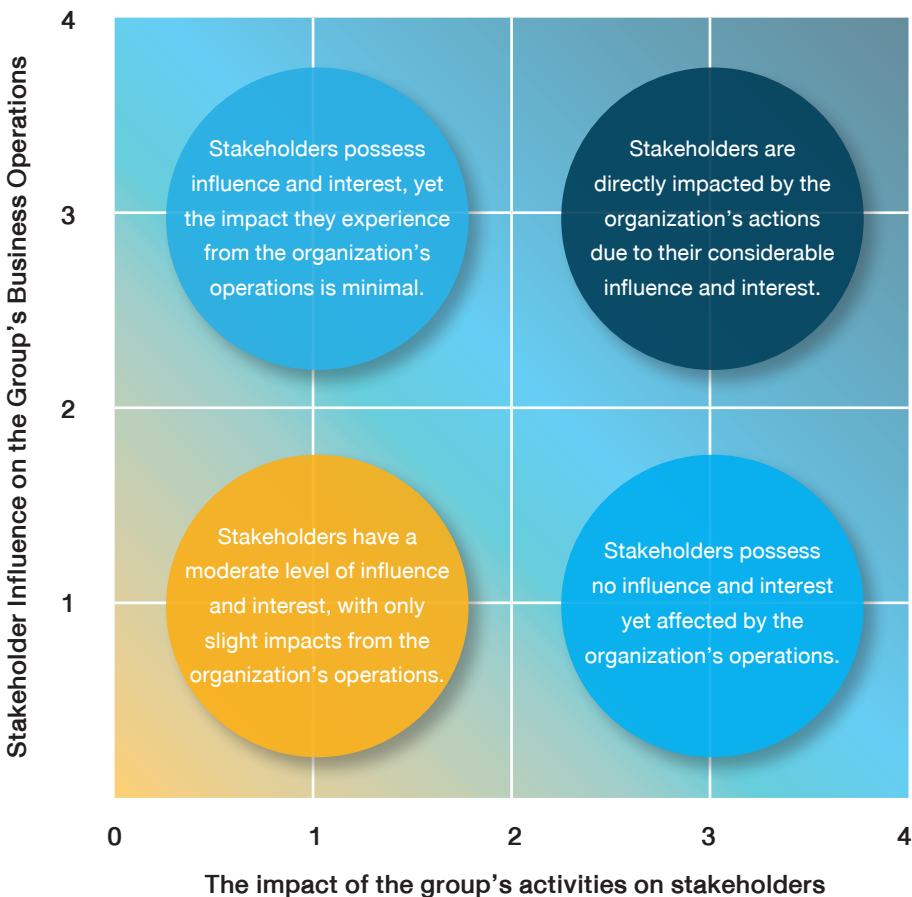
By assessing stakeholders’ influence over financial performance, operations, regulatory compliance, image, reputation, safety, and environmental considerations.

4. Categorization of Stakeholders

By determining the importance of stakeholders, considering two main factors:

- The influence of stakeholders on the group’s business operations.
- The impact of the group’s activities on stakeholders.

Stakeholders are categorized into 4 groups based on their level of influence on the company and the impact they experience. Prioritizing stakeholders enables the organization to manage issues and stakeholders efficiently according to their significance.





5. Prioritizing Stakeholders





By identifying appropriate methods of engagement for each stakeholder group, such as conducting interviews or meetings with those most affected and influential.





Working Guidelines with Stakeholders

In 2023, the Group established a sustainability working group composed of personnel from all levels to drive sustainability efforts towards achieving the organization's goals for sustainable business development. The executive team oversees sustainability efforts across various dimensions. This working group has analyzed and assessed the expectations of all stakeholder groups to formulate a sustainability action framework that meets these expectations. Results of these efforts are reported to the Good Corporate Governance and Sustainable Development Committee and acknowledged by the Board of Directors for evaluation and planning for the next year.

In 2023, the Group continued to categorize stakeholders into 10 groups: employees, customers, partners/suppliers, communities, shareholders/investors, business partners, creditors, government agencies and state enterprises, media, and competitors, with the following details:

Stakeholders	Channels for Engagement	Expectations of Stakeholders	Response Strategies
 1. Employees	<ul style="list-style-type: none"> Internal organizational communication Regular monthly employee meetings Company group human resources meetings Annual surveys on employee satisfaction and organizational commitment Questionnaires and feedback surveys on employee-related topics The Company's website Communication via online media/email Channels for complaints and feedback 	<ul style="list-style-type: none"> The direction and performance of the company group Treatment of employees adhering to human rights principles Fair compensation, benefits, and entitlements Job security and career advancement opportunities Employee development opportunities Employees' quality of life A healthy and safe working environment 	<ul style="list-style-type: none"> Adherence to labor ethics Equitable treatment of labor in line with human rights policies Payment of fair wages Annual assessment of training needs to plan for training and development programs Creation of Individual Development Plans for employees Implementation of succession planning to enhance career growth opportunities for potential employees Incorporation of innovation in work processes to support work quality, occupational health, and safety Organization of Happy Workplace activities to foster a positive quality of life at work Provision of annual health check-ups, health insurance, and accident insurance benefits Providing channels for complaints and feedback
 2. Customers	<ul style="list-style-type: none"> Annual customer satisfaction surveys Customer relationship and marketing activities Meetings and discussions with customers The Company's website. Communication via online media/email Channels for complaints and feedback 	<ul style="list-style-type: none"> Receipt of high-quality, safe, and timely products and services Adherence to sales agreements Equitable and fair treatment of customers Confidentiality of customer information 	<ul style="list-style-type: none"> Adherence to business ethics Equitable and fair treatment of customers Certification as a member of Thailand's Private Sector Coalition Against Corruption (CAC) and encouraging customers to participate Delivery of standard-compliant products and services Seeking international standard certifications, such as ISO 9001:2015 Development and improvement of product and service quality to meet customer needs Managing customer data systems for secure personal data storage Providing channels for complaints and feedback

Stakeholders	Channels for Engagement	Expectations of Stakeholders	Response Strategies
 3. Partners/Suppliers	<ul style="list-style-type: none"> • Visits and meetings with partners • The Company's website • Communication via online media/email • Channels for complaints and feedback 	<ul style="list-style-type: none"> • Equal treatment of partners • Transparent and fair procurement processes • Collaboration on product and service quality development • Joint business growth 	<ul style="list-style-type: none"> • Following business ethics and procurement policies. • Respecting partners' rights in line with human rights principles. • Certification as a member of the Thai Private Sector Coalition Against Corruption (CAC) and promoting partner participation. • Clear, transparent, and equitable procurement processes. • Establishing strategic collaborations for business enhancement with potential trading partners. • Providing channels for complaints and feedback.
 4. Communities	<ul style="list-style-type: none"> • Community engagement activities • Community surveys • The Company's website • Public notice boards • Channels for complaints and feedback 	<ul style="list-style-type: none"> • Positive relations with the community • Responsible operations towards the community and society • Consideration of environmental impacts from business activities on the community and society • Improvement of community and societal quality of life for sustainable self-reliance • Networking for community and societal development 	<ul style="list-style-type: none"> • Adhering to laws, regulations, and standards relevant to community and societal well-being • Considering community and environmental rights in line with human rights principles • Conducting community surveys to gather needs and feedback • Supporting activities that meet community needs • Initiating social activities. • Enhancing community members' livelihood opportunities • Offering knowledge and standard logistics services to community enterprises • Providing channels for complaints and feedback
 5. Shareholders/Investors	<ul style="list-style-type: none"> • Shareholders' meetings • Annual and sustainability reports • The Company's website • Telephone and email inquiries via the Investor Relations department • Investor relations activities, e.g., Opportunity Day, Analyst Meetings • Channels for complaints and feedback 	<ul style="list-style-type: none"> • Positive financial performance and continuous business growth • Regular dividend payments to shareholders • Business operations in compliance with laws, regulations, and ethics • Risk management to mitigate impacts on short-term and long-term business operations • Timely access to accurate company information 	<ul style="list-style-type: none"> • Transparent and accurate information disclosure • Business conduct in line with good corporate governance practices • Adhering to regulations, and legal requirements • Commitment to generating sustainable long-term returns • The Group maintains a suitable dividend policy • Providing channels for complaints and feedback
 6. Business Partners	<ul style="list-style-type: none"> • Joint meetings with business partners and investors • The Company's website. • Communication via online media/email • Providing required disclosures and reports 	<ul style="list-style-type: none"> • Business operations in compliance with laws, regulations, and ethics • Cooperation in business development • Continuous collaboration on new business ventures • Development of innovations and technology • Joint business growth 	<ul style="list-style-type: none"> • Adhering to business ethics, regulations, and legal requirements • Enhancing competitive capabilities for economic value creation • Implementing risk management for business continuity • Supporting innovation and technological advancements for business

Stakeholders	Channels for Engagement	Expectations of Stakeholders	Response Strategies
 7. Creditors	<ul style="list-style-type: none"> • Meetings with creditors • The Company's website • Communication via online media/email 	<ul style="list-style-type: none"> • Adherence to loan and bond conditions • Effective risk management 	<ul style="list-style-type: none"> • Adhering to business ethics, regulations, and legal requirements • Economic value creation • Risk management for ongoing business operations
 8. Government Agencies and State Enterprises	<ul style="list-style-type: none"> • Scheduled meetings with public sector entities • Occasional visits and meetings • Providing required disclosures and reports 	<ul style="list-style-type: none"> • Compliance with applicable laws and regulations • Support or participation in public sector projects • Adherence to principles of good governance • Transparent information disclosure 	<ul style="list-style-type: none"> • Operating in line with good governance, business ethics, and anti-corruption policies • Compliance with legal regulations and requirements • Supporting or engaging in public sector projects and activities when appropriate • Managing impacts on stakeholders effectively • Conducting sustainability risk management
 9. Media	<ul style="list-style-type: none"> • Media relations activities, including press conferences, special interviews, and public relations releases • Occasional visits and meetings • The Company's website • Disclosure of required information 	<ul style="list-style-type: none"> • Access to accurate, transparent, and timely news and information • Equal treatment of media outlets • Support for various projects organized by media entities 	<ul style="list-style-type: none"> • Providing accurate, complete, and timely information suitable for use • Adhering to business ethics, regulations, and legal requirements • Ensuring equitable treatment of all media outlets • Supporting projects organized by media entities as appropriate
 10. Competitors	<ul style="list-style-type: none"> • Joint meetings within the industry's related organizations • Collaborating as a network in line with government policies 	<ul style="list-style-type: none"> • Fair competition • Compliance with laws 	<ul style="list-style-type: none"> • Operating under good corporate governance and ethical standards • Compliance with legal regulations and requirements • Engaging in cooperative network activities to advance the logistics industry nationally



COPORATE GOVERNANCE AND THE ECONOMY SUSTAINABILITY MANAGEMENT

COPORATE GOVERNANCE AND THE ECONOMY POLICY AND GUIDELINES

The Company is committed to pushing the Company and the Group into becoming an organization that excels in good corporate governance through the establishment of organizational values and culture according to the principles of good corporate governance. This is to enable its personnel at all levels to pursue the same goal and to carry out their duties with transparency, fairness, and good ethics, which is a vital mechanism that drives the Group toward becoming a sustainable organization and builds confidence among shareholders and all groups of stakeholders. In addition, the Group is also committed to continuously developing new businesses that are consistent with or supporting existing businesses in order to expand the supply chain and increase competitiveness with differentiated services and the ability to meet the needs of diverse customers without focusing only on earning income but also emphasizing participation in the community, society, and stakeholders. The Group believes that true sustainability must come from knowledge exchange and mutual sharing.

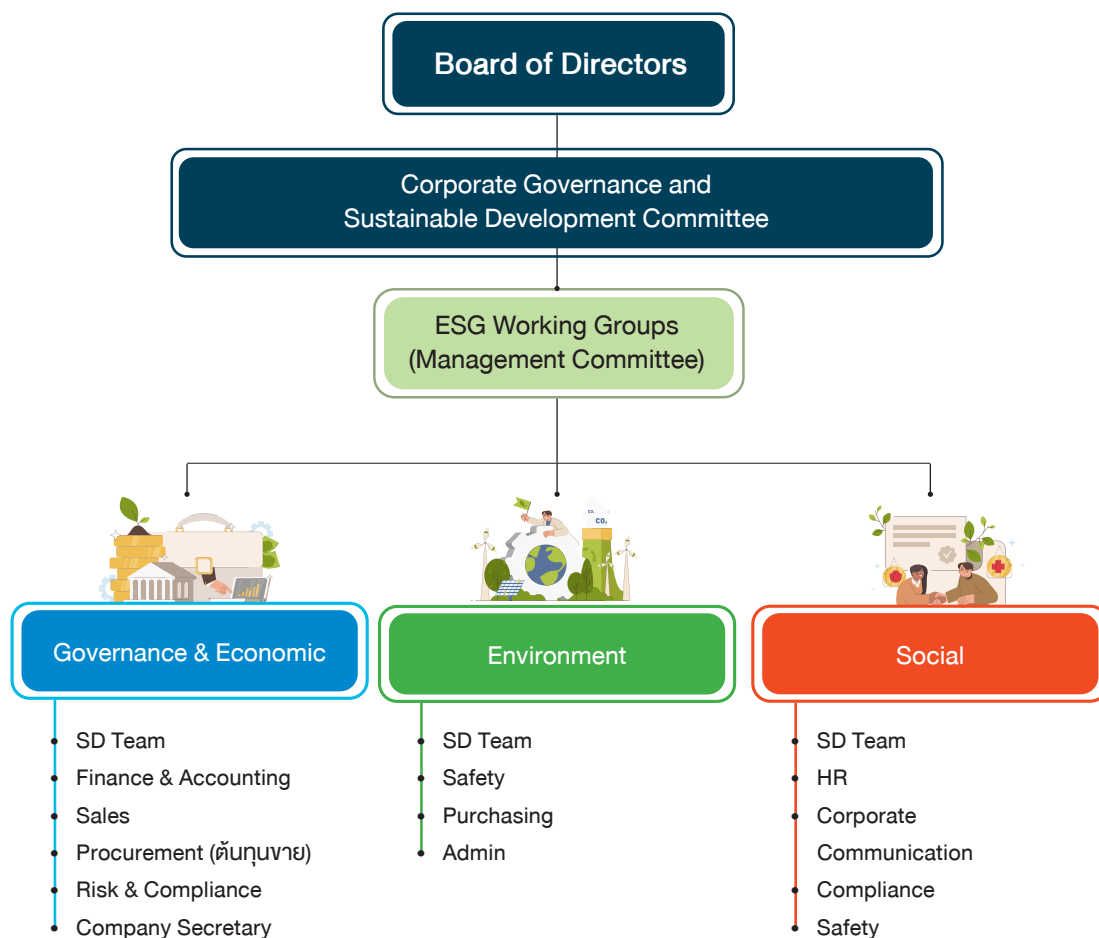
COPORATE GOVERNANCE AND THE ECONOMY PERFORMANCE

1. Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance

The Company's Board of Directors, executives, and employees at all levels, place great importance on adhering to the principles of good corporate governance, including Code of Conduct and combating fraud and corruption and sustainability. In 2023, the Company has recorded significant developments as follows:

- The Company participated in the 2023 sustainable stock assessment for the first time, which was organized by the Stock Exchange of Thailand, known as the "SET ESG Ratings." The assessment is conducted to evaluate sustainability performance in terms of the economic aspect, as well as issues regarding corporate governance, environment, and society (ESG). In 2023, Triple i Logistics Public Company Limited was one of the 193 listed companies that passed the selection process and announced the results of the sustainable stock assessment. The evaluation results indicated that the Company is at the BBB level, and is determined to make further improvements to its future ratings.
- The Board of Directors appointed the Corporate Governance and Sustainable Development Committee to conduct a review and supervise the implementation of sustainable development policies that are consistent with the laws and regulations of government agencies and organizations that are responsible for supervising the Company. In 2023, the Board of Directors and the Corporate Governance and Sustainable Development Committee appointed a working group on sustainable development (ESG) which consists of the Management Committee as head of the working group on all three dimensions, namely the economic and corporate governance dimension, the social dimension, and the environmental dimension. The working group is tasked with driving the following operations:
 - 1) Study, consolidate work processes, and analyze, in order to integrate work processes to be in line with the organization's sustainability goals.
 - 2) Draft goals, sustainability issues, and project plans, including monitoring operations and consolidating sustainability report data, to present to the Corporate Governance and Sustainable Development Committee and the Board of Directors for consideration and approval.

In addition, the working group will also consist of employee representatives of the Company's Group in each dimension to participate in driving the issue.



Roles and Responsibilities of the Working Group in each aspect

Corporate Governance and Economic Working Group	Support, promote, and communicate the implementation of good corporate governance, effective internal control, risk management, including conducting business in an honest, transparent, responsible manner, and being considerate to all stakeholders, in order to meet the goals and project plans set forth, as well as pushing for innovation that creates economic, social, and environmental value.
Environmental Working Group	Support, promote, and communicate environmental management operations related to reducing environmental impacts, pollution prevention, sustainable use of resources and reducing impacts on climate change, as well as promoting awareness and responsibility for the environment, raising awareness of the impacts of climate change, to employees at all levels to initiate behavioral change toward the efficient use of resources.
Social Working Group	Support, promote, and communicate, to implement operations regarding the care and development of employees' potential in a transparent, impartial, and fair manner, including operations regarding health and safety in the working environment, as well as active participation in communities and society to meet the goals and project plans set forth.

- The Recruitment and Remuneration Committee has recommended that the Board of Directors consider and approve the improvement of the Chief Executive Officer's performance evaluation in the Board of Directors' Meeting No. 6/2023 on November 8, 2023, in order to comply with the sustainable development guidelines of the Stock Exchange of Thailand, which states criteria for evaluating the performance of company leaders that cover sustainability, which includes the following aspects; financial, environmental, social and/or governance (ESG) to reflect an awareness of integrating sustainability issues into the Company's operations.
- The Group is committed to conducting business sustainably through excellent and transparent operations, with the ultimate goal of creating organizational sustainability for the long-term benefit of its stakeholders throughout the Group's Value Chain, with emphasis on conducting business that displays social responsibility, management practices according to the principles of good corporate governance so as to achieve continued economic growth and being attentive to the environment. In this regard, training on "Organizational Sustainability and Environmental Impact" was organized for the Group's directors, executives, and employees, to be aware of environmental management issues, efficient use of resources, and good climate management, and possess the necessary knowledge and understanding of correctly maintaining data on the organization's greenhouse gas emissions that can lead toward further integration with the sustainable business operations of the Group of companies.

2. Compliance with Laws Regarding Corporate Governance, Society and the Environment

The Group places great importance on conducting its businesses in accordance with all laws related to its business operations, as well as regulations related to social and environmental management that are crucial to obtaining permits to operate or expand its business and avoid any negative consequences that may result in costs resulting from non-compliance. Moreover, the Group's policy is also established to prevent any negative impacts that may affect the confidence of its stakeholders.

In 2023, the Group recorded no cases that had a negative impact on the Company's or its subsidiaries' assets with an amount higher than 5% of the shareholders' holding. Additionally, no cases that can be assessed in numbers that has an effect on the Company's or its subsidiaries' business operations at a significant level have been recorded. Also, there were no cases arising from the Company's or its subsidiaries' normal business operations, or any unresolved disputes or any significant fines, that resulted in the Company's or its subsidiaries' being unable to perform its duties to achieve the established goals.

In addition, in 2023, the Group did not encounter any cyber security incidents or any other significant incidents of personal data exploitation. In this regard, the organization has taken into account the impact of risk factors and new cyber threats and has, therefore, established a risk assessment process to make improvements to its existing guidelines and prepare a support plan and accompanying investment with regard to IT systems. This is to ensure full protection of its IT security measures that may affect the Group's ability to compete, as well as other significant business opportunities for the next 3-5 years.

3. Creating Business Opportunities for Sustainable Growth

The Company focuses on business expansion and continuous development of new logistics services both domestically and regionally to provide new sources of income for the Group and diversify business risks to respond with a vision and strategy to be a leader in providing integrated logistics services at the regional level, under the concept of "Logistics and Beyond."

In 2023, the Company has increased capital in the MAKESEND company for expanding a new business that has specific expertise in providing express delivery services within the country (Super Express Delivery) and expanding new customer base in the B2C group to increase the proportion of revenue from this group of customers instead of focusing on revenue from international services and mainly serving B2B customers as the Company did in the past. In addition, this capital increase is an expansion of new transportation services to support changes in consumer behavior that have higher demands from the growth of the e-Commerce business.

Moreover, the Company is committed to creating sustainable growth through collaboration within the Group, both existing business groups that provide integrated logistics services from upstream to downstream, and expanding to new businesses related to logistics business to create an ecosystem to expand the network of integrated logistics services. In 2023, the Company used its strengths in air cargo services and related businesses by entering into joint ventures with partners such as ANI and AOTGA, resulting in the Company being able to create connection points which led to the creation of an ecosystem, such as connecting and expanding networks, developing new services, and managing costs. Furthermore, the Company also has a business unit that provides fulfillment with expertise, such as Triple i SupplyChain, which has received cooperation from a partner, SABUY SPEED, making it possible to plan for the development of E-Logistics and expanding opportunities from E-Commerce, which is reflected in continuously growing profits.

In 2023, the Company had a net profit of 866.2 million baht, the highest in history, an increase of 70.6 million baht or 8.9 percent from the previous year, despite facing various economic and geopolitical uncertainties. In addition, the Company was also successful in leading ANI to raise funds, making it the first and only airline cargo sales representative on the stock exchange as planned.

The Company does not focus only on the growth of business numbers. The Company is also committed to advancing sustainability by creating economic value for our stakeholders. In 2023, the Company had a total sales income of 1,764.47 million baht. After deducting expenses for the main trading partners, a gross profit of 381.28 million baht remained. When combined with the profit from the business's share of investments, it was 899.41 million baht. The Company distributed economic value to stakeholders (including dividends) totalling 659.50 million baht, thus having a residual economic value of 239.91 million baht.

Economic value creation	Economic value distributed to relevant stakeholders (million baht)	2021	2022	2023
Distribution of economic value	Dividends (million baht)	247.15	391.61	301.62
	Operating costs (million baht) ⁽¹⁾	96.29	138.35	65.36
	Employee expenses (million baht) ⁽²⁾	263.66	255.43	242.23
	Financial costs (million baht) ⁽³⁾	28.03	33.66	33.41
	Government expenditures (million baht) ⁽⁴⁾	62.05	76.05	15.86
	Community and social development investments (million baht) ⁽⁵⁾	1.05	1.06	1.02
	Environmental investments (million baht) ⁽⁶⁾	-	-	-
Economic value	Balance (million baht)	41.94	339.32	239.91

Remarks:

⁽¹⁾ Consists of expenses for business partners and contractors (excluding main business partners).

⁽²⁾ Consists of salary, wages, benefits, provident fund contributions and employee development expenses.

⁽³⁾ Consists of interests and financial expenses.

⁽⁴⁾ Consists of government expenditures, corporate income tax, local maintenance tax, property tax, specific business tax and other taxes.

⁽⁵⁾ Consists of community development and social responsibility activities expenses

⁽⁶⁾ Consists of environmental management expenses.

4. Development of Innovations and Technology to Ensure Efficient Services.

The Group has outlined policies and objectives aimed at fostering innovation to enhance operational efficiency and benefit all stakeholders. Additionally, there is a commitment to undertake at least 4 projects annually across all business units to improve work processes, with a significant focus on leveraging technology. The goal is to enhance or increase the efficiency of work processes within the organization's 4 primary business sectors to create integration and connection of both internal and external information with commercial partners to increase the ease of access to information necessary for employees' operations faster and able to respond quickly to the needs of stakeholders in the value chain. The Group has operating results in terms of innovation and technology as follows:

Innovations and technologies implemented in 2023	Results and benefits received
1. The Paperless Project, that requires the EMPEO application for use in Human Resource Management (HRM).	<ul style="list-style-type: none"> • Reduce the amount of paper used in the Human Resources department, from 1,563 sheets per year to 0. • Reduce work processes from 24 steps to only 5 steps. • Enhanced employee satisfaction scores in human resource management in 2023 to a level of 78.40%, which exceeded the overall target of 70%.
2. The project to “manage orders from various sales channels through the Zort system”.	<ul style="list-style-type: none"> • Reduce the employees’ work steps from 5 to only 3 steps. • Reduce the employees’ working time from 4 hours 30 minutes (per 100 orders/1 person) to only 2 hours 45 minutes per 1 job. • 100% greater accuracy in batching documents for Marketplace orders.
3. The project to “adjust the format of one A4 paper sheet for multiple orders, to the 1:1 thermal paper.”	<ul style="list-style-type: none"> • support an increased order volume of 1 second per 1 order from the previous 5 seconds per 1 order.
4. The “CRM (Venio)” Project.	<ul style="list-style-type: none"> • Sales and marketing staff can update information into the system and supervisors can follow up on the information immediately, ensuring accurate and efficient work processes.
5. The project to “change from GPS to Telematics and AI Camera (ADAS and DMS) systems.”	<ul style="list-style-type: none"> • Expected to reduce the number of accidents by 70%, from the previous record of 10 accidents per year.
6. The project to “create a pallet management system on the WMS system.”	<ul style="list-style-type: none"> • Ensures accurate work processes and is 80% more efficient than working in the original manner.
7. The project to “terminate the use of digital cameras and replace it with tablets.”	<ul style="list-style-type: none"> • Helps in reducing employees’ work processes from the original 3 steps (taking photos, uploading and using the photos) to only 2 steps.

Remark: Interested parties can delve into the details of Triple i’s innovations and technologies in the Sustainability Report 2023, available on the company’s website.

5. Building Confidence and Satisfaction for Customers

The Group aims to develop products and services to upgrade the business to keep up with global changes (Megatrend) continuously and adjust business all the time (Business Resilience) while responding to the expectations of stakeholders, focusing on quality and standardized services to create maximum satisfaction. The Group gives importance to providing quality products and services according to the standards set by customers and regularly improving its services to ensure that customers receive quality products and services that meet their needs. The Group has set guidelines for taking care and treating customers by emphasizing on providing services and delivering services or delivering products to customers as follows:

- The delivery of products and services must meet the quality of the customer’s needs.
- The delivery of goods and services must be secure from the time they are taken from the initial stage to the customer.
- The preparation for providing services must be sufficient to meet the needs of customers as agreed.
- Providing services from knowledgeable and competent staff who are ready to solve customer problems accurately and promptly.
- The Operations throughout the business chain must meet the Group’s standards and customer expectations in accordance with the code of business ethics and good corporate governance.

In addition, the Group also has a variety of approaches to build customer relationship (CRM) that are suitable for the context of the type of business, such as regular visits to customers, meetings with customers, developing collaborative processes for flexibility including sending officers to provide information and fix problems that arise in order to build confidence and create customer satisfaction.

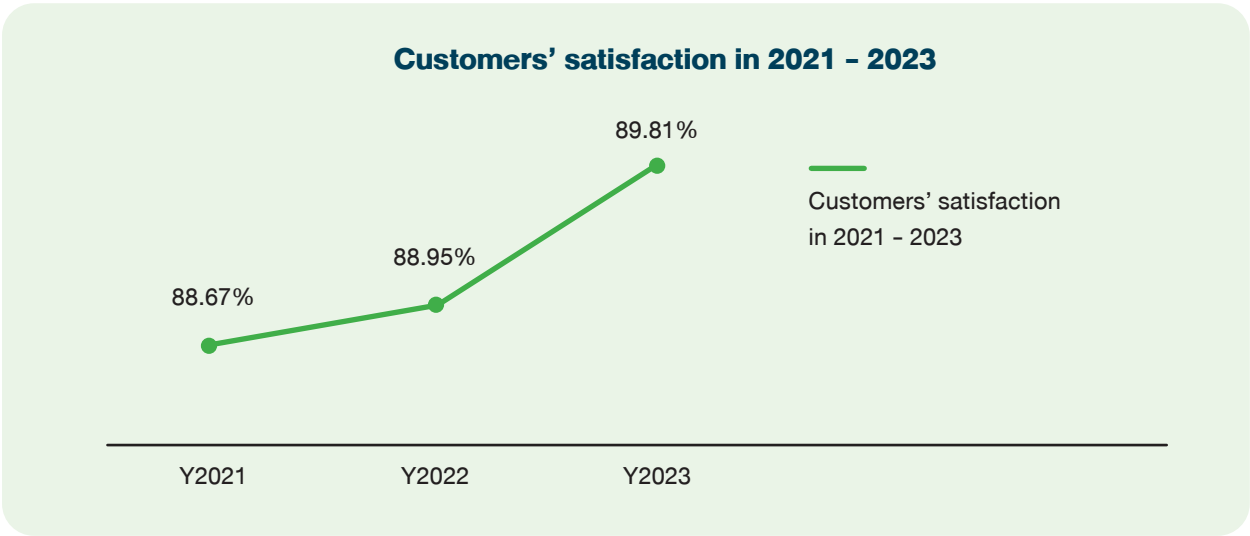
The Group also places important to develop the potential of its employees and work processes to be as efficient as possible. In this regard, in 2023, the Group has used the information obtained from the satisfaction survey and customer feedback received through various channels in 2022 and integrated it into its training courses to enhance its employees' skills and knowledge with the objective of creating confidence and satisfaction for its customers. The development of its employees' potential can be classified into 2 main areas, as follows:

- (1) The development of work processes is conducted through various training courses, such as basic knowledge about logistics and supply chains, knowledge of international trading conditions, marine and shipping insurance, techniques for resolving issues and making work-related decisions, making continuous improvement of work processes (the KAIZEN principle), development of mindset and innovations, etc.
- (2) The development of communication processes is conducted through various training courses such as English for Logistics Business, sales and service psychology, effective communication, personality development for sales and service, techniques for closing sales in the logistics business, etc.

In order to continually develop products and services for higher efficiency and to gain confidence in the security of customers' personal information, the Group has mechanisms for management and guidelines as follows:

- **Complaint handling process**, customers can complain about the quality of goods and services, delivery and after-sales service by telephone, e-mail or website. The Group has a system to record customer complaints, has a fixed time frame, and a system to follow up on corrections, preparation of investigation reports to find out the cause and solution, including responding to complaints to customers within the specified time by establishing a clear responsible department to ensure that all customer complaints are resolved within the specified time.
- **Customer Satisfaction Surveys**, by sending questionnaires to customers, and staffs of the Customer Relationship Management Department are sent out to conduct one-on-one interviews with customers in order to know specific customer problems and needs and to strengthen good relationships with customers regularly.
- **Customer personal information protection**, customer-related information will only be used to improve the service, and customer personal information will be protected from access by unauthorized third parties. In the event that the Group's employees need to know information in order to provide services or analyze it, they must comply with strict confidentiality requirements by operating in accordance with the personal data protection guidelines of customers, which are in accordance with the Personal Data Protection Policy (PDPA).

From the above initiatives, it was revealed that in 2023, all customer complaints were resolved within the specified time which achieved the established annual target set. Moreover, no complaints of any legally significant level were recorded that were related to issues regarding customer privacy and safety or environmental impacts, as a result of the Group’s services. Consequently, the results of the customers’ satisfaction with the Group’s products and services were recorded at 89.81%, which is an increase from 2022. The Company’s target in 2027 is at 90%.

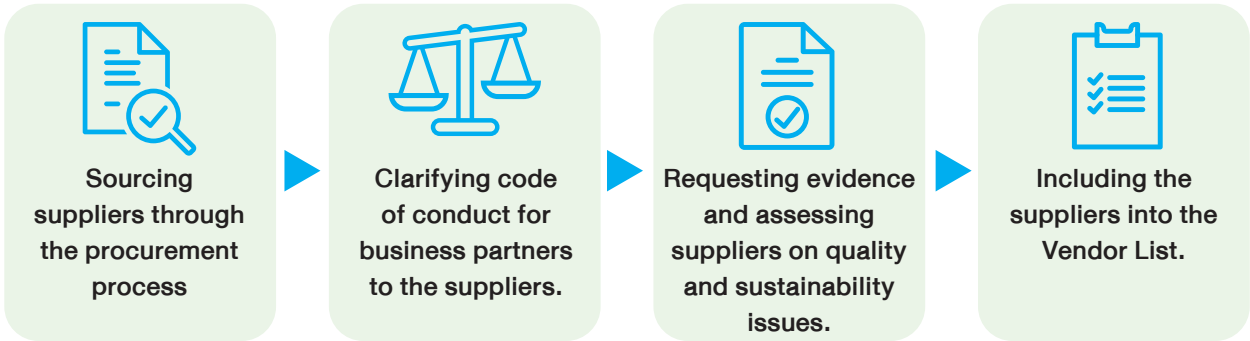


6. Supply Chain Management

Supply chain management has been pinpointed as a pivotal aspect of the Group’s sustainable development strategy. This emphasizes promoting economic growth alongside partners while advocating for responsible and environmentally friendly resource use. In 2023, the Group’s supply chain management initiatives included:

- Establishing a procurement policy and Code of Conduct for Business Partners covering social, environmental, and governance issues. The policy is aimed at providing an operational framework for its employees and partners (additional details of the policy can be found at <https://investor.iii-logistics.com/en/corporate-governance/cg-report-and-download>) and has been communicated to all of the Group’s trading partners. This is to ensure that they are all well-informed and fully aware of the business ethical conduct expected of them. In this regard, the Company has also established a sustainability assessment form in conjunction with the evaluation of the quality of products and services. The procedures for entering the suppliers’ names into the vendor list and monitoring process during the year consist of the following steps:

Procedures prior to entering suppliers into the list.



Monitoring process during the year.



- Setting criteria for categorizing suppliers into 3 distinct types.

Key Suppliers (Critical Tier 1 Supplier)	Direct suppliers with annual trading volumes of “high” value and consist of a limited number of suppliers, or suppliers which cannot be replaced, by considering the needs of the Group.
Secondary Suppliers (Non-Critical Tier 1 Supplier)	Direct general suppliers with annual trading volumes of “medium or low” value and whose products or services can be easily found or replaced.
Key Indirect Suppliers (Critical Non-Tier 1 Supplier)	Suppliers who do not trade directly with the Group but through the Group’s suppliers, and are selected from a group of suppliers who are suppliers of Critical Tier 1 Suppliers.

- Implementing a process for analyzing risks within the supply chain.



Analysis of the Key Suppliers

- Establish a **Spending Analysis** to group domestic and international key suppliers.
- Assessment Criteria**
 - Annual trading volume classified according to domestic and international suppliers.
 - Consist of a limited number of suppliers.



Risk Assessment

- Assess ESG risks of both domestic and international suppliers.
- Identify ESG-related issues that may affect the Group’s operations.
- Prioritize potential risks and opportunities according to the level of criticality (high, medium, or low).



Determine risk mitigation measures

- Conduct site visits to suppliers’ companies.
- Conduct an audit of suppliers’ business operations.
- Establish a process and performance improvement plan.

Over the past year, the Group has assessed the risks of key suppliers and conducted site visits to 13 business establishments in the chemical and hazardous goods logistics business sector. This is a group in which the Company gives high importance as it may have an impact on society, communities and the environment. In this regard, no significant risk issues were found.

Simultaneously, the Group is also in the process of developing a supplier risk assessment form to cover sustainability operations (ESG) with an increased focus in the environmental and social dimensions. Additionally, it is also expanding its assessment of key suppliers based on ESG principles to achieve 100% by 2027 in accordance with the target set by the Company. The Group also intends to conduct site visits of its suppliers to follow up on their operations. If a key supplier is considered to be at high risk in terms of ESG, the Group will jointly plan with the supplier to establish preventive or corrective measures to develop guidelines for future operations.

- Drafting Green Purchasing Guideline, starting with the product and service selection process of “Group of Fixed Assets” in important new suppliers, which are defined as qualifications for important new suppliers as follows:
 - o Environmental management certification (ISO 14001) is required for essential goods/services.
 - o Environmental management of products delivered to the Group is in place.
 - o Various environmental activities are initiated by producers or suppliers of products and services for the Group.
 - o There is a reduction in carbon dioxide and various packaging parts in the transportation of the Group’s products.
- Conducting activities aimed at enhancing the capabilities of partners to achieve peak operational efficiency. This includes training focused on occupational health and safety for handling dangerous goods intended for transportation. The target audience for these activities primarily consists of hazardous goods transportation drivers. In 2023, these activities saw the participation of 171 individuals, with the Group achieving a 99% satisfaction rate.

Remark: For further information on Triple i’s supply chain management plans, please refer to the Sustainability Report 2023, available on the company’s website

Additionally, the Group has also emphasized comprehensive supply chain management, extending its responsibility towards partners, creditors, debtors, and even competitors as follows:

Responsibilities for Suppliers, Creditors, Competitors

The Group has established the Supply Chain Management in order to develop potential and efficiency in long-term business cooperation with stakeholders related to the Group’s business operations. The Group adheres to fair contractual practices with partners, adheres to anti-corruption measures, respects property rights or proprietary rights of business partners, does not take advantage of business partners and there are plans to encourage business partners to carry out social responsibility activities together with the Group as well as complying with the agreements made with creditors in various areas. In the event that the Group is unable to pay debts on schedule, the Group will notify creditors to jointly find solutions. The management guidelines are as follows:

Creditors and Debtors

The Group will strictly comply with the terms and conditions with creditors, control payments to creditors on time, comply with all terms and conditions, as well as build relationships and treat creditors based on the principle of fairness, reliability and mutual trust, as well as having a duty to build relationships and treat debtors based on honesty, mutual trust, as well as being responsible, paying attention to the conditions that made an agreement with the debtor.

Competitors

The Group will operate business under the rules of fair competition, will not seek competitors’ confidential information by dishonest or inappropriate means and will not do anything that violates the intellectual property rights of other persons or competitors. In 2023, the Group has also not received any complaints, or have any legal disputes with its competitors.

7. Risk Management and Business Continuity Management

The Group prioritizes risk and crisis management processes, enabling it to plan for sustainable long-term business operations. It ensures readiness to adapt to changes and fosters confidence among all stakeholder groups. In 2023, the Risk Management Sub-committee convened to review risk factors, monitor risks and the effectiveness of risk mitigation plans, and reassess risk indicators (Key Risk Indicators: KRIs) to align with the current situation. The findings from the risk management system review are reported to the Board of Directors biannually. The key points include:

- 1) Evaluating and reviewing organizational risks and future business-related risks (Emerging Risk), categorized as follows:
 - Strategic Risk
 - Operational Risk
 - Financial Risk
 - Compliance Risk
 - Environmental and Social Risk
 - Emerging Risk
- 2) Reevaluating Key Risk Indicators (KRIs), which serve as early warning tools to timely determine additional risk management measures.
- 3) Updating the Heatmap to prioritize the likelihood of risk events and their impact on the company (Risk Matrix) and establishing acceptable risk levels (Risk Appetite) or acceptable risk ranges (Risk Tolerance).
- 4) Reporting the outcomes of risk management activities to the Management Committee, the Audit Committee and the Board of Directors for acknowledgment.
- 5) Promoting the establishment of a robust risk management culture throughout the organization, beginning with the Board of Directors, all sub-committees, and executives at every level, who led by example in implementing an efficient risk management process. This involves fostering knowledge and understanding, supporting training, and various activities related to risk and risk management so that all employees can integrate risk management into their daily operations, embedding it into the organizational culture.

In 2023, the company held training on “Risk Management in accordance with ISO 9001:2015 Quality Management Principles,” part of the curriculum on the ISO 9001:2015 Quality Management System, attended by all executives and employees, representing 100% of the company’s workforce.

- 6) The Group prioritizes handling severe emergencies, thereby establishing a Business Continuity Plan (BCP) to be prepared for significant risks and potential crisis situations, ensuring the Group can maintain operations during emergencies without interruption and minimize potential impacts. The Group’s business continuity plan encompasses key operational processes and systems across office buildings, warehouses, and transport vehicles, clearly identifying responsible parties and units. Moreover, the Group consistently organizes practical training sessions annually to prepare for various emergency scenarios. The Group has emergency contingency plans as follows:

Offices	<ul style="list-style-type: none">• Emergency response plan for fire incidents.• Emergency response plan for epidemic outbreaks.• Crisis response plan for IT emergencies.
Warehouses	<ul style="list-style-type: none">• Emergency response plan (Packaging Department) for fire incidents and chemical spills.• Emergency response plan for incidents damaging organizational technology and information equipment, both software and hardware.
Transport Vehicles	<ul style="list-style-type: none">• Emergency response plan for fires, chemical spills, and/or accidents occurring during the transportation of goods.



ENVIRONMENTAL SUSTAINABILITY MANAGEMENT

ENVIRONMENTAL POLICY AND GUIDELINES

In order to achieve business goals and in accordance with the business strategy for sustainable growth with the concept of “Logistics and Beyond” that focuses on strengthening the existing business group by expanding the customer base and business alliances to increase competitiveness including creating new sources of revenues through the extension of related businesses both domestically and internationally to cover future logistics needs in all dimensions.

The Group has established Environmental and Climate Policy, along with environmental practices in line with the Sustainable Development Policy that focuses on the Group’s process of delivering the value of products and services basis of resource utilization for maximum benefit (Value Consumption) in environmental management, including Greenhouse Gas Emission Reduction (GHG Emission) Energy Conservation in Buildings (Energy Management), Conservation of Water Resources (Water Management), Waste Management at the source according to the 3Rs (Waste Management) and supervising and monitoring legal compliance throughout the business value chain (ESG Compliance), as well as engaging with other sectors of society in organizing activities to maintain and improve the quality of the environment.

The Group therefore has established guidelines for resource utilization and environmental management as follows:

- Manage the use of resources in all work processes for maximum efficiency by reducing environmental impacts in every step of the business value chain.
- Take care, protect and conserve the environment surrounding the work area in accordance with the law, including compliance with national and international standards, criteria and certification.
- Define objectives, targets and action plans that focus on promoting resource efficiency and maximizing the benefits of the Group’s operations.
- Manage the environment arising from the Group’s operations as required by law.
- Manage waste according to the 3Rs principles, namely reduce, reuse, and recycle to reduce waste generation and environmental impact.
- Comply with laws related to energy, environment and climate management and continuously improve performance and energy consumption in line with best practices.
- Raise awareness and corporate culture in protecting and maintain the quality of the environment for employees and stakeholders of the organization.
- Communicate, disseminate and publicize the Group’s environmental policies and practices to employees and stakeholders of the organization through various activities of the Group.
- Prepare a report summarizing the implementation of the Company’s environmental policies and practices and disclose information to stakeholders annually.

In 2023, the Group conducted training sessions titled “Corporate Sustainability and Environmental Impact” and the directors, executives, and employees of the Group signed to acknowledge their participation in the training event on the aforementioned topic. This initiative was aimed at fostering environmental management awareness, promoting efficient resource utilization, and enhancing climate management practices. Additionally, it focused on equipping participants with the knowledge and understanding necessary for accurately recording the organization’s greenhouse gas emissions, integrating these practices into the Group’s business operations. The goals and indicators for environmental management of the Group are as follows:



Sustainable development issues and environmental dimension	Goals and indicators	Key performances
1. Reducing Greenhouse Gas Emissions	<ul style="list-style-type: none"> Reducing corporate greenhouse gas emissions by 5% by 2027, compared to the base year of 2022. 	<ul style="list-style-type: none"> Establishing an Environmental and Climate Policy. Recording and calculating greenhouse gas emissions, as well as publicly disclosing the organization’s greenhouse gas emission data.
2. Energy Management	<ul style="list-style-type: none"> Reducing organizational energy consumption by 5% by 2027 compared to the base year of 2022. 	<ul style="list-style-type: none"> Prepare a plan to reduce energy consumption in office buildings and warehouses. Choose to use energy-saving electrical equipment. Solar cells are installed to reduce electricity consumption in the office building.
3. Environmental Management	<ul style="list-style-type: none"> Achieving an Excellent Green Office certification by 2027. 	<ul style="list-style-type: none"> Conducting “Corporate Sustainability and Environmental Impact” training.
3.1 Water Resource Management	<ul style="list-style-type: none"> Reducing organizational water usage by 5% by 2027 compared to the base year of 2022. 	<ul style="list-style-type: none"> Survey leak points in the head office building and warehouses. Choose water-saving products and sanitary ware.
3.2 Non-Hazardous Waste and Waste Management	<ul style="list-style-type: none"> Reducing the volume of non-hazardous waste by 5% by the year 2027 compared to the base year of 2022. •Employees have 100% waste separation according to the 3Rs in the warehouse and office areas in year 2027. 	<ul style="list-style-type: none"> Encourage the group companies to sort waste according to the 3Rs principle. Garbage bins are arranged according to type of waste to increase the amount of waste reusable. Reduce paper usage by using e-Documents within the Group and with customers. Using a paperless system

ENVIRONMENTAL PERFORMANCE

1. Reducing Greenhouse Gas Emissions

In 2023, the Group evaluated risks and opportunities associated with its business due to climate change. The Group calculated the volume of greenhouse gas emissions and disclosed organizational emissions for the years 2022–2023, preparing to present a comprehensive carbon footprint report and verification in 2024, alongside strategies for reducing greenhouse gas emissions.

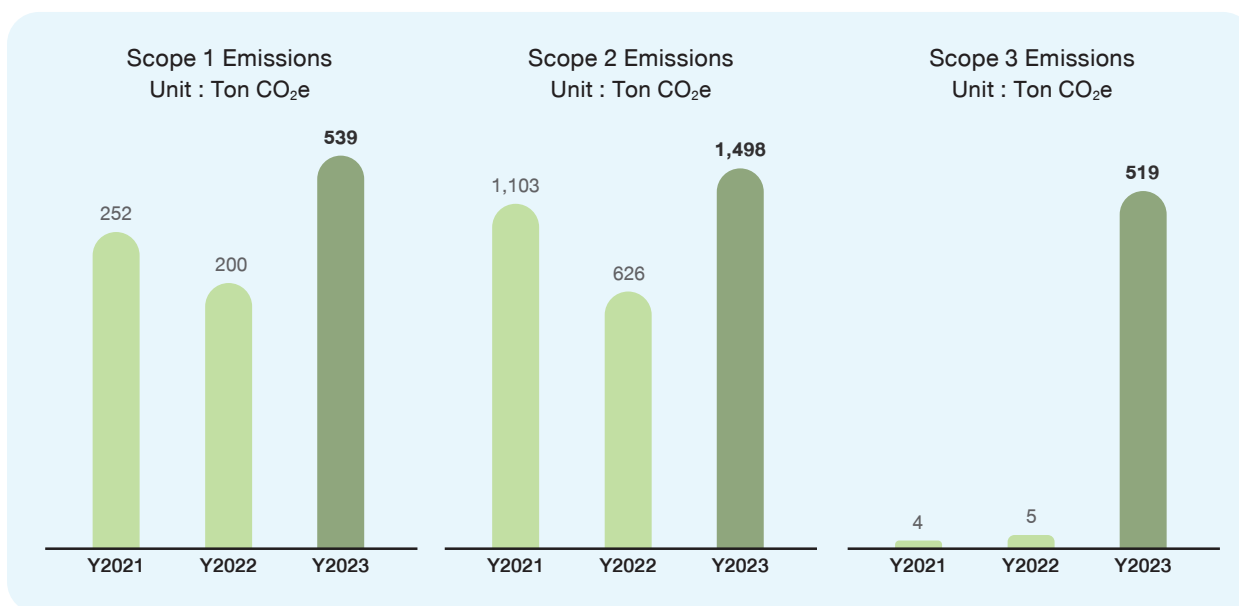
The scope of the greenhouse gas emissions report encompasses the Group’s facilities and primary operations, including the main office building and warehouse facilities. It will enumerate all organizational activities to evaluate significant sources of greenhouse gas emissions and establish controls for emissions arising from the organization’s activities, both directly and indirectly. The Group engages in various activities related to greenhouse gas emissions, as outlined.

Area	Organizational Activities in Each Area		
	Scope 1	Scope 2	Scope 3
 Head Office	<ul style="list-style-type: none"> Stationary combustion. Mobile combustion. Use of refrigerants. 	<ul style="list-style-type: none"> Electricity consumption in the head office, including common areas, security posts, public lighting, and cafeteria. 	<ul style="list-style-type: none"> Paper usage. Water consumption. Waste generation. Acquisition of fuel and energy.
 Warehouse and common areas	<ul style="list-style-type: none"> Stationary combustion. Mobile combustion. Use of refrigerants. Use of fire extinguishing agents. 	<ul style="list-style-type: none"> Electricity consumption in the warehouse. 	<ul style="list-style-type: none"> Paper usage. Water consumption. Waste generation. Acquisition of fuel and energy.

Gas Emissions	Unit	2021	2022	2023 ⁽¹⁾
Scope 1 Emissions (Direct GHG Emission)	Ton CO ₂ e	252	200	539
Scope 2 Emissions (Indirect GHG Emission)	Ton CO ₂ e	1,103	626	1,498
Scope 3 Emissions (Other Indirect GHG Emission)	Ton CO ₂ e	4	5	519

Remark:

⁽¹⁾ There was an increase in greenhouse gas emissions due to the inclusion of additional sources for calculation to align with the ISO 14064-1 version 2018 standards. This includes stationary and mobile combustion, fuel and energy procurement, among others.



The Group acknowledges the significance of climate change as a major global issue, not limited to any single entity. Thus, in 2023, the Group participated in the “Care the Bear” project initiated by the Stock Exchange of Thailand (SET) under the “Change the Climate Change” theme by Eco – Event. It advocates for the reduction of global warming by minimizing greenhouse gas emissions through the “6 Cares principles” for event activities. These principles include promoting the use of electric trains or public transportation, reducing the use of paper and plastic, avoiding foam products, minimizing energy consumption from electrical devices, opting for reusable materials for event decorations, and reducing food waste.

In 2023, under the “6 Cares Principles”, the Group implemented various activities such as hosting online meetings, distributing digital documents for meetings, and eliminating the use of foam containers in various activities. These efforts resulted in a reduction of the carbon footprint by 291.02 kilograms of carbon dioxide equivalent (kgCO₂e), equivalent to the environmental benefit of planting 32 large trees aged 10 years.




2. Energy Management


The Group is committed to using energy with maximum efficiency throughout the business chain, with the goal of conserving energy in the head office building, warehouse and delivery process of the Group as part of reducing greenhouse gas emissions, guidelines for energy conservation of the Group are applied from energy management principles under the Energy Conservation Promotion Act. B.E. 2535 (as amended) and to develop personnel of the Group to be responsible for energy with knowledge and ability to efficiently manage energy in the organization.

The Group's approach to energy conservation consists of 8 steps as follows:

1. Establishment of a working group on energy management.
2. Assessment of the preliminary management site.
3. Establish energy conservation policy and disseminate publicity.
4. Evaluation of energy conservation potential.
5. Set energy conservation goals and plans, including training plans.
6. Implementation of the plan and auditing and analyzing the implementation of the goals.
7. Monitor and evaluate the energy management system.
8. Review, analysis, correction of the system.

In 2023, the Group mainly uses electricity for the head office building and warehouse areas. With the determination to use resources efficiently, there are energy management projects that can save electricity expenses as follows:

Area	Energy Management Activities or Projects for 2023
 General Warehouse	<ul style="list-style-type: none"> • Developed educational campaign signs for employees about energy saving within buildings. • Installed translucent materials for natural lighting across 4 rows on the warehouse roof. • Replaced 127 LED bulbs, each 24 watts. • Instituted a policy to turn off lights and air conditioning for 1 hour (12:00–13:00) daily in the office area within the warehouse. • Conducted regular air conditioning maintenance, including cleaning and dust removal from hot and cold coils, 4 times a year. <p>These measures, including the use of translucent materials, transitioning to LED bulbs, switching off lights and air conditioning, and maintaining air conditioners, led to a significant reduction in electricity costs by THB 172,583.56 and 37,682 kilowatts compared to 2022, when the electricity bill was THB 1,279,638.86 for 278,166 kilowatts.</p> <ul style="list-style-type: none"> • Facilitated 46 online meetings to conserve energy and reduce fuel consumption for travel. • Replaced 11 fire extinguishers with Clean Agent tanks, an environmentally friendly alternative that does not harm the Earth's atmosphere.
 Chemical Warehouse	<ul style="list-style-type: none"> • Developed educational campaign signs for employees about conserving energy in buildings. • Installed translucent materials for natural lighting across 4 rows on the warehouse roof. • Instituted a policy to turn off lights and air conditioning for 1 hour (12:00–13:00) in the office area of the warehouse on every working day. • Conducted regular air conditioner maintenance, including cleaning and dust removal from the hot and cold coils, 4 times a year. • Promoted online meetings to save energy and fuel for travel, totaling 311 times.
 Don Mueang Warehouse	<ul style="list-style-type: none"> • Installed 20 LED spotlight bulbs of 10 watts each within the warehouse. • Used translucent materials for natural lighting on the building's roof, totaling 72 panels across all rooms. • Implemented a policy to turn off lights when not in use, with warning labels around air conditioner controls stating, "Do not turn on the air conditioner before working hours and turn it off before lunch breaks and leaving work." • Performed air conditioner maintenance with regular cleaning and dust removal on the hot and cold coils, six times a year. • Held monthly meetings focused on safety and the efficient use of resources, particularly emphasizing electricity savings.

Area	Energy Management Activities or Projects for 2023
 Head Office Building	<ul style="list-style-type: none"> Upgraded to LED lighting throughout the main office building, including 10 bulbs of 4 watts, 60 bulbs of 7 watts, 2 bulbs of 9 watts, 40 bulbs of 12 watts, and 44 bulbs of 28 watts, for energy savings. Installed translucent materials to utilize natural lighting in the parking area beneath the office building, with a total of 112 panels, reducing daytime lighting costs. Utilized electricity generated from solar panels at various locations around the main office building, including the motorcycle parking area and outdoor walkways, with 12 bulbs of 45 watts each, used for 12 hours a day. Conducted regular air conditioner maintenance, including cleaning and dust removal from the hot and cold coils twice a year. Implemented a policy to turn off lights and air conditioning for 1 hour (12:00-13:00) every workday. Replacing the normal air conditioner to an inverter type on the 2nd floor, 1 unit, in August 2023. After installation, it was found that from August to December 2023, 1,218 units of electricity were used, a decrease of 18.2 percent compared to the same period of 2022, when 1,489 units were used. In September 2023, the two units of air conditioners on the 7th floor were changed to an inverter type. Replaced all hot water bottles and microwaves on the 3rd floor with energy-efficient, grade 5 models. Installed two electric vehicle charging stations in the parking area, with plans to expand additional charging points to support the use of renewable energy. Explored opportunities and feasibility with partners for the use of clean, environmentally friendly energy.

Performance Overview	2021	2022	2023 ⁽¹⁾
Total Electricity Consumption (kilowatt-hours)	1,895,088	1,075,667	2,995,813
Diesel Fuel Consumption (liters per year)	77,820	59,460	75,304
Gasoline Fuel Consumption (liters per year)	7,642	6,386	16,609
Gasohol Fuel Consumption (liters per year)	9,545	10,050	130,259
Electricity Savings Rate (percentage)	6.63	43.24	-

Remark:

⁽¹⁾ The increase in total electricity consumption in 2023 can be attributed to:

- The addition of two warehouses: a Phuket Airport Warehouse with an area of 32.60 square meters and a Bang Na Km. 39 Warehouse (W13) with an area of 2,150 square meters, to accommodate business expansion.
- Employees resuming standard work arrangements following the COVID-19 pandemic.
- An increase in the number of employees, from 476 in 2022 to 518 in 2023.



3. Environmental Management

(1) Water Resource Management



The Group places importance on managing the use of water resources in the head office building and warehouse buildings of the Group. This is in line with the United Nations Sustainable Development Goal 6, which is water and sanitation management with sustainable management of water resources, taking into account the impacts of climate change on people interests, such as water shortages flooding, etc.


In 2023, the Group has determined that water conservation is one of the key issues in environmental management and is part of raising the level of office buildings to be certified green building standards by government agencies in the future Developing strategies for water resource conservation and the protection of watersheds and natural water sources.

Inspection and Maintenance Phase (Starting in 2022)	Efficiency Enhancement and Treatment Phase (Starting in 2024)	Natural Water Source Conservation Phase (Starting in 2027)
<ul style="list-style-type: none"> Conduct awareness programs for employees on identifying water leak points and efficient water use within the Group's premises and their residences. Inspect and maintain water leakage points in the utility systems of office and warehouse buildings. Evaluate and enhance the adequacy of drainage systems, flood prevention measures, water production, and wastewater treatment within office and warehouse buildings. 	<ul style="list-style-type: none"> Opt for environmentally friendly products for repair and maintenance tasks in office and warehouse buildings. 	<ul style="list-style-type: none"> Organize at least one annual activity (during the rainy season) to promote the conservation of natural water sources. Projects might include the restoration of upstream forests or mangroves in collaboration with government agencies in provinces where the company operates.

Since the location of the Group is not located next to a public water source but water sources used in the Group is mainly purchased from local government agencies and state enterprises such as the Metropolitan Waterworks Authority for use in the head office buildings and warehouse buildings and various cleaning processes. The used water from various parts of the Group will be sent to the wastewater treatment system to treat wastewater from buildings in accordance with the effluent standard from the building before being discharged from the head office building and warehouse building. The Group regularly measures the quality of wastewater at the factory at least 12 times per year conducted by STS Green Co., Ltd. and it has been certified according to standards No. TIS. 17025-2561 (ISO/IEC 17025: 2017).

In 2023, there was a total water consumption of 11,257 cubic meters per year. The Group has conducted inspections and maintenance of water leak points within the utility systems of the main office building and warehouse, identifying and successfully repairing a total of one leak, which helped the Group save a total of 280 cubic meters of water. In addition, the Group has activities to manage water mainly in the area of offices and warehouses. It is committed to using resources efficiently as follows:

Area	Water Management Activities or Projects for 2023
 General Warehouse	<ul style="list-style-type: none"> Inspected and repaired a significant water leak point within the building's utility systems in June and July, leading to a water loss reduction of 280 cubic meters. Installed educational signage on economical water usage around hand washing sinks and bathrooms. Adjusted water pressure to prevent excessive flow in hand washing sinks and spray nozzles, saving approximately 22.47 baht or a reduction of 140 cubic meters in total water usage annually compared to 2022.
 Chemical Warehouse	<ul style="list-style-type: none"> Conducted inspections and maintenance of the utility system within office buildings without identifying any leaks. Performed regular wastewater quality assessments 12 times a year (monthly) by STS Green Co., Ltd., adhering to the TIS 17025-2561 (ISO/IEC 17025: 2017) standard. Installed educational signage to promote water conservation at handwashing areas and restrooms. Switched to automatic faucets and adjusted the water flow rates from sinks and toilets to decrease. Adjusted the water pressure for it not to be too strong in faucets and bidets, saving 625.11 baht in water costs or a total reduction of 58 cubic meters in water usage annually compared to 2022.

Area	Water Management Activities or Projects for 2023
 Head Office Building	<ul style="list-style-type: none"> Undertook inspections and maintenance within the building's utility systems and found no leaks. Installed educational signage encouraging water-saving practices in handwashing areas and bathrooms. Adjusted the water pressure for it not to be too strong in basins and bidets. Replaced the flushing system in toilets from Single Flush to Dual Flush models to enhance water efficiency.

Performance Overview	2021	2022	2023 ⁽¹⁾
Total Water Consumption (cubic meters per year)	4,661	5,683	11,257
Reduced Water Loss from Leakage Point Repairs (cubic meters per year)	ND	15	280
Water Savings Rate (Percentage)	ND	0.26	-

Remarks:

ND = Reporting not available since the company began its environmental management and data collection plan in 2022, marking the first year.

⁽¹⁾ Reasons for Increased Total Water Consumption in 2023:



- Expansion to 2 new warehouse locations: Phuket Airport Warehouse (32.60 sq m) and Bang Na Warehouse Km. 39 (W13) (2,150 sqm) to accommodate business growth.
- Employees returned to work in normal office settings post-COVID-19 pandemic.
- An increase in staff numbers from 476 in 2022 to 518 in 2023.





(2) Non-Hazardous Waste and Waste Management

The Group emphasizes waste management to reduce environmental impact according to the laws by adhering to the 3Rs principles of waste management, namely reducing waste by reducing its use (Reduce), reusing waste (Reuse) and reusing (Recycle). Most of the waste generated is waste generated from offices and common areas which are classified as general waste that must comply with relevant laws and regulations, namely the Public Health Act B.E. 2535 (as amended).

In 2023, the Group is committed to reducing waste at source, sorting and collecting. and sending it to be disposed of properly. The waste management methods of the Group are as follows.

Area	Waste Management Activities or Projects for 2023
 <p>General Warehouse</p>	<ul style="list-style-type: none"> Placing designated bins for sorting waste based on its type and category, aligned with the 3Rs principle, led to 100% compliance among employees in separating waste accurately within the warehouse area. A specific individual was appointed to oversee the waste collection area, complete with visible internal contact information, for both industrial and general waste. Installation of mandatory, prohibition, and fire safety signs in line with occupational health and safety standards throughout the waste collection areas. Development of an emergency response plan, including a layout indicating the placement of fire extinguishers and chemical spill control equipment within the industrial and general waste storage areas. Repurposing leftover packaging for product categorization processes within the warehouse, aiming to minimize waste generation. The shift to recycled paper led to a significant reduction in paper use, saving approximately 92,500 sheets. <p>These initiatives collectively resulted in a total waste reduction of 16,675 Kilogram for the year.</p>
 <p>Chemical Warehouse</p>	<ul style="list-style-type: none"> Placing designated bins for sorting waste based on its type and category, aligned with the 3Rs principles, led to 100% compliance among employees in separating waste accurately within the warehouse area. Labels indicating the types of solid waste and industrial waste were attached to storage containers. Signs displaying the type and category of solid and industrial waste were placed at collection containers and general and industrial waste storage areas. Mandatory, prohibition, and fire safety signs were installed in waste collection areas in accordance with occupational health and safety standards, including no-smoking signs and signs for personal protective equipment. A detailed map showing the placement of solid and industrial waste containers within the facility was created, following the SD-HLM-WH-009 work manual for good hygiene management in the warehouse (DG3/5 and DG4/1). Chemical-contaminated waste was segregated and stored within the warehouse for annual disposal. Responsibilities were assigned as per QP-HLM-MR-014 for basic program control in GHPs Codex system management. Detailed emergency response plans and layouts indicating the installation points of fire extinguishers and chemical spill prevention equipment were prepared for industrial waste and solid waste areas, including: <ul style="list-style-type: none"> QP-HLM-ES-002 work manual for emergency events (Warehouse) QP-HLM-ES-003 work manual for emergency events (Office Building) QP-HLM-ES-005 work manual for emergency events (Transport Car) Specific locations for the installation of fire extinguishing PPE were arranged according to FM-HLM-ES-005, with a focus on warehouse safety. Detailed guidelines for using personal protective equipment as per WI-HLM-ES-002 were provided to ensure employee safety. Annual waste management training sessions were conducted for relevant employees by the EHS department to promote best practices in waste handling. An environmental action plan was implemented with monthly reporting on operational results to the SHE working committee, highlighting electricity usage, paper consumption, and the use of toilet and hand towels. Efforts to reduce the use of toilet and A4 paper were intensified. Recycling initiatives for plastic, cardboard, and scrap wood from pallets. The switch to recycled paper resulted in a significant reduction of paper usage by 397,500 sheets. <p>These comprehensive waste management efforts resulted in a total waste reduction of 13,970 Kilogram for the year.</p>

Area	Waste Management Activities or Projects for 2023
 <p>Don Mueang Warehouse</p>	<ul style="list-style-type: none"> Positioned bins for sorting waste based on its type and category, adhering to the 3Rs principles. Mandated department heads to ensure employees collectively maintain the workspace's cleanliness. This involved separating materials and waste for either reuse or recycling and regularly organizing cleaning campaigns (Big Cleaning Day). Established an emergency response plan (WI-SS-01), including a layout for fire extinguisher placement and equipment. Additionally, set up arrangements for chemical spill protective equipment in specified areas. Installing safety and security signage at the entrance to the warehouse.
 <p>Head Office Building</p>	<ul style="list-style-type: none"> Allocated bins for sorting waste based on its type and category, adhering to the 3Rs principle. Conducted a PET plastic bottle collection drive among employees to support medical projects, collecting a total of 3,500 bottles, equating to 194 PPE sets (with 18 bottles per set) Collected old desk calendars for conversion into braille for the visually impaired, in collaboration with the Foundation for the Blind in Thailand under the patronage of Her Majesty the Queen, resulting in 318 calendars collected. Adopted recycled pens and pencils, replacing refills as needed to minimize waste. Replacing AA and AAA batteries from normal to rechargeable batteries in May 2023 to help reduce waste and environmental impact. It was found that from May to December 2023, 156 normal batteries were used, a decrease of 33.3 percent compared to the same period of 2022, when 234 batteries were used. Encouraged the efficient use of paper by utilizing both sides, aiming to decrease paper waste. Distributed meeting and training documents digitally, using digital files or QR codes to reduce paper consumption. Investigated the potential future use of food waste decomposers to further waste management efforts.

Performance Overview	2021	2022	2023
Non-Hazardous Waste Quantity (Ton per year)	42.21	154.25	139.34
3Rs Waste Management Projects (Number of initiatives per year)	ND	7	8

Remark:

ND = No report available as the Group commenced its environmental management planning and data collection initiatives starting in 2022





SOCIAL SUSTAINABILITY MANAGEMENT

The Group has formulated strategies for social sustainability development, aiming to foster engagement with both internal and external stakeholders under human rights principles. This encompasses the care and development of the organization's human resources, ensuring safety in operational processes and product and service delivery, and involvement in community and societal care across all sectors. The Group has undertaken the identification of significant social sustainability issues, adhering to the guidelines set out in the Global Reporting Initiative Standards (GRI).

Sustainable Strategy and social dimension	Key Sustainability Issues	Goals
People Excellence Enhance the capabilities and skills of human resources while fostering engagement with all stakeholders.	Human Resource Management <ul style="list-style-type: none"> - Employee's Quality of life Management - Cultivating Organizational Culture - Human Rights 	<ul style="list-style-type: none"> - Employee organizational commitment level to exceed 70% by 2027. - Zero human rights complaints. - Employee turnover rate to be less than 8%.
	Human Resource Development	<ul style="list-style-type: none"> - Training hours per employee per year to exceed 40 hours by 2027.
	Workplace Safety Management	<ul style="list-style-type: none"> - Implementation of an occupational health and safety system across all units within the Group. - Zero Lost Time Injuries Frequency Rate (LTIFR) among employees and partners operating in the Group's facilities.
	Community and Social Engagement	<ul style="list-style-type: none"> - Implement no fewer than 5CSR-in-Process projects annually.

SOCIAL POLICY AND GUIDELINES

As an integrated logistics service provider with regional operations, the Group acknowledges the importance of conducting business grounded in human rights principles, aligning labor practices with international standards, and conforming to the Labor Protection Act, the Labor Relations Act, and other relevant laws. It also refers to international human rights practices, including the Universal Declaration of Human Rights (UNDHR), the UN Guiding Principles on Business and Human Rights (UNGPR), the United Nations Global Compact (UNGC), and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work (ILO).

In 2022, the Company established a human rights policy and committed to an annual review process to ensure comprehensive coverage of human rights issues across all stakeholder groups. The Company adheres to operational principles based on the rights of freedom, equality, and human dignity, without discrimination by gender, age, race, religion or skin color. This approach aims to prevent and avoid human rights violations against employees, customers, partners, contractors, communities and vulnerable groups, such as children, women, the elderly and people with disabilities (Interested parties can review the Company's human rights policy at <https://investor.iii-logistics.com/th/corporate-governance/cg-report-and-download>.)

The Group regards human resources as the core driver for achieving its objectives and sustainable growth. Consequently, the Company has revised its human resources management policy to be more inclusive regarding equitable labor practices and enhanced respect for labor rights in alignment with human rights principles. This revision, effective from November 8, 2023, aims to foster equality and fairness across all personnel within the Group.

SOCIAL PERFORMANCE

1. Human Resource Management

Human resources are pivotal in determining the success of the organization's business operations. Therefore, the Group has delineated a comprehensive approach to human resource management, emphasizing employee quality of life, fostering an organizational culture, and adhering to human rights. This approach ensures that all personnel are compensated and cared for appropriately, accurately and fairly. The operational details are as follows:

1) Employee's Quality of life Management

• Fair Hiring and Termination System

The Group adheres to the principle of being an organization with ethics and good governance in recruiting and hiring employees to work with the Group, selecting persons to be hired in various positions in the organization with fairness, taking into account the appropriate qualifications of the position along with educational qualifications, experience, knowledge, abilities and good moral conduct. By such selection, the Group considers equality and equal freedom, does not violate fundamental rights and does not discriminate, whether it is race, nationality, religion, language, skin color, sex, age, education, physical condition or social status, as well as establishing guidelines to prevent the Group from engaging in human rights violations such as child labor and forced labor. The Group has sent money to the fund for the promotion and development of the quality of life of the disabled according to the legal requirements. In addition, the Group has set up a fair and transparent recruitment process by comparing the qualifications for each job position to select the most qualified person. In 2023, the Group had a total of 518 employees.

The Group recognizes that employees are the most valuable resource of the organization and therefore focuses on promoting a good working culture and atmosphere and treating employees equally. Therefore, all employees will not be terminated without reasonable grounds. Exceptions are made for employees who commit serious disciplinary offenses as defined by the Group's rules and regulations, or for other actions that contravene organizational work-related policies. The Group has clear procedures and practices with transparency, fairness and legality without discrimination.

In addition, the Group has a clear channel for grievances regarding labor practices in order to receive complaints from executives and employees, along with being fair to all parties and providing protection to employees who complain about labor practices. All complaints will be fairly considered by Human Resources' executives, or a committee appointed by the Group to consider such complaints and such complaints will be reported to relevant departments for acknowledgment and keeping the information confidential. In 2023, the Group has no complaints about labor practices among employees.

Number of Employees

Number of Employees (Person)	2021	2022	2023
Total	593	476*	518
Female	268	216	214
Male	325	260	304

Remark: * The number of employees in 2022 has decreased significantly from the previous year. This is due to the reorganization of the Group during 2021-2022 to be more compact and agile.

- **Employee Compensation and Welfare**

The Group manages remuneration, welfare, and other benefits to all employees equally and fairly as appropriate for their responsibilities, nature of work, qualifications, professions, knowledge, abilities and performance are important by giving employees compensation and welfare that are suitable for economic conditions, such as salary, overtime wage, bonuses, provident fund contributions and welfare or privileges that exceed legal requirements, as well as other welfare such as emergency loans, wedding financial assistance, health insurance for employees and children to alleviate medical expenses when ill, accident insurance, employee uniforms, etc.

In addition, The Group places great importance on taking care of and improving the quality of life of its employees, therefore giving employees the opportunity to participate in giving suggestions to employers in terms of welfare management, inspecting, controlling, taking care of the welfare that the employer provides to employees and guidelines for welfare arrangements that are beneficial for employees as well. Employees can submit their comments through the respective company's Human Resource departments, after which the respective company's Human Resource departments, which form a working group, will jointly discuss the welfare/benefits/regulations affecting the Group's employees and bring the resolutions of the meeting to report or propose according to the procedure to the executives for consideration in order to maximize the benefits to all relevant stakeholders.

In 2023, the HR department conducted a review of the Company's current salary and compensation structure by surveying the compensation rates of other companies in the same or similar businesses in order to determine salary and compensation structures that are in line with the current economic and social conditions, including adjustments to some benefit regulations. The proposals were then presented to management for consideration and approval. However, other factors may also be considered in determining compensation rates, such as skills, knowledge, abilities, performance, and past work experience, as well as benchmark data from the 2022-2023 salary survey reports from various institutes and associations.

The Group has paid compensation to employees (excluding executives) in the amount of Baht 232.19 million in 2023. In addition to compensation, the Group has also established a provident fund according to the Provident Fund Act, ensuring employees have savings upon leaving the Group. The Group has contributed money to the employer according to the employment term of employees in the amount of 3%, 5% and 8% for employees who have an employment term less than 3 years, from 3 years but less than 10 years and from 10 years or more, respectively, of salary of employees participating in the provident fund. Employees can choose to pay contributions to the provident fund at the rate of 3-15% of each employee's salary. Currently, there are 399 employees participating in the provident fund, representing 78% of the total number of employees.

- **Developing a happy workplace organization for employees (Happy Workplace)**

In 2023, the Human Resources Department implemented activities called Triple i B-Happy Activities based on the Happy 8 concept (8 elements of happiness in the workplace) from the Thai Health Promotion Foundation. This was to create good employee experiences.

Triple i B-Happy Plan	Activities in 2023
Happy Body	<ul style="list-style-type: none"> • Special lecture "Save lives easily with CPR and AED" • Special lecture "Understand office syndrome" • Special lecture "Popular diseases threatening working age lives...all generations are at risk"
Happy Brain	<ul style="list-style-type: none"> • English training "Effective Business Communication" • Special lecture "Basic repair & maintenance skills for everyday life" • Special lecture "Employee Well Being: Preventive Care"
Happy Money	<ul style="list-style-type: none"> • Special lecture "Personal income tax and tax deductions" • Special lecture "Happiness through financial planning"
Happy Heart	<ul style="list-style-type: none"> • Blood donation activity
Happy Society	<ul style="list-style-type: none"> • Company Outing Trip
Happy Family	<ul style="list-style-type: none"> • Photo contest "Love Mom, Mom Loves"

Triple i B-Happy Plan	Activities in 2023
Happy Relax	<ul style="list-style-type: none"> Relaxing massage to relieve employee muscle pain Special lecture “Trick for using hotels, airlines and traveling”
Happy Soul	<ul style="list-style-type: none"> Dharma talk “Positive mindset on work...no stress”

In 2024, the group of companies has plans for the HR Department to continue Triple i B-Happy activities by surveying employee interests and needs through each company’s HR Department. This is to consider activities that appropriately respond to employee interests and comprehensively cover quality of life in all aspects. Planned activities for 2024, such as CPR and AED training workshops, self-defense training, debt reduction techniques, relaxing massages, Songkran family photo contests, and more.

- **Performance Evaluation**

According to the human resource management policy of the group of companies, there must be a performance management system for personnel in the organization, in order to continuously drive efficient and effective operations. This can be used as a standard for annual salary adjustments and annual bonus payments. Bonuses depend on the group’s performance, as well as fair consideration of employee position levels based on the competency system and evaluation of concrete key performance indicators (KPIs). Managing this compensation is linked to individual performance results. Employees at all levels must set goals and KPIs aligned with business objectives and strategies that can reflect differences in employee performance without discrimination.

- **Supporting the Fund for Empowerment of Persons with Disabilities**

According to the Act for Empowerment of Persons with Disabilities B.E. 2560, establishments must employ persons with disabilities at a rate of 1% of total employees as of October 1st every year. The Group has chosen to comply with Section 34 in order to fulfill the objectives of the Act, which aims to promote employment for persons with disabilities. In 2023, the group of companies contributed 239,440 baht to the Fund for Empowerment of Persons with Disabilities. As of 2023, the Group reported no employees with disabilities.

2) Cultivating Organizational Culture

The Group places great importance on building good bonds between employees and the organization as employees. The Group has set up activities or actions to encourage employees to bond with the Group as follows:

- Organizing various activities that create bonds with employees such as New Year’s parties, making merit in important Buddhist festivals, offering water to the executives, etc.
- To publicize various news for employees to understand and arrange communication channels to reach employees appropriately so that employees can receive information and news thoroughly and feel that the Group pays attention to providing information to employees including opening a channel for employees to ask for information at any time.

The Group has conducted surveys on employee satisfaction and organization engagement to use the results for the development and improvement of employee care. From the survey on employee satisfaction and engagement to the organization in 2023, it was observed that both the job satisfaction level and employee engagement to the organization have increased compared to the survey results in 2022. Specifically, job satisfaction levels increased by 0.60% and employee engagement to the organization increased by 1.60%. Nonetheless, the Group has set a target for employee organizational engagement levels to exceed 70% by 2027, as a part of the organization’s sustainability strategy.

Summary of Employee Satisfaction and Engagement Survey Results

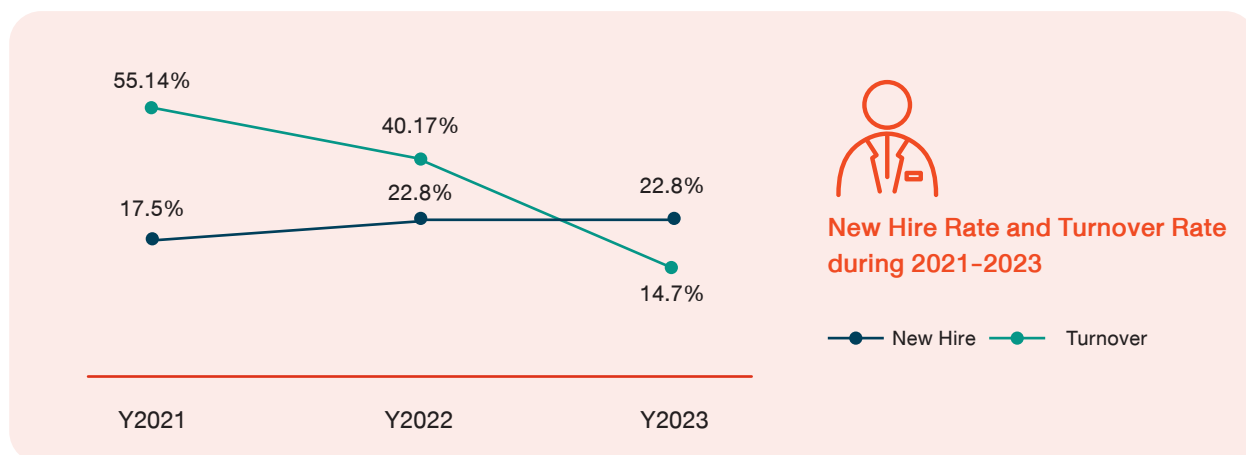
Description	2022		2023	
	Percentage	Rating Level	Percentage	Rating Level
Job Satisfaction Level	77.00	High	77.60	High
Organizational Engagement Level	80.80	High	82.40	High
Overall Average	78.90	High	80.00	High

In 2023, the Group welcomed new employees, a total of 118 individuals were hired, marking a new employee hiring rate of 22.8%. Meanwhile, the resignation rate decreased from 2022, standing at 14.7%, with 76 employees leaving on a voluntary basis.

New Employee and Turnover during 2021-2023

Description	Year		
	2021	2022	2023
New Employee (Person)			
Total	104	108	118
Female	46	45	84
Male	58	63	34
Turnover (Person)			
Total	327	190	76
Female	94	42	32
Male	233	148	32
Voluntarily Turnover (Person)			
Total	N/A	N/A	76
Female	N/A	N/A	32
Male	N/A	N/A	44

Remark: Since 2023 marks the first year the Group has collected data on the number of voluntarily turnover, data for 2021-2022 cannot be provided. Interested parties can explore the number of employees by gender and employment contract type, new hires and resignations by gender and age, employees divided by operational area, and benefits or entitlements for full-time permanent staff in the Sustainability Report 2023, available on the Company's website.

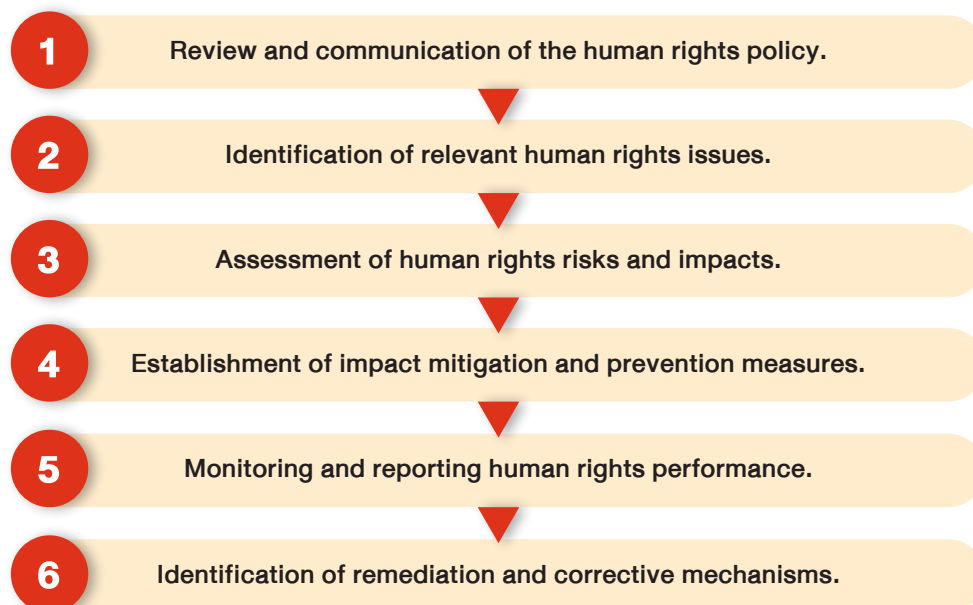


Remark: The Group underwent restructuring from 2020 to 2022 to enhance business management flexibility. Consequently, the employee turnover rate in the Group in 2023 showed a trend of decline.

3) Human Rights

The Company established a Human Rights Policy in 2022, and has scheduled an annual review to examine human rights issues to cover all stakeholder groups. In addition, The Group undertook comprehensive Human Rights Due Diligence (HRDD), a continuous risk management process aimed at assessing human rights risks from the Group's business activities across its value chain, potentially impacting all stakeholder groups. The objective is to identify preventative measures and establish impact mitigation strategies, including remediation mechanisms for affected parties.

Comprehensive Human Rights Due Diligence Process (HRDD)



In 2023, the Group considered all 24 potential human rights risk issues arising from the Group's business activities. Based on the risk assessment table, all risks were at a low level with adequate measures to address them.

2023 Human Rights Performance Summary for the Group

- There were no significant complaints regarding human rights and equality.
- The management committee assigned the sustainability working group to study organizing employee welfare committee elections and conclude with an election plan by Q2/2024, to serve as an intermediary for employee needs to employers, reducing conflicts leading to labor disputes, promotes democratic ideology, leads to participative problem-solving, appropriate welfare and work environments, increased productivity and efficiency, and better mutual understanding.
- A social sustainability taskforce has been established, which has the role and duty to develop comprehensive sustainability covering human rights issues.
- There has been a review of human rights policies and communication to all stakeholder groups.
- Multiple channels have been established for filing complaints regarding human rights violations.
- A supplier code of conduct has been developed which includes content covering operations aligned with human rights principles.
- Human rights principles have been added as a criterion for supplier selection.
- The Group communicates and clarifies its human rights policy to new and current employees annually. In addition, human rights knowledge is also communicated through the monthly online magazine E-Zine: HR Connect. In 2023, 100 percent of the organization's employees were informed about human rights.

2. Human Resource Development

To ensure business continuity as the organization expands, the group of companies has reviewed the personnel capability development plan to align with current business directions and strategies, which must create a balance between economic, governance, environmental and social dimensions. In 2023, the human resource management division developed the Triple i Human Capital Development Roadmap to accommodate these changes, and also started implementing Individual Development Plans and reviewing Succession Plans to mitigate operational risks in case key positions become vacant. Competency standards have been studied along with monitoring processes, and other necessary factors considered, to make succession planning concrete.

- **Individual Development Plan**

Individual development plans are systematically created to develop employees and prepare them with qualifications, abilities and capabilities for various job positions. The main objectives are to improve weaknesses and build greater strengths, starting from competency assessment, competency gap analysis, determining competencies for development, implementing development through various methods according to the plan and timeframe, and monitoring development progress. This is to ensure employees meet expected competencies for those positions.

The results of employee development through individual development plans (IDPs) indicate that most employees' work behaviors improved, such as better communication skills, less ambiguity in coordinating with others, more systematic work methods, fewer work errors, learning and understanding new tasks better, improved problem-solving and decision-making regarding various situations, increased accountability and on-time delivery resulting in higher customer satisfaction, and better time management when meeting customers.

- **Training Need Survey**

The human resources department conducted an annual training needs survey with employees in the group of companies, and analyzed the data to identify training and knowledge development needs. This information is used to develop the annual training plan to meet the goals of improving employees' skills, knowledge, capabilities and potential, so they can work effectively and achieve organizational goals.

- **Employee Training**

To develop capabilities and upskill employees, the group of companies has established a personnel development framework linked to organizational strategies, to improve work efficiency and concrete learning. Training is provided in both on-site and online formats for employees' learning convenience. Additionally, the HR department receives feedback from managers and trained employees to improve courses and adapt training formats to rapidly changing situations and circumstances. Annual job performance and career development reviews by line managers are also conducted.

The group provided training to develop capabilities of personnel at all levels throughout the year, comprising in-house training, specialized skills training by external organizations (Public training), and annual training. In 2023, the average training hours per employee was 57.94 hours/person/year. and the average training cost was 3,074.30 baht per person. There are a total of 100 training courses available, covering various topics such as Organizational sustainability and environmental impacts, Cross-border freight transport, Correct and safe driving of loaders, Logistics management system and transportation risk management, Transportation safety management personnel, Risk management on financial accounting systems, Electronic data linking with the Customs Department through the NSW system, Training for providing service with a customer-centric approach, Advanced firefighting, aviation security awareness, Logistics business and supply chain knowledge, Inland transit & carrier liability and marine cargo insurance, Dangerous goods regulations, Cross-border transport and customs formalities, and Labor law in the digital age, among others.

Hours of Training during 2021–2023

Description	Unit	Year		
		2021	2022	2023
Average hours of training	Hour/Person/Year	28.47	28.35	57.94
Total hours of training	Hour	16,882	13,495	30,014
Average cost of training	Baht/Person	–	2,635.65	3,074.30
Total hours of training	Baht	570,223	909,495	1,592,488

Remark: Due to the review and adjustment of the personnel potential development plan to be in line with the organizational sustainability development strategy in 2022, therefore, in the year 2021, there is no average training cost have not been systematically recorded.

3. Workplace Safety Management

The Group implements occupational safety management at the organizational level through policies and management standards, manuals, regulations, and legal requirements related to occupational health and safety, as well as audits and analysis of the effectiveness of occupational health and safety operations. The Group is dedicated to achieving a work environment devoid of accidents and injuries (Zero Accident), prioritizing the safety of all employees and contractors.

- **Controlling the Work Environment**

The Group regularly monitors and evaluates work environmental conditions, so that all workers perform their tasks in a suitable and non-hazardous environment for health, reducing the chance of occupational illnesses. The group of companies provides emergency equipment, basic first aid kits, and emergency response plans for work-related illnesses suitable for the type and nature of work, in adequate quantities and readily accessible to workers. Every year, the Group assesses occupational health and safety risks in work procedures covering both organizational staff and partners/suppliers working in the Group's operational areas.

- **Prevention and Mitigation in the Supply Chain**

In 2023, the Group established work control procedures for partners/suppliers and provided emergency response manuals for contractors, as well as SAFETY TALKS to communicate hazard information in each work area before partners/suppliers start work in the group's warehouses. This is to mitigate occupational health and safety risks from contractor operations and serves.

- **Promoting Safety Awareness and Culture**

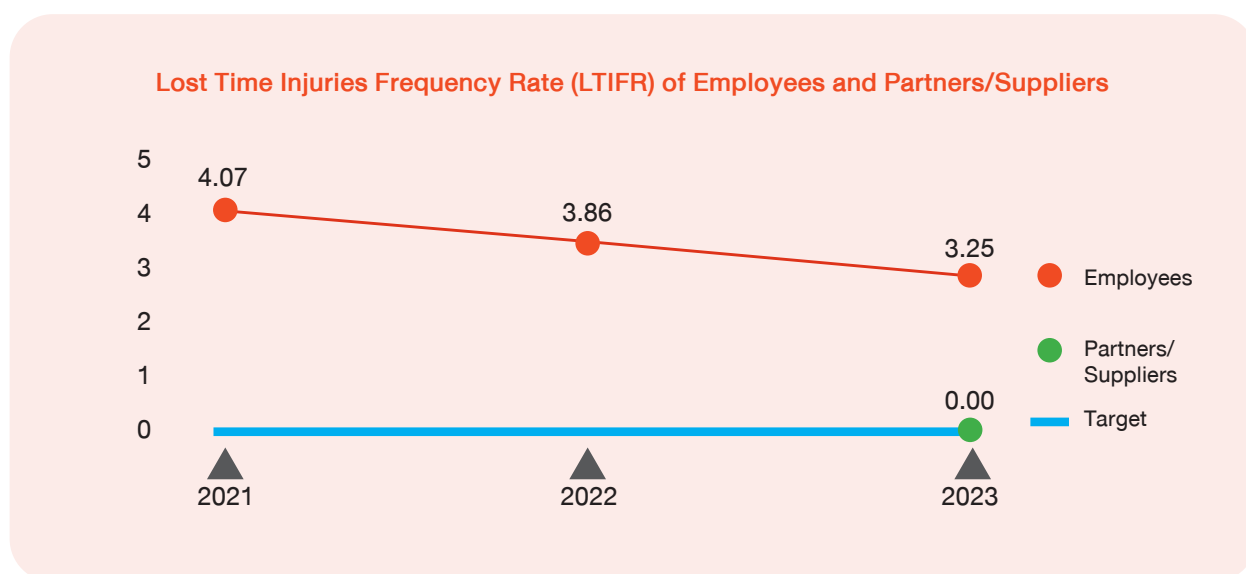
The Group provides work safety training to executives and employees at all levels as needed for each department and as required by law, to enhance skills in managing work safety. In 2023, the following training courses were provided:

- Occupational health, safety, and environment training
- Basic firefighting and evacuation drills
- Emergency response drills for chemical spills
- Behavior based safety training
- First aid training
- CPR and AED lifesaving training
- Annual emergency response drills

In case of injury or death in the work area

KPIs	2023 Performance	2024 Target
Number of work-related fatalities		
Employees	0	0 Person
Partners/Suppliers	0	0 Person
Number of lost-time injuries in the Group's operation areas		
Employees	2	0 Case
Partners/Suppliers	0	0 Case
Lost Time Injuries Frequency Rate (LTIFR)		
Employees	3.25 Cases/1,000,000 working hours	0 Case/1,000,000 working hours
Partners/Suppliers	0	0 Case/1,000,000 working hours

The lost time injury frequency rate (LTIFR) for employees in 2023 decreased from 2022 to 3.25 cases per one million working hours. For partners/suppliers working in the Group's operation areas, there were no reported lost time injuries. Additionally, the Group has set a long-term goal to reduce the LTIFR for employees and partners/suppliers in the group's operation areas to zero by 2027.



Remark: The abbreviation "N/A" indicates that the Group commenced the collection of Lost Time Injuries Frequency Rate (LTIFR) data for contractors in 2023, hence no contractor data is available for 2021-2022.

4. Community and Society Engagement

The Group is driven by a commitment to conduct its business growth alongside sustainable development, considering the welfare of society, the environment, and all stakeholders. This approach is rooted in the Group's business ethics and sustainable development policy, which stipulates conducting business under relevant laws related to Quality, Safety, Health, Environment (QSHE). The Group conducts inspections, monitoring, and impact assessments of safety arising from its operations that may affect communities and the environment. Furthermore, it promotes the development of communities and society towards resilience, self-reliance, and stable growth. As part of this commitment, the Group has planned to engage in community and social activities aimed at enhancing community life quality. In 2023, the Group organized various social and community engagement activities as part of its contribution to societal upliftment. These activities are outlined as follows:

1. Community and social activities related to the Group's operations and expertise (CSR-in-Process)

The Group focuses on directing social activities toward stakeholder groups impacted by the core business operations of the Group. In 2023 the Group has set up 5 main projects of CSR-in-Process. Each has its own sub-projects with more than 2,500 beneficiaries estimated. The projects can be summarized as follows:

1.1 Customers and partners training and providing knowledge.

The group provides training and transfers knowledge in various areas to key customer groups and partners to elevate logistics management. The group prepares training courses for customers to implement in-house training, such as International Transport Process, Chemical Risk Assessment, and Transporting dangerous goods training for truck drivers.

1.2 Collaboration between government agencies, associations, private organizations, and NGOs related to logistics and international transportation.

The key operations are driven by holding positions in the organizations related to logistics and international transportation to promote and elevate the logistics industry including environmental and social responsibility enhancement. For example, organizing panel discussion on freight forwarders' liability insurance, and presenting the situation on carbon neutrality and guidelines for Thailand's transport and logistics sector.

1.3 Cooperation between government agencies, associations, private sectors and NGOs on chemical management, safety, occupational health, environment, security, carbon neutrality and sustainability

The Group has cooperated with various organizations under the Responsible Care® Management Committee of Thailand (RCMCT) of the Chemical Industry Club, The Federation of Thai Industries and the Subcommittee on Manufacturing, Control and Management of Hazardous Chemicals, and Council of Science and Technology Professionals.

1.4 Cooperation with educational institutions and various universities

The Group has driven various initiatives with educational institutions and universities as a guest lecturer to provide knowledge and experiences from the real working world, as well as opportunities for career advancement in logistics for logistics students. For example, be a speaker on "Trends and Directions of Logistics Business and Supply Chain in Thailand." for students under a joint program of the Asian Institute of Technology, and gave a lecture to students at the College of Logistics and Supply Chain, Suan Sunandha Rajabhat University to increase knowledge and inspire students to develop their potential.

1.5 Community and Social Engagement

The activities implemented to support community life quality and society are as follows:

- **Community Survey:** The survey was conducted in the Yannawa community, which covered 400 households and approximately 1,600 residents to assess potential impacts on the community from the Group's operations in terms of social (SIA), environmental (EIA), and health (EHIA) aspects. The survey report concluded that the company's operations did not have any negative impacts on the community.
- **Applying logistics expertise to serve communities:** The Group has applied its logistics expertise and business process to assist society by upgrading logistics knowledge and providing logistics support for community, SMEs, and social enterprises to increase market expansion opportunities. Furthermore, the Group has utilized its resources to support "Sick Borrow" project by the Mirror Foundation by assisting with the delivery management of beds for patients nearby.
- **Community Employment:** The Group is engaged in community-based employment, particularly in the field of maintenance and repair work. The primary consideration for hiring is given to individuals within the surrounding community, aiming to enhance income opportunities for community members. Additionally, this initiative contributes to reducing transportation costs as employees work in close proximity to their residences. In the past year, 2023, the Group disbursed compensation exceeding 250,000 baht for the aforementioned employment engagements.

2. Social activities unrelated to the Group's operations and expertise (CSR-after-Process)

A total of 14 activities were carried out by the Group in 2023 to support community needs and social issues such as Children's Day event, Donation of used calendars, Upgrading the school sports field, Blood donation, and Donating solar cell lights to illuminate community walkways.

- **Monitoring**

The Group has a working team responsible for coordinating and continuously monitoring the results of social projects, to ensure that various activities carried out align with objectives and benefit society as targeted. For example, the Group continuously monitors results when conducting activities with communities, by coordinating with community leaders and government agencies overseeing those communities. It was found that the results were satisfactory, including finding new opportunities to elevate the quality of communities.

- **Future Plans and Projects**

The Group has laid out key projects in 2024, including directions in subsequent years, in order to build continuity and alignment with the community and social activities carried out throughout 2023, as follows:

- 1) **Continuous community survey project:** The Group plans to continuously survey the impacts of its business operations on communities, conducting surveys at least once a year. The impacts found from the surveys will be addressed and improved to mitigate damage to communities and society (both directly and indirectly), as well as finding approaches to carry out activities to care for communities and society.
- 2) **Expanding the scope of collaboration to develop logistics for community products, social enterprises, and SMEs:** The Group intends to utilize its expertise and resources to jointly develop and elevate logistics for community products, social enterprises and SMEs. This project was initiated in 2023 and the Group wants to expand the scope of collaboration further in 2024, in order to create opportunities to promote the businesses of these entrepreneur groups.
- 3) **Logistics knowledge support project:** The Group places importance on providing knowledge, sharing experiences, and promoting the development of the logistics industry for the public sector, private sector and educational institutions, hoping to be a part of elevating and increasing value in the logistics industry sustainably. There will be various activities to continuously support this project, such as being a speaker at various events and opening warehouses for visits along with providing knowledge.
- 4) **Project to apply corporate expertise and business processes to aid society:** It is well recognized that logistics processes play a major part in everyone's daily lives, and there are still people in communities lacking opportunities or requiring logistics development to improve their quality of life. The Group is ready to participate in elevating and increasing access to these opportunities through our expertise and business processes.
- 5) **Community quality of life enhancement project:** We found that inequality problems are becoming more severe by the day. The Group thus aims to be a part of helping elevate the quality of life of people in society, especially those lacking access to opportunities and the low-income group, including rural villagers with hardship.

For those interested in learning more about the Group's sustainability management, the 2023 Sustainability Report is available on the Company's website.



– Management Discussion and Analysis –

Executive Summary

The Company has reported continuous growth in its operating results in the year 2023. It could achieve continuous growth for three consecutive years in a row. The Company's net profit was Baht 866.2 million, an increase of 8.9% when compared to the previous year, and net profit (excluding extra items) grew by 18.2% amid pressure from various uncertain factors, including economic and industrial slow down and geopolitical conflicts. Such success comes from the fact that the Company has set a strategy for growth through business expansion and new investments in logistics-related businesses within the country and abroad under the concept of "Logistics and Beyond." Such concept focuses on diversification to secure new and diversified sources of income without relying primarily on any one source of income to create strong and sustainable growth amidst present and future uncertainties. In addition, the Company has successfully led Asia Network International Co., Ltd. (ANI), a subsidiary which operates general sales agents for airlines business (GSA), to be listed on the Stock Exchange of Thailand. This makes ANI the first and only GSA company to be listed on a stock exchange in Asia.

Summary of Operating Performance for the year 2023

Unit: Million Baht	2022	2023	% change + / (-)
Revenues from sales and services	2,788.8	1,764.5	(36.7%)
Costs of sales and services	2,177.3	1,383.2	(36.5%)
Gross profit	611.5	381.3	(37.7%)
Gross profit margin	21.9%	21.6%	(0.3%)
Other income	89.6 ^{1/}	9.5 ^{2/}	(89.4%)
Selling expenses	61.0	49.7	(18.4%)
Administrative expenses	377.1	256.2	(32.1%)
Gain (loss) on exchange rates - net	5.1	(2.7)	(152.3%)
Finance costs	33.7	33.4	(0.7%)
Share of profits from investments in associates and joint ventures ^{1/}	624.0	824.0	32.1%
Earnings before interest, taxes, depreciation and amortization (EBITDA)	981.7	986.1	(0.5%)
Net profit for the period	795.7	866.2	8.9%
Net profit margin (%)	28.5%	49.1%	20.6%
Special item from ANI ^{2/}	321.7	305.9	(4.9%)
Adjusted net profit from special item from ANI (Normalized Profit)	474.0	560.4	18.2%

Remarks:

^{1/} The Company recorded a profit from the sale of investment in TAC to ANI in the amount of Baht 66.4 million and a profit from the sale of investment in Shipsmile to Sabuy Speed Company Limited in the amount of Baht 16.2 million.

^{2/} In Quarter 4/2023, the Company realized a profit from reduction of its shareholding in ANI in the amount of Baht 305.9 million from ANI's initial public offering (IPO) on 14 December 2023. Under the audited financial statements, this profit was recorded as other income. Under the above table, the management presented the profit as share of profit from investments in associates and joint ventures for the 2023 financial analysis. In Quarter 4/2022, the Company realized a profit from adjustment of the investment value in Asia GSA (M) in the amount of Baht 321.7 million due to acquisition of 20% shareholding in Asia GSA (M) at the beginning of 2022 at a price lower than fair value, compared to acquisition of the remaining 80% shareholding at the end of 2022. This was in line with the restructuring plan of air freight business unit and filing for listing on the Stock Exchange of Thailand.

In respect of operating performance for the year 2023, the Company's net profit was Baht 866.2 million, an increase of 8.9% from the same period of last year. This was mainly due to continuous growth in return from investments in related businesses, both domestically and abroad. Share of profits from investments in associates and joint ventures was in the amount of Baht 824.0 million, an increase of over 32.1% when compared to the same period of last year from growth of ANI's operating performance, which was partly due to ANI's acquisition of the additional 80% shareholding in Asia GSA (M) at the end of Quarter 4/2022 and returns from ground handling service business, AOT Ground Aviation Services Company Limited (AOTGA) of which the Company has invested through SAL Group (Thailand) Company Limited, which had good performance and continuous growth due to growth of the airline business. In Quarter 4/2023, the Company recorded a profit from reduction of its shareholding in ANI in the amount of Baht 305.9 million from ANI's IPO on 14 December 2022, resulting in decrease in the Company's shareholding in ANI from 51.66% to 36.15%.

In 2023, the Company's total income was Baht 1,764.5 million, a decrease of 36.7% from the same period of last year, which was a decrease in income in every business unit. This was mainly due to lower air and sea freight rates. The Company's gross profit in 2023 was Baht 381.3 million, a decrease of 37.7% from the same period of last year, which was consistent with the decreased income. However, the air freight business unit had a higher gross profit compared to the previous year, which was mainly due to warehouse service in Don Mueang Airport having increasing service volume and improved profit margin from cost management.

Selling and administrative expenses decreased by 30.2% compared to the same period of last year from efficient management of expenses. Such factor has contributed to growth in the Company's operating results compared to the previous year.

Financial Position Analysis

Unit: Million Baht

Statement of Financial Position Highlights	31 December 2022	31 December 2023	Increase (Decrease)	%
Key items of assets				
Cash and cash equivalents	540.0	310.2	(229.7)	(42.5%)
Trade and other receivables	517.9	415.9	(102.0)	(19.7%)
Investments in associates and joint ventures	2,160.8	3,550.3	1,389.6	64.3%
Total assets	3,679.7	4,641.1	961.4	26.1%
Key items of liabilities				
Trade and other payables	256.2	281.6	25.4	9.9%
Long-term loans from financial institutions	569.3	413.3	(156.0)	(27.4%)
Total liabilities	1,008.0	878.5	(129.6)	(12.9%)
Key items of shareholders' equity				
Issued and paid-up share capital	346.3	403.9	57.6	16.6%
Share premium	1,166.4	2,073.0	906.6	77.7%
Retained earnings (losses)	1,043.5	1,453.6	410.1	39.3%
Total equity	2,671.7	3,762.6	1,090.9	40.8%

Total assets

The Company's total assets as of 31 December 2023 was Baht 4,641.1 million, an increase from the total assets as of 31 December 2022 by Baht 961.4 million. The increase was mainly due to increase in ANI's capital to finance the acquisition of Asia GSA (M) at the beginning of 2023 in the amount of Baht 968.0 million.

Cash and cash equivalents

As of 31 December 2023, the Group's cash and cash equivalents was Baht 310.2 million, a decrease due to net cash used in investing activities in the amount of over Baht 348.2 million as the Company increased capital in ANI as mentioned above and cash paid to purchase treasury shares in the amount of Baht 247.0 million. However, in the year 2023, the Company had proceeds from issuing ordinary shares and proceeds from exercise of warrants in the amount of Baht 554.0 million and Baht 410.2 million respectively.

Trade and other receivables

Trade and other receivables consisted of trade receivables from logistics activities, prepaid expenses, accrued income, other receivables, trade receivables from related parties, and dividend receivables from related parties. As of 31 December 2022 and 31 December 2023, the Group's net trade and other receivables were Baht 517.9 million and Baht 415.9 million respectively, a decrease of Baht 102.0 million or 19.7% compared to the previous year.

Most of trade receivables – other businesses were overdue for less than 3 months. As of 31 December 2022 and 31 December 2023, the Group's average collection period slightly increased to 86.3 days and 96.6 days respectively. This was in line with the average collection period of the Group.

In addition, the Group has a policy for an allowance for doubtful accounts by considering the overdue period and financial status of customers. The allowance for doubtful accounts at the end of 2022 and 2023 was set at 12.9% and 9.0% of other trade receivables respectively or a decrease of 3.9%. The decrease was due to the Group has reversed the allowance for doubtful accounts because it has received payment in the amount of Baht 13.1 million in the year 2023.

Investments in associates and joint ventures

As of 31 December 2022, and 31 December 2023, the Group's investments in associates and joint ventures were Baht 2,160.8 million and Baht 3,550.3 million respectively. The change was mainly due to significant growth in the operating results of the general sales agent for airline business or Asia Network International Company Limited. At the beginning of 2023, the Company made an additional investment in ANI in the amount of Baht 968.0 million whereby the Company paid cash in the amount of Baht 800 million and selling ordinary shares of TAC to ANI in the amount of Baht 168.0 million, and on 14 December 2023, ANI had its initial public offering (IPO) in the proportion of 30% of all shares after capital increase. As a result, the Company's shareholding in ANI decreased from 51.66% to 36.15%. From such transaction, the Group's interest in the net assets of the joint venture increased by Baht 326.9 million.

Total liabilities

The Company's total liabilities as of 31 December 2023 was Baht 878.5 million, a decrease by Baht 129.6 million from the total liabilities as of 31 December 2022. This was mainly due to repayment of long-term loan in the amount of Baht 156.0 million.

Trade and other payables

As of 31 December 2023, the Group's trade and other payables was Baht 281.6 million, a decrease from the end of last year by Baht 25.4 million. This was in line with the normal operating performance.

Short-term and long-term loans from financial institutions

As of 31 December 2023, the Group had no short-term loans from financial institutions. The Group had long-term loans from financial institutions which was used for investing in other businesses in the amount of Baht 413.3 million, a decrease of Baht 156.0 million from the previous year due to repayment of loans from financial institutions.

Shareholders' equity

The Company's shareholders' equity as of 31 December 2023 was Baht 3,762.6 million, an increase by Baht 1,090.9 million from that as of 31 December 2022 due to operating results in 2023 and an increase in share premium in the amount of Baht 906.6 million from allotment of 46,165,510 newly issued ordinary shares to existing shareholders (Right Offering) and capital increase from exercise of warrants to purchase 69,055,226 ordinary shares, and in 2023, the Company repurchased 22,571,700 shares in accordance with the share repurchase program for financial management for the total amount of Baht 247.0 million.

The Company has strong financial ratios, having a debt-to-equity ratio (D/E) of 0.23 times and an interest-bearing debt to equity ratio (IBD/E) of 0.14 times.

Key Financial Ratios

	Consolidated financial statements		
	2021	2022	2023
Current ratio	1.3	2.1	1.4
Debt to equity ratio (D/E)	0.7	0.4	0.2
Interest bearing debt to equity ratio (IBD/E)	0.4	0.2	0.1

The Group's key financial ratios indicate that the Group has good liquidity and can manage cash efficiently. It has a current ratio of 1.4 times, a debt-to-equity ratio (D/E) of 0.2 time, and an interest-bearing debt to equity ratio (IBD/E) of 0.1 time. This illustrates that the Group has a strong financial position and the ability to borrow for future investments.

Liquidity Analysis

The Company's cash flows were as set out below.

	Consolidated financial statements		
	2021	2022	2023
Net cash generated from (used in) operating activities	111.2	359.1	95.9
Net cash generated from (used in) investing activities	11.8	(124.8)	(348.2)
Net cash generated from (used in) financing activities	(69.2)	138.2	22.9
Net increase (decrease) in cash and cash equivalents	53.8	372.5	(229.4)
Cash and cash equivalent at the beginning of the year	110.5	168.1	540.0
Exchange gains (losses) on cash and cash equivalents	3.8	(0.6)	(0.5)
Cash and cash equivalents at the end of the year	168.1	540.0	310.2

Cash flows from operating activities

In the year 2023, the Group had net cash generated from operating activities in the amount of Baht 359.1 million and Baht 95.9 million respectively. This was in line with the performance which generated most cash flows from operations.

Cash flows from investing activities

In the year 2022, the Group had net cash generated from investing activities in the amount of Baht 124.8 million from investing in joint ventures at the beginning of 2022 in the amount of Baht 300.8 million and receiving dividends from associates and joint ventures of over Baht 167.2 million. In the year 2023, the Group's net cash used in investing activities was Baht 348.2 million, which was mainly used for an increase of capital in ANI for financing the acquisition of Asia GSA (M) at the beginning of 2023 in the amount of Baht 968.0 million and receipt of dividends from associates and joint ventures of over Baht 475.5 million.

Cash flows from financing activities

In the year 2022, the Group had net cash generated from financing activities in the amount of Baht 138.2 million. This was mainly due to the exercise of warrants of which the Company received proceeds of more than Baht 430.9 million. The Group also made repayments of long-term loans from a financial institution in the amount of 105.8 million and repayments of short-term loans from a financial institution in the amount of Baht 670.0 million.

In the year 2023, the Group had net cash generated from financing activities in the amount of Baht 22.9 million. This was mainly due to allotment of ordinary shares to existing shareholders (Right Offering) of which the Company received over Baht 554.0 million in cash and cash received from capital increase from the exercise of warrants in the amount of Baht 410.2 million. However, the Company made payment for treasury shares according to the share repurchase program for financial management in the total amount of Baht 247.0 million. The Company also made repayment of long-term loan from a financial institution in the amount of Baht 156.0 million. In the year 2023, the Company paid dividends in the total amount of Baht 456.2 million.

Factors or events that may significantly affect the financial position or operations in the future (Forward Looking)

1. Opportunity for faster than expected economic recovery

There are problems with China's real estate sector, including risk of default and lack of liquidity. These are considered main problems with the Chinese economy as they affect economic recovery and may have a continuous impact on the main engine driving the Thai economy, both the tourism and export sectors, which are heavily dependent on the Chinese economy. Due to the possibility that the Chinese government will issue large-scale fiscal measures at a higher level than expected to stimulate the economy and strengthen consumer confidence and private consumption. As a result, the Chinese economy may be able to recover faster and stronger than expected. This has a positive impact on demand for shipping and the entire supply chain throughout Asia. At present, China is an important trading partner in Asia, especially ASEAN countries that supply to China's manufacturing industry. Such recovery will be an important supporting factor for the operations of the business in the Group that have the majority sources of income from Asia, including international freight forwarding business and general sales agent for airlines business, and Thailand's tourism sector which has a significant proportion of Chinese tourists. This will directly benefit airport ground handling and passenger services and related logistics businesses provided by the Group. In addition, the increase in demand for international freight service will be one of the factors supporting the increase in air and sea freight rates.

2. Increasing commodity prices amid geopolitical conflicts

There is a risk that the conflict in Gaza and Israel will escalate into a large-scale conflict. This will affect the country which produces 35% of global oil exports and 14% of global gas exports. Meanwhile, there is a likelihood that the level of violence in the Red Sea, one of the main routes for shipping goods, accounting for 11% of world trade volume will increase. In addition, there is a risk that the Russia-Ukraine war will be prolonged. Such factors may cause energy costs and logistics costs to increase. However, the Company has put in place strategies to deal with geographic conflicts and their consequences by following and analyzing trends in freight rates and plan logistics management on various routes (Optimization). This includes effective cost management to maintain competitiveness in the market and increase profitability in the situation where freight rates are increasing.

3. Drought crisis affecting food security

Due to the increased severity of weather problems, including flood and drought situations and the El Niño in the Pacific Ocean, many countries have faced shortages of agricultural products and food and must expedite imports of agricultural products and food to compensate for declining domestic production. This factor has a positive impact on Thailand, which is the "Kitchen of the World" with a strong food industry and is the 13th largest food exporter in the world, which is in line with the Company's strategy in focusing on products that are necessities and are less sensitive to the economy, especially food, drugs, and medical supplies. That will have a positive impact on freight volume of the international freight forwarding business provided by the Group.

4. Trends, factors, and environmental and social impacts

The Company places importance on sustainability that may affect the organization's operations and stakeholders by analyzing internal and external factors of the Company and trends, directions, and impacts on the environment, society, and governance (Environmental Social and Governance Dimension: ESG) from both positive and negative perspectives towards all groups of stakeholders. In the year 2023, the Company focused on integrating operational plan and processes to be connected and consistent with the Company's goals to create balance in all dimensions of sustainability, including economic dimension, which includes good corporate governance, social dimension, and environmental dimension throughout the business value chain, which will lead the organization to sustainability and bring maximum benefit to all groups of stakeholders. The Company has established a Sustainable Development Working Group (ESG) which consists of the management committee acting as head of the working group in all 3 dimensions. There will be representatives from the Company's employees for each dimension to participate in driving, supporting, promoting, and communicating sustainable operations to meet the pre-determined goals, plans, and projects. For instance:

- preparation of procurement policy and business ethics of suppliers covering social, environmental, and corporate governance issues to provide a framework for operations for all employees and partners.
- raising awareness among the Group's employees about reducing greenhouse gas emissions, energy saving in office buildings and warehouses, using resources to work efficiently, and environmental protection through campaigns and participating in various projects such as the "Care the Bear" project of the Stock Exchange of Thailand (SET) etc.
- promoting comprehensive Human Rights Due Diligence (HRDD).
- committed to giving back to the society along with conducting the main business. The Company has surveyed communities and assessed possible impact of the Company's business operations on the communities and use the information obtained to create CSR in process activities to create opportunities in caring for the nearby communities for their well-being along with sustainable growth of the Group.

Industry Trends in 2024

In respect of the industry forecast for 2024, the Company expects that air and sea freight volumes will improve from the last year due to expansion of the world economy, particularly economic growth opportunities of the Asian region and China. This is in line with the World Economic Outlook Update, January 2024 of the International Monetary Fund (IMF). It is estimated that world trade volume would expand by 3.3% in the year 2024 from the year 2023, which expanded by 0.8%. This is in line with global economic expansion which is expected to expand by 3.1%, especially expansion of Asia and China by 5.2% and 4.6% respectively. Such factors reflect increased logistics demand. This is a positive factor for air and sea freight rates in the year 2024, having a better direction from last year.

Airline business and related logistics business are expected to continuously expand from last year from increase in the number of tourists, flight volumes, and activities within Thailand's airports. Based on information from the Economic Analysis Center of TMB Thanachart, it is expected that the number of foreign tourists traveling to Thailand in 2024 will be 33.1 million tourists, an increase of 22.6% from the previous year's figure of 27.0 million tourists, due to the government's policy of attracting tourists and generating income from tourism in the year 2024.

Based on industry trends in 2024 and the Company's growth strategy under the concept of "Logistics and Beyond" which focuses on expansion and investment in new logistics-related business by relying on expertise in logistics to expand the business and create synergy by building an ecosystem for business networks within the group of companies. This is also to expand service network, develop and create new business growth opportunities, and create efficient cost management within the group of companies. Therefore, the Company believes that it will be able to create sustainable growth in operating performance for the four main business units, which provide complete logistics services, and growth from investment in new logistics-related businesses.

– Financial Positions and Operating Performance –

Key Financial Information

Statements of Financial Position

Item	Consolidated financial statements					
	31 December 2021		31 December 2022		31 December 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Assets						
Current assets						
Cash and cash equivalents	168.1	5.7%	540.0	14.7%	310.2	6.7%
Trade and other receivables, net	801.4	27.2%	517.9	14.1%	415.9	9.0%
Short-term loans to related parties	14.4	0.5%	25.0	0.7%	1.2	0.0%
Inventories	1.4	0.0%	1.6	0.0%	1.6	0.0%
Other current assets	52.5	1.8%	9.0	0.2%	2.0	0.0%
Total current assets	1,037.8	35.2%	1,093.5	29.7%	730.9	15.7%
Non-current assets						
Investments in associates	265.2	9.0%	244.5	6.6%	248.3	5.4%
Investments in joint ventures	1,185.1	40.3%	1,916.3	52.1%	3,302.0	71.1%
Property, plant and equipment, net	191.1	6.5%	161.1	4.4%	147.1	3.2%
Right-of-use assets, net	121.3	4.1%	82.1	2.2%	116.1	2.5%
Intangible assets, net	14.8	0.5%	10.7	0.3%	10.1	0.2%
Deferred tax assets	11.3	0.4%	21.7	0.6%	27.0	0.6%
Retentions	14.9	0.5%	13.8	0.4%	14.7	0.3%
Other non-current assets	97.9	3.3%	136.0	3.7%	44.9	1.0%
Total non-current assets	1,901.6	64.7%	2,586.2	70.3%	3,910.2	84.3%
Total assets	2,939.4	100.0%	3,679.7	100.0%	4,641.1	100.0%

Item	Consolidated financial statements					
	31 December 2021		31 December 2022		31 December 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Liabilities and equity						
Current liabilities						
Short-term loans from financial institutions	120.0	4.1%	-	0.0%	-	0.0%
Trade and other payables	488.3	16.6%	256.2	7.0%	281.6	6.1%
Current portion of long-term loans from a financial institution	105.8	3.6%	171.0	4.6%	171.0	3.7%
Current portion of lease liabilities	52.2	1.8%	39.1	1.1%	40.3	0.9%
Derivatives liabilities	0.0	0.0%	-	0.0%	0.2	0.0%
Income tax payables	27.6	0.9%	33.1	0.9%	0.4	0.0%
Other current liabilities	35.7	1.2%	31.4	0.9%	26.9	0.6%
Total current liabilities	829.6	28.1%	530.8	14.4%	520.4	11.2%
Non-current liabilities						
Long-term loans from financial institutions	269.2	9.1%	398.3	10.8%	242.3	5.2%
Lease liabilities, net	69.6	2.4%	44.5	1.2%	81.2	1.8%
Employee benefit obligations	23.4	0.8%	25.4	0.7%	26.1	0.6%
Decommissioning provision	7.1	0.2%	7.8	0.2%	8.1	0.2%
Derivatives liabilities	4.6	0.2%	0.7	0.0%	-	0.0%
Other non-current liabilities	1.2	0.0%	0.3	0.0%	0.4	0.0%
Total non-current liabilities	375.1	12.7%	477.2	13.0%	358.1	7.7%
Total liabilities	1,204.7	40.8%	1,008.0	27.4%	878.5	18.9%

Item	Consolidated financial statements					
	31 December 2021		31 December 2022		31 December 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Equity						
Share capital						
Authorised share capital	380.8		406.2		404.2	
Issued and paid-up share capital	310.4	10.5%	346.3	9.4%	403.9	8.7%
Share premium, net	771.4	26.1%	1,166.4	31.7%	2,073.0	44.7%
Surplus arising from business combination under common control	30.7	1.0%	30.7	0.8%	30.7	0.7%
Surplus arising from share-based payments	22.8	0.8%	22.8	0.6%	22.8	0.5%
Premium on treasury shares	58.5	2.0%	58.5	1.6%	58.5	1.3%
Discount from changes in shareholding of subsidiary	(0.2)	(0.0%)	(0.2)	(0.0%)	(0.2)	(0.0%)
Retained earnings (losses)						
Appropriated - Legal reserve	50.2	1.7%	52.3	1.4%	52.3	1.1%
Appropriated - Treasury share reserve	-	0.0%	-	0.0%	247.0	5.3%
Unappropriated	480.6	16.3%	991.2	26.9%	1,154.3	24.9%
Less Treasury shares	-	0.0%	-	0.0%	(247.0)	(5.3%)
Other components of equity	10.4	0.4%	3.7	0.1%	(32.6)	(0.7%)
Equity attributable to owners of the Company	1,734.7	59.0%	2,671.7	72.6%	3,762.6	81.1%
Total equity	1,734.7	59.0%	2,671.7	72.6%	3,762.6	81.1%
Total liabilities and equity	2,939.4	100.0%	3,679.7	100.0%	4,641.1	100.0%

Statements of Comprehensive Income

Item	Consolidated financial statements					
	31 December 2021		31 December 2022		31 December 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenues						
Revenues from services	2,918.1	99.3%	2,764.7	99.1%	1,748.0	99.1%
Revenues from sales	21.1	0.7%	24.1	0.9%	16.5	0.9%
Cost of services	(2,406.7)	(81.9%)	(2,170.6)	(77.8%)	(1,377.7)	(78.1%)
Cost of sales	(5.3)	(0.2%)	(6.7)	(0.2%)	(5.5)	(0.3%)
Gross profit	527.2	17.9%	611.5	21.9%	381.3	21.6%
Other income	73.7	2.5%	89.6	3.2%	315.4	17.9%
Selling expenses	(84.9)	(2.9%)	(61.0)	(2.2%)	(49.7)	(2.8%)
Administrative expenses	(276.3)	(9.4%)	(347.1)	(12.4%)	(268.1)	(15.2%)
Loss from impairment on financial assets	(1.7)	(0.1%)	(30.0)	(1.1%)	11.9	0.7%
Other gain (loss), net	5.8	0.2%	5.1	0.2%	(2.7)	(0.2%)
Finance costs	(28.0)	(1.0%)	(33.7)	(1.2%)	(33.4)	(1.9%)
Share of profits from investments in associates and joint ventures	213.0	7.2%	624.0	22.4%	518.1	29.4%
Profit before income tax	428.8	14.6%	858.4	30.8%	872.8	49.5%
Income tax	(61.8)	(2.1%)	(62.7)	(2.3%)	(6.6)	(0.4%)
Net profit for the year	367.0	12.5%	795.7	28.5%	866.2	49.1%
Other comprehensive income :						
Items that will not be reclassified subsequently to profit or loss						
Remeasurement of post-employment benefit obligations	6.4	0.2%	-	0.0%	-	0.0%
Share of other comprehensive income of associates and joint ventures accounted for using the equity method	1.3	0.0%	-	0.0%	-	0.0%
Income tax relating to items that will not be reclassified subsequently to profit or loss	(1.3)	(0.0%)	-	0.0%	-	0.0%
Total items that will not be reclassified subsequently to profit or loss	6.4	0.2%	-	0.0%	-	0.0%
Items that will be reclassified subsequently to profit and loss						
Gain (loss) from changes in fair value of cash flow hedge	4.8	0.2%	3.9	0.1%	-	0.0%
Cash flow hedge reserve reclassified to profit or loss	-	0.0%	0.7	0.0%	-	0.0%

Item	Consolidated financial statements					
	31 December 2021		31 December 2022		31 December 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Currency translation differences on financial statements	2.9	0.1%	(0.1)	(0.0%)	(0.5)	0.0%
Share of other comprehensive income of joint ventures accounted for using the equity method	17.6	0.6%	(10.4)	(0.4%)	(56.8)	(3.2%)
Income tax relating on items that will be reclassified subsequently to profit or loss	(1.0)	(0.0%)	(0.9)	(0.0%)	-	0.0%
Other comprehensive income of joint ventures reclassified to profit or loss	-	0.0%	-	0.0%	21.0	1.2%
Total items that will be reclassified subsequently to profit or loss	24.3	0.8%	(6.8)	(0.2%)	(36.3)	(2.1%)
Other comprehensive income (expenses) for the year, net of tax	30.7	1.0%	(6.8)	(0.2%)	(36.3)	(2.1%)
Total comprehensive income for the year	397.7	13.5%	788.9	28.3%	829.9	47.0%
Earnings per share attributable to owners of the parent:						
Basic earnings per share (Baht per share) ^{/1}	0.605		1.250		1.114	

Remark: ^{/1} Earnings per share is calculated from net profit divided by the weighted average number of ordinary shares issued during the year.

Statements of Cash Flows

Item	Consolidated financial statements		
	2021	2022	2023
	Million Baht	Million Baht	Million Baht
Cash flows from operating activities			
Profit before income tax	428.8	858.4	872.8
Adjustments for:			
Depreciation and amortisation	100.3	89.6	79.9
Share of profit from investments in associates and joint ventures	(213.0)	(624.0)	(518.1)
Impairment loss on investments in an associate	-	1.9	-
Impairment loss on short-term loans to a related party	-	14.5	-
Reversal of impairment losses on short-term loans to related parties	-	-	(14.5)
Impairment loss on deposit	-	20.2	-
Gain on disposal of investments in a subsidiary, associates, and joint ventures	(52.1)	(83.3)	-
Gain on changes in shareholding interests	-	-	(305.9)
(Gain) loss from disposal and written-off of equipment	(2.0)	(1.1)	0.1
Employment benefit obligations	3.6	3.3	2.9
Expected credit lossess of trade receivables (reversal)	1.7	30.0	(11.9)
(Gain) loss on foreign exchange rate	(5.7)	(6.6)	(3.9)
(Gain) loss on changes in fair value of derivatives	0.0	0.7	(0.6)
Gain lease termination and modification	(4.5)	(0.9)	(0.1)
Interest income	(1.2)	(1.2)	(3.0)
Finance costs	28.0	33.7	33.4
Profit from operating activities before adjustment of changes in operating assets and liabilities	283.9	335.2	131.1
Changes in working capital			
Operating assets decrease (increase)			
Trade and other receivables	(297.5)	275.2	(10.8)
Inventories	0.0	(0.3)	0.1
Other current assets	(46.5)	23.4	7.0
Retentions	(0.2)	(4.6)	(0.9)
Other non-current assets	21.9	41.4	5.3
Operating liabilities increase (decrease)			
Trade and other payables	175.0	(225.4)	26.2
Other current liabilities	14.0	(4.1)	(13.8)
Employee benefit obligations paid	(1.3)	(0.9)	(2.3)
Other non-current liabilities	(1.4)	(0.7)	-
Cash flows from operations	147.9	439.2	141.9
Income tax paid	(36.7)	(80.1)	(46.0)
Net cash generated from (used in) operating activities	111.2	359.1	95.9

Item	Consolidated financial statements		
	2021	2022	2023
	Million Baht	Million Baht	Million Baht
Cash flows from investing activities			
Interest received	1.2	1.0	3.3
Proceeds from disposal of equipment	1.8	22.4	0.4
Proceeds from disposal of non-current assets classified as held-for-sale	34.7	-	-
Payments for purchases of equipment and intangible assets	(18.3)	(26.6)	(13.3)
Proceeds from disposal of investments in associates and joint ventures	-	32.4	-
Proceeds from dissolution of a joint venture	1.4	-	-
Payments for investments in associates and joint ventures	(186.1)	(302.1)	(852.4)
Cash decreased from disposal of a subsidiary	-	(19.1)	-
Proceeds from short-term loans to related parties	70.0	4.5	39.5
Payments for short-term loans to related parties	(83.1)	(4.5)	(1.2)
Dividends received from associates and joint ventures	190.2	167.2	475.5
Net cash generated from (used in) investing activities	11.8	(124.8)	(348.2)
Cash flows from financing activities			
Interest paid	(27.7)	(33.3)	(33.2)
Proceeds from short-term loans from financial institutions	430.0	550.0	100.0
Repayments of short-term loans from financial institutions	(440.0)	(670.0)	(100.0)
Payments for lease liabilities	(62.4)	(51.3)	(48.9)
Proceeds from long-term loans from a financial institution	105.0	300.0	-
Repayments of long-term loans from a financial institution	(120.0)	(105.8)	(156.0)
Proceeds from resales of treasury shares	98.6	-	-
Payment for treasury shares	-	-	(247.0)
Proceeds from issuing ordinary shares	-	-	554.0
Proceeds from exercise of warrants	68.5	430.9	410.2
Dividends paid	(121.0)	(282.3)	(456.2)
Net cash generated from (used in) financing activities	(69.2)	138.2	22.9
Net increase (decrease) in cash and cash equivalents	53.8	372.5	(229.4)
Cash and cash equivalents at the beginning of the year	110.5	168.1	540.0
Exchange gains (losses) on cash and cash equivalents	3.8	(0.6)	(0.4)
Cash and cash equivalents at the end of the year	168.1	540.0	310.2

Key Financial Ratios

Key Financial Ratios	Unit	Consolidated financial statements		
		2021	2022	2023
Liquidity Ratio				
Current ratio	(times)	1.3	2.1	1.4
Quick ratio	(times)	1.2	2.0	1.4
Cash flow liquidity ratio	(times)	0.2	0.6	0.3
Account receivable turnover	(times)	4.8	4.2	3.8
Average collection period	(days)	76.7	86.3	96.6
Inventory turnover ^{1/}	(times)	3.8	4.3	3.3
Average inventory turnover ^{1/}	(days)	94.9	84.6	110.9
Account payable turnover	(times)	6.0	5.8	5.1
Payment period	(days)	60.7	62.4	71.0
Cash Cycle ^{2/}	(days)	16.0	23.9	25.6
Profitability Ratio				
Gross profit margin	%	17.9%	21.9%	21.6%
Operating profit margin	%	15.2%	31.0%	43.6%
EBITDA margin	%	19.0%	35.2%	55.9%
Other profit margin	%	2.4%	3.1%	15.2%
Cash to profit margin	%	86.9%	245.9%	195.4%
Net profit margin	%	12.2%	27.6%	49.1%
Return on equity ^{3/}	%	24.3%	36.1%	26.9%
Efficiency Ratio				
Return on assets	%	17.1%	27.0%	21.8%
Return on fixed assets ^{4/}	%	126.3%	317.5%	372.7%
Asset turnover	(times)	1.1	0.9	0.5
Financial Policy Ratio				
Debt to equity ratio	(times)	0.7	0.4	0.2
Interest coverage ratio	(times)	19.9	29.2	29.5
Debt service coverage ratio (Cash Basis)	(times)	0.2	0.5	0.1
Dividend payout ratio ^{5/}	%	67.4%	49.2%	34.8%

Remarks :

^{1/} Inventories is not a significant item to the group's business as it focuses on provision of services.

^{2/} Exclusive of average inventory period which is not a significant item to the group's business.

^{3/} Profit to average shareholders' equity.

^{4/} Profit attributable to owners of the Company includes depreciation of property, plant and equipment and depreciation of right-of-use assets to property, plant and equipment-net and price of right-to-use assets-net (average).

^{5/} Annual dividends (as announced in the Stock Exchange of Thailand (including interim dividends)) to net profit attributable to owners of the Company.

– General Information and Other Signification Information –

1. Corporate General Information

Company Name	:	Triple i Logistics Public Company Limited (iii)
Business Type	:	Triple i Logistics Pte.,Ltd. is a total logistics service provider. We provide our services as a carrier, logistics operator, freight forwarder for international and domestic air freight, sea freight, inland transport as well as providing our service in logistics and supply chain management for both of general cargo and hazardous & dangerous goods.
Registration Number	:	0107560000095
Registered Capital	:	404,247,835.50 Baht dividing into ordinary shares of 808,495,671 shares with a par value at 0.50 Baht each
Paid-up Capital	:	403,876,560.00 Baht dividing into 807,753,120 shares with a par value at 0.50 Baht each
Head Office	:	628 Triple i Building, 3rd Floor, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Telephone Number : 0-2681-8700 Facsimile : 0-2681-8701 Website : www.iii-logistics.com
The CEO Office and Company Secretary	:	Telephone Number : 0-2681-8700 Ext. 100 Facsimile : 0-2681-8701 Email : secretary@iii-logistics.com
Investor Relations	:	Telephone Number : 0-2681-8700 Ext. 104 Facsimile : 0-2681-8701 Email : ir@iii-logistics.com
Reference		
Securities Registrar	:	Thailand Securities Depository Company Limited 93 The Stock Exchange of Thailand Building, Ratchdapisek Road, Din Daeng Bangkok 10400 Telephone Number : 0-2009-9000 Facsimile : 0-2009-9001
Auditor	:	Pricewaterhouse Coopers ABAS Company Limited 179/74-80 Bangkok City Tower, South Sathorn Road, Sathorn, Bangkok 10120. Ms. Sukhumaporn Wong-ariyaporn CPA Registration No. 4843

2. General Information of The Subsidiary and Associated Companies.

Air Freight Business

No.	Subsidiaries	Business	Registered capital	Par value per share	Paid-up capital	Percentage of investment
1.	Triple i Air Express Co., Ltd. (TAX) Address: 628, 6 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-5888 Fax. : 02-681-5889	Wholesale Air Freight Forwarder	Baht 50,000,000	Baht 100	Baht 50,000,000	99.99
2.	Triple i International Pte., Ltd. (TIL) Address: 80 Robinson Road #02-00 Singapore 068898 Tel. : +65-6223-1848 Fax. : +65-6223-6967	Air Freight Forwarder	SGD 100,000	SGD 1	SGD 100,000	100.00
3.	Asia Ground Service Co., Ltd. (AGS) Address: 628, 6 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-5888 Fax. : 02-681-5889	Ground Handling Service and Air Cargo Terminal	Baht 50,000,000	Baht 100	Baht 50,000,000	99.99
4.	Asia Network International Public Company Limited (ANI) Address: 628, 6 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-3149 Fax. : 02-294-1384	General Sales Agent for Airlines	Baht 924,000,000	Baht 0.50	Baht 924,000,000	36.15
5.	SAL Group (Thailand) Co., Ltd. (SAL) Address: 628, 6 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-029-7888 Fax. : -	Ground Handling Services and Air Cargo Terminal	Baht 832,200,000	Baht 100	Baht 832,200,000	22.50

Sea Freight and Inland Transport Business

No.	Subsidiaries	Business	Registered capital	Par value per share	Paid-up capital	Percentage of investment
1.	Triple i Maritime Agencies Co., Ltd. (TMA) Address: 628, 2 nd Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-8988 Fax. : 02-681-8955	<ul style="list-style-type: none"> Shipping Line Agency Domestic Rail Freight Service 	Baht 10,000,000	Baht 100	Baht 10,000,000	99.99
2.	ECU Worldwide (Thailand) Co., Ltd. (ECU) Address: 628, 5 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-8555 Fax. : 02-681-8265	Sea Freight Forwarders Less Than Container Load (LCL services)	Baht 5,000,000	Baht 100	Baht 5,000,000	43.00
3.	CK Line (Thailand) Co., Ltd. (CKT) Address: 628, 3 rd Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-8711 Fax. : 02-681-5811	Shipping Line Agency	Baht 5,000,000	Baht 100	Baht 5,000,000	42.00
4.	TSL Logistics Co., Ltd (TSL) Address: 628 Triple i Building 3 rd Floor, Soi KlabChom, Nonsee Road, Chongnonsee Sub-district, Yannawa District, Bangkok 10120 Tel. : 02-681-5888 Fax. : 02-681-5889	International Rail Freight Services	Baht 10,000,000	Baht 10	Baht 2,500,000	50.99

No.	Subsidiaries	Business	Registered capital	Par value per share	Paid-up capital	Percentage of investment
1.	Triple i SupplyChain Co., Ltd. (TSC) Address: 628, 6 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-3722 Fax. : 02-681-8999	Warehouse and Distribution Services	Baht 10,000,000	Baht 100	Baht 10,000,000	99.99
2.	Cross Border Couriers Co., Ltd. (CBC) Address: 628, 7 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-5888 Fax. : 02-681-5889	International Express Air Freight Services	Baht 3,000,000	Baht 100	Baht 3,000,000	99.99
3.	Galaxy Ventures Co., Ltd. (GV) Address: 149, 8 th Floor, Galaxy Place Building, (room 8/1-8/2) Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-687-2700 Fax. : -	Logistics Holding Related Company	Baht 40,000,000	Baht 10	Baht 40,000,000	30.00
4.	Makesend Express Co., Ltd. (MAKESEND) Address: 69 Ratchadaphisek Road, Wong Sawang, Bang Sue, Bangkok 10800 Tel. : 02-430-0596 Fax. : -	Domestic Express Delivery	Baht 30,000,000	Baht 10	Baht 30,000,000	30.00
5.	Sabuy Speed Co., Ltd. (SBS) Address: 230 Bang Khun Thian-Chai Thale Road, Samae Dam Sub-district, Bang Khun Thian, Bangkok 10150 Tel. : 02-009-0555 Fax. : -	Drop-Off Service	Baht 406,097,560	Baht 10	Baht 406,097,560	18.00
6.	AZIA24 Pte.,Ltd. Address: 24 Sin Ming Lane #50-107 Midview City Singapore (573970) Tel. : - Fax. : -	Super Express Air Freight Service	SGD 100,000	SGD 1	SGD 100,000	30.00

Chemical and Specialty Logistics Business

No.	Subsidiaries	Business	Registered capital	Par value per share	Paid-up capital	Percentage of investment
1.	HazChem Logistics Management Co., Ltd. (HLM) Address: 628, 4 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-8000 Fax. : 02-681-8999	Total Logistics Management for Hazardous and Dangerous Goods	Baht 50,000,000	Baht 100	Baht 50,000,000	99.99
2.	DG Packaging (Thailand) Co., Ltd. (DGP) Address: 628, 4 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-8122 Fax. : 02-681-8121	Dangerous Goods Packaging Service	Baht 1,000,000	Baht 100	Baht 1,000,000	99.99
3.	Hazchem Logistics Management Pte., Ltd. (HLM-SG) (Joint Ventures held by HLM) Address: 24 Sin Ming Lane #05-107 Singapore 573970 Tel. : (65) 6543-9015 Fax. : -	Total Logistics Management for Hazardous and Dangerous Goods	SGD 100,000	SGD 1	SGD 100,000	55.00
4.	HazChem Trans Management Co., Ltd. (HTM) (Joint Ventures held by HLM) Address: 628, 4 th Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120 Tel. : 02-681-8000 Fax. : 02-681-8999	Inland Domestic Transport for Hazardous and Dangerous Goods	Baht 5,000,000	Baht 100	Baht 5,000,000	59.99
5.	DG Packaging Pte., Ltd. (DGPS) Address: 56 Loyang Way #05-01 Loyang Enterprise Building, Singapore 508775 Tel. : (65) 6385-5888 Fax. : -	Dangerous Goods Packaging Service	SGD 200,000	SGD 1	SGD 200,000	50.00

– Legal Disputes –

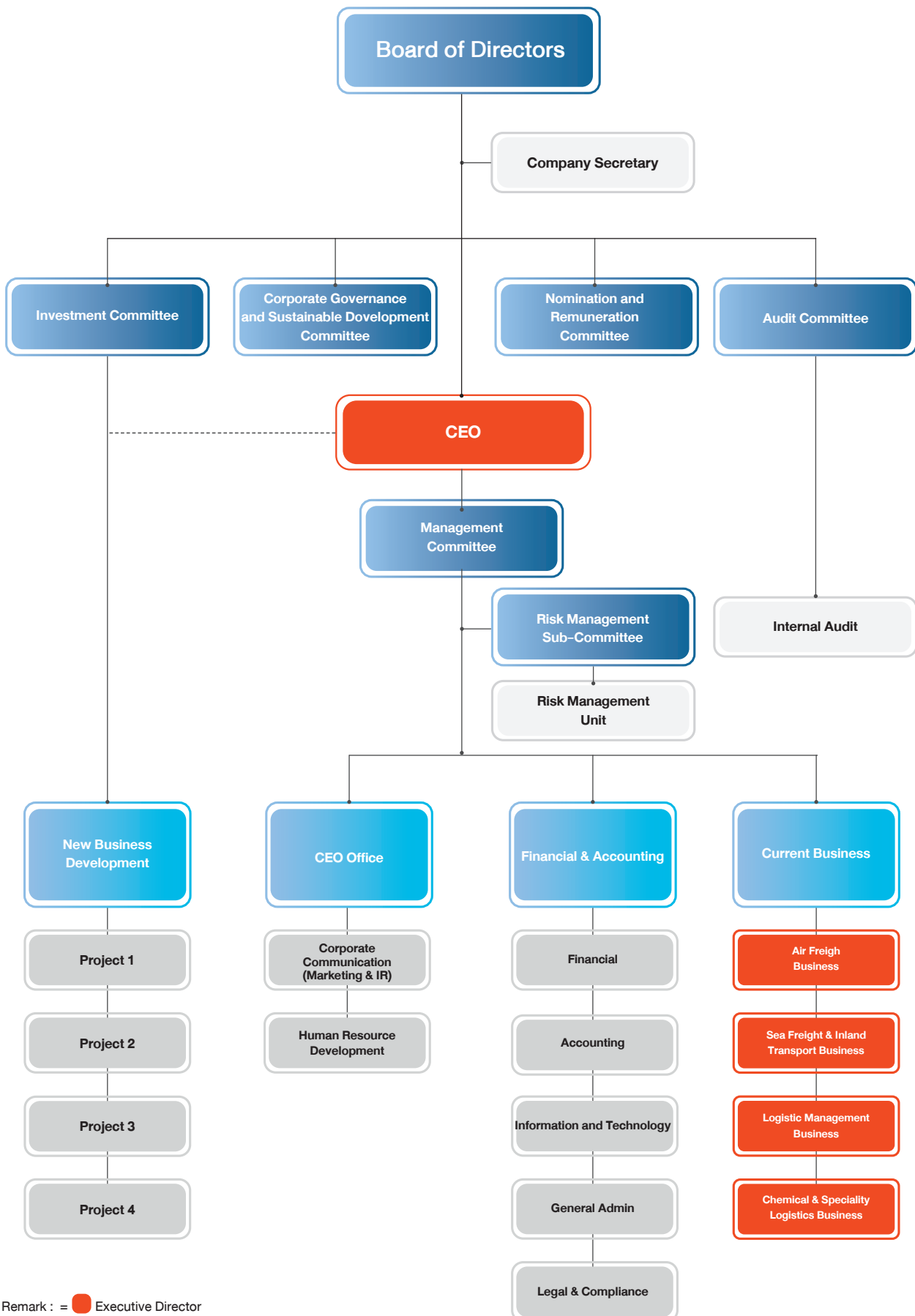


As of 31 December 2023, the Company and its subsidiaries did not have any ongoing legal disputes which may affect assets of the Company or its subsidiaries in the amount of greater than 5% of the shareholders' equity and there is no dispute that significantly affects the business operations of the Company and its subsidiaries.

Part **2** | Corporate Governance



- Management Structure -



– BOARD OF DIRECTORS –



Mr. Krirkkrai Jirapaet
Chairman of the Board
Independent Director



Mr. Woodtipong Moleechad
Vice Chairman of the Board
Independent Director
Chairman of the Audit Committee



Mr. Apichart Chirabandhu
Director
Independent Director



Mr. Vipoota Trakulhoon
Director
Independent Director



Mr. Tipp Dalal
Director
Chairman of Management
Committee
CEO



Mr. Viraj Nobnomtham
Director
CFO



Mr. Thanut Thatayanon
Director



Mrs. Darunee Rakpongpi boon
Director
Company Secretary



Mr. Jirod Panacharas
Director



**Mr. Chalernsak
Karnchanawarin**
Director



Mr. Krirkkrai Jirapaet

Age 80 years

Chairman of the Board/
Independent Director

Appointed as director

on 15 March 2017, 24 April 2019 (The 1st re-elected),
19 April 2022 (The 2nd re-elected)

(%) Share Possession* as of 23 January 2024

Changes in number of Shares during the year

Relationship between the executive

Educations

- Bachelor of Arts (Hons), Political Science,
Chulalongkorn University
- Master of Economics,
Sydney University, Australia

Certifications

- Director Certification Program (DCP) Class 61/2005,
Thai Institute of Directors (IOD)
- The Role of Chairman Program (RCP),
Thai Institute of Directors (IOD)
- Audit Committee Program (ACP),
Thai Institute of Directors (IOD)

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated
Companies (Direct & Indirect)

- 2017 - Present : Chairman of the board/
Independent Director,
Triple i Logistics PLC.
- 2021 - 2023 : Chairman of the board,
Asia Network International Co., Ltd.

Positions in Other Listed Companies

- 2023 - Present : Chairman of the board/
Independent Director,
Asia Network International PLC.
- 2023 - Present : Chairman of the board/
Independent Director,
Kingsford Holdings PLC.
- 2016 - Present : Chairman of the board/
Independent Director,
QTC Energy PLC.
- 2016 - 2022 : Chairman of Advisers to Banpu PLC.
- 2008 - 2016 : Chairman of the board/
Independent Director,
Banpu PLC.

Positions in Non Listed Companies

-

Positions in Other Organizations

- 2017 - Present : Honorary Chairman
Thai Institute of Directors (IOD)
- 2015 - Present : Member of Council of State
- 2005 - 2022 : Deputy Chairman of UTCC Council
- 2014 - 2015 : Member of National Reform Council

* Includes holding by spouse and minor children



Mr. Woodtipong Moleechad

Age 75 years

Vice Chairman of the Board/
Independent Director/
Chairman of the Audit Committee/
Chairman of the Investment Committee

Appointed as director

on 15 March 2017, 24 April 2018 (The 1st re-elected),
20 April 2021 (The 2nd re-elected)
18 April 2023 (The 3rd re-elected)

(%) Share Possession* as of 23 January 2024

Changes in number of Shares during the year

Relationship between the executive

Educations

- Bachelor of Economics,
Thammasat University

Certifications

- Director Certification Program (DCP)
Class 130/2010, Thai Institute of Directors (IOD)
- Anti-Corruption for Executive Program (ACEP)
Class 15/2015, Thai Institute of Directors (IOD)
- Director Certification Program Update (DCPU)
Class 3/2015, Thai Institute of Directors (IOD)
- Advanced Audit Committee Program (AACP)
Class 44/2022, Thai Institute of Directors (IOD)

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated
Companies (Direct & Indirect)

- 2017 – Present : Independent Director/ Chairman of the
Audit Committee,
Triple i Logistics PLC.
- 2021 – Present : Independent Director/
Chairman of the Investment Committee,
Triple i Logistics PLC.
- 2019 – Present : Vice Chairman of the Board,
Triple i Logistics PLC.

Positions in Other Listed Companies

- 2022- Present : Chairman of the Board/
Independent Director/
Chairman of the Audit Committee,
International Network System PCL.
- 2022- Present : Chairman of the Board/
Independent Director/
Chairman of the Audit Committee,
Supreme Distribution PLC.
- 2015 – Present : Chairman of the Board/
Independent Director,
Business Alignment PLC.
- 2009 – Present : Chairman of the Board/
Independent Director/
Member of the Audit Committee/
Chairman of the Nomination, Compensation
and Corporate Governance Committee,
Symphony Communication PLC.

Positions in Non Listed Companies

- 2022 – Present : Chairman of the Board/
Independent Director/
Chairman of the Audit Committee/
Supreme Distribution (Thailand) Co., Ltd
- 2003 – 2009 : Deputy Managing Director,
Thailand Post Co., Ltd

Positions in Other Organizations

-

* Includes holding by spouse and minor children



Mr. Apichart Chirabandhu

Age 65 years

Director/Independent Director/
Member of the Audit Committee/
Chairman of the Corporate Governance
and Sustainable Development Committee/
Member of the Nomination and Remuneration
Committee

Appointed as director

on 15 March 2017, 20 April 2020 (The 1st re-elected),
19 April 2022 (The 2nd re-elected)

(%) Share Possession* as of 23 January 2024

-

Changes in number of Shares during the year

-

Relationship between the executive

-

Educations

- Bachelor of Laws, Ramkhamhaeng University
- Diploma, The National Defense College of Thailand (NDC)

Certifications

- Director Accreditation Program (DAP)
Class 103/2013, Thai Institute of Directors (IOD)
- Politics and Governance in Democratic Systems for
Executives Class 18/2014 King Prajadhipok's Institute
- Advanced Audit Committee Program (AACP)
Class 31/2018, Thai Institute of Directors (IOD)
- Corporate Governance for Executives Program (CGE)
Class 15/2019, Thai Institute of Directors (IOD)

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated
Companies (Direct & Indirect)

2017 - Present : Director/Independent Director/Member
of the Audit Committee/Chairman of the
Corporate Governance and Sustainable
Development Committee/Member of the
Nomination and Remuneration Committee,
Triple i Logistics PLC.

Positions in Other Listed Companies

2023 - Present : Director/Independent Director/Chairman of
the Audit Committee/Member of the
Nomination and Remuneration Committee,
Kingsford Holdings PLC.

2018 - Present : Independent Director/Chairman of the
Audit Committee/Member of the
Nomination and Remuneration Committee,
Thai Vegetable Oil PLC.

2014 - Present : Director/Independent Director/Chairman of
the Audit Committee/Chairman of the
Nomination and Remuneration Committee/
Member of the Corporate Governance Committee,
Millcon Steel PLC.

2013 - 2021 : Independent Director/Member of the Audit
Committee/Chairman of the Nomination
and Remuneration Committee,
Nok Airlines PLC.

Positions in Non Listed Companies

2009 - Present : Director, AC Worldwide Co., Ltd.

2014 - 2018 : Director, Continental Holding Co., Ltd.

2002 - 2018 : Director, Siam Premier Service Co., Ltd.

1991 - 2018 : Director, Siam Premier International
Law Office Limited

Positions in Other Organizations

2019 - Present : Specialist of Senator

2009 - Present : Treasurer of the Business Lawyers Foundation

2018 - 2019 : Advisor to the Minister of Tourism and Sports

* Includes holding by spouse and minor children



Mr. Vipoota Trakulhoon

Age 57 years

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

Appointed as director

on 15 March 2017, 24 April 2018 (The 1st re-elected),
20 April 2021 (The 2nd re-elected)

(%) Share Possession* as of 23 January 2024

Changes in number of Shares during the year

Relationship between the executive

Educations

- Bachelor of Business Administration,
Major of Banking and Finance,
Chulalongkorn University
- Master of Business Administration,
Sasin Graduate Institute of Business
Administration of Chulalongkorn University

Certifications

- Director Accreditation Program (DAP)
Class 120/2015, Thai Institute of Directors (IOD)
- Advanced Audit Committee Program (AACP)
Class 42/2021, Thai Institute of Directors (IOD)

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated
Companies (Direct & Indirect)

- 2017 – Present : Director/Independent Director/
Member of the Audit Committee/
Chairman of the Nomination and
Remuneration Committee,
Triple i Logistics PLC.
- 2021 – Present : Member of the Investment Committee,
Triple i Logistics PLC.

Positions in Other Listed Companies

- 2022 – Present : Chairman of the Audit Committee,
SKY ICT PCL.
- 2021 – Present : Independent Director/
Member of the Audit Committee/
Member of the Environmental,
Social, and Corporate
Governance Committee,
Thai Vegetable Oil PCL.
- 2020 – Present : Director/Independent Director,
SKY ICT PCL.
- 2016 – Present : Independent Director/
Member of the Audit Committee/
Chairman of the Nomination and Remuneration
Committee, Business Alignment PCL.
- 2014 – Present : Director/Chairman of Investment Committee,
Millcon Steel PLC.

Positions in Non Listed Companies

- 2015 – Present : Director, Creative Kobelco Millcon Co., Ltd
- 2014 – Present : Director, Creative Power Co., Ltd.

Positions in Other Organizations

-

* Includes holding by spouse and minor children



Mr. Tipp Dalal

Age 57 years

Director/
Member of the Investment Committee/
Chairman of the Management Committee/
CEO

Appointed as director

on 15 March 2017, 24 April 2018 (The 1st re-elected),
20 April 2021 (The 2nd re-elected)
18 April 2023 (The 3rd re-elected)

(%) Share Possession* as of 23 January 2024 18.33

Changes in number of Shares during the year (+1,848,776 Shares)

Relationship between the executive -

Educations

- Bachelor of Business Administration,
Major in Merchant Marine, Chulalongkorn University

Certifications

- Director Certification Program (DCP) Class 228/2016,
Thai Institute of Directors (IOD)
- Director Accreditation Program (DAP) Class 124/2016,
Thai Institute of Directors (IOD)
- Leadership Program Batch 25, Capital Market Academy
- Achieving Organizational Agility,
Thai Institute of Director (IOD)
- Diploma, National Defense College Class 63,
The National Defense Course
- The Rule of Law for Democracy Class 10,
College of the Constitutional Court

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated
Companies (Direct & Indirect)

- 2017 - Present : Director/Chairman of the Management
Committee/CEO, Triple i Logistics PLC.
- 2023 - Present : Director, Azia24 Pte., Ltd.
- 2021 - Present : Member of the Investment Committee,
Triple i Logistics PLC.
- 2021 - Present : Director, Asia GSA Holding (Thailand) Co., Ltd.
- 2022 - Present : Director, Sabuy Speed Co., Ltd.
- 2022 - Present : Director, TSL Logistics Co., Ltd.
- 2020 - Present : Director, Galaxy Ventures Co., Ltd.
- 2019 - Present : Director, Superior GSA Pte., Ltd.
- 2019 - Present : Director, JPK Asia (Myanmar) Co., Ltd.
- 2019 - Present : Director, Excel Air (Cambodia) Co., Ltd.
- 2019 - Present : Director, JPK Asia (Thailand) Co., Ltd.

- 2019 - Present : Director, Around Logistics Management Co., Ltd.
- 2018 - Present : Director, DG Packaging Pte., Ltd.
- 2016 - Present : Director, GSA Cargo Network (Myanmar) Co., Ltd.
- 2015 - Present : Director, Cross Border Couriers Co., Ltd.
- 2015 - Present : Director, Triple i International Pte., Ltd.
- 2015 - Present : Director, Excel Air (Guangzhou) Co., Ltd.
- 2014 - Present : Director, HazChem Trans Management Co., Ltd.
- 2013 - Present : Director, Asia Ground Service Co., Ltd.
- 2013 - Present : Director, Triple i SupplyChain Co., Ltd.
- 2013 - Present : Director, Excel Air Co., Ltd.
- 2012 - Present : Director, GSA Asia Cargo Co., Ltd.
- 2011 - Present : Director, CK Line (Thailand) Co., Ltd.
- 2010 - Present : Director, DG Packaging (Thailand) Co., Ltd.
- 2008 - Present : Director, Triple i Asia Cargo Co., Ltd.
- 2007 - Present : Director, Triple i Air Express Co., Ltd.
- 2004 - Present : Director, HazChem Logistics Management Co., Ltd.
- 1996 - Present : Director, Triple i Maritime Agencies Co., Ltd.
- 2009 - 2023 : Director, Asia Network International Co., Ltd.
- 2021 - 2022 : Director, A.T.P. Friend Services Co., Ltd.
- 2020 - 2020 : Director, SAL Group (Thailand) Co., Ltd.
- 2020 - 2020 : Director, AOT Ground Aviation Services Co., Ltd.
- 2012 - 2020 : Director, CWT Chemical Logistics Co., Ltd.

Positions in Other Listed Companies

- 2023 - Present : Director/Chairman of Executive Committee,
Asia Network International PLC.

Positions in Non Listed Companies

-

Positions in Other Organizations

-

* Includes holding by spouse and minor children



Mr. Viraj Nobnomtham

Age 58 years

Director/ Member of the Investment Committee/
Member of the Management Committee/
Member of the Nomination and Remuneration
Committee/ Chairman of the Risk Management
Sub-Committee/CFO

Appointed as director

on 15 March 2017, 24 April 2019 (The 1st re-elected)
19 April 2022 (The 2nd re-elected)

(%) Share Possession* as of 23 January 2024 14.25

Changes in number of Shares during the year (+2,044,100 Shares)

Relationship between the executive -

Educations

- Bachelor of Business Administration,
Major in Merchant Marine, Chulalongkorn University

Certifications

- Director Certification Program (DCP) Class 213/2015,
Thai Institute of Directors (IOD)
- TLCA CFO Professional Development Program (TLCA CFO
CPD) 1/2022 "Upgrading the quality of financial reports of
Thai listed companies", Thai Listed Companies Association
(Online Training)
- TLCA CFO Professional Development Program (TLCA CFO
CPD) 3/2022 "PDPA for accounting and finance",
Thai Listed Companies Association (Online Training)
- TLCA CFO Professional Development Program (TLCA CFO
CPD) 4/2022 "Understanding digital assets and CFO's roles",
Thai Listed Companies Association (Online Training)
- TLCA CFO Professional Development Program (TLCA
CFO CPD) 1/2023 "Economic Update for CFO" Thai Listed
Companies Association (Online Training)
- TLCA CFO Professional Development Program (TLCA CFO
CPD) 2/2023 "Risk Management for CFOs" Thai Listed
Companies Association (Online Training)
- TLCA CFO Professional Development Program (TLCA CFO
CPD) 3/2023 "Financial Technology (Fintech)" Thai Listed
Companies Association (Online Training)

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated
Companies (Direct & Indirect)

2017 – Present	: Director / Member of the Management Committee/ Member of the Nomination and Remuneration Committee/ Chairman of the Risk Management Sub-Committee / CFO, Triple i Logistics PLC.
2021 – Present	: Member of the Investment Committee, Triple i Logistics PLC.
2022 – Present	: Director, TSL Logistics Co., Ltd.
2022 – Present	: Director, AOT Ground Aviation Services Co., Ltd.
2021 – Present	: Director, Makesend Express Co., Ltd.
2021 – Present	: Director, Aero Flight Service Co., Ltd.
2019 – Present	: Director, SAL Group (Thailand) Co., Ltd.
2016 – Present	: Director, GSA Cargo Network (Myanmar) Co., Ltd.
2015 – Present	: Director, Cross Border Couriers Co., Ltd.
2015 – Present	: Director, Triple i International Pte., Ltd.
2013 – Present	: Director, Asia Ground Service Co., Ltd.
2013 – Present	: Director, Triple i SupplyChain Co., Ltd.
2008 – Present	: Director, Triple i Asia Cargo Co., Ltd.
2007 – Present	: Director, Triple i Air Express Co., Ltd.
2005 – Present	: Director/Managing Director, ECU Worldwide (Thailand) Co., Ltd.
2004 – Present	: Director, HazChem Logistics Management Co., Ltd.
1996 – Present	: Director, Triple i Maritime Agencies Co., Ltd.
2011 – 2023	: Director, CK Line (Thailand) Co., Ltd.
2009 – 2023	: Director, Asia Network International Co., Ltd.

Positions in Other Listed Companies

2023- Present	: Director/Executive Director/ Nomination and Remuneration Committee, Asia Network International PLC.
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Positions in Non Listed Companies

-

Positions in Other Organizations

-

* Includes holding by spouse and minor children



Mr. Thanut Thatayanon

Age 54 years

Director/
Member of the Investment Committee/
Member of the Management Committee/
Member of the Corporate Governance and
Sustainable Development Committee/
Member of the Risk Management Sub-Committee

Appointed as director

on 15 March 2017, 24 April 2019 (The 1st re-elected),
20 April 2021 (The 2nd re-elected)

(%) Share Possession* as of 23 January 2024 1.55

Changes in number of Shares during the year -

Relationship between the executive -

Educations

- Bachelor of Accountancy (Cost Accounting),
Chulalongkorn University
- Master of Business Administration,
Chulalongkorn University

Certifications

- Top Executive Program in Commerce and Trade
(TEPCoT) Class 9/2015, University of the Thai
Chamber of Commerce (UTCC)
- Director Accreditation Program (DAP) Class 127/2016,
Thai Institute of Directors (IOD)
- Director Certification Program (DCP) Class 240/2017,
Thai Institute of Directors (IOD)
- Business Revolution and Innovation Network (Brain)
Class 1/2017, The Federation of Thai Industries
- Advanced Master of Management Program
Class 2/2018, National Institute of Development
Administration (NIDA)
- Leadership Program Batch 29,
Capital Market Academy
- The Connex Class 2/2023, University of the
Thai Chamber of Commerce (UTCC)

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated
Companies (Direct & Indirect)

- 2017 - Present : Director/Member of Management
Committee/Member of the Corporate
Governance Committee/Member of the
Risk Management Sub-Committee,
Triple i Logistics PLC.
- 2021 - Present : Member of the Investment Committee,
Triple i Logistics PLC.
- 2009 - Present : Director, CK Line (Thailand) Co., Ltd.
- 2007 - Present : Director/Managing Director,
Triple i Maritime Agencies Co., Ltd.
- 2009 - 2022 : Managing Director,
CK Line (Thailand) Co., Ltd.

Positions in Other Listed Companies

-

Positions in Non Listed Companies

-

Positions in Other Organizations

- 2023 - Present : Advisor to Logistic Sub-committee,
Transportation Committee of The Senate
- 2022 - Present : Sub-committee, ASEAN and Logistics Committee,
The Federation of Thai Industries
- 2020 - Present : Advisor to the Corporate Communications
Affairs Committee,
The Federation of Thailand Industries
- 2020 - Present : Marine Sub - Committee,
Board of Trade of Thailand

* Includes holding by spouse and minor children



Mrs. Darunee Rakpongpiboon

Age 53 years

Director/ Member of the Investment Committee/
Member of the Management Committee/
Member of the Risk Management Sub-Committee/
Company Secretary

Appointed as director

on 15 March 2017, 24 April 2018 (The 1st re-elected),
20 April 2020 (The 2nd re-elected),
18 April 2023 (The 3rd re-elected)

(%) Share Possession* as of 23 January 2024 0.99

Changes in number of Shares during the year -

Relationship between the executive -

Educations

- Bachelor of Science,
Chulalongkorn University
- Master of Business Administration,
Chulalongkorn University

Certifications

- Director Accreditation Program (DAP) Class 127/2016,
Thai Institute of Directors (IOD)
- Company Secretary Program Class 68/2016,
Thai Institute of Directors (IOD)
- Financial Statements for Directors Class 34/2017,
Thai Institute of Directors (IOD)
- IR Fundamental Course 2018, Thailand Securities
Institute (TSI)
- Top Executive Program in Commerce and Trade
(TEPCoT) Class 12/2019, Thai Chamber of Commerce
- Certificate in ESG Management (C-ESG) Class 3/2023,
The Securities Exchange of Thailand (SET)

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated
Companies (Direct & Indirect)

2017 - Present : Director/Member of the Management
Committee/Company Secretary,
Triple i Logistics PLC.

2021 - Present : Member of the Investment Committee/
Member of the Risk Management Sub-
Committee, Triple i Logistics PLC.

Positions in Other Listed Companies

-

Positions in Non Listed Companies

-

Positions in Other Organizations

2020 - 2021 : Member of Policy and Strategic
Development Sub-Committee,
The Liquor Distillery Organization,
The Excise Department

2020 - 2021 : Member of Risk Management and Internal
Control Sub-Committee,
The Liquor Distillery Organization,
The Excise Department

* Includes holding by spouse and minor children



Mr. Jirod Panacharas

Age 51 years

Director/
Member of the Management Committee/
Member of the Corporate Governance and
Sustainable Development Committee

Appointed as director

on 15 March 2017, 24 April 2019 (The 1st re-elected),
19 April 2022 (The 2nd re-elected)

(%) Share Possession* as of 23 January 2024 3.34

Changes in number of Shares during the year -

Relationship between the executive -

Educations

- Bachelor of Business Administration, Assumption University
- Master of Science (CEM), Assumption University

Certifications

- Director Accreditation Program (DAP) Class 127/2016, Thai Institute of Directors (IOD)
- Financial Statements for Directors Class 34/2017, Thai Institute of Directors (IOD)
- Senior Executive Program for Nation Building Class 8

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated Companies (Direct & Indirect)

- | | | |
|----------------|---|---|
| 2017 - Present | : | Director/ Member of Management Committee/ Member of the Corporate Governance and Sustainable Development Committee, Triple i Logistics PLC. |
| 2018 - Present | : | Director, Triple i SupplyChain Co., Ltd. |
| 2014 - Present | : | Director, HazChem TransManagement Co., Ltd. |
| 2010 - Present | : | Director/Managing Director, DG Packaging (Thailand) Co., Ltd. |
| 2008 - Present | : | Director, HazChem Logistics Management Co., Ltd. |

Positions in Other Listed Companies

-

Positions in Non Listed Companies

-

Positions in Other Organizations

-

* Includes holding by spouse and minor children



Mr. Chalernsak Karnchanawarin

Age 47 years

Director/
Member of the Management Committee/
Member of the Risk Management Sub-Committee

Appointed as director

on 24 April 2018, 20 April 2020 (The 1st re-elected)

(%) Share Possession* as of 23 January 2024 3.60

Changes in number of Shares during the year -

Relationship between the executive -

Educations

- Bachelor of Business Administration, Assumption University
- Master of Business Administration, Assumption University

Certifications

- Director Accreditation Program (DAP) Class 126/2016, Thai Institute of Directors (IOD)
- The Climate Action Programme for the Chemical Industry (CAPCI): Training of Trainers (ToT) "Sustainable Chemistry and Climate Change" organized by the German Agency for International Cooperation (GIZ)

Working Experiences for the past 5 years

Positions in Company/Joint Venture Companies/Affiliated Companies (Direct & Indirect)

- 2018 - Present : Director, Triple i Logistics PLC.
- 2017 - Present : Member of Management Committee/ Member of the Risk Management Sub-Committee, Triple i Logistics PLC.
- 2018 - Present : Director, DG Packaging Pte., Ltd.
- 2014 - Present : Director, HazChem TransManagement Co., Ltd.
- 2013 - Present : Director, Triple i SupplyChain Co., Ltd.
- 2010 - Present : Director, DG Packaging (Thailand) Co., Ltd.
- 2008 - Present : Director/Managing Director, HazChem Logistics Management Co., Ltd.

Positions in Other Listed Companies

-

Positions in Non Listed Companies

-

Positions in Other Organizations

- 2023 - Present : President, Thai International Freight Forwarders Association: TIFFA
- 2020 - Present : Executive Committee of Center for Safety, Health and Environment of Chulalongkorn University: SHECU
- 2020 - Present : Chairman, Responsible Care Management Committee of Thailand: RCMCT, Chemical Industry Club: CIC, the Federation of Thai Industries: FTI
- 2020 - Present : Director, Industry Competency Board: Logistics, Thailand Professional Qualification Institute (Public Organization)
- 2019 - Present : Secretary General, Thai International Freight Forwarders Association: TIFFA
- 2014 - Present : Advisor, Chemical Industry Club: CIC, the Federation of Thai Industries: FTI
- 2007 - Present : Director, Hazardous Substances Logistics Association: HASLA

* Includes holding by spouse and minor children

BOARD OF DIRECTORS

The Board of Directors plays an important role in overseeing the Company's business operations by focusing on maximizing benefits for shareholders, employees, customers, and taking into consideration stakeholders and related parties. The Board of Directors also promotes operating the business with good governance so that the work process of the executives and employees can be transparent and examinable. As of 31 December 2023, the Board of Directors consists of 10 members as follows:

Name – Surname	Position
1. Mr. Krirkkrai Jirapaet ^{/1}	Chairman of the Board/ Independent Director
2. Mr. Woodtipong Moleechad ^{/2}	Vice Chairman of the Board/Independent Director/Chairman of the Audit Committee/ Chairman of the Investment Committee
3. Mr. Vipoota Trakulhoon ^{/3}	Director/ Independent Director/Member of the Audit Committee/ Chairman of the Nomination and Remuneration Committee/ Member of the Investment Committee
4. Mr. Apichart Chirabandhu ^{/4}	Director/ Independent Director/ Member of the Audit Committee/ Chairman of the Corporate Governance and Sustainable Development Committee/ Member of the Nomination and Remuneration Committee
5. Mr. Tipp Dalal	Director/ Member of the Investment Committee/Chairman of the Management Committee/ CEO
6. Mr. Viraj Nobnomtham	Director/ Member of the Nomination and Remuneration Committee/ Member of the Investment Committee/ Member of Management Committee/ Chairman of the Risk Management Sub-Committee/ CFO
7. Mr. Thanut Thatayanon	Director/ Member of the Investment Committee/Member of the Management Committee/ Member of the Corporate Governance and Sustainable Development Committee/ Member of the Risk Management Sub-Committee
8. Mrs. Darunee Rakpongpi boon ^{/5}	Director/ Member of the Investment Committee/ Member of the Management Committee/ Member of the Risk Management Sub-Committee/ Company Secretary
9. Mr. Jirod Panacharas	Director/ Member of the Management Committee/ Member of the Corporate Governance and Sustainable Development Committee
10. Mr.Chalernsak Karnchanawarin	Director /Member of the Management Committee/ Member of the Risk Management Sub-Committee

Remarks: None of the directors was employee or partner of the audit firm engaged by the Company.

All directors have completed Director Accredited Program (DAP) and/or Director Certification Program (DCP) organized by Thai Institute of Directors (IOD).

^{/1} Mr. Krirkkrai Jirapaet is an independent director with knowledge, expertise and experience in local and international trade management, and organizational management according to principles of good corporate governance.

^{/2} Mr. Woodtipong Moleechad is an independent director with experience in the Company's business (former Senior Vice President of Operations Department of Thailand Post Co., Ltd.).

^{/3} Mr. Vipoota Trakulhoon is an independent director with knowledge and experience in accounting and financial statements review.

^{/4} Mr. Apichart Chirabandhu is an independent director with knowledge and experience in laws.

^{/5} Mrs. Darunee Rakpongpi boon was appointed as the Company Secretary on 15 November 2016 and completed Company Secretary Program 68/2016 organized by Thai Institute of Directors (IOD).

COMPOSITION OF THE BOARD OF DIRECTORS

The Board of Directors consists of the number of directors as determined by the shareholders' meeting and there must be at least 5 directors. At least 3 directors or one-third of the total number of directors (whichever is higher) must be independent directors. The Board of Directors consists of people with knowledge, expertise, and experience that can be beneficial to the Company. The directors must fully dedicate their time and effort. The Board of Directors has determined that a director can hold a directorship in no more than 5 companies listed on the Stock Exchange of Thailand. In this regard, the holding of office as an independent director shall have its term not more than 9 years, except the case where such extension to the term is deemed as beneficial to the Company.

AUTHORIZED DIRECTORS TO BIND THE COMPANY

The authorized directors to bind the Company are Mr. Tipp Dalal, Mr. Viraj Nobnomtham, Mr. Thanut Thatayanon, Mr. Jirod Panacharas and Mrs. Darunee Rakpongpi boon, any two of five directors jointly sign together with the Company's seal affixed.

SCOPE OF AUTHORITIES, DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors has the authorities, duties and responsibilities of management of the Company to comply with the laws, objectives and Articles of Association of the Company including the resolution of the shareholders' meeting by exercising of duty of good faith, duty of care and duty of Company's benefit protection, the details of the authorities, duties and responsibilities are as follows:

1. To consider and approve the operation of Company and its subsidiaries to in line with the Articles of Association of each company which include the following matters:
 - Vision, mission, policies, strategic plans, and goals that support sustainable growth, covering economic, social, and environmental aspects
 - Annual Business Plan
 - Annual Budget Plan
 - Quarter Financial Statements
 - Annual Financial Statements
 - Change of organization chart in the group level and other significant changes in the organization
 - Acquisition, incorporation, disposal or suspension of significant assets or business of the Company
 - Change of authorization from the Board of Directors to any persons
2. To give the authority to the sub-committees from time to time.
3. To comply with duties and responsibilities of the Board of Directors as specified in the laws, Memorandum of Association, Articles of Association and shareholders' resolution which include the followings:
 - Establish a comprehensive vision, mission, policies, strategic plans, and goals that support sustainable growth, covering economic, social and environmental aspects, for the Company and its subsidiaries, including considering and approving policies and operational directives proposed by the management, as well as monitor and supervise the operations to be in accordance with the established vision, mission, policies, strategies and goals. The Company's main objective is to increase economic value to its shareholders while also taking into account all related stakeholders in conjunction with the monitoring off social responsibility activities and the environment.
 - To review the Charter of Board of Directors at least once a year.
 - To determine framework and process of the Company and its subsidiaries to ensure that the operation will proceed in accordance with the rules, regulations and resolutions of the Board of Directors including resolutions of shareholders' meeting with honesty and careful.
 - To determine framework and process of the Company and its subsidiaries to have appropriate risk management system, supervision and audit and internal control.
 - To follow up and evaluate the performance in management of the Company and its subsidiaries to achieve the strategic plan under the budget approved by the Board of Directors.
 - To monitor the preparation of accounting and collection of accounting record and relevant documents including the disclosing of appropriate information to the shareholders and public.
 - To review and take action to ensure that the Company and its subsidiaries comply with the ethics as determined by the Board of Directors including to determine the Company and its subsidiaries policies in good corporate governance and corporate social responsibility.
 - To appoint persons to be director or executive of subsidiary in the number of at least according to the shareholding in such subsidiary and to determine scope of duties and responsibilities of directors and executives clearly including to determine the limitation of power on voting in the board of directors of subsidiary in significant matter which will be approved by the Board of Directors in advance. To control the management to in line with the Company's policies and to have the power to approve the connected transactions and other transactions to be legitimate including the disclosing of financial status, operating result and acquisition and disposal of assets with accuracy and completeness.

- Determine the risk assessment related to corruption within the Company. Approve the implementation of policies, guidelines, practices and measures/procedures in anti-corruption and anti-corruption practices to be implemented properly and throughout the organization.
- Supervise the compliance of the guidelines and measures/procedures to prevent dishonesty and corruption. Provide a system that supports effective anti-dishonest and corruption to ensure that the management has realized and given importance to anti-dishonesty and corruption in all forms in all activities of the Company and instilling it as a corporate culture.
- Determine that the Company have a good corporate governance policy with a business ethics manual to consider the roles and duties of the Board of Directors. The Board of Directors determines the roles, duties, and policies of good corporate governance for directors, executives, employees, and stakeholders to implement.

The authorization of duties and responsibilities of the Company's Board of Directors shall not be the authorization or sub-authorization that the Board of Directors or authorized person is able to approve transaction that they or persons that may have conflict (pursuant to the definition as defined in the Notification of the Securities and Exchanges Commission or Notification of the Capital Market Supervisory Board), may have conflict of interest or may receive benefits in any manners or may have other conflict of interest with the Company or subsidiary saved for the approval of transaction that is in accordance with policies and conditions as approved by the shareholders' meeting or Board of Directors.

INDEPENDENCY OF BOARD OF DIRECTORS

The director shall analyze, make comment and vote in the matters that the Board of Directors has its authority to make decision if the decision of the Board of Directors is under the pressure of duties or family or interest on such matter, it will distort decisions to make decisions for themselves, close-friends, or for their own benefit. To protect the shareholder and Company benefit, the director who does not have independency, shall not make decision.

- 1) For the Board of Directors under the leadership of the Chairman to have leadership and can control the operations of the management efficiently and effectively, the Company shall segregate roles between the Company's Chairman and Chief Executive Officer.
- 2) The Independent Director shall have the right to access the financial and business information which are enough to provide opinion freely. The Independent Director shall protect the interest of relevant parties and attend the meeting continually as well as attend the meeting of all Independent Directors at least once a year and report their independency upon appointment and on annual basis for disclosing on the Company's annual report.
- 3) The Independent Director shall have its independency pursuant to the notification of the Capital Market Supervisory Board, the Securities and Exchange Commission and the Stock Exchange of Thailand on qualification and scope of responsibilities of the independent director in order to protect the best interest of shareholders equally and to take care not to cause conflicts of interest between the Company, executives or major shareholders or other companies which have the same management or major shareholders. In addition, they must be able to provide opinions in the meeting independently.

ROLES AND RESPONSIBILITIES OF THE COMPANY'S CHAIRMAN

- 1) To supervise, monitor and ensure that the performance of the Board of Directors is efficient and meets the objectives and main goals of the organization.
- 2) To ensure that all directors have participation in promoting of organization culture with ethics and good corporate governance principle.
- 3) To determine agendas of Board of Directors' meeting by seeking consultation with the Chairman.
- 4) To allocate enough time for the managements to propose matters and directors to discuss on significant matter prudently. To support the directors to use prudent decision and provide opinion freely.
- 5) To promote good relationship between executive directors and non-executive directors, managements and the Board of Directors.

ROLES AND RESPONSIBILITIES OF CHIEF EXECUTIVE OFFICER

- 1) To be responsible for, supervise, manage, perform, and/or administrate daily tasks of the Company, including to supervise the overall performance to ensure that it is in accordance with the business policies and strategies, targets, and implementation plans, financial plans, and budgets of the Company as approved by the Board of Directors and/or the resolution of a shareholders' meeting.
- 2) To prepare a business plan and determine the management power and prepare a budget for the business operation and annual budget for expenses to propose to the Board of Directors to approve; and to report progress in accordance with the approved plan and budget to the Board of Directors.
- 3) To set an organization structure, management approaches, including recruitment, trainings, employment and termination, salary, remuneration, salary, bonus, and welfare for all employees and subordinates whose positions are lower than the Chief Executive Officer, and to delegate authority and duties to the said employees and subordinates as the Chief Executive Officer deems appropriate.
- 4) To monitor and report the Company's status and to propose alternatives and strategies consistent with the policy and market conditions.
- 5) To supervise and control the Company's operations on various matters such as finance, risk management, internal control, operation, supporting work, and resource work.
- 6) To represent the Company and to have the power to contact government agencies and other regulatory agencies.
- 7) To communicate with the public, shareholders, customers, and employees to enhance the reputation and good image of the Company.
- 8) To ensure there is good corporate governance.
- 9) To have the power to issue, amend, change, and improve rules, orders, and regulations related to the Company's business such as recruitment, appointment, dismissal, and discipline of staffs and employees.
- 10) To consider, negotiate, enter into a contract and/or perform any action related to the daily implementation and/or administration of the company within the transaction value approved by the Board of Directors according to the Company's approval authority table.
- 11) To have the power, duties, and responsibilities as instructed or prescribed under the policies instructed by the Board of Directors.
- 12) To be responsible, oversee, manage, operate, supervise the overall policies of the subsidiaries to comply with the business strategies policies, targets, implementation plans, financial goals, and budgets of the subsidiaries.

However, the Chief Executive Office shall not exercise the power above if he/she has interest or a conflict of interest against the Company.

In this regard, the Board of Directors has a policy that the Chief Executive Officer is appointed to be a director in other companies outside the Group of Company must be approved by the Board of Directors before holding a position with realize to the interests of the company. The directors can hold director position in companies listed on the Stock Exchange of Thailand not more than 5 companies.

TERM OF OFFICE

One-third of directors of the Board of Directors shall be discharged by rotation in every annual general meeting of shareholders. The directors who have the longest term shall be discharged and if such discharged directors cannot be divided into one-third, the closest number of one-third of total directors shall be discharged. The discharged director can be reappointed.

In order to comply with the good corporate governance principle, the term of the independent director shall have its term not more than 9 years, except the case where such extension to the term is deemed as beneficial to the Company. Apart from the retirement by rotation, the director shall retire upon the following circumstances:

- 1) Death
- 2) Resignation
- 3) Disqualification or having prohibited characteristics under the public companies act and the law on securities and exchange
- 4) Dismissal by the resolution of board of directors' meeting or shareholders' meeting
- 5) Dismissal by the court order

DIVERSITY OF THE BOARD OF DIRECTORS

The Company must consist of at least 5 directors and one-third of the total number of directors must be independent directors and there must be at least 3 directors. The company realizes the benefits of board diversity, therefore established Board Diversity policy. Which is considered by experience, knowledge, and abilities that will be beneficial to the company without limiting gender, age, race, religion or any other differences. Including prepare a form showing the components and overall qualification (Skill Matrix) which demonstrates the knowledge, abilities, and expertise of the committees. As of December 31, 2023, the committee has 10 persons, consisting of 7 persons with knowledge in logistics business, 7 persons in business management, 3 persons in Finance and Accounting, 3 persons in Economics, 1 person in Legal and 3 persons in Marketing. Those skills are necessary and in line with the Company's strategic business plan. The number of directors and the various skills and expertise are sufficient and appropriate for the current business operations.

Director's Name	Diversity		The Board of directors		Skill/Experience/Expertise ¹						
	Gender	Age	Independent Directors	Executive Directors	Logistics	Business Management	Finance and Accounting	Economics	Legal	Political	Marketing
1. Mr. Krirkkrai Jirapaet	M	80	/					/		/	
2. Mr. Woodtipong Moleechad ²	M	75	/		/			/			
3. Mr. Apichart Chirabandhu	M	65	/						/		
4. Mr. Vipoota Trakhulhoon	M	57	/			/	/				/
5. Mr. Tipp Dalal	M	57		/	/	/					
6. Mr. Viraj Nobnomtham	M	58		/	/	/	/				
7. Mr. Thanut Thatayanon	M	54		/	/	/	/				
8. Mrs. Darunee Rakpongpi boon	F	53		/	/	/					/
9. Mr. Jirod Panacharas	M	51		/	/	/					/
10. Mr.Chalernsak Karnchanawarin	M	47		/	/	/					

¹ Proficiency in each area is based on educational background, work experience, and the assessment of the directors' specific expertise.

² Mr. Woodtipong Moleechad is an independent director with experience in Company's business (former Senior Vice President of Operations Department of Thailand Post Co., Ltd.)

SUB-COMMITTEE OF THE COMPANY

To review critical operations carefully and efficiently, the Board of Directors has established sub-committees as follows:

1. AUDIT COMMITTEE

As of 31 December 2023, the Audit Committee consists of 3 persons as follows:

Name - Surname	Position
1. Mr. Woodtipong Moleechad	Chairman of the Audit Committee
2. Mr. Vipoota Trakulhoon	Member of the Audit Committee
3. Mr. Apichart Chirabandhu	Member of the Audit Committee

The 3 members of the Audit Committee are independent directors and have knowledges and experiences pursuant to the qualifications as specific by the Securities and Exchange Commission. Mr. Vipoota Trakulhoon is the member of Audit Committee who has the knowledges and experiences in relation to the review of financial statements and Ms. Sichon Chotveerasatanont acts as the secretary of the Audit Committee

COMPOSITION AND NOMINATION OF THE AUDIT COMMITTEE

The Audit Committee shall consist of at least 3 independent directors but not over 5 independent directors. The Company set its policies for the nomination of the Audit Committee/Independent Directors in accordance with the following criteria:

- 1) Being appointed by the board of directors or the shareholders' meeting (as the case may be);
- 2) Not being a director assigned by the board of directors to take part in the business decision of the applicant, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person;
- 3) Not being a director of the subsidiary company or same-level subsidiary company, which is a listed company;
- 4) Having sufficient knowledge and experience to perform duties as audit committee member, provided that at least one member of the Audit Committee shall have sufficient knowledge and experience to review the reliability of financial statements.

SCOPE OF AUTHORITY AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

- 1) To select, appoint and remove an independent person to serve as the auditor and to consider the remuneration of the auditor of the Company and propose the remuneration to the Board of Directors.
- 2) To approve the appointment, remove, transfer, dismissal and evaluation of performance of the internal audit department.
- 3) In the performance of duties, the Audit Committee shall have the power to invite the management, executives or employees of related companies to provide opinions, attend a meeting, or send a document that is relevant or necessary.
- 4) To be able to hire consultants or third parties in accordance with the Company's regulations to provide opinions or advice in case of necessity.
- 5) To review financial reports to ensure that they are accurate and reliable and to adequately disclose information by coordinating with external auditors and executives responsible for preparing quarterly and annual financial reports.
- 6) To review the Company's internal control system and internal audit system to ensure that they are suitable and effective; to consider the independence of the internal audit unit; and may also suggest reviewing or verifying any items as it deems necessary and important; to recommend the improvement of the internal control system; and to review the Company's internal control system and internal audit system with an external auditor and internal audit department manager.
- 7) To review the compliance with the Securities and Exchange Act or the Stock Exchange of Thailand's requirements, policies, regulations, and other laws related to the business of the Company.
- 8) To attend meetings with the auditor without the executives at least once a year.
- 9) To review the internal audit plans of the Company under generally accepted measures and standards.
- 10) To consider connected transactions or transactions that may lead to a conflict of interest to comply with the law, the Stock Exchange of Thailand's regulations, and the disclosure of the Company's information in such matter shall be accurate and complete to ensure that the transaction is reasonable and beneficial to the Company.
- 11) The Company's operations in accordance with the anti-dishonesty and anti-corruption policies and practices in a concrete manner and operating with environmental responsibility and social responsibility.

- 12) To review and ensure that the Company has appropriate and effective risk management systems.
- 13) To report the Audit Committee's performance to the Board of Directors at least 4 times a year.
- 14) To prepare a report of the Audit Committee to be disclosed in the Company's annual report. The report must be signed by the Chairman of the Audit Committee and consist of at least the following information;
 - opinions on the accuracy, completeness and creditability of the Company's financial report;
 - opinions on the adequacy of the Company's internal control system;
 - opinions on the compliance with the law on securities and exchange, the Stock Exchange of Thailand's requirements, and the laws relating to the Company's business;
 - comments on the suitability of the auditor;
 - comments on connected transactions or transactions that may lead to a conflict of interest;
 - the number of the Audit Committee's meetings and the attendance of each member of the Audit Committee;
 - comments or observations received by the Audit Committee on its performance of duties under the Charter;
 - other items that shareholders and general investors should know under the scope of duties and responsibilities assigned by the Company's Board of Directors.
- 15) To provide opinions on the appointment, removal, evaluation of the work performance of the internal audit unit.
- 16) The Audit Committee shall evaluate its performance by self-assessment method and report the results of the evaluation, together with problems and obstacles in performing work that may cause the performance to fail to achieve the purpose of establishing the Audit Committee, to the Board of Directors every year.
- 17) To review and improve the Charter of the Audit Committee at least once a year for the approval of the Board of Directors.
- 18) To perform other tasks as assigned by the Board of Directors within the scope of duties and responsibilities of the Audit Committee.

2. CORPORATE GOVERNANCE AND SUSTAINABLE DEVELOPMENT COMMITTEE

As of 31 December 2023, the Corporate Governance and Sustainable Development Committee consists of 3 persons as follows:

Name – Surname	Position
1. Mr. Apichart Chirabandhu*	Chairman of the Corporate Governance and Sustainable Development Committee
2. Mr. Thanut Thatayanon	Member of the Corporate Governance and Sustainable Development Committee
3. Mr. Jirod Panacharas	Member of the Corporate Governance and Sustainable Development Committee

Remark: * Independent Director

COMPOSITION AND NOMINATION OF THE CORPORATE GOVERNANCE AND SUSTAINABLE DEVELOPMENT COMMITTEE

The Corporate Governance and Sustainable Development Committee shall be appointed by the Board of Directors and consist of at least 3 members acting as the Company's director and at least one member must be an independent director. The Board of Directors shall appoint one member of the Corporate Governance and Sustainable Development Committee to chair the Corporate Governance and Sustainable Development Committee.

SCOPE OF AUTHORITY AND RESPONSIBILITIES OF THE CORPORATE GOVERNANCE AND SUSTAINABLE DEVELOPMENT COMMITTEE

- 1) The committee prepares good corporate governance policy, business ethics and work practices, anti-fraud and corruption policy, and sustainability policy in line with the laws and regulations of government agencies and organizations that are responsible for supervising the Company, such as the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) and present such policies to the Board of Directors for consideration and approval.
- 2) The committee determines policies and guidelines for promoting innovations, doing business with social and environmental responsibility, and sustainable development planning.
- 3) The committee proposes good corporate governance practices and practices related to anti-fraud and corruption and sustainability management to the Board of Directors. The committee also provides advice

- and recommendations to the Board of Directors on good corporate governance and various practices related to anti-fraud and corruption and sustainability management.
- 4) The committee supervises the performance of duties by executives and employees to be in accordance with the good corporate governance policy, anti-fraud and corruption policy, and sustainability policy. The committee also reviews and evaluates compliance with good corporate governance and sustainability policy with directors and management and provides recommendations on the implementation of such policies.
 - 5) The committee reviews good corporate governance policy, business ethics and work practices, anti-fraud and corruption policy, sustainability policy and related practices at least once a year and ensures that they are up to date. The review was based on reference to the UN Global Compact (UNGC), international practices, laws and regulations of government agencies and organizations that are responsible for supervising the Company, such as the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission. The revised policies and practices are proposed to the Board of Directors for consideration and approval.
 - 6) The committee reports performance, assessment results of compliance with good corporate governance policy, anti-fraud and corruption policy, sustainability policy, and important issues related to good corporate governance, anti-fraud and corruption, social and environmental responsibility, and sustainability management to the Board of Directors at least once a year.
 - 7) The committee supervises and monitors the progress of the performance of sub-committees established by the Good Corporate Governance and Sustainable Development Committee, including providing necessary recommendations and support.
 - 8) The committee coordinates with sub-committees and working groups in considering matters related to good corporate governance, anti-corruption, social and environmental responsibility, and sustainability management and provides advice as necessary.
 - 9) The committee encourages the Company to have adequate and continuous communications with directors, executives, employees at all levels, and related parties to realize and understand good corporate governance policy and practices, business ethics and work practices, anti-fraud and corruption policy, sustainability policy, and related guidelines.
 - 10) The committee organizes an annual performance assessment of the Board of Directors, individual directors, and committees.
 - 11) The committee reviews the Charter of the Good Corporate Governance and Sustainable Development Committee at least once a year and proposes the charter to the Board of Directors for approval.
 - 12) The committee approves the sustainability report and proposes the report to the Board of Directors for approval prior to public disclosure.
 - 13) The committee performs any act as assigned and deemed appropriate by the Board of Directors.

3. NOMINATION AND REMUNERATION COMMITTEE

As of 31 December 2023, the Nomination and Remuneration Committee consists of 3 persons as follows:

Name - Surname	Position
1. Mr. Vipoota Trakulhoon*	Chairman of the Nomination and Remuneration Committee
2. Mr. Apichart Chirabandhu*	Member of the Nomination and Remuneration Committee
3. Mr. Viraj Nobnomtham	Member of the Nomination and Remuneration Committee

Remarks: *Independent Director

COMPOSITION AND NOMINATION OF NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee shall be appointed by the Board of Directors and consist of at least 3 members and at least one member must be an independent director. The Board of Directors shall appoint one member of the Nomination and Remuneration Committee to chair the Nomination and Remuneration Committee.

SCOPE OF AUTHORITY AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION COMMITTEE

- 1) To consider the structure, composition, and qualifications of the Board of Directors and sub-committees.
- 2) To determine how to recruit the appropriate person to be the director and/or the directors of sub-committees to suit the nature and business of the organization by determining qualifications and expertise in each subject as required.

- 3) To recruit directors and/or directors of sub-committees when it is the time to nominate candidates to be a director and propose their names to the Board of Directors for consideration. The recruitment may be considered from the existing directors and appoint them to hold the position or by engaging a third-party company to assist on the recruitment, considering from the list of individuals of professional director directory (Director Pool), or allowing each director to nominate an appropriate person.
- 4) To propose the names of candidates to the Board of Directors to consider and include the names in the notice of the shareholders' meeting for their consideration and appointment; (as the case may be).
- 5) To consider and recruit a chief executive officer as instructed by the Board of Directors.
- 6) To consider if the criteria for remuneration payments paid to directors, directors of sub-committees and the Chief Executive Officer is appropriate and review if the currently effective criteria is appropriate and compare them with the remuneration information of other companies in the same industry, and to determine appropriate criteria to achieve the expected results, to be fair, to be a reward for a person who helps the Company achieve its work.
- 7) To review all forms of compensation such as fixed compensation, compensation based on performance, and meeting allowances by taking into account the same industry practices, the Company's performance and size of business, responsibilities, knowledge, ability, and experience of directors, directors of sub-committees and the Chief Executive Officer as required by the Company.
- 8) To consider the criteria for Chief Executive Officer's evaluation as instructed by the Board of Directors.
- 9) To determine annual remuneration of directors, directors of sub-committees and the Chief Executive Officer according to the payment criteria already considered and propose it to the Board of Directors for approval; and for the directors' remuneration and the directors of sub-committees, the Board of Director shall propose to the shareholders' meeting for approval.
- 10) To consider the suitability and approval in case of offering newly issued shares to the directors and employees based on the principle of fairness to shareholders, and to motivate the directors and employees to create additional value for the shareholders on a long-term basis and to be able to retain qualified employees.
- 11) To review the Charter of the Nomination and Remuneration Committee at least once a year for the approval of the Board of Directors.
- 12) The Nomination and Remuneration Committee has the power to request for an independent opinion of any professional consultant, when necessary, at the expenses of the Company; and the engagement must be in accordance with the Company's regulations.
- 13) To perform any other actions as instructed by the Board of Directors in relation to the nomination and determination of remuneration of directors and executives.

4. INVESTMENT COMMITTEE

As of 31 December 2023, the Investment Committee consists of 6 persons as follows:

Name - Surname	Position
1. Mr. Woodtipong Moleechad*	Chairman of the Investment Committee
2. Mr. Vipoota Trakulhoon*	Member of the Investment Committee
3. Mr. Tipp Dalal	Member of the Investment Committee
4. Mr. Viraj Nobnomtham	Member of the Investment Committee
5. Mr. Thanut Thatayanon	Member of the Investment Committee
6. Mrs. Darunee Rakpongpi boon	Member of the Investment Committee

Remarks: * Independent Director

COMPOSITION AND NOMINATION OF THE INVESTMENT COMMITTEE

The Investment Committee shall be appointed by the Board of Directors and consist of at least 5 members but not over 7 members and at least two members must be an independent director. In addition, the member of investment committee must consist of two executives: 1) Chief Executive Officer 2) Chief Financial Officer. The Board of Directors shall appoint one member of the Investment Committee as the chairman of the investment committee.

SCOPE OF AUTHORITY AND RESPONSIBILITIES OF THE INVESTMENT COMMITTEE

- 1) Recommend the Company's direction for business development and investment strategy.
- 2) Consider and scrutinize various projects and investment opportunities, including business expansion both domestically and internationally in accordance with the Company's strategy before presenting to the Board of Directors for approval.
- 3) Consider and screen the establishment of a new business, liquidation, merger, business transfer or joint venture before submitting to the Board of Directors for approval.
- 4) Examine the risks and consider hedging investment risks, financially and within related laws and regulations.
- 5) Supervise the investment management to be in accordance with the investment plan.
- 6) Consider and approve investments in securities and others such as debt instruments, government bonds.
- 7) Supervise on good governance, transparency, and prevention of conflicts of interest related to investment transactions.
- 8) Follow up and evaluate the investment projects that have been implemented and report to the Board of Directors regularly.

5. MANAGEMENT COMMITTEE

As of 31 December 2023, the Management Committee consists of 6 persons as follows:

List of the Management Committee	Position
1. Mr. Tipp Dalal	Chairman of Management Committee/CEO
2. Mr. Viraj Nobnomtham	Member of the Management Committee/CFO
3. Mr. Thanut Thatayanon	Member of the Management Committee
4. Mrs. Darunee Rakpongpi boon	Member of the Management Committee
5. Mr. Jirod Panacharas	Member of the Management Committee
6. Mr.Chalernsak Karnchanawarin	Member of the Management Committee

COMPOSITION AND NOMINATION OF THE MANAGEMENT COMMITTEE

The Management Committee shall be appointed by the Board of Directors according to the recommendations of the Chief Executive Officer. Members of the Management Committee shall be selected from directors and executives according to the number as the Board of Directors deems appropriate and sufficient for managing the Company's business. The Chief Executive Office shall chair the Management Committee.

SCOPE OF AUTHORITY AND RESPONSIBILITIES OF THE MANAGEMENT COMMITTEE

- 1) To consider and set goals of the Company and its subsidiaries and to advise on strategic directions, management structure, annual operation plans, budgets of the Company and its subsidiaries. As well as supervision of social responsibility activities and the environment, as assigned by the Chief Executive Officer.
- 2) To manage the business operations of the Company and its subsidiaries in accordance with the visions, missions, strategies, policies, objectives, and targets that have been set out;
- 3) To review the performance of the Company and its subsidiaries and report to the Board of Directors.
- 4) To review and provide recommendations on the dividend policy of the Company and its subsidiaries to the Board of Directors.
- 5) To verify and approve transactions related to investment or sales of assets of the Company and its subsidiaries, human resource management, finance, general administration, and transactions related to the business of the Company under the scope of authority approved by the Board of Directors.
- 6) To consider and monitor risk management and risk management system of the Company and its subsidiaries by appointing the Risk Management Committee to act in accordance with the Charter of the Risk Management Committee; and the Management Committee must report to the Board of Directors if there is a risk that affects the Company to be unable to achieve the target.

- 7) The Management Committee may authorize an executive or employee to perform specific duties as it deems appropriate. The Management Committee or the person authorized by the Management Committee shall in no way act or approve any transaction if the Management Committee or a person may have a conflict against the Management Committee, have a conflict of interest, benefit by any means, or have a conflict of interest against the Company and its subsidiaries (as defined in the Notification of the Capital Market Supervisory Board or the Notification of the Securities and Exchange Commission). The approval of the transaction must be in accordance with the policies and principles as determined by the Board of Directors and relevant laws.
- 8) To engage a consultant or independent person to provide comments or recommendations as required.
- 9) To ensure that the executives and employees attend the Management Committee's meetings or provide information related to the subject matter discussed at the meetings.
- 10) To report the Board of Directors on matters regularly handled by the Management Committee under the scope of authority and duties of the Management Committee, including any other matters that are necessary and appropriate to be proposed to the Board of Directors.
- 11) To study feasibility of investment in a new project and to have the power to consider and approve the investment or joint investment by the Company and the power to consider and approve capital expenditures such as entering into contracts under the scope of authority approved by the Board of Directors.
- 12) To examine and evaluate the adequacy of this charter by comparing the performance of the Management Committee with the compliance with the charter. The Management Committee will take into account the results from the evaluation to improve their performance.
- 13) To perform any other tasks as instructed by the Board of Directors and/or Chief Executive Director.

6. RISK MANAGEMENT SUB-COMMITTEE

As of 31 December 2023, the Risk Management Sub-committee consists of 5 persons as follows:

Name – Surname	Position
1. Mr. Viraj Nobnomtham*	Chairman of the Risk Management Sub-Committee
2. Mr. Thanut Thatayanon*	Member of the Risk Management Sub-Committee
3. Mr. Chalernsak Karnchanawarin*	Member of the Risk Management Sub-Committee
4. Mrs. Darunee Rakpongpi boon*	Member of the Risk Management Sub-Committee
5. Ms. Wiyada Sa-arj	Member of the Risk Management Sub-Committee

Remarks: * Board of Director

COMPOSITION AND NOMINATION OF THE RISK MANAGEMENT SUB-COMMITTEE

The Risk Management Sub-Committee shall consist of at least 3 members and/or assigned person from the director of subsidiary company which appointed by the Management Committee. The Management Committee shall appoint one member of the Risk Management Sub-Committee to chair the Risk Management Sub-Committee.

SCOPE OF AUTHORITY AND RESPONSIBILITIES OF THE RISK MANAGEMENT SUB - COMMITTEE

- 1) To prepare a risk management policy to be proposed to the Management Committee for consideration. The risk management policy must include overall risk management and key risks such as market risk, liquidity risk, operational risk, and the risk that affects the reputation of the business.
- 2) To plan strategies in accordance with the risk management policy and to be able to evaluate, follow-up, and maintain the organization's level of risk at an appropriate level.
- 3) To review the adequacy of risk management policies and systems, including the effectiveness of the system and compliance with the policies.
- 4) To review and evaluate operational risk which may occur corruptions at least once a year according to Anti-Corruption Policy.
- 5) To consider and evaluate the risk of new investment of company, which need to be approved by Management Committee.
- 6) To provide the Management Committee with suggestions on what requires to be done and to be improved according to the policies and strategies set by the Management Committee.

- 7) The committee is authorized to delegate its duties to executives or employees to perform specific tasks on its behalf as appropriate.
- 8) The committee is authorized to engage external consultants and other experts and consultants as the Risk Management Sub-Committee deems appropriate at its discretion.
- 9) To review the charter of the Risk Management Sub-Committee which changing significantly for the approval of the Management Committee.

BOARD OF DIRECTORS' MEETING

The Company has determined the procedure of the Board of Director's meeting as follows:

- 1) The Board of Directors shall determine the annual meeting schedule in advance. It shall have the meeting at least 6 times per year and shall convene the meeting at least 1 time in every 3 months and it may call extraordinary meeting as it deems necessary and appropriate. The company will provide the Board of Directors with the annual meeting schedule at the beginning of the year in advance.
- 2) The Board of Directors should fully devote their time, dedication, and attention to the operations of the Company and be ready to attend the meeting. At least half of the total number of directors must attend the meeting to constitute a quorum. At the time of voting, at least two-thirds of the total number of directors must be present at the meeting. If any director is unable to attend the meeting, he must inform the Chairman of the Board of Directors of his absence in writing.
- 3) The Chairman of the Board of Directors, by joint considering with the Chief Executive Officer, shall approve the agendas of the meeting and the Company Secretary shall ensure that the invitation letter and supporting documents shall be circulated to directors at least 7 days in advance saved for urgent matters.
- 4) The Chairman of the Board of Directors shall ensure that the Board of Directors allocate enough time for the executives to present the information and for the Board of Directors to consider and discuss on significant matters.
- 5) A director who may have conflict of interest in any agenda, such director shall abstain from voting, refrain from providing comments or leave the meeting room.
- 6) The minutes of the Board of Directors shall be clear in both the meeting resolution and the opinion of the Board of Directors for reference.

INDEPENDENT DIRECTORS' MEETING

In the year 2023, the Company held one meeting of the independent directors on 27 December 2023. The meeting was for independent directors only and there were no executive director or executive attending the meeting. This was to allow independent directors to independently discuss issues or express opinions on the Company's operations. The discussion covered the following issues: 1. Progress in the succession plan for senior executives 2. Supervision of new businesses in which the company has invested to ensure that investment outcomes align with the plans. After the meeting, the results of the meeting were reported to the Board of Directors and senior executives for their acknowledgment.

MEETING ATTENDANCE RECORD OF THE BOARD OF DIRECTORS FOR THE YEAR 2023

The Board of Director sets meeting schedule for the whole year in advance and inform all directors at the beginning of the year. In 2023 the committees attended to the meeting 100 percentage. The meeting attendance record are as follows:

Name of Directors	Board of Directors			Audit Committee			Corporate Governance and Sustainable Development Committee			Nomination and Remuneration Committee			Investment Committee			Annual General Meeting
	Physical Meeting	e-Meeting	Total	Physical Meeting	e-Meeting	Total	Physical Meeting	e-Meeting	Total	Physical Meeting	e-Meeting	Total	Physical Meeting	e-Meeting	Total	
1. Mr. Kirkkrai Jirapaet	7/7	-	7/7	-	-	-	-	-	-	-	-	-	-	-	-	1/1
2. Mr. Woodtipong Moleechad	7/7	-	7/7	4/4	-	4/4	-	-	-	-	-	-	1/1	-	-	1/1
3. Mr. Vipoota Trakulhoon	7/7	-	7/7	4/4	-	4/4	-	-	-	1/2	1/2	2/2	1/1	-	-	1/1
4. Mr. Apichart Chirabandhu	7/7	-	7/7	4/4	-	4/4	2/2	-	2/2	1/2	1/2	2/2	-	-	-	1/1
5. Mr. Tipp Dalal	7/7	-	7/7	-	-	-	-	-	-	-	-	-	1/1	-	-	1/1
6. Mr. Viraj Nobnomtham	7/7	-	7/7	-	-	-	-	-	-	1/2	1/2	2/2	1/1	-	-	1/1
7. Mr. Thanut Thatayanon	5/7	2/7	7/7	-	-	-	2/2	-	2/2	-	-	-	1/1	-	-	1/1
8. Mrs. Darunee Rakpongpiboon	7/7	-	7/7	-	-	-	-	-	-	-	-	-	1/1	-	-	1/1
9. Mr. Jirod Panacharas	7/7	-	7/7	-	-	-	2/2	-	2/2	-	-	-	-	-	-	1/1
10. Mr.Chalernsak Karnchanawarin	6/7	1/7	7/7	-	-	-	-	-	-	-	-	-	-	-	-	1/1
% Meeting attendance			100			100			100			100			100	100

Remarks: Number of Attendance/Number of Meeting

Name - Surname	Management Committee		
	Physical Meeting	e-Meeting	Total
1. Mr. Tipp Dalal	5/5	-	5/5
2. Mr. Viraj Nobnomtham	3/5	2/5	5/5
3. Mr. Thanut Thatayanon	5/5	-	5/5
4. Mrs. Darunee Rakpongpi boon	5/5	-	5/5
5. Mr. Jirod Panacharas	5/5	-	5/5
6. Mr.Chalernsak Karnchanawarin	5/5	-	5/5
% Meeting attendance			100

Remark: Number of Attendance/Number of Meeting

Name - Surname	Risk Management Sub-Committee		
	Physical Meeting	e-Meeting	Total
1. Mr. Viraj Nobnomtham	-	2/2	2/2
2. Mr. Thanut Thatayanon	1/1	1/1	2/2
3. Mr. Chalernsak Karnchanawarin	1/1	1/1	2/2
4. Mrs. Darunee Rakpongpi boon	1/1	1/1	2/2
5. Ms. Wiyada Sa-arj	1/1	1/1	2/2
% Meeting attendance			100

Remark: Number of Attendance/Number of Meeting

DIRECTOR'S REMUNERATION

The Company has determined a policy for considering director remuneration by assigning the Nomination and Remuneration Committee to consider forms and criteria for payment of director remuneration, taking into account fairness and appropriateness and reflecting duties, responsibilities, and success in performing duties in line with the Company's operating results. The committee also considers the director remuneration of other companies listed on the Stock Exchange of Thailand in the same or similar industry. The Nomination and Remuneration Committee uses the survey results of the Thai Institute of Directors Association for consideration and comparison on an annual basis. The remuneration is presented to the shareholders' meeting for approval. The guidelines for considering the remuneration are as follows:

- 1) The shareholders have the right to consider the rules and policy on the determination of director's remuneration on annual basis. The Board of Directors with the recommendation of the Nomination and Remuneration Committee shall propose the director's remuneration to shareholders for consideration by specifying it as the agenda of the Annual General Meeting of shareholders.
- 2) The Board of Directors and senior managements shall report the policy on director's remuneration, reason and rational in the Company's annual report.

TYPE OF REMUNERATION

1. Monthly remuneration to reflect the duties and responsibilities of directors
2. Meeting allowance to reflect the work of directors and to motivate directors to perform their duties consistently
3. Other compensation such as bonus

Remark: Monthly remuneration, meeting allowance, and other compensation are paid to independent directors only.

The Annual General Meeting of shareholders 2023 has resolved to approve the determination of remuneration of directors for the year 2023 as follows:

1.1 MONETARY REMUNERATION

1. Director's remuneration Monthly remuneration, payment on monthly basis as follows:
 - Chairman 40,000 Baht per month
 - Vice - Chairman 30,000 Baht per month
 - Director 25,000 Baht per month
2. Meeting allowance, payment on attendance basis as follows:
 - Chairman 30,000 Baht per meeting
 - Vice - Chairman 20,000 Baht per meeting
 - Director 15,000 Baht per meeting
3. Audit Committee's remuneration, payment on attendance basis as follows:
 - Chairman of the Audit Committee 15,000 Baht per meeting
 - Member of the Audit Committee 10,000 Baht per meeting
4. Nomination and Remuneration Committee's remuneration, payment on attendance basis as follows:
 - Chairman of the Nomination and Remuneration Committee 15,000 Bath per meeting
 - Member of the Nomination and Remuneration Committee 10,000 Baht per meeting
5. Corporate Governance and Sustainable Development Committee, payment on attendance basis as follows:
 - Chairman of the Corporate Governance and Sustainable Development Committee 15,000 Bath per meeting
 - Member of the Corporate Governance and Sustainable Development Committee 10,000 Bath per meeting
6. Investment Committee, payment on attendance basis as follows:
 - Chairman of the Investment Committee 15,000 Bath per meeting
 - Member of the Investment Committee 10,000 Bath per meeting

In addition to remuneration in the form of monthly remuneration and meeting allowance, the 2023 Annual General Meeting of Shareholders resolved to approve the remuneration in the form of bonus for the year 2023 in the total amount of not exceeding Baht 4,000,000.

In year 2023, the payment of directors' remuneration can be summarized as follows:

Name	Position	The Board of Director		The Sub-committees (meeting allowance)				Year 2023 Remuneration (Baht)	Bonus for the operational results in Year 2023 ^{1/} (paid in February 2024)
		Monthly Remuneration	Meeting Allowance	Audit Committee	Nomination and Remuneration Committee	Investment Committee	Corporate Governance and Sustainable Development Committee		
1. Mr. Kirikkrai Jirapaet	Chairman of the Board/Independent Director	480,000	210,000	-	-	-	-	690,000	1,400,000
2. Mr. Woodtipong Moleechad	Vice Chairman of the Board/Independent Director/ Chairman of the Audit Committee/Chairman of the Investment Committee	360,000	140,000	60,000	-	15,000	-	575,000	1,000,000
3. Mr. Apichart Chirabandhu	Director/Independent Director/Member of the Audit Committee/ Chairman of the Corporate Governance and Sustainable Development Committee/Member of the Nomination and Remuneration Committee	300,000	105,000	40,000	20,000	-	30,000	495,000	344,000
4. Mr. Vipoota Trakulhoon	Director/Independent Director/Member of the Audit Committee/ Chairman of the Nomination and Remuneration Committee/Member of the Investment Committee	300,000	105,000	40,000	30,000	10,000	-	485,000	344,000
5. Mr. Tipp Dalal ^{2/}	Director/Member of the Investment Committee/Chairman of the Management Committee/CEO	-	-	-	-	-	-	-	-
6. Mr. Viraj Nobnomtham ^{2/}	Director/Member of the Nomination and Remuneration Committee/Member of the Investment Committee/Member of Management Committee/Chairman of the Risk Management Sub-Committee/CFO	-	-	-	-	-	-	-	-
7. Mr. Thanut Thatayanon ^{2/}	Director/Member of the Investment Committee/Member of the Management Committee/Member of the Corporate Governance and Sustainable Development Committee/Member of the Risk Management Sub-Committee	-	-	-	-	-	-	-	-
8. Mrs. Darunee Rakpongpi boon ^{2/}	Director/Member of the Investment Committee/Member of the Management Committee/Member of the Risk Management Sub-Committee/Company Secretary	-	-	-	-	-	-	-	-
9. Mr. Jirod Panacharas ^{2/}	Director/Member of the Management Committee/Member of the Corporate Governance and Sustainable Development Committee	-	-	-	-	-	-	-	-
10. Mr. Chalernsak Karnchanawarin ^{2/}	Director/Member of the Management Committee/ Member of the Risk Management Sub-Committee	-	-	-	-	-	-	-	-
Total		1,440,000	560,000	140,000	50,000	25,000	30,000	2,245,000	3,088,000

Remarks:

^{1/} The 2023 Annual General Meeting of Shareholder resolved to approve the remuneration in the form of bonus for the year 2023 in the total amount of not exceeding Baht 4,000,000.

^{2/} The director who is not the independent director shall not be received meeting allowance of the board of director and sub-committee including other compensation in the form of bonus

1.2 Non-monetary remuneration

- None -

REMUNERATION POLICY FOR CHIEF EXECUTIVE OFFICER AND SENIOR MANAGEMENT

The Board of Directors has assigned the Nomination and Remuneration Committee to consider the remuneration of the Chief Executive Officer in the form of short-term remuneration such as salary, bonus, and provident fund by considering the performance of the Chief Executive Officer and compare them with the Company's short-term and long-term strategies and goals, the details of which are as set out below.

- **Short Term:** The compensation paid in the form of salary and bonus based on performance (KPIs).
- **Long Term:** The compensation paid in the form of a provident funds and health insurance considering based on the balance scorecard and the evaluation of the CEO's performance in managing the work according to the strategy and business plan for both medium and long term.

In addition, the remuneration of top executives is determined by the Chief Executive Officer on an annual basis. The remuneration shall be in accordance with the principles and policies set by the Nomination and Remuneration Committee. The Chief Executive Officer will review the appropriateness of the criteria currently in use, including reviewing all forms of remuneration such as regular compensation, performance-based compensation, considering the practices in the same or similar industry, and determine appropriate criteria to achieve expected and fair results.

EXECUTIVE'S REMUNERATION

The remuneration of executives who hold the directorship and executives who do not hold the directorship for the accounting periods ended 31 December 2021, 31 December 2022 and 31 December 2023 are as follow:

	2021	2022	2023
Number (Person)	7	7*	6
Total Remuneration (Million Baht)	66.78	78.73	65.63

*Mr. Teeranit Isangkul resigned from managing director's company from 31 January 2022 onwards.

EMPLOYEES

The number of employees of the Company (exclusive of the executives) dividing into each company as of 31 December 2021, 31 December 2022 and 31 December 2023 are as follows:

Business Line	Number of Employees (Person)		
	31 December 2021	31 December 2022	31 December 2023
Air Freight Business	247	136	179
Sea Freight and Inland Transport Business	22	22	21
Logistics Management Service Business	91	94	87
Chemical Specialty Logistics Service Business	233	224	224
Total	593	476	511

REMUNERATION OF EMPLOYEES (EXCLUSIVE OF THE EXECUTIVES)

In the year 2021, 2022 and 2023, the Company paid employee compensation (excluding executive compensation) in the amount of Baht 221.35 million, Baht 227.72 million and Baht 232.19 million respectively. The employee compensation was in the forms of salary, bonus, overtime payment, employer's contribution to provident fund and other welfares. The employee's contribution to provident fund that the company paid in 2021 - 2023 are as follows:

Employee Welfare	2021	2022	2023
Contributions to provident fund (Baht)	6.87	6.18	7.08
Total number of participating employees (Persons)	437	392	399
Proportion of employee participation in the fund (%)	73.69	82.35	77.93

To reduce cost of living and to support well-being of employees and their family and to have good health which to support the best performance and living of employees, the Company has provided welfare to employees and has announced such welfare for acknowledgement of employees through the work rules of employees of which the details of such welfare are as follows:

- Financial support such as emergency loan, wedding allowance, funeral allowance
- Medical and life insurance such as life insurance, medical insurance and annual health checkup
- Fund such as provident fund

Personal Development and Training

The company recognizes that personnel are invaluable assets and the driving force behind the organization, thereby committing to evolve into a learning organization. The Human Resources Department implements Individual Development Plans (IDPs) to ensure employees are aptly prepared and possess the necessary competencies for their roles. This involves competency assessments and analysis to identify developmental needs, followed by the implementation of tailored development initiatives and monitoring of outcomes. Furthermore, the company conducts an Annual Training Needs Survey to systematically analyze training requirements and knowledge development to address the skill development needs of employees, ensuring they can perform their duties effectively and fulfill organizational goals.

Moreover, the company supports ongoing training for the development of all personnel throughout the year, categorized into 1) In-house Training: including sessions on organizational sustainability, environmental impact, cross-border goods transportation, correct and safe loader operation, customer service excellence, Aviation Security Awareness, Logistics Business & Supply Chain Knowledge, Inland Transit & Carrier Liability & Marine Cargo Insurance, among others. 2) Public Training: Skills-specific training provided by external organizations, such as logistics management and transport risk management, transportation safety management, financial accounting systems risk management, electronic data linkage with Customs through the NSW system, advanced firefighting, Dangerous Goods Regulations, Cross Border Transport and Customs Formality and Labor Law in the Digital Age. 3) On-the-Job Training (OJT): Practical training through real work situations and 4) Annual Training: Includes refreshers on CG Policy issues, problem-solving techniques, decision-making and warehouse operation practices.

In 2023, the Company organized 100 internal and external employee training courses with an average number of training hours for employees of 57.94 hours/person/year and a total of 518 employees attended seminars (excluding repeated heads), which has a total cost of training and development of employees, amounting to Baht 1,592,488

For senior management, the Company has conducted a review of the Succession Plan to mitigate risks or impacts of the lack of continuity in the management of the Company. In cases where key positions become vacant, it is crucial and necessary for the organization to prepare for the future. Because these things strengthen the foundation of confidence and trust to customers and business partners in the professionalism of the Company. Currently, all key positions within the group of companies have succession plans in place.

SIGNIFICANT LABOR DISPUTE IN THE PAST THREE YEARS

- None -

OTHER IMPORTANT INFORMATION

COMPANY'S SECRETARY

The Board of Director has a resolution to appoint Mrs. Darunee Rakpongpi boon* as the Company Secretary on 15 November 2017 in accordance to Securities and Exchange Act. The company has informed the name along with the location of the company's document storage to the Securities and Exchange Commission.

Remark: * Mrs. Darunee Rakpongpi boon completed Company Secretary Program 68/2016 organized by Thai Institute of Directors (IOD)

SCOPE OF AUTHORITY AND RESPONSIBILITIES OF THE COMPANY'S SECRETARY

- 1) To prepare and maintain the following Company's documents:
 - Director registration
 - Notice and minutes of the Board of Directors' meeting
 - Notice and minutes of the shareholders' meeting
 - Annual report
- 2) The Company Secretary retains and submits copies of the reports on conflict of interest as reported by directors or executives to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven (7) days from the date of receiving the report by the Company.
- 3) To perform actions in relation to meetings of the Board of Directors and of shareholders;
- 4) To advise on rules and regulations that the Board of Directors and the executives should be aware of;
- 5) To organize trainings and orientation and to provide information necessary for the existing directors and the newly appointed directors to perform their duties;
- 6) To supervise and coordinate with the Company to fully and completely comply with the laws, rules, regulations, and resolutions made by the Board of Directors and by the shareholders, including corporate governance policies and business ethics;
- 7) To performance any other actions as prescribed by the Capital Market Supervisory Board.

List of persons in charge of the Company's accounting, internal audit, and head of compliance

The person supervising accounting	Mr. Prayudh Uasereevong
Internal Audits	Mr. Wiwat Limnantisilp
Compliance Manager	Ms. Chaweewan Kraiwas

*The information on persons responsible for the roles is set out under Attachment 2 of this 56-1 One Report.

Head of investor relations

Name – Surname:	Mr. Nuttasit Vichittanan
Tel:	0-2681-8700 Ext. 104 Fax: 0-2681-8701
Email:	ir@iii-logistics.com

AUDIT FEE

For the financial year 2021-2023, the Group appointed the following auditor and provided the following fees to auditor:

Financial year	Name of the Auditor	Audit fee (Baht)	Other fees (Baht)
2021	PricewaterhouseCoopers ABAS Ltd.	4,700,000	-
2022	PricewaterhouseCoopers ABAS Ltd.	4,390,000	20,000
2023	PricewaterhouseCoopers ABAS Ltd.	4,399,500	20,000

Remark: In 2022 and 2023 the company has other fees totaling Baht 20,000 for performance of work in accordance with mutually agreed method in relation to revenue from warehouse services.

– NOMINATION AND REMUNERATION COMMITTEE REPORT –

The Nomination and Remuneration Committee of Triple i Logistics Public Company Limited was appointed by the Board of Directors to perform its duties independently in accordance with the roles and responsibilities stipulated in the Charter of the Nomination and Remuneration Committee, as well as principles and good corporate governance guidelines provided by the Securities and Exchange Commission together with Stock Exchange of Thailand.

In 2023, the Nomination and Remuneration Committee consists of 3 members and more than half of the total members of the committee are independent directors as follows:

- | | | |
|----|--------------------------|---|
| 1. | Mr. Vipoota Trakulhoon | Chairman of the Nomination and Remuneration Committee
(Independent Director) |
| 2. | Mr. Apichart Chirabandhu | Member of the Nomination and Remuneration Committee
(Independent Director) |
| 3. | Mr. Viraj Nobnomtham | Member of the Nomination and Remuneration Committee |

In 2023, the Nomination and Remuneration Committee held 2 meetings in total. All Nomination and Remuneration Committee participated in all meetings. Duties performed by the committee can be highlighted as follows:

1. To review the structure and composition of the Company's Board of Directors, Sub-Committees' Members including the suitable number of Directors given the nature of the Company's business, and determine the rules and procedures for recruitment and qualifications of, and identify, suitable candidates for the roles of Directors, Sub-Committees' Members and Executives, before endorsing to the Board of Directors' Meeting and/or proposing to the Shareholders' Meeting for consideration and approval. As of 31 December 2023, The Board of Directors consisted of 10 members in total, including 4 independent directors and 6 executive directors. The size and composition of the Board of Directors are appropriate to the organization. The Board of Directors has knowledge, expertise, and experience from various field such as political science, economics, finance and accounting, business administration, law, logistics management, and marketing to support the business operations of the organization.
2. To formulate the policies for reviewing the rules for determining monetary remuneration and non-monetary remuneration for the Directors, Committees' Members, Chief Executive which have established fair compensation methods and criteria. By considering the performance operational success against key operational goals and indicators, including their obligations. Assigned responsibility as well as operating results business environment and factors that may have an appropriate impact on the Company's business and the overall economy.
3. The committee nominated persons who are suitable to hold the position of the Company's directors in replace of those who are retired by rotation and proposed to the Board of Directors for consideration prior to further submission to the 2023 Annual General Meeting of Shareholders for appointment of directors in replace of those who are retired by rotation. In addition, the Company provided minor shareholders an opportunity to nominate candidate directors during November 18 and December 31, 2022 via the SET Community Portal system and disseminated such criteria and nomination form via the Company's website to inform shareholders in advance. However, no shareholders nominated any candidates for the nomination process in the Annual General Meeting of Shareholders 2023 ("AGM"). The AGM dated April 18, 2023 approved to appoint four directors who retire by rotation to be independent directors of the Company for another term.

4. The committee considered remuneration of the Board of Directors and sub-committees for the year 2023 and proposed the matter to the Board of Directors and the Annual General Meeting of shareholders for approval. The Committee has considered the remuneration to be suitable for the duties and responsibilities. Success in performing duties was linked to operating performance and other relevant environmental factors. The committee also compared remuneration rates with those of other companies in the same of similar industry. In the year 2023, the Nomination and Remuneration Committee determined the remuneration in the amount of not exceeding Baht 5,333,000 and the shareholders' meeting has approved the remuneration as proposed.
5. The committee considered improving the Chief Executive Officer's performance assessment form for the year 2023 to align with the current situation where the global community recognizes the importance of sustainability covering all three dimensions, namely economic and corporate governance, social, and environmental dimensions. Therefore, as the top leader of the company, performance should be measured in these areas to demonstrate the company's commitment to and drives sustainability as one of its strategies and business plans. This includes adherence to the criteria guidelines of the SET ESG Ratings.
6. The committee evaluate the Chief Executive Officer's performance for the year 2023 and informed to the Board of Directors.
7. The committee consideration remuneration for the Chief Executive Officer by considering performance evaluation results of the Chief Executive Officer for the year 2023.
8. The Committee reviewed succession plan which is part of the duties of the Nomination and Remuneration Committee. It relates to the performance of duties of the directors in accordance with good corporate governance principles as well as preparing for the development of manpower management system and human resource development.
9. The committee reviewed Charter of the Nomination and Remuneration Committee for the year 2023 and proposed to the Board of Directors for consideration.

The Nomination and Remuneration Committee has performed duties independently following the principles of Good Corporate Governance with prudence and integrity for transparency in the nomination and remuneration processes and reliability of all shareholders and stakeholders.



Mr. Vipoota Trakulhoon
Chairman of the Nomination and
Remuneration Committee

– Corporate Governance and Sustainable Development Committee Report –

The Corporate Governance and Sustainable Development Committee of Triple i Logistics Public Company Limited stresses commitment to promote the company to become a corporation of transparency morality, honesty and resistance to the fraud and corruption. The Company operates business under the good corporate governance principle and business ethics which aims to improve and enhance the good corporate governance of the Company to be more efficient, which will in turn enhance the Company's creditability and gaining confidence from all stakeholders. The committee consists of the following members:

1. Mr. Apichart Chirabandhu Chairman of the Corporate Governance and Sustainable Development Committee (Independent Director)
2. Mr. Thanut Thatayanon Member of the Corporate Governance and Sustainable Development Committee
3. Mr. Jirod Panacharas Member of the Corporate Governance and Sustainable Development Committee

In 2023, the Corporate Governance and Sustainable Development Committee held 2 meetings in total and all members attended all meetings. The committee also performed its duties can be highlighted as follows:

1. The company was certified as a member of the Thai Private Sector Collective Action Against Corruption since 31 March 2023, the Corporate Governance and Sustainable Development Committee has promoted and supported the company operations to be in line with the key practices in the anti-fraud and corruption policy. This is to align with the objectives of the Thai Private Sector's Collective Action against Corruption (CAC) continuously. In the year 2023, the company organized training on "Knowledge about Good Corporate Governance, Business Ethics, and Anti-Corruption in the Organization for the year 2023". Which directly related to the operations of executives and employees. This included training on preventing internal data misuse, anti-corruption in the form of online training, along with taking pre- and post-training test. Additionally, the company monitored complaints related to corruption, In the year 2023, The company has not been notified of fraud and corruption. Furthermore, the company supports customers and business partners to participate in the private sector's Collective Action against Corruption (CAC Change Agent) by assigning the corporate governance department to send invitation letters to customers, business partners. Including campaigning for participation in the No Gift Policy project.
2. The committee has provided the Company's shareholders the right to propose meeting agenda and nominate candidate for appointment as the Company's director in the 2024 Annual General Meeting of Shareholders in advance during 17 November - 31 December 2023. This is in line with Principles of Good Corporate Governance in relation to right of shareholders and equitable treatment of shareholders.
3. The committee reviewed the Charter of the Good Corporate Governance Committee for the year 2023
4. To Consider and approve the annual performance assessment of the Board of Directors, sub-committees and self-assessment. It has the objective to review performance in order to develop the performance of committee to be more effective.
5. To approve the company's 2023 Sustainability Report includes acknowledge issues related to sustainability and good corporate governance that require development and improvement. It involves considering best practices to enhance these issues. The Corporate Governance and Sustainable Development Committee has provided suggestion for the management to incorporate sustainability issues as part of formulating strategies and annual plan which covering operation in three dimensions: economic and corporate governance, social, and environmental dimensions. The committee also supports various departments of the company and its subsidiaries in operating under the sustainable development concept.

6. To consider and appoint a Sustainable Development (ESG) working group, consisting of high-level executives leading the working group in all three dimensions: economic and corporate governance, social, and environmental. Employees from various departments will also be involved. Therefore, purposed to the board of director for consideration and approval.
7. In the year 2023, The company participated in the Sustainable Stock Exchange “SET ESG Ratings” for the first time, organized by the Stock Exchange of Thailand. This evaluation assesses sustainability including economic which including governance, environmental, and social aspects (ESG). In 2023, Triple i Logistics Public Company Limited was among 193 registered companies that successfully passed the selection and received a rating of “BBB”. The company is committed to continuous self-improvement.
8. The Company received an assessment from the Corporate Governance Report of Thai Listed Companies (CGR) for 2023, organized by Thai Institute of Directors (IOD) and The Stock of Exchange Thailand (SET) with an “Excellent” rating (5-star level) and received a score of 100 from the Annual General Shareholders’ Meeting Assessment Project (AGM Checklist) organized by the Thai Investors Association (TIA).



Mr. Apichart Chirabandhu

Chairman of the Corporate Governance Committee

– GOOD CORPORATE GOVERNANCE AND CORPORATE GOVERNANCE OPERATIONS –

GOOD CORPORATE GOVERNANCE POLICY

Triple i Logistics Public Company Limited (TLG) (the “Company”), including its subsidiaries and associated companies (the “Group of Companies”) operate business by always adhering to the principles of good corporate governance and business ethics and are committed to developing organization for sustainable growth.

OVERVIEW OF POLICIES AND GUIDELINES FOR GOOD CORPORATE GOVERNANCE

The Board of Directors attaches great importance to compliance with good corporate governance principles by recognizing roles, duties and responsibilities of the Board of Directors and the management team to foster good corporate governance, increase competitiveness of the business, give confidence to shareholders, institutional shareholders, investors, and all related parties with efficient and transparent management. Therefore, The Board of Directors has assigned the Corporate Governance and Sustainable Development Committee to consider and propose company policies to the Board of Directors for further consideration, approval and announcements as a guideline for good practices of executives, management, and employees at all levels of the company and subsidiaries to follow the business ethics and guidelines according to good corporate governance policy. Along with communicating knowledge and continuing monitor on performance. The policy support corporate governance which includes significant principles prescribed in the good corporate governance principle in the following categories:

(Please refer to more information on the good corporate governance policy at <https://investor.iii-logistics.com/en/home> under the heading Corporate Governance).

SECTION 1: RIGHTS OF SHAREHOLDERS

Shareholders and institutional shareholders shall have rights as the owner of the Company. They must have the right to attend the shareholders’ meeting, determine the directions of the Company’s operations through the Board of Directors appointed by the shareholders, act or make decisions that have a significant impact on the Company. The shareholders’ meeting is an important platform for shareholders to express their opinions, ask questions and vote on whether to proceed or not to proceed with any matter. Therefore, shareholders are entitled to attend the meeting. There should be enough time for consideration and acknowledge results of the resolutions. In the past 2023, the Company has promoted the fundamental rights of shareholders as follows:

- 1.1 Disseminate information about important operations and transactions, including information memorandum and details of the exercise of rights in various matters considering the equality in the perception of news and exercise period. The information will be published through the website of the Stock Exchange of Thailand and the Company’s website to facilitate shareholders to access the Company’s information through various channels.
- 1.2 The Company has implemented and promoted the fundamental rights of shareholders in respect of the meeting of shareholders with details as follows:

BEFORE THE MEETING

- Promote the rights of shareholders to continually hold annual meetings. The 2023 Annual General Meeting of Shareholders was held on 18 April 2023 at 2.00 p.m. at Surasak 2-3 Room, 11th Floor, Eastin Grand Hotel Sathorn, No. 33/1 South Sathorn Road, Yannawa Sub-district, Sathorn District, Bangkok. In addition, the Company considers convenience of meetings and prepares the meeting venue to be of sufficient size for the number of shareholders attending the meeting as well as having a live broadcast (Live Streaming) of the shareholders’ meeting through the Company’s Facebook fan page <https://www.facebook.com/iiiilogistics>.
- Provide an opportunity for shareholders to propose meeting agendas and names of persons to be appointed as directors in advance from 18 November 2022 to 31 December 2022 (at least 3 months prior to the date of the Annual General Meeting of Shareholders). The criteria and procedures for consideration have been disclosed on the Company’s website, including an opportunity for shareholders to submit questions about the meeting agenda to the Company Secretary in advance of the meeting date. In this regard, there were no shareholders proposing the meeting agenda or nominating a person to be considered for appointment as a director in the 2023 Annual General Meeting of Shareholders.
- Disseminate the resolutions of the Board of Directors’ meeting regarding the determination of the date of the 2023 Annual General Meeting of Shareholders to the shareholders in advance, including the date for determination of the names of shareholders who are entitled to attend the Annual General Meeting of Shareholders, and the right to receive dividends (Record Date) through the website of the Stock Exchange of Thailand and the Company’s website.

- Disseminate the invitation letter to the meeting in Thai and English versions. Meeting documents and proxy forms were posted on the Company's website on 20 March 2023, and the invitation letter to the meeting was sent to shareholders by post on 27 March 2023 (7 days in advance before the meeting date as required by law) for the shareholders to have enough time to study the information for the meeting. The foreign shareholders will receive English version of the documents.
 - To maintain the rights of shareholders who are unable to attend the meeting in person, the Company allows shareholders to appoint other persons as their proxies or appoint independent directors to attend the meeting and vote. The Company published the proxy form A B and C (e-Documents) on the Company's website and the proxy form B has been sent to all shareholders by post together with the invitation letter.
- 1.3 The Company respects shareholders' basic rights such as the right to receive equitably dividend paid out of profit and the Company's repurchase of shares, the right to communicate with one another or does not impede or create obstacles to communication among shareholders. Including if there is any shareholder's agreement which can significantly affect the Company or other shareholders, the Company will promptly disclose it. In 2023 the company did not find any action that violates the regulations of regulatory agencies such as The Securities and Exchange Commission (SEC) and The Securities Exchange of Thailand (SET).

MEETING DAY

- The Company provide enough staff to welcome, facilitate and advise attendees on the procedures and methods of registration and document verification, as well as providing a stamp duty to facilitate the proxies in the document inspection process.
- Apply technology of barcode system in the meeting both registration and vote counting to run meetings quickly with accuracy and precision.
- Notify rules used in the meeting and voting procedures before the beginning of the agenda.
- The Chairman allocates sufficient time for the meeting and conducts the meeting appropriately and transparently according to the agenda set forth in the invitation letter without adding or amending the agenda. In addition, shareholders are given an opportunity to express their opinions, or ask questions in that agenda. Shareholders are allowed to ask questions or give additional suggestions in addition to the determined agenda.
- At the 2023 Annual General Meeting of Shareholders, 10 directors attended the meeting out of the total of 10 directors. Senior management and the Company Secretary also attended the meeting to answer questions and listen to the opinion of shareholders.

AFTER THE MEETING

- Disseminate the meeting resolutions with details of the number of votes in each agenda clearly via the Stock Exchange of Thailand's website. After the 2023 Annual General Meeting of Shareholders, the Company published the meeting resolutions on 18 April 2023.
- Shareholders can view the recordings of the 2023 Annual General Meeting of Shareholders via webcast on the Company's website.
- The Company Secretary has prepared the minutes of the shareholders' meeting in both Thai and English languages with all details and important matters recorded in accordance with the guidelines of the Good Corporate Governance of the Stock Exchange of Thailand by specifying names of directors and executives attending the meeting, meeting resolutions, and number of votes of attendees in each agenda, including issues, questions and suggestions of shareholders; and submitted to the Stock Exchange of Thailand and published on the Company's website within 14 days from the date of the meeting on 28 April 2023.

SECTION 2: THE EQUITABLE TREATMENT OF SHAREHOLDERS

The Company will treat shareholders equally regardless of gender, age, race, nationality, religion, belief, political opinion, or disability. If the shareholders are unable to attend the meeting due to any inconvenience, shareholders have the right to appoint other persons to attend the meeting on their behalf. In the past 2023, the Company has promoted and operated in accordance with the principles of equitable treatment of shareholders as follows:

1. The Opportunity is given to shareholders who hold shares of not less than 5% of the total voting rights of the Company, who may be one or more shareholders to propose meeting agendas and names of persons to be elected as directors between 18 November 2022 to 31 December 2022, the criteria and procedures for consideration have been disclosed on the Company's website.
2. The Board of Directors nominates at least one independent director as an alternative for appointing shareholders and/or any other persons as proxy. In the 2023 Annual General Meeting of shareholders, the Board of Directors has nominated 2 Independent Directors consisting of Mr. Apichart Chirabandhu and Mr. Vipoota Trakulhoon to serve as the proxy of shareholders who may not be able to attend the meeting. The Company has delivered the proxy form B as specified by the Ministry of Commerce by post together with the invitation letter

3. In voting at the shareholders' meeting, 1 share is equal to 1 vote. If any shareholder has a special interest in any matter, that shareholder will not have the right to vote on that matter.
4. The publication of the invitation letter in Thai and English versions, meeting documents and proxy forms on the Company's website on 20 March 2023. The invitation letter was sent to shareholders by the registered mail on 27 March 2023 and 22 days prior to the meeting date to allow shareholders enough time to study the information for the meeting. The foreign shareholders will receive the English version.
5. All shareholders such as major shareholders, minority shareholders, institutional investor, general investor, foreign investors, and analyst can suggest opinions or ask questions directly to management on Opportunity Day activities or at analyst meetings, etc.

SECTION 3: ROLE OF STAKEHOLDERS

The business operations of the Company and its subsidiaries involve many parties, from shareholders, directors, executives, employees, creditors, customers, business partners, competitors to communities, nations, and the world society. The Company realizes the importance of taking care and considering all stakeholder groups. The Company's business operations also consider the rights of all stakeholders and expects management and operations to be transparent, clear, and fair, with a clear guideline in business operations and develop into a sustainable organization. The details of operations are as follows:

 <p>Shareholders</p>	<p>Respect the fundamental rights of shareholders in all respects, including the right to buy, sell or transfer shares, the right to receive a share of the profits of the enterprise, the right to receive adequate business information the right to attend the shareholders' meeting for approval on various agendas as required by law; including creating quality and stable growth for shareholders to receive sustainable returns with good and efficient performance and does act in any way that infringes or limits the rights of shareholders.</p>
 <p>Employee</p>	<p>Treat employees fairly and appropriately in terms of opportunities, compensation, appointments, transfers, and employee potential development, respect the rights of employees according to human rights and comply with labor laws, take care of the working environment to be safe for the lives and properties of employees, as well as providing opportunities for employees to file complaints through various channels if employees are not treated fairly as well as giving employees an opportunity to express their opinions or complaints about unfair practices or improper actions in the Company including providing protection to employees who report such matters.</p>
 <p>Customer</p>	<p>Deliver services and products that meet standards, meet the needs of customers with reasonable price & fair conditions, keep up with the situation and quality, follow the conditions that have been agreed with customers as best as possible, build trust and fairness to customers by providing accurate and truthful information about the features and/or quality of services and/or goods, conduct customer satisfaction surveys and use the results to continuously improve the service, ready to answer customer questions as well as take action on complaints, provide advice and follow-up on progress on issues as informed by customers.</p>
 <p>Trade Partner</p>	<p>Trade partners with equality considering mutual benefits, develop and maintain lasting relationships and build mutual trust. The Company adheres to the procurement regulations, which clearly define the procedures and practices and do not use the information obtained from the procurement work for personal benefit or other unrelated persons.</p>
 <p>Creditor/Debtor</p>	<p>Strictly comply with conditions with creditors, ensure that payments are made to creditors in full on time, comply with the terms of the agreement in full including building relationships and treating creditors based on honesty, trust, and mutual trust. It is also responsible for building relationships and treating debtors based on honesty, mutual trust, and trust, including being responsible, paying attention and giving importance to the conditions that have been agreed upon with the debtor as best as possible.</p>
 <p>Competitor</p>	<p>Operate business under the framework of fair competition. Do not seek confidential information of competitors by dishonest or inappropriate means and not do anything that infringes the intellectual property of others or competitors.</p>
 <p>Society, Community and Environment</p>	<p>Treat the local surrounding community living and/or any property with friendliness, support the development of communities to have good living, promote the development and promotion of social activities, preserving the environment and improving the quality of life of people in the community. The Company adheres to behave as a good citizen, respect human rights and fully comply with all applicable laws and regulations as well as continuously instilling awareness of social and environmental responsibility in the Company's personnel at all levels.</p>

SECTION 4: DISCLOSURE AND TRANSPARENCY

The Company has disclosed important information completely, accurately, and without distorting facts for stakeholders to use in making decisions, disclosure is an indicator of operational transparency that is a key factor in ensuring investor confidence in the integrity of our operations and as a mechanism to monitor operations. The Company attaches great importance to information disclosure and try to add channels to provide information all the time. The details of operations are as follows.

1. Disclosure of important information in accordance with the required criteria and by law, with both Thai and English versions of the information disclosed.
2. The Board of Directors attaches importance to and maintains an effective internal control system to reasonably ensure that accounting records are accurate, complete, and sufficient to maintain assets and to identify weaknesses to prevent corruption or material irregularities including the appointment of the Audit Committee comprising non-executive directors to audit financial reports and internal control system. The Audit Committee will report directly to the Board of Directors.
3. Prepare a report on the assessment of the status and trends of the Company and its subsidiaries. Report on the Board of Directors' responsibility in preparing the financial reports shown in conjunction with the auditor's report in the annual registration statement Form 56-1 One Report.
4. The Company has sent financial reports and Management Discussion and Analysis (MD&A) to the Stock Exchange of Thailand and the Securities and Exchange Commission within the specified period.
5. Disclose policy on remuneration payment to directors and senior management reflecting their duties and responsibilities, including the form or nature of the compensation as detailed in the topic "Remuneration of directors and executives" in the annual registration statement Form 56-1 One Report.
6. Report of the meeting attendance of the Board of Directors and sub-committees by comparing it to the number of meetings held each year as detailed in the topic "Meeting Attendance Record of The Board of Directors for The Year 2023" in the annual registration statement Form 56-1 One Report.
7. Disclose audit fees and other service fees that the auditors as detailed in the topic "Auditor's Remuneration" in the annual registration statement Form 56-1 One Report.
8. The Company has arranged briefings for analysts and investors, including interested shareholders for the disclosure of earnings and prepare press releases based on events in case of significant changes as well as provided opportunities for securities analysts, shareholders, and institutional investors to meet with the management to inform investors about operating results, strategic plans, and important events that occurred during the year and answered questions.

In the year 2023, the Company has performed its investor relations activities in various manners to meet and provide information to related parties on various occasions as follows:

- Analyst meeting, a total of 4 times,
 - Financial Performance results for Year-end 2022, on 22 February 2023.
 - Financial Performance results for Quarter 1/2023, on 12 May 2023.
 - Financial Performance results for Quarter 2/2023, on 9 August 2023.
 - Financial Performance results for Quarter 3/2023, on 9 November 2023.
- Listed companies to meet investors activity (Opportunity Day), a total of 3 times,
 - Financial Performance results for Year-end 2022, on 23 February 2023.
 - Financial Performance results for Quarter 2/2023, on 10 August 2023.
 - Financial Performance results for Quarter 3/2023, on 10 November 2023
- Arrangements for analyst, retail investors and institutional investors to visit the Company's executives to inquire about company information (Company Visits), a total of 17 times.
- Conference meeting for investors (Conference call), a total of 14 times
- Company's roadshow, a total of 3 times.
- Press Conference for the disclosure of earnings in the year 2023 and the business direction, a total of 3 times.



SIGNIFICANT CHANGES AND DEVELOPMENTS RELATED TO GOOD CORPORATE GOVERNANCE

Triple i Logistics Public Company Limited (the “Company”), including its subsidiaries and associated companies (the “Group of Companies”) has been working on good corporate governance to continuously develop and enhance the good corporate governance system to increase the efficiency of corporate governance in accordance with the Good Corporate Governance Code for Listed Companies (CG Code) and other international principles to lead the organization towards sustainable growth. However, the Board of Directors has regularly reviewed its policies, principles and practices of good corporate governance in accordance with the rules, notification and corporate governance guidelines of the SEC and the SET. Including, the Company ensures that this corporate governance policy has been effectively communicated and enforced to all directors, executives and employees as well as monitored the results on a regular basis. In 2023, the Company has carried out various activities which can be summarized as follow:

SIGNIFICANT CHANGES AND DEVELOPMENTS REGARDING THE REVIEW OF POLICIES, GUIDELINES, CHARTER OF THE BOARD OF DIRECTORS AND SUB-COMMITTEES

1. The Board of Directors has reviewed and revised the policies, guidelines, and charters of the Board of Directors and sub-committees to be appropriate and consistent with the Company’s business operations as follows:
 - Good Corporate Governance Policy
 - Sustainable Development Policy
 - Human Resources Management Policy
 - Code of Conduct
 - Charter of the Board of Directors
 - Charter of the Audit Committee
 - Charter of the Management Committee
2. The Board of Directors places importance on operations to create sustainable growth for the business under the concept of environmental considerations, social responsibility and management according to the principles of good governance (Environmental Social Governance), including the company aims to be one of the sustainable stocks of the Stocks Exchange of Thailand (Thailand Sustainability Investment (THIS)) therefore it has prepared in various related areas, including the determination of additional related policies as follows:
 - Environmental and Climate Policy
 - Procurement Policy
 - Code of Conduct for Business Partners
3. It has provided the Company information for assessment by external agencies as follows:

Corporate Governance Report of Thai Listed Companies 2021: CGR which has been assessed by the Thai institute of Directors of which in year 2023, The Company has received a rating of 95% and was ranked 5 stars (Excellent).

ACTIONS RELATED TO FRAUD AND CORRUPTION

The Company places importance on supervising compliance with anti-fraud and corruption guidelines to ensure transparency and fairness and build trust among stakeholders. Therefore, after being certified as a member of the Thai Private Sector Collective Action Against Corruption since 31 March 2023, the Company has continued to promote the spirit and principles of the Thai Private Sector Coalition Against Corruption (CAC). In the year 2023, the Company encourages customers, business partners to engage in the Thai Private Sector Collective Action Against Corruption (CAC Change Agent) by assigning the corporate governance department to send invitation letters to customers, business partners. Including campaigning for participation in the No Gift Policy project.

IMPLEMENTING GOOD CORPORATE GOVERNANCE PRINCIPLES FOR LISTED COMPANIES IN 2017

The Company has given importance to the implementation of the good corporate governance principles for listed companies 2017 (Corporate Governance Code 2017: CG CODE 2017) determined and announced by the Securities and Exchange Commission (SEC). In 2023, the Corporate Governance Committee has reviewed the principles of good corporate governance for listed companies for the year 2017 at the Corporate Governance Committee Meeting No.2/2023 held on 25 October 2023 and proposed them to the Board of Directors for consideration and acknowledgement. However, The Company has strived to follow the principles of Corporate Governance Code (CG Code) by determines the policies, measures, and operating procedures that are consistent with those principles and appropriate for the business growth. The results that cannot be implemented but has substituted alternative practices that are deemed suitable are as follows:

CG Code Principle	Reason or substituted practices of the company
Issue the policy on a nine years term limit for independent directors (Principle 3.2.5)	The company has considered whether independent directors possess knowledge and experience that are valuable to the business operations and are difficult to find in others with the same level of expertise. For that reason, the board of directors shall appoint the independent director to hold the position for another term.

ACTIONS RELATED TO SUSTAINABLE DEVELOPMENT

1. In 2023, the company participated in the Sustainable Stock Exchange “SET ESG Ratings” for the first time, organized by the Stock Exchange of Thailand. This evaluation assesses sustainability including economic governance, environmental, and social aspects (ESG). In 2023, Triple i Logistics Public Company Limited was among 193 registered companies that successfully passed the selection and received a rating of ‘BBB.’ The company is committed to continuous self-improvement.
2. To consider and appoint a Sustainable Development (ESG) working group, consisting of high-level executives leading the working group in all three dimensions: economic and corporate governance, social, and environmental. Employees from various departments will also be involved.
3. To consider and approve the modification of the performance assessment form for chief executive officer in accordance with the sustainable development guidelines of the Stock Exchange of Thailand. The evaluation criteria encompass financial, environmental, social, and/or corporate governance (ESG) aspects. This aims to reflect awareness and integration of sustainability issues as part of the company’s operations.
4. The Company is committed to conducting business sustainably through operational excellence and transparency with the ultimate goal of creating corporate sustainability for the long-term benefits of stakeholders throughout the value chain of the Company. The Company places great importance on operating business with social responsibility, good corporate governance to achieve the continuous economic growth and environmental consciousness. The Company therefore provides training sessions on the topic of ‘Organizational Sustainability and Environmental Impacts’ for directors, executives and employees. The aim is to raise awareness about environmental management, efficient resource utilization, and effective climate control. Participants will gain knowledge and understanding of accurately storing data on the organization’s greenhouse gas emissions. In order to further integrate with sustainable business operations of the companies.

COMPLIANCE WITH GOOD CORPORATE GOVERNANCE PRINCIPLES IN OTHER MATTERS

The evaluation of the organization of the Annual General Meeting (AGM Checklist) by Thai Investors Association to allow listed companies in Thailand to organize the shareholders’ meeting to be in line with the international standards through the criteria used in the assessment covering various procedures in the shareholders’ meeting of which the Company has received 100 scores from the AGM Checklist Scoring.

Report on Key Performance of Corporate Governance

1. Board of Directors performance

- **Determination of policies, directions, and business strategies:** The Board of Directors, together with the management team, are involved in determines policy, direction, and strategy for the company's business operations as well as the annual budget. Including reviewing the vision, mission and strategic plans to be in line with its business goals. Including supervise the overall performance to ensure that it is in accordance with the strategies and the established budget.
- **Monitor the implementation of the strategy:** The Board of Directors monitors the implementation of the strategy through quarterly board meetings where the performance is reported by the management.

2. Nomination and Appointment of Independent Director

As of 31 December 2023, the Company has 4 independent directors out of the total of 10 directors. They are independent from the Company's management and major shareholders. The Company's policy is to appoint at least one-third of the total number of directors and there must be at least 3 independent directors in accordance with the regulations of the Securities and Exchange Commission.

The Board of Directors and The Nomination and Remuneration Committee will jointly consider the qualifications of the candidates to be appointed as independent directors by considering the qualifications and disqualifications of a director pursuant to Public Limited Companies Act, the law concerning securities and exchange, notifications of the Capital Market Supervisory Board, and relevant notifications and/or regulations. In addition, the Nomination and Remuneration Committee shall consider and select independent directors by considering from expertise, work experience, and other appropriate factors, and shall further propose to the Board of Directors and the shareholders to consider and appoint them to be the Company's directors and their qualifications shall accord with the Notification of the Securities and Exchange Commission as follows:

- 1) Holding shares not exceeding one percent of the total number of shares with voting rights of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, including shares held by related persons of such independent director;
- 2) Neither being nor used to be an executive director, employee, staff, advisor who receives salary, or controlling person of the Company, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person, unless the foregoing status has ended not less than two years prior to the date of filing an application with the SEC Office. Such prohibited characteristic shall not include the case where the independent director used to be a government official or advisor of a government unit which is a major shareholder or controlling person of the applicant;
- 3) Not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of child, executive, major shareholder, controlling person, or person to be nominated as executive or controlling person of the Company or its subsidiary company;
- 4) Neither having nor used to have a business relationship with the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, in the manner which may interfere with his independent judgement, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of filing an application with the Office. The term 'business relationship' shall include any normal business transaction, rental or lease of immovable property, transaction relating to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or its counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net tangible assets of the company or Baht twenty million or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness occurred during the period of one year prior to the date on which the business relationship with the person commences;

- 5) Neither being nor used to be an auditor of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years;
- 6) Neither being nor used to be a provider of any professional services including those as legal advisor or financial advisors who receives service fees exceeding Baht two million per year from the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years;
- 7) Not being a director appointed as representative of directors of the Company, major shareholder or shareholder who is related to major shareholder;
- 8) Not undertaking any business in the same nature and in competition to the business of the Company or its subsidiary company or not being a significant partner in a partnership or being an executive director, employee, staff, advisor who receives salary or holding shares exceeding one percent of the total number of shares with voting rights of other company which undertakes business in the same nature and in competition to the business of the Company or its subsidiary company;
- 9) Not having any other characteristics which cause the inability to express independent opinions with regard to the Company's business operations;
- 10) Not being a director assigned by the Board of Directors to take part in the business decision of the Company, its subsidiary company, associated company, same-level subsidiary company, major shareholder, or controlling person of the Company.

3. Nomination and selection of directors

The Board of Directors has assigned the Nomination and Remuneration Committee to nominate and screen a suitable person to be appointed as the Company's director. The nomination might be through consideration of the former director, nomination from shareholder, using recruitment companies, selecting persons from the director pool, or allowing each director to nominate an appropriate person etc. The Nomination and Remuneration Committee will consider various important factors, which can be summarized as follows:

- 1) A person who is appropriate, fully qualified, and does not have prohibited characteristics as specified under the laws.
- 2) Having knowledge and expertise regarding the company's business is essential for individuals serving as the Company's directors. by taking into account the diversity in the structure of the Board of Directors (Board Diversity) and compare them with the Board Skill Matrix in order to recruit individuals with knowledge, competence, and diverse experiences, without limiting or discriminating against gender, race, or any other differences. This approach aims to complete the composition of the Board of Directors and ensure consistency with the Company's business strategy.
- 3) Ability to fully dedicate time. For director who will be re-appointed for another term, the consideration may be based on the performance during the tenure and the number of companies in which the director holds positions suitable to the nature or business conditions of the Company and must not exceed 5 listed companies.
- 4) In the case of appointing an independent director, the Nomination and Remuneration Committee will consider the independence of a person nominated as an independent director and such person must have qualifications as specified in the announcement.

In respect of the nomination of directors to be elected as directors to replace those whose terms have expired at the annual general meeting of shareholders; the Company has invited shareholders to nominate a person to be elected as a director in advance via the Company's website. The Nomination and Remuneration Committee will select qualified candidates for the Board of Directors' consideration. Those who have been approved by the Board of Directors will be included in the list to be proposed to the annual general meeting of shareholders, subject to the criteria determined by the Company.

4. Nomination and Appointment of Directors and High-Level Executives

4.1 Appointment of directors in replacement of directors retiring by rotation

The appointment of directors shall be in accordance with the methods as specified in the Company's Articles of Association. The Nomination and Remuneration Committee will select and present the list of suitable persons to the Board of Directors' meeting in accordance with the nomination criteria to consider and approved to propose the names of such persons to the shareholders' meeting for further approval. The shareholders' meeting shall elect directors in accordance with the following criteria and methods:

- Each One shareholder shall have one vote for one share. The shareholder shall use all the votes to elect one candidate or candidates to be a director and shall not split the number of votes.
- The shareholders shall cast their votes to elect a director individually.
- The candidates who received the highest number of votes in descending order shall be elected as directors. The number of directors shall equal to the requires number of directors or the number of directors elected at that time. In the event that the candidates who have been elected in the next order receive the same

number of votes in excess of the number of directors to be elected or elected at that time, the Chairman of the meeting shall have the casting vote.

- At every annual general meeting of shareholders, one third of the total directors shall be retired from their position. If the number of directors cannot be divided by three, the directors shall retire by the number nearest to one-third of the total directors required to retire at the first year. For the second year after the Company's incorporation, directors will retire from their position by drawing lots. In subsequent years, the directors who have been in the longest term shall retire. Directors who are retired by rotation may be re-elected.

At the 2023 Annual General Meeting of Shareholders, 4 directors were due to be retired by the rotation. The shareholders' meeting resolved to approve the reappointment of such directors for another term:

- | | | | |
|----|----------------|----------------|----------------------|
| 1. | Mr. Woodtipong | Moleechad | Independent director |
| 2. | Mr. Tipp | Dalal | Director |
| 3. | Mrs. Darunee | Rakpongpi boon | Director |
| 4. | Mr. Chalernsak | Karnchanawarin | Director |

However, the Nomination and Remuneration Committee has considered the selection criteria and has the opinion that the four directors who must retire by rotation have all the qualifications in accordance with the Public Limited Act B.E. 2535 and also are persons with knowledge, ability, experience, and expertise according to the components of the Board Skill Matrix that are consistent and necessary for the Company's business operations.

4.2 Appointment of directors in replacement of vacant positions in cases other than due to expiration of the term

The Nomination and Remuneration Committee will select and nominate a qualified person who has no prohibited characteristics as specified under the Public Limited Company Act and the laws on securities and exchange to the Board of Directors' meeting to consider appointing such director to replace the vacant positions with a vote of not less than three fourths (3/4) of the total votes of the remaining directors. The person who becomes a replacement director will be in the position of director only for the remaining term of the director whom he replaces.

5. Development of directors

The Board of Directors recognizes the importance and encourages directors to participate in training courses or seminars and increase knowledge relating to their performance of duties.

Training statistics of directors in the year 2023

Name of Directors	Training/Seminar attended in year 2023
1. Mr. Krirkkrai Jirapaet	- Training on "Organizational Sustainability and Environmental Impacts"
2. Mr. Woodtipong Moleechad	- Training on "Organizational Sustainability and Environmental Impacts"
3. Mr. Vipoota Trakulhoon	- Training on "Organizational Sustainability and Environmental Impacts"
4. Mr. Apichart Chirabandhu	- Training on "Organizational Sustainability and Environmental Impacts"
5. Mr. Tipp Dalal	- Training on "Organizational Sustainability and Environmental Impacts" - Course for Senior Executives in Administrative Justice, Class 1
6. Mr. Viraj Nobnomtham	- TLCA CFO Professional Development Program (TLCA CFO CPD) No. 1/2023 on "Economic Update for CFO" via online system by the Thai Listed Companies Association - TLCA CFO Professional Development Program (TLCA CFO CPD) No. 2/2023 on "Risk Management for CFOs" via online system by the Thai Listed Companies Association - TLCA CFO Professional Development Program (TLCA CFO CPD) No. 3/2023 on "Fintech: Financial Technology" via online system by the Thai Listed Companies Association - Training on "Organizational Sustainability and Environmental Impact"
7. Mr. Thanut Thatayanon	- Training on "Organizational Sustainability and Environmental Impacts"
8. Mrs. Darunee Rakpongpi boon	- Training on "Organizational Sustainability and Environmental Impact" - Training on "Certificate in ESG Management (C-ESG)" class 3/2023 by The Securities Exchange of Thailand. - Training on "ESG 101" via online system by The Securities Exchange of Thailand
9. Mr. Jirod Panacharas	- Training on "Organizational Sustainability and Environmental Impacts"

Name of Directors	Training/Seminar attended in year 2023
10. Mr. Chalernsak Karnchanawarin	<ul style="list-style-type: none"> - Training on “Organizational Sustainability and Environmental Impacts” - Training on “Dangerous Goods Safety Advisor (All Classes by Road)” in accordance with EC Directive and the Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) 2023 by DG Training Co., Ltd. - Training on “Actual actions towards carbon neutrality” by German Society for International Cooperation (GIZ) - Training on “Enhancing Capacity of Southeast Asian Chemical Distributors to Restrict Access to Online Chemical Sales and E-Commerce” by Civilian Research and Development Foundation Global (CRDF Global) and the U.S. State Department’s Chemical Security Program (CSP) - Training on “The Climate Action Programme for the Chemical Industry (CAPCI)” by German Society for International Cooperation (GIZ)

6. Performance Assessment of the Board of Directors, Sub-Committee and Chief Executive Officer

Corporate Governance and Sustainability Development Committee has resolved to approved the annual performance evaluation of the Board of Directors and all Sub-Committees which include the Audit Committee, Corporate Governance and Sustainable Development Committee, Nomination and Remuneration Committee, Investment Committee, Management Committee and Risk Management Sub-Committee for the entire group and Individual every year.

The performance evaluation forms of the Board of Directors and sub-committees divided into 2 types as follows:

1. Performance assessment forms of the entire Board of Directors and sub-committees to assess the performance of the committee as a group
2. Performance assessment form for individual performance of the Board of Directors and sub-committees to assess the performance of each director and member of the sub-committees

Assessment Method

1. To provide the Assessment Form to all directors every year by the Company Secretary.
2. To collect Assessment Form and Result including to prepare and present report of such assessment to the Chairman of each committee and the Chairman of the Nomination and Remuneration Committee to review the Result of Assessment together in order to determine the development method of performance of directors.

Performance assessment Criteria of the Board of Directors and Sub-Committees

The Company has set the criteria and assessed the performance of the entire Board of Directors, sub-committees and individual at least once a year to consider and review the performance, problem and various issues in the past year to develop the performance of committee to be more effective. Which the performance assessment criteria are divided into 5 levels as follows:

- 0 = Strongly Disagree or no action on that matter
- 1 = Disagree or little action on that matter
- 2 = Agree or some action on that matter
- 3 = Moderately Agree of good action on that matter
- 4 = Strongly Agree or excellent action on that matter.

The assessment will be calculated as a percentage of the full score in each item. More than 80 percent = excellent, more than 60 percent = good, more than 40 percent = fair, and less than or equal to 40 percent = need improvement.

In the year 2023, the results of performance assessment of the entire Board of Directors and sub-committees and the results of performance evaluation of the Board of Directors and sub-committees on an individual basis can be summarized as follows:

The Performance Assessment of the Board of Directors

	Entire board of directors' assessment	Individual Board assessment
Assessment Criteria	1) Structure and qualifications of the Board of Directors 2) Role, duties and responsibilities of the Board of Directors 3) Board meetings 4) Performance of the Board of Directors 5) Relationship with management 6) Director development	1) Personal qualifications 2) Readiness for performance of duties 3) Participation in meetings 4) Role, duties and responsibilities 5) Relationship with the Board of Directors and management
Results (%)	100%	100%

The Performance Assessment of the Sub-Committees

The performance assessment of the sub-committees covers important areas such as 1. structure and qualifications 2. preparation and conduct of meetings 3. roles, duties and responsibilities of every sub-committee. 4. Performance of the sub-committees' report

The sub-committees	Entire Sub-Committees' assessment (%)	Individual sub-committees' assessment (%)
Audit Committee	100	100
Good Corporate Governance and Sustainable Development Committee	100	100
Nomination and Remuneration Committee	100	100
Investment Committee	100	100
Management Committee	100	100
Risk Management Sub-Committee	100	99

The Board of Directors and every sub-committee has performed their duties and responsibilities with knowledge and competence in accordance with the scope of duties and responsibilities assigned under the charter and consistent with good corporate governance. The assessment results on a group basis and individual basis were at an excellent level. The Company Secretary prepared a report on the assessment results of the Board of Directors and every sub-committee and presented the report to the Board of Directors at the Board of Directors' Meeting No. 7/2023 held on 20 December 2023.

Performance assessment of the Chief Executive officer (CEO)

The Board of Directors has assigned the Nomination and Remuneration Committee to assess the performance of the Chief Executive Officer according to the pre-determined assessment criteria on an annual basis. In the year 2023, The Nomination and Remuneration Committee has considered refining the Chief Executive officer performance evaluation and proposes that the Board of Directors approve the updated evaluation form for the year 2023. This is in accordance with the sustainable development guidelines of the Stock Exchange of Thailand (SET). The evaluation criteria encompass leadership's sustainable performance, covering financial, environmental, social, and/or corporate governance (ESG) aspects to reflect awareness of integrating sustainability into operations. Additional evaluation topics have been incorporated into Section 5, under the heading "Sustainable Performance," in the Chief Executive Officer performance evaluation form. The new evaluation form will cover the five main topics:

- 1) Financial performance vs Budget
- 2) Strategic performance
- 3) People skill performance
- 4) Leadership skill performance
- 5) Environment Social Governance Performance

In the year 2023, the Chief Executive Officer (CEO) has overall performance in the “Excellent” or equivalent to an average score of 98 percent, whereby the CEO has performed his duties with knowledge and competence in accordance with the scope of duties and responsibilities assigned under the charter and consistent with good corporate governance. In this regard, the Company Secretary prepared a report on the assessment results and presented to the Board of Directors at the Board of Directors’ Meeting No. 1/2024 held on 20 February 2024.

7. SUCCESSION PLAN

Succession plan, Triple i Logistics Public Company Limited has prepared its succession plan to develop the management system regarding manpower and human resource development to increase efficiency of organization in relation to the strategic workforce plan by developing and managing manpower to increase capacities of human resource and to increase efficiency of management system including promoting to prepare system for replacement of human resource for short-term and long-term to support any changes and to in line with the direction of organization’s system development. In addition, the Company has determined its strategy for management and development of human resource as the guideline for management and development of human resource to be more effective and success, particularly the senior management position which may impact the lack of potential manpower and loss of manpower by retirement.

The Company’s succession plan has been prepared by the meeting of working group of relevant parties to consider and determine the following criteria:

1. Selection of potential position and determination of criteria of qualified potential candidate for replacement

The selection of potential position which requires potential successor for replacement is the first important step for the preparation of succession plan. However, it can select from the position which has been prepared career path for the preparation of succession plan of Company’s management position. This time, the company has selected potential position from position which has been prepared career path and has selected from additional potential position in accordance with appropriation of the following positions:

- 1) Chief Executive Officer
- 2) Chief Financial Officer
- 3) Managing Director
- 4) Executive Director

Each of potential position has determined main duties and responsibilities, main achievements, main performance indicators, knowledges, skills and capacities including primary criteria for selection of potential candidates.

2. DETERMINATION OF POTENTIAL CANDIDATES TO BE SUCCESSOR

To clearly determine the selection process for successor of Chief Executive Officer, Chief Financial Officer, Managing Director and Executive Director.

3. MONITORING, EVALUATION AND ADJUSTMENT OF DEVELOPMENT METHODS

To develop potential candidates for the replacement of potential position, the Succession Committee shall appoint the career coach of which such career coach or first level supervisor or assigned person to monitor potential candidate as successor, and shall monitor the performance of such potential candidate and review the performance of such candidate from time to time by discussing the capacities which have been developed and which have not been developed, and providing feedback to such candidate to acknowledge his or her strength and weakness in order to develop the knowledge, skill and capacity of working as assigned in the present and in the future including changing method of development and adjusting ability as appropriate as well as preparing of plan of further development.

The Board of Directors realizes the importance of preparing a succession plan for the Chief Executive Officer and high-level executives to ensure that the Company can continue its business. The Nomination and Remuneration Committee is assigned to consider the criteria and review the succession plan for the Company’s top executives and report to the Board of Directors for acknowledgment on an annual basis.

PROMOTING GOOD CORPORATE GOVERNANCE, CODE OF CONDUCT AND ANTI-FRAUD AND CORRUPTION

CODE OF CONDUCT

In order to comply with the Good Corporate Governance Policy of Triple i Logistics Public Company Limited (TLG) (the “Company”), including its subsidiaries and associated companies (the “Group of Companies”), the Board of Directors therefore requires the Company to prepare a Code of Conduct that is in line with good corporate governance principles, namely the Good Corporate Governance Code for Listed Companies 2017 (CG Code) of the Office of the Securities and Exchange Commission (“SEC”), the Criteria for Corporate Governance Assessment of Thai Listed Companies (CGR) and the Thai Private Sector Collective Action Against Corruption (CAC), which defines the scope of the standards of conduct that the Company’s personnel should perform in business operations by requiring directors, executives, employees and related persons to adhere to the Company’s common values along with the Company’s regulations and rules with the expectation that the management and operation will be transparent, clear, fair, efficient, uphold the honor and dignity worthy of the confidence and trust of business partners, customers, and the general public as a clear guideline for conducting business and developing into a sustainable organization.

However, the Company encourages and supports employees to adhere to the code of conduct in conducting business by communicating to employees through various channels such as disclosure on the website, new employee orientation, annual review training, etc.

The Code of Conduct contains important contents covering the following matters:

1. Best practices for directors, executives, and consultants	8. Compliance with laws, regulations, rules, policies, and the Company’s guideline
2. Best practices for employees	9. Use of assets, data, information technology and intellectual property of the Company, including maintenance
3. Human rights and treatment of employees	10. Customer treatment and product quality/marketing communication
4. Community, society, environment, health, and safety	11. Treatment of contract parties (partners and creditors)
5. Receiving or giving property or any other benefit that may motivate a decision in any direction	12. Treatment of commercial competitors
6. Conflict of interest of the entry into transaction of the Company	13. Penalties
7. Trading of the Company’s securities and the use of inside information of the Company	

In addition, The Company has set up procedures for investigating and considering penalties for those who misbehave in business ethics by clearly specifying responsible persons in each step, as well as providing measures for whistleblowing or complaints. If an act of unethical nature is found and measures to protect and maintain confidentiality, including setting guidelines to prevent recurrence of unethical misconduct, the Internal Audit Department and/or Legal and Corporate Governance Department of the Company will follow up and review the Company’s operational processes to verify the accuracy and completeness and follow up to ensure that the policies and guidelines are regularly revised every year to be in line with the relevant laws and regulations as necessary and appropriate

In 2023, the Company did not find any misconduct against the Code of Conduct of directors, executives and employees, which can be summarized as follow:

Categories of complaints regarding code of conduct violations, policies, and company regulations

Conflict of interest of the entry into transaction of the Company	-	case
Human rights violation	-	case
Trading of the Company's securities and the use of inside information of the Company	-	case
Compliance with laws, regulations, rules, policies, and the Company's guideline	-	case
Use of assets, data, information technology and intellectual property of the Company	-	case

The Company has promoted the directors, executives and employees to realize the importance of transparent, fair and verifiable business operations, therefore organizing a training course on “Knowledge about Good Corporate Governance, Business Ethics and Anti-Corruption in the Organization” for the year 2023 in the form of online learning for the directors, executives and employees of the Company for acknowledgment and implementation. The Directors, executives and employees have participated in the aforementioned training including taking the pre- and post-tests for 100 percent, and they also signed an acknowledgment and agreement that they would comply with the Company’s policy.

(You can review Code of Conduct in full version at <https://investor.iii-logistics.com/th/home> under the topic of corporate governance)

ANTI-FRAUD AND CORRUPTION

The Company is committed to conducting business with transparency and fairness as well as building confidence and trust among business partners and customers. The Company is committed to conducting business with transparency and fairness as well as building confidence and trust among business partners and customers. The Company has set policies and guidelines for anti-fraud and corruption, including other relevant policies and criteria in writing in the form of a manual of the anti-fraud and corruption measures to promote, support, and supervise to achieve strict anti-fraud and corruption measures with a sense of honesty in working without fraud and corruption, which is an important factor in the business operation of the Company to develop into a sustainable organization.

The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption since 31 March 2022. In the year 2023, the Company encourages customers, business partners and trade alliances of the Company to join the network in the anti-corruption alliance of the private sector in Thailand against corruption by sending invitation letters to customers, business partners and trade alliances of the Company to engage in the Thai Private Sector Collective Action Against Corruption (CAC Change Agent), including campaigning for participation in the No Gift Policy project.

For key anti-fraud and anti-corruption activities in 2023, the Risk Management Sub-Committee has monitored the department of core businesses to conduct corruption risk assessments at least once a year so that the Company has an appropriate risk management system that can monitor and effectively manage fraud and corruption risks. The results of such risk assessment shall be reported to the Board of Directors for acknowledgment.

The Company supports and promotes knowledge and understanding of business ethics, anti-fraud and corruption policies, as well as related policies for directors, executives and employees. Therefore, it has organized a training course on “Knowledge about Good Corporate Governance, Business Ethics and Anti-Corruption in the Organization” for the year 2023 in the form of online learning for the executives and employees of the Company for acknowledgment and implementation. The Directors, executives and employees have participated in the aforementioned training including taking the pre- and post-tests for 100 percent, and they also signed an acknowledgment and agreement that they would comply with the Company’s policy.

In addition, the Company has communicated important measures regarding giving or receiving gifts during festivals as a guideline for operations in accordance with the above policies. The Company has reviewed the Anti-Fraud and Corruption Policy as well as related policies annually in order to be suitable for the Company’s current business operations.

The Anti-Fraud and Corruption Policy includes the following important contents:

1. Not conducting or participating in all forms of fraud and corruption both directly and indirectly and shall conduct business accurately and straightforwardly and every operation shall be in accordance with the good corporate governance.
2. Being politically neutral, not doing anything that is aligned with or supporting any political party or anyone with political power.
3. Establish appropriate and regular internal controls to prevent employees from engaging in improper conduct or risking fraud and corruption.
4. Anti-fraud and corruption training for the Board of Directors, executives and employees at all levels to promote honesty and responsibility in performing their duties including showing the commitment of the Company against all forms of fraud and corruption.

5. There is a human resource management process that reflects the commitment to anti-fraud and corruption measures and there are various communication channels so that employees and stakeholders can report suspicious clues to monitor every clue that has been reported.
6. Any action that violates or does not comply with the Anti-Fraud and Corruption Policy, whether directly or indirectly, is considered an offense under the relevant charter or disciplinary action and will be considered a penalty according to the regulations of the Company and the group of companies or legal punishment.
(You can review Anti-Fraud and Corruption Policy in full version at <https://investor.iii-logistics.com/th/home> under the topic of corporate governance)

WHISTLEBLOWING AND PROTECTION FOR WHISTLEBLOWERS OF FRAUD AND CORRUPTION

WHISTLEBLOWER POLICY AND GUIDELINES FOR PROTECTION OF FRAUD AND CORRUPTION WHISTLEBLOWERS

The Company encourages employees and third parties to provide information to report any misconduct or fraud and corruption that occurred in the Company. It has established a mechanism to protect those who cooperate with the company in anti-fraud and corruption, such as notifying clues or providing information, including rejecting fraud and corruption to ensure that the fraud and corruption such action will not cause the informant to suffer and damage. The Company has established channels for whistleblowing/complaints through one of the following channels:

COMPLAINT RECIPIENT

Chairman of the Board of Directors/Chairman of the Audit Committee/Chairman of the Corporate Governance and Sustainable Development Committee/Chief Executive Officer and Managing Director and/or Corporate Governance Manager

COMPLAINT CHANNEL

- Complaint by letter: Triple i Logistics Public Company Limited, no 628, 3rd Floor, Triple I Building, SoiKlabChom, Nonsee Road, Chongnonsee Sub-district, Yannawa District, Bangkok 10120
- Complaint by email: whistleblowing@iii-logistics.com
- Complaint by oral: Corporate Governance Manager
- Complaints and suggestions box
- Website: www.iii-logistics.com

COMPLAINT HANDLING PROCESS

When notified of misconduct or fraud and corruption, the Legal and Compliance Department, which is a whistleblower unit, collects information related to whistleblowing or complaints of fraud and corruption to assess and verify the information obtained initially with the Internal Audit Department. If it is found that the information received has reasonable grounds that there may be misconduct or fraud and corruption, the investigation process will be conducted in accordance with the policies and criteria set by the Company.

If the investigation finds that there is an act of misconduct or fraud and corruption, the penalty will be determined based on the severity of the facts and the damage caused in accordance with the work regulations and employment conditions of the Company and it may be punished as required by laws if the action is considered as an offense under the laws.

The meeting of the Audit Committee's meeting and/or the Corporate Governance and Sustainable Development Committee will receive a summary report on misconduct or fraud and corruption at least twice a year.

MEASURES OF PROTECTION AND CONFIDENTIALITY

The Company requires information of whistleblowers or related witnesses are protected by concealing their names or personal information in confidentiality according to the Company's requirements for confidentiality and security of documents, access is limited to those responsible for investigating complaints as well as those receiving information from performing duties related to complaints of which ii shall have a duty to keep information, complaints and evidence documents of complainants and informants confidential and will disclose information as necessary for work or in accordance with only where required by laws.

The Company will protect informants of misconduct or fraud and corruption, including those who cooperate or assist in investigations with good faith and may consider additional protection as appropriate. In this regard, the Company will consider the severity and importance of the complained matter. In addition, the Company will not demote, punish or give negative consequences to employees or executives who reject fraud and corruption, even if such action causes the Company to lose business opportunities.

The Company has provided a summary report on receiving reports of misconduct or fraud and corruption to the Audit Committee and/or the Corporate Governance and Sustainable Development Committee and the Board of Directors regularly at least twice a year in order to monitor the implementation of aforementioned policies.

In the year 2023, the Company has not been notified of misconduct or fraud and corruption, including any other complaints.

MONITORING THE IMPLEMENTATION OF POLICIES AND GUIDELINES FOR GOOD CORPORATE GOVERNANCE

1. SUPERVISION OF PREVENTION OF CONFLICTS OF INTEREST

The Company has established a policy to prevent conflicts of interest based on the principle that any decision in conducting business activities must be in the best interests of the Company and its shareholders and should avoid any action that may cause a conflict of interest with the following important principles:

1. Directors, executives and employees must not operate a business that competes with the Company either directly or indirectly.
2. Directors, executives and employees must not take any action that may cause conflicts between their own interests and the interests of the Company or actions that create obligations related to the Company either directly or indirectly.
3. Directors, executives and employees shall not use or allow others to use their positions either directly or indirectly to seek benefits from the Company.
4. Directors, executives and employees of the Company must not participate in the consideration and approval of transactions that they have conflicts of interest. In the event that it is necessary to get involved, it shall report to the supervisor immediately.
5. Directors, executives and employees will not use confidential information of the Company to seek personal benefits and/or those involved.

(You can review Conflict of Interest Prevention Policy in full version at <https://investor.iii-logistics.com/th/home> under the topic of corporate governance)

In 2023, the Company monitored, supervised and inspected various operations to ensure compliance with the guidelines on the prevention of conflicts of interest. The Audit Committee has reviewed, supervised and commented on connected transactions or transactions that may have conflicts of interest of the Company on a quarterly basis based on reasonableness and taking into account the interests of stakeholders of the Company, including sufficient disclosure of information which, the Company did not find any abnormal transactions in accordance with the requirements of the Stock Exchange of Thailand.

The Company has communicated and promoted knowledge and understanding about the prevention of conflicts of interest to directors, executives and employees of the Company for executives and employees to acknowledge and implement. Therefore, the aforementioned policy is set in the training course in the topic of “Knowledge about Good Corporate Governance, Business Ethics and Anti-Corruption in the Organization” for the year 2023 in the form of online learning for the executives and employees of the Company for acknowledgment and implementation. The Directors, executives and employees have participated in the aforementioned training for 100 percent, taking the pre- and post-tests, and they also signed an acknowledgment and agreement that they would comply with the Company’s policy.

2. SUPERVISION OF THE USE OF INSIDE INFORMATION OF THE COMPANY

The Company has established policies and procedures to supervise directors and executives, including those holding executive positions in accounting or finance at the level of department manager or equivalent, as well as employees of the Company in using inside information of the Company which it has not been disclosed to the public for personal gain, including securities trading in accordance with the laws and good corporate governance principles. The company has published guidelines on preventing the use of inside information to seek benefits for directors, executives and employees, and has also taken measures to prevent the use of inside information to seek benefits.

(You can review Insider Information Prevention Policy in full version at <https://investor.iii-logistics.com/th/home> under the topic of corporate governance)

ACTIONS TO PREVENT THE USE OF INSIDER INFORMATION

1. The Company communicates and educates directors, executives and auditors, including those holding executive positions in accounting or finance who are department manager or higher or equivalent of the Company to realize the duty to report changes in the holding of the Company's securities by themselves, their spouses and minor children to the Securities and Exchange Commission via electronic system within 3 days after the change.
2. Notify directors, executives and related persons in writing when the black-out period of the Company's securities is reached before disclosing any important information that may affect the Company's share price so that the information will be widely publicized first.
3. The Company discloses the holding of the Company's securities by directors and executives in the annual report. In addition, the Board of Directors has stipulated that directors, executives, and related personnel must report their securities holdings whenever there is a change. The company secretary has also been assigned to summarize reports on asset holdings and changes in asset holdings to the Board of Directors' meeting for acknowledgment on a regular basis.
4. The Company has communicated and promoted knowledge and understanding about the policy to prevent the use of inside information of the Company to directors, executives and employees of the Company for executives and employees to acknowledge and implement. Therefore, the aforementioned policy is set in the training course in the topic of "Knowledge about Good Corporate Governance, Business Ethics and Anti-Corruption in the Organization" for the year 2023. The Directors, executives and employees have participated in the aforementioned training for 100 percent, taking the pre- and post-tests, and they also signed an acknowledgment and agreement that they would comply with the Company's policy.

However, in 2023, the Company did not find any wrongdoing by directors and executives regarding the misuse of inside information.



REPORT OF SECURITIES HOLDINGS OF DIRECTORS AND EXECUTIVE

According to the Company's policy to prevent the use of inside information by requiring the directors and executives of the Company to Report changes in the holding of the Company's securities to the Board of Directors' meeting, including requiring the directors and executives of the Company to prepare and report their holdings securities holding, it shall notify the Securities and Exchange Commission via electronic system within 3 days after the change in securities trading as well as notify the company secretary for acknowledgment in order to compile and summarize reports on securities holdings and propose to the Board of Directors' meeting for acknowledgment as follows:

Name-Surname	Position	No. of Ordinary Shares			Shareholding (%)	No. of Warrants (III-W1) ^{1/}			Warrants Holding (%)
		As of 1 January 2023,	Change of Number of holding Shares	As of 31 December 2023,		As of 31 December 2023,	Change of Number of holding Warrants	As of 31 December 2023,	
Mr. Kirikkrai Jirapaet Spouse/Minor Child	Chairman/Independent Director	-	-	-	-	-	-	-	-
Mr. Woodtipong Moleechad Spouse/Minor Child	Vice Chairman/Independent Director	-	-	-	-	-	-	-	-
Mr. Apichart Chirabandhu Spouse/Minor Child	Independent Director	-	-	-	-	-	-	-	-
Mr. Vipoota Trakulhoon Spouse/Minor Child	Independent Director	-	-	-	-	-	-	-	-
Mr. Tipp Dalai	Director/ Chief Executive officer	118,486,108	+1,848,776	120,334,884	14.90%	375,000	-375,000	-	-
Spouse/Minor Child		27,733,333	-	27,733,333	3.43%	-	-	-	-
Mr. Viraj Nobnomtham	Director/ Chief Financial officer	106,817,380	+2,044,100	108,861,480	13.48%	-	-	-	-
Spouse/Minor Child		6,240,000	-	6,240,000	0.77%	-	-	-	-
Mr. Thanut Thatayanon Spouse/Minor Child	Director	12,533,275	-	12,533,275	1.55%	-	-	-	-
Mrs. Darunee Rakpongpiboon Spouse/Minor Child	Director	7,993,970	-	7,993,970	0.99%	-	-	-	-
Mr. Jirod Panacharas Spouse/Minor Child	Director	26,958,671	-	26,958,671	3.34%	15	-15 ^{2/}	-	-
Mr. Chalernsak Karnchanawarin Spouse/Minor Child	Director	29,040,605	-	29,040,605	3.60%	-	-	-	-

Remark: ^{1/} The Company issued and offered to purchase the newly issued ordinary shares of Triple i Logistics Public Company Limited No.1 ("III-W1"), which the company has organized the last exercise on 13 may 2023.

^{2/} The Changing arises from the rights to purchased newly issued ordinary shares of Triple i Logistics Public Company Limited No.1 ("III-W1") were expired on 13 may 2023.

3. SUPERVISION OF THE COMPANY AND SUBSIDIARIES

POLICY ON SUPERVISION OF OPERATIONS OF SUBSIDIARIES COMPANIES

The Company has established a policy for supervision and management of subsidiaries. The objective is to determine both direct and indirect measures and mechanisms to enable the Company to supervise and manage the business of its subsidiaries companies, including monitoring the subsidiaries and to comply with the measures and procedures and mechanisms that can be defined as if it were the Company's own department and are in accordance with the Company's policies, including the Public Company Laws, the Civil and Commercial Codes, the Securities Laws, and related laws, as well as relevant notifications, regulations, and rules of the Capital Market Supervisory Board, the Securities and Exchange Commission and the Stock Exchange of Thailand in order to maintain the benefit of the Company's investments in such subsidiaries companies and to require any transactions or actions that are significant or affect the financial position and operating results of the Company subsidiaries are subject to approval from the Board of Directors or the shareholders' meeting of the Company (as the case may be). The Company's directors are responsible for arranging the meeting of the Board of Directors of the Company and/or the Company's shareholders' meeting to consider and approve such matters before the subsidiaries hold their own meetings of the Board of Directors and/or shareholders for approval before making a transaction or taking action on that matter.

The Board of Directors has the authority and responsibility to supervise the management structure and business operations of the Company, including the management of subsidiaries companies in accordance with the business plans, goals and strategies of the Company, including disclosure of financial status and operating results making a connected transaction and the acquisition or disposition of assets to the Company which must adhere to the principles of good corporate governance and the policies of the Company as well as the relevant rules and regulations of the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

However, the Board of Directors will supervise by authorizing directors and/or executives to represent subsidiaries companies in accordance with the Company's shareholding proportion. The appointment or nomination of a person to be a director and/or executive in a subsidiary or associated company shall be approved by the Board of Directors' meeting. The directors and executives appointed as representatives of subsidiaries companies must perform their duties in accordance with the Company's policies and in line with the Company's approval authority assigned by the Board of Directors.

(You can review Policy on Supervision of Operations of Subsidiaries Companies in full version at <https://investor.ii-logistics.com/th/home> under the topic of corporate governance)

INVESTMENT POLICY IN SUBSIDIARIES, ASSOCIATED COMPANIES AND RELATED COMPANIES ARE AS FOLLOWS:

The Company will invest in subsidiaries, associated companies and related companies with the objectives of operating a logistics business in the same manner with the main business of the Company or similar businesses or activities that support the Company's business by focusing on investing in businesses with growth potential and consistent with the goals and strategic plans for business expansion, as well as generating good returns on investment. Approval of investments in subsidiaries, associated companies and related companies shall be in accordance with the Notification of the Capital Market Supervisory Board re: Rules for Significant Transactions Eligible for Acquisition or Disposal of Assets and the Notification of the Stock Exchange of Thailand re : Disclosure of Information and Practices of Listed Companies in Acquisition or Disposal of Assets B.E. 2547. In respect of investing in the aforementioned businesses, the Company has a policy to invest in a sufficient proportion to be able to participate in management and setting business guidelines for subsidiaries, associated companies and related companies.

However, the Company may consider investing in other businesses that are not the Company's current core business, but the investment must be in line with the business conditions, policies, goals, business growth directions and strategic plans of the Company.

(You can review Investment policy in subsidiaries, associated companies and related companies in full version <https://investor.iii-logistics.com/th/home> under the topic of corporate governance)

4. PRIVACY DATA PROTECTION POLICY

The Company recognizes the importance of privacy data protection, therefore, has established a privacy data protection policy by explaining how the Company treats personal information such as collection, storage, use and disclosure, including rights of the owner of the personal information for disclosing to the owner of such information and the general public, the company communicates and disseminates the privacy data protection policy through the Company's website.

The Company gives importance to transferring knowledge to employees of all departments in the Company that collect personal data to comply with personal data protection laws to ensure that employees have knowledge and understanding and are ready to protect the rights of others as well as take care of their own rights in personal data correctly in accordance with the laws. Therefore, the Company has organized a training course in the topic of "Knowledge about Good Corporate Governance, Business Ethics and Anti-Corruption in the Organization" for the year 2023 in the form of online learning. The Directors, executives and employees have participated in the aforementioned training including taking the pre- and post-tests for 100 percent. They also signed an acknowledgment and agreement that they would comply with the Company's policy.

(You can review Investment policy in subsidiaries, associated companies and related companies in full version <https://investor.iii-logistics.com/th/home> under the topic of corporate governance)

5. POLICY ON SECURITY OF COMPUTER SYSTEMS AND INFORMATION TECHNOLOGY

The Company focuses on the use of information technology systems to be effective and safe according to the computer and information security policy by setting up a department to directly supervise the security of computer systems and information technology to monitor and inspect the practices of various departments on a regular basis to ensure that the security of the Company's computer systems and information technology is in accordance with the criteria set by the Company and it can be used continuously at all times.

GUIDELINES FOR THE USE OF INFORMATION TECHNOLOGY SYSTEMS

1. Use the information technology system including various information contained in the system for the benefit of the company by avoiding use in matters that are not related to work or may affect the efficiency of the system.
2. Do not use the system to access or transmit information that is contrary to good morals related to gambling, affecting national security or violating the rights of others.
3. Use the system properly according to the authorization, keep and do not allow others to use the password to access the system.
4. Avoid manually installing computer programs, modifying system settings that may affect security. If you encounter problems or encounter abnormalities in use, contact your IT administrator.

PERFORMANCE IN 2023

1. IMPROVEMENT OF OPERATIONAL PROCESS
 - Review of the access to the information system (Server) and network of the person in charge as specified by the group of companies.
 - Improving the process of reviewing rights and controlling access to the information system as defined in the Authorized Control User of the information system.
2. INFORMATION TECHNOLOGY AND NETWORK
 - Developing and modifying the VM (Virtual Machine: VM) system in an On-Premises manner with even higher efficiency to replace the VM system that was originally in use. This includes testing all server installations and connections.
 - Auditing and controlling the operation of backup systems, databases, and database restoration testing of each group of companies.
 - Disaster Recovery Test (DR Site), which includes information technology emergency management drills of affiliated companies and verification of backup records of disaster recovery test results, operating system information and performance summary.
 - Improving the network of information connections between the office building of the group companies.
 - Improving and installing additional CCTV systems for security in the offices and warehouses of the group companies.
 - The development of CCTV systems in specific areas of the group of companies allows the safety and security units to access the status of the warehouse's fire alarm system in real time from anywhere at any time (Real-time Visibility and Anywhere Anytime)

- Consideration of upgrading operations in traffic information management system of information and technology system (Log Management System) and Network Monitoring Management System.
- Consideration of improving the internet cable structure in the Company's head office building to enhance performance significantly.

3. SOFTWARE MANAGEMENT

- The initiation of Data Warehouse and BIG Data development for use in data analysis and business evaluation which supports multi-dimensional analysis, such as time series-based, business-based, customer-based, and dimensions.
- Developing the Cyber 365 system to support a more integrated logistics business, starting with the logistics business unit for chemicals and dangerous goods that can support a cloud-based system and can work from anywhere, anytime, on any platform.
- Applying Telematics systems in the analysis and evaluation of dangerous goods transportation management in the logistics business unit for dangerous goods and chemicals to access real-time and traceable data (Real-time and Track & Trace based Visibility) such as driver's behavior management, route, speed and location management, and other aspects.
- Implementing the e-POD (e-Proof of Delivery) system to support digital signatures along with combining real-time data connections (API) with the Transport Management System in the Logistics Business Unit for Dangerous Goods and Chemicals.
- Implementing the Customer Relationship Management System to manage sales teams and customer management of group companies.

4. HUMAN RESOURCES

- Organizing internal training and develop knowledge of information systems for employees in affiliated companies, such as Microsoft Teams and Power BI Desktop. To provide knowledge to employees who require to use the Power BI system appropriately.
- Organizing external training for employees in affiliated companies on Power BI for Business Analytics. In order to support the integration of the Power BI system for business analysis in various aspects
- Provision of external training for employees in the information department to develop them into internal trainers (Train-the-trainer) in various areas such as Microsoft Excel Advanced and being a Microsoft SQL Server Database administrator. In addition, training is also provided internally within the information department, particularly the basic firewall and telephone network usage training courses.

6. RESPECTING THE PRIVACY RIGHTS AND PROTECTING THE PERSONAL INFORMATION OF CUSTOMERS

The Company places great importance on respecting privacy rights and protecting customer personal information by adhering to compliance with relevant regulations and keeping customer information safe including applying as necessary to the scope of customer consent and in 2023 there was no significant complaint related to the violation of customer privacy.

7. HUMAN RIGHTS RESPECT

The Company is aware of respect for human rights in every aspect of every person as well as society and community according to the laws of each country and treaties that each country has obligations to comply with it and the Company has also established a human rights policy for all the Board of Directors, executives and employees to adhere to and comply with laws and international principles related to business operations, consisting of the respect of right to collective bargaining, the freedom of association, the equal remuneration, the prevention of discrimination, the protection against anti-harassment in both sexual and non-sexual, the human trafficking, the forced labor and child labor and related other rights. The Company also places particular emphasis on the rights of Vulnerable Groups, including children, persons with disabilities, women, minorities, immigrants, indigenous peoples, local communities, migrant workers or workers employed through third parties, LGBTQ people and the elderly in all their activities in the Company's operating area.

In 2023, the Company did not find any complaints regarding human rights violations or non-compliance with human rights laws or practices.

(You can review Human Rights Policy in full version at <https://investor.iii-logistics.com/th/homeunder the topic of corporate governance>)

– INTERNAL CONTROL –



Good internal control system is essential to listed companies. It helps preventing, managing, mitigating risks or damages which may occur to listed companies and their stakeholders. Hence, Triple i Logistics Public Company Limited (“the Company”) values the importance of good internal control system according to good corporate governance principles and guidance on internal control by the SEC and the Stock Exchange of Thailand. Such guidance is in line with the international standard called “COSO” which sets out the internal control framework. The internal control framework consists of 5 components and 17 internal control principles which clarify the original components. The Board of Directors’ Meeting No. 4/2023 held on 11 May 2023, No. 5/2023 held on 8 August 2023, No. 6/2023 held on 8 November 2023 and No. 1/2024 held on 20 February 2024. The Board of Directors had evaluated the Company’s internal control system through enquiries with the management and completed the Internal Control System Sufficiency Evaluation Form in respect of the following five components:

1. Control environment
2. Risk assessment
3. Control activities
4. Information and communication
5. Monitoring activities

THE BOARD OF DIRECTORS’ OPINION ON THE COMPANY’S INTERNAL CONTROL SYSTEM

The Board of Directors has arranged an efficient, adequate and appropriate internal control system. This matter has been addressed in the Good Corporate Governance Policy. The Board of Directors has supervised the operations of the Group to be effectively in line with its goals and objectives and the applicable laws, regulations, and requirements. The internal control system protects assets of the Company and its subsidiaries from being misused or misappropriated by any person or his/her related persons. The Company’s accounts have been prepared and its financial reports are correct, reliable and suitable to nature and type of the Company’s business. The internal control system covers transactions

with the Company's shareholders, directors, executives or their related persons. Such transactions were approved by the authorized persons. The Audit Committee has clearly considered and provided opinion on the appropriateness and reasonableness of the transaction and accurately and completely recorded in the Company's accounts to achieve the reliability of the Company's financial reporting.

To provide confidence that the Company's internal control system, risk management and corporate governance are effective and have continuously been improved to support the achievement of the Company's mission, the Company had appointed KPS Audit Company Limited as outsourced internal auditor (the "Internal Auditor"). The Company assigned Miss Chayanit Ketutassa as coordinator between the Company and the Internal Auditor. The Internal Auditor is responsible for evaluating adequacy of the internal control system and is independent and reports directly to the Audit Committee and the Internal Audit Charter is approved by the Audit Committee. The Internal Audit Charter is reviewed on an annual basis to ensure that it is up-to-date with current environment. The internal auditor shall report results of internal audit to the Audit Committee and the Company's executives on a quarterly basis to achieve good corporate governance.

KPS Audit Company Limited has used results of risk management by the Company's executives in the year 2022 as information in preparing internal audit plan for the year 2023 and submitted to the Audit Committee for consideration and approval. The internal audit plan focuses on reliability of accounts and financial information, efficiency and effectiveness of operations, and compliance with laws and regulations. The Internal Auditor evaluated adequacy of the Company's internal control system by auditing the key systems These include warehouse management process, sales process and customer service, fixed assets management process, assessment of the internal control framework (COSO 2013). However, the internal auditor has reviewed to ensure that the Company can comply with policies, operating manuals, compilation and reporting procedures, approval authorities, and forms correctly and in accordance with the self-assessment form, and the implementation is successful as planned. In addition, the Company conducts an evaluation and assessment of operational risks, which may cause corruptions, at least once a year according to its anti-corruption policy. Based on the evaluation by the Risk Management Sub- Committee, risk relating to operation and assets arising from non-compliance with the anti-corruption policy was not found. The Company also assessed risks which may arise from non-compliance with policies and business ethics and corruptions by giving an opportunity for its employees or third-party to report any misconduct against the anti-corruption policy in the year 2023. There was neither any report of misconduct nor claim of any kind. Therefore, the Company is confident that it has control over risks relating to anti-corruption that is in line with its anti-corruption policy and follows up on outstanding issues from internal audit during Quarter 1- 3 of the year 2023. Based on the internal audit results, the Company's internal control system is adequate and effective. The Company has good internal control system and, with cooperation from the management, majority of the issues found in respect of the internal control system have already been rectified.

However, for those internal audit issues which remain outstanding and are under process of correction and prevention, the management and the Executive Committee has prepared plan for correction and monitoring so that they can be corrected and improved as intended by the Company.

– Related-Party Transaction –

CONNECTED TRANSACTION POLICY

1. PROCEDURE FOR APPROVAL OF CONNECTED TRANSACTION

The entry into connected transaction of the company and its subsidiaries shall be in accordance with the rules of the Securities and Exchange Act and the Capital Market Supervisory Board's Notification no. Thor.Jor. 21/2551 re: the rules on entry into the connected transaction together with the Stock Exchange of Thailand's Notification re: the disclosure and the procedure of a listed company in relation to the connected transaction including the relevant regulations of the Office of the SEC and/or the SET as well as complying with rule on the disclosure of connected transactions in the footnote to financial statement audited by the auditor of the company and the Annual Registration Statement (Form 56-1 One Report).

If the company is required by laws to obtain the approval from the Board of Directors or the shareholders' meeting prior to the entry into connected transaction, the company will procure the Audit Committee to review and provide opinion on such transaction and such opinion of the Audit Committee will be proposed to the Board of Directors or the shareholders, as the case may be, to ensure that the entry into connected transaction for the best benefits of the company. Transactions having general and non-general trading conditions shall be conducted under the following principles:

o TRANSACTIONS HAVING GENERAL TRADING CONDITIONS

In respect of an entry into a transaction having general trading conditions among the Company and its subsidiaries and directors, executives or a related person, the Company shall make a request for approval in principle to the Board of Directors. The Board of Directors may approve the transaction if it is a commercial agreement that is generally done in a similar situation by parties having the same bargaining powers without having influence as a director, executive, or related person. The Company shall prepare a summary report on the related-party transaction to report in the Audit Committee's meeting and the Board of Directors' meeting every quarter.

o TRANSACTIONS HAVING NON-GENERAL TRADING CONDITIONS

An entry into a transaction having non-general trading conditions must be considered and reviewed by the Audit Committee prior to the consideration and approval by the Board of Directors and/or a shareholders' meeting in accordance with the laws concerning securities and exchange, regulations, notifications, orders, and requirements of the Capital Markets Supervisory Board and the Stock Exchange of Thailand, and regulations concerning disclosure of information related to related-party transactions.

If there have connected transactions between the company and/or its subsidiaries with any person who may have conflict of interest, stake or conflict of interest in the future, the Audit Committee will provide its opinion on the necessity of the entry into transaction and the appropriate of value of such transaction by considering any conditions in accordance with the normal business operation in the industry and/or comparison with third party price and/or market price and/or price or condition relating to the entry into such transaction at the similar standard as third party and/or to proof that the entry into such transaction has determined the price or conditions with reasonable and fairness. If the Audit Committee does not have expertise to consider the connected transaction that may occur, the company will appoint the independent expert or the company's auditor to provide opinion on such transaction for consideration of the Board of Directors, the Audit Committee and/or shareholders, as the case may be.

In principle, the management team can approve such transaction if such transaction have a commercial terms in the characteristic that the person of ordinary prudence shall act with general counterparty in the similar situation with the power bargaining that without influence of status as director, executive or connected person. The company will prepare summary report on the entry into transactions for acknowledgement in the next Board of Directors' meeting.

In respect of the approval of connected transaction, any person who may have conflict of interest or stake in the entry into such transaction, cannot vote in the approval of such connected transaction. This is to ensure that the entry into such transaction shall not be the transition or transfer of benefits between the company or shareholders of the company, but it will be the transaction that the company considers the highest benefit of all shareholders. The company will disclose the connected transaction in the footnote to financial statement audited by the company's auditor, annual report and Annual Registration Statement (Form 56-1 One Report).

After being the listed company of the Stock Exchange of Thailand, the company will comply with the rules, regulation, protocol of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, the Stock Exchange of Thailand on the entry into the connected transaction, and the acquisition or disposal of assets under the relevant regulation of the listed company strictly.

2. CONNECTED TRANSACTION POLICY

- 2.1 Directors and executives of the Company must prepare a report on their own or any related individuals' interests when taking office for the first time. Any changes made to interest information must be reported to the Chairman of the Board of Directors, the Chairman of the Audit Committee, and/or the company secretary. This information will be used to comply with requirements on related party transactions and to prevent conflicts of interest.
- 2.2 To avoid the entry into connected transaction that may create conflict of interest.
- 2.3 If it is necessary to enter into connected transaction, the company will comply with procedure and will perform in accordance with the relevant laws including the regulations of the Office of the Securities and Exchange Commission, the Capital and the Stock Exchange of Thailand.
- 2.4 to determine price and conditions of connected transaction on arm's length basis which shall be fair, reasonable and highest benefit to the company and all shareholders. If there is no such price, the company will compare the price of good or service with the external price under the similar conditions.
- 2.5 the connected person who enters into connected transaction cannot approve or vote to approve for the relevant matters.
- 2.6 In consideration of connected transaction, the company may appoint the independent appraisal to evaluate and compare the price for the significant connected transaction to ensure that such connected transaction is reasonable and for the highest benefits of the company and all shareholders.

3. POLICY OR FUTURE TRENDS REGARDING INTERCOMPANY TRANSACTIONS

Future connected transactions include service fees charged by TLG for issuance of bank guarantee from financial institution, lease and service fees for office space and dangerous goods and chemical logistics service charged to joint venture and consortium, and container trucking service with R&K. Logistics service and related services of joint venture and consortium which will not occur in the future include restructuring of the group company, sale and purchase of assets, and intercompany loans between the Company's subsidiaries, associated companies and joint ventures. If such transactions occur, the Company will comply with policy and procedures relating to connected transactions.

If the group company has any future connected transaction, it will comply with policy and procedures relating to connected transactions and the Board of Directors shall comply with laws relating to securities and exchange and rules, announcements, orders or regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand, regulations relating to disclosure of connected transactions by the Company or its subsidiaries, and the accounting standards issued by Thailand Federation of Accounting Professions.

Relationships between the Group and individuals/juristic entities that may have a conflict

Triple i Logistics Public Company Limited and its subsidiaries and associated companies

Company	Abbreviation	Shareholding
Triple i Logistics Public Company Limited	TLG	N/A
Triple i Air Express Company Limited	TAX	99.99% shares held by TLG
Asia Ground Service Company Limited	AGS	99.99% shares held by TLG
Triple i Maritime Agencies Company Limited	TMA	99.99% shares held by TLG
Triple i Supplychain Company Limited	TSC	99.99% shares held by TLG
Cross Border Couriers Company Limited	CBC	99.99% shares held by TLG
DG Packaging (Thailand) Company Limited	DGP	99.99% shares held by TLG
HazChem Logistics Management Company Limited	HLM	99.99% shares held by TLG
Asia Network International Public Company Limited	ANI	36.15% held by TLG
CK Line (Thailand) Company Limited	CKT	42% shares held by TLG
ECU Worldwide (Thailand) Company Limited	ECU	43% shares held by TLG
HazChem Trans Management Company Limited	HTM	59.99% shares held by HLM
HazChem Logistics Management Pte., Ltd.	HLM-SG	55% shares held by HLM
DG Packaging Pte., Ltd.	DGPS	50% shares held by TLG
SAL Group (Thailand) Company Limited	SAL	22.50% shares held by TLG
Galaxy Ventures Company Limited	GV	30% shares held by TLG
Makesend Express Company Limited	MAKESEND	30% shares held by TLG
Sabuy Speed Company Limited	SBS	18% shares held by TLG
TSL Logistics Company Limited	TSL	50.99% shares held by TLG
AZIA24 Pte., Ltd.	AZIA24	30% shares held by TLG

Persons who may have conflicts include:

- directors or executives of the Company.
- major shareholders of the Company.
- controlling persons of the Company.
- a person having blood relations or legal relations by marriage or registration with the persons stated in (a) (b) and (c) such as father, mother, spouse, siblings, offspring, spouse of the offspring.
- a juristic entity in which the person under (a) (b) or (c) holds shares or have significant control or other interests whether directly or indirectly.



The relationships between the Company and the person(s) who may have conflicts against the Company and have entered into related transactions during 2023, 2022 and 2021 can be summarized as follows:

Person with potential conflict of interest	Relationship
R & K Transervice Company Limited ("R&K")	All types of freight services provider and a major shareholder of HTM, holding 40% of the total shares.
Business Alignment Public Company Limited ("BIZ")	The company engages in trading and manufacturing of medical equipment, medical scientific equipment, and medicines. It is owned by Mr. Woodtipong Moleechad, the Company's Vice Chairman of the Board of Directors, Independent Director, Chairman of the Audit Committee, and Chairman of the Investment Committee, and he also holds the positions in BIZ as chairman of the board of directors and independent director. And Mr. Vipoota Trakulhoon, the Company's Independent Director, Member of the Audit Committee, Chairman of the Nomination and Remuneration Committee, and Member of the Investment Committee, holds the positions in BIZ as independent director, member of the audit committee, and member of the nomination and remuneration committee.
Symphony Communication Public Company Limited ("SYMPHONY")	The company provides other administrative telecommunications services. It is owned by Mr. Woodtipong Moleechad, the Company's Vice Chairman of the Board of Directors, Independent Director, Chairman of the Audit Committee, and Chairman of the Investment Committee and he holds the positions in Symphony as chairman of the board of directors, independent director, member of the audit committee, member of the nomination and remuneration committee, and member of the investment committee.
Spring Mineral Water Company Limited ("SPRING MINERAL")	A company engages in production and distribution of drinking water which have Mr. Krirkkrai Jirapaet as the shareholder (acting as the Chairman of the Board of Independent Directors of the Company).
CK Lines Company Limited ("CKL")	A company engages in sea freight business, and it is a major shareholder holding of 30% in CKT.

1. Related-party transactions in relation to borrowing and lending

1.1 Borrowings

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
<u>Transaction between TLG and MAKESEND</u>					
MAKESEND borrowed from TLG					
• Loan	Beginning Increase Decrease Ending	- Beginning 10,000,000 Increase - Decrease 10,000,000 Ending	10,000,000 Beginning 4,500,000 Increase - Decrease 14,500,000 Ending	14,500,000 1,200,000 (14,500,000) 1,200,000	On 21 August 2023, 7 September 2023 and 27 October 2023, MAKESEND issued promissory notes to TLG. The proceeds would be utilized as working capital for its short-term business operations in a total amount of Baht 900,000 with an interest rate of MLR per year, which was a market rate. The issuance of promissory notes was not in proportion to TLG's investment as they were short-term contracts. The promissory notes were approved by the Audit Committee on 8 November 2023 and 20 February 2024. The interest is being paid according to the agreements and such interest is a reasonable rate.
• Interest income		110,674	715,146	499,308	
• Accrued interest	Beginning Increase Decrease Ending	- Beginning 110,674 Increase (110,674) Decrease - Ending	- Beginning 715,146 Increase (582,593) Decrease 132,553 Ending	132,553 631,863 (757,007) 7,409	MAKESEND pays interests as per the promissory notes to TLG at the end of each month.

2. Related-party transactions in relation to provision and use of services

2.1 Associated and joint venture companies lease office spaces from, and use services of, the Company

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Transaction between TLG and ECU					
ECU leases office space from TLG					
• Office rental and service fees	3,848,657	3,902,140	4,087,502	On 1 February 2023, ECU entered into an office lease and utility service agreement with TLG at market lease and service rates. The agreement will be considered for renewal every 3 years.	The transaction has been considered and approved by the Audit Committee on 21 February 2023. The Audit Committee is of the view that provision of lease and service is reasonable since it is used as an office building for a company within the group and provides convenience for the overall business. Lease and service fees are charged at normal rates and comparable to market prices.
• Lease receivable	Beginning Increase Decrease Ending	386,322 Beginning Increase (3,782,748) Decrease Ending	714,320 Beginning Increase (3,782,748) Decrease Ending		

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Transaction between TLG and CKT					
CKT leases office space from TLG					
• Office rental and service fees	2,232,670	2,206,031	2,328,725	On 1 January 2023, CKT entered into an office lease and utility service agreement with TLG at market lease and service rates. The agreement will be considered for renewal every 3 years.	The transaction has been considered and approved by the Audit Committee on 21 February 2023. The Audit Committee is of the view that provision of lease and service is reasonable since it is used as an office building for a company within the group and provides convenience for the overall business. Lease and service fees are charged at normal rates and comparable to market prices.
• Lease receivable	Beginning Increase Decrease Ending	25,378 Beginning Increase (2,362,055) Decrease Ending	23,252 Beginning Increase (2,331,194) Decrease Ending	23,252 Beginning Increase (2,346,631) Decrease Ending	

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Transaction between TLG and ANI					
ANI leases office space from TLG					
• Office rental and service fees	-	75,433	177,753	On 16 January 2023, ANI entered into an office lease and utility service agreement with TLG at market lease rates. The agreement will be considered for renewal since it is used as an office building for a company within the group and provides convenience for the overall business. Lease and service fees are charged at normal rates and comparable to market prices.	
• Lease receivable	Beginning Increase Decrease Ending	- Beginning Increase Decrease Ending	14,384 79,367 (64,983) 14,384	192,137 (190,331) 16,190	

2.2 Transportation and distribution of dangerous goods and chemical and trailer trucking services with R&K

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
<u>Transaction between HLM and R&K</u>					
Transportation and distribution of dangerous goods and chemical and trailer trucking services					
• Service fee	30,830,178	30,056,123	32,098,320	R&K provides transportation and distribution of dangerous goods and chemical and trailer trucking services. R&K is a reasonable and a normal major shareholder of HTM with 40% shareholding.	The Audit Committee has considered this transaction and is of the view that the transaction is a reasonable and a normal commercial transaction without being dependent on any person who may have conflicts of interest.
• Service fee payable	Beginning Increase Decrease Ending 3,242,868 30,830,178 (30,598,770) 3,474,276	Beginning Increase Decrease Ending 3,474,276 30,056,123 (29,918,174) 3,612,225	Beginning Increase Decrease Ending 3,612,225 32,098,320 (31,881,689) 3,828,856	R&K provides transportation and distribution of dangerous goods and chemical and trailer trucking services to HLM. The service fee is charged based on the market rate.	The pricing is also based on the market rate.

2.3 Logistics and related services of associated and joint venture companies

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Transactions between TLG and ECU					
Sea freight					
• Freight and other fees	130,155,683	167,652,032	1,119,930	TLG pays sea freight to ECU. This transaction is a normal commercial transaction and charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and will enhance efficiencies in providing services of the group.

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Share of commission for customer referral					
• Commission income	37,945,464	30,759,222	12,641,108	TLG refers overseas customers to use ECU's logistics service and receives a share of revenue.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction. The commission is charged based on the market rate.
• Commission receivable	Beginning Increase Decrease Ending	9,713,126 Beginning Increase (40,074,508) Decrease Ending	2,550,986 Beginning Increase (16,120,873) Decrease Ending	2,550,986 15,192,093 (16,120,873) 1,622,206	
Income from drinking water					
• Income from drinking water	2,010	885	1,395	Price is equivalent to the price paid by TLG to supplier, which is an average cost per bottle.	The Audit Committee has considered this transaction and is of the view that the transaction is sale of drinking water with the group's brand and the fee is charged based on the actual cost, which is a normal business transaction.
Transactions between TLG and CKT					
Sea freight					
• Freight and other fees	10,222	51,418	149,800	TLG pays sea freight to CKT. This transaction is a normal commercial transaction and charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and will enhance efficiencies in providing services of the group.

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Income from drinking water					
• Income from drinking water	1,800	900	3,450	Price is equivalent to the price paid by TLG to supplier, which is an average cost per bottle.	The Audit Committee has considered this transaction and is of the view that the transaction is sale of drinking water with the group's brand and the fee is charged based on the actual cost, which is a normal business transaction.
Transaction between TLG and Spring Mineral					
Drinking water expense					
• Drinking water expense	42,000	114,750	11,750	TLG purchases drinking water with the Company's logo affixed from Spring Mineral. The service fee is based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Transaction between TLG and TSL					
TLG provides accounting advisory service to TSL					
• Income from accounting advisory service	-	60,000	360,000	TLG provides management services for TSL, a joint venture in which TLG holds shares. To reduce redundancies in management and control costs, TSL engages TLG to provide management services and prepare accounts for TSL.	The Audit Committee has considered this transaction and is of the view that the transaction supports administration of TLG's group by reducing redundancies in management and controlling costs. The service fee is charged at a reasonable rate.
• Service fee receivable	Beginning Increase Decrease Ending	- Beginning Increase Decrease Ending	64,200 Increase Decrease Ending		

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Transaction between HLM and ECU					
Forwarding fee					
• Fee	10,570	159,383	24,367	This transaction is an expense incurred in case where HLM conducts international sea freight using ECU's forwarder as HLM does not have its own forwarder for sea freight at a relevant port. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Fee payable	Beginning Increase Decrease Ending	- Beginning Increase Decrease Ending	914 Beginning Increase Decrease Ending	2,461 Beginning Increase Decrease Ending	
Transaction between HLM and CKT					
Bill of lading paid by CK for HLM's customers					
• Service fee	180,418	208,186	205,453	HLM normally uses CKT's sea freight service for international logistics within the group. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Service fee payable	Beginning Increase Decrease Ending	- Beginning Increase Decrease Ending	- Beginning Increase Decrease Ending		

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Transactions between HLM and HTM					
Provision of administrative services					
• Service income	1,572,640	1,545,000	1,649,262	HLM provides administrative services for HTM, a joint venture in which HLM holds shares. To reduce redundancies in management and control costs, HTM engages HLM to provide administrative services and prepare accounts for HTM.	The Audit Committee has considered this transaction and is of the view that the transaction supports administration of HLM's group by reducing redundancies in management and controlling costs. The service fee is charged at a reasonable rate.
Dangerous goods and chemical logistics service					
• Service fee	48,429,758	52,273,835	56,550,356	HTM provides product distribution services to major customers of HLM, providing 4-wheel and 6-wheel vehicles with service fee charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Service fee payable	Beginning Increase Decrease Ending	Beginning Increase Decrease Ending	Beginning Increase Decrease Ending		
	4,162,694	5,109,981	4,792,969		
	48,429,758	52,273,835	56,550,356		
	(47,482,471)	(52,590,847)	(54,695,413)		
	5,109,981	4,792,969	6,647,912		

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Transactions between HLM and HLM-SG					
Dangerous goods and chemical logistics and distribution service					
• Service fee	6,164,556	6,791,053	3,350,922	HLM-SG provides chemical and dangerous goods logistics service in Singapore. If HLM's customer requires chemical and dangerous goods logistics service in Singapore, HLM will use the service of HLM-SG, which is HLM's direct representative.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Service fee payable	Beginning 166,007 Increase 6,164,556 Decrease (5,192,720) Ending 1,137,843	Beginning 1,137,843 Increase 6,791,053 Decrease (7,332,423) Ending 596,473	Beginning 596,473 Increase 6,791,053 Decrease (3,258,330) Ending 689,065		
Provision of complete chemical and dangerous goods logistics services					
• Service income	1,098,523	3,341,448	578,006	This service is provided in case where HLM-SG's customers require complete chemical and dangerous goods logistics services in Thailand. HLM-SG will use the services of HLM, which is the parent company of HLM-SG.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Service fee receivable	Beginning 397,078 Increase 1,098,523 Decrease (1,359,344) Ending 136,257	Beginning 136,257 Increase 3,341,447 Decrease (3,408,141) Ending 69,563	Beginning 69,563 Increase 578,006 Decrease (544,331) Ending 103,238		

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
<u>Transaction between HLM and DGPS</u>					
Dangerous goods and chemical logistics and distribution service					
• Service fee	4,211,486	4,257,853	4,687,156	DGPS sells and provides packaging services for chemical and dangerous goods in Singapore. If HLM's customer requires chemical and dangerous goods packaging service in Singapore, HLM will use DGPS, which is HLM's direct representative	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Service fee payable	Beginning Increase Decrease Ending	1,559,947 4,211,486 (3,954,185) 1,817,248	Beginning Increase Decrease Ending	1,817,248 4,257,853 (4,287,355) 1,787,746	
<u>Transactions between DGP and DGPS</u>					
Cost of dangerous goods and chemical packaging					
• Cost of packaging	2,295,769	3,555,963	2,838,669	DGPS sells and provides packaging services for chemical and dangerous goods in Singapore. DGP purchases chemical and dangerous goods packaging from DGPS, which is DGP's direct representative.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Cost of packaging service	Beginning Increase Decrease Ending	- 2,295,769 (2,295,769) -	Beginning Increase Decrease Ending	- 3,555,963 (3,321,305) 234,658	

Transaction	Transaction Size		Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022		
Advertising expense for IATA group				
• Advertising expense	31,239	33,787	34,210 DGP pays for advertising cost for the group of companies. DGPS packaging is being sold in IATA media.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Transactions between DGP and HTM				
Dangerous goods and chemical logistics and distribution service fee				
• Logistics service fee	75,403	85,726	83,511 DGP uses dangerous goods and chemical logistics and distribution service of HTM. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Provision of packaging service for dangerous goods and chemical				
• Service income	566,558	100,350	104,230 DGP provides packaging service to HTM. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Provision of management service					
• Service income	360,000	360,000	360,000	DGP provides administrative and accounting management services to HTM. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Dangerous goods and chemical packaging					
• Income from packaging	19,730	8,650	19,205	DGP provides packaging service to HTM. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Transactions between DGP and ECU					
Provision of packaging service					
• Income from packaging	6,900	12,980	4,200	DGP provides packaging service to ECU. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Packaging receivable	Beginning Increase Decrease Ending	- Beginning Increase (483) Decrease 7,383 Ending	7,383 Beginning Increase (20,363) Decrease - Ending	- 4,200 rate. (2,060) 2,140	

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Provision of document service					
• Income from document service	-	-	4,000	DGP assists ECU on issuance of permit for transport of dangerous goods by aircraft (DG Permit). The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Transaction between TAX and ECU					
Air freight service					
• Service income	8,974,364	13,279,834	10,577,737	ECU is TAX's customer who uses air freight service as a normal transaction of the group.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Service fee receivable	Beginning Increase Decrease Ending	565,215 Beginning 13,279,834 Increase (13,689,396) Decrease Ending	155,653 Beginning 10,577,737 Increase (8,949,243) Decrease Ending		
	1,642,384 8,974,364 (10,051,534) 565,215				
Transactions between TAX and ANI					
Air freight service					
• Service income	1,772,033	546,092	12,523	ANI is TAX's customer who uses air freight service as a normal transaction of the group. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Use of air freight service					
• Service fee	9,294,274	19,862,411	6,899,570	TAX is an ANI's customer who uses international air freight services as a normal transaction of the group.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Service fee payable	Beginning 612,617 Increase 9,294,274 Decrease (9,095,783) Ending 811,108	Beginning 811,108 Increase 19,862,411 Decrease (17,641,641) Ending 3,031,878	Beginning 3,031,878 Increase 6,899,570 Decrease (9,117,306) Ending 814,142	ANI is a general sales agent for Jeju Air and Lan Chile Airlines. ANI is a sole operator that oversees marketing and sales of cargo to airlines for departure flights from Thailand. The service fee is charged based on the market rate.	
Transactions between TMA and CKT					
Administrative service					
• Service income	2,216,615	2,155,691	2,172,461	TMA provides shipping administrative service to CKT.	The Audit Committee has considered this transaction and is of the view that the transaction supports administrative works of associated companies within TMA's Group. The service fee is charged at a reasonable rate.
• Service fee receivable	Beginning 208,709 Increase 2,216,615 Decrease (2,235,649) Ending 189,675	Beginning 189,675 Increase 2,155,691 Decrease (2,154,237) Ending 191,129	Beginning 191,129 Increase 2,172,461 Decrease (2,170,185) Ending 193,405	The service fee is charged based on the market rate.	

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Trailer trucking service					
• Service income	520,800	506,600	155,600	TMA provides trailer trucking service to CKT. The service fee is charged based on the market rate	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Use of import and export container service by sea					
• Import and export service fee	400,496	263,211	84,117	CKT provides import and export container service by sea to TMA. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Service fee payable	Beginning Increase Decrease Ending	24,968 Beginning Increase (372,164) Decrease Ending	1,300 Beginning Increase (315,211) Decrease Ending	1,300 Beginning Increase (77,007) Decrease Ending	
Transactions between TMA and ECU					
Trailer trucking service					
• Service income	43,800	853,000	1,159,029	TMA provides trailer trucking service to ECU. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Import and export container service by sea					
• Service income	17,586,556	19,809,038	5,254,670	TMA provides import and export container service by sea to ECU. The Audit Committee has considered this transaction and is	The Audit Committee has considered this transaction and is
• Service fee receivable	Beginning 2,392,205 Increase 17,586,556 Decrease (16,153,385) Ending 3,825,376	Beginning 3,825,376 Increase 19,809,038 Decrease (23,107,926) Ending 526,488	Beginning 526,488 Increase 5,254,670 Decrease (5,757,633) Ending 23,525	The service fee is charged based on the market rate.	of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Transactions between TMA and CKL					
Container transport service					
• Service income	1,574,160	1,794,320	292,640	TMA provides container transport service to CKL. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Seaport service					
• Service income	3,337,197	2,561,589	975,981	TMA provides ship import and export services, including management of related documents. TMA is an agent for CKL. The service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Use of import and export container service by sea					
• Service fee	25,821,003	18,678,563	1,584,780	TMA uses import and export container service provided by TMA. The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.	
• Service fee payable	Beginning 824,114 Increase 25,821,003 Decrease (16,456,738) Ending 10,188,379	Beginning 10,188,379 Increase 8,044,322 Decrease (17,792,171) Ending 440,530	Beginning 440,530 Increase 1,584,780 Decrease (1,878,855) Ending 146,455		
Transaction between TSC and BIZ					
Income from warehouse storage service					
• Service income	18,238	227,860	376,926	Service fee is charged to BIZ for using warehouse storage service provided by TSC. The of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.	
• Service fee receivable	Beginning 20,674 Increase 18,238 Decrease (31,812) Ending 7,100	Beginning 7,100 Increase 227,860 Decrease (206,579) Ending 28,381	Beginning 28,381 Increase 376,926 Decrease (379,377) Ending 25,930		
Transactions between TSC and MAKESEND					
Cost of product distribution					
• Service fee	508,947	425,311	216,496	MAKESEND provides product distribution services to TSC's customers, providing 4-wheel and 6-wheel vehicles with service fee charged based on the market rate.	
• Service fee payable	Beginning 508,947 Increase (322,316) Decrease 186,631 Ending	Beginning 186,631 Increase 425,311 Decrease (588,923) Ending 23,019	Beginning 23,019 Increase 216,496 Decrease (209,196) Ending 30,319		

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Service income from product transport <ul style="list-style-type: none"> Service income 	3,401	-	11,243	Service fee charged by TSC for The Audit Committee has storage of MAKESEND's considered this transaction and is products. The service fee of the view that the transaction is charged is based on the market reasonable and considered a normal commercial transaction rate.	
Transaction between TSC and ECU Service income from product distribution <ul style="list-style-type: none"> Service income 	-	-	32,200	TSC provides product distribution service to ECU's this transaction and is of the view that customers, providing 4-wheel the transaction is reasonable and and 6-wheel vehicles with considered a normal commercial service fee charged based on transaction charged at the market the market rate.	
Transaction between TSC and HTM Cost of product distribution service <ul style="list-style-type: none"> Service fee 	4,846	-	24,150	HTM provides product distribution service to TSC's considered this transaction and is customers, providing 4-wheel of the view that the transaction is and 6-wheel vehicles with reasonable and considered a service fee charged based on normal commercial transaction the market rate.	

Transaction	Transaction Size			Nature of Transaction	Opinion of the Audit Committee
	Fiscal year ending 31 December 2021	Fiscal year ending 31 December 2022	Fiscal year ending 31 December 2023		
Transaction between AGS and Symphony					
Use of high-speed Internet service					
• Service fee	469,800	475,080	444,000	The service fee is for high-speed internet in Don Mueang Airport provided by Symphony with service fee charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
• Account payable	Beginning Increase Decrease Ending	30,344 Beginning Increase (458,254) Decrease Ending	41,890 Beginning Increase (477,381) Decrease Ending	39,589 Beginning Increase (356,310) Decrease Ending	
Transaction between AGS and SAL					
Consulting income					
• Consulting income	400,000	600,000	200,000	AGS provides consulting service to SAL and the service fee is charged based on the market rate.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable and considered a normal commercial transaction charged at the market rate.
Transaction between AGS and ANI					
Service income from employee training					
• Service income	-	-	85,000	AGS provides consulting and employee training services to ANI on an average cost per consultation and training.	The Audit Committee has considered this transaction and is of the view that the transaction is reasonable because AGS has personnel who are specialists and knowledgeable and meet IATA requirements. AGS also has a license to provide training and the fee is charged at a reasonable rate.

Part 3 | Financial Statements



– Audit Committee Report –

The Audit Committee has been appointed by the Board of Directors of Triple i Logistics Public Company Limited to oversee the company's compliance with the principles of good corporate governance and to ensure integrity and confidence to the investors, shareholders and stakeholders. The Audit committee consisting of 3 independent directors with specializations in finance, accounting, laws, and management. The directors have all qualifications as set out under the Company's Audit Committee Charter, which was prepared according to guidelines and regulations prescribed by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Audit Committee consists of the following members:

1. Mr. Woodtipong Moleechad	Chairman of the Audit Committee (Independent Director)
2. Mr. Vipoota Trakulhoon*	Member of the Audit Committee (Independent Director)
3. Mr. Apichart Chirabandhu	Member of the Audit Committee (Independent Director)

* Member of Audit Committee who has knowledge and experience in evaluating the reliability of financial statements

In the year 2023, the Audit Committee held 4 meetings and participated in all meetings. The performance of duties by the Audit Committee were regularly reported to the meetings of the Board of Directors. Summary on performance of duties by the Audit Committee is as follows:

1. Review of Financial Statements

The Audit Committee has reviewed accuracy, completeness, and reliability of separate and consolidated financial statements of the Company and its subsidiaries audited by the Company's auditor, including quarterly and annual financial statements for the year 2023, preparation of the financial statements and information under notes to the financial statements. The Audit Committee asked questions and used due care so that the preparation of financial statements and disclosure of information under notes to the financial statements is reliable, transparent, and accurate according to accounting standards and financial reporting standards, which shall be further reported to the Board of Directors. In addition, the Audit Committee attended the meeting with the Company's auditor without the presence of the Company's management in order to freely discuss receipt of information, independence in conducting the audit, review of significant information for preparing the financial statements and recommendations on internal control system. In the process of preparing financial report and financial statements for the year 2023, the auditor did not observe any significant issues.

2. Review of Connected Transactions, Acquisition and Disposition Transactions, and Transactions with possible conflict of interests

The Audit Committee reviewed, monitored and provided opinion on connected transactions, acquisition and disposition transactions, and transactions with possible conflict of interests on a quarterly basis by considering reasonableness and benefits of the Company's stakeholders. Sufficient information was disclosed according to the Stock Exchange of Thailand's regulations.

3. Compliance with laws and regulations

The Audit Committee monitored if the Company has strictly complied with laws, the Stock Exchange of Thailand's regulations or laws relating to the Company's business.

4. Internal control and Oversight of Internal control

The Audit Committee evaluated the adequacy of the Company's internal control system by reviewing reports of the internal auditor and the auditor. The adequacy and efficiency of the internal control system are evaluated. The Audit Committee has a duty to recommend, appoint, rotate and remove internal auditor. The Audit Committee considered audit objectives and scope of work of the internal auditor in overseeing internal audit. The Audit Committee approved internal audit plan for the year 2024 prepared by the internal audit department and provided recommendations and observations on the internal audit plan. The Audit Committee acknowledged audit results for the year 2023 and recommendations to internal auditor. It reported results of every meeting of the Audit Committee to the Board of Directors and provided

useful recommendations to the Company's management. The management had applied such recommendations to the Company's operations as appropriate and in line with best practices for the Audit Committee and regulations of the Stock Exchange of Thailand.

The Audit Committee independently attended meetings with Head of the Internal Audit Unit to ensure that the Internal Audit Unit can independently, efficiently and effectively conduct internal audit activities and roles and responsibilities in respect of corporate governance, risk management system, internal control system and compliance with laws and regulations.

In the year 2023, the audit committee appointed Miss Chayanit Ketutassa, as the coordinator to coordinate with KPS Audit Company Limited, the outsourced internal auditor (the "Internal Auditor") of the company replacing the previous coordinator.

5. Monitoring of Risk Management

The Audit Committee monitored the risk management practices, which overseen by Risk Management Sub-committee through attending meetings with representative of the Risk Management Sub-committee. The Audit Committee is of the view that the Company has appropriate risk management system which allows for effective and efficient business operations. In addition, the Audit Committee provided recommendation that the Company shall determine all risks and its significant changes in order to promptly manage risk which may arise from disruptive change from high level of competition.

6. Oversight of corporate governance

The Audit Committee monitored if the Company has been operating its business according to the principles of good corporate governance in order to create transparency and fairness and confidence to the Company's stakeholders.

7. Appointment of auditor and determination of audit fees

The Audit Committee has a role in appointment and removal of auditor. In selecting qualified auditor and determining audit fees, the Audit Committee considers quality and audit expertise of the auditor and the amount of work done by the auditor. For the fiscal year 2024, the Audit Committee recommended the Board of Directors to propose the appointment of PricewaterhouseCoopers ABAS Ltd. as the Company's auditor for approval by the shareholders' meeting. Set out below is the list of auditors:

- | | |
|-----------------------------------|---|
| 1. Ms. Sukhumaporn Wong-ariyaporn | Certified Public Accountant No. 4843 and/or |
| 2. Mr. Chaisiri Ruangritchai | Certified Public Accountant No. 4526 and/or |
| 3. Ms. Varaporn Vorathitikul | Certified Public Accountant No. 4474 |

8. Review of Audit Committee Charter

The Audit Committee reviews and amends the Audit Committee Charter on an annual basis so that the Audit Committee Charter is in line with good practices, regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand, and international standards.

In conclusion, the Audit Committee fulfilled its duties and responsibilities in 2023 as stated in the Audit Committee Charter by leveraging its knowledge, caution, prudence and independence, and provided opinions and recommendations which are constructive and in the interest of the stakeholders in an equitable manner. The Audit Committee expressed opinions that Triple i Logistics Public Company Limited dearly values efficiency and effectiveness of its work performance, with reliability and materiality of the financial statements in compliance with financial reporting standards including commanded compliance with applicable laws and business obligations, together with good governance, adequate risk management and a suitable, effective internal audit system.



Mr. Woodtipong Moleechad
Chairman of the Audit Committee

– RESPONSIBILITIES OF THE BOARD OF DIRECTORS FOR FINANCIAL REPORTING –

The Board of Directors is responsible for the separate financial statements of the Triple i Logistics Public Company Limited (“The Company”) and the consolidated financial statements of the Company and its subsidiaries as well as the financial information stated in the Company’s Annual Report as of 31 December 2023. Which have been prepared in accordance with financial reporting standards, and the financial reporting requirements of the Securities and Exchange. The Board of Director considers the accounting policies pursued to be appropriate, and that they have been applied consistently with adequate disclosure of important information in the notes to the financial statements. The Company’s external auditor has reviewed and audited the financial statements and expressed an unqualified opinion in the auditor’s report.

The Board of Directors has instituted corporate governance along with proper risk management and internal control systems to ensure that all account entries are accurate, complete, timely, and adequate to maintain the Company’s assets and prevent fraud or significant irregularities. In this regard, the Board of Directors has appointed the Audit Committee, consisting of independent directors. The Audit Committee is responsible for monitoring quality of financial reports and efficiency of internal control system and internal audit. The Audit Committee also has a duty to review connected transactions. Opinion of the Audit Committee in respect of connected transactions has been included in this Annual Report under Report of the Audit Committee section.

The Board of Directors considers the Company’s overall internal control system and internal audit are at ‘Good’ level. The evaluation of such systems has provided satisfactory results and provides credibility and reliability to Triple i Logistics Public Company Limited and its subsidiaries consolidated financial statements for the year ended 31 December 2023. The Board of Directors also believes that all these financial statements have been prepared in accordance with generally accepted accounting principles and related regulations.



Mr. Krirkkrai Jirapaet
Chairman of the Board of
Directors



Mr. Tipp Dalal
Chairman of Management Committee
and Chief Executive Officer

– Independent Auditor’s Report –



To the shareholders of Triple i Logistics Public Company Limited

My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Triple i Logistics Public Company Limited (the Company) and its subsidiaries (the Group) and the separate financial position of the Company as at 31 December 2023, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRS).

What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2023;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include significant accounting policies and other explanatory information.

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 (TFAC Code) that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the TFAC Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

PricewaterhouseCoopers ABAS Ltd.

15th Floor Bangkok City Tower, 179/74-80 South Sathorn Road, Bangkok 10120, Thailand

T: +66 (0) 2844 1000 F: +66 (0) 2286 5050, www.pwc.com/th





Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the consolidated and separate financial statements of the current period. I determine one key audit matter, Assessment of the impairment of goodwill in the joint venture's financial statements. The matter was 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 the matter.

Key audit matter	How my audit addressed the key audit matter
Assessment of the impairment of goodwill in the joint venture's financial statements <p>Refer to Note 15.2 'Investments in joint ventures' to the consolidated and separate financial statements.</p> <p>The Company has investment in a joint venture, Asia Network International Co., Ltd. ("ANI"). As at 31 December 2023, goodwill of Baht 7,644.10 million is presented in the consolidated financial statements of ANI.</p> <p>In assessment of impairment of goodwill, the management of ANI calculated the recoverable amount of each cash-generating unit using value in use method and then compared with the carrying value of each cash-generating unit. The management concluded that there is no impairment of goodwill required to be recognised in the financial statements.</p> <p>I focused on the assessment of the impairment of goodwill in the joint venture's financial statements because the amount of goodwill is material to the joint venture's financial statements. An impairment of goodwill will impact to share of profit from the joint venture in the consolidated financial statements. The assessment of impairment of goodwill is complex and involves management's judgement on assumptions of forecast future market situation and economic trend used for future cash flows projection. This included the appropriated discount rate.</p>	<p>I obtained an understanding and evaluated the internal control over the impairment assessment and tested the recoverable amount of goodwill prepared by management in conducting the impairment assessment which included:</p> <ul style="list-style-type: none">- Assessed the appropriateness of the management's identification of the CGUs relating to goodwill.- Obtained an understanding, evaluated and enquired the management on cash flow forecasts on how they were derived and tested the forecast calculation.- Compared the cash flow forecasts to the approved budgets, business plans and other evidence relating to future intentions.- Compared the current year's actual results with the forecasted figures of the previous year to assess whether the projected results were reasonable.- Assessed management's key assumptions, especially gross profit margin and growth rate by comparing to historical results and economic and industry outlook.- Engaged a valuation expert from my firm to assess the reasonableness of the discount rate applied and re-performing the calculations, including comparing the estimated recoverable amount with the recoverable amount used by management. <p>As a result of these procedures, I determined that management's assumptions for assessment of impairment of goodwill in the joint venture's financial statements were reasonable based on supporting evidence.</p>



Other information

The directors are 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 the audit committee.

Responsibilities of the directors for the consolidated and separate financial statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRS, and for such internal control as the directors determine 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, the directors are 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 the directors either intend to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibilities 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 judgement and maintain professional scepticism 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 the directors.
- Conclude on the appropriateness of the directors' 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with the audit committee 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 the audit committee 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, related safeguards.

From the matters communicated with the audit committee, 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.

PricewaterhouseCoopers ABAS Ltd.

Sukhumaporn Wong-ariyaporn
Certified Public Accountant (Thailand) No. 4843
Bangkok
20 February 2024

Consolidated and Separate Financial Statements



– Statements of Financial Position –

Triple i Logistics Public Company Limited
As at 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Assets					
Current Assets					
Cash and cash equivalents	10	310,239,700	539,955,864	222,389,128	374,656,248
Trade and other receivables, net	11	415,879,276	517,860,367	139,238,994	276,183,829
Short-term loans to related parties, net	36.5	1,200,000	25,000,000	41,200,000	148,500,000
Inventories		1,605,429	1,717,886	-	-
Other current assets	13	1,993,913	8,978,057	213,986	343,669
Total current assets		730,918,318	1,093,512,174	403,042,108	799,683,746
Non-current assets					
Investments in subsidiaries	14	-	-	177,948,670	177,948,670
Investments in associates	15.1	248,309,938	244,450,182	240,150,215	240,150,215
Investments in joint ventures, net	15.2	3,301,975,669	1,916,275,857	2,504,385,686	1,484,006,646
Financial assets measured at fair value through other comprehensive income	16	13,250	13,250	-	-
Investment properties, net	17	-	-	66,365,495	70,805,221
Property, plant and equipment, net	18	147,119,767	161,105,531	26,485,647	28,725,305
Right-of-use assets, net	19	116,138,678	82,136,205	23,933,047	5,649,868
Intangible assets, net	20	10,145,092	10,654,037	13	16
Deferred tax assets	21	26,966,441	21,685,569	14,053,122	8,321,028
Retentions		14,672,055	13,832,462	1,680,390	1,625,540
Other non-current assets	22	44,845,368	136,068,832	11,240,418	178,065,264
Total non-current assets		3,910,186,258	2,586,221,925	3,066,242,703	2,195,297,773
Total assets		4,641,104,576	3,679,734,099	3,469,284,811	2,994,981,519

The accompanying notes are an integral part of these consolidated and separate financial statements.

– Statements of Financial Position (continued) –

Triple i Logistics Public Company Limited
As at 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Liabilities and equity					
Current liabilities					
Trade and other payables	23	281,662,519	256,176,996	47,362,110	63,257,176
Current portion of long-term loans from a financial institution	24	171,000,000	171,000,000	171,000,000	171,000,000
Current portion of lease liabilities	19	40,263,649	39,093,852	5,339,463	1,609,779
Derivatives liabilities	7	180,596	-	180,596	-
Income tax payables		381,291	33,077,128	-	21,819,234
Other current liabilities	25	26,905,726	31,494,770	3,260,905	4,501,798
Total current liabilities		520,393,781	530,842,746	227,143,074	262,187,987
Non-current liabilities					
Long-term loans from a financial institution	24	242,250,000	398,250,000	242,250,000	398,250,000
Lease liabilities - net	19	81,240,265	44,517,698	15,088,483	3,308,546
Employee benefit obligations	26	26,125,693	25,449,959	4,803,461	4,299,064
Decommissioning provision		8,080,830	7,845,825	66,987	64,405
Derivatives liabilities	7	-	739,839	-	739,839
Other non-current liabilities		400,500	399,500	703,879	703,879
Total non-current liabilities		358,097,288	477,202,821	262,912,810	407,365,733
Total liabilities		878,491,069	1,008,045,567	490,055,884	669,553,720

The accompanying notes are an integral part of these consolidated and separate financial statements.

– Statements of Financial Position (continued) –

Triple i Logistics Public Company Limited
As at 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Liabilities and equity (continued)					
Equity					
Share capital	27				
Authorised share capital					
808,495,670 ordinary shares at a par value					
of Baht 0.50 each					
(2022 : 812,410,253 ordinary shares at					
a par value of Baht 0.50 each)		404,247,835	406,205,127	404,247,835	406,205,127
Issued and paid-up share capital					
807,753,120 ordinary shares at a par value					
of Baht 0.50 each					
(2022: 692,532,384 ordinary shares at					
a par value of Baht 0.50 each)		403,876,560	346,266,192	403,876,560	346,266,192
Share premium	27	2,072,952,972	1,166,374,676	2,072,952,972	1,166,374,676
Premium on treasury shares	27	58,481,254	58,481,254	58,481,254	58,481,254
Surplus arising from business combination					
under common control		30,726,984	30,726,984	-	-
Surplus arising from share-based payments		22,755,038	22,755,038	22,755,038	22,755,038
Discount from changes in shareholding					
of subsidiary		(187,500)	(187,500)	-	-
Retained earnings					
Appropriated - Legal reserve	30	52,300,000	52,300,000	40,700,000	40,700,000
Appropriated - Treasury share reserve	27	247,016,530	-	247,016,530	-
Unappropriated		1,154,282,705	991,278,099	380,463,103	690,850,639
<u>Less</u> Treasury shares	27	(247,016,530)	-	(247,016,530)	-
Other components of equity		(32,574,506)	3,693,789	-	-
Total equity		3,762,613,507	2,671,688,532	2,979,228,927	2,325,427,799
Total liabilities and equity		4,641,104,576	3,679,734,099	3,469,284,811	2,994,981,519

The accompanying notes are an integral part of these consolidated and separate financial statements.

– Statements of Comprehensive Income –

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023 Baht	2022 Baht	2023 Baht	2022 Baht
Revenue from services		1,747,969,633	2,764,695,120	185,180,974	539,150,935
Revenue from sales		16,502,970	24,090,629	-	-
Cost of services		(1,377,724,447)	(2,170,599,756)	(116,875,129)	(375,497,995)
Cost of sales		(5,469,734)	(6,662,665)	-	-
Gross profit		381,278,422	611,523,328	68,305,845	163,652,940
Dividend income	36.1	-	-	423,217,504	321,301,765
Other income	31	315,393,333	89,594,135	43,051,798	242,580,027
Selling expenses		(49,745,831)	(60,979,822)	(16,480,088)	(19,136,054)
Administrative expenses		(268,146,288)	(347,115,880)	(99,546,146)	(177,706,511)
Expected credit losses of trade receivables		11,959,432	(29,959,396)	(765,423)	540,756
Other gains (losses), net		(2,661,992)	5,094,089	(2,017,003)	6,712,274
Finance costs	32	(33,411,853)	(33,664,176)	(28,672,624)	(29,402,193)
Profit before share of profits from investments in associates and joint ventures and income tax		354,665,223	234,492,278	387,093,863	508,543,004
Share of profits from investments in associates and joint ventures	15	518,131,006	623,954,440	-	-
Profit before income tax		872,796,229	858,446,718	387,093,863	508,543,004
Income tax	34	(6,578,131)	(62,787,998)	5,732,093	(40,623,082)
Net profit for the year		866,218,098	795,658,720	392,825,956	467,919,922
Other comprehensive income:					
<i>Items that will be reclassified subsequently to profit and loss</i>					
Gain from changes in fair value of cash flow hedge		-	3,900,089	-	3,900,089
Cash flow hedge reserve reclassified to profit or loss		-	739,939	-	739,939
Currency translation differences on financial statements		(468,965)	(96,606)	-	-
Share of other comprehensive income of associates and joint ventures accounted for using the equity method	15	(56,823,266)	(10,348,674)	-	-
Other comprehensive income of joint ventures reclassified to profit or loss		21,023,936	-	-	-
Income tax relating on items that will be reclassified subsequently to profit and loss		-	(928,004)	-	(928,004)
Total items that will be reclassified subsequently to profit or loss		(36,268,295)	(6,733,256)	-	3,712,024
Other comprehensive income for the year, net of tax		(36,268,295)	(6,733,256)	-	3,712,024
Total comprehensive income for the year		829,949,803	788,925,464	392,825,956	471,631,946

The accompanying notes are an integral part of these consolidated and separate financial statements.

– Statements of Comprehensive Income (continued) –

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Earnings per share					
Basic earnings per share	35.1	1.1141	1.2499	0.5052	0.7351
Diluted earnings per share	35.2	1.0548	1.1212	0.4783	0.6594

The accompanying notes are an integral part of these consolidated and separate financial statements.

Statements of Changes in Equity

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

Consolidated financial statements																					
												Other components of equity									
												Other comprehensive income									
												Currency translation differences		Share of other comprehensive income		Gain (loss) from changes in fair value of cash flow hedge					
Issued and paid-up ordinary shares		Share premium		Premium on treasury shares		Surplus arising from business combination under common control		Surplus arising from share-based payments		Discount from changes in shareholding of subsidiary		Retained earnings		Treasury shares		Currency translation differences on financial statements		Share of other comprehensive income from joint ventures		Gain (loss) from changes in fair value of cash flow hedge	
Notes	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Opening balances as at 1 January 2022																					
- restated	310,354,988	771,351,427	58,481,254	30,726,984	22,755,038	(187,500)	50,200,000	-	480,555,178	-	(554,888)	14,693,957	(3,712,024)	10,427,045	-	-	-	-	-	1,734,664,414	
Exercise of warrants	28	35,911,204	395,023,249	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	430,934,453	
Dividend paid	29	-	-	-	-	-	-	-	(282,335,799)	-	-	-	-	-	-	-	-	-	-	(282,335,799)	
Legal reserve	30	-	-	-	-	-	2,600,000	-	(2,600,000)	-	-	-	-	-	-	-	-	-	-	-	
Legal reserve of the subsidiary	-	-	-	-	-	-	(500,000)	-	-	-	-	-	-	-	-	-	-	-	-	(500,000)	
Total comprehensive income for the year	-	-	-	-	-	-	-	-	795,658,720	-	(96,606)	(10,348,674)	3,712,024	(6,733,256)	-	-	-	-	-	788,925,464	
Closing balance as at 31 December 2022																					
	346,266,192	1,166,374,676	58,481,254	30,726,984	22,755,038	(187,500)	52,300,000	-	991,278,099	-	(651,494)	4,345,283	-	3,693,789	-	-	-	-	-	2,671,688,532	
Opening balances as at 1 January 2023																					
Issue ordinary shares	28	346,266,192	1,166,374,676	58,481,254	30,726,984	22,755,038	(187,500)	52,300,000	-	991,278,099	-	(651,494)	4,345,283	3,693,789	2,671,688,532	-	-	-	-	553,986,120	
Exercise of warrants	28	23,082,755	530,903,365	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	410,202,544	
Dividend paid	29	34,527,613	375,674,931	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(456,196,962)	
Treasury shares	27	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(247,016,530)	
Treasury share reserve	27	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total comprehensive income for the year	-	-	-	-	-	-	-	-	866,218,098	-	(468,965)	(35,799,330)	-	(36,266,295)	-	-	-	-	-	829,949,803	
Closing balance as at 31 December 2023																					
	403,876,560	2,072,952,972	58,481,254	30,726,984	22,755,038	(187,500)	52,300,000	247,016,530	1,154,282,705	-	(1,120,459)	(31,454,047)	-	(32,574,506)	-	-	-	-	-	3,762,613,507	

The accompanying notes are an integral part of these consolidated and separate financial statements.

Statements of Changes in Equity (continued)

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

		Separate financial statements										Total	
		Notes	Issued and paid-up ordinary shares	Share premium	Premium on treasury shares	Surplus arising from share-based payments		Retained earnings Appropriated - Treasury share reserve		Unappropriated	Treasury shares	Other components of equity	
												Gain (loss) from changes in fair value of cash flow hedge	
			Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Opening balance as at 1 January 2022													
Exercise of warrants	28	310,354,988	771,351,427	58,481,254	22,755,038	38,100,000	-	507,866,516	-	(3,712,024)	-	(3,712,024)	1,705,197,199
Dividend paid	29	35,911,204	395,023,249	-	-	-	-	-	-	(282,335,799)	-	-	430,934,453
Legal reserve		-	-	-	-	2,600,000	-	-	-	(2,600,000)	-	-	(282,335,799)
Total comprehensive income for the year		-	-	-	-	-	-	-	-	467,919,922	-	3,712,024	471,631,946
Closing balance as at 31 December 2022													
		346,266,192	1,166,374,676	58,481,254	22,755,038	40,700,000	-	690,850,639	-	-	-	-	2,325,427,799
Opening balance as at 1 January 2023													
Issue ordinary shares	28	346,266,192	1,166,374,676	58,481,254	22,755,038	40,700,000	-	690,850,639	-	-	-	-	2,325,427,799
Exercise of warrants	28	23,082,755	530,903,365	-	-	-	-	-	-	-	-	-	553,986,120
Dividend paid	29	34,527,613	375,674,931	-	-	-	-	-	-	(456,196,962)	-	-	410,202,544
Treasury shares	27	-	-	-	-	-	-	-	-	(247,016,530)	-	-	(456,196,962)
Treasury share reserve	27	-	-	-	-	-	-	247,016,530	-	(247,016,530)	-	-	(247,016,530)
Total comprehensive income for the year		-	-	-	-	-	-	-	-	392,825,956	-	-	392,825,956
Closing balance as at 31 December 2023													
		403,876,560	2,072,952,972	58,481,254	22,755,038	40,700,000	247,016,530	380,463,103	-	-	(247,016,530)	-	2,979,228,927

The accompanying notes are an integral part of these consolidated and separate financial statements.

– Statements of Cash Flows –

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Cash flows from operating activities					
Profit before income tax		872,796,229	858,446,718	387,093,863	508,543,004
Adjustments for:					
Depreciation and amortisation		79,909,436	89,541,412	16,072,028	12,472,367
Share of profit from investments in associates and joint ventures	15	(518,131,006)	(623,954,440)	-	-
Impairment loss on investments in an associate	15.2	-	1,856,019	-	9,000,000
Impairment loss on short-term loans to a related party	36.5	-	14,500,000	-	14,500,000
Reversal of impairment losses on short-term loans to related parties	36.5	(14,500,000)	-	(14,500,000)	-
Impairment loss on deposit		-	20,241,906	-	20,241,906
Gain on disposal of investments in a subsidiary, associates and joint ventures	31	-	(83,304,024)	-	(168,989,687)
Gain on changes in shareholding interests	31	(305,860,994)	-	-	-
Gain from disposal and written-off of equipment		104,233	(1,077,264)	54,264	(10,411)
Employment benefit obligations	26	2,938,677	3,295,744	504,397	468,129
Expected credit lossess of trade receivables (reversal)		(11,959,432)	29,959,396	765,423	(540,756)
Gains (losses) on foreign exchange rate		(3,900,532)	(6,598,530)	(3,990,049)	(8,502,046)
Loss from changes in fair value of derivatives		(559,243)	737,171	(559,243)	737,171
Gain on lease termination and modification		(90,591)	(880,970)	-	-
Interest income	31	(3,024,266)	(1,179,454)	(5,925,618)	(9,698,821)
Dividend income		-	-	(423,217,504)	(321,301,765)
Finance costs	32	33,411,853	33,664,176	28,672,624	29,402,193
Profit (loss) from operating activities before changes in working capital		131,134,364	335,247,860	(15,029,815)	86,321,284
Changes in working capital					
Operating assets decrease (increase)					
Trade and other receivables		(10,831,167)	275,142,272	(20,189,075)	151,574,293
Inventories		112,457	(345,815)	-	-
Other current assets		7,026,936	23,382,232	129,683	21,803,027
Retentions		(854,065)	(4,578,707)	(54,850)	767,730
Other non-current assets		5,270,742	41,448,590	3,491,944	1,956,098
Operating liabilities increase (decrease)					
Trade and other payables		26,224,208	(225,400,275)	(15,807,849)	(3,396,350)
Other current liabilities		(13,820,214)	(4,147,446)	(1,240,893)	(6,322,852)
Other non-current liabilities	26	(2,262,943)	(870,319)	-	-
Employee benefit obligations - paid		1,000	(721,500)	-	(139,500)
Cash flows from operations		142,001,318	439,156,892	(48,700,855)	252,563,730
Income tax paid		(45,983,768)	(80,028,086)	(26,479,721)	(51,642,785)
Net cash generated from (used in) operating activities		96,017,550	359,128,806	(75,180,576)	200,920,945

The accompanying notes are an integral part of these consolidated and separate financial statements.

– Statements of Cash Flows (continued) –

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Cash flows from investing activities					
Interest received		3,330,979	1,067,573	7,089,736	10,034,908
Proceeds from disposal of equipment		352,900	22,351,238	-	26,187
Payment for purchases of equipment and intangible assets		(13,253,393)	(26,625,049)	(4,246,703)	(7,009,919)
Proceeds from disposal of investments in associates and joint ventures	15.1, 15.2	-	32,440,597	-	32,440,597
Payment for investments in subsidiaries	14	-	-	-	(55,000,000)
Payment for investments in associates and joint ventures	15.1, 15.2	(852,385,650)	(302,075,000)	(852,385,650)	(302,075,000)
Cash decreased from disposal of a subsidiary		-	(19,084,816)	-	-
Payment for short-term loans to related parties	36.5	(1,200,000)	(4,500,000)	(11,200,000)	(125,500,000)
Proceeds from short-term loans to related parties	36.5	39,500,000	4,450,000	133,000,000	157,950,000
Dividend received from subsidiaries		-	-	110,543,330	56,500,000
Dividend received from associates and joint ventures		475,476,355	167,157,057	471,761,619	162,028,593
Net cash used in investing activities		(348,178,809)	(124,818,400)	(145,437,668)	(70,604,634)

The accompanying notes are an integral part of these consolidated and separate financial statements.

– Statements of Cash Flows (continued) –

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

	Notes	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		Baht	Baht	Baht	Baht
Cash flows from financing activities					
Interest paid		(33,176,848)	(33,364,127)	(28,670,042)	(29,399,611)
Proceeds from short-term loans					
from financial institutions		100,000,000	550,000,000	100,000,000	550,000,000
Repayment on short-term loans					
from financial institutions		(100,000,000)	(670,000,000)	(100,000,000)	(670,000,000)
Payment for lease liabilities		(48,926,947)	(51,315,482)	(7,997,124)	(3,082,695)
Proceeds from long-term loans					
from a financial institution	24	-	300,000,000	-	300,000,000
Repayment of long-term loans					
from a financial institution	24	(156,000,000)	(105,750,000)	(156,000,000)	(105,750,000)
Payment for treasury shares	27	(247,016,530)	-	(247,016,530)	-
Proceeds from issuing ordinary shares	27	553,986,120	-	553,986,120	-
Proceeds from exercise of warrants	28	410,202,544	430,934,454	410,202,544	430,934,454
Dividends paid		(456,153,844)	(282,277,119)	(456,153,844)	(282,277,119)
Net cash generated from financing activities		22,914,495	138,227,726	68,351,124	190,425,029
Net increase in cash and cash equivalents		(229,246,764)	372,538,132	(152,267,120)	320,741,340
Cash and cash equivalents at the beginning of the year		539,955,864	168,108,157	374,656,248	53,914,908
Exchange gains (losses) on cash and cash equivalents		(469,400)	(690,425)	-	-
Cash and cash equivalents at the end of the year		310,239,700	539,955,864	222,389,128	374,656,248
Non-cash transactions					
Acquisition of right-of-use assets under lease liabilities	37	87,150,291	15,863,047	23,506,746	3,690,000
Dividend receivable		3,000,000	125,246,460	79,366,225	233,746,460
Dividend payable		29,717	65,063	143,731	65,063
Acquire interest in a joint venture by exchanging shares, net	15.2	-	10,500,000	-	10,500,000
Acquire interest in an associate by exchanging shares, net	15.1	-	(1,808,187)	-	9,650,000
Receivable from disposal of a subsidiary	22	-	96,547,363	-	167,993,390
Increase in an investment from changes in shareholding interests	15.2	326,884,930	-	-	-

The accompanying notes are an integral part of these consolidated and separate financial statements.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

1 General information

Triple i Logistics Public Company Limited (the “Company”) is a public company listed in the Stock Exchange of Thailand. The Company is incorporated and domiciled in Thailand. The address of the Company’s registered office is as follows:

628, 3rd Floor, Triple i Building, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120, Thailand.

For reporting purposes, the Company and its subsidiaries are referred to as “the Group”.

The principal business operations of the Group are domestic and international freight forwarding and integrated logistics services provider.

The consolidated financial statements include the following subsidiaries:

Subsidiaries	Nature of business	Country of incorporation	Percentage of shareholding	
			2023 %	2022 %
<u>Direct subsidiaries</u>				
Asia Ground Service Co., Ltd.	Air freight forwarding	Thailand	100.00	100.00
Triple i Air Express Co., Ltd.	Air freight forwarding	Thailand	100.00	100.00
HazChem Logistics Management Co., Ltd.	Integrated logistics services provider	Thailand	100.00	100.00
Triple i Supplychain Co., Ltd.	Integrated logistics services provider	Thailand	100.00	100.00
Triple i Maritime Agencies Co., Ltd.	Sea freight forwarding	Thailand	100.00	100.00
DG Packaging (Thailand) Co., Ltd.	Selling packages and providing packing services	Thailand	100.00	100.00
Cross Border Couriers Co., Ltd.	Integrated logistics services provider	Thailand	100.00	100.00
Triple i International Pte. Ltd.	Air freight forwarding	Singapore	100.00	100.00

The consolidated and separate financial statements were authorised by the Board of Directors on 20 February 2024.

2 Significant events during the current year

Additional investment in joint ventures

1) Asia Network International Co., Ltd. (“ANI”)

In January 2023, the Company invested in newly issued ordinary shares of ANI in the amount of Baht 800 million paying by cash to ANI to use as the source of fund for the acquisition of Asia GSA (M) Sdn. Bhd., a holding company investing in General Sales Agent Business (“GSA”) in Malaysia, Singapore, and Vietnam. In addition, the Company invested in ordinary shares of ANI in the amount of Baht 168 million for disposal ordinary for 349,998 shares of TAC. Moreover, ANI has successfully listed on the Stock Exchange of Thailand on 14 December 2023 with additional 554,738,900 shares offered to the public. As a result, total ownership interests of the Company in ANI are decreased to 36.15% as detailed in Note 15.2.

2) SAL Group (Thailand) Co., Ltd. (“SAL”)

In March 2023, the Company invested in newly issued ordinary shares and preference shares of SAL in proportion of 22.50% shareholding interest, totalling of Baht 36 million as detailed in Note 15.2.

3) Makesend express Co., Ltd. (“MAKESEND”)

In May 2023, the Company invested in newly issued ordinary shares of MAKESEND in proportion of 30% shareholding interest in an amount of Baht 15.6 million as detailed in Note 15.2.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

3 Basis of preparation

The consolidated and separate financial statements have been prepared in accordance with Thai Financial Reporting Standards ("TFRS") and the financial reporting requirements issued under the Securities and Exchange Act.

The consolidated and separate financial statements have been prepared under the historical cost convention except financial assets measured at fair value through other comprehensive income and derivative instrument as described in the related accounting policies.

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires management to use certain critical accounting estimates and to exercise its judgement in applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 8.

An English version of the consolidated and separate financial statements have been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

4 New and amended financial reporting standards

4.1 New financial reporting standards that are effective for accounting period beginning on or after 1 January 2023 do not have significant impacts to the Group.

4.2 Amended financial reporting standards that are effective for accounting period beginning or after 1 January 2024 that are relevant.

4.2.1 Amended financial reporting standards have not been early adopted by the Group.

- a) **Amendment to TAS 1 - Presentation of financial statements** revised the disclosure from 'significant accounting policies' to 'material accounting policies'. The amendment also provides guidelines on identifying when the accounting policy information is material. Consequently, immaterial accounting policy information does not need to be disclosed. If it is disclosed, it should not obscure material accounting information.
- b) **Amendment to TAS 8 - Accounting policies, changes in accounting estimates and errors** revised to the definition of 'accounting estimates' to clarify how companies should distinguish between changes in accounting policies and changes in accounting estimates. The distinction is important because changes in accounting estimates are applied prospectively to transactions, other events and conditions from the date of that change. Whereas changes in accounting policies are generally applied retrospectively to past transactions and other past events as well as the current period as if the new accounting policy had always been applied.

The Group's management assesses and concludes that these financial reporting standards will not have material impact to the Group.

4.2.2 Amended financial reporting standards have been early adopted by the Group.

Amendments to TAS 12 - Income taxes requires companies to recognise any deferred tax related to assets and liabilities arising from a single transaction that, on initial recognition, gives rise to equal amounts of taxable and deductible temporary differences. Example transactions are leases and decommissioning obligations.

The amendment should be applied to transactions on or after the beginning of the earliest comparative period presented. In addition, entities should recognise deferred tax assets (to the extent that they can probably be utilised) and deferred tax liabilities at the beginning of the earliest comparative period for all deductible and taxable temporary differences associated with:

- right-of-use assets and lease liabilities, and
- decommissioning, restoration and similar liabilities, and the corresponding amounts recognised as part of the cost of the related assets.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

The impacts from this amendment as at 1 January 2023 in the consolidated financial statements are an increase in deferred tax assets of Baht 18.3 million, increase in deferred tax liabilities of Baht 16.4 million and increase in retained earnings of Baht 1.9 million. The impacts in the separate financial statements are an increase in deferred tax assets of Baht 1.0 million, increase in deferred tax liabilities of Baht 1.2 million and decrease in retained earnings of Baht 0.2 million. The Group concluded that the impacts are not material. So, the Group recognised the adjustments in the financial statements for the year 2023.

- 4.3 Amended financial reporting standard that is effective for the accounting period beginning on or after 1 January 2025 do not have significant impacts to the Group. The Group has not early adopted the amended standard.**

5 Accounting policies

5.1 Principles for consolidation

a) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group until the date that control ceases.

In the separate financial statements, investments in subsidiaries are accounted for using cost method.

b) Associates

Associates are all entities over which the Group has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting.

In the separate financial statements, investments in associates are accounted for using cost method.

c) Joint arrangements

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangements.

Joint operations

A joint operation is a joint arrangement whereby the Group has rights to the assets, and obligations for the liabilities relating to the arrangement. The Group recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the Group's financial statement line items.

Joint ventures

A joint venture is a joint arrangement whereby the Group has rights to the net assets of the arrangement. Interests in joint ventures are accounted for using the equity method.

In the separate financial statements, investments in joint ventures are accounted for using cost method.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

d) Equity method

The investment is initially recognised at cost which is consideration paid and directly attributable costs.

The Group's subsequently recognises shares of its associates and joint ventures' profits or losses and other comprehensive income in the profit or loss and other comprehensive income, respectively. The subsequent cumulative movements are adjusted against the carrying amount of the investment.

When the Group's share of losses in associates and joint ventures equals or exceeds its interest in the associates and joint ventures, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associates and joint ventures.

e) Changes in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A difference between the amount of the adjustment to non-controlling interests to reflect their relative interest in the subsidiary and any consideration paid or received is recognised within equity.

If the ownership interest in associates and joint ventures is reduced but significant influence and joint control is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate. Profit or loss from reduce of the ownership interest in associates and joint ventures is recognise in profit or loss.

When the Group losses control, joint control or significant influence over investments, any retained interest in the investment is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value becomes the initial carrying amount of the retained interest which is reclassified to investment in an associate, or a joint venture or a financial asset accordingly.

f) Intercompany transactions on consolidation

Intra-group transactions, balances and unrealised gains on transactions are eliminated. Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in the associates and joint ventures. Unrealised losses are also eliminated in the same manner unless the transaction provides evidence of an impairment of the asset transferred.

5.2 Business combination

The Group applies the acquisition method to account for business combinations with an exception on business combination under common control. The consideration transferred for the acquisition of a subsidiary comprises.

- fair value of the assets transferred,
- liabilities incurred to the former owners of the acquiree
- equity interests issued by the Group

Identifiable assets and liabilities acquired and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group initially recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest recognised and the acquisition-date fair value of any previous equity interest in the acquiree (for business combination achieved in stages) over the fair value of the identifiable net assets acquired is recorded as goodwill. In the case of a bargain purchase, the difference is recognised directly in profit or loss.

Acquisition-related cost

Acquisition-related cost are recognised as expenses in the consolidated financial statements

Step-up acquisition

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measured are recognised in profit or loss.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

5.3 Foreign currency translation

a) Functional and presentation currency

The financial statements are presented in Thai Baht, which is the Company's functional and presentation currency.

b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

Any exchange component of gains and losses on a non-monetary item that recognised in profit or loss, or other comprehensive income is recognised following the recognition of a gain or loss on the non-monetary item.

c) Group companies

The operational results and financial position of the Group's entities (none of which has the currency of a hyper-inflationary economy) that have a different functional currency from the Group's presentation currency are translated into the presentation currency as follows.

- Assets and liabilities are translated at the closing rate at the date of respective statement of financial position;
- Income and expenses for statement of comprehensive income are translated at average exchange rates; and
- All resulting exchange differences are recognised in other comprehensive income.

5.4 Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call, short-term highly liquid investments with maturities of three months or less from acquisition date.

5.5 Trade receivables

Trade receivables are amounts due from customers for goods sold or service performed in the ordinary course of business.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost.

The impairment of trade receivables are disclosed in Note 5.7(f).

5.6 Inventories

Inventories are stated at the lower of cost and net realisable value .

Cost of inventories is determined by the first-in, first-out method. Cost of raw materials comprise all purchase cost and costs directly attributable to the acquisition of the inventory less all attributable discounts. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs, overhead and directly attributable costs in bringing the inventories to their present location and condition.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

5.7 Financial assets

a) Classification

The Group classifies its debt instrument financial assets in the following measurement categories depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

- those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss); and
- those to be measured at amortised cost.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

For investments in equity instruments, the Group has an irrevocable election at the time of initial recognition to account for the equity investment at fair value through profit or loss (FVPL) or at fair value through other comprehensive income (FVOCI) except those that are held for trading, they are measured at FVPL.

b) Recognition and derecognition

Regular way purchases, acquires and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

c) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest.

d) Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the financial assets. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortised cost:** Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of comprehensive income.
- **FVOCI:** Financial assets that are held for i) collection of contractual cash flows; and ii) for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income (OCI), except for the recognition of impairment gains or losses, interest income using the effective interest method, and foreign exchange gains and losses which are recognised in profit or loss. When the financial assets is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains (losses). Interest income is included in finance income. Impairment expenses are presented separately in the statement of comprehensive income.
- **FVPL:** Financial assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains (losses) in the period in which it arises.

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e) Equity instruments

The Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity instruments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the right to receive payments is established.

f) Impairment

The Group applies the TFRS 9 simplified approach in measuring the impairment of trade receivables and accrued income which applies lifetime expected credit loss, from initial recognition, for all trade receivables.

For other financial assets carried at amortised cost and FVOCI, the Group applies TFRS 9 general approach in measuring the impairment of those financial assets. Under the general approach, the 12-month or the lifetime expected credit loss is applied depending on whether there has been a significant increase in credit risk since the initial recognition.

The significant increase in credit risk (from initial recognition) assessment is performed every end of reporting period by comparing i) expected risk of default as of the reporting date and ii) estimated risk of default on the date of initial recognition.

Impairment and reversal of impairment losses are recognised in profit or loss as a separate line item.

5.8 Investment property

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the companies in the consolidated Group, is classified as investment property. Investment property also includes property that is being constructed or developed for future use as investment property.

Investment property is measured initially at cost, including directly attributable costs and borrowing costs.

Subsequently, they are carried at cost less accumulated depreciation and impairment.

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

Land is not depreciated. Depreciation on other investment properties is calculated using the straight-line method to allocate their costs to their residual values over their estimated useful lives, as follows:

Buildings	20 years
Building improvement	5 and 15 years

5.9 Property, plant and equipment

Land is stated at historical cost less any accumulated impairment losses (if any). Plant and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment losses (if any). Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the Group. Capitalised where there is future economic benefit. The carrying amount of the replaced part is derecognised.

All other repairs and maintenance are charged to profit or loss when incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Buildings	20 years
Building improvement	5, 6 and 10 years
Tool and equipment	5 and 10 years
Vehicles and equipment	5 and 10 years
Furniture and fixtures	5 and 10 years
Office equipment	5 and 10 years

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The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

5.10 Intangible assets

Expenditure on acquired computer software is capitalised as intangible asset on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised using the straight-line method over its estimated useful lives of 5 years.

Cost of maintenance are recognised as an expense as incurred.

5.11 Impairment of assets

Assets that have an indefinite useful life are tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever there is an indication of impairment. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. Where the reasons for previously recognised impairments no longer exist, the impairment losses will be reversed.

Goodwill included in investments in associates and joint ventures is a part of investment. Hence, there is no separate impairment test, but the impairment will be tested when there is an indication of impairment for investment.

5.12 Leases

Leases - where the Group is the lessee

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise copy machine.

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Leases - where the Group is the lessor

When assets are leased out under a finance lease, the present value of the lease payments is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the term of the lease which reflects a constant periodic rate of return. Initial direct costs are included in initial measurement of the finance lease receivable and reduce the amount of income recognised over the lease term.

Rental income under operating leases (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial position based on their nature.

5.13 Financial liabilities

a) Classification

Financial instruments issued by the Group are classified as either financial liabilities or equity securities by considering contractual obligations.

- Where the Group has an unconditional contractual obligation to deliver cash or another financial asset to another entity, it is considered a financial liability unless there is a predetermined or possible settlement for a fixed amount of cash in exchange of a fixed number of the Group's own equity instruments.
- Where the Group has no contractual obligation or has an unconditional right to avoid delivering cash or another financial asset in settlement of the obligation, it is considered an equity instrument.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

b) Measurement

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost.

c) Derecognition and modification

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, or expired.

Where the terms of a financial liability are renegotiated/modified, the Group assesses whether the renegotiation / modification results in the derecognition of that financial liability. Where the modification results in an extinguishment, the new financial liability is recognised based on fair value of its obligation. The remaining carrying amount of financial liability is derecognised. The difference as well as proceed paid is recognised as other gains (losses) in profit or loss.

Where the modification does not result in the derecognition of the financial liability, the carrying amount of the financial liability is recalculated as the present value of the renegotiated / modified contractual cash flows discounted at its original effective interest rate. The difference is recognised in other gains (losses) in profit or loss.

5.14 Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets (assets that take long time to get ready for its intended use or sale) are added to the cost of those assets less investment income earned from those specific borrowings. The capitalisation of borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Other borrowing costs are expensed in the period in which they are incurred.

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5.15 Current and deferred income taxes

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax

The current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax

Deferred income tax is recognised on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, deferred income tax is not recognised for temporary differences arise from:

- initial recognition of an asset or liability in a transaction other than a business combination that affects neither accounting nor taxable profit or loss is not recognised
- investments in subsidiaries, associates and joint arrangements where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax is measured using tax rates of the period in which temporary difference is expected to be reversed, based on tax rates and laws that have been enacted or substantially enacted by the end of the reporting period.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

5.16 Employee benefits

a) Short-term employee benefits

Liabilities for short-term employee benefits such as wages, salaries and bonuses that are expected to be settled wholly within 12 months after the end of the period are recognised in respect of employees' service up to the end of the reporting period. They are measured at the amount expected to be paid.

b) Defined contribution plan

The Group pays contributions to a separate fund in accordance with the provident fund Act. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

c) Defined benefit plans

Amount of retirement benefits is defined by the agreed benefits the employees will receive after the completion of employment. It usually depends on factors such as age, years of service and an employee's latest compensation at retirement.

The defined benefit obligation is calculated by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that matches the terms and currency of the expected cash outflows.

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d) Other long-term benefits

The Group gives money rewards to employees when they have worked for the Group and completed the service years according to the Group's policy.

These obligations are measured similar to defined benefit plans except remeasurement gains and losses that are charged to profit or loss.

e) Termination benefits

The Group recognises termination benefits at the earlier of (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for the related restructuring. Benefits due more than 12 months are discounted to their present value.

5.17 Share-based payment

The Company operated a number of equity-settled, share-based compensation plans in exchange for past performance of the management of the Group. This was part of the shareholding restructuring of the Group's management. The number of shares issued to each member of the management reflects their past performance. The total amount to be expensed is determined by reference to the fair value of the shares issued:

- including any market performance conditions;
- excluding the impact of any service and non-market performance vesting conditions and
- excluding the impact of any non-vesting conditions.

Non-market performance and service conditions are included in assumptions about the number of options that are expected to vest. The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each reporting period, the Group revises its estimates of the number of options that are expected to vest based on the non-marketing vesting conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

When the options are exercised, the Company issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital (nominal value) and share premium.

The grant by the Group of options over its equity instruments to the employees of subsidiary undertakings in the Group is treated as a capital contribution. The fair value of employee services received, measured by reference to the grant date fair value, is recognised over the vesting period as an increase to investment in subsidiary, in separate financial statement undertakings, with a corresponding credit to equity.

5.18 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events. It is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

5.19 Share capital

Ordinary shares with discretionary dividends are classified as equity.

Incremental costs directly attributable to the issue of new shares or options (net of tax) are shown as a deduction in equity.

Treasury share

Where any companies within the Group repurchases its shares, the consideration paid, including any directly attributable incremental costs (net of taxes) is deducted from equity, presented next to retained earnings, until the shares are cancelled or reissued. Where such shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity.

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5.20 Revenue recognition

Revenues include all revenues from ordinary business activities. All ancillary income in connection with the delivery of goods and rendering of services in the course of the Group's ordinary activities is also presented as revenue.

Revenues are recognised in accordance with the provision of goods or services, provided that collectibility of the consideration is probable.

Multiple element arrangements involving delivery or provision of multiple products or services are separated into distinct performance obligations. Total transaction price of the bundled contract is allocated to each performance obligation based on their relative standalone selling prices or estimated standalone selling prices. Each performance obligation is recognised as revenue on fulfilment of the obligation to the customer.

Logistics management revenues

The Group recognises revenues from logistics at the point in time when control of service was transferred to the customer. Revenues from warehousing services are recognised over the contract term.

Freight forwarding revenues

The Group recognises revenues from the freight forwarding services over the contract term.

Sales of goods

The Group recognises revenues from sales of goods when control of goods were transferred to the customer.

Other income

Interest income is recognised by effective interest rate and other income is recognised on an accrual basis in accordance with the substance of the relevant agreements.

Dividend income is recognised upon entitlement.

5.21 Dividend distribution

Dividend distributed to the Company's shareholders is recognised as a liability when interim dividends are approved by the Board of Directors, and when the annual dividends are approved by the shareholders.

5.22 Derivatives and hedging activities

a) Derivatives that do not qualify for hedge accounting

Derivatives that do not qualify for hedge accounting is initially recognised at fair value. Changes in the fair value are included in other gains(losses).

Fair value of derivatives is classified as a current or non-current following its remaining maturity.

b) Interest rate swap and hedge accounting

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as either:

- hedges of a particular risk associated with the cash flows of recognised assets and liabilities and highly probable forecast transactions (cash flow hedges).

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At inception of the hedge relationship, the Group documents the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The Group documents its risk management objective and strategy for undertaking its hedge transactions. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the cash flow hedge reserve within equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss.

When a hedging instrument expires, or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs. When the forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss.

The fair values of derivative financial instruments designated in hedge relationships are disclosed in Note 7.

The Group does not apply hedge accounting in fair value hedges and net investment hedges

5.23 Financial guarantee contracts

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of:

- the amount determined in accordance with the expected credit loss model under TFRS 9; and
- the amount initially recognised less the cumulative amount of income recognised in accordance with the principles of TFRS 15.

The fair value of financial guarantees is determined based on the present value of the difference in cash flows between a) the contractual payments required under the debt instrument; and b) the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Where guarantees in relation to loans or other payables of associates are provided for no compensation, the fair values are accounted for as contributions and recognised as part of the cost of the investment.

6 Financial risk management

6.1 Financial risk

The Group exposes to a variety of financial risk: market risk (including foreign exchange risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to hedge certain exposures.

Financial risk management is carried out by the Group Treasury Committee. The Group's policy includes areas such as foreign exchange risk, interest rate risk, price risk, credit risk and liquidity risk. The framework parameters are approved by the Board of Directors and used as the key communication and control tools for Treasury team of the Group.

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6.1.1 Market risk

a) Foreign exchange risk

The Group is exposed to foreign exchange risk from foreign currency commercial transactions and net monetary assets and liabilities that are denominated in a currency that is not the entity's functional currency. The Group seeks to reduce this risk by entering into forward exchange contracts when it considers appropriate.

Exposure

The Group's and the Company's exposure to foreign currency risk at the end of the reporting period, expressed in Baht are as follows:

	Consolidated financial statements			
	2023		2022	
	US Dollar Thousand Baht	Singapore Dollar Thousand Baht	US Dollar Thousand Baht	Singapore Dollar Thousand Baht
Cash and cash equivalents	592	302	1,870	-
Trade and other receivables, net	828	-	1,809	-
Trade and other payables	(395)	-	(127)	-
	Separate financial statements			
	2023		2022	
	US Dollar Thousand Baht	Singapore Dollar Thousand Baht	US Dollar Thousand Baht	Singapore Dollar Thousand Baht
Cash and cash equivalents	495	225	127	-
Trade and other receivables, net	619	-	99	-
Trade and other payables	(330)	-	(55)	-

The changes in exchange rate do not have significant impact to the Group's net profit.

b) Interest rate risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing liabilities and assets. These exposures are managed partly by using natural hedges that arise from offsetting interest rate sensitive assets and liabilities, and partly through fixed rate borrowings and the use of derivative financial instruments such as interest rate swaps. The Group monitors interest rate exposure on a monthly basis by currency and business unit, taking into consideration proposed financing and hedging arrangements.

Cash flow interest rate risk is the risk that changes in market interest rates will impact cash flows arising from variable rate financial instruments. Borrowings at floating rates therefore expose the Group to cash flow interest rate risk. The Group manages this risk by using interest rate swaps converting borrowings from floating rate to fixed rate.

Fair value interest rate risk is the risk that the value of a financial asset or liability and derivative financial instruments will fluctuate because of changes in market interest rates. The Group manages its fair value interest rate risk by entering into interest rate swaps which have the effect of converting borrowings from fixed rate to floating rate, to maintain the Group's fixed rate instruments within the Group's guideline.

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The reconciliation of gain (loss) from changes in fair value of cash flow hedge presented in other components of equity for the year ended 31 December is as follows:

	Consolidated and Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht
Opening balance 1 January	-	(3,712)
Less: Change in fair value of hedging instrument recognised in OCI	-	3,900
Add: Reclassified from OCI to profit or loss	-	740
Add: Deferred tax	-	(928)
Closing balance 31 December	-	-

Significant financial assets and liabilities classified by type of interest rates are summarised in the table below.

As at 31 December 2023	Consolidated financial statements								
	Fixed interest rates			Floating interest rates			Non-Interest bearing Thousand Baht	Total Thousand Baht	Interest rate (% p.a.)
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht			
Financial assets									
Cash and cash equivalents	-	-	-	307,129	-	-	3,111	310,240	0.50
Short-term loans to related parties	-	-	-	1,200	-	-	-	1,200	5.47
	-	-	-	308,329	-	-	3,111	311,440	
Financial liabilities									
Long-term loans from a financial institution	60,000	-	-	111,000	242,250	-	-	413,250	4.10 - 7.27
Lease liabilities	40,264	81,240	-	-	-	-	-	121,504	4.10 - 6.50
	100,264	81,240	-	111,000	242,250	-	-	534,754	

As at 31 December 2022	Consolidated financial statements							Total Thousand Baht	Interest rate (% p.a.)
	Fixed interest rates			Floating interest rates					
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Non-Interest bearing Thousand Baht		
Financial assets									
Cash and cash equivalents	-	-	-	535,958	-	-	3,998	539,956	0.05 - 0.50
Short-term loans to related parties	25,000	-	-	-	-	-	-	25,000	4.60 - 5.47
	25,000	-	-	535,958	-	-	3,998	564,956	
Financial liabilities									
Long-term loans from a financial institution	60,000	60,000	-	96,000	353,250	-	-	569,250	4.10 - 4.42
Lease liabilities	39,094	44,518	-	-	-	-	-	83,612	4.10 - 4.17
	99,094	104,518	-	96,000	353,250	-	-	652,862	

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	Separate financial statements								
	Fixed interest rates			Floating interest rates			Non-Interest bearing	Total	Interest rate (% p.a.)
	Within 1 year	1 - 5 years	Over 5 years	Within 1 year	1 - 5 years	Over 5 years			
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	
As at 31 December 2023									
Financial assets									
Cash and cash equivalents	-	-	-	222,389	-	-	-	222,389	0.50
Short-term loans to related parties	40,000	-	-	1,200	-	-	-	41,200	4.10 - 5.47
	40,000	-	-	223,589	-	-	-	263,589	
Financial liabilities									
Long-term loans from a financial institution	60,000	-	-	111,000	242,250	-	-	413,250	4.10 - 7.27
Lease liabilities	5,339	15,088	-	-	-	-	-	20,427	3.50 - 6.99
	65,339	15,088	-	111,000	242,250	-	-	433,677	
	Separate financial statements								
	Fixed interest rates			Floating interest rates			Non-Interest bearing	Total	Interest rate (% p.a.)
	Within 1 year	1 - 5 years	Over 5 years	Within 1 year	1 - 5 years	Over 5 years			
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	
As at 31 December 2022									
Financial assets									
Cash and cash equivalents	-	-	-	374,656	-	-	-	374,656	0.10 - 0.25
Short-term loans to related parties	148,500	-	-	-	-	-	-	148,500	4.60 - 5.47
	148,500	-	-	374,656	-	-	-	523,156	
Financial liabilities									
Long-term loans from a financial institution	60,000	60,000	-	96,000	353,250	-	-	569,250	4.10 - 4.42
Lease liabilities	1,610	3,309	-	-	-	-	-	4,919	4.10
	61,610	63,309	-	96,000	353,250	-	-	574,169	

Sensitivity

Profit or loss is sensitive as a result of changes in interest rates as follows:

	Impact to net profit			
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Interest rate - increase 1% *	1,241	3,261	5,005	3,938
Interest rate - decrease 1% *	(1,241)	(3,261)	(5,005)	(3,938)

* Holding all other variables constant

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c) Price risk

The Group is exposed to risk of fluctuation in freight charges which are major operating costs. In respect of air freight business, the air freight charge is a fixed cost. The Group pays to airlines in a fixed lump sum. If the freight charges are variable depending on market price, the Group will determine the price as a cost-plus method. Hence, the Group is able to pass through part of fluctuation in freight charge to customers. In respect of sea freight business, the Group forecasts the volume of demand for freight and books large quantity of freight in order to increase price bargaining power. The Group undertakes to closely monitor freight rates to forecast the situation and price trends in order to set the price with a margin that can accommodate changes in price.

6.1.2 Credit risk

Credit risk arises from cash and cash equivalents, loan to related parties as well as credit exposures to customers, including outstanding receivables.

a) Risk management

Credit risk is managed on a group basis. For banks and financial institutions, the Group makes transactions with the creditable financial institutions.

For transaction with customers, the Group assesses the credit quality of the customers, taking into account their financial position, past experience and other factors. Individual risk limits are set based on tips assessments in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by line management.

b) Impairment of financial assets

The Group and the Company have financial assets that are subject to the expected credit loss model:

- Trade and other receivables
- Loans to related parties
- Retentions

While cash and cash equivalents are also subject to the impairment requirements of TFRS 9, management assesses that cash and cash equivalents have no significant credit risk.

The Group write-off trade receivables when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the group, and a failure to make contractual payments or cannot be contacted for a long time.

The Group assesses expected credit losses for trade and other receivables, loans to related parties and retentions at the initial recognition and at the end of reporting period. There is no materiality impact to the Group.

The recognition of expected credit loss is disclosed in Note 11.

6.1.3 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. The purpose is to readily generate cash inflows for managing liquidity risk. Due to the dynamic nature of the underlying businesses, the Group Treasury maintains flexibility in funding at the end of reporting period by maintaining availability under committed credit lines.

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a) Financing arrangements

The Group has access to the following undrawn credit facilities as at 31 December as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Floating rate				
Expiring within one year				
- Bank overdraft	74,000	74,000	35,000	35,000
- Promissory note	550,000	740,000	550,000	740,000
	624,000	814,000	585,000	775,000

b) Maturity of financial liabilities

The tables below analyse the maturity of financial liabilities grouping based on their contractual maturities for:

- all non-derivative financial liabilities; and
- net and gross settled derivative financial instruments for which the contractual maturities are essential for an understanding of the timing of the cash flows.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Consolidated financial statements					
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
Contractual maturities of financial liabilities					
As at 31 December 2023					
Non-derivatives					
Trade and other payables	281,663	-	-	281,663	281,663
Other current liabilities	5,388	-	-	5,388	5,388
Long-term loans from a financial institution	187,390	254,502	-	441,892	413,250
Lease liabilities	50,761	80,158	-	130,919	121,504
Other non-current liabilities	-	-	401	401	401
Total non-derivatives	525,202	334,660	401	860,263	822,206
Derivatives					
Interest rate swap	181	-	-	181	181
Total	525,202	334,660	401	860,444	822,387
Consolidated financial statements					
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
Contractual maturities of financial liabilities					
As at 31 December 2022					
Non-derivatives					
Trade and other payables	256,177	-	-	256,177	256,177
Other current liabilities	7,327	-	-	7,327	7,327
Long-term loans from a financial institution	179,537	448,044	-	627,581	569,250
Lease liabilities	43,031	45,562	-	88,593	83,612
Other non-current liabilities	-	-	400	400	400
Total non-derivatives	486,072	493,606	400	980,078	916,766
Derivatives					
Interest rate swap	570	179	-	749	740
Total	486,642	493,785	400	980,827	917,506

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	Separate financial statements				
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
As at 31 December 2023					
Non-derivatives					
Trade and other payables	47,362	-	-	47,362	47,362
Long-term loans from a financial institution	187,390	254,502	-	441,892	413,250
Lease liabilities	6,384	15,837	-	22,221	20,427
Other non-current liabilities	-	-	704	704	704
Total non-derivatives	241,136	270,339	704	512,179	481,743
Derivatives					
Interest rate swap	181	-	-	181	181
Total	241,317	270,339	704	512,360	481,924
	Separate financial statements				
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
As at 31 December 2022					
Non-derivatives					
Trade and other payables	63,257	-	-	63,257	63,257
Long-term loans from a financial institution	179,537	448,044	-	627,581	569,250
Lease liabilities	1,840	3,583	-	5,423	4,919
Other non-current liabilities	-	-	704	704	704
Total non-derivatives	244,634	451,627	704	696,965	638,130
Derivatives					
Interest rate swap	570	179	-	749	740
Total	245,204	451,806	704	697,714	638,870

6.2 Capital management

The objectives of capital management are:

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to reduce the cost of capital

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Loan covenants

Under the terms of the major borrowing facilities, the Group is required to maintain the debt service coverage ratio (DSCR) on consolidated financial statements must be not less than 1.25, and the interest bearing debt to equity (IBDE) on consolidated financial statements must be not more than 1.25. The Group has complied with these covenants.

7 Fair value

Fair values are categorised into hierarchy based on inputs used as follows:

- Level 1: The fair value of the asset or liability is based on the current bid price by reference to the Stock Exchange of Thailand.
- Level 2: The fair value of the asset or liability is determined using significant observable inputs and, as little as possible, entity-specific estimates.
- Level 3: The fair value of asset or liability is not based on observable market data.

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The following table shows fair values of financial assets and liabilities by category.

Consolidated financial statements						
	Level 1		Level 2		Level 3	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Assets						
Financial assets measured at fair value through other comprehensive income	-	-	-	-	13,250	13,250
Liabilities						
Interest rate swap	-	-	180,596	739,839	-	-
Separate financial statements						
	Level 1		Level 2		Level 3	
	2023 Baht	2022 Baht	2023 Baht	2022 Baht	2023 Baht	2022 Baht
Liabilities						
Interest rate swap	-	-	180,596	739,839	-	-

There was no transfer between such levels during the year.

Valuation techniques used to measure fair value level 2

Fair value of interest rate swaps is determined using forward interests extracted from observable yield curves. The effects of discounting are generally insignificant for Level 2 derivatives.

Valuation techniques used to measure fair value level 3

The Group measured financial assets, an investment in equity, fair value through other comprehensive income instrument based on net book value of investment. The management considers that it is close to the fair value.

The Group discloses fair value of investment properties in Note 17.

Fair value of financial assets and liabilities of the Group approximates the carrying value because most of them are short-term financial instruments. Long-term loans from a financial institution carry floating interest rates which are close to the market rate.

8 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

a) Recognition of deferred tax assets

The recognition of deferred tax assets is based upon whether it is probable that sufficient taxable profits will be available in the future against which the reversal of temporary differences can be deducted. The Group has determined the future taxable profits by referencing to the latest available financial forecasts. The recognition, therefore, involves judgement regarding the future financial performance of the Group in which the deferred tax assets have been recognised.

b) Defined retirement benefit obligations

The present value of the retirement benefit obligations depends on a number of assumptions. Key assumptions used and impacts from possible changes in key assumptions are disclosed in Note 26.

Notes to the Consolidated and Separate Financial Statements

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c) Estimate of the fair value of the net identifiable assets acquired from the acquisition of investment in an associate and a joint venture

The Group recognises the investments in joint ventures by determining fair value of the net identifiable assets acquired and performing purchase price allocation in accordance with the concepts in TFRS 3 "Business Combination".

The assessment of the fair value of the net identifiable assets involves significant judgment by management and the appropriateness and reliability of information and assumptions.

d) Determination of lease terms

Critical judgement in determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of properties, the most relevant factors are historical lease durations, the costs and conditions of leased assets.

Most extension options on offices and vehicles leases have not been included in the lease liability, because the Group considers i) the underlying asset condition and/or ii) insignificant cost to replace the leased assets.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstance affecting this assessment occur, and that it is within the control of the Group.

e) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about default risk and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs used in the impairment calculation, based on the Group's past history and existing market conditions at the end of each reporting period.

9 Segment information

Segment information is reported by segment and this was reviewed by the chief operating decision-maker, which is the Board of Directors. Similar segments are reported together. The chief operating decision-maker measures the financial performance of each segment using the gross profit margin. Reported segments comprise air freight, sea and in-land freight, logistics management, chemical and hazardous goods logistics management, and other management services.

Air freight	Operates as an air freight forwarder, both local and overseas, for airlines, and provides related services, including warehouse management services at airports.
Sea and in-land freight	Operates as a sea and in-land freight forwarder, both local and overseas.
Logistics management	Operates as an integrated logistics services provider, both air and sea for local and overseas.
Chemical and hazardous goods logistics	Operates as a services provider for sea, air, rails, and in-land, both local and overseas including warehouse management and distribution for chemical and hazardous goods.
Other management services	Provides office rental and other management services.

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Consolidated financial statements									
2023									
	Air freight	Sea and in-land freight	Logistics management	Chemical and hazardous goods logistics	Other management services	Total before elimination	Elimination	Total after elimination	
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	
Revenue from sales and services	952,868	71,639	255,368	552,714	13,667	1,846,256	(81,783)	1,764,473	
Cost of sales and services	(805,939)	(56,675)	(184,959)	(399,816)	(11,262)	(1,458,651)	75,457	(1,383,194)	
Segment profit	146,929	14,964	70,409	152,898	2,405	387,605	(6,326)	381,279	
Other income								315,393	
Selling expenses								(49,746)	
Administrative expenses								(268,146)	
Loss from impairment on financial assets								11,959	
Other gains (losses), net								(2,662)	
Finance costs								(33,412)	
Share of profits from associates and joint ventures								518,131	
Profit before income tax								872,796	
Income tax								(6,578)	
Profit for the year								866,218	
Timing of revenue recognition									
At a point in time	-	-	18,425	37,939	-	56,364	(11,064)	45,300	
Over time	952,868	71,639	236,943	514,775	13,667	1,789,892	(70,719)	1,719,173	
Total revenue	952,868	71,639	255,368	552,714	13,667	1,846,256	(81,783)	1,764,473	

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Consolidated financial statements									
2022									
	Air freight Thousand Baht	In-land freight Thousand Baht	Sea and freight Thousand Baht	Logistics management Thousand Baht	Hazardous goods logistics Thousand Baht	Chemical and management services Thousand Baht	Total before elimination Thousand Baht	Elimination Thousand Baht	Total after elimination Thousand Baht
Revenue from sales and services	1,428,850	115,828	115,828	629,693	737,905	13,148	2,925,424	(136,638)	2,788,786
Cost of sales and services	(1,237,780)	(89,638)	(89,638)	(458,960)	(518,676)	(11,576)	(2,316,630)	139,368	(2,177,262)
Segment profit	191,070	26,190	26,190	170,733	219,229	(1,572)	608,794	2,730	611,524
Other income									89,594
Selling expenses									(60,980)
Administrative expenses									(347,116)
Loss from impairment on financial assets									(29,959)
Other gains (losses), net									5,094
Finance costs									(33,664)
Share of profits from associates and joint ventures									623,954
Profit before income tax									858,447
Income tax									(62,788)
Profit for the year									795,659
Timing of revenue recognition									
At a point in time	-	-	-	73,601	37,466	-	111,067	(2,056)	109,011
Over time	1,428,850	115,828	115,828	556,092	700,439	13,148	2,814,357	(134,582)	2,679,775
Total revenue	1,428,850	115,828	115,828	629,693	737,905	13,148	2,925,424	(136,638)	2,788,786

The Group has aggregated overseas revenues from the entity incorporated in Singapore, amounting to Baht 40.70 million. (2022: Baht 102.01 million).

Major customers of the Group

In 2023 and 2022, the Group did not have revenue with a single external customer that amounts to 10% or more of the Group's revenue.

Notes to the Consolidated and Separate Financial Statements

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10 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Cash on hand	340	224	-	-
Cheques on hand	2,771	3,774	-	-
Deposits at financial institutions				
- current accounts	24,082	70,994	4,904	518
- savings accounts	283,047	464,964	217,485	374,138
	310,240	539,956	222,389	374,656

11 Trade and other receivables, net

11.1 Trade and other receivables

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Trade receivables - other parties	323,821	322,073	34,586	19,998
<u>Less</u> Expected credit loss	(29,194)	(41,700)	(2,589)	(1,824)
Trade receivables - other parties, net	294,627	280,373	31,997	18,174
Trade receivables - related parties (Note 36.3)	4,739	5,868	55	2,748
Other receivables - other parties	615	3,636	7	2,938
Other receivables - related parties (Note 36.3)	1,318	17,798	10,177	11,997
Accrued income - other parties	84,183	60,426	10,703	3,588
Accrued income - related parties (Note 36.3)	880	-	880	-
Prepaid expenses	20,344	10,073	4,392	2,281
Advances	6,173	14,440	1,662	712
Dividend receivables - related parties (Note 36.4)	3,000	125,246	79,366	233,746
	415,879	517,860	139,239	276,184

Most of accrued income has aging not more than one-month. The Group has issued all invoices in January 2024.

Outstanding trade receivables as at 31 December can be analysed as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<u>Trade receivables - other parties</u>				
Current	210,547	222,816	21,783	10,081
Overdue:				
Not over 3 months	80,861	60,607	10,136	8,537
3 - 6 months	5,856	1,987	154	480
6 - 12 months	2,114	1,983	-	79
Over 12 months	24,443	34,680	2,513	821
	323,821	322,073	34,586	19,998
<u>Less</u> Expected credit loss	(29,194)	(41,700)	(2,589)	(1,824)
	294,627	280,373	31,997	18,174
<u>Trade receivables - related parties</u>				
Current	2,810	4,291	55	2,748
Overdue:				
Not over than 3 months	1,217	890	-	-
3 - 6 months	175	593	-	-
6 - 12 months	537	94	-	-
	4,739	5,868	55	2,748

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11.2 Impairments of trade receivables

The loss allowance for trade receivables is as follows:

Consolidated financial statements						
	Not yet due Thousand Baht	Up to 3 months Thousand Baht	3 - 6 months Thousand Baht	6 - 12 months Thousand Baht	More than 12 months Thousand Baht	Total Thousand Baht
As 31 December 2023						
Gross carrying amount						
- trade receivables						
- other parties	210,547	80,861	5,856	2,114	24,443	323,821
Loss allowance	1,409	3,038	390	100	24,257	29,194
Consolidated financial statements						
	Not yet due Thousand Baht	Up to 3 months Thousand Baht	3 - 6 months Thousand Baht	6 - 12 months Thousand Baht	More than 12 months Thousand Baht	Total Thousand Baht
As 31 December 2022						
Gross carrying amount						
- trade receivables						
- other parties	222,816	60,607	1,987	1,983	34,680	322,073
Loss allowance	2,315	2,723	253	1,729	34,680	41,700
Separate financial statements						
	Not yet due Thousand Baht	Up to 3 months Thousand Baht	3 - 6 months Thousand Baht	6 - 12 months Thousand Baht	More than 12 months Thousand Baht	Total Thousand Baht
As at 31 December 2023						
Gross carrying amount						
- trade receivables						
- other parties	21,783	10,136	154	-	2,513	34,586
Loss allowance	144	231	35	-	2,179	2,589
Separate financial statements						
	Not yet due Thousand Baht	Up to 3 months Thousand Baht	3 - 6 months Thousand Baht	6 - 12 months Thousand Baht	More than 12 months Thousand Baht	Total Thousand Baht
As at 31 December 2022						
Gross carrying amount						
- trade receivables						
- other parties	10,081	8,537	480	79	821	19,998
Loss allowance	66	612	246	79	821	1,824

The reconciliation of loss allowance for the year ended 31 December is as follows:

	Consolidated financial statements		Separate financial statements	
	Trade receivables		Trade receivables	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Loss allowance as at 1 January	41,700	15,020	1,824	2,365
Increase in loss allowance recognised in profit or loss during the year	25,024	29,959	765	-
Reverse due to the cash received	(13,065)	-	-	(541)
Receivable written off during the year	(547)	(2,522)	-	-
Decrease from disposal of a subsidiary	-	(757)	-	-
As at 31 December	29,194	41,700	2,589	1,824

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12 Financial assets and financial liabilities

As at 31 December, classification of the Group's financial assets and financial liabilities is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Financial assets				
Financial assets at amortised cost				
- Cash and cash equivalents	310,240	539,956	222,389	374,656
- Trade and other receivables, net	395,535	507,787	134,847	273,903
- Short-term loans to related parties	1,200	25,000	41,200	148,500
- Retentions	14,672	13,832	1,680	1,626
Financial assets at fair value through other comprehensive income (FVOCI)	13	13	-	-
Financial liabilities				
Liabilities at amortised cost				
- Trade and other payables	281,663	256,177	47,362	63,257
- Other current liabilities	5,388	7,313	-	-
- Long-term loans from a financial institution	413,250	569,250	413,250	569,250
- Lease liabilities, net	121,504	83,612	20,428	4,918
- Other non-current liabilities	401	400	704	704
Derivative financial instruments				
- Interest rate swap under hedge accounting	181	740	181	740

13 Other current assets

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Undue input value added tax	1,994	2,002	214	344
Refundable value added tax	-	805	-	-
Deposit	20,242	20,242	20,242	20,242
Others	-	6,171	-	-
	22,236	29,220	20,456	20,586
<u>Less</u> Allowance for impairment of other current assets	(20,242)	(20,242)	(20,242)	(20,242)
	1,994	8,978	214	344

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14 Investments in subsidiaries

The detail of investments in subsidiaries as at 31 December is as follows:

					Separate financial statement	
					Cost	
					2023	2022
Nature of business	Country of incorporation	2023 %	2022 %	Thousand Baht	Thousand Baht	
Direct subsidiaries						
Asia Ground Service Co., Ltd.	Air freight forwarder	Thailand	100.00	100.00	50,000	50,000
Triple i Air Express Co., Ltd.	Air freight forwarder	Thailand	100.00	100.00	50,500	50,500
HazChem Logistics Management Co., Ltd.	Integrated logistics services provider	Thailand	100.00	100.00	50,500	50,500
Triple i Supplychain Co., Ltd.	Integrated logistics services provider	Thailand	100.00	100.00	10,000	10,000
Triple i Maritime Agencies Co., Ltd.	Sea freight forwarder	Thailand	100.00	100.00	10,299	10,299
DG Packaging (Thailand) Co., Ltd.	Selling packages and providing packing services	Thailand	100.00	100.00	1,100	1,100
Cross Border Couriers Co., Ltd.	Integrated logistics services provider	Thailand	100.00	100.00	3,000	3,000
Triple i International Pte. Ltd.	Air freight forwarder	Singapore	100.00	100.00	2,550	2,550
					177,949	177,949

The movement of investments in subsidiaries during the year is as follows:

	Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht
Net book value as at 1 January	177,949	157,949
Addition	-	55,000
Disposal of investment	-	(35,000)
Net book value as at 31 December	177,949	177,949

Dividend paid by subsidiaries

On 22 November 2023, the Board of Director's Meeting No. 1/2023 of HazChem Logistics Management Co., Ltd. approved the interim dividend payment to the shareholders of Baht 100 per share for 500,000 shares, totalling Baht 50.00 million. The dividend of Baht 10.00 million is paid on 24 January 2024 and the remaining will be paid in 2024.

On 22 November 2023, the Board of Director's Meeting No. 1/2023 of DG Packaging (Thailand) Co., Ltd. approved the interim dividend payment to the shareholders of Baht 500 per share for 10,000 shares, totalling Baht 5.00 million. The subsidiary will pay the dividends in 2024.

On 22 December 2023, the Board of Director's Meeting No. 3/2023 of Triple i Air Express Co., Ltd. approved the interim dividend payment to the shareholders of Baht 30 per share for 500,000 shares, totalling Baht 15.00 million. The subsidiary will pay the dividends in 2024.

On 28 December 2023, the Board of Director's Meeting of Triple i International Pte. Ltd. approved the interim dividend payment to the shareholders of USD 2.75 per share for 100,000 shares, totalling or Baht 9.37 million approximately. The subsidiary will pay the dividends in 2024.

Notes to the Consolidated and Separate Financial Statements

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15 Investments in associates and joint ventures

The amount recognised in the statement of financial position is as follows:

As at 31 December	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Associates	248,310	244,450	240,150	240,150
Joint ventures	3,301,976	1,916,276	2,504,386	1,484,007
	3,550,286	2,160,726	2,744,536	1,724,157

The amount recognised in the statement of comprehensive income is as follows:

Share of profits (losses) from investments in associates and joint ventures

For the year ended 31 December	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Associates	15,350	22,274	-	-
Joint ventures	502,781	601,681	-	-
	518,131	623,955	-	-

Share of other comprehensive income from investments in associates and joint ventures

For the year ended 31 December	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Associates	-	(4)	-	-
Joint ventures	(56,823)	(10,345)	-	-
	(56,823)	(10,349)	-	-

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15.1 Investments in associates

	Nature of business	Country of incorporation	Shareholding Direct and indirect		Consolidated financial statements				Separate financial statements			
					Investment value under equity method		(Direct investment)		Cost			
			2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
			%	%	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Direct associates												
CK Line (Thailand) Co., Ltd	International maritime shipping agency	Thailand	42.00	42.00	7,225	10,635	2,100	2,100	2,100	2,100	2,100	2,100
ECU Worldwide (Thailand) Co., Ltd.	International freight forwarder	Thailand	43.00	43.00	11,712	10,033	2,365	2,365	2,365	2,365	2,365	2,365
Galaxy Ventures Co., Ltd.	Holding company	Thailand	30.00	30.00	75,678	70,499	73,085	73,085	73,085	73,085	73,085	73,085
Sabuy Speed Co., Ltd.	Pick up point service and domestic freight	Thailand	18.00	18.00	153,695	153,283	162,600	162,600	162,600	162,600	162,600	162,600
					248,310	244,450	240,150	240,150	240,150	240,150	240,150	240,150

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The movement of investments in associates is as follows:

	Consolidated financial statements		Separate financial statements	
	Investment under equity method		Investment under cost method	
	Thousand Baht		Thousand Baht	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Opening net book value	244,450	265,205	240,150	231,473
Changes from restructuring of drop-off Business				
- Increase in equity interest in investment	-	150,839	-	162,600
- Decrease in equity interest in investment	-	(152,647)	-	(152,950)
Share of profits from investments in associates	15,350	22,274	-	-
Share of other comprehensive income	-	(4)	-	-
Disposal of investment	-	(2,717)	-	(973)
Dividend income	(11,490)	(38,500)	-	-
Closing net book value	248,310	244,450	240,150	240,150

The detail during the year 2023 is as follows:

Dividend received from associates

On 14 March 2023, the Board of Directors' Meeting No. 1/2023 of ECU Worldwide (Thailand) Co., Ltd. approved the interim dividend payment to the shareholders of Baht 300 per share for 50,000 ordinary shares, totalling Baht 15.00 million. The Company received the dividend as proportion of 43.00% shareholding, amounting to Baht 6.45 million on 30 March 2023.

On 4 April 2023, the Board of Directors' Meeting No. 1/2023 of CK Line (Thailand) Co., Ltd. approved the interim dividend payment to the shareholders of Baht 240 per share for 50,000 ordinary shares, totalling Baht 12.00 million. The Company received the dividend as proportion of 42.00% shareholding, amounting to Baht 5.04 million on 31 May 2023.

Purchase price allocation of investment in an associate - Sabuy Speed Co., Ltd.

On 10 May 2022, the Board of Directors' meeting No.3/2022 approved the restructuring of the drop-off business by selling 43.00% shares in A.T.P. Friend Services Co.,Ltd. ("Shipsmile") to Sabuy Speed Co.,Ltd. ("SBS"), at the value of Baht 180.60 million. The Company received cash of Baht 18.00 million and 7,309,756 shares of SBS at the value of Baht 22.24 per share, totalling Baht 162.60 million, which account for 18.00% of the registered and paid-up capital of SBS. The Company has executed this transaction on 1 June 2022. As a result of this transaction, the shareholding of SBS in Shipsmile increased to 100% and the Company still has 18.00% indirect equity interest in Shipsmile.

In the consolidated financial statements, the Company has lost 43.00% equity interest in Shipsmile. The Company receives cash and 18.00% of SBS's ordinary shares, which consists of 18.00% indirect equity interest in Shipsmile and equity interest in other companies in SBS Group. Therefore, the Group performed the purchase price allocation of investment in SBS and has completed in the second quarter of 2023. Detail is as follows;

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Fair value of net assets acquired of SBS excluding Shipsmile for the portion of 18% at the acquisition date is as follows:

	Value at the acquisition date Thousand Baht
Cash and cash equivalents	9,510
Trade and other receivables	5,442
Other current assets	570
Intangible assets - franchise agreements	3,711
Other non-current assets	462
Trade and other payables	(9,611)
Other current liabilities	(729)
Deferred tax liabilities	(742)
Fair value of net assets	8,613
<u>Less</u> Non-controlling interests	(2,234)
Fair value of net assets acquired	6,379
The consideration comprises of	
Fair value of a given 25.00% of investment in Shipsmile	104,940
<u>Less</u> cash received	(18,000)
Total	86,940
Goodwill (include in investments in associate)	80,561

From the purchase price allocation, the Group has identifiable intangible assets, franchise agreements totalling of Baht 3.7 million. The franchise agreements will be amortised based on the average remaining useful life of the contract approximate 3 years. This results in the decrease of share of profit from investments in associates as previously recognised in prior year of Baht 0.44 million. The management of the Group considered the effect from the purchase price allocation from the business combination is immaterial to the consolidated financial statements previously presented. Therefore, the Group recognises such effect in the second quarter of 2023.

Summary of financial information of significant associates

Set out below is the summarised financial information for significant associates which are accounted for using the equity method.

Summarised statements of financial position

As at 31 December	ECU Worldwide (Thailand) Co., Ltd.		Galaxy Ventures Co., Ltd.		Sabuy Speed Co., Ltd.	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Current portion						
Cash and cash equivalents	18,347	83,432	76,021	8,312	6,426	30,664
Other current assets (exclude cash)	93,537	85,797	804	599	206,588	131,412
Total current assets	111,884	169,229	76,825	8,911	213,014	162,076
Current liabilities	80,187	140,935	102	114	194,584	131,923
Non-current portion						
Investments in associates and joint ventures	-	-	176,097	226,278	-	-
Non-current assets	9,815	7,333	7	12	92,492	76,554
Total non-current assets	9,815	7,333	176,104	226,290	92,492	76,554
Other non-current liabilities	14,275	12,294	699	223	3,625	2,842
Net assets	27,237	23,333	252,128	234,864	107,297	103,865
<u>Less</u> Non-controlling interests	-	-	-	-	4,705	3,569
Total	27,237	23,333	252,128	234,864	102,592	100,296

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Triple i Logistics Public Company Limited

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Summarised statements of comprehensive income

For the year ended 31 December	ECU Worldwide (Thailand) Co., Ltd.		Galaxy Ventures Co., Ltd.		Sabuy Speed Co., Ltd.	
	2023	2022	2023	2022	2023	2022*
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Revenue	387,728	1,294,814	-	-	1,123,061	551,855
Net profit (loss) for the year	18,904	58,178	17,263	(3,084)	2,296	13,577
Total comprehensive income	18,904	58,178	17,263	(3,084)	2,296	13,577
Dividend received	6,450	30,100	-	-	-	-

* For the year 2022, summarised statement of comprehensive income of Sabuy Speed Co., Ltd. represents the information for the period from 1 June 2022 (date of acquisition) to 31 December 2022.

The above information is included in the consolidated financial statements of associates (which are not only part of the Group in the associates) and adjusted for differences between accounting policies of the Group and the associates.

Reconciliation of summarised financial information

Reconciliation of the summarised financial information to the carrying amount of interest in associates

As at 31 December	ECU Worldwide (Thailand) Co., Ltd.		Galaxy Ventures Co., Ltd.		Sabuy Speed Co., Ltd.	
	2023	2022	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Opening net assets	23,333	35,155	234,864	237,948	100,296	86,719
Net profit (loss) for the year	18,904	58,178	17,263	(3,084)	2,296	13,577
Dividend paid	(15,000)	(70,000)	-	-	-	-
Net assets as at year end	27,237	23,333	252,128	234,864	102,592	100,296
Interest in associates (%)	43	43	30	30	18	18
Carrying value	11,712	10,033	75,638	70,459	18,466	18,054
Goodwill from purchase of investment	-	-	40	40	80,561	80,561
Restructuring of Drop-off Business	-	-	-	-	54,668	54,668
	11,712	10,033	75,678	70,499	153,695	153,283

Individually immaterial associates

In addition to the interest in associates as disclosed above, the Group also has interests in immaterial associates that are accounted for using the equity method.

	2023 Baht	2022 Baht
Aggregate carrying amount of individually immaterial associates	7,225	10,635
Aggregate amounts of the group's share of:		
Net profit	3,879	12,881
Other comprehensive income	-	(12)
Total comprehensive income	3,879	12,869

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15.2 Investments in joint ventures

	Nature of business	Country of incorporation	Shareholding		Consolidated financial statements				Separate financial statements							
					Investment value under equity method		Cost		(Direct investment)							
			Direct and indirect	2023	2022	%	2023	2022	Thousand	Baht	2023	2022	Thousand	Baht		
															%	Thousand
Direct joint ventures																
Asia Network International Public Company Limited	Air freight forwarder	Thailand	36.15	50.35			2,671,258	1,406,853			1,984,464	1,016,471				
	Package and packaging	Singapore	50.00	50.00			277,113	281,833			271,198	271,198				
	Holding company	Thailand	22.50	22.50			330,385	217,042			231,064	195,063				
	Domestic transportation	Thailand	30.00	30.00			14,777	1,856			24,600	9,000				
Makesend Express Co., Ltd.	Domestic transportation and unloading services															
TSL Logistics Co., Ltd.	Agent for import and export by rail-freights	Thailand	51.00	51.00			809	1,134			1,275	1,275				
Azia24 Pte. Ltd.	Time critical Logistics service	Singapore	30.00	-			785	-			785	-				
Indirect joint ventures																
Hazchem TransManagement Co., Ltd.	Domestic freight forwarder	Thailand	60.00	60.00			6,936	5,454			-	-				
	(held by Hazchem Logistics Management Co., Ltd.)															
Hazchem Logistics Management Pte. Ltd.	Air freight forwarder for chemical goods	Singapore	55.00	55.00			1,769	3,960			-	-				
(held by Hazchem Logistics Management Co., Ltd.)																
Less Allowance for impairment of investment in a joint venture																
							3,303,832	1,918,132			2,513,386	1,493,007				
							(1,856)	(1,856)			(9,000)	(9,000)				
Investments in joint ventures, net																
							3,301,976	1,916,276			2,504,386	1,484,007				

Investments in joint ventures, net

Allowance for impairment of investment in a joint venture is for Makesend Express Co., Ltd.

Even if the Company has shareholding interest more than 50.00% in some joint ventures, the Company does not have solely control power over those joint ventures. This is specified as a joint control in the joint venture agreements.

Even if the Company has shareholding interest less than 50.00% in some joint ventures, the Company has voting rights and joint control in the joint venture agreements.

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The movement of investments in joint venture is as follows:

		Consolidated financial statements		Separate financial statements	
		Investment under equity method		Investment under cost method	
		Thousand Baht		Thousand Baht	
		2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Opening net book value		1,916,276	1,185,099	1,484,007	1,185,432
Addition	a)	948,933	304,984	1,020,379	312,575
Share of profits from investments in joint ventures		502,781	601,681	-	-
Share of other comprehensive income		(56,823)	(10,345)	-	-
Disposal of investment		-	(13,795)	-	(5,000)
Change in shareholding interest	b)	326,885	(190)	-	-
Dividend income	c)	(336,076)	(149,302)	-	-
Impairment of investment		-	(1,856)	-	(9,000)
Closing net book value		3,301,976	1,916,276	2,504,386	1,484,007

The movement during the year 2023 is as follows:

a) Additional investments in joint ventures

Asia Network International Public Company Limited. ("ANI")

On 6 January 2023, the Company invested in newly issued ordinary shares of 2,622,950 shares at the offering price of Baht 305 per share, by cash of Baht 800 million to support ANI for acquisition of Asia GSA (M) Sdn. Bhd. As a result of this transaction, the Company's shareholding in ANI increased from 50.35% to 50.60%.

In addition, the Company received 550,798 newly issued ordinary shares of ANI at the price of Baht 305 per share, totalling of Baht 168 million for a disposal of 349,998 ordinary shares of TAC in the fourth quarter of 2022. The Company presented the consideration from TAC as receivable in other non-current assets in the 2022 financial statements. As a result of this transaction, the Company's shareholding in ANI increased from 50.60% to 51.66%.

SAL Group (Thailand) Co., Ltd. ("SAL")

On 17 March 2023, the Extraordinary Shareholders' Meeting of SAL Group (Thailand) Co., Ltd. approved an increase 1,500,600 ordinary shares and 99,400 preference shares at par value of Baht 100 per share, totalling Baht 160.00 million. The Company invests at 22.50% shareholding interest, totalling Baht 36.00 million. The Company's shareholding proportion does not change.

Makesend Express Co., Ltd. ("MAKESEND")

On 28 June 2023, the Extraordinary Shareholders' Meeting of Makesend Express Co., Ltd. approved an increase 2,600,000 ordinary shares at Baht 20 per share, totalling Baht 52 million. The Company invests at 30.00% shareholding interest, totalling Baht 15.60 million. The Company's shareholding proportion does not change.

Azia24 Pte. Ltd. ("AZIA24")

On 8 November 2023, the Board of Directors' Meeting No. 6/2023 approved the purchase of shares in Azia24 Pte. Ltd. ("AZIA24") of 30,000 shares, representing 30.00% of the total registered and paid-up share capital. On 28 December 2023, the Company paid for the investment of Baht 0.79 million and 30.00% of total share capital was transferred to the Company.

b) Change in shareholding interest in Asia Network International Public Company Limited.

On 14 December 2023, Asia Network International Public Company Limited. ("ANI") successfully listed on the Stock Exchange of Thailand. An initial public offering was 554,738,900 ordinary shares with a par value of Baht 0.50 per share, and initial public offering price of Baht 5.25 per share. This resulted in a decrease in the Company's shareholding interest in ANI from 51.66% to 36.15%. The Group had gain on a change in shareholding interest in a joint venture of Baht 326.88 million presented as other income in profit or loss.

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Dividend received from a joint venture

DG Packaging Pte. Ltd.

On 9 January 2023, the Extraordinary Shareholders' Meeting of DG Packaging Pte. Ltd. approved the interim dividend payment to the shareholders of SGD 0.75 per share for 200,000 shares, totalling SGD 150,000. The dividend is for the Company at the proportion of 50.00% shareholding interest, amounting to SGD 75,000 or approximately of Baht 1.87 million. The Company received this dividend on 1 February 2023.

On 1 April 2023, the Extraordinary Shareholders' Meeting of DG Packaging Pte. Ltd. approved the interim dividend payment to the shareholders of SGD 2.25 per share for 200,000 shares, totalling SGD 450,000. The dividend is for the Company at the proportion of 50.00% shareholding interest, amounting to SGD 225,000 or approximately of Baht 5.72 million. The Company received this dividend on 2 May 2023.

On 1 July 2023, the Extraordinary Shareholders' Meeting of DG Packaging Pte. Ltd. approved the interim dividend payment to the shareholders of SGD 2.25 per share for 200,000 shares, totalling SGD 450,000. The dividend is for the Company at the proportion of 50.00% shareholding interest, amounting to SGD 225,000 or approximately of Baht 5.72 million. The Company received this dividend on 31 July 2023.

On 8 August 2023, the Extraordinary Shareholders' Meeting of DG Packaging Pte. Ltd. approved the interim dividend payment to the shareholders of SGD 2.25 per share for 200,000 shares, totalling SGD 450,000. The dividend is for the Company at the proportion of 50.00% shareholding interest, amounting to SGD 225,000 or approximately of Baht 5.78 million. The Company received this dividend on 30 August 2023.

On 1 November 2023, the Extraordinary Shareholders' Meeting of DG Packaging Pte. Ltd. approved the interim dividend payment to the shareholders of SGD 2.25 per share for 200,000 shares, totalling SGD 450,000. The dividend is for the Company at the proportion of 50.00% shareholding interest, amounting to SGD 225,000 or approximately of Baht 5.89 million. The Company received this dividend on 29 November 2023.

Hazchem Logistics Management Pte. Ltd.

On 27 February 2023, the Extraordinary Shareholders' Meeting of Hazchem Logistics Management Pte. Ltd. approved the interim dividend payment to the shareholders of SGD 0.50 per share for 100,000 shares, totalling SGD 50,000. The dividend is for the Company at the proportion of 55.00% shareholding interest, amounting to SGD 27,500 or approximately of Baht 0.71 million. The Company received this dividend on 9 March 2023.

Asia Network International Public Company Limited.

On 26 June 2023, the Board of Director meeting of Asia Network International Public Company Limited approved the interim dividend payment to the shareholders of Baht 0.15 per share for 1,293,261,100 shares, totalling Baht 193.99 million. The dividend is for the Company at the proportion of 51.66% shareholding interest, amounting to Baht 100.21 million. The Company received this dividend on 25 July 2023.

On 24 August 2023, the Board of Director meeting of Asia Network International Public Company Limited approved the interim dividend payment to the shareholders of Baht 0.31 per share for 1,293,261,100 shares, totalling Baht 400.91 million. The dividend is for the Company at the proportion of 51.66% shareholding interest, amounting to Baht 207.09 million. The Company received this dividend on 28 September 2023.

Hazchem TransManagement Co., Ltd.

The Board of Directors' Meeting No. 1/2023 on 22 November 2023 of Hazchem Transmanagement Co., Ltd. approved the interim dividend payment to the shareholders of Baht 100 per share for 50,000 shares, totalling Baht 5.00 million. The Company will receive the dividend as proportion of 60.00% shareholding, amounting to Baht 3.00 million in 2024.

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Set out below is the summarised financial information of significant joint ventures which is accounted for using the equity method.

Summarised statements of financial position

As at 31 December	Asia Network International Co., Ltd.		SAL Group (Thailand) Co., Ltd.	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Current				
Cash and cash equivalents	1,365,840	1,352,699	13,955	102,803
Other current assets (not including cash)	667,060	690,013	1,326	2,863
Total current assets	2,032,900	2,042,712	15,281	105,666
Current liabilities	1,799,687	7,204,505	17	1,072
Non-current				
Non-current assets	8,266,042	8,240,146	1,261,990	655,068
Other non-current liabilities	816,893	48,227	14,537	-
Net assets	7,682,362	3,030,126	1,262,717	759,662
Less: Non-controlling interest	(64,982)	(61,930)	(2,294)	(2,986)
Net assets of owners of the parent	7,617,380	2,968,196	1,260,423	756,676

Summarised statements of comprehensive income

For the year ended 31 December	Asia Network International Co., Ltd.		SAL Group (Thailand) Co., Ltd.	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Revenue	5,904,841	5,347,205	-	79
Depreciation and amortisation expenses	(126,156)	(58,647)	-	-
Interest income	14,240	5,377	-	-
Interest expense	(57,046)	(810)	-	-
Share of profits from investments in associates and joint ventures	4,914	111,429	354,042	123,236
Profit before income tax	1,046,876	1,170,222	341,435	112,651
Income tax expense	(220,376)	(77,046)	1,615	-
Profit for the year	826,500	1,093,176	343,050	112,651
Total comprehensive income	718,512	1,065,595	343,049	113,125
Profit for the year				
- owners of the company	796,743	1,077,058	343,741	113,125
Other comprehensive income				
- owners of the company	(107,988)	(22,576)	-	-
Total comprehensive income	688,755	1,054,482	343,741	113,125
Dividend received from joint ventures	307,302	122,246	-	-

The above information is included in the financial statements of joint ventures (which are not only part of the Group in the associates) and adjusted for differences between accounting policies of the Group and those of the joint ventures.

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Reconciliation of summarised financial information

As at 31 December	Asia Network International Co., Ltd.		SAL Group (Thailand) Co., Ltd.	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Opening net assets	2,968,196	1,413,782	756,676	556,190
Profit for the year	796,743	1,077,058	343,741	113,125
Other comprehensive income	3,405	-	-	-
Dividends paid	(594,855)	(242,793)	-	-
Share increase	4,555,284	742,725	160,006	87,360
Currency translation differences	(111,393)	(22,576)	-	-
Net assets at the year end	7,617,380	2,968,196	1,260,423	756,676
Interest in joint ventures (%)	36.15	50.35	22.50	22.25
Carrying value	2,753,683	1,494,487	283,595	170,252
Goodwill from investment	18,153	25,941	46,790	46,790
Impact from restructuring	(100,578)	(113,575)	-	-
Total	2,671,258	1,406,853	330,385	217,042

Besides the interest in joint ventures as disclosed above, the Group also has interests in individually immaterial joint ventures that are accounted for by using the equity method as follows:

	2023 Baht	2022 Baht
Aggregate carrying amount of individually immaterial joint ventures	300,333	292,381
Aggregate amounts of the group's share of:		
Net profit	20,217	33,485
Other comprehensive income	125	1,022
Total comprehensive income	20,342	34,507

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16 Financial assets measured at fair value through other comprehensive income

The detail of financial assets measured at fair value through other comprehensive income as at 31 December is as follows:

Company	Nature of business	Country of incorporation	Shareholding, both direct and indirect		Consolidated financial statements	
			2023	2022	2023	2022
			%	%	Thousand Baht	Thousand Baht
Indirect investment						
Triffa Logistics (2008) Co., Ltd.	Providing warehouse	Thailand				
(held by Hazchem Logistics Management Co., Ltd.)	services and packaging		0.27	0.27	13	13
					13	13

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17 Investment properties, net

	Separate financial statements			
	Land Thousand Baht	Building improvement Thousand Baht	Buildings Thousand Baht	Total Thousand Baht
As at 1 January 2022				
Cost	32,517	51,671	15,786	99,974
<u>Less</u> Accumulated depreciation	-	(21,570)	(5,266)	(26,836)
Net book amount	32,517	30,101	10,520	73,138
For the year ended 31 December 2022				
Opening net book amount	32,517	30,101	10,520	73,138
Addition	-	2,033	-	2,033
Depreciation charged	-	(3,379)	(986)	(4,365)
Closing net book amount	32,517	28,755	9,534	70,806
As at 31 December 2022				
Cost	32,517	53,704	15,786	102,006
<u>Less</u> Accumulated depreciation	-	(24,949)	(6,252)	(31,200)
Net book amount	32,517	28,755	9,534	70,806
For the year ended 31 December 2023				
Opening net book amount	32,517	28,755	9,534	70,806
Write-off, net	-	(49)	-	(49)
Depreciation charged	-	(3,405)	(986)	(4,391)
Closing net book amount	32,517	25,301	8,548	66,366
As at 31 December 2023				
Cost	32,517	51,237	15,786	99,540
<u>Less</u> Accumulated depreciation	-	(25,936)	(7,238)	(33,174)
Net book amount	32,517	25,301	8,548	66,366

As at 31 December, fair value of investment properties is as follows:

	Separate financial statement	
	2023 Thousand Baht	2022 Thousand Baht
Land and building	131,863	131,863

The investment properties are valued by independent professionally qualified valuers who hold a recognised relevant professional qualification and have recent experience in the locations and segments of the investment properties valued. Fair value of land and building were appraised by using market comparison approach which is within level 2 of fair value hierarchy and replacement cost approach which is within level 3 of the fair value hierarchy.

Amount recognised in profit and loss that are related to investment properties is as follows:

	Separate financial statement	
	2023 Thousand Baht	2022 Thousand Baht
Rental income	4,041	3,986
Direct operating expense arise from investment properties that generated rental income	8,644	9,308

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18 Property, plant and equipment, net

		Consolidated financial statements									
	Land Thousand Baht	Buildings Thousand Baht	Building improvement Thousand Baht	Tool and equipment Thousand Baht	Vehicles and equipment Thousand Baht	Furniture and fixtures Thousand Baht	Office equipment Thousand Baht	Construction in progress Thousand Baht	Total Thousand Baht		
As at 1 January 2022											
Cost	33,432	26,871	69,203	87,768	54,405	29,354	99,634	25,253	425,920		
Less: Accumulated depreciation	-	(9,327)	(35,270)	(51,926)	(41,177)	(25,765)	(71,352)	-	(234,817)		
	33,432	17,544	33,933	35,842	13,228	3,589	28,282	25,253	191,103		
For the year ended 31 December 2022											
Opening net book amount	33,432	17,544	33,933	35,842	13,228	3,589	28,282	25,253	191,103		
Addition	-	-	2,032	11,625	7,000	2,194	1,591	1,035	25,477		
Disposal, net	-	-	-	(17,857)	(3,114)	(17)	(335)	-	(21,323)		
Write-off, net	-	-	-	-	-	-	(7)	-	(7)		
Depreciation charged	-	(1,540)	(7,892)	(9,657)	(3,224)	(1,861)	(7,893)	-	(32,067)		
Decrease from disposal of a subsidiary	-	-	-	(1,854)	22	(171)	(74)	-	(2,077)		

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

Consolidated financial statements										
Land Thousand Baht	Buildings Thousand Baht	Building improvement Thousand Baht	Tool and equipment Thousand Baht	Vehicles and equipment Thousand Baht	Furniture and fixtures Thousand Baht	Office equipment Thousand Baht	Construction in progress Thousand Baht	Total Thousand Baht		
33,432	16,004	53,326	19,079	13,912	3,734	21,564	55	161,106		
-	-	2,503	2,730	1,700	1,241	3,991	161	12,326		
-	-	-	-	-	-	-	264	264		
-	-	-	(30)	-	(4)	(134)	-	(168)		
-	-	(49)	(10)	-	176	(344)	-	(227)		
-	(1,540)	(8,438)	(5,515)	(3,044)	(1,149)	(6,495)	-	(26,181)		
-	-	-	76	-	-	-	(76)	-		
33,432	14,464	47,342	16,330	12,568	3,998	18,582	404	147,120		
33,432	26,871	89,494	75,279	45,747	27,244	65,896	404	364,367		
-	(12,407)	(42,152)	(58,949)	(33,179)	(23,246)	(47,314)	-	(217,247)		
33,432	14,464	47,342	16,330	12,568	3,998	18,582	404	147,120		

For the year ended

31 December 2023

Opening net book amount
Addition
Reclassify from Intangible assets, net
Disposal, net
Write-off, net
Depreciation charged
Transfer in (out)

Closing net book amount

As at 31 December 2023

Cost
Less: Accumulated depreciation

Net book amount

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

	Separate financial statements					Total Thousand Baht
	Building Improvement Thousand Baht	Office equipment Thousand Baht	Furniture and fixtures Thousand Baht	Vehicles Thousand Baht	Construction in progress Thousand Baht	
As at 1 January 2022						
Cost	-	13,878	4,553	51	22,545	41,027
<u>Less</u> Accumulated depreciation	-	(7,784)	(3,985)	(39)	-	(11,808)
Net book amount	-	6,094	568	12	22,545	29,219
For the year ended 31 December 2022						
Opening net book amount	-	6,094	568	12	22,545	29,219
Addition	-	366	2,136	2,500	-	5,002
Disposal, net	-	-	(16)	-	-	(16)
Transfer in (out)	22,545	-	-	-	(22,545)	-
Depreciation charged	(3,147)	(1,667)	(446)	(220)	-	(5,480)
Closing net book amount	19,398	4,793	2,242	2,292	-	28,725
As at 31 December 2022						
Cost	22,545	14,244	6,315	2,551	-	45,655
<u>Less</u> Accumulated depreciation	(3,147)	(9,451)	(4,073)	(259)	-	(16,930)
Net book amount	19,398	4,793	2,242	2,292	-	28,725
For the year ended 31 December 2023						
Opening net book amount	19,398	4,793	2,242	2,292	-	28,725
Addition	2,503	957	763	-	-	4,223
Disposal, net	-	(2)	(2)	-	-	(4)
Depreciation charged	(3,838)	(1,472)	(647)	(501)	-	(6,458)
Closing net book amount	18,063	4,276	2,356	1,791	-	26,486
As at 31 December 2023						
Cost	25,048	14,689	6,266	2,551	-	48,554
<u>Less</u> Accumulated depreciation	(6,985)	(10,413)	(3,910)	(760)	-	(22,068)
Net book amount	18,063	4,276	2,356	1,791	-	26,486

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

19 Right-of-use assets, net and lease liabilities

As at 31 December, the statements of financial position show the following amounts relating to leases:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Right-of-use assets				
Land	1,277	2,374	1,277	2,374
Warehouse	52,497	45,763	-	-
Machinery and equipment	31,690	26,004	-	-
Vehicles	23,578	7,257	16,123	3,276
Others	7,097	738	6,533	-
Total	116,139	82,136	23,933	5,650
Lease liabilities				
Current portion	40,264	39,094	5,339	1,610
Non-current portion	81,240	44,518	15,088	3,309
Total	121,504	83,612	20,427	4,919

For the year ended 31 December, amounts charged to profit or loss and cash flows relating to leases are as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Depreciation charge of right-of-use assets:				
Land	1,097	1,455	1,097	1,080
Warehouse	30,451	33,412	-	-
Machinery and equipment	11,508	11,403	-	-
Vehicles	7,587	7,152	3,659	1,337
Others	764	851	467	-
Total	51,407	54,273	5,223	2,417
Addition of the right-of-use assets during the year	87,150	15,863	23,507	3,690
Decrease from disposal of a subsidiary	-	1,452	-	-
Total cash outflow for leases	61,326	61,082	9,027	3,344
Interest expense (included in finance cost)	5,485	4,162	986	222
Expense relating to short-term leases	6,492	2,371	-	-
Expense relating to leases of low-value assets	422	3,234	44	39

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

20 Intangible assets, net

	Consolidated financial statements		
	Computer software Thousand Baht	Assets under installation Thousand Baht	Total Thousand Baht
As at 1 January 2022			
Cost	27,550	5,132	32,682
<u>Less</u> Accumulated amortisation	(17,841)	-	(17,841)
Net book amount	9,709	5,132	14,841
For the year ended 31 December 2022			
Opening net book amount	9,709	5,132	14,841
Addition	33	170	203
Amortisation charged	(3,204)	-	(3,204)
Decrease from disposal of a subsidiary	(1,186)	-	(1,186)
Transfer in (out)	2,388	(2,388)	-
Closing net book amount	7,740	2,914	10,654
As at 31 December 2022			
Cost	24,855	2,914	27,769
<u>Less</u> Accumulated amortisation	(17,115)	-	(17,115)
Net book amount	7,740	2,914	10,654
For the year ended 31 December 2023			
Opening net book amount	7,740	2,914	10,654
Addition	624	1,514	2,138
Reclassify to property, plant and equipment, net	-	(264)	(264)
Amortisation charged	(2,321)	-	(2,321)
Write-off, net	(62)	-	(62)
Transfer in (out)	2,574	(2,574)	-
Closing net book amount	8,555	1,590	10,145
As at 31 December 2023			
Cost	27,751	1,590	29,341
<u>Less</u> Accumulated amortisation	(19,196)	-	(19,196)
Net book amount	8,555	1,590	10,145

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

	Separate financial statements Computer software Thousand Baht
As at 1 January 2022	
Cost	1,953
<u>Less</u> Accumulated amortisation	<u>(1,742)</u>
Net book amount	<u>211</u>
For the year ended 31 December 2022	
Opening net book amount	211
Amortisation charged	<u>(211)</u>
Closing net book amount	<u>-</u>
As at 31 December 2022	
Cost	1,953
<u>Less</u> Accumulated amortisation	<u>(1,953)</u>
Net book amount	<u>-</u>
For the year ended 31 December 2023	
Opening net book amount	-
Amortisation charged	<u>-</u>
Closing net book amount	<u>-</u>
As at 31 December 2023	
Cost	1,953
<u>Less</u> Accumulated amortisation	<u>(1,953)</u>
Net book amount	<u>-</u>

21 Deferred tax assets

Deferred tax assets comprise the following:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Deferred tax assets	50,194	21,686	18,840	8,321
Deferred tax liabilities:	<u>(23,228)</u>	<u>-</u>	<u>(4,787)</u>	<u>-</u>
Deferred tax assets (net)	<u>26,966</u>	<u>21,686</u>	<u>14,053</u>	<u>8,321</u>

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

The movement of deferred tax assets and liabilities during the year is as follows:

	Consolidated financial statements			
	As at 1 January 2023 Thousand Baht	Recognised in other comprehensive income Thousand Baht	Recognised in profit or loss Thousand Baht	As at 31 December 2023 Thousand Baht
Deferred tax assets				
Allowance for doubtful accounts	8,250	-	(2,460)	5,790
Employee benefit obligations	5,090	-	135	5,255
Derivative liabilities	148	-	(112)	36
Lease liabilities - net	-	-	24,301	24,301
Decommissioning provision	-	-	1,616	1,616
Allowance for impairment of loan to a related party	2,900	-	(2,900)	-
Allowance for impairment of deposit	4,048	-	-	4,048
Taxable loss carried forward	1,249	-	7,929	9,178
Total	21,685	-	28,509	50,194

	Consolidated financial statements				
	As at 1 January 2022 Thousand Baht	Recognised in other comprehensive income Thousand Baht	Recognised in profit or loss Thousand Baht	Decrease from disposal of a subsidiary Thousand Baht	As at 31 December 2022 Thousand Baht
Deferred tax assets					
Allowance for doubtful accounts	2,970	-	5,431	(151)	8,250
Employee benefit obligations	4,676	-	485	(71)	5,090
Derivative liabilities	929	(928)	147	-	148
Allowance for impairment of loan to a related party	-	-	2,900	-	2,900
Allowance for impairment of deposit	-	-	4,048	-	4,048
Taxable loss carried forward	2,694	-	(613)	(832)	1,249
Total	11,269	(928)	12,398	(1,054)	21,685

	Consolidated financial statements			
	As at 1 January 2023 Thousand Baht	Recognised in other comprehensive income Thousand Baht	Recognised in profit or loss Thousand Baht	As at 31 December 2023 Thousand Baht
Deferred tax liabilities				
Right-of-use assets, net	-	-	23,228	23,228
Total	-	-	23,228	23,228



Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

	Separate financial statements			
	As at 1 January 2023 Thousand Baht	Recognised in other comprehensive income Thousand Baht	Recognised in profit or loss Thousand Baht	As at 31 December 2023 Thousand Baht
Deferred tax assets				
Allowance for doubtful accounts	365	-	153	518
Employee benefit obligations	860	-	101	961
Derivative liabilities	148	-	(112)	36
Lease liabilities - net	-	-	4,086	4,086
Decommissioning provision	-	-	13	13
Allowance for impairment of loan to a related party	2,900	-	(2,900)	-
Allowance for impairment of deposit	4,048	-	-	4,048
Taxable loss carried forward	-	-	9,178	9,178
Total	8,321	-	10,519	18,840

	Separate financial statements			
	As at 1 January 2022 Thousand Baht	Recognised in other comprehensive income Thousand Baht	Recognised in profit or loss Thousand Baht	As at 31 December 2022 Thousand Baht
Deferred tax assets				
Allowance for doubtful accounts	473	-	(108)	365
Employee benefit obligations	765	-	94	860
Derivative liabilities	929	(928)	147	148
Allowance for impairment of loan to a related party	-	-	2,900	2,900
Allowance for impairment of deposit	-	-	4,048	4,048
Total	2,167	(928)	7,081	8,321

	Separate financial statements			
	As at 1 January 2023 Thousand Baht	Recognised in other comprehensive income Thousand Baht	Recognised in profit or loss Thousand Baht	As at 31 December 2023 Thousand Baht
Deferred tax liabilities				
Right-of-use assets, net	-	-	4,787	4,787
Total	-	-	4,787	4,787

Deferred income tax assets are recognised for taxable loss carried forwards only to the extent to which realisation of the related tax benefit through the future taxable profits is probable. Some subsidiaries did not recognise deferred tax assets of Baht 2.54 million (2022 : Baht 9.69 million) in respect of taxable losses amounting to Baht 12.71 million (2022 : Baht 48.47 million) that can be carried forward against future taxable income.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

The expiry dates of unused taxable losses are as follows:

	Consolidated financial statements	
	2023 Thousand Baht	2022 Thousand Baht
Expiring in 2023	-	109
Expiring in 2024	100	54
Expiring in 2025	36	30,212
Expiring in 2026	26	26
Expiring in 2027	3,921	18,065
Expiring in 2028	8,630	-
	12,713	48,466

22 Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Receivable from disposal of investment - related party (Note 36.3)	-	96,547	-	167,993
Corporate income tax withheld	44,845	39,521	11,240	10,072
	44,845	136,068	11,240	178,065

On 6 January 2023, Asia Network International Co., Ltd. ("ANI") issued newly ordinary shares of 550,798 shares for settlement the receivable from disposal of investment in Triple i Asia Cargo Co., Ltd. ("TAC") totalling Baht 168 million as detailed in Note 15.2.

23 Trade and other payables

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Trade payables - other parties	124,351	94,169	10,573	3,936
- related parties (Note 36.3)	10,703	14,267	2,814	2,163
Other payables - other parties	17,222	15,535	6,917	8,998
- related parties (Note 36.3)	-	40	120	-
Accrued expenses - other parties	126,756	131,716	26,668	47,633
- related parties (Note 36.3)	2,631	450	270	527
	281,663	256,177	47,362	63,257



Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

24 Long-term loans from a financial institution

Long-term loans from a financial institution as at 31 December comprise the following:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Current portion of long-term loans from a financial institution	171,000	171,000	171,000	171,000
Non-current portion of long-term loans from a financial institution	242,250	398,250	242,250	398,250
Total	413,250	569,250	413,250	569,250

Movement of long-term loans from a financial institution for the year ended 31 December is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
As at 1 January	569,250	375,000	569,250	375,000
Increase during the year	-	300,000	-	300,000
Repayment during the year	(156,000)	(105,750)	(156,000)	(105,750)
As at 31 December	413,250	569,250	413,250	569,250

Long-term loans from a financial institution, which are denominated in Thai Baht, have floating interest rate, so fair value of loans approximates the carrying value.

Long-term loans for the year ended 31 December are as follows:

	Principle		2023 Thousand Baht	2022 Thousand Baht	Interest rate	Repayment terms	
	Baht	Objective				Principal repayment	Interest repayment
Loan 1	300,000	Purchasing other company's shares	60,000	120,000	THBFIX6M plus margin	20 periods (every 3 month) first repayment on January 2020	Monthly
Loan 2	150,000	Purchasing other company's shares	30,000	60,000	MLR - 1.40%	20 periods (every 3 months) first repayment on February 2021	Monthly
Loan 3	105,000	Purchasing other company's shares	68,250	89,250	MLR - 2.40%	20 periods (every 3 months) first repayment on April 2022	Monthly
Loan 4	300,000	Purchasing other company's shares	255,000	300,000	MLR - 1.30%	20 periods (every 3 months) first repayment on April 2022	Monthly
			413,250	569,250			

All of the long – term loans are clean-loans. However, the Company must maintain the financial ratios indicated in the loans contracts which are disclosed in Note 6.2.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
For the year ended 31 December 2023

25 Other current liabilities

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Withholding taxes payable	4,294	4,737	1,243	1,060
Value added tax payable	11,881	6,424	1,679	1,958
Undue output value added tax	5,343	13,006	339	1,484
Guarantees	5,388	7,314	-	-
Others	-	14	-	-
	26,906	31,495	3,261	4,502

26 Employee benefit obligations

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
As at 31 December				
Statement of financial position				
Retirement benefits	24,144	23,357	4,803	4,299
Other long-term benefits	1,982	2,093	-	-
	26,126	25,450	4,803	4,299
Profit or loss				
Retirement benefits	2,659	2,998	504	468
Other long-term benefits	280	298	-	-
	2,939	3,296	504	468

26.1 Retirement benefits plans

The plans are final salary retirement plans, which provide benefits to members in the form of a guaranteed level of pension payable. The level of benefits provided depends on members' length of service and their salary in the final year leading up to retirement.

The amount recognised in the statement of financial position is as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Present value of funded obligations	24,144	23,357	4,803	4,299
Liability in the statement of financial position	24,144	23,357	4,803	4,299

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

For the year ended 31 December 2023

The movement in the defined benefit obligations during the year is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
As at 1 January	23,357	21,364	4,299	3,831
Current service cost	2,195	2,579	418	392
Interest cost	464	419	86	76
	2,659	2,998	504	468
Decrease from disposal of a subsidiary	-	(290)	-	-
Benefit paid	(1,873)	(715)	-	-
As at 31 December	24,144	23,357	4,803	4,299

The principal actuarial assumptions used as at the date of the consolidated and separate statements of financial position are as follows:

	2023	2022
Discount rate (%)	0.51% - 3.59%	0.51% - 3.59%
Salary increment rate (%)	5.00% - 6.00%	5.00% - 6.00%
Staff turnover rates		
- Age less than 30	20.00%	20.00%
- Age between 30 to less than 40	15.00%	15.00%
- Age between 40 to less than 55	9.00%	9.00%
- Age 55 or above	0.00%	0.00%

Sensitivity analysis

Change in assumption	Consolidated financial statements		Separate financial statements	
	Impact on defined benefit obligation		Impact on defined benefit obligation	
	Increase (decrease) in obligation		Increase (decrease) in obligation	
	2023	2022	2023	2022
			Thousand Baht	Thousand Baht
Discount rate	Increase 1%	Increase 1%	(2,333)	(2,233)
	Decrease 1%	Decrease 1%	2,739	2,623
Salary increment rate	Increase 1%	Increase 1%	3,113	2,759
	Decrease 1%	Decrease 1%	(2,678)	(2,383)
Staff turnover rate	Increase 20%	Increase 20%	(3,461)	(3,044)
	Decrease 20%	Decrease 20%	4,673	4,089

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation, the same method has been applied as when calculating the pension liability recognised within the statement of financial position which is the projected unit credit method.

There were no changes in method and assumptions used for sensitivity analysis from previous year.

The weighted average duration of the employee benefit obligations for the consolidated and separate financial statements was 15.1 years (2022: 15.1 years).

Notes to the Consolidated and Separate Financial Statements

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Expected maturity analysis of undiscounted retirement benefits is as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<u>Maturity within</u>				
Less than 1 year	1,105	1,873	848	-
Between 1 - 2 years	-	1,105	-	848
Between 2 - 5 years	7,480	5,000	2,205	-
Over 5 years	60,688	63,168	9,442	11,647
	69,273	71,146	12,495	12,495

26.2 Other long-term benefits

The amount recognised in the statement of financial position is as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Present value of funded obligations	1,982	2,093	-	-
Liability in the statement of financial position	1,982	2,093	-	-

Change in other long-term benefit obligation for the year is as follows:

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
At 1 January	2,092	2,016	-	-
Current service cost	256	276	-	-
Interest cost	23	22	-	-
	280	298	-	-
Decrease from disposal of a subsidiary	-	(67)	-	-
Benefit paid	(390)	(155)	-	-
At 31 December	1,982	2,093	-	-

The principal actuarial assumptions used as at the date of the consolidated and separate statements of financial position are as follows:

	2023	2022
Discount rate	0.51% - 3.59%	0.51% - 3.59%
Staff turnover rates		
- Age less than 30	20.00%	20.00%
- Age between 30 to less than 40	15.00%	15.00%
- Age between 40 to less than 55	9.00%	9.00%
- Age 55 or above	0.00%	0.00%

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Triple i Logistics Public Company Limited

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Sensitivity analysis of actuarial assumptions is as follows:

	Consolidated financial statements			
	Change in assumption		Impact on other long-term benefits Increase (decrease) in obligation	
	2023	2022	2023 Thousand Baht	2022 Thousand Baht
Discount rate	Increase 1%	Increase 1%	(76)	(80)
	Decrease 1%	Decrease 1%	83	85
Staff turnover rate	Increase 20%	Increase 20%	(300)	(262)
	Decrease 20%	Decrease 20%	371	322

27 Share capital and share premium

Movement of share capital for the year ended 31 December 2023 and 2022 is as follows:

	Authorised shares		Issued and paid-up share capital		Share premium Thousand Baht	Treasury shares Thousand dBaht
	Number of shares Thousand Share	Amount Thousand Baht	Number of shares Thousand Share	Amount Thousand Baht		
As at 1 January 2022	761,635	380,817	620,710	310,355	771,351	-
Increase in share capital	50,775	25,388	-	-	-	-
Exercise of warrants (Note 28)	-	-	71,822	35,911	395,023	-
As at 1 January 2023	812,410	406,205	692,532	346,266	1,166,374	-
Paid-up share capital a)	-	-	46,166	23,082	530,903	-
Decrease in share capital b)	(4,610)	(2,305)	-	-	-	-
Increase in share capital c)	695	347	-	-	-	-
Exercise of warrants	-	-	69,055	34,528	375,675	-
Less Treasury shares d)	-	-	-	-	-	(247,017)
As at 31 December 2023	808,495	404,247	807,753	403,876	2,072,952	(247,017)

2023

a) Paid-up share capital

The Extraordinary Shareholders' Meeting No. 1/2022, held on 29 November 2022, approved the increase of the Company's registered capital of Baht 25.39 million from the authorised share capital of Baht 380.82 million to Baht 406.21 million at a par value of Baht 0.50 per share by allocating 50,775,641 newly issued ordinary shares to the existing shareholders in proportion at the offering price of Baht 12 per share. The period of subscription was between 26 - 30 December 2022. After the subscription period, the Company was able to allocate 46,165,510 ordinary shares to shareholders. The Company has already registered the increase of paid-up share capital for Baht 23.08 million with the Ministry of Commerce on 4 January 2023, totalling of Baht 369.35 million. The total cash received is Baht 553.99 million as a result, there is share premium of Baht 530.90 million.

b) Decrease in share capital

On 18 April 2023, the Annual General Meeting of shareholders approved the decrease of the Company's authorised share capital in the amount of Baht 2.31 million, from the authorised share capital of Baht 406.21 million to Baht 403.90 million, at a par value of Baht 0.50 per share. The Company has already registered the capital reduction for 4,610,131 shares at Baht 0.50 per share in the amount of Baht 2.31 million with the Ministry

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c) Increase in share capital

On 18 April 2023, the Annual General Meeting of Shareholders approved the increase of the Company's authorised share capital by Baht 0.35 million, from the original authorised share capital of Baht 403.90 million to Baht 404.25 million, at a par value of Baht 0.50 per share, by issuing 695,549 new ordinary shares with a par value of Baht 0.50 per share to accommodate the rights adjustment of III-W1 in accordance with the terms and conditions of III-W1. The Company has already registered the capital increase for 695,549 shares at Baht 0.50 per share in the amount of Baht 0.35 million with the Ministry of Commerce on 2 May 2023.

d) Treasury shares

On 8 August 2023, the Board of Directors' Meeting of the Company approved the treasury stock buy-back program for financial management purposes to repurchase shares not exceeding 25,000,000 shares, or up to 3.10% of paid-up shares. The maximum budget of the program is Baht 300 million. The program will be conducted from 15 August 2023 and not more than 6 months from the start date of the treasury stock buy-back program. The Company has purchased the 22,571,700 treasury shares during the third quarter of 2023 in an amount of Baht 247.02 million. The Company sets aside treasury share reserve from retained earnings with the cost of treasury shares.

2022

On 29 November 2022, the Extraordinary Shareholders' Meeting No. 1/2022 approved the decrease of the Company's registered capital of Baht 54 from the authorised share capital of Baht 380,817,360 to Baht 380,817,306 by reducing 107 registered ordinary shares with the par value of Baht 0.50 per share. In addition, the meeting also approved the increase of the Company's registered share capital of Baht 25,387,821 from the authorised share capital of Baht 380,817,306 to Baht 406,205,127 by issuing 50,775,641 new ordinary shares at the par value of Baht 0.50 per share in order to accommodate the allocation of shares to the existing shareholder in the proportion of 15 existing shares to 1 newly issued share at the offering price Baht 12 per share. The change in authorised share capital was registered with the Ministry of Commerce on 13 December 2022.

28 Warrants to purchase ordinary shares

On 28 May 2020, the Company issued warrants (III-W1) to its existing shareholders. The details are as follows:

Type of warrants	:	Issued in the names of respective holder and negotiable
Term of warrants	:	3 years from the issuing and offering date
Number of warrants	:	152,326,837 units
Offering ratio	:	1 unit per 1 offered ordinary share
Offering price	:	Baht 0.00 per unit (Nil)
Exercise ratio	:	1 warrant can be exercised for a purchase of 1 ordinary share
Exercise price	:	Baht 6.00 per a new ordinary share
Exercise date	:	On the last business day of each 6 months from the issuing and offering date (November and May) in each year, throughout the term of warrants
Initial exercise date	:	30 November 2020
Last exercise date	:	13 May 2023

2023

For the year ended 31 December 2023, the warrants holder exercised their warrant of 68,366,903 units to purchase 69,055,226 ordinary shares of Baht 6.00 per each totalling Baht 410,202,544. The Company has received all amount of payment in 18 May 2023.

The warrants expired on 12 May 2023.

2022

For the year ended 31 December 2022, the warrants holder exercised their warrant of 71,822,409 units to purchase 71,822,409 ordinary shares of Baht 6.00 per each totalling Baht 430,934,454. The Company has received all amount of payment in 2022. As at 31 December 2022, the outstanding share options are 69,102,228 warrants which will be expired in 2023.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited
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29 Dividends paid

2023

On 18 April 2023, the 2023 Annual General Meeting of Shareholders approved the dividend payment to all ordinary shareholders at the rate of Baht 0.55 per share, totalling Baht 391.61 million. The Company has already paid an interim dividend on 9 September 2022 at the rate of Baht 0.15 per share. Therefore, the Company will pay the remaining dividend of Baht 0.40 per share, totalling Baht 295.47 million. The dividend is paid on 16 May 2023.

On 8 August 2023, the Board of Directors' Meeting of the Company No.5/2023 approved an interim dividend payment to ordinary shareholders at the rate of Baht 0.20 per share for the operating results from 1 January 2023 to 30 June 2023, to all ordinary shareholders of 807,753,120 shares, totalling Baht 160.73 million. The dividend is paid on 8 September 2023.

2022

On 19 April 2022, the 2022 Annual General Meeting of Shareholders approved the payment of dividend to ordinary shareholders at the rate of Baht 0.40 per share, totalling Baht 247.15 million. The Company has already paid an interim dividend on 21 October 2021 at the rate of Baht 0.10 per share. The Company paid the remaining dividend of Baht 0.30 per share, totalling Baht 186.21 million on 17 May 2022.

On 9 August 2022, the Board of Directors' Meeting No.5/2022 approved an interim dividend payment at Baht 0.15 per share for the operating results from 1 January 2022 to 30 June 2022. The number of ordinary shares eligible to receive dividend totalling Baht 96.13 million. The dividends were paid to the shareholders on 9 September 2022.

30 Legal reserve

Under the Public Limited Company Act, B.E. 2535, the Company is required to set aside a legal reserve at least 5% of its net profit after accumulated deficits (if any) until the reserve is not less than 10% of the registered capital. The legal reserve is non-distributable.

31 Other income

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Rental income	-	116	-	-
Interest income	3,025	1,179	5,926	9,699
Management fee	2,300	3,100	34,900	56,000
Gain on disposal of asset	289	1,658	-	10
Gain on restructuring and disposal of Investment (Note 15.2)	-	83,304	-	168,990
Gain on change in shareholding interest in a joint venture	305,860	-	-	-
Others	3,919	237	2,226	7,881
	315,393	89,594	43,052	242,580

Gain on change in shareholding interest in a joint venture of Baht 305.86 million came from change in ownership interests of Asia Network International Co., Ltd. ("ANI") of Baht 326.88 million (Note 15.2) net of the re-cycle of other comprehensive income of a joint venture to profit and loss Baht 21.02 million.

Notes to the Consolidated and Separate Financial Statements

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32 Finance costs

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Interest expense on:				
- Loans from a financial institution	27,691	29,202	27,684	29,177
- Lease liabilities	5,485	4,162	986	222
- Others	236	300	3	3
	33,412	33,664	28,673	29,402

33 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Freight cost	869,972	1,654,494	34,993	266,616
Employee benefit expenses	327,865	339,150	84,540	94,278
Depreciation and amortisation	79,909	89,541	16,072	12,472
Losses on write-off of assets (Note 18)	290	21	54	-
Loss (reversal) from impairment of financial assets (Note 11)	(11,959)	29,959	765	(541)
Utility expenses	26,004	30,500	8,544	11,354
Professional and other fees	57,850	60,089	21,371	42,939
Repair and maintenance expenses	14,522	12,941	2,283	2,570

34 Income tax expense

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Current tax on profit for the year	11,859	75,187	-	47,704
Deferred income taxes (Note 21)	(5,281)	(12,399)	(5,732)	(7,081)
	6,578	62,788	(5,732)	40,623

Income taxes in the statement of comprehensive income were calculated from taxable income at tax rate of 20% for the Company and 17% or 20% for the subsidiaries.

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The tax on the Group's profit before income tax differs from the theoretical amount that would arise using the basic tax rate as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Profit before income tax	872,796	858,447	387,094	508,543
Tax calculated at a tax rate of 17% or 20% (2022 : 17% or 20%)	113,126	187,176	77,419	101,709
Tax effects of:				
Share of profit from investments in associates and joint ventures	(103,626)	(124,791)	-	-
Revenues exempted from income tax	-	-	(84,644)	(64,260)
Expenses additionally deductible for tax purpose	(3,689)	(2,961)	(281)	(19)
Non-tax deductible expenses	4,077	5,307	1,774	3,193
Utilisation of prior period's tax loss for which deferred tax asset had not been recognised	(4,394)	(3,347)	-	-
Current period's tax loss for which deferred tax asset had not been recognised	10,128	4	-	-
Prior period's tax loss for which reversed deferred tax asset in this year	-	1,400	-	-
Income tax expense	6,578	62,788	(5,732)	40,623

The weighted average applicable tax rate for the year ended 31 December 2023 for the consolidated financial statements was 0.75% (2022: 7.31%) and for the separate financial statements was 1.48% (2022: 7.99%). The income tax rate of the consolidated financial statements and the separate financial statements changed from the prior year due to inconsistency of adjustment on taxable income.

35 Earnings per share

35.1 Basic earnings per share

Basic earnings per share are calculated by dividing the net profit attributable to the ordinary shareholders by the weighted average number of ordinary shares in issue during the year.

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Net profit attributable to owners of the Company (Thousand Baht)	866,218	795,659	392,826	467,920
Weighted average number of ordinary shares (shares)	777,539	636,571	777,539	636,571
Basic earnings per share (Baht per share)	1.1141	1.2499	0.5052	0.7351

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35.2 Diluted earnings per share

Diluted earnings per share are calculated by dividing the net profit attributable to the ordinary shareholders by the number of ordinary shares for basic earnings per share calculation plus the weighted average number of shares to be issued as if warrants are exercised.

The Group calculates diluted earnings per share as if warrants are exercised. The warrants are issued to shareholders as detailed in Note 28.

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Net profit attributable to owners of the Company (Thousand Baht)	866,218	795,659	392,826	467,920
Total number of ordinary shares for basic earnings per share calculation (shares)	777,539	636,571	777,539	636,571
Add weighted average number of shares to be issued as if warrants were exercised (shares)	43,686	73,082	43,686	73,082
Number of ordinary shares for diluted earnings per share calculation (shares)	821,225	709,653	821,225	709,653
Diluted earnings per share (Baht per share)	1.0548	1.1212	0.4783	0.6594

36 Related party transactions

There are 2 major shareholders who are directors of the Company whose aggregate shareholding portion is 28.37 per (2022 : 33.73%).

The following transactions are carried out with related parties:

36.1 Service income

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Service income				
Subsidiaries	-	-	4,959	13,500
Associates	30,050	148,987	12,646	117,144
Joint ventures	8,346	25,973	1,717	5,491
	38,396	174,960	19,322	136,135
	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Rental income and related services				
Subsidiaries	-	-	6,849	6,615
Associates	6,416	6,108	6,416	6,108
Joint ventures	204	244	203	244
	6,620	6,352	13,468	12,967

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	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Revenue from management fee				
Subsidiaries	-	-	34,900	56,000
Associates	2,100	2,100	-	-
Joint ventures	200	1,000	-	-
	2,300	3,100	34,900	56,000
	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Dividend income				
Subsidiaries	-	-	79,366	136,500
Associates	-	-	11,490	38,500
Joint ventures	-	-	332,362	146,302
	-	-	423,218	321,302

36.2 Purchases of services

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Purchases of services from:				
Subsidiaries	-	-	20,918	29,565
Associates	1,584	168,451	1,269	167,750
Joint ventures	97,796	93,623	-	-
	99,380	262,074	22,187	197,315
Purchases of assets from:				
Joint ventures	1,706	-	-	-

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Triple i Logistics Public Company Limited

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36.3 Outstanding balances from service income and purchase of services

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Trade receivables				
Subsidiaries	-	-	55	197
Associates	2,003	3,350	-	2,551
Joint ventures	2,736	2,518	-	-
	4,739	5,868	55	2,748
Other receivables				
Subsidiaries	-	-	8,859	10,412
Associates	1,173	738	1,173	738
Joint ventures	145	17,060	145	847
	1,318	17,798	10,177	11,997
Receivables from disposal of investment				
Joint ventures	-	96,547	-	167,993
Accrued income				
Associates	880	-	880	-
Trade payables				
Subsidiaries	-	-	2,814	977
Associates	15	1,187	-	1,186
Joint ventures	10,688	13,080	-	-
	10,703	14,267	2,814	2,163
Other payables				
Subsidiaries	-	-	120	-
Associates	-	40	-	-
	-	40	120	-
Accrued expenses				
Subsidiaries	-	-	270	527
Joint ventures	2,631	450	-	-
	2,631	450	270	527

36.4 Dividend receivables

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Dividend receivables				
Subsidiaries	-	-	79,366	111,500
Joint ventures	3,000	125,246	-	122,246
	3,000	125,246	79,366	233,746



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36.5 Short-term loans to related parties

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Subsidiaries	-	-	40,000	123,500
Joint ventures	1,200	39,500	1,200	39,500
	1,200	39,500	41,200	163,000
<u>Less</u> Allowance for impairment of loan to a joint venture	-	(14,500)	-	(14,500)
	1,200	25,000	41,200	148,500

Short-term loans to related parties, which are denominated in Thai Baht, carry interest at the rates of 4.10% - 7.02% per annum (2022: 4.10% - 5.47% per annum) and are due at call.

The movement of short-term loans to related parties during the year is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Opening balance	25,000	14,450	148,500	195,450
Additions during the year	1,200	4,500	11,200	125,500
Received during the year	(39,500)	(4,450)	(133,000)	(157,950)
Impairment during the year	-	(14,500)	-	(14,500)
Reverse loss from impairment	14,500	-	14,500	-
Increase from changing status of Loan to a subsidiary to loan to a joint venture	-	25,000	-	-
Closing balance	1,200	25,000	41,200	148,500

For the year ended 31 December 2023, the Company has reversed the allowance for impairment of short-term loans to a related party amounting to Baht 14.50 million because the loans are fully settled.

36.6 Key management compensation

Key management includes directors and executive management (regardless of whether they are in the managerial level or not), top management, corporate secretary, and internal audit department head. Compensation to key management is as follows:

	Consolidated financial statements		Separate financial statements	
	2023 Thousand Baht	2022 Thousand Baht	2023 Thousand Baht	2022 Thousand Baht
Salaries and other short-term benefits	57,856	68,208	24,546	33,209
	57,856	68,208	24,546	33,209

36.7 Guarantee

The Company has bank guarantees of Baht 30.45 million for related parties (Note 38.1). (2022: Baht 358.10 million).

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37 Reconciliation of liabilities arising from financing activities

Reconciliation of liabilities arising from financing activities is as follows:

			Non-cash transactions		
	1 January 2023 Thousand Baht	Cash flows (net) Thousand Baht	Addition Thousand Baht	Lease termination and modification Thousand Baht	31 December 2023 Thousand Baht
Consolidated financial statements					
Long-term loans from a financial institution	569,250	(156,000)	-	-	413,250
Lease liabilities	83,612	(48,927)	87,150	(331)	121,504
Separate financial statements					
Long-term loans from a financial institution	569,250	(156,000)	-	-	413,250
Lease liabilities	4,919	(7,997)	23,507	-	20,428

			Non-cash transactions		
	1 January 2022 Thousand Baht	Cash flows (net) Thousand Baht	Addition Thousand Baht	Lease termination and modification Thousand Baht	31 December 2022 Thousand Baht
Consolidated financial statements					
Short-term loans from financial institutions	120,000	(120,000)	-	-	-
Long-term loans from a financial institution	375,000	194,250	-	-	569,250
Lease liabilities	121,854	(51,315)	15,863	(2,790)	83,612
Separate financial statements					
Short-term loans from financial institutions	120,000	(120,000)	-	-	-
Long-term loans from a financial institution	375,000	194,250	-	-	569,250
Lease liabilities	4,003	(3,083)	3,690	309	4,919

38 Commitments

38.1 Bank guarantees

As at 31 December 2023, the Group and the Company have bank guarantees for the providing services in the consolidated financial statements in an amount of Baht 126.54 million (31 December 2022: Baht 457.02 million).

38.2 Financial instruments

38.2.1 Interest rate swap contracts

Interest rate swap contracts hedge risks from fluctuation in interest rates.

The detail of outstanding interest rate swap contracts as at 31 December 2022 is as follows:

Principal amount	Interest income rate swap in agreements	Interest expense rate swap in agreements	Termination date
Baht 135,000,000	<u>Interest income rate from swap contracts</u> Floating rate 6 month THB-THBFIX plus 1.6% <u>Interest expense rate from swap contracts</u> Floating rate 6 month THB-THBFIX plus 1.6% (offsetting deal)	Fixed rate 4.1% per annum	31 October 2024

Fair values of interest rate swaps is disclosed in Note 7.

Notes to the Consolidated and Separate Financial Statements

Triple i Logistics Public Company Limited

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39 Events after the reporting period

1) Dividend payment by the Company

On 20 February 2024, the Board of Directors' Meeting No. 1/2024 proposed to the 2024 Annual General Meeting of Shareholders to consider and approve the dividend payment, from the annual operating results of the year 2023, to all ordinary shareholders of 807,753,120 shares at the rate of Baht 0.38 per share, totalling Baht 301.62 million. The Company has already paid interim dividends on 8 September 2023, at the rate of Baht 0.20 per share. The remaining dividend is Baht 0.18 per share, totalling Baht 140.98 million.

2) Additional investment in SAL Group (Thailand) Co., Ltd. ("SAL")

On 20 February 2024, the Board of Directors' Meeting No. 1/2024 approved on additional investment in SAL for 246,058 shares, totalling Baht 173.00 million. The investment will result in an increase in the Company's shareholding proportion to 25.46% of registered share capital.

3) Reduction of the Company's registered capital

On 20 February 2024, the Board of Directors' Meeting No. 1/2024 proposed to the 2024 Annual General Meeting of shareholders to consider and approve the decrease of the Company's registered capital of Baht 0.37 million from the authorised share capital of Baht 404.25 million to Baht 403.88 million by reducing 742,551 registered ordinary shares with the par value of Baht 0.50 per share.

4) Restructuring of the logistics business for chemicals and hazardous goods and disposal of Hazchem Logistics Management Pte. Ltd. ("HLM-SG")

On 2 January 2024, the Company disposed of investment in Hazchem Logistics Management Pte. Ltd. ("HLM-SG") SGD 82,500, which the Company held 55% of the total registered shares, to DG Packing Pte. Ltd. ("DGPS") in an amount of SGD 82,500. The Board of Directors' Meeting No. 7/2023 approved the disposal on 24 December 2023. The Company received the payments from disposal of the investment.

5) Additional investment in Galaxy Ventures Co., Ltd. ("GV")

On 29 January 2024, the Company made additional investments in GV for 30,800 shares, totalling Baht 616,000. The investment resulted in an increase in the Company's shareholding proportion to 30.77% of registered share capital.

Attachment



ATTACHMENT 1: INFORMATION OF THE BOARD OF DIRECTORS AND EXECUTIVES CONTROLLING PERSONS

	Mr. Tipp Dalal	Mr. Viraj Nobnomtham	Mr. Jirod Panacharas	Mr. Thanut Thatayanon	Mrs. Darunee Rakpongpi boon	Mr. Kritkrai Jirapaet	Mr. Woodtipong Moleechad	Mr. Vipoota Trakulhoon	Mr. Apichart Chirabandhu	Mr. Chalermesak Karnchananawarin	Mr. Shaun Tan Zhonghao	Ms. Waraporn Chaivayarach	Mrs. Darika Laowattana	Ms. Wiyada Sa-aij
Company														
Triple i Logistics Public Company Limited	D, M, SH, X, IC	D, M, SH, RE, IC	D, M, SH, CG	D, M, SH, CG, IC	D, M, S, SH, IC	C, D, ID	VC, D, ID, AC, IC	D, ID, AC, RE, IC	D, ID, AC, RE, CG	D, M, SH	-	-	-	-
Subsidiary Company														
Triple i Air Express Company Limited	D	D	-	-	-	-	-	-	-	-	-	-	-	D
Asia Ground Service Company Limited	D	D	-	-	-	-	-	-	-	-	-	-	-	D
Triple i Maritime Agencies Company Limited	D	D	-	D, M	-	-	-	-	-	-	-	-	-	-
Triple i SupplyChain Company Limited	D	D	D	-	-	-	-	-	-	D	-	-	-	-
Cross Border Couriers Company Limited	D	D	-	-	-	-	-	-	-	-	-	-	-	-
DG Packaging (Thailand) Company Limited	D	-	D, M	-	-	-	-	-	-	D	D	-	-	-
HazChem Logistics Management Company Limited	D	D	D, M	-	-	-	-	-	-	D, M	-	D	D	-
Triple i International Pte., Ltd.	D	D	-	-	-	-	-	-	-	-	D	-	-	-
Associated Company / Joint Venture Company (Direct and Indirect)														
Asia Network International Public Company Limited	D, M	D, M, RE	-	-	-	C, D, ID	-	-	-	-	-	-	-	-

	Mr. Tipp Dalal	Mr. Viraj Nobnomtham	Mr. Jirod Panacharas	Mr. Thanut Thatayanon	Mrs. Darunee Rakpongpliboon	Mr. Krirkrai Jirapaet	Mr. Woodtipong Moleechad	Mr. Vipoota Trakulhoon	Mr. Apichart Chirabandhu	Mr. Chalermasak Karnchanawarin	Mr. Shaun Tan Zhonghao	Ms. Waraporn Chaiyarach	Mrs. Darika Laowattana	Ms. Wiyada Sa-ari
CK Line (Thailand) Company Limited	D	-	-	D	-	-	-	-	-	-	-	-	-	-
ECU Worldwide (Thailand) Company Limited	-	D, M	-	-	-	-	-	-	-	-	-	-	-	-
HazChem TransManagement Company Limited	D	-	D, M	-	-	-	-	-	-	D	-	-	-	-
DG Packaging Pte., Ltd.	D	-	-	-	-	-	-	-	-	D	-	-	-	-
Galaxy Ventures Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
SAL Group (Thailand) Company Limited	D	D	-	-	-	-	-	-	-	-	-	-	-	-
Makesend Express Company Limited.	-	D	-	-	-	-	-	-	-	-	-	-	-	-
Sabuy Speed Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
TSL Logistics Company Limited	D	D	-	-	-	-	-	-	-	-	-	-	-	-
AZIA24 Pte., Ltd.	D	-	-	-	-	-	-	-	-	-	D	-	-	-
AOT Ground Aviation Services Company Limited	-	D	-	-	-	-	-	-	-	-	-	-	-	-
Triple i Asia Cargo Company Limited	D	D	-	-	-	-	-	-	-	-	-	-	-	D
Excel Air Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
GSA Cargo Network (Myanmar) Company Limited	D	D	-	-	-	-	-	-	-	-	-	-	-	-
JPK Asia (Thailand) Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
Around Logistics Management Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
Excel Air (Guangzhou) Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-

	Mr. Tipp Dalai	Mr. Viraj Nobnomtham	Mr. Jirod Panacharas	Mr. Thanut Thatayanon	Mrs. Darunee Rakpongpi boon	Mr. Kritkrai Jirapaet	Mr. Woodtippong Moleechad	Mr. Vipoota Trakulhoon	Mr. Apichart Chirabandhu	Mr. Chalerm Sak Karnchanawanarin	Mr. Shaun Tan Zhonghao	Ms. Waraporn Chaiyarach	Mrs. Darika Laowattana	Ms. Wiyada Sa-ari
Excel Air (Cambodia) Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
Superior Pte., Ltd.	D	-	-	-	-	-	-	-	-	-	-	-	-	-
Asia GSA Holding (Thailand) Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
GSA Asia Cargo Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
JPK Asia (Myanmar) Company Limited	D	-	-	-	-	-	-	-	-	-	-	-	-	-
Sky Cargo Services Company Limited.	-	D	-	-	-	-	-	-	-	-	-	-	-	-
Excel Air Limited	-	D	-	-	-	-	-	-	-	-	-	-	-	-
Excel GSA (M) Sdn. Bhd.	-	D	-	-	-	-	-	-	-	-	-	-	-	-
Excel Air Pte., Ltd.	-	D	-	-	-	-	-	-	-	-	-	-	-	-
Freightworks GSA Pte., Ltd.	-	D	-	-	-	-	-	-	-	-	-	-	-	-
Aero Flight Services Company Limited	-	D	-	-	-	-	-	-	-	-	-	-	-	-
Related Company														
Millcon Steel Public Company Limited	-	-	-	-	-	-	-	D, IC	D, ID, AC, RE, CG	-	-	-	-	-
Thai Vegetable Oil Public Company Limited	-	-	-	-	-	-	-	D, ID, AC, ESG	D, ID, AC, RE, CG	-	-	-	-	-
AC Worldwide Company Limited	-	-	-	-	-	-	-	-	D, SH	-	-	-	-	-
Southern Rocks Company Limited	-	-	-	-	-	-	-	-	SH	-	-	-	-	-
Spring Mineral Water Company Limited	-	-	-	-	-	SH	-	-	-	-	-	-	-	-
Qtic Energy Public Company Limited	-	-	-	-	-	C, D, ID	-	-	-	-	-	-	-	-

	Mr. Tipp Dalal	Mr. Viraj Nobnomtham	Mr. Jirod Panacharas	Mr. Thanut Thatayanon	Mrs. Darunee Rakpongpiboon	Mr. Krikkrai Jirapaet	Mr. Woodtipong Moleechad	Mr. Vipoota Trakulhoo	Mr. Apichart Chirabandhu	Mr. Chalermasak Karnchanawanarin	Mr. Shaun Tan Zhonghao	Ms. Waraporn Chaiyarach	Mrs. Darika Laowattana	Ms. Wiyada Sa-ari
Business Alignment Public Company Limited	-	-	-	-	-	-	C, D, ID	D, ID, AC, RE	-	-	-	-	-	-
Creative Power Company Limited	-	-	-	-	-	-	-	D, SH	-	-	-	-	-	-
Kobelco Millcon Steel Co., Ltd.	-	-	-	-	-	-	-	D	-	-	-	-	-	-
IFAC Advisory Company Limited.	-	-	-	-	-	-	-	SH	-	-	-	-	-	-
Symphony Communication Public Company	-	-	-	-	-	-	C, D, ID, AC, RE, CG	-	-	-	-	-	-	-
International Network System public Company Limited	-	-	-	-	-	-	C, D, ID, AC	-	-	-	-	-	-	-
Supreme Distribution Public Company Limited	-	-	-	-	-	-	C, D, ID, AC	-	-	-	-	-	-	-
Sky ICT Public Company Limited	-	-	-	-	-	-	-	D, ID, AC	-	-	-	-	-	-
Sammitr Green Power Company Limited.	-	-	-	-	-	D	-	-	-	-	-	-	-	-
Kingsford Holdings Public Company Limited	-	-	-	-	-	C, D, ID	-	-	D, ID, AC, RE	-	-	-	-	-

Remark: 1. C - Chairman
VC - Vice Chairman
D - Director
M - Managing Director
ID - Independent Director
AC - Audit Committee
RE - Nomination and Remuneration Committee

CG - Corporate Governance Committee
IC - Investment Committee
ESG - Environmental, Social, and Corporate Governance Committee
X - Chief Executive Officer
S - Company Secretary
A - Chairman of Advisers
SH - Shareholders

2. The information as ending on 31 December 2023

– ATTACHMENT 2: DETAILS OF THE PERSON SUPERVISING ACCOUNTING, INTERNAL AUDIT AND HEAD OF COMPLIANCE –

THE PERSON SUPERVISING ACCOUNTING

Name - Surname	Age (year)	Educations/ Training	Share Possession (%)	Relationship between the executive	Working Experiences for the past 5 years			
					(year)	Positions	Company	Business
Mr. Prayudth Uasereevong (The person supervising accounting)	58	<ul style="list-style-type: none">Bachelor of Accountancy, University of the Thai Chamber of CommerceDiploma in Auditing, Thammasat UniversityMaster' s of Accountancy, Chulalongkorn UniversityFinancial Model No.1/2023 on "Fundamentals of Finance" by Thailand Federation of Accounting Professions (TFAC)Financial Model No.1/2023 on "Feasibility Study" by Thailand Federation of Accounting Professions (TFAC)Financial Model No.1/2023 on "Financial Projection and DCF" by Thailand Federation of Accounting Professions (TFAC)Certificate for Young Professional IA No.2/2023 by Thailand Federation of Accounting Professions (TFAC)All editions of TFRS Year 2023, Class 2/2023 (Course 502: TAS 12, TSIC 25, TFRIC 23 Income Tax) Federation of Accounting Professions	- None -	- None -	2016 - Current	The person supervising accounting	Triple i Logistics Public Company Limited	Transportation & Logistics

PERSONS RESPONSIBLE FOR INTERNAL AUDITS

The Company has engaged an external agency, namely KPS Audit Company Limited (“KPS Audit”), to audit the internal control system of the Company and its subsidiaries. The head of the internal control audit team has qualifications, educational qualifications and working experience as follows:

Name - Surname/ Date of Appointment	Educational qualifications	Share Possession (%)	Relationship with the Management	Working Experiences in the past 5 years		
				Period	Positions	Company
Mr. Wiwat Limnantisilp (The person who is responsible for the internal audit) KPS Audit Co., Ltd. 2 December 2017	Educational qualifications <ul style="list-style-type: none"> Bachelor's degree in Business Administration Accounting Faculty of Business Administration Ramkhamhaeng University 	- None -	- None -	2015 - present	Managing Director	KPS Audit Company Limited/ Internal Audit and Consulting Services Business
	Related training <ul style="list-style-type: none"> Executive of Internal Unit Certificate, Class no. 1, the Federation of Accounting Professions Thailand Internal Audit Certificate (CIAT), Class no. 12, the Member of the Institute of Internal Auditors Thailand (IIAT) Anti-Corruption: The Practical Guided Tools and Techniques for the audit manager Assessing business risk for internal audit Quality management System Auditor/Lead Auditor Training Course Certificate QMS ISO9001:2000 /2008/ISO IEC27001:2005 Training Course QMS Internal Audit Training Course Effective Internal Control for Success IPO” organized by the Stock Exchange of Thailand Latest Internal Control Framework: COSO2013, the Federation of Accounting Professions 			2015 - 2017	Internal Audit Manager	Ivelt Group Company Limited/ The business provides auditing, internal audit, and consulting services.
				2011 - 2015	Internal Audit Manager	Thaicom Public Company Limited/ telecommunication business

Name - Surname/ Date of Appointment	Educational qualifications	Share Possession (%)	Relationship with the Management	Working Experiences in the past 5 years		
				Period	Positions	Company
	<ul style="list-style-type: none"> • New Way of Reporting of Audit • Risk Assessment for Planning of Audit • Value Creation and Enhancement for Listed Companies with the New COSO 2017 Enterprise Risk Management (ERM) • Faculty of Commerce and Accountancy cooperate Stock Exchange of Thailand, Interactive Dashboard by Power BI Desktop 					

Responsibility:

1. To prepare an annual audit plan based on risks (Risk Based Audits), with appropriate risk assessment methods as determined by the management, and to propose for approval from the Audit Committee, and to present the audit results and audit activities on a regular basis.
2. To perform the audit according to the plan, and to perform special audits as requested by the management and the Audit Committee.
3. To follow up on the remedial results from the detected observation and suggestions given to that department and to report it directly to the Audit Committee.
4. To conduct an audit according to international standards for professional practice of internal auditing.
5. To develop knowledge, competence, and audit skills of internal auditors to be able to perform their duties effectively.
6. To Collaborate with the management in developing concepts related to internal audits for personnel, in order to be applied effectively in operations.

The Audit Committee has considered the qualifications of KPS Audit Co., Ltd., and Mr. Wiwat Limnanthasilp and viewed that their qualifications were sufficient and appropriate to perform such duties and being independent with 29 years of internal audit experience. In addition, he has a good understanding of the activities and operations of the Company.

For the consideration and approval on the appointment, removal, and transfer of the person holding the position of the head of the internal audit unit of the Company, it shall be approved by the Audit Committee.

COMPLIANCE MANAGER

Name - Surname	Age (year)	Educations/ Training	Share Possession (%)	Relationship between the executive	Working Experiences for the past 5 years			
					Period	Positions	Company	
Ms. Chaweewan Kraiwas (Compliance Manager)	50	<ul style="list-style-type: none">• Bachelor Degree in Law, Payap University• Master Degree of Public Administration, Graduate School of Public Administration, Burapha University• Diploma in International Trade Law, Thammasat University• Diploma in Personal Data Protection Law for Practitioners, Chulalongkorn University,• How to Develop a Risk Management Plan HRP 37/2023	- None -	- None -	2021 - Current	Compliance Manager	Triple i Logistics Public Company Limited	Transportation & Logistics Business

Responsibilities:

1. To review, amend, and provide opinions on draft agreements, contracts, and all relevant legal documents and ensure that the Company operates its business.
2. To prepare the Company's regulations, contracts for the Company's employees, and legal documents as assigned. To prepare contracts, agreements or other legal documents with trade partners, counterparties within the country and/or government agencies.
3. To advise the Company's departments on compliance such as work procedures and business process to comply with legal requirements or the Company's policies.
4. To advise departments within the Company regarding rules, regulations, and consultations related to the laws.
5. To perform duties as a central unit responsible for planning compliance so that the Company has the necessary regulations and determine the directions of work practices by personnel in the organization. To prepare work procedures that comply with the relevant laws and regulations, whereby the works can be monitored and examined in a proper manner.

– ATTACHMENT 3: BUSINESS ASSETS AND DETAILS ON ASSET VALUATION –

– None –







TRIPLE I LOGISTICS PUBLIC COMPANY LIMITED

628 Triple i Building 3rd Floor, Soi KlabChom, Nonsee Road,
Chongnonsee, Yannawa, Bangkok 10120

Tel : +66 2681 8700

Fax : +66 2681 8701

Website : www.iii-logistics.com

