



Annual Registration Statement / Annual Report 2025
Form 56-1 One Report
(e-One Report)

ADDTECH HUB PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Part 1 Business Operations and Performance	
1. Organizational structure and operation of the group of companies	
1.1 Policy and business overview	1
1.2 Business Operations	11
1.3 Shareholding structure	29
1.4 Number of registered capital and paid-up capital	35
1.5 Issuance of other securities	36
1.6 Dividend payment policy	37
2. Risk management	
2.1 Risk mgmt policy and plan	39
2.2 Risk factors	40
3. Business sustainability development	
3.1 Sustainability Management Policy and Targets	53
3.2 Management of impacts on stakeholders in the business value chain	56
3.3 Management of environmental sustainability	59
3.4 Social sustainability management	65
4. Management Discussion and Analysis (MD&A)	
4.1 Operation, financial condition and material changes, accompanied by the causes or factors contributing thereto during the 15 past year	79
4.2 Potential factors or incidents that may materially affect the financial condition or the operating results	88
4.3 Disclose information from the financial statements and significant financial ratios	90
5. General information and other material facts	
5.1 General information	110
5.2 Other material facts	111
5.3 Legal disputes	112
5.4 Secondary market	113
5.5 Financial institution with regular contact (only in case of debt securities offeror)	114

Table of Contents (continued)

	Page
Part 2 Corporate Governance	
6. Corporate governance policy	
6.1 Corporate Governance Policy	115
6.2 Business code of conduct (if any)	123
6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year	128
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others	
7.1 Corporate Governance Structure	138
7.2 Information on the Board of Directors	139
7.3 Information on subcommittees	152
7.4 Information on executives	163
7.5 Information on employees	168
7.6 Other significant information	172
8. Report on key operating results on corporate governance	
8.1 Summary of duty performance of the Board of Directors in the past year	174
8.2 Report on the results of duty performance of the Audit Committee in the past year	201
8.3 Summary of the results of duty performance of subcommittees	204
9. Internal control and related party transactions	
9.1 Internal control	216
9.2 Related party transactions	221
Part 3 Financial Statement	
Board of Directors' Responsibility Statement for the Financial Report	229
Auditor's Report	231
Financial Statements	239
Notes to the Financial Statements	248
Back up attachment	
Attachment	289

Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

The AddTech Hub Public Company Limited Group (“**the Group**” or “**ADD**”) primarily operates as a provider of information technology system development services for mobile operators (“**Operators**”) and other types of business operators.

The Group specializes in Digital Content Technology and its services can be categorized into three main groups:

- Digital Content
- Digital Solution
- Digital Marketing

Services Provided to Mobile Operators

The Group provides services to mobile operators through the Company and its subsidiaries, namely:

- AddTech Hub Public Company Limited (“**ADD**”)
- Mitsui ICT Company Limited (“**MSI**”)
- PropTech Company Limited (“**PROP**”)
- Tham Digital Company Limited (“**THAM**”)

The services provided cover Digital Content, Digital Solution, and Digital Marketing related to digital content systems and platforms of operators for end users. The objective is to procure and manage data, as well as develop and maintain systems to ensure that operators can provide seamless services to their subscribers.

Services Proceed to Digital Content Management Service Companies and Content Creator Network

The Group has expanded its business operations through:

- Glory Limited (“**GLORY**”)
- Ocean Shine Far East Limited (“**OCEAN**”)
- Proptech Co., Ltd. (“**PROP**”)

The businesses of GLORY, OCEAN, and PROP fall within the scope of Digital Content and Digital Marketing services, similar to the Group’s core business. However, their target customers differ from the operator-focused segment, as they primarily serve digital content management service companies and content creator network on global platforms.

Business operations of the three companies are as follows:

- OCEAN provides music sourcing services for video content.
- GLORY provides marketing services for music used in video content.
- PROP operates domestically, offering both music sourcing and marketing services for video content.

These services include the selection, procurement, and marketing of music for use in video content across digital platforms, supporting monetization and global audience reach. A portion of the revenue from this business is derived from overseas markets, helping diversify the Group’s customer base and revenue sources, while enhancing growth opportunities in the global digital market.

Services Proceed to Other Types of Businesses

For Digital Solution services provided to other types of businesses, the Group develops and designs customized technology systems tailored to clients' needs. This includes developing the Group's own platforms to support a wide range of digital service operations.

Such operations are undertaken by: Mitsui ICT Co., Ltd. ("MSI") Proptech Co., Ltd. ("PROP") and Tham Digital Co., Ltd. ("THAM")

Regarding system development services for various business operators, the Group collaborates with Hyweb Technology Co., Ltd. ("HT"), a leading software developer in Taiwan with expertise in: Loyalty Management Systems, Mobile Payment Solutions, Stored-Value Card Systems, Authentication Systems using FIDO (Fast Identity Online) technology, and E-Library Systems. The Group conducts these businesses through its subsidiary, Hyweb Technology (Thailand) Co., Ltd. ("HWTHAI").

Investments in Associated Companies

The Group has also invested in the following associated companies:

1. Seven Connect Advisory Company Limited ("7C") and its affiliated companies engages in business advisory services, accounting, internal control system implementation, business restructuring, mergers and acquisitions advisory, IPO preparation for listing on the Stock Exchange of Thailand, advisory services for listed companies, and environmental consulting.
2. Orisma Company Limited ("OMH") operates as a holding company with one subsidiary engaged in technology businesses, including:
 - Website, web application, and mobile application design and development
 - Email and SMS delivery systems, analytics reporting, marketing automation, and enterprise chat management systems (BizChat)
 - Human resource management systems, including time attendance, leave management, payroll processing, social security submission, employee bank transfers, and system integration with clients' internal systems
3. GTI Corporation Co., Ltd. ("GTI") operates as a full-service construction contractor with expertise in: Civil construction, Interior design and architecture, Electrical and communication systems (EE), Mechanical and utilities engineering systems (ME), Sanitary systems, Audio-visual systems (AV), Unified communication systems (UC), Smart building systems, IT network systems and after-sales services, and Feng Shui consultancy services.

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

Message from the chairman

Dear Shareholders of AddTech Hub Public Company Limited,

Amid the rapidly evolving economic and technological landscape, the Board of Directors and the management team fully recognize that the core of effective management lies in adaptability and in building a strong foundation. These are the key factors that enable the organization to achieve sustainable growth. Although the past year 2025 was marked by significant challenges, including global economic volatility and intensified competition, the Company has demonstrated its expertise and prudent strategic execution by strengthening its core businesses while expanding into new opportunities aligned with its capabilities and long-term vision.

Regarding the Company's operating results for the year 2025, despite the overall slowdown in the global economy and investment climate due to uncontrollable external factors, the Company's commitment, professional expertise, and ability to adapt effectively have resulted in core revenue increasing to THB 373.89 million, representing a growth of 17.79%, and net profit rising to THB 41.36 million, an increase of 92.88% compared to the previous year. This

performance reflects disciplined cost management and organizational efficiency, as well as the continued trust and confidence from our customers and business partners. As a result, the Company’s financial position remains strong, with high liquidity and readiness to further invest in the development of innovative products and services in line with our vision. The achievements of the past year will serve as a key driver for even stronger and more sustainable growth in 2026 and the years ahead.

At the same time, the Company remains committed to conducting business responsibly alongside social and environmental stewardship. We emphasize efficient resource utilization and operate under Environmental, Social, and Governance (ESG) principles on an ongoing basis. We also uphold high standards of corporate governance and transparency to ensure that every aspect of our growth is grounded in integrity and fairness for all stakeholders.

On behalf of the Board of Directors, we would like to express our sincere appreciation to all shareholders, investors, and business partners for your continued trust and unwavering support. We are committed that in 2026 and the years ahead, the Company will move forward with steadfast determination to build confidence, drive progress, and deliver sustainable returns to all stakeholders.

Yours sincerely,

- Chirapan Sintunava -
(Mr. Chirapan Sintunava)
Chairman of the Board

- Chawan Boonprakobsap -
(Mr. Chawan Boonprakobsap)
Chief Executive Officer

Vision

Creative technology for secure and sustainable quality of life

Objectives

- To be a center for innovation and technology development to improve the quality of life
- To promote the adoption of technology and ensure its accessibility
- To create technological security for sustainable society and environment
- To generate returns with consistent growth for all stakeholders

Goals

- To be the leader in mobile value-added services business in Southeast Asia
- Aim to develop digital platforms that meet customer needs in all aspects of life

Business strategies

- Operate with all operators to offer services that comprehensively cover all target groups
- Research and develop technology to facilitate consumers' daily lives
- Provide services with minimal social and environmental impact under good corporate governance

1.1.2 Material changes and developments

Details regarding material changes and developments

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

years	Material changes and developments
2025	<p>April 2025</p> <ul style="list-style-type: none"> The Company invested in Glory Limited (“GLORY”) and Ocean Shine Far East Limited (“OCEAN”), representing 100% of the total shares in both GLORY and OCEAN, with a total investment value of Baht 220 million. The share acquisition was paid by cash in the amount of Baht 160,000,000 and by the issuance of 8,000,000 newly issued ordinary shares of the Company in lieu of cash payment, equivalent to Baht 60,000,000 in value. GLORY and OCEAN are subsidiaries engaged in providing music services for video content and are located in the Hong Kong Special Administrative Region, People’s Republic of China.
2023	<p>April 2023</p> <ul style="list-style-type: none"> The Company invested in Orisma Co., Ltd. (“OMH”) for 333,750 shares, representing 20% of all shares in ORM, with a total investment value of THB 76 million, which is an associate company that operates as a holding company and has 4 subsidiaries, namely Orisma Technology Co., Ltd., Taxi Mail Co., Ltd., Nobel Solutions 2011 Co., Ltd. and Ruaykoon Co., Ltd. <p>June 2023</p> <ul style="list-style-type: none"> The Company invested in GTI Corporation Co., Ltd. (“GTI”), an associate company that operates integrated construction service business in the amount of 52,500 shares with a total investment value of THB 30 million or equivalent to 15% of all shares in GTI.
2022	<p>March 2022</p> <ul style="list-style-type: none"> The Company invested in Seven Connect Advisory Co., Ltd. (“7C”), which operates as an advisor offering various services which are accounting, internal control planning, business restructuring, mergers and acquisitions, environmental impact assessment (EIA) and advisory services for companies preparing to list on the Stock Exchange of Thailand as well as being an advisor to listed companies already on the stock exchange, by purchasing 9,300 newly issued ordinary shares. The total investment amount was THB 140.20 million, representing 46.7337% of the total issued ordinary shares after the capital increase of 7C, causing 7C to become an associate company of the Company. <p>November 2022</p> <ul style="list-style-type: none"> The Company invested in Hyweb Technology (Thailand) Co., Ltd. (“HWTHAI”), which operates as a local developer of various solutions that Hyweb Technology Co., Ltd. (“HT”), one of the leading software developers in Taiwan, specializes in such as Loyalty Management System, Mobile Payment Solution, Card payment system, Stored-Value Card System, Authentication System with FIDO (Fast Identity Online) technology and Electronic Library System (E-Library), in the amount of 60,000 shares. The total investment amount was THB 6 million, representing 60% of the total issued ordinary shares after the capital increase of HWTHAI, causing HWTHAI to become a subsidiary of the Company.

years	Material changes and developments
2021	<p>May 2021</p> <ul style="list-style-type: none"> • The Company offered its newly issued ordinary shares at the initial public offering (IPO) between 12–14 May 2021 at THB 11 per share through underwriters with firm commitment. The total number of shares offered were 40 million shares with par value of THB 0.50 per share. • The Company registered its paid-up capital increase of THB 20 million, totaling to THB 80 million, with the Department of Business Development, Ministry of Commerce on 17 May 2021. • The Company's ordinary shares became listed securities and started trading for the first day on the Market for Alternative Investment (MAI) on 20 May 2021.
2020	<p>March 2020</p> <ul style="list-style-type: none"> • The 2020 Annual General Meeting of Shareholders resolved to offer new ordinary shares for the initial public offering and list the Company's ordinary shares as listed securities on the Market for Alternative Investment (MAI).
2019	<p>February 2019</p> <ul style="list-style-type: none"> • Tham Digital Company Limited increased the registered capital by THB 5 million from THB 5 million to THB 10 million by issuing 1 million new ordinary shares at a par value of THB 5 per share to be allocated to the existing shareholders. <p>March 2019</p> <ul style="list-style-type: none"> • The 2019 Annual General Meeting of Shareholders resolved to approve the following matters: <ol style="list-style-type: none"> 1. It resolved to convert from a limited company to a public limited company. 2. It resolved to change the par value from THB 100 per share to THB 0.50 per share. 3. It resolved to increase the registered capital by THB 30 million from THB 50 million to THB 80 million by issuing 20 million new ordinary shares with a par value of THB 0.50 per share, which were allocated to the existing shareholders, and issuing 40 million new ordinary shares with a par value of THB 0.50 per share for the initial public offering of new ordinary shares as well as listing the Company's ordinary shares as listed securities on the Market for Alternative Investment (MAI). • The Company registered to become a public limited company by changing its name to “AddTech Hub Public Company Limited” and registered to change the par value of THB 100 per share to THB 0.50 per share. <p>2019</p> <ul style="list-style-type: none"> • The Group expanded digital solution services to operators including: <ol style="list-style-type: none"> 1. Mobile cyber security 2. Mobile payment solution in the form of carrier billing

years	Material changes and developments
2018	<p>January 2018</p> <ul style="list-style-type: none"> The Extraordinary General Meeting of Shareholders No. 1/2018 resolved to approve the change of the Company's name from AdvertiseThings Company Limited to AddTech Hub Company Limited. Tham Digital Company Limited increased the registered capital by THB 3 million from THB 2 million to THB 5 million by issuing 600,000 new ordinary shares at a par value of THB 5 per share to be allocated to the existing shareholders. <p>April 2018</p> <ul style="list-style-type: none"> The Company increased the registered capital by THB 48 million from THB 2 million to THB 50 million by issuing 480,000 new ordinary shares with a par value of THB 100 per share to be allocated to the existing shareholders. PropTech Company Limited increased the registered capital by THB 2 million from THB 5 million to THB 7 million by issuing 20,000 new ordinary shares at a par value of THB 100 per share to be allocated to the existing shareholders.
2017	<p>June 2017</p> <ul style="list-style-type: none"> Rajapruek Advisory Company Limited changed its name to PropTech Company Limited. <p>December 2017</p> <ul style="list-style-type: none"> The Company restructured its group with Mr. Chawan Boonprakobsap selling shares of following companies at the price according to each company's par value to the Company as follows: <ol style="list-style-type: none"> Mitsui ICT Company Limited PropTech Company Limited Tham Digital Company Limited
2016	<p>May 2016</p> <ul style="list-style-type: none"> Mr. Chawan Boonprakobsap established Tham Digital Company Limited with a registered capital of THB 2 million, divided into 400,000 ordinary shares with a par value of THB 5 per share, to operate digital platform development business. <p>June 2016</p> <ul style="list-style-type: none"> Tham Digital Company Limited received an Investment Promotion Certificate of the Board of Investment in the category of software business under Enterprise Software and Digital Content. <p>November 2016</p> <ul style="list-style-type: none"> Rajapruek Advisory Company Limited (currently renamed as PropTech Company Limited) increased the registered capital by THB 4 million from THB 1 million to THB 5 million by issuing 40,000 new ordinary shares at par value of THB 100 per share to be allocated to the existing shareholders.

years	Material changes and developments
2014	<p>January 2014</p> <ul style="list-style-type: none"> Mr. Chawan Boonprakobsap established Mitsui ICT Company Limited with a registered capital of THB 1 million, divided into 200,000 ordinary shares with a par value of THB 5 per share to operate as a service provider of digital content in the same nature as the Company. <p>March 2014</p> <ul style="list-style-type: none"> Mitsui ICT Company Limited received an Investment Promotion Certificate of the Board of Investment in the category of software business under Enterprise Software and Digital Content.
2012	<p>April 2012</p> <ul style="list-style-type: none"> The Company increased the registered capital by THB 1.10 million from THB 0.90 million to THB 2 million by issuing 11,000 new ordinary shares with a par value of THB 100 per share to be allocated to the existing shareholders.
2011	<p>January 2011</p> <ul style="list-style-type: none"> The Company was appointed to develop an e-wallet application for an operator. <p>May 2011</p> <ul style="list-style-type: none"> Mr. Chawan Boonprakobsap co-founded Rajapruek Advisory Company Limited (currently renamed as PropTech Company Limited) with a registered capital of THB 1 million, divided into 10,000 ordinary shares with a par value of THB 100 per share, to operate the website ReviewYourLiving and its Facebook Page to serve as a platform for providing reviews on real estate projects including providing advertising space and paid reviews of real estate projects for real estate developers.
2006	<p>September 2006</p> <ul style="list-style-type: none"> The original shareholders sold their entire business to Mr. Chawan Boonprakobsap and Mr. Chawan Boonprakobsap changed the business of the Company to be a service provider of digital content for mobile operators.
2004	<p>August 2004</p> <ul style="list-style-type: none"> Original shareholders, with whom Mr. Chawan Boonprakobsap (current majority shareholder of the Company) has no relationship with, established AdvertiseThings Company Limited with a registered capital of THB 0.90 million, divided into 9,000 ordinary shares with a par value of THB 100 per share, to provide advertising media through refrigerator magnets.

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

Is there an issuance of equity securities or debt securities? : Yes

Spending of the money obtained from each offering of equity or debt securities

List of spending of the money obtained from each offering of equity or debt securities
Item 1

Types of securities used for fundraising			Amount of funds raised
Equity Instruments			426.48 Million Baht
Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
1. Operational working capital	May 2021 - Dec 2025	345.48	345.48
2. Investments in other businesses	Apr 2022 - Dec 2024	81.00	81.00
Implementation according to objectives Achieve objectives Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives As of 30 June 2025, the Company has fully utilized all proceeds received from the initial public offering (IPO) of newly issued ordinary shares in accordance with the stated objectives and in the full amount disclosed. Related links https://weblink.set.or.th/dat/news/202507/1641NWS080720251728044300E.pdf?			

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

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

1.1.5 Company information

Company name : AddTech Hub Public Company Limited
 Symbol : ADD
 Address : 1 Empire Tower, 41st Floor, Unit 4106-7, South
 Sathorn Road, Yannawa, Sathorn
 Province : Bangkok
 Postcode : 10120
 Business : Digital content service and digital solution service
 Registration number : 0107562000068
 Telephone : 0 2835 3957-8
 Facsimile number : 0 2835 3959
 Website : <https://www.addtechhub.com>
 Email : ir@addtechhub.com

Total shares sold

Common stock : 168,000,000

Preferred stock : 0

Diagram of organization's logo



1.2 Nature of business

1.2.1 Revenue structure

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	317,890.63	317,432.69	373,890.85
Digital content (thousand baht)	256,940.85	102,290.04	118,479.54
Digital solution (thousand baht)	60,238.82	101,497.76	113,613.03
Digital marketing (thousand baht)	710.96	113,644.89	141,798.28
Others (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Digital content (%)	80.83%	32.22%	31.69%
Digital solution (%)	18.95%	31.98%	30.39%
Digital marketing (%)	0.22%	35.80%	37.93%
Others (%)	0.00%	0.00%	0.00%

By geographical area or market

	2023	2024	2025
Total revenue (thousand baht)	317,890.63	317,432.69	373,890.85
Domestic (thousand baht)	317,299.68	316,887.44	369,854.38
International (thousand baht)	590.95	545.25	4,036.47
Taiwan (thousand baht)	590.95	545.25	309.03
Others (thousand baht)	0.00	0.00	3,727.44
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	99.81%	99.83%	98.92%
International (%)	0.19%	0.17%	1.08%
Taiwan (%)	100.00%	100.00%	7.66%
Others (%)	0.00%	0.00%	92.34%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	1,765.49	5,973.35	4,157.04
Other income from operations (thousand baht)	1,765.49	5,973.35	4,157.04
Interest income (thousand baht)	N/A	4,893.01	3,654.92
Other income not from operations (thousand baht)	0.00	1,080.30	502.12

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

	2023	2024	2025
Share of profit (thousand baht)	-1,071.74	-20,958.33	-8,693.84

1.2.2 Information on products and services

1.2.2.1 Product/service information and business innovation development

Digital Content Service

As the Company's executives and personnel possess expertise in information technology system development and have extensive experience in providing digital content services, the Group operates a digital content services business and digital content management support systems. The business operations can be divided into two main segments:

1. Provision of digital content services to mobile operators ("Operator"); and
2. Provision of digital content services to digital content management service providers and content creator networks

1. Provision of digital content services to mobile operators

For services provided to Operator, the Group operates under a subscription model by developing and managing technology systems that support digital content services, together with sourcing content producers and marketing partners to provide services to mobile subscribers under each Operator's network.

Given the Company's expertise in IT system development and long-standing experience in digital content services, the Group acts as a digital content service provider to Operator and leverages its capabilities to develop systems that support digital content management.

Currently, the Group provides digital content services in collaboration with various Operators under a subscription model, whereby mobile subscribers receive digital content in various formats. The digital content sourced and produced in accordance with each Operator's requirements includes short messages and video clips, such as health tips, forecasts, and exercise clips. The types of digital content are determined by the Operator based on prevailing consumer trends and behaviors, such as health consciousness, sports, and entertainment, and the requirements are then assigned to the Group for implementation.

Each digital content service is delivered at varying frequencies and service rates depending on the package selected, with details clearly disclosed to subscribers prior to subscription. Most services are priced at Baht 3 or Baht 5 per message, with delivery of 2–3 messages per day. Certain services may have different rates and delivery frequencies depending on the specific package terms disclosed prior to subscription.

Overview of Digital Content Services to Operator The key aspects of the Group's digital content services to Operator can be summarized as follows:

1. The Group operates as a digital content service provider to Operator, with three principal responsibilities:
 - Development of technology systems to support digital content services (the Group develops its own software);
 - Sourcing of content partners; and
 - Sourcing of marketing partners

As well as overseeing and maintaining the overall operational system to ensure maximum efficiency.

- The software developed by the Group for providing digital content services to Operator encompasses four systems: 1) Subscription screening system, 2) Content delivery system 3) Billing system, and 4) Customer service system. These systems are integrated to facilitate seamless connectivity between users and Operator.
- Content Production: Operator determines the types and formats of content required and inform the Group accordingly. The Group reviews and provides only content that complies with its policy of strictly prohibiting inappropriate content. Thereafter, the Group engages content producers to create content in accordance with the Operator's requirements and subject to the Group's review.

- Marketing: The Group appoints marketing partners to promote subscription services to mobile users. All promotional methods are reviewed by the Group for accuracy and appropriateness prior to implementation. Marketing partners promote services through various channels, including online platforms and telephone channels.

2. System Operation Key aspects of the system operation include:

- Subscription data from all channels is stored in the system database. Content to be delivered to users is compiled and transmitted through the system developed by the Group.
- Content data is transmitted via the system to the Operator, who then forwards the content to subscribers' mobile phones.
- In the event of service cancellation, the subscriber notifies the Operator. The Operator then processes the cancellation through the content delivery system, and no further content will be delivered to that subscriber.

3. Revenue Model The Group's revenue model for services provided to Operators is as follows:

- Operator collects service fees directly from subscribers after content delivery.
- The Group receives revenue in the form of a revenue-sharing arrangement from the Operator after the Operator has collected payment from subscribers.

Core Service Responsibilities of the Group's digital content services to Operator are as follows:

1. Technology System Development for Digital Content Services

The Group develops and maintains technology systems to support digital content services, ensuring system efficiency and continuous compatibility with Operator. The systems developed for the digital content service process include:

- Content Management Software (CMS): The Group developed a system to manage subscription data and content delivery. The CMS collects subscription and content data and transmits such data to Operator's systems automatically at preset intervals for each service.
- Mobile Portal (MP) – Online Subscription Screening System: The Group developed a system to screen online subscription requests, incorporating feedback from Operator. When a user clicks a subscription link, the system processes various screening steps to filter out unintended subscriptions. The system then displays an "Advice of Charge" page outlining service details and applicable fees. Once the user confirms the subscription, the transaction is considered complete.
- Data Storage and Reporting System: The Group maintains a system that records successful and unsuccessful content deliveries, integrated with Operator's systems to verify delivery status and generate reports. These reports are used for data analysis and, where requested, for submission to Operator and marketing partners. Summary reports are prepared on a monthly basis.

The Group enters into digital content service agreements with Operator under revenue-sharing arrangements at agreed rates. Operator compile monthly data on successful service transactions and revenue collected from subscribers through channels managed by the Group. The Operator then notifies the Group of the revenue share, enabling the Group to invoice its service fee in the following month.

2. Content Partner Sourcing Services

The Group produces content in accordance with each Operator's requirements. Operator conducts workshops with the Group to determine the types of content to be offered to subscribers, ensuring alignment with the Group's strict policy prohibiting inappropriate content. The Group then defines content guidelines and engages suitable content producers

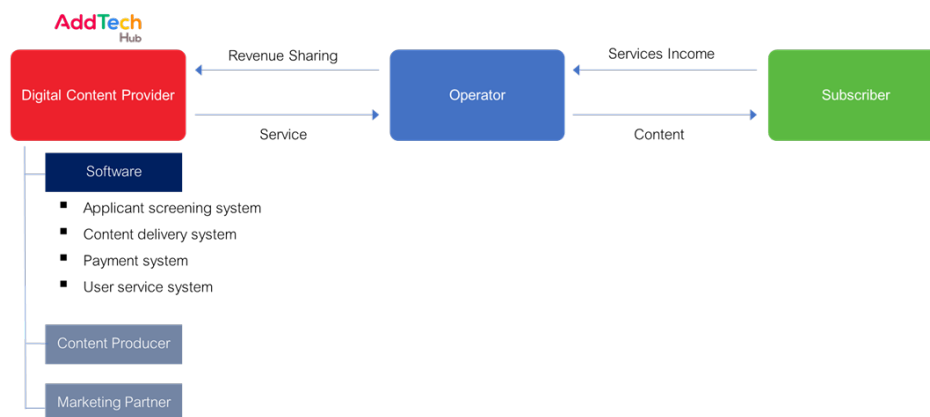
to create content in the required formats. During the service activation process (short code activation), the Operator reviews and approves the content category and sample content. Thereafter, the Group reviews every content item before uploading it to the delivery system to ensure compliance with Operator specifications and approvals.

Content provided to Operator typically includes short messages and video clips, such as health tips, forecasts, and exercise videos. The Group engages reputable or specialized content producers according to the content type required by Operator. Subscribers may subscribe directly through Operator's service numbers or via telephone and online channels operated by marketing partners. The Group compiles subscription data and forwards it to the respective Operator.

2. Provision of digital content services to digital content management service providers and content creator networks

OCEAN and PROP operate in the Digital Content business, focusing on the sourcing and development of music for service provision to digital content management service providers (Content Management Service: CMS) and content creator networks. The operational process begins with coordination with CMS operators and/or content creator networks to understand their music direction and requirements. OCEAN or PROP then engages artists or composers to produce music in accordance with the agreed guidelines. The rights to the produced music are subject to the terms and conditions mutually agreed upon. Once the music has been developed, it is presented to business partners for consideration and selection, as appropriate. After selection, the CMS operator uploads the music into its content management system on the relevant digital platforms. Revenue from this business is primarily derived from the use of such music in video content on digital platforms. The Group recognizes revenue in accordance with the commercial agreements entered into with its counterparties, in its capacity as the rights holder of the musical works.

Diagram of Digital Content Service



Digital Content Service Diagram

Digital Solution Service

The Group has a group of software developers who have a good understanding, experience, and expertise in providing various types of digital solution service, especially those solutions related to digital content service and development of the system's ability to manage large amount of data such as digital content delivery system for various content formats. In addition to the development of digital solutions for use in providing digital content service, the Group also has the ability and potential to expand the scope of digital solution service, both in the form of development to increase the capabilities of the existing solutions or developing new solutions with better efficiency. This applies especially to digital solution in the field of screening or identifying users and payment solution on various platforms that the Group has developed for existing customers. The solutions developed by the Group is ready to be adapted for use with other platforms as well as applied to the systems of clients in various industries who have a need for such

solutions; for example, financial and banking business, e-commerce business. The strengths of the digital solution developed by the Group is that it is able to manage large volume of transactions accurately and swiftly, as well as able to always work efficiently even with a lot of concurrent transactions.

Additionally, with the Group's long-standing business cooperation with Operator in providing digital content service, including the development of digital solutions to use in providing such service, this has led to some Operator trusting and hiring the Company to develop more digital solutions, both solutions that are related to digital content as well as other solutions. Furthermore, aside from providing digital solution service to Operator, the Group also had experience in providing services to other clients in various industries such as entertainment, media and finance.

At present, the Group provides service to develop and maintain digital solutions, all of which are contracted with mobile operators. There are 3 solutions in total, namely, 1) digital content subscription screening solution for online channel (Mobile Portal) 2) payment solution via mobile service charges (Carrier Billing) and 3) digital content service management solution (Digital Content Platform). The details of the current digital solution projects are as follows.

• **Screening solution for digital content subscription via online channel (Mobile Portal)**

Nowadays, Operator relies on a number of digital content service companies that market and supply digital content, and in the online subscription channel, a group of hackers or malware may be present to interfere with the transaction or use of the service. However, such problem has never been encountered by subscribers within the Group's procurement due to the Group having developed a screening solution specifically to screen all the subscribers that come from online channel. The Operator saw the benefits of this solution and therefore hired the Group to develop a solution for screening digital content subscribers via online channel (Mobile Portal) to be used for all online channel subscribers of other digital content service providers working with the Operator aside from the Group. The mentioned solution is a new solution that the Company has developed as an extension of knowledge and expertise from the original solution developed by the Group for screening subscription from online channel provided by the Group only. Such a solution can prevent transactions from bots or create verification methods to make sure that subscription is made by actual mobile users and not by hackers or malware. This security solution will enhance the efficiency of the Operator's online subscription system.

The screening solution functions in a way that it screens all online subscription for Operator, which allows Operator to receive only subscriptions that have been made by actual mobile users. With the Group's expertise in the development of online subscription screening solution, it is possible to adapt the solution to work with the systems of other operators or clients in other businesses who require protection against hacker and malware risks swiftly and efficiently. In addition, such solution does not only support digital content subscription in the form of SMS since at present, digital content has been developed to have a variety of formats available such as video streaming content and video content on various platforms. In the future, the demand for digital content in the form of SMS may decrease but it will be replaced with demand for digital content in other formats. The screening solution for subscription made via online channel, known as Mobile Portal, is a solution that provides one of the subscription steps, not specifically for SMS digital content but it covers screening of subscription for other formats of digital content as well.

Digital content subscription screening solution for online channel (Mobile Portal) revenue is recognized as a share of revenue from digital content service fees paid by the subscribers to the Operator, where the Operator will summarize the revenue share to the Company on a monthly basis.

• **Payment solution via mobile service charges (Carrier Billing)**

The Group has developed a payment solution for an Operator to allow mobile users to pay for services or goods via carrier billing without cash or credit cards whereby payment through the Operator can be done either in a pre-paid or post-paid service. At present, the payment method via mobile phone continues to be a system that helps a wide range of mobile users because it is a stable system and has a wide service coverage, which makes the system one of the alternatives that has a large number of transactions and users, demonstrating the need for payment through such channels. Currently, the Group provides payment service for digital items in one of the most popular mobile applications. However, the Group is ready to expand the development of the carrier billing solution to be compatible with other platforms that need to use the solution to meet the need of customers.

The Group has developed and maintained a payment solution through an Operator to work efficiently and with stability. The main working process of such a solution starts from (1) confirmation of an order for goods or services from the mobile user (2) verifying the accuracy of payment made by the mobile user by sending a One-Time Password (OTP) to the phone number of the mobile user to confirm the purchase of goods or services and (3) sending a payment confirmation to the owner of the product or service in order for the owner of the product or service to deliver the product or service to the mobile user.

The Company will receive a share of revenue from transactions through the said payment solution, and the Operator will summarize the share of revenue to the Company on a monthly basis.

- **Digital content service management solution (Digital Content Platform: DCP)**

The Group provides development service of a digital content service management solution for digital content service provider working with an Operator. The management solution developed by the Group for customers is able to support content subscription by mobile users, screening of service subscriptions, content delivery to subscribers, carrier billing and content delivery tracking, as well as conduct an in-depth analysis to report the statistics of all transactions to clients and Operator. It is a solution that has the ability to manage digital content services covering every step. In addition, the scope of the capabilities of such solution can be further developed by expanding to other forms of digital content such as digital content in the video streaming format which is very popular at the moment. It is a channel with potential for the Group to expand the service in the future.

The Group receives a service fee as revenue sharing at the rate agreed with the customer based on the amount of service payments made by mobile users through the Group's solution.

- **Corporate Cash Card**

At present, the Group provides an electronic wallet system development service in the format of cash cards for a commercial bank. This is a system to provide services to corporate customers in making salary payments to employees who do not possess any bank account. The Group develops a system to connect with the bank's ATM (Automatic Teller Machine) system so that users can withdraw cash from their electronic wallets through ATMs, including bulk payment systems for electronic wallets to support payroll for employees of each organization.

- **Security system for credit and debit card transactions**

At present, the Group has cooperated with partners such as VISA International Thailand and Cherri Tech, Inc., Taiwan to install and maintain 3 Domains Secure (3D-Secure) system, a security system for credit and debit card transactions for the main payment infrastructure provider for all banks and E-wallet service providers in Thailand. The 3D-Secure system is a security system for online payments from bank accounts and electronic wallets via VISA Debit system in Thailand.

- **Customer loyalty management system**

The Group has partnered with Hyweb Technology Company Limited (“HT”), a leading software developer in Taiwan and a listed company on the Taiwan Stock Exchange, to provide services in developing and maintaining customer loyalty management system for retail business for one of the leading financial institutions in Thailand.

Diagram of Digital Solution Service

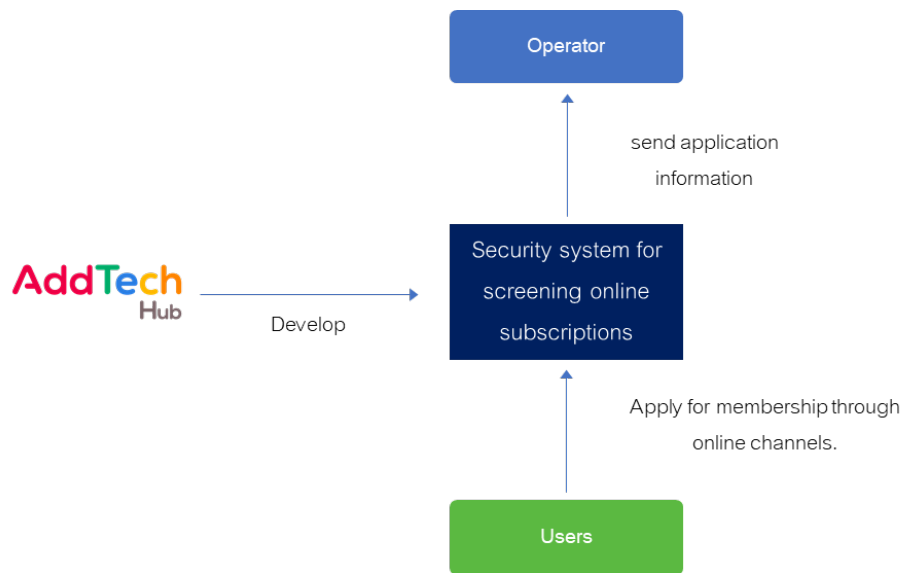


Diagram of screening solution service for digital content subscription via online channel (Mobile Portal)

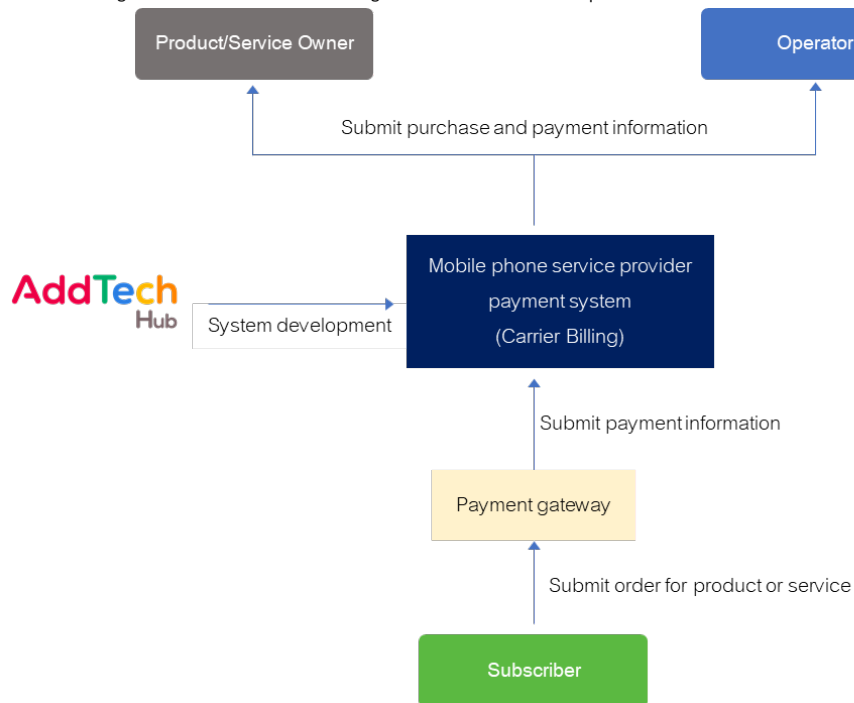


Diagram of payment solution via mobile service charges (Carrier Billing)

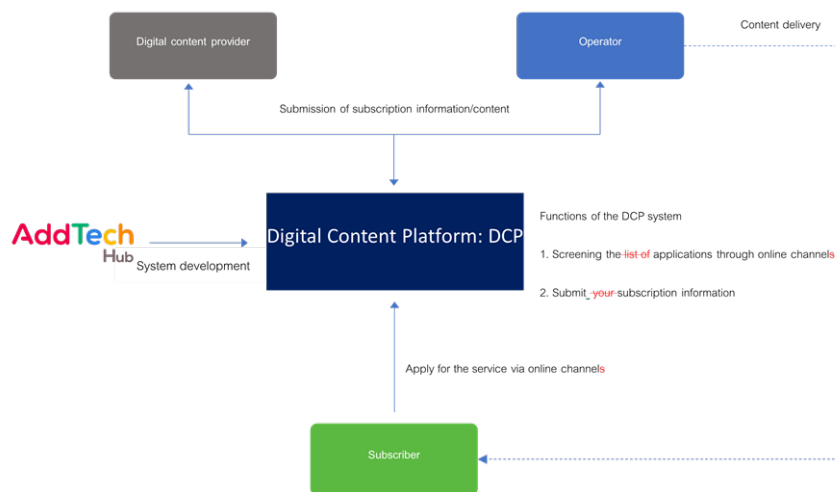


Diagram of digital content service management solution (Digital Content Platform: DCP)

Digital Marketing Service

As the Company's executives and personnel possess expertise in information technology system development and have extensive experience in providing digital content services, the Group has expanded into the digital marketing business. The operations can be divided into three main segments:

1. Digital marketing services to mobile operators ("Operator");
2. Digital marketing services to digital content management service providers (Content Management Service: CMS) and content creator networks (Content Creator); and
3. Marketing services through websites and mobile applications to present information of interest to mobile users.

1. Digital marketing services to mobile operators ("Operators")

In providing services to Operator, the Group operates under a subscription model by supporting Operator's digital content services through sourcing appropriate marketing partners and marketing channels to promote services to mobile subscribers under each Operator's network.

Overview of Operations

1) The Group coordinates with Operator to determine the types of digital content to be marketed to target subscribers. The Group then appoints suitable marketing partners to promote subscription services to mobile users. All promotional methods are reviewed by the Group for accuracy and appropriateness prior to implementation. Marketing activities are conducted through various channels, including online media and telesales.

2) Revenue Model:

- Operator collects service fees directly from subscribers after content delivery.
- The Group receives revenue in the form of revenue sharing from Operator after the Operator has collected payment from subscribers.

The Group enters into digital marketing service agreements with Operator under revenue-sharing arrangements at agreed rates. Operator compiles monthly data on successful service transactions and total revenue collected through channels managed by the Group. They then notify the Group of the revenue share, enabling the Group to invoice its share in the following month.

3) Sourcing of Marketing Partners:

The Group sources marketing partners who act as intermediaries in promoting Operator's digital content services through various channels, including telesales, online media advertising, and SMS advertising. The Group conducts a preliminary review of each marketing partner and submits partner information, along with sample content types to be promoted, to the Operator for approval prior to launching any campaign. Subscribers may register for services through the channels promoted by marketing partners, either directly via the Operator's service numbers or through telephone

and online channels operated by marketing partners. The Group compiles subscription data and forwards it to the respective Operator.

2. Digital Marketing Services for CMS Operators and Content Creator Networks

The Group provides digital marketing services through Glory Limited (“**GLORY**”) and PropTech Co., Ltd. (“**PROP**”), focusing on CMS operators and content creator networks on global digital platforms.

The core operations include developing and executing marketing plans to promote the use of music under partners’ management for incorporation into video content. GLORY and PROP coordinate with both CMS operators and content creators to encourage widespread usage of designated music tracks.

In addition to working with music rights administrators, GLORY and PROP actively engage and support content creators to utilize selected music. When video content incorporating such music gains popularity and generates revenue, the music owner receives income through platform arrangements with counterparties. The Group receives a share of marketing revenue from partners under commercial agreements and subsequently shares part of such revenue with content creators under agreed terms. Accordingly, the business structure operates under a multi-level revenue-sharing model, involving rights holders, content managers, the Group, and content creators.

3. Marketing Services via Websites and Mobile Applications

The Group also provides advertising space to business operators for promoting products or services to their target audiences. Currently, PROP operates the website ReviewYourLiving.com, a mobile application, and a Facebook page presenting real estate-related content, such as: information on new property projects, attractive residential locations for single houses, townhomes, or condominiums, property sales and rental information, and real estate industry news beneficial to viewers. PROP generates revenue from advertising and promotional content published on behalf of real estate developers or advertising agencies. Revenue is also derived from advertising space rentals in various formats, including commissioned property reviews, sponsored articles, and promotional news and campaign announcements.

Associate company's business

The Company has invested in associate companies. Each company has the following businesses:

1. Seven Connect Advisory Company Limited (“**7C**”), in which the Company holds 46.73% of shares. 7C and its affiliates operate business as a business consultant, an accounting consultant, establishing an internal control system, business restructuring and merger, consultant in preparing to list security on the Stock Exchange of Thailand, and advisor to companies already listed on the Stock Exchange.

In addition, 7C has an investment in Thai-Thai Engineers Company Limited (“**TTE**”), in which 7C holds 100% of shares, which operates as an environmental consultant. There are experts who have experience in various environmental fields in providing advice and solving problems in the process of requesting permission to construct real estate projects. TTE has experience in preparing environmental impact assessment reports for many large projects in Bangkok and surrounding areas such as One Bangkok, Central Embassy, Samyan Mitrtown, Singha Complex, THE FORESTIAS by MQDC, etc.

2. Orisma Company Limited (“**OMH**”), in which the Company holds 20% of shares, operates as a holding company with 1 subsidiary as follows: Orisma Technology Company Limited (“**ORM**”), in which OMH holds 99.99% of shares, engaged in design and development business for websites, web application and mobile application, cloud services in partnership with AWS Technology, and also domain registration services and issuance of SSL certificates.

3. GTI Corporation Company Limited (“GTI”), in which the Company holds 15% of shares, operates as a comprehensive construction service provider. GTI has expertise in various types of construction services and is ready to offer related services. The types of services include civil construction work, interior design work and interior architecture, electrical and communication systems (EE), engineering and public utilities (ME) systems, sanitary systems, audio-visual (AV) system, unified communications (UC) system, smart building system, IT network system, after-sales service and feng shui consulting services.

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

Research and development (R&D) policy : No

R&D expenses in the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

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

Marketing and Competition

1. Competitive strategy

(1) Specialized experts to meet the customer needs to the highest level

The Group has specialized software developers who have experience in working with the information technology development department in the telecommunication business for more than 20 years. The Group’s personnel therefore understand the customer’s work process and are able to provide efficient service to customers in accordance with the standards set by the customers and provide solutions to customers effectively. In addition, the Group has continually supported the development of employees’ potential in order to increase their efficiency in a systematic way and to be able to adapt quickly to the changing technology resulting in the Group’s ability to respond to the customer needs satisfactorily. Throughout the Group’s operations, the Group has attached importance to the work of all employees by implementing the structure and work process in accordance with industry standards, having risk prevention practices and reducing dependency on any individual employee. This is to ensure the continuity and maximum efficacy in the execution and development of the customer’s work.

(2) Favorable relationships with customers and business partners

The Group has a long history of good relationships with customers and partners as the Group’s management team has a long experience of working with well-known national telecommunication companies. Therefore, the Group has a thorough understanding of customer needs, which helps the Group meet those needs according to their objectives and plans and has thus gained trust from customers and partners in providing information technology services continuously. In addition, the Group has received opportunities to provide additional services to other related sectors as well, such as the development of a cyber security solution, the development of a mobile payment solution and the development of transaction management solution for goods and services.

(3) Collaboration with partners from various industries

The Group has collaborated with partners from various industries in providing information technology services including telecommunication industry, real estate industry, media industry, and service industry. The Group’s service quality is recognized and recommended to other industries which allows the Group more opportunities to be recommended and work with partners in new industries. The Group believes that it will be able to build from such business cooperation to offer new and more diverse services in the future.

(4) Pricing strategy that allows flexibility in customer’s investment

The Group has a pricing policy to provide digital solution service to customers primarily in the form of revenue sharing. That is, customers of the Group may not have to invest in the development of the solution themselves as the Group will develop the solution until its completion and then jointly recognize the revenue with the customers according to the revenue share that has been agreed upon in the contract after the solution has been used by mobile users. The Group believes that this pricing strategy will benefit the Group in terms of continuity in revenue recognition and long-term incentives for customers to use the Group's services.

2. Characteristics of target customers

The target customers of the Group can be divided into 3 groups, namely, customers in telecommunication business, digital content management service provider, and customers in other businesses. The characteristics of each customer group are as follows:

(1) Customers in telecommunication business

This group of customers are telecommunication operators or mobile and internet service providers, collectively known as Operator. The Group contacts the Operator directly to inquire about their system and service needs, for which the Group develops the system or provides the service to support the operations of the telecommunication business customers by relying on the Group's experienced and expert information technology personnel. This allows customers in this group to be more agile, be able to adapt rapidly, and reduce the cost of system development or self-service provisioning. In addition, the Group will periodically observe and test the developed systems in order to promptly notify the customers and fix any bugs or problems found or that may occur to such systems. Furthermore, the Group also keeps track of changes in technology in various fields that may affect the customer's business in order to consider the development of systems in existing or new projects.

(2) Digital Content Management Service Providers (Content Management Service: CMS)

This customer segment consists of digital content management service providers (Content Management Service: CMS) operating on international digital platforms. The Group conducts business in the sourcing, development, and management of music content for use in video content on digital platforms. The Group coordinates with CMS operators and/or content creators to understand market direction and demand. It then engages artists or composers to produce music in accordance with the specified guidelines. Once the music is selected, the business partner uploads the music into its content management system on the relevant digital platforms. Revenue is generated from the use of such music in video content in accordance with the platform's monetization mechanisms. The Group recognizes revenue based on commercial agreements with its counterparties, either in its capacity as the rights holder of the works or as a related service provider. The Group does not receive payment directly from end users. Providing services to this customer segment enables the Group to expand its revenue base into international markets and enhance geographic diversification of its revenue sources.

(3) Customers in other industries

Customers in other industries who wish for the Group to develop systems or platforms related to their business are customers who focus on security and stability of the system. The majority of these customers have been referred to the Group by existing customers or through the Company's website. These customers believe in the Group's work experience and the expertise of the Group's information technology personnel and consequently hire the Group to provide such services. In the past, the Group's customers in other industries consisted of real estate customers and advertising media customers, whereas presently the Group is in the process of exploring digital solutions with companies in other industries.

3. Distribution Channel

(1) Direct contact with customers

The Group's provision of information technology services will be conducted by contacting and making an appointment with the customer's business development department directly to inquire about their needs and their future projects.

The Group will then discuss internally with the Group's information technology personnel to study the feasibility of developing the system according to the customer's requirements and then present the plan to the customer. If the customer agrees for the Group to implement the said plan, the Company will develop the system together with the customer's personnel until it is ready for use, including testing the system before actual implementation. The Group shall also provide personnel who are available to support and solve any problems that may occur with such systems.

(2) Contact via online channels and applications

As for the advertising business, the Group offers advertising space rental service through (1) [ReviewYourLiving.com](https://www.reviewyourliving.com) website and (2) ReviewYourLiving Facebook Page. These are media and advertising service channels for customers in property development sector where customers can preview the advertising content of various real estate projects through the aforementioned channels. In addition, the Group has developed the ReviewYourLiving application as an alternative channel for providing information on real estate projects. Customers are able to contact the Group through all the above channels.

4. Pricing Policy

The pricing characteristics of the Group can be divided into 3 types as follows:

(1) Revenue sharing pricing

In providing digital content service, digital solution service, and digital marketing service, the Group recognizes revenue in the form of revenue sharing generated by mobile users of digital content service or digital solutions that the Group has developed and/or provided to its customers at the agreed rate as specified in the terms of contract between the Group and the customer. The Group believes that pricing in this manner will help gain customer confidence as they do not have to invest in the cost of developing such systems by themselves. In addition, pricing in such a way will result in the Group having long-term income when there is a continuous use of such information technology systems.

(2) Pricing on an occasional or a monthly basis over the effective period of the contract

If the customer enters into a digital solution maintenance contract with the Group, the Group will set a price based on the cost of the information technology personnel who provide the solution maintenance service to the customer plus an appropriate gross margin (Cost-Plus Pricing), which will require customers to pay on a one-time or monthly basis, depending on the conditions specified in the contract. In this regard, such pricing method will result in the Group earning consistent income throughout the contract period.

(3) Market pricing

For advertising space rental business related to real estate projects, the Group will set the price of advertising space on the website and Facebook Page according to the competitive market rate. The Group will consider changing the advertising rates on an annual basis to be consistent with the market conditions.

The industry competition during the preceding year

Industry overview

Business trends related to information technology business

Digital service businesses have become widely available. Entrepreneurs in each industry have hired experts to provide advice and install information technology systems to be applied to their own businesses, which increases the efficiency of business operations. For example, providing payment services via mobile phones and internet, increasing sales channels via online systems, etc. As a result, businesses providing internet network services must constantly improve and develop their systems so that their services can support the increasing usage in a stable manner.

In 2024, the total market value of digital services amounted to approximately THB 367,738 million, representing an increase of 19.54% compared to 2023.

From the data, it can be seen that the overall digital service market value tends to increase continuously from technological advancements and diverse digital services that can respond to various consumer needs. Therefore,

entrepreneurs have turned to businesses related to digital services and internet systems more and more continuously, reflecting the growth potential of the digital service industry, which still has a high growth rate.

Diagram of the industry competition during the preceding year

Market share and market position

No.	Company	Data for 2024*	
		Total revenue (THB)	Market share (%)
1	The Group of AddTech Hub PLC	323,406,046	31.47
2	Cheese Digital Network Co., Ltd.	231,883,749	22.56
3	Macro Kiosk Co., Ltd.	158,705,712	15.44
4	Think Smart Co., Ltd.	108,890,991	10.60
5	Somone Co., Ltd.	85,707,170	8.34
6	AVI Mobiletainment Co., Ltd.	36,577,764	3.56
7	Smile Interactive Co., Ltd.	30,345,617	2.95
8	Smart Telebiz Co., Ltd.	27,522,001	2.68
9	Hex Cube Co., Ltd.	24,055,302	2.34
10	A Good Plus Co., Ltd.	618,799	0.06
Total		1,027,713,151	100.00

* Latest data from the Department of Business Development as of 17 February 2026

Digital services market value

Category	Digital services market value* (THB Million)		Rate of change (%)
	2023	2024	
Online media	43,036	40,585	-5.70
e-Tourism	15,881	17,983	13.24
e-logistics	92,429	108,693	17.60
e-Retail	80,053	117,107	46.29
e-Advertise	24,974	23,818	-4.63
FinTech	47,690	55,207	15.76
HealthTech	1,378	2,059	49.42
EdTech	2,189	2,286	4.43
Total	307,630	367,738	19.54

* Latest data from the Digital Economy Promotion Agency as of 17 February 2026

1.2.2.3 Procurement of products or services

Information technology services provided by the Group in each project have different characteristics, details of work, and operational periods depending mainly on the needs of the customers and the agreement between the Group and the customer.

The company's production capacity

	Production capacity	Total utilization (Percent)
Information technology personnel (Person)	30.00	100.00

Acquisition of raw materials or provision of service

Service process

1. Receiving customer's requirements: The Group's executives discuss with customers to understand their needs and conditions and to suggest preliminary action.
2. Discussion with the Information Technology Department: The Group's executives conduct internal discussion with the Information Technology Department to analyze the implementation guidelines for the development of the system and all relevant work procedures. The Information Technology Department will assess the feasibility, operational procedures, time, personnel, and resources required to develop the work.
3. Create a plan and propose to the customer: The Group's executives and the Information Technology Department prepare an overall system development action plan and present to the customer for their acknowledgement of the operation and conclude details together with the customer.
4. Agree to enter into a contract: The customer and the Group enter into a contract whereby the nature of contracts related to system development can be divided into two types as follows:

- Revenue Sharing Contract

The scope of this type of contract combines both system development and system maintenance in the same contract where the Group shall develop the system and deliver it to the customer. Revenue will be recognized as a proportional revenue share as stipulated under the terms of the contract when the customer deploys the system.

- Development Contract

The scope of service of this type of contract is for system development only and the Group will recognize revenue from entering into such contract on an occasional basis or based on the progress of work, depending on the conditions stipulated in the contract.

5. Execute system development: The Group's information technology personnel develop the system for the customer whereby the Group and the customer will periodically review the progress and accuracy of work under development.
6. Conduct system testing: When the development of the system is completed, the Group will conduct a test on the functionality of the said system in every step as if it were actually used and report the test results to the customer for the customer to assess their satisfaction with the system.
7. Delivery: After the customer accepts the system test results that it can operate correctly and completely in every step, the Group will deliver the said system to the customer.
8. After delivery service: After the delivery of the work, the Group will maintain the system under the terms of the service contract, which can be divided into two types as follows:

- Revenue Sharing Contract

This type of contract specifies that maintenance work is part of the scope of services in the contract from the moment the customer agrees for the Group to develop the system. Therefore, the Group will maintain the system together with the customer continuously after the work has been delivered to the customer in order to keep the system stable and efficient throughout the period that the customer uses the system. The Group will recognize the share of revenue from service usage in proportion as stipulated in the terms of the contract.

- Maintenance Agreement Contract

This type of contract specifies the scope of service only for the maintenance of the system. The Group will enter into such contract with a customer if the customer who hired the Group to develop the system wishes to hire the Group as a system maintenance service provider after the Group has delivered the system development work to the customer. The Group will provide information technology personnel to supervise such system throughout the contract period. For this type of contract, revenue will be recognized on an occasional or monthly basis, depending on the nature of the service.

Procurement of services

Procurement of services to meet the needs of the Group's customers requires information technology personnel. Therefore, the Group focuses on recruiting potential personnel who are ready to grow together with the Group in the long term as well as continuously supporting the knowledge development of such personnel. The Group's personnel are encouraged to receive training to develop the knowledge and competence required to perform tasks in order to be ready and proficient in the development of a variety of work systems as appropriate to the customer groups in each industry with different business characteristics and needs. The Group believes that this approach will enable these personnel to work on behalf of one another in every segment of the work, which will prevent the Group from having to rely on any one individual. Throughout the past, information technology personnel of the Group have shown great competence in overseeing and developing new technology systems in accordance with customers' requirements. Additionally, the Group is aware of the importance of the information technology systems for customer service as they are vital for the Group's personnel to use as operational tools to provide customer service. The Group has therefore invested in the procurement of efficient and stable cloud-based systems from leading internationally recognized companies such as Microsoft, Google, Amazon, and Digital Ocean.

Proportion of domestic and overseas procurement

Income from	Name of raw material	Value (Baht)
Thailand	Revenue sharing cost	181,692,910.75
Thailand	Information technology personnel	36,595,034.85

1.2.2.4 Assets used in business undertaking

Core permanent assets

Details of the Company's key fixed assets used in business operations can be summarized as follows:

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Building improvement	259.35	Ownership	None	Unit: THB Thousand
Office equipment	185.89	Ownership	None	Unit: THB Thousand
Computer equipment	1,018.47	Ownership	None	Unit: THB Thousand
Vehicle	2,389.58	Ownership	None	Unit: THB Thousand

Core intangible assets

Details of the Company's intangible assets used in business operations are website and application development fee.

The appraisal price of core intangible assets

List of assets	Types	Book value / Appraised value	Additional details
Website development costs and computer software licensing fees	Software	432.20	Unit: THB Thousand

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes

companies

Policy for investment and governance of subsidiaries and associate companies

The Company has an investment and governance policy for subsidiaries and associate companies by investing in businesses that are related, similar to, or that will benefit and support the Company's business operations, taking into account the returns of all stakeholders to strengthen the stability and performance of the Company.

In addition to governing the operations of subsidiaries and associate companies, the Board of Directors will consider assigning representatives of the Company who have qualifications and experience suitable for the business in which the Company invests in to be the directors of such subsidiaries and associate companies. Such representatives may be directors, deputy directors, and executives of the Company, or any person of the Company who has no conflict of interest with the business of those subsidiaries and associates. This is in order for the Company to be able to supervise the business and operations of its subsidiaries and associate companies as if they were a unit of the Company. As the Company considers that having a good, transparent, and verifiable management system is important and it will help to maintain the interests of the Company's investment, it therefore requires its representatives to manage the business of the subsidiaries and associate companies in the best interests of the Company and to ensure compliance with the laws

relating to the business operations of such subsidiaries and associate companies. In addition, assignment of representatives to be directors in such subsidiaries and associate companies shall be in accordance with the Company's shareholding proportion in such subsidiaries and associate companies.

The Company provides its subsidiaries with an appropriate and sufficient internal control system to prevent potential corruption. It also provides a clear work system to ensure that there is an adequate system for disclosing information on significant transactions continuously and accountably in accordance with the established rules. Furthermore, the Company establishes a mechanism to audit the said work system in the subsidiaries by allowing the team of internal auditors and independent directors of the Company to have direct access to information. The results of such system audit are reported to the Executive Committee or the Board of Directors to ensure that the subsidiaries have consistently complied with the established work system.

In this regard, the Company will closely monitor the performance and operating results of its subsidiaries and associate companies and supervise the disclosure of connected transactions as well as ensuring that data and accounting records of the subsidiaries and associate companies are stored for the Company's examination. The operating results are to be reported regularly to the Executive Committee or the Board of Directors for further planning of work process and operational goals.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

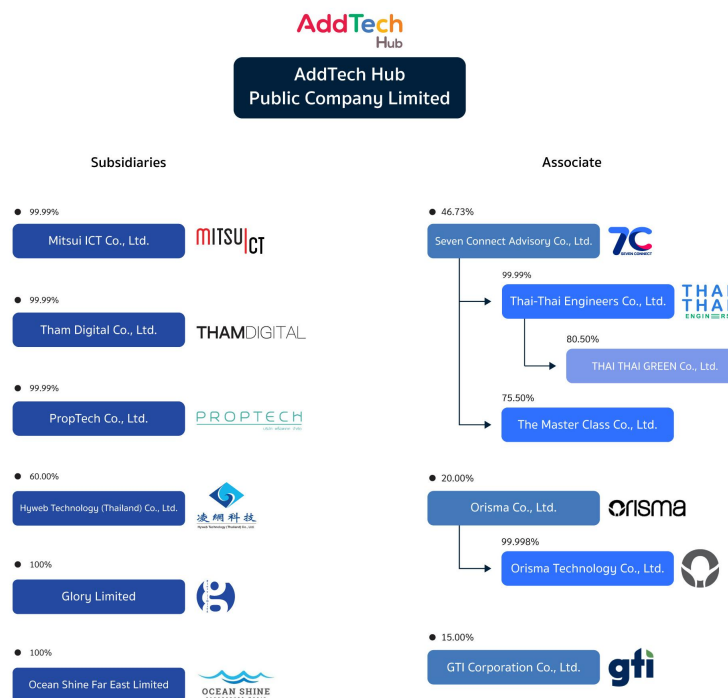
Policy on operational organization within the group of companies

The Company is comprised of a Board of Directors appointed by the shareholders' meeting to act as a representative in corporate governance by setting strategies, visions, policies, goals and missions of the Company and monitoring the management to implement the strategies and ensure equitable treatment of all stakeholders. In order to make the Board's performance more effective, the Board of Directors has appointed various committees and/or subcommittees to perform duties as assigned by the Board of Directors or in accordance with the policies set by the Board of Directors. In order to create a balance in the organization's work, the Board of Directors has engaged independent parties to monitor internal and external operations and supervise the Company to have a good corporate governance system that supports the Company's achievement of its objectives, goals and directions, including compliance with laws and regulations, ethical business conduct and comprehensive consideration of all stakeholders while integrating environmental, social and corporate governance dimensions to create added values and sustainable growth.

Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes
companies?

Shareholding diagram



Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Mitsui ICT Company Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	99.99%	99.99%
PropTech Company Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	99.99%	99.99%
Tham Digital Company Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	99.99%	99.99%
Hyweb Technology (Thailand) Company Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	60.00%	60.00%
	Hyweb Technology Company Limited	40.00%	40.00%
Glory Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	100.00%	100.00%
Ocean Shine Far East Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	100.00%	100.00%

Associated companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Seven Connect Advisory Company Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	46.73%	46.73%
Orisma Company Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	20.00%	20.00%
GTI Corporation Company Limited	ADDTECH HUB PUBLIC COMPANY LIMITED	15.00%	15.00%
	ABW Holding Company Limited	34.65%	34.65%

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

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Mitsui ICT Company Limited Empire Tower, Unit 4106-7, 41st Floor, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Telephone : 0 2835 3957-8 Facsimile number : 0 2835 3959	Digital content service	Common shares	200,000	200,000
PropTech Company Limited Empire Tower, Unit 4106-7, 41st Floor, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Telephone : 0 2835 3957-8 Facsimile number : 0 2835 3959	Digital content service and digital marketing service	Common shares	70,000	70,000
Tham Digital Company Limited Empire Tower, Unit 4106-7, 41st Floor, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Telephone : 0 2835 3957-8 Facsimile number : 0 2835 3959	Digital solution service	Common shares	2,000,000	2,000,000
Hyweb Technology (Thailand) Company Limited Empire Tower, Unit 4106-7, 41st Floor, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Telephone : 0 2835 3957-8 Facsimile number : 0 2835 3959	Digital solution service	Common shares	100,000	100,000

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Seven Connect Advisory Company Limited 304/9 Soi Ladprao 87 (Chandra Suk), Ladprao Road, Khlong Chaokhunsing, Wangtonglang, Bangkok 10310 Telephone : 0 2932 3082 Facsimile number : 0 2932 2990	Financial and business advisory service	Common shares	19,900	19,900
Orisma Company Limited 1050 Phatthanakan Road, Suan Luang, Bangkok 10250 Telephone : 0 2318 9800 Facsimile number : 0 2318 9501	Holding Company	Common shares	1,668,754	1,668,754
GTI Corporation Company Limited 232 Soi Amornpan 4, Ladyao, Chatuchak, Bangkok 10900 Telephone : 08 8957 5444 Facsimile number : -	Construction service and other related services	Common shares	500,000	500,000
Glory Limited Room 1, 23/F, Guangdong Finance Building, 88 Connaught Road West, Hong Kong Foreign country Telephone : 0 2835 3957-8 Facsimile number : 0 2835 3959	Marketing service for music used in video content	Common shares	100	100

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Ocean Shine Far East Limited Unit 6, 8/F, Tower B, 83 King Lam Street, Lai Chi Kok, Hong Kong Foreign country Telephone : 0 2835 3957-8 Facsimile number : 0 2835 3959	Background music service for video content	Common shares	100,000	100,000

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

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

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business group of a major shareholder? : No

1.3.4 Shareholders

List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Mr. Chawan Boonprakobsap	87,006,000	51.79
2. G&K Advisory Company Limited	8,000,000	4.76
3. Mr. Surakij Sineetanun	4,360,000	2.60
4. Mr. Tanin Rattanasiriwilai	4,163,000	2.48
5. Mr. Chusak Amornphairoj	3,684,200	2.19
6. Mr. Kriengsak Lao-arpasuwong	3,380,200	2.01
7. Mr. Sompoch Tanutantivong	3,000,000	1.79
8. Mr. Wanlop Pongnetwilai	2,399,900	1.43
9. Mr. Jenvit Jivakulchainan	2,178,000	1.30
10. Mrs. Sophida Boonprakobsap	2,042,800	1.22
11. Thai NVDR Company Limited	1,718,195	1.02
12. Mr. Sompol Yotviriyapanich	1,692,000	1.01
13. Mr. Bunchob Ongtanasin	1,554,000	0.93
14. Miss Rattinart Boonprakobsap	1,240,000	0.74
15. Mr. Kudun Sukhumananda	1,136,800	0.68

Major shareholders' agreement

Does the company have major shareholders' agreements? : No

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht) : 84,000,000.00

Paid-up capital (Million Baht) : 84,000,000.00

Common shares (number of shares) : 168,000,000

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

Preferred shares (number of shares) : 0

Value of preferred share (per share) : 0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

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

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

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

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

Number of shares (Share) : 1,718,195

Calculated as a percentage (%) : 1.02

The impacts on the voting rights of the shareholders

Thai NVDR Company Limited holds approximately 1 percent of the Company's shares. Therefore, the Company will not be affected by the shareholders' voting rights due to the mutual fund or NVDR issuer not exercising their voting rights in the Shareholders' meeting.

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

AddTech Hub Public Company Limited intends to operate its business on the basis of good corporate governance principles, transparency and accountability by taking into account the interests of all stakeholders. The Company is also aware of the rights of shareholders both as investors and as owners of the Company. Therefore, in order to add value to shareholders in the long term, the Company has set a policy to pay dividends to shareholders at the rate of not less than 40% of net profit from the separate financial statements after deduction of corporate income tax and all types of reserves as stipulated in the laws and the Company's Articles of Association. However, such dividend payment is subject to change depending on necessity and other appropriateness as the Board of Directors deems appropriate.

For the subsidiaries, the dividend policy follows the consideration of the Board of Directors of the subsidiary and/or the shareholders of that subsidiary in dividend payments with the consideration based on the appropriateness of the business conditions such as the investment plan for the expansion of the subsidiary's business and the adequacy of cash flows. In this regard, the dividend policy of the subsidiaries mentioned above has been approved by the Board of Directors of each subsidiary.

In this regard, the annual dividend payment must be approved by the Annual General Meeting of Shareholders unless it is an interim dividend payment. The Company's and subsidiaries' Board of Directors may, from time to time, approve the payment of interim dividends when it considers that the Company and its subsidiaries have sufficient profit to do so, and the payment of such interim dividend shall be reported at the next shareholders' meeting for acknowledgement.

The dividend policy of subsidiaries

The dividend payment policy of the subsidiaries is in accordance with the Company's dividend policy as stated above.

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	0.5200	0.3600	0.1600	0.3600	0.3800
Dividend per share (baht : share)	0.4700	0.3400	0.1700	0.3600	0.3500
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : N/A	0.0000 : N/A	0.0000 : N/A	0.0000 : N/A	0.0000 : N/A
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	75,200,000.0000	54,400,000.0000	27,200,000.0000	57,600,000.0000	58,800,000.0000
Dividend payout ratio compared to net profit (%)	99.15	95.26	109.54	99.06	93.53

2.1 Risk management policy and plan

Risk management policy and plan

AddTech Hub Public Company Limited is aware of the importance of risk management as a part of good corporate governance and an essential basis for achieving the Company's objectives. Risk identification and management will support the Company in making better decisions and identifying opportunities, including mitigation of impact from events or risks that may impact the shareholders.

Risks refers to opportunities or events that may occur and affect the achievement of objectives or goals set by the Company, the impact may be on the financial or on the public image and reputation of the Company.

Objectives

1. Establish an operational framework in the Company's risk management process for implementation throughout the organization
2. Ensure that there is an appropriate specification of control responsibilities for identified risks

Scope

This policy applies to all operations including directors, executives and all employees of the Company.

Policy Procedure

1. The Company organizes risk management system and processes throughout the organization and its Group companies to be in line with business strategies and goals and in accordance with the international standards. The risk assessment shall cover various areas including strategic risk, operational risk, financial risk, compliance risk, information technology risk and corruption risk.
2. All executives and employees of the Company are risk owners who are responsible for identifying and assessing the risks of the departments for which they are responsible, as well as establishing appropriate measures to manage the risks. The Company will manage the risks to be within the risk appetite level or deviate not more than risk tolerance level.
3. All risks affecting the achievement of the Company's objectives must be addressed as follows:
 - Timely identify potential risks
 - Assess the likelihood of risks and consequences if such events occur
 - Manage risks in accordance with established risk management criteria, taking into account the costs involved and the benefits to be gained from managing such risks
 - Regularly monitor and review risk management to ensure that the Company's risks are properly managed
4. All high level and very high level risks that may affect the Company's business plans and strategies must be reported to the Risk Management Team, the Audit Committee and the Board of Directors.
5. The Risk Management Team must review this policy annually and propose to the Board of Directors for approval if there is any change.

2.2 Risk factors

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

Risk 1 Risk from reliance on large or few customers

Related risk topics : Strategic Risk

- Reliance on large customers or few customers

Risk characteristics

More than 50% of the Group's revenue is primarily derived from digital content services and digital solution services provided to mobile network operators ("**Operator**"), with the Group's main revenue coming from two operators. The revenue or revenue sharing ratio is determined according to the contract that has been agreed upon in advance. In the future, if the Operator negotiates to reduce the revenue sharing ratio that the Group will receive from the current rate, it will have a significant impact on the Group's income.

Risk-related consequences

The Group shall conduct its business under the terms of each Operator from the establishment of a system for connection with the Operator that is efficient enough to provide services to mobile users, determining the nature of the service or the content, and determining the service or content delivery frequency which must be approved by the Operator prior to the service launch, including the storage of proof of subscription and proof of service for later review. If the Group fails to comply with the Operator's requirements, the Group can be suspended from providing services.

Risk management measures

The Group's management has been in business with the Operator for more than 15 years, with its employees regularly communicate with the Operator about operational guidelines and ready to adjust the operational methods to match with the operational methods of the Operator. In the past, the Group has never encountered any serious operational problems that would affect its business operations. In addition, the Company's executives believe that with its reputation and quality of service, the Company is considered a system service provider with good relationships with all Operators and continuously trusted by the Operator. The Company therefore believes that it will be able to maintain the revenue sharing ratio with the Operator at a rate that is acceptable to both parties in the long term.

Risk 2 Risk from relying on personnel in important positions

Related risk topics : Operational Risk

- Reliance on employees in key positions

Risk characteristics

The Company's business operations and development of information technology services are carried out by personnel with specialized knowledge, competence, and experience, which are valuable resources and a key contributor to business operations, hereby referring to information technology employees. Therefore, if the Company loses those personnel, it may take a lot of time to train the replacement personnel, which may affect the development of the Company's business.

Risk-related consequences

The Company's operations may be disrupted due to lack of important personnel in the work process and may affect the corporate image and operating results of the Company.

Risk management measures

The Company is aware of the aforementioned risk and has implemented risk mitigation measures by diversifying operational responsibilities so that multiple employees are able to perform and substitute for one another, without reliance on any single individual. In addition, the Company values its personnel by promoting the development of knowledge and understanding of the business and participation in the operations of the Company as much as possible.

Risk 3 Risk from changes in the industry

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates

Risk characteristics

The Group is a provider of digital content that operates in conjunction with the Operator, whereby the Company supplies the content for the Operator's service to the end users and the Company receives a share of the service revenue charged by the Operator from the users. At present, the Company has entered into such service agreements with all major Operators. It is considered an important operational strategy that the Company wants to reach all users and not limited to users of a particular network. Most of these contracts are automatically renewed every year and they have been renewed continuously.

Risk-related consequences

The Group's main revenue comes from provision of digital content service operated with two major Operators, where the Company may be at risk from not having the said contracts renewed or projects are delayed while waiting for clarity from changes in the industry resulting in a large loss of income, as well as having a significant impact on the Company's business operations.

Risk management measures

The Group is aware of such risk and the management believes that the good relationship with Operators for more than 15 years can help to mitigate such risk. In addition, the Group also has experienced IT development personnel who can facilitate Operators both in terms of quick remedial actions and the development of various systems related to the existing business to be more efficient and stable. This will ensure that the Group can continue delivering reliable performance in the long run.

Risk 4 Risk from relying on large or few trading partners or distributors

Related risk topics : Strategic Risk

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

Risk characteristics

The Group derives approximately one-third of its total revenue from digital content services. Currently, the Group is dependent on certain marketing partners because the Group's revenue share from Operators is a result of the effective marketing by its marketing partners.

Risk-related consequences

Although the Group shares revenue with multiple partners, the revenue share attributable to the two main marketing partners accounts for approximately 50% of the revenue share from digital content services.

Risk management measures

The Group is aware of such risk and believes that the good relationship with partners and Operators that the Group has always had will enable the Company's operations to continue smoothly. In addition, the Company continuously manages good relationships with its partners by considering jointly to understand the market needs and related requirements to ensure that the operation is professional and efficient in order to maintain the good relationship.

Risk 5 Risk from changes in the business of trading partners or operators in the supply chain

Related risk topics : Strategic Risk

- Business operations of partners in the supply chain

Risk characteristics

The Group is dependent on certain marketing partners because the Group's revenue share from Operators is a result of the effective marketing by its marketing partners.

Risk-related consequences

If there is a business change in the supply chain when an efficient trading partner becomes a competitor, this may cause the Company to lose revenue and operations become more difficult due to the increased number of competitors.

Risk management measures

The Group believes that with the good relationships with trading partners and Operators that the Group has always had as well as the reputation and quality of service, the Company will maintain the trust of partners and Operators to continue operating smoothly.

Risk 6 Risk related to changes in customer/consumer behavior or needs

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers

Risk characteristics

Consumer behavior and needs change with the evolution of new products and services, as well as changes in regulatory rules, which also contribute to the opening of markets and services with new technologies. The factors mentioned above have an impact on the business operations of the Group in term of service model.

Risk-related consequences

The Group's revenue largely depends on revenue from providing digital content services in collaboration with Operators, the Group's revenue risk therefore also depends on the Operator's efficiency and capability in the provision of digital content service.

Risk management measures

The Group provides new digital solutions to Operators based on the usage and payment behavior of mobile users who have wider choices, which is the development of payment through Operators (“Carrier Billing”) for the purchase of content or other digital goods (“Digital Assets”). This is a convenient payment channel and easily accessible to all mobile users. It is able to reach more users in Thailand than other payment channels such as credit card, cash card, and electronic payment.

In terms of the competitive landscape of digital media, today is an era where there is a large amount of content on the internet which has created business models to generate revenue from various types of information. The commonly seen formats are (1) free content services and earning advertising income from businesses such as YouTube, Facebook, Instagram, TikTok, etc. (2) subscription services such as Netflix, Disney+, etc., or a combination of (1) and (2) which is free content with advertising or subscribing to remove advertisement and unlock additional premium services such as Spotify as well as a wide range of mobile applications, (3) direct payment for content, for example electronic books (“E-books”) such as Ookbee, Meb, Shutterstock, and online magazines such as TIME, The Economist. Business model (1) providing free content and earning advertising income is an increasingly popular business model today due to its fastest accessibility to users and when there is a large number of users, there will be demand for advertisements from businesses to users of such platforms. However, the management considers that the business model (2) and (3), which is a direct content sale, while it can reach a smaller audience than the business model (1), it is less risky because it can generate revenue directly in relation to the content it produces.

Therefore, the management believes that the change in technology will not affect the services of the Group. If the Group can prepare information technology personnel who have the ability to develop systems to meet the needs of service users, the Group will then be able to provide Operators with new services that will continue to evolve in the future.

Risk 7 Risk from technological advancements

Related risk topics : Strategic Risk

- Changes in technologies

Risk characteristics

Communication and entertainment technology is changing rapidly. This will have an impact on the service business of the Group becoming obsolete.

Risk-related consequences

The Group's revenue largely depends on revenue from providing digital content services in collaboration with Operators, the Group's revenue risk therefore also depends on the Operator's efficiency and capability in the provision of digital content service.

Risk management measures

The management is of the opinion that the strength of the Group's services to Operators is the development of information management system as if it is a subcontractor for digital content service from the Operator's core business. It can be seen that the technology of customer service channels has evolved from dialing 1900 numbers to receive content to become an interactive voice response and now it is the era that mainly uses short message service (SMS) and information on the internet. The Group has always been aware of the technological changes that have occurred and has been constantly following the trends with the Operators to ensure that the Group will be able to develop the information technology system to support the Operator's services continuously. Therefore, the management believes

that the change in technology will not affect the services of the Group. If the Group can prepare information technology personnel who have the ability to develop systems to meet the needs of service users, the Group will then be able to provide Operators with new services that will continue to evolve in the future.

Risk 8 Risk from changes in regulations and laws regarding business operations

Related risk topics : Compliance Risk

- Change in laws and regulations

Risk characteristics

Operators are under the supervision of the Office of the National Broadcasting and Telecommunications Commission (NBTC), and the business operations of the Group are controlled by laws and regulations that aim to protect individuals in various aspects, such as Consumer Protection Act, Computer Crime Act, and Personal Data Protection Act. These laws and regulations are complex and frequently changed and tend to become more stringent.

Risk-related consequences

The Operators have adopted the rules and regulations of the Office of the NBTC to formulate policies and procedures in the Operator's operations. This has affected the way the Group operates business in relation to the business of digital content services and the Group needs to store phone number information of users who do not give consent to marketing and phone number information of those who subscribe to the service. Therefore, there may be a risk of errors in the process if there has been a leak of personal information or data is used without permission, which may lead to violation of the Personal Data Protection Act.

Risk management measures

During the past year, the Office of the NBTC has discussed with Operators to enhance the quality of the content subscription process and methods of canceling subscriptions for users to reduce complaints in case of involuntary subscription. The Office of the NBTC has required Operators to send a message confirming the subscription and thanking for using the service and inform the standard cancellation method by pressing *137. At present, the Group has strictly operated in accordance with the guidelines of the Office of the NBTC and the Operators by sending a message to the subscriber to thank them for their subscription specifying the service name, service rate, the Group's telephone number for further detail inquiry, and cancellation method by pressing *137 as required.

In addition to sending a notification of the cancellation method, each Operator has different subscription processes to reduce the likelihood of involuntary subscriptions. These include sending a One-time-Password (OTP) to confirm the subscription and the process of subscribing to a service via an online channel equipped with a subscription screening system with protection against malicious programs (Malware). The Group expects that the addition of a more rigorous subscription process will help to prevent unintentional subscriptions. However, if the Office of the NBTC shall implement additional measures in the future, the Group is ready to proceed according to specifications by the Operators.

However, in the operation of the Group's digital content service to Operators, the Operators are responsible for controlling and storing all personal information of mobile users in accordance with the terms and conditions of the mobile service. The Group is solely responsible for processing and managing only the information it receives from the Operators, which is only the phone number of the subscribers and there is no access to other personal information of the mobile users. In addition, all Operators are in strict compliance

with Personal Data Protection Act and have issued measures and requirements for the Group to comply with. At the same time, the Group also specifies the terms in the contract with all relevant marketing partners to comply with the same operational process as the Operators.

The Group values compliance with the above laws by studying and monitoring the progress of amendments and enforcement of laws and guidelines issued by the relevant regulatory bodies for employees and marketing partners of the Group to continue following strictly. In addition, the Group has conducted regular audit by internal auditor in respect of compliance with the Personal Data Protection Act to ensure that the Group can manage and prevent potential risks in their entirety.

Risk 9 Risk from violating relevant regulations and laws.

Related risk topics : Compliance Risk

- Violations of laws and regulations

Risk characteristics

Operators are under the supervision of the Office of the National Broadcasting and Telecommunications Commission (NBTC), and the business operations of the Group are controlled by laws and regulations that aim to protect individuals in various aspects, such as Consumer Protection Act, Computer Crime Act, and Personal Data Protection Act. Especially the Company being a listed company on the Stock Exchange of Thailand, the Company needs to comply with regulations, related laws, and various regulations that are more stringent than general companies.

Risk-related consequences

Violation of relevant regulations and laws by the Company may be subject to fines or other legal proceedings, additionally, the Company's reputation and the trust of customers, partners, shareholders, and other stakeholders may be affected.

Risk management measures

The Company places great importance on complying with laws, rules, and regulations related to business operations so that there are no errors that may occur. The Company believes that in conducting its business, it uses the principles of good corporate governance to fully protect the interests of the Company, shareholders, and stakeholders with internal control measures in place at both the policy level and the operational procedure level, to ensure confidence that such risks are managed in accordance with established standards.

Risk 10 Risk related to climate change

Related risk topics : Operational Risk

- Climate change and disasters

Risk characteristics

Climate change impacts can be divided into two types: 1. Physical Risk such as rising temperature, severe storms that may hinder business operations, droughts, floods, etc.; and 2. Transition Risk such as new environmental laws or changes in consumer and investor behavior that are more concerned with the climate change which may affect business models.

Risk-related consequences

Climate change risk can impact the Company's operations and may cause disruptions to its value chain. They also impact asset valuations, business value and employee safety. As stakeholders become more aware of climate risk and their impact on investments, regulators are also paying more attention to climate change risk and how they are disclosed.

Risk management measures

The Company places importance on climate change risk management and is aware of the importance of risks associated with climate change. Therefore, the Company has managed risks as follows:

1. Physical risk

1.1 Higher temperature and severe weather conditions may affect the operation of the Company's information technology system, which may lead to downtime or loss of network connectivity in areas affected by the weather. The Company has managed the risks by moving its operations to be on the cloud instead and has developed a business continuity plan to prepare relevant personnel to be able to effectively cope with potential incidents and continue operations seamlessly.

1.2 Flooding, the Company has measures to allow employees to work from home to avoid traveling.

2. Risk arising from the impact of government regulations to address environmental issues

The government and regulatory agencies that oversee listed companies have given importance to the risks from climate change and the methods of disclosing related information. Therefore, the Company has assessed the amount of greenhouse gas emission from the Group's operations and disclosed the information in Form 56-1 One Report since 2021 for interested investors to acknowledge. However, the nature of the Group's business does not emit a large amount of greenhouse gases. In addition, the Company has purchased carbon credit for total absorption of all greenhouse gases emitted every year in order to demonstrate social and environmental responsibility. This is the Company's voluntary goal to reduce greenhouse gas emission and become carbon neutral.

Risk 11 Risk from delays in project implementation in the future

Related risk topics : Operational Risk

- Delays in the development of future projects

Risk characteristics

In delivering work and providing services of the Company, unexpected events may occur that make it impossible to deliver products and provide services to customers on time, such as communication and coordination difficulties during long holidays and various festivals or sudden requests to accept work from customers.

Risk-related consequences

The Company may be unable to deliver products and provide services which affects the loss of income of the Company as well as customer satisfaction.

Risk management measures

1. The Company requires that there is a clear plan for accepting work from customer or providing important services especially in the area that is the main business of the Company.

2. The Company will also notify customers in advance for products and services when it is obvious that they will need to be provided to prevent problems that may occur during the long holiday season or disaster events that may occur in the future.

Risk 12 Risk from changes in product and service features (Specification) or properties do not meet the agreed upon requirements without the customer notifying in advance

Related risk topics : Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Risk characteristics

Risk from changes in product/service specifications or product/service specifications do not meet the agreed upon requirements according to the immediate situation as the customers do not notify in advance and want to change immediately.

Risk-related consequences

This renders the Company unable to deliver products and provide services to customers or unable to provide appropriate resources for the work processes that need to be changed to produce the results the customer requires, which affects customer satisfaction.

Risk management measures

1. Every time the Company receives an order for products and services from a customer, the Company will determine and specify the conditions of the order completely and comprehensively, including confirming the requirements in writing in order to avoid a situation where the customer will make changes to the specifications without sending prior notice.
2. In the event that the products or services to be delivered do not match the specifications, the Company will check with the customer and will deliver replacement work that can be substituted without conflicting with the conditions that the customer and the Company have jointly agreed.

Risk 13 Risks from using digital asset services

Related risk topics : Operational Risk

- Information security and cyber-attack

Compliance Risk

- Laws and regulations is not favorable for doing business

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk characteristics

1. Some of the Company's business partners request to receive revenue sharing in the form of digital assets.
2. Digital assets are subject to high price volatility.
3. Digital assets involve risks related to cybersecurity and information security.
4. There is uncertainty regarding laws and regulations governing digital assets.

Risk-related consequences

1. The Company may be unable to comply with contractual agreements with business partners regarding the payment of revenue sharing in the form of digital assets, which may result in the loss of business partners and revenue.
2. The Company may incur losses from exchange rate movements due to price volatility.
3. As digital assets are a new technology that continues to evolve, technical issues may arise that could prevent their use. In addition, digital assets are non-custodial in nature; loss, theft, destruction, or leakage related to private keys may result in the loss of assets.
4. Legal uncertainty remains, as regulatory oversight and laws governing digital assets in many countries are still unclear.

Risk management measures

1. The Company has specified in its contracts provisions for force majeure events in which it is unable to settle revenue sharing with customers in the form of digital assets. In such cases, the Company will notify its business partners and defer settlement until it is ready to make payment. Although digital assets are highly volatile, their prices can change rapidly within a short period of time, and therefore the delay is generally not prolonged. Nevertheless, the Company must maintain the option to settle payments in digital assets in order to remain competitive.
2. The Company has established guidelines to use only digital assets with high credibility and wide acceptance, including those backed by underlying assets, such as stablecoins (e.g., USDT), which maintain a value close to major currencies.
3. The Company selects reputable and secure platforms and uses highly secure digital wallets to prevent data leakage or loss of assets.
4. The Company continuously monitors relevant developments and updates its information to ensure compliance with applicable laws and regulations, in order to mitigate potential legal risks in the future.

Risk 14 Risk from employee mistakes in performing work

Related risk topics : Operational Risk

- Human error in business operations

Risk characteristics

The preparation of financial reports and executive reports is incorrect or not timely as specified and/or the submission of tax reports and tax payments are incomplete or delayed from the specified date due to information not being audited and reviewed, lack of skills, knowledge and abilities of officer, important information used for disclosure in financial reports is incorrect or there is a delay in submission.

Risk-related consequences

Executives lack important sources of information to make decisions regarding the operations of the Company's various activities. Therefore, if the information is inaccurate or incomplete at that time, it will affect management and decision-making including the submission of tax reports and tax payments that are incomplete or delayed from what was required. This may subject the Company to unnecessary fines from incomplete tax returns or may be subject to further investigation by government agencies. This will affect the reputation and public image of the Company.

Risk management measures

1. The Company has implemented a process for reviewing and verifying accounting records by both the Accounting Manager and the Chief Financial Officer. Additionally, the accuracy of accounting records and

financial reporting is audited by a certified public accountant, ensuring that the Company prepares financial statements accurately and in compliance with applicable standards.

2. For the submission of key information required for accounting entries or financial statement disclosures, the Company has established clear timelines for data submission from relevant departments to avoid delays in operations.

3. The Company continuously develops the knowledge and skills of its accounting staff and stays updated on changes in tax regulations. In case where there is a lack of clarity regarding new measures, the accounting department regularly consults with the Company's auditor for advice and guidance to ensure compliance with the regulations.

Risk 15 Risk from fluctuations in returns on assets or investments

Related risk topics : Financial Risk

- Fluctuation in return on assets or investment

Risk characteristics

To ensure long-term business growth, the Company has invested in various businesses with promising operations, as well as in various funds. These investments may introduce investment risk factors that the Company must closely monitor and manage to ensure that the investments align with the planned business expansion strategy.

Risk-related consequences

The Company may face the risk of investment returns not meeting the projected estimates.

Risk management measures

1. The Company has a thorough and rigorous investment review process, covering all steps from identifying investment opportunities to obtaining investment approval. For major investment projects requiring substantial funds, the Executive Committee evaluates the adequacy of risk assessment and risk management measures, providing opinions and recommendations to support the Board of Directors in making investment decisions.
2. The Company closely monitors the progress of its investments to ensure that its investment projects can be executed according to the planned objectives.
3. The Company considers maintaining an appropriate proportion of investments in various businesses in line with its investment policy. This allows the Company to participate in policy formulation and monitor the operations of its investment, reducing the impact in case where the performance of those investments do not meeting expectations.

Risk 16 Risk from foreign currency exchange rate

Related risk topics : Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk characteristics

In order to achieve long-term business growth, the Company has invested in foreign companies, which may give rise to foreign exchange rate risk due to fluctuations in foreign currency exchange rates.

Risk-related consequences

Fluctuations in exchange rates between the Thai Baht and foreign currencies may adversely affect the Company's business, financial position, and operating results.

Risk management measures

1. The Company maintains foreign currency bank accounts to make payments for services or revenue sharing to business partners in foreign currencies.
2. The Company manages the balance between foreign currency inflows and outflows and avoids holding foreign currencies in excess of what is necessary for settlement purposes.

Risk 17 Risk from shortage of potential workers

Related risk topics : Operational Risk

- Shortage or reliance on skilled workers

Risk characteristics

Some of the Company's services require specialized operational skills, and the responsible personnel may lack specific expertise in the tasks they are assigned. This could lead to errors, such as misinterpretation of data and procedure used in operations.

Risk-related consequences

The Company may fail to deliver products and services that meet customer requirements, leading to rework and potentially increasing operational costs. Additionally, this could result in lost revenue for the Company and negatively impact customer satisfaction.

Risk management measures

To meet customer requirements, the Company ensures the improvement of employee capabilities by providing knowledge and additional training beyond their regular assignments. This is to prepare them to handle new and diverse requirements that may arise from changing customer demands.

Risk 18 Risk from information or computer system security and cyberattacks

Related risk topics : Operational Risk

- Information security and cyber-attack

Risk characteristics

The absence of an appropriate system to prevent unauthorized access to data, databases, or computer systems (servers), making data easily accessible and malicious intent from external parties attempting to gain access to the Company's information can both lead to Company's data being leaked, incorrectly modified, or unavailable to operate as usual.

Risk-related consequences

Unauthorized access to the information system, including data or databases, by individuals not authorized to use such information whether internally or externally to the Company may result in the misuse or alteration of the Company's data. This could lead to severe consequences for the Company's reputation and image, as well as legal repercussions, particularly regarding the storage of customers' personal data.

Risk management measures

1. The Company requires the use of complex security system for accessing both client computers and servers.

2. The Company has established a secure server room for storing servers, with access restricted to authorized personnel.
3. The Company has structured the organization to ensure the information technology department reports directly to the Chief Executive Officer, maintaining its independence. The information technology department is responsible for regularly reporting information system security issues to management.
4. The Company conducts regular reviews and audits of data and database access and reports the results to management in accordance with established procedures.
5. A firewall has been installed to prevent unauthorized individuals from accessing the Company's information.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

Risk 1 Risk of business growth not meeting targets

Related risk topics : Risk to Securities Holder

- Other : Business growth not meeting targets

Risk characteristics

Investment in securities involves risks that may affect investment returns and the value of such investments due to uncertainties, and there is a possibility that security holders may receive returns lower than expected as a result of economic and political volatility and a decline in the Company's ability to generate revenue, which may impact movements in securities prices.

Risk-related consequences

The Group's primary revenue is derived from businesses conducted in collaboration with mobile network operators ("Operators"), whereby the Company receives a share of service fees charged by the Operators to end users. In the event of an economic slowdown, rising inflation, or high household debt levels, consumers' purchasing power may decline, resulting in reduced usage of services. This may lead to a decrease in the Company's revenue share and cause the Company's business growth to miss targets.

Risk management measures

The Group is committed to conducting its business in accordance with the principles of good corporate governance, with primary consideration given to the interests of the Company and its securities holders. The Company has exercised prudent and diligent risk management practices, strengthened its financial position, and enhanced organizational flexibility to adapt to potential uncertainties in order to maintain its ability to generate revenue and profits and to provide appropriate returns to the Company and its securities holders. However, there may be other unforeseen or uncontrollable risk factors that could result in fluctuations in securities prices and uncertainty in investment returns. Therefore, investors should consider additional risk factors when making investment decisions regarding the Company's securities.

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

Are there any risk factors affecting securities holders from : Yes

investing in foreign securities?

Risk 1 Risk of Investing in Foreign Securities

Related risk topics : Risk to Securities Holder from Investing in Foreign

Securities (Applicable to only foreign companies)

- Foreign Investment Risk

Risk characteristics

To ensure long-term business growth, the Company has invested in various businesses with promising operations, as well as in various funds. These investments may introduce investment risk factors that the Company must closely monitor and manage to ensure that the investments align with the planned business expansion strategy.

Risk-related consequences

The Company may face the risk of investment returns not meeting the projected estimates.

Risk management measures

1. The Company has a thorough and rigorous investment review process, covering all steps from identifying investment opportunities to obtaining investment approval. For major investment projects requiring substantial funds, the Executive Committee evaluates the adequacy of risk assessment and risk management measures, providing opinions and recommendations to support the Board of Directors in making investment decisions.
2. The Company closely monitors the progress of its investments to ensure that its investment projects can be executed according to the planned objectives.
3. The Company considers maintaining an appropriate proportion of investments in various businesses in line with its investment policy. This allows the Company to participate in policy formulation and monitor the operations of its investments, reducing the impact in case where the performance of those investments do not meet expectations.

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

AddTech Hub Public Company Limited (the “**Company**”) values business growth under good corporate governance and effective risk management in cooperation with operating with responsibility towards society, environment and the value chain by creating technological security for sustainable society and environment, consistent with one of the Group’s missions and stakeholders’ expectations. The Company also places importance on continually increasing efficiency in creating transparency and anti-corruption in business operations, including the introduction of human rights as part of the working principles. The Board of Directors reviewed and approved the enforcement of the Sustainability Management Policy during the Board of Directors' Meeting No. 5/2021 on 15 November 2021. The policy was later revised to better align with operational practices on 6 March 2024.

Reference link for sustainability policy : <https://www.addtechhub.com/wp-content/uploads/2024/07/16.-Sustainability-Management-Policy.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company has defined sustainability issues in the economic, social and environmental aspects and has presented these key issues to the Board of Directors by setting goals and business plans of 4 issues in total as follows:

1) Focus on increasing revenue by expanding services and expanding business

Increase the Group’s revenue through service expansion from the existing business as well as increasing revenue from business expansion based on business opportunities and continuously developing technologies.

Performance

In 2025, the Company continued to operate its business as usual, generating total revenue of THB 373.89 million, an increase of THB 56.46 million or 17.79% compared to 2024. The Company reported operating profit of THB 82.47 million, an increase of THB 37.97 million or 85.34% from the previous year. This improvement was primarily attributable to the Company’s strategic focus on expanding its digital solution services, which represent a high gross margin business segment, as well as revenue generated from the music monetization business following investments in Glory Limited and Ocean Shine Far East Limited. As a result, the operating profit margin increased significantly, in line with the Company’s plan to enhance its overall profitability.

2) Increase the efficiency of the service system and maintain the level of security

- Increase the efficiency and operational potential of the system in every work process to be faster and more compact.
- Enhance cybersecurity capabilities to protect system infrastructure and continually promote new services in terms of process, technology and employee readiness.
- Conduct business in accordance with contracts made with partners and customers as well as comply with the requirements of relevant laws.

Performance

To ensure that the Company's information technology services meet standards, are comprehensive, align with objectives qualitatively, and operate securely, the Company has achieved ISO/IEC: 27001 certification for Information Security Management System in 2024 and has continuously obtained certification for the Information Security Management System standard from BSI (The British Standards Institution) in 2025.

3) Recruit, develop and care for personnel in all dimensions

- Able to recruit sufficient personnel with new digital technology skills to support the growth of the organization.
- Current employees are continually trained and enhanced with new skills in accordance with their duties and responsibilities.
- The rate of employees participating in the employee engagement survey of the organization is not less than 70%.
- Support diversity and inclusion of employees within the organization.

Performance

- In 2025, the Company successfully recruited personnel with new digital technology skills to fully support organizational growth.
- Current employees continuously received training and skill development relevant to their roles and responsibilities, with an average training duration of 18.11 hours per employee per year.
- Employee participation in the organizational engagement survey reached 80.40%.
- The Company promotes diversity and inclusivity within the organization, ensuring equal opportunities regardless of gender, age, or religion.

4) Use energy efficiently to reduce environmental impact

- The Company has resolved the impact of climate change by using energy efficiently to reduce environment impact and has assessed the risks related to climate change, including efficiently manage the risks that may arise to ensure continuous operations. The Company has voluntarily participated in reporting the organization's greenhouse gas emission and absorption since 2021 and included the received report into consideration in order to design the guidelines for continually reducing the amount of greenhouse gas emission generated by the Company's business activities.

Performance

In 2025, the Company conducted the assessment of organization's greenhouse gas emission and absorption and conducted that the total greenhouse gas emission of the Company amounted to approximately 101 tons of CO₂ equivalent.

United Nations SDGs that align with the organization's : Goal 3 Good Health and Well-being, Goal 3 Good
sustainability management goals Health and Well-being, Goal 4 Quality Education, Goal
4 Quality Education, Goal 5 Gender Equality, Goal 5
Gender Equality, Goal 8 Decent Work and Economic
Growth, Goal 8 Decent Work and Economic Growth,
Goal 9 Industry, Innovation and Infrastructure, Goal 9
Industry, Innovation and Infrastructure, Goal 10
Reduce Inequalities, Goal 10 Reduce Inequalities, Goal
11 Sustainable Cities and Communities, Goal 11
Sustainable Cities and Communities, Goal 12
Responsible Consumption and Production, Goal 12
Responsible Consumption and Production, Goal 13
Climate Action, Goal 13 Climate Action, Goal 17
Partnerships for the Goals, Goal 17 Partnerships for
the Goals

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

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

Has the company changed and developed the policy and/ : No
or goals of sustainable management over the past year

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

1. Business partner management

The outsourcing process for content partners and marketing partners who are competent to create quality work is in accordance with the agreements between the Group and Operators, exhibits continuous development to keep up with the technology, conducts business legally with consideration towards human rights principle and impacts on society and environment.

2. Operation

- Maintain the working standards of all systems that provide services including cyber security for both system users and data of all parties involved in the system.
- Choose a cloud service provider whose system's efficiency is high enough for system operations and secure.
- Commit to developing a wide range of digital services to support business growth including supporting economic development and improving the quality of life of society as a whole.
- Carry out marketing activities and provide information about the service fully in a transparent manner and with accuracy, as well as supervise marketing activities in accordance with relevant laws.

3. Service improvement

Encourage employees to continually improve their abilities, including raising awareness of ethical conduct, respect for the law, respect for human rights and environmental and social impacts.

4. Customer service

- Maintain good relationship with customers while take into account their future requirements and needs in order to be ready to deliver the appropriate service.
- Comply strictly with the terms of the customer both on the system services and the security of personal data stored in the system.
- Cooperate with customers in terms of organizing marketing activities and rewarding prizes in accordance with the plan and in accordance with the relevant laws.

5. Other supporting activities

- Manage human resources with fairness and aim to promote and develop employees' potential to support the vision of business growth with appropriate compensation and benefit system.
- Create safety and good hygiene at work.
- Manage accounting and financial system that is reliable, accurate and transparent with a focus on financial stability to support business growth.
- Allow good corporate governance in accordance with principles of good governance and business ethics.

3.2.2 Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Employees 	<ol style="list-style-type: none"> 1. Provide appropriate benefits and compensation in accordance with capabilities. 2. Develop personnel potential by enhancing their skills, knowledge, and abilities to be proficient in their work and to possess leadership. 3. Ensure a safe and suitable work environment for all employees. 	<ol style="list-style-type: none"> 1. Ensure fair compensation and benefits for employees by considering market wages and comparing them with other companies. 2. Provide relevant training programs to enhance employees' skills and knowledge for their respective roles. 3. Ensure that the workplace is suitable, safe, and promote occupational health and well-being. 	<ul style="list-style-type: none"> Online Communication Internal Meeting Complaint Reception Employee Engagement Survey Satisfaction Survey
External stakeholders			
<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Shareholder / Joint Venture / Creditor 	<ol style="list-style-type: none"> 1. Maintain competitiveness in digital content service business 2. Increase the growth of information technology development services by expanding the business to new services to create growth. 3. Communicate quarterly results regularly across all channels with complete and timely disclosure of important information. 	<ol style="list-style-type: none"> 1. Management analyzes and assesses the feasibility of each project, including budget consideration and investment return, before making investment decision. 2. Conduct business with caution and transparency, in accordance with corporate governance principles. 	<ul style="list-style-type: none"> Press Release Online Communication External Meeting Annual General Meeting (AGM) Complaint Reception Satisfaction Survey Others <ul style="list-style-type: none"> Investor Relations website, E-mail ir@addtechhub.com and telephone
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Suppliers 	1. Grow together with the Company in expanding services to reach a wide range of customers. 2. Expect the Company to perform the contractual obligations in doing business with each other as it always has.	1. Operate business fairly and transparently. 2. Emphasize equality and mutual benefits in partnerships with business partners.	<ul style="list-style-type: none"> Online Communication External Meeting Complaint Reception Satisfaction Survey
External stakeholders			
<ul style="list-style-type: none"> Community 	No expectation has been notified.	Conduct business responsibly	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Company website and telephone
External stakeholders			
<ul style="list-style-type: none"> Customers 	1. Quality of service is stable with high-speed data connection and a variety of business solutions to enhance business performance. 2. Have a variety of services that meet the customer needs. 3. Personal data security is strict and standardized.	1. Continuously improve service quality and offer a variety of business solutions. 2. Ensure the security of personal data in accordance with international standards.	<ul style="list-style-type: none"> Online Communication External Meeting Complaint Reception Satisfaction Survey

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Greenhouse gas and climate change management,

The Company has a policy for assessing its Carbon Footprint for Organization (CFO) to ascertain the amount of greenhouse gas emission and removal by the organization, and to lead to future operations aimed at reducing the organization's greenhouse gas emission. The objective is to assess greenhouse gas emission resulting from the organization's various operations and activities. The policy scope is stipulated to apply to all operational processes related to the Company, with the aim of fostering awareness and consciousness in jointly managing the organization efficiently and for maximum benefit. This Carbon Footprint for Organization policy was considered and approved by the Board of Directors' Meeting No. 6/2021 on 17 December 2021, and became effective immediately.

Reference link for environmental policy and guidelines : <https://www.addtechhub.com/wp-content/uploads/2022/06/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%97%E0%B8%B3%E0%B8%84%E0%B8%B2%E0%B8%A3%E0%B9%8C%E0%B8%9A%E0%B8%AD%E0%B8%99%E0%B8%9F%E0%B8%B8%E0%B8%95%E0%B8%9E%E0%B8%A3%E0%B8%B4%E0%B9%89%E0%B8%99%E0%B8%97%E0%B9%8C%E0%B8%82%E0%B8%AD%E0%B8%87%E0%B8%AD%E0%B8%87%E0%B8%84%E0%B9%8C%E0%B8%81%E0%B8%A3.pdf>

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

Review of environmental policies, guidelines, and/or goals : Yes

over the past year

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

Electrical energy is the most crucial component in the company's business operations. As the Company operates in the information technology business and its office is located in a rental office building that can only source electricity from the Electricity Generating Authority of Thailand, the Company consequently has the highest consumption of energy

from electricity. However, the Company recognizes the value of energy conservation, as it not only reduces the Company's expenses but also contributes to the sustainable preservation of the environment, which is a crucial part of reducing greenhouse gas emission that cause global climate change.

Setting goals for managing electricity and/or oil and fuel

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

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company encourages employees to turn off computer screens and all electrical appliances when not in use, in order to reduce electricity consumption and minimize environmental impact, and in alignment with the Company's sustainability management policy.

Energy management: Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Gasoline (Litres)	1,784.13	1,585.84	3,101.00

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	76,299.00	74,971.00	75,696.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	76,299.00	74,971.00	75,696.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00

Information on water management

Water management plan

The Company's water management plan : Yes

As the Company's office is located in a rental office building, the Company is unable to independently manage its water consumption. The reported volume of water consumed by the company for general use is an average derived from the total number of tenants within the office building.

Setting goals for water management

Does the company set goals for water management : No

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company has installed food waste strainers and grease traps for sinks to capture grease or oil mixed with wastewater, preventing it from flowing into the public drainage system, which could lead to public drain blockages and water pollution. For employee drinking water, the Company procures it from reliable companies with certified standards, provided in reusable glass bottles.

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	92.00	84.00	107.00
Water withdrawal by third-party water (cubic meters)	92.00	84.00	107.00

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	92.00	84.00	107.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

As the Company's office is located in a rented office building, the Company is unable to manage all waste independently. Therefore, the Company encourages employees to sort waste before disposal and to send recyclable waste to various organizations to reduce the amount of waste generated from the Company's operations.

Setting goals for waste management

Does the company set goals for waste management : No

Performance and outcomes of waste management

Performance and outcomes of waste management : No

The Sustainability Management Team has provided employees with knowledge on solid waste management, as follows:

- Use work paper only as necessary and utilize both sides.
- Promote the use of reusable containers, such as water glasses and shopping bags.
- For electronic waste, the Company has donated unusable computer equipment to Wat Suan Kaew Foundation in Nonthaburi Province.
- Collect unused calendars for donation to the Educational Technology Center for the Blind (Media Production Center for the Blind).

- Campaign for a waste separation project among employees by categorizing waste into organic waste, plastic waste, general waste, and recyclable waste. Subsequently, labeled waste bags are to be placed in the designated waste disposal area of the office building.

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company provides employees with knowledge about carbon footprint to ensure efficient energy management and risk management of activities that cause greenhouse gas emission. The Company has conducted an organizational carbon footprint assessment in accordance with the "Revised Requirements for Calculation and Reporting of Organizational Carbon Footprint" by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), with consultants from Green Style Co., Ltd. and verifiers from the Greenhouse Gas Management Certification Unit, Faculty of Energy and Environment, University of Phayao. The organizational boundary is considered under operational control. The greenhouse gases considered are Carbon Dioxide (CO_2), Methane (CH_4), Nitrous Oxide (N_2O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulfur Hexafluoride (SF_6) and Nitrogen Trifluoride (NF_3). The inspection results revealed that the Group's greenhouse gas emission in 2025 totaled approximately 101 tons of carbondioxide equivalent, which is a relatively low amount due to the nature of the company's business operations. The company will use the calculated greenhouse gas emission from 2023 as the base year because in 2021 and 2022, company employees primarily worked from home due to the COVID-19 pandemic, and the company also relocated to a new office. The greenhouse gas emission of the Group in 2025, approximately 101 tons of carbondioxide equivalent, have been adjusted based on the materiality assessment criteria for Scope 3 to align with the new Greenhouse Gas Emission and Removal Reporting Standard of the TGO. Therefore, the company adjusted the calculation method for the base year to be consistent with 2025 for comparison purpose. The calculated greenhouse gas emission for the Group in the base year amounted to approximately 104 tons of carbondioxide equivalent. In 2025, the Group's greenhouse gas emission were therefore close to the base year, showing a slight decrease, as the company operated normally. The company also purchases carbon credit annually for complete greenhouse gas removal to demonstrate its social and environmental responsibility, which is a goal for voluntary greenhouse gas reduction and striving towards carbon neutrality.

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

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

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

The Company has purchased carbon credit for the complete absorption of greenhouse gases generated from its operational activities since 2021, demonstrating its social and environmental responsibility. This initiative aligns with the company's goal to voluntarily reduce greenhouse gas emission and achieve carbon neutrality.

Diagram of Performance and outcomes of greenhouse gas management

Year	The amount of greenhouse gas emissions from the Company's operations (tCO ₂ e)	Remark
2021	49.00	The Company's employees were working mostly from their residences during the COVID-19 epidemic.
2022	65.00	The Company has relocated to a new office with increased space.
*2023	98.00	The Company increased the scope by adding 4 subsidiaries.
2024	99.00	
2025	101.00	Due to a revision of the materiality assessment criteria for Scope 3 emissions in accordance with the new greenhouse gas emission and removal reporting standards issued by TGO, the base-year greenhouse gas emissions were recalculated using a consistent methodology. As a result, the base-year emissions were revised from 98 tCO ₂ e to 104.00 tCO ₂ e.

* The Company uses data from 2023 as the base year.

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	98.00	99.00	101.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	6.00	4.00	7.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	72.00	62.00	59.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	20.00	33.00	35.00

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Greenhouse Gas Management Certification Unit,
School of Energy and Environment University of
Phayao

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

- Promoting employee knowledge of sustainability

The company has promoted knowledge among executives and employees regarding sustainable organizational development by sending them to attend ESG training courses with the Stock Exchange of Thailand.

- "Carpool to Our Office" Project

The company launched the "Carpool to Our Office" project in 2023, providing shuttle van services to facilitate and reduce travel expenses for its employees, while also contributing to the reduction of greenhouse gas emission from employee commute.

Information on incidents related to legal violations or negative environmental impacts

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

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

3.4 Social sustainability management

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Consumer/customer rights,
Community and environmental rights, Non-
discrimination, Supplier rights

The Company operates its business with moral consideration towards stakeholders, economy, society and environment. It applies good governance as an instrument to regulate the Company to operate the business with honesty, transparency and fairness based on ethics and good governance principles, as well as being aware of the negative impacts the Company may have on the economy, society, natural resources, and environment in order to gain confidence from the shareholders, employees, customers, stakeholders, and all relevant parties with a framework of practice guidelines and principles as follows:

Framework for Sustainability Operations

Conducting business under good corporate governance and adherence to ethical principles along with caring for society and the environment and having a real sense of social responsibility by being considerate of the relevant stakeholders, both inside and outside the organization, will lead to sustainable business development. The mentioned stakeholders range from shareholders, employees, customers, and community to the wider society. The sustainability management policy is a framework for operations in various areas for the Board of Directors, executives, and all employees to adhere to with confidence, faith, and understanding of the principles of good corporate governance in order to instill a spirit of social and environmental responsibility to be present at all levels and be ready to support the community and society. The policy focuses on development that is in line with the community's needs in order to enhance the quality of life and well-being of the community in the long term in accordance with the principles and guidelines of social and environmental responsibility set by the Stock Exchange of Thailand, covering the following topics.

1. Conducting business with fairness

The Company and its subsidiaries attach great importance to operating the business in accordance with the good corporate governance policy including Business Ethics and Code of Conduct as a framework and guideline for conducting business. It considers equality, fairness, non-exploitation, honesty and transparency in doing business, refraining from asking, accepting and paying any dishonest benefits in trading with business partners, adherence to the rules of equal competition and obtaining fair returns for both parties. Business conducts with partners must not give rise to any damages to the reputation of the Company and its subsidiaries or any violations of the laws.

In order to ensure fairness in business operations, the Company and its subsidiaries have set a policy of the Company by giving importance to the rights of all groups of stakeholders, whether internal stakeholders such as employees and executives of the Company or external stakeholders such as customers, creditors, government agencies and other related agencies including community, society and environment. The policy not only complies with the requirements of the law, but also includes refraining from any actions that infringe on or deprive the rights of those stakeholders with the following principles of business conduct.

- Refrain from soliciting, accepting, agreeing to receive any property or other benefit which is beyond a commercial agreement or commercial terms.
- Aim to build good relationships and cooperation with partners to enhance the potential and efficiency of business operations in the long term.
- Maintain confidentiality or information of partners, and do not misuse for personal gain or the gains of those involved.

- The Company and its subsidiaries will not be involved in any actions related to intellectual property infringement, and it encourages executives and employees to use the Company's resources and assets effectively, including using copyrighted products and services. It does not support any products or actions that infringe intellectual property.
- The Company and its subsidiaries are against unfair competition, whereby the Company and its subsidiaries will not engage in parallel pricing or dumping to eliminate competitors. The Company's pricing is determined by considering market conditions, purchasing demand and other related costs, or it can be said that the pricing is based on product costs and expenses to remain competitive.
- The Company and its subsidiaries have a fair process of selecting suppliers with reasonable price comparison according to the Company's policy with a clear approval process where the authorized person can be verified according to the value of the product, including verification of various information from the beginning to the end of the process and history of past purchases can be retrieved. Procurement-related departments must inspect the purchase of products and services every time.
- For any unfair treatments, the Company and its subsidiaries have established a complaint channel to receive complaints, including via the Company's website or at the Company itself.

2. Anti-corruption

The Company and its subsidiaries operate their business with transparency and adherence to the correctness by providing guidelines for anti-corruption, including supporting activities that promote and instill in executives and employees to comply with relevant laws and regulations and not support the creation of success by fraudulent means.

The Board of Directors has a policy to comply with anti-corruption laws by prescribing guidelines as follows:

- Create awareness, values, attitudes for employees to comply with regulations with honesty (according to the Company's Code of Conduct).
- Establish an efficient and effective internal control system including check and balance for the use of power appropriately to prevent employees from corrupting or being involved in fraud and corruption.
- The Company's directors, executives and employees are prohibited from any solicitations or accepting assets or any other benefits for themselves or others that may induce them to act or refrain from performing their duties unlawfully or may cause the Company to lose its legal rights.
- The Company's directors, executives and employees are prohibited from giving or offering to give gifts or any other benefits to third party in order to induce that person to act or refrain from performing any activity unlawfully or improperly in their position.

The Company has rules and regulations to prevent any involvement in fraudulence and corruption by communicating to directors, executives and employees, to ensure that all procedures must be strictly within the scope of the law. If there are any misconducts in the operation due to carelessness or negligence, it shall be punished under the rule of law. The Company provides channels to report violations or corruption and has protective measures for whistleblowers or those who cooperate in reporting corruption by specifying in the Company's regulations. At present, the Company is in the process of preparing to join the Thai Private Sector Collective Action Against Corruption (CAC), which operates under the support of the Thai Institute of Directors (IOD)

3. Respect for human rights

The Company and its subsidiaries place importance on respecting human rights by recognizing the value of human resources and wishing employees to take pride in the organization, thus promoting a participatory working atmosphere and providing equal opportunities for career advancement. Employees will be developed and promoted to have knowledge and competence thoroughly and continuously to create value and maintain excellence in business under the human resource management guidelines as follows:

- Equality and equal opportunity

- The Company's management treats all employees with equal respect for dignity and human values.
- The recruitment and selection of personnel is carried out based on the Company's interests and achievements with the principles of integrity, equality, competence and business necessity in order to obtain "good people" and "skilled people" with an attitude that is consistent with work and corporate culture. The Company takes into account the qualifications of each position, educational qualifications, experience and other requirements necessary for the job and without limitations on gender, age, race, religion or personal relationship.
- Establish a compensation system according to the abilities of employees, as well as providing benefits and welfare to employees and their families by considering the salary structure according to the economic situation. Furthermore, salary increase will be based on business success and performance, as well as the employees' hard work and dedication.
- Support and encourage employees to develop continuously in terms of core competence by business type, managerial ability and operational capability. The Company will support both budget and time for the continuous development to improve work skills, provide opportunities for employees to advance in their career path, including developing employees to become personnel of good quality, attitude and work knowledge.
- Promote a good communication atmosphere that will lead to good relationships and efficiency in work cooperation.

- Harassment

- The supervisor should behave in a way that is respected by the employees and the employees should not act in a manner that is disrespectful to the supervisor.
- All employees must not engage in any acts of abuse or harassment, whether verbally or otherwise, against others on the basis of race, religion, age, physical or mental disability.

4. Fair labor treatment

The Company and its subsidiaries value and realize equality by treating employees with fairness and without discrimination against any person in accordance with the Code of Conduct, which is used as a guideline for the performance of all employees. The guidelines in the Code of Conduct are considered as part of "Employee's Rules and Regulations" that employees should follow. In this regard, the Company has explained the Business Ethics to all employees on the orientation day with the Company and has also emphasized the details in the training course for employees. The Company has a system to take care of employees thoroughly and fairly according to the Company's work regulations as follows:

- The Company and its subsidiaries oversee the compensation for all employees appropriately and fairly without the need for employees to make any requests.
- The Company and its subsidiaries will not discriminate and at the same time will treat employees equally.
- In the event that employees have complaints, the Company and its subsidiaries have clear steps and procedures for dealing with employee complaints by finding a way to settle complaints quickly and fairly in order to limit the issue from extending to a broader extent.

5. Customer stewardship

In addition to complying with the law, the Company and its subsidiaries have a policy for all employees to perform their duties in accordance with Business Ethics related to customers or business partners as follows:

- Customers
 - Committed to strictly comply with the business terms agreed with customers in fairness and accountability.
 - Committed to provide complete, accurate, timely information and continually promote communication to build customer relationships.
- Business partners and contract parties

- Committed to provide standardized products and services under the principle of equal-data competition, have criteria for assessing and selecting partners and contractual parties, formulate an appropriate contract format, establish a management system and monitor to ensure full compliance with the terms of the contract and prevent fraud and misconduct at all stages of the procurement process. In case of incapability to comply with the contract terms, it is necessary to negotiate with business partners in advance in order to jointly find a solution and prevent damage and to have a principle of timely payment to partners and counterparties according to the agreed payment terms.
- Committed to develop and maintain lasting relationships with partners and contractual parties with clear objectives in terms of product or service quality worthy of monetary value, technical quality and mutual trust.
- Employees are prohibited from requesting or receiving any benefits that are dishonest or for personal gains from business partners and contractual parties.

6. Responsibility to Community, Society and Environment

The Company and its subsidiaries attach great importance to the community, society, and the surrounding environment with the awareness that the Company is a part of the society that contributes to the development of the community, society, and environment for sustainability. Therefore, the Company has continued to carry out activities for community, society, and environment in parallel with the business operation under the responsibility to community, society, and environment as a whole, as follows:

- Carry out activities to contribute to society, community, and environment on a regular basis to improve the quality of life of the community in which the Company is located, both by own initiative and in cooperation with government agencies, private sector, and community.
- Respond quickly and efficiently to incidents affecting environment, community, life, and property due to the Company's operations, in full cooperation with government officials and relevant authorities.
- Encourage employees at all levels to realize the importance and become aware of social and environmental responsibility and participate in community and social development by engaging in the following: supporting social activities, improving the quality of life of people in the community, promoting volunteer activities related to community and social development continuously, and instilling awareness of community, social, and environmental responsibility to employees at all levels.

7. To be innovative and disseminate innovations derived from responsible operations towards society, environment and stakeholders

The Company and its subsidiaries will encourage innovation both at the work process level in the organization and at the level of cooperation between organizations. This means doing things in new ways and it can also mean exchanging ideas and services to add value. The goal of innovation is to make positive changes to make things change for the better and to increase productivity in order to maximize the benefit of society.

Innovation dissemination is a social responsibility by communicating and disseminating it directly and indirectly to stakeholders through a variety of communication channels to ensure that Company information is accessible to all stakeholders.

Safety, occupational hygiene and work environment

The Company places importance on employees, who are valuable resources and play an important role in operating the business, thus promotes hygiene, creates a good working atmosphere and safe work environment as follows:

- Annual health examination for employees by providing various health screening programs that are appropriate according to the age range of employees.
- Annual group health insurance to provide medical care coverage for employees in times of illness throughout their work service period for the Company.

- Flexible benefits such as outpatient medical expenses including expenses related to additional health examinations from the Company's annual health examination program in excess of group health insurance coverage, outpatient medical expenses for employee families, dental care costs, expenses for children's education, expenses for exercise activities, etc., so that employees can choose to use them to suit their needs.
- Nurse's room in the office for temporary rest, in the case of minor illness.
- Employee shuttle to facilitate and reduce travel expenses for the Company's employees.

In the past year, there was no incident of work-related injuries of employees to the degree that there was time off work and/or death from work.

Reference link for social and human rights policy and : <https://www.addtechhub.com/wp-content/uploads/guidelines/2024/07/16.-Sustainability-Management-Policy.pdf>

Compliance with human rights principles and standards

Human rights management principles and standards : The OECD Guidelines for Multinational Enterprises

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

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

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan : Yes

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

The Company's employee and labor management plans implemented during the past year are as follows:

- Fair remuneration is provided in accordance with the salary structure and employee performance evaluation levels.

The Company conducts annual employee performance evaluations and has established performance assessment criteria and salary adjustment rates as follows.

Grade	Performance Rating	Evaluation Score (%)	Salary Increase (%)
A	Excellent	97.51-100.00	10
		95.01-97.50	9
		92.51-95.00	8
		90.00-92.50	7
B	Good	85.00-89.99	6
		80.00-84.99	5
		75.00-79.99	4
C	Fair	70.00-74.99	3
		65.00-69.99	2
		60.00-64.99	1
D	Needs Improvement	00.00-59.99	0

- Annual uniforms
- Training and development programs are conducted in accordance with the annual training plan, based on job positions, along with other knowledge development initiatives. These include encouraging employees to enhance their knowledge through various electronic learning platforms, organizing training seminars led by qualified external experts, on-the-job training by supervisors, learning through hands-on work experience, knowledge sharing among colleagues, and collaborative learning between management and employees.
- Activities are organized to promote employee relationships and participation, such as New Year's activities and CSR activities.
- Safety and occupational health manual is provided at work.

Setting employee and labor management goals

Does the company set employee and labor management : No
goals

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Employee and labor management: Employment

Hiring employees

	2023	2024	2025
Total employees (persons)	54	50	48
Male employees (persons)	28	25	25
Female employees (persons)	26	25	23

Employee and labor management: Remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	39,047,750.00	38,526,765.00	39,330,755.00
Total male employee remuneration (Baht)	21,147,871.00	20,998,141.00	21,491,228.00
Total female employee remuneration (Baht)	17,899,879.00	17,528,624.00	17,839,527.00

Employee and labor management: Employee training and development

	2023	2024	2025
Average employee training hours (hours / person / year)	13.00	26.20	18.11
Training and development expenses for employees (baht)	120,446.17	230,037.00	149,397.19

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

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	0	0	0

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	3	3	3
Total number of male employee turnover leaving the company voluntarily (persons)	2	2	0
Total number of female employee turnover leaving the company voluntarily (persons)	1	1	3
Proportion of voluntary resignations (%)	5.56	6.00	6.25

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Evaluation result of employee engagement

Evaluation result of employee engagement

Year	2023	2024	2025
Evaluation result of employee engagement (%)	68.5	70	80.4

Employee internal groups

Employee internal groups : No

Information about customers

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the : Development of customer satisfaction and customer
company over the past year relationship

The Group has a long history of good relationships with customers and partners as the Group's management team has a long experience of working with well-known national telecommunication companies. Therefore, the Group has a thorough understanding of customer needs, which helps the Group meet those needs according to their objectives and plans and has thus gained trust from customers and partners in providing information technology services continuously. In addition, the Group has received opportunities to provide additional services to other related sectors as well, such as the development of a cyber security solution, the development of a mobile payment solution and the development of transaction management solution for goods and services.

Setting customer management goals

Does the company set customer management goals : No

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

Company's community and social management plan : No

Setting community and social management goals

Does the company set community and social : No
management goals

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

- **The RKU application**

The RKU application is a mobile application that the Company has developed for the Ruamkatanyu Foundation to use for volunteer registration to support the work of the foundation. The foundation has requested the Company to add more features for data syncing within the application in order to be appropriate and convenient for searching for information.

- **Website service of www.thaiqrmenu.com**

The Company has developed the website www.thaiqrmenu.com which is a website for creating food menus in online format in order to reduce contact with food menu in printed form and create a good image for the restaurant to be more convenient. As of 31 December 2025, there are 9,937 merchants using the service, with approximately 4.44 million menu views in 2025.

- **The hypertension database for the Faculty of Medicine, Siriraj Hospital**

The Company has used its technological expertise to improve the hypertension database at no cost for the Field of Hypertension, Department of Internal Medicine, Faculty of Medicine, Siriraj Hospital to be used for further development of services to patients and research on hypertension at Siriraj Hospital and the country.

- **Give Green CBD Project**

On 19 January 2025, the Company participated in the charitable city run half marathon “CBD We Run” under the Give Green CBD Project, organized by the Asset World Foundation for Charity (AWFC), founded by Asset World Corp Public Company Limited (AWC) in collaboration with the Bangkok Metropolitan Administration and partner networks. The event promoted environmental conservation by encouraging runners to reduce waste and use resources efficiently, such as running shirts made from recycled PET plastic fibers, and by campaigning for the use of eco-friendly portable silicone water bottles to avoid generating waste throughout the race. Proceeds from the event were contributed to the “Pan Rak” initiative to support public parks in Bangkok.

- **Community and Social Development Project with Bang Kachao Community, Phra Pradaeng District, Samut Prakan Province**

On 28 November 2025, the Group organized social and environmental activities in collaboration with the Bang Kachao community, Phra Pradaeng District, Samut Prakan Province, as follows:

1. Plastic Bottle Recycling Project at Wat Chak Daeng, Phra Pradaeng District, Samut Prakan Province: The Group, together with employees, collected used clear plastic (PET) water bottles after consumption and participated in a recycling project. The recycled materials were processed into fibers and woven

together with other fabrics to produce cloth for sewing monk robes, crafted by local residents of the Bang Kachao community.

2. Straw Pillow Project for Bedridden Patients: Cleaned plastic straws were cut and used as pillow stuffing to help prevent pressure sores for bedridden patients.
3. Tree Planting and Organic Fertilizer Activity: A total of 50 trees were planted, and fallen leaves in the surrounding area were collected and composted to produce organic fertilizer.
4. Educational Scholarships: Scholarships were provided to students from five schools in the Bang Kachao area, amounting to THB 20,000 per school, totaling THB 100,000.

- **Educational Scholarships for Schools in Chiang Mai Province**

The Group organized the “Sharing Happiness with Children” project by providing educational scholarships to students in two schools in Chiang Mai Province, amounting to THB 20,000 per school. The beneficiary schools were Ban On Klang School and Ban On Luay School, located in San Kamphaeng District.

Diagram of performance and outcomes in community and social management

Give Green CBD Project



Educational Scholarships for Schools in Chiang Mai Province



Community and Social Development Project with Bang Kachao Community, Phra Pradaeng District, Samut Prakan Province



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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations cases	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

Financial Performance

In 2025, the Company continued its business operations as usual. Total revenue reached THB 373.89 million, representing an increase of THB 56.46 million or 17.79% compared to 2024. Furthermore, operating profit stood at THB 82.47 million, an increase of THB 37.97 million or 85.34% from the previous year.

This growth was driven by the recognition of revenue from content and music monetization services, following the 100% acquisition of Glory Limited (“GLORY”) and Ocean Shine Far East Limited (“OCEAN”). Both companies are now wholly-owned subsidiaries of the Group.

Business trends related to information technology business

Digital service businesses have become widely available. Entrepreneurs in each industry have hired experts to provide consultation and implement information technology systems to be applied within their own businesses. This is to increase business efficiency, for example, providing payment services via mobile phones and the internet, increasing sales channels through online systems, and so on. As a result, businesses providing network services (internet) must constantly improve and develop their systems to ensure that the entrepreneurs' services can support increasing usage with stability.

For the overall picture of 2024, the digital service market value is approximately THB 367,738 million, which is an increase of 19.54% from 2023. From the data, it is found that the overall digital service market value tends to continuously increase due to technological advancements and a variety of digital services that can respond to diverse consumer needs, leading more entrepreneurs to turn towards businesses related to digital services and internet systems continuously. This reflects the growth potential of the digital service industry, which continues to have a high growth rate.

Diagram of operational overview

Type of service	Digital service market value (THB million)		Rate of change (percent)
	2023	2024	
Online media	43,036	40,585	-5.70
e-Tourism	15,881	17,983	13.24
e-logistics	92,429	108,693	17.60
e-Retail	80,053	117,107	46.29
e-Advertise	24,974	23,818	-4.63
FinTech	47,690	55,207	15.76
HealthTech	1,378	2,059	49.42
EdTech	2,189	2,286	4.43
Total	307,630	367,738	19.54

Source: Digital service industry survey by the Digital Economy Promotion Agency as of February 17, 2026

Analysis on the operation and financial condition

Operating results and profitability

Services income and Gross profit

Services income can be grouped in 3 segments: 1. Digital content 2. Digital solution 3. Digital marketing. The details of Services income and Gross profit of services are as follows:

Digital content

In 2025, the Company had services income from digital content of THB 118.48 million, increased by THB 16.19 million or +15.83% YoY. This was due to the Company's recognition of revenue from contents in the music monetization business, as a result of its acquisition of 100.00% equity interests in Glory Limited ("GLORY") and Ocean Shine Far East Limited ("OCEAN"). The gross profit from digital content was THB 29.68 million, increased by THB 11.29 million or +61.42% YoY. The gross profit margin in 2025 was 25.05%, increased from 17.97% in 2024.

Digital solution

In 2025, the Company had services income from digital solution of THB 113.61 million, increased by THB 12.12 million or +11.94% YoY, due to the increase in user spending through the solutions that the Company provided for clients in mobile operator sector. In addition, gross profit from digital solution was THB 55.49 million, increased by THB 9.56 million or +20.82% YoY. The gross profit margin in 2025 was 48.85%, increased from the gross profit margin of 45.25% in 2024. This is mainly due to increased services income and most of the related costs are employee costs which are fixed costs.

Digital marketing

In 2025, the Company had services income from digital marketing of THB 141.80 million, increased by THB 28.15 million or +24.77% YoY. This was due to the Company's recognition of revenue from marketing services in the music monetization business, as a result of its acquisition of 100.00% equity interests in Glory Limited ("GLORY") and Ocean Shine Far East Limited ("OCEAN"). In addition, gross profit from digital marketing was THB 40.86 million, increased by THB 8.30 million or +25.50% YoY. The gross profit margin in 2025 was 28.82%, increased from the gross profit margin of 28.65% in 2024

Gains (loss) from changes in fair value

In 2025, the Company recognized a gain from changes in fair value of THB 137.84 million, representing an increase of THB 142.84 million YoY. This growth was mainly due to the recognition of gain from change in fair value of put options to sell shares of Glory Limited ("GLORY") and Ocean Shine Far East Limited ("OCEAN") back to the former shareholders in the case that they were unable to meet the profit performance targets specified in the agreement.

The Company's management has been closely monitoring the operations of both entities and assessed that their performance may not achieve the agreed targets. Consequently, a financial advisor was appointed to evaluate the fair value of these options. The valuation results demonstrate a high probability that the former shareholders may be unable to fulfill the contractual conditions, leading to a significant increase in the fair value of the put options in accordance with relevant fair value measurement principles.

Other income

In 2025, other income was THB 4.16 million, decreased by THB 1.82 million, or -30.41% YoY, mainly due to a decrease in interest on loans to related party.

Services expenses

In 2025, services expenses were THB 5.30 million, increased by THB 0.23 million or +4.53% YoY.

Administrative expenses

In 2025, administrative expenses were THB 52.44 million, increased by THB 7.47 million or +16.62% YoY. This growth was primarily driven by professional advisory fees which are financial, legal, accounting, and tax consultancy related to the investments in Glory Limited ("GLORY") and Ocean Shine Far East Limited ("OCEAN")

Loss of impairment on loan to related party

In 2025, the expected credit loss (ECL) on loan to related parties was THB 10.35 million, an increase of THB 10.35 million from 2024. This was mainly due to the fact that GTI Corporation Co., Ltd. ("GTI"), an associate in which the Company holds a 15.00% stake, has defaulted on three installments of principal payments (December 2025 – February 2026). Total overdue loan principal is THB 1.35 million, combined with outstanding interest for the same period of THB 0.57 million (as of February 25, 2026), results in a total overdue balance of THB 1.92 million.

Consequently, the Company has recognized an expected credit loss allowance of THB 10.35 million against a total outstanding loan principal of THB 29.55 million. The Company will continuously review and update this provision based on future information and circumstances.

Currently, the Company's management is closely monitoring the situation and is in the process of pursuing legal action as permitted under the contract to protect the interests of the Company and its shareholders. Progress will be reported periodically as significant developments occur, in compliance with relevant regulations.

Loss of impairment of goodwill

In 2025, the impairment loss on goodwill was THB 112.71 million, an increase of THB 112.71 million from 2024. This was mainly due to the operating performance trends of GLORY and OCEAN falling significantly below the projections and targets established at the time of investment. Consequently, the Company conducted a revaluation of these investments.

According to the assessment by an appointed financial advisor, the equity values of GLORY and OCEAN have decreased significantly compared to their carrying amounts at the acquisition date. Therefore, the Company recognized an impairment loss on goodwill of THB 112.71 million to reflect the current recoverable amount, in accordance with the impairment testing principles under relevant financial reporting standards. It should be noted that this impairment loss is a non-cash item and does not impact the Company's cash flow for the period.

Loss of impairment of investment in associates and subsidiaries

In 2025, the Company recognized an impairment loss on investments in associates and subsidiaries of THB 2.08 million, an increase of THB 2.08 million from 2024. This was primarily due to the ongoing losses in the operating performance of GTI Corporation Co., Ltd. ("GTI"), an associate in which the Company holds a 15.00% stake. Furthermore, GTI's recent defaults on loan payments served as an indicator of impairment, prompting the Company to conduct a formal review of the investment's carrying value.

In accordance with relevant financial reporting standards, the Company performed a fair value assessment for impairment testing. The evaluation revealed that the fair value of the investment had fallen significantly below its carrying amount. Consequently, an additional impairment loss was recognized in this period to ensure the investment value accurately reflects its fair value as of the reporting date.

Other expenses

In 2025, other expenses were THB 2.68 million, decreased by THB 0.64 million or -19.18% YoY, mainly due to a decrease in expected credit loss from service provision.

Profit from operating activities

In 2025, profit from operating activities was THB 82.47 million, increased by THB 37.97 million or +85.34% YoY, mainly due to the Company's recognition of revenue from content in the music monetization business, as a result of its acquisition of 100.00% equity interests in Glory Limited ("GLORY") and Ocean Shine Far East Limited ("OCEAN").

Share of loss of investment in associates

In 2025, share of loss of investments in associate was THB 8.69 million, decreased by THB 12.26 million or -58.52% YoY. The main reasons for this improvement are as follows:

The Company recognized a share of profit from its investment in Seven Connect Advisory Co., Ltd. ("7C") and its subsidiaries amounting to THB 5.20 million. This was mainly due to a significant increase in 7C's revenue and net profit, resulting from a substantial rise in project deliveries compared to the previous year.

The Company recognized a share of loss from its investment in GTI Corporation Co., Ltd. ("GTI") of THB 13.35 million. This was mainly due to a decline in GTI's revenue caused by project delivery delays. Consequently, GTI was impacted by liquidated damages (penalties), additional costs incurred from rectifying delayed works, and the opportunity cost of diverting resources from other potential projects to address these delays, leading to GTI's continued operating losses.

The Company recognized a share of loss from its investment in Orisma Co., Ltd. (“ORISMA”) and its subsidiaries of THB 0.55 million. This was mainly due to the amortization of fair value of intangible assets identified at the time of the investment in the associate. It should be noted, however, that ORISMA’s operating performance remains profitable.

Finance costs

In 2025, finance costs were THB 0.21 million, decreased by THB 0.27 million or -55.89% YoY.

Income tax expense

In 2025, income tax expense was THB 32.20 million, an increase of THB 30.59 million or 1,897.46% from 2024, due to higher profit before income tax. Furthermore, the tax expense includes the impact of deferred tax recognition, resulting from temporary differences between accounting profit and taxable profit related to gain from changes in fair value.

In this regard, the aforementioned deferred tax items are recognized in accordance with accounting principles and may be subject to adjustments or reversals in subsequent periods if tax facts or estimates differ from current assessments.

Profit for the year and Total comprehensive income for the year

In 2025, the Company’s profit for the year was THB 41.36 million, increased by THB 19.92 million or +92.88% YoY. The Company’s total comprehensive income for the year was THB 37.00 million, increased by THB 16.15 million or +77.49% YoY. This was mainly due to the recognition of revenue from the music monetization business, following the 100% acquisition of both Glory Limited (“GLORY”) and Ocean Shine Far East Limited (“OCEAN”). Additionally, the performance was supported by a decrease in the share of loss from investments in associates.

Total assets

Total assets were mainly consisted of investment in associates, financial assets measured at fair value through profit or loss (FVTPL) and trade and other current receivables and current contract assets. As at 31 December 2024 and 31 December 2025, total assets were THB 590.70 million and THB 639.27 million, respectively. Total assets increased by THB 48.57 million or +8.22%, mainly due to an increase in financial assets measured at fair value through profit or loss (FVTPL). This increase resulted from a change in fair value of the put options to sell shares of Glory Limited (“GLORY”) and Ocean Shine Far East Limited (“OCEAN”) back to the former shareholders, in the event that the former shareholders are unable to achieve the profit performance targets as specified in the agreement.

Total liabilities

Total liabilities were mainly consisted of trade and other current payables. As at 31 December 2024 and 31 December 2025, total liabilities were THB 86.60 million and THB 126.53 million, respectively. Total liabilities increased by THB 39.93 million or +46.11%, mainly due to the increase in trade and other payables, combined with a significant increase in deferred tax liabilities.

Total equity

Total equity as at 31 December 2024 and 31 December 2025 were THB 504.10 million and THB 512.74 million, respectively. Total equity increased by THB 8.64 million or +1.71%, mainly due to the issuance of 8,000,000 new ordinary shares as part of the Company’s acquisition of GLORY and OCEAN.

Profitability

The company's gross profit margins for 2023, 2024, and 2025 were 25.58%, 30.52%, and 33.71%, respectively. In 2025, the gross profit margin ascended to 33.71%, primarily driven by a significant increase in revenue from digital solution services. Since the underlying costs of these services consist mainly of personnel expenses which are fixed costs the company achieved economies of scale, resulting in higher profitability.

The company recorded net profit margins of 9.62%, 6.63%, and 10.94% in 2023, 2024, and 2025, respectively. In 2025, the net profit margin rebounded to 10.94%, attributable to the growth in digital solution service revenue and a reduction in the share of losses from investments in associates.

Furthermore, the Return on Equity (ROE) for 2023, 2024, and 2025 stood at 5.71%, 4.10%, and 8.20%, respectively. The upsurge in ROE to 8.20% in 2025 was primarily driven by the recognition of revenue from the Music Monetization business, following the 100% acquisition of Glory Limited ("GLORY") and Ocean Shine Far East Limited ("OCEAN"). Additionally, the narrowing share of losses from associate companies further bolstered this performance.

Diagram of operating results and profitability

Financial Performance	Unit: THB Million			
Performance (Statement of Comprehensive Income)	For the year ended 31 December			
	2024	2025	Inc.(Dec.)	% Inc.(Dec.)
Services income	317.43	373.89	56.46	17.79%
Cost of rendering of services	(220.56)	(247.85)	(27.30)	12.38%
Gross profit	96.88	126.04	29.16	30.10%
Gains (loss) from changes in fair value	(5.00)	137.84	142.84	-2856.70%
Other income	5.97	4.16	(1.82)	-30.41%
Service expenses	(5.07)	(5.30)	(0.23)	4.53%
Administrative expenses	(44.97)	(52.44)	(7.47)	16.62%
Loss of impairment on loan to related party	-	(10.35)	(10.35)	N/A
Loss of impairment of goodwill	-	(112.71)	(112.71)	N/A
Loss of impairment of investment in associates and subsidiaries	-	(2.08)	(2.08)	N/A
Other Expenses	(3.31)	(2.68)	0.64	-19.18%
Profit from operating activities	44.49	82.47	37.97	85.34%
Share of loss of investment in associates	(20.96)	(8.69)	12.26	-58.52%
Finance costs	(0.48)	(0.21)	0.27	-55.89%
Profit before income tax expense	23.06	73.56	50.50	219.05%
Income tax expense	(1.61)	(32.20)	(30.59)	1897.46%
Profit for the year	21.44	41.36	19.92	92.88%
Other comprehensive loss for the year	(0.60)	(3.67)	(3.07)	513.64%
Total comprehensive income for the year	20.85	37.00	16.15	77.49%
Gross profit margin	30.52%	33.71%		
Net profit margin	6.76%	11.06%		

Services income and Gross profit of services

Unit: THB Million

Services income and Gross profit of services	For the year ended 31 December			
	2024	2025	Inc.(Dec.)	% Inc.(Dec.)
Digital content				
Services income	102.29	118.48	16.19	15.83%
Gross profit	18.39	29.68	11.29	61.42%
Gross profit margin	17.97%	25.05%		
Digital solution				
Services income	101.50	113.61	12.12	11.94%
Gross profit	45.93	55.49	9.56	20.82%
Gross profit margin	45.25%	48.85%		
Digital marketing				
Services income	113.64	141.80	28.15	24.77%
Gross profit	32.56	40.86	8.30	25.50%
Gross profit margin	28.65%	28.82%		

Financial Position

Unit: THB Million

Financial Position	As at 31 December 2024	As at 31 December 2025	Increase/ (Decrease)	% Inc.(Dec.)
Total assets	590.70	639.27	48.57	8.22%
Total liabilities	86.60	126.53	39.93	46.11%
Total equity	504.10	512.74	8.64	1.71%

Financial ratio	2023	2024	2025
Gross profit margin	25.58%	30.52%	33.71%
Net profit margin	9.62%	6.63%	10.94%
Return on Equity	5.71%	4.10%	8.20%

Asset management capability

The company's Return on Assets (ROA) for 2023, 2024, and 2025 were 4.96%, 3.50%, and 6.73%, respectively. In 2025, the ROA strengthened to 6.73%, primarily attributed to the recognition of revenue from the Music Monetization business. This followed the full acquisition (100.00% stake) of both Glory Limited ("GLORY") and Ocean Shine Far East Limited ("OCEAN"). Furthermore, the performance was positively impacted by a reduction in the share of losses from investments in associates.

Diagram of asset management capability

Financial ratios	2023	2024	2025
Return on assets	4.96%	3.50%	6.73%

Liquidity and capital adequacy

The company maintained current ratios of 4.85x, 4.83x, and 4.51x in 2023, 2024, and 2025, respectively. The slight contraction in the 2025 current ratio was primarily driven by a reduction in cash reserves following dividend distributions and investments in Glory Limited (“GLORY”) and Ocean Shine Far East Limited (“OCEAN”).

The average collection period for 2023, 2024, and 2025 was 102.55 days, 112.06 days, and 87.72 days, respectively. The significant improvement in 2025 was largely due to accelerated payment cycles from a major mobile network operator client, enabling the company to expedite debt recovery.

Correspondingly, the average payment period for 2023, 2024, and 2025 stood at 93.64 days, 106.16 days, and 101.49 days, respectively. The decrease in 2025 aligned with the shorter collection period, as the company maintains a policy of remitting revenue shares to marketing partners only after successfully securing payments from mobile operators.

Consequently, the company’s cash conversion cycle (CCC) for 2023, 2024, and 2025 was 8.91 days, 5.90 days, and (13.77) days, respectively. The company has demonstrated operational excellence in managing cash flows by balancing receivables and payables. The shift to a negative CCC in 2025 reflects the company’s ability to maintain a well-balanced payment cycle while optimizing liquidity.

The debt-to-equity (D/E) ratio for 2023, 2024, and 2025 was 0.15x, 0.17x, and 0.25x, respectively. The increase to 0.25x in 2025 resulted from dividend payments. Nevertheless, the D/E ratio remains conservative, as the group does not rely on external interest-bearing debt for operations; financial liabilities consist solely of lease liabilities related to office space.

Diagram of liquidity and capital adequacy

Financial ratio	2023	2024	2025
Current Ratio	4.85	4.83	4.51
Average Collection Period (days)	102.55	112.06	87.72
Average Payment Period (days)	93.64	106.16	101.49
Cash Cycle (days)	8.91	5.90	-13.77
Debt to Equity Ratio	0.15	0.17	0.25

Material Transaction (MT) and Related Party Transaction (RPT)

The Company provides financial assistance in the form of a loan of not more than THB 60.0 million to GTI Corporation Co., Ltd. (“GTI”), an associate of the Company (the Company holds 15.0% of the shares), divided into:

1. Loan for the purpose of using the funds to repay current loans with high interest rates of not more than THB 30.0 million, with an extension of the period not exceeding 6 months or a full repayment from the original date of November 16, 2024 to May 16, 2025, with an interest rate of 8.0% per annum, with monthly interest payment due on the 1st date of the following month and by the end of the loan agreement on May 16, 2025.
2. Loan for the purpose of using the funds as working capital within the business of not more than THB 30.0 million, with an extension of the period not exceeding 6 months or a full repayment from the original date of November 16, 2024 to May 16, 2025, with an interest rate of 8.0% per annum, with monthly interest payment due on the 1st date of the following month and by the end of the loan contract on May 16, 2025.

3. Subsequently, following the maturity date on May 16, 2025, the Company extended the financial assistance provided to GTI Corporation Co., Ltd. (“GTI”), an associate company. The total credit facility was reduced from THB 60.0 million to a maximum of THB 39.0 million, structured as follows:

1. Short-term Loan: A principal amount not exceeding THB 9.0 million, with a tenor of no more than 5 months (maturing by October 16, 2025). The interest rate is set at 8.0% per annum, with interest payments due monthly by the 1st of the following month, and the final settlement due upon the contract's expiration on October 16, 2025.

2. Long-term Loan: A principal amount not exceeding THB 30.0 million, with a repayment period of no more than 52 months commencing from May 16, 2025. The monthly principal installments are structured as follows:

1. November 2025 – October 2026: Monthly installments of no less than THB 450,000

2. November 2026 – October 2027: Monthly installments of no less than THB 550,000.

3. November 2027 – October 2028: Monthly installments of no less than THB 700,000.

4. November 2028 – September 2029: Monthly installments of no less than THB 800,000.

5. September 16, 2029: A final payment of no less than THB 800,000.

The interest rate is 8.0% per annum, with interest due monthly by the 1st of the following month, and the final payment due upon the loan's maturity on September 16, 2029.

4. Currently, GTI has defaulted on three scheduled principal installments (December 2025 – February 2026), amounting to an overdue principal of THB 1.35 million. Additionally, there is accrued interest for the same period totaling THB 0.57 million (calculated as of February 25, 2026). This results in a total outstanding balance of THB 1.92 million in past due principal and interest.

Regarding the impact on the financial statements, the Company has already recognized an allowance for doubtful accounts (provision) amounting to THB 10.35 million against a total outstanding principal of THB 29.55 million. The Company will continuously review and adjust this provision based on relevant future data and developments.

The management is currently closely monitoring the situation and is in the process of considering legal proceedings in accordance with the rights stipulated in the contract to protect the interests of the Company and its shareholders. The Company will provide periodic progress updates upon the occurrence of any material events or significant developments, in compliance with relevant regulations.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

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

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

Economic Overview

The overall outlook of the Thai economy remains a critical factor influencing the Company's financial position and operational prospects. Currently, Thailand's economic expansion is relatively constrained compared to its regional peers. In 2025, Thailand's GDP growth was recorded at 2.4%, significantly trailing the ASEAN average of 4–5%, particularly when compared to high-growth economies like Vietnam and the Philippines, which expanded by over 5% during the same period. While tourism and exports show signs of recovery, domestic consumption remains hindered by fragile purchasing power and cautious household spending.

Regarding monetary policy, the Bank of Thailand maintains a prudent stance to ensure economic and financial stability. This has kept interest rates at levels that impose a financial burden on both households and businesses. Simultaneously, Thailand's household debt-to-GDP ratio remains elevated relative to regional counterparts, reflecting structural vulnerabilities that may dampen future consumption growth.

Beyond macroeconomic factors, governance and corruption issues significantly impact business confidence. According to Transparency International's latest Corruption Perceptions Index, Thailand scored 33 out of 100, ranking 116th out of 180 countries. This indicates that perceived public sector corruption remains a concern and falls below the regional average.

In response to this environment, the Company emphasizes the importance of ESG (Environmental, Social, and Governance) principles, particularly in elevating governance standards, transparency, internal controls, and anti-corruption measures. Coupled with efficient resource management and stakeholder engagement, these efforts aim to bolster confidence, mitigate structural risks, and ensure long-term business sustainability.

For the telecommunications industry, although mobile and internet services are considered essential, the sluggish economy, high household debt, and weak economic sentiment may alter consumer spending patterns, intensify price competition, and influence customer plan selections.

Given these circumstances, the Company prioritizes cost optimization, developing services that align with current consumer needs, and enhancing transparency and governance standards to maintain a competitive edge and reinforce stakeholder trust in the long run.

The Company's Business Operations

In the medium to long term, the Company remains committed to growth that aligns with the evolution of the mobile service industry and the expansion of Telecommunication Operators, our primary customer base. Nevertheless, the Company recognizes that a portion of our revenue is inherently linked to domestic economic conditions and end-consumer purchasing power.

Should a significant economic downturn occur, impacting consumer spending, it would inevitably affect the entire industry, the operators, and the Company as a whole. Consequently, the Company prioritizes revenue diversification to mitigate the risks associated with over-reliance on any single market or customer segment.

The Company has continuously explored potential investment opportunities and strategic partnerships, both domestically and internationally. These evaluations are conducted with a rigorous approach to risk assessment,

expected returns, and strategic fit. We will only commit to investments or projects that align with our long-term business direction and demonstrate clear potential for value creation.

Moving forward, the Company remains open to expanding into international markets and generating revenue from regional and global clients. This initiative aims to enhance the resilience of our revenue structure and strengthen our long-term competitiveness. All such endeavors will be executed under a framework of good corporate governance and prudent risk management.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	168,703.47	73,081.06	69,162.78
Short-Term Investments - Net (ThousandTHB)	10,365.03	100,722.21	207,296.73
Investment In Equity Instruments Measured At Fair Value Through Profit Or Loss (ThousandTHB)	10,365.03	100,722.21	207,296.73
Trade And Other Receivables - Current - Net (ThousandTHB)	108,317.03	86,598.62	93,108.96
Short-Term Loan And Interest Receivables (ThousandTHB)	60,000.00	60,000.00	0.00
Related Parties (ThousandTHB)	60,000.00	60,000.00	0.00
Other Current Assets (ThousandTHB)	5,068.64	6,932.48	6,811.88

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Current Assets - Others (ThousandTHB)	5,068.64	6,932.48	6,811.88
Total Current Assets (ThousandTHB)	352,454.17	327,334.37	376,380.35
Restricted Deposits - Non- Current (ThousandTHB)	2,000.00	1,000.00	1,000.00
Long-Term Investments - Net (ThousandTHB)	5,000,000.00	0.00	0.00
Investment In Equity Instruments Measured At Fair Value Through Profit Or Loss (ThousandTHB)	5,000,000.00	0.00	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (ThousandTHB)	248,640.59	224,660.05	213,332.51
Investment In Associates (ThousandTHB)	248,640.59	224,660.05	213,332.51
Non-Current Portion Of Long- Term Loan Receivables (ThousandTHB)	0.00	0.00	19,196.08
Related Parties (ThousandTHB)	0.00	0.00	19,196.08

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Property, Plant And Equipment - Net (ThousandTHB)	3,932.08	3,899.58	3,853.29
Right-Of-Use Assets - Net (ThousandTHB)	4,174.94	9,254.52	6,379.54
Intangible Assets - Net (ThousandTHB)	217.97	208.08	432.20
Intangible Assets - Others (ThousandTHB)	217.97	208.08	432.20
Deferred Tax Assets (ThousandTHB)	2,666.88	4,697.50	1,377.90
Other Non-Current Assets (ThousandTHB)	15,578.29	19,642.83	17,313.24
Other Non-Current Assets - Others (ThousandTHB)	15,578.29	19,642.83	17,313.24
Total Non-Current Assets (ThousandTHB)	282,210.74	263,362.55	262,884.74
Total Assets (ThousandTHB)	634,664.91	590,696.91	639,265.09
Liabilities			
Trade And Other Payables - Current (ThousandTHB)	66,936.47	61,366.19	76,473.51

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Current Portion Of Lease Liabilities (ThousandTHB)	2,642.17	2,532.84	2,861.28
Income Tax Payable (ThousandTHB)	1,341.34	766.31	1,231.01
Other Current Liabilities (ThousandTHB)	1,816.03	3,140.74	2,809.24
Total Current Liabilities (ThousandTHB)	72,736.01	67,806.08	83,375.04
Non-Current Portion Of Lease Liabilities (ThousandTHB)	637.88	6,162.44	2,983.98
Long-Term Provisions (ThousandTHB)	1,340.86	1,474.93	1,508.74
Provisions For Employee Benefit Obligations - Non-Current (ThousandTHB)	9,495.61	11,154.09	17,320.12
Deferred Tax Liabilities (ThousandTHB)	0.00	0.00	21,337.66
Total Non-Current Liabilities (ThousandTHB)	11,474.35	18,791.46	43,150.50
Total Liabilities (ThousandTHB)	84,210.36	86,597.54	126,525.55
Shareholders' equity			

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Authorised Share Capital (ThousandTHB)	80,000.00	80,000.00	84,000.00
Authorised Ordinary Shares (ThousandTHB)	80,000.00	80,000.00	84,000.00
Issued And Paid-Up Share Capital (ThousandTHB)	80,000.00	80,000.00	84,000.00
Paid-Up Ordinary Shares (ThousandTHB)	80,000.00	80,000.00	84,000.00
Premium (Discount) On Share Capital (ThousandTHB)	409,284.21	409,284.21	435,680.21
Premium (Discount) On Ordinary Shares (ThousandTHB)	409,284.21	409,284.21	435,680.21
Retained Earnings (Deficits) (ThousandTHB)	61,492.45	13,470.30	(5,853.13)
Retained Earnings - Appropriated (ThousandTHB)	8,000.00	8,000.00	8,400.00
Legal And Statutory Reserves (ThousandTHB)	8,000.00	8,000.00	8,400.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	53,492.45	5,470.30	(14,253.13)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Surplus (Deficits) From Business Combinations Under Common Control (ThousandTHB)	(3,525.80)	(3,525.80)	(3,525.80)
Other Components Of Equity - Others (ThousandTHB)	0.00	0.00	(563.96)
Equity Attributable To Owners Of The Parent (ThousandTHB)	547,250.86	499,228.71	509,737.32
Non-Controlling Interests (ThousandTHB)	3,203.70	4,870.66	3,002.23
Total Equity (ThousandTHB)	550,454.55	504,099.37	512,739.54
Total Liabilities And Equity (ThousandTHB)	634,664.91	590,696.91	639,265.09

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Revenue From Operations (ThousandTHB)	317,890.63	317,432.69	373,890.85
Revenue From Rendering Services (ThousandTHB)	317,890.63	317,432.69	373,890.85
Other Income (ThousandTHB)	1,765.49	5,973.35	4,157.04
Total Revenue (ThousandTHB)	319,656.12	323,406.05	378,047.89
Costs (ThousandTHB)	(236,584.64)	(220,557.10)	(247,853.28)
Cost Of Rendering Services (ThousandTHB)	(236,584.64)	(220,557.10)	(247,853.28)
Selling And Administrative Expenses (ThousandTHB)	(41,780.92)	(50,042.94)	(57,745.11)
Selling Expenses (ThousandTHB)	(4,823.38)	(5,074.94)	(5,304.66)
Administrative Expenses (ThousandTHB)	(36,957.54)	(44,968.00)	(52,440.44)
(Reversal Of) Expected Credit Losses (ThousandTHB)	0.00	0.00	(10,353.92)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Reversal Of) Loss On Impairment (ThousandTHB)	0.00	0.00	(114,787.65)
Other Expenses (ThousandTHB)	(5,145.65)	(3,312.33)	(2,677.08)
Total Cost And Expenses (ThousandTHB)	(283,511.21)	(273,912.37)	(433,417.04)
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method (ThousandTHB)	(1,071.74)	(20,958.33)	(8,693.84)
Gains (Losses) From Financial Instruments Measured At Fair Value Through Profit Or Loss (ThousandTHB)	0.00	(5,000.00)	137,835.09
Profit (Loss) Before Finance Costs And Income Tax Expense (ThousandTHB)	35,073.17	23,535.35	73,772.09
Finance Costs (ThousandTHB)	(315.87)	(479.32)	(211.42)
Income Tax Expense (ThousandTHB)	(4,008.40)	(1,612.01)	(32,199.22)
Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	30,748.90	21,444.02	41,361.45

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Net Profit (Loss) For The Period (ThousandTHB)	30,748.90	21,444.02	41,361.45
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	30,748.90	21,444.02	41,361.45
Currency Translation Adjustments (ThousandTHB)	0.00	0.00	(690.92)
Share Of Other Comprehensive Income (Expense) From Subsidiaries, Associates And Joint Ventures Accounted For Using The Equity Method That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	(49.72)	(598.49)	(53.54)
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	0.00	0.00	(4,523.80)
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	0.00	0.00	904.76

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Comprehensive Income (Expense) - Net Of Tax (ThousandTHB)	(49.72)	(598.49)	(4,363.49)
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	30,699.17	20,845.53	36,997.96
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	31,162.39	19,776.35	42,307.92
Net Profit (Loss) Attributable To : Non- Controlling Interests (ThousandTHB)	(413.49)	1,667.68	(946.47)
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	31,112.66	19,177.85	38,065.65
Total Comprehensive Income (Expense) Attributable To : Non- Controlling Interests (ThousandTHB)	(413.49)	1,667.68	(1,067.70)
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	0.19476	0.12360	0.25151

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
EBITDA (ThousandTHB)	38,957.72	27,311.76	77,418.39
Operating Profit (ThousandTHB)	36,144.91	44,493.68	82,465.94
Normalize Profit (ThousandTHB)	39,525.07	46,832.65	68,292.46

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (ThousandTHB)	35,073.17	23,535.35	73,772.09
Depreciation And Amortisation (ThousandTHB)	3,884.56	3,776.41	3,646.30
Depreciation (ThousandTHB)	674.30	606.29	601.62
Amortisation (ThousandTHB)	3,210.26	3,170.12	3,044.68

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Reversal Of) Expected Credit Losses (ThousandTHB)	2,110.31	(2,411.76)	10,361.17
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (ThousandTHB)	1,071.74	20,958.33	8,693.84
(Gains) Losses On Foreign Currency Exchange (ThousandTHB)	0.03	0.05	0.22
(Gains) Losses On Disposal Of Investment In Subsidiaries, Associates And Joint Ventures (ThousandTHB)	0.00	0.00	0.00
(Gains) Losses On Fair Value Adjustments Of Other Financial Instruments (ThousandTHB)	(134.43)	(817.61)	(137,835.09)
(Gains) Losses On Fair Value Adjustments Of Investments (ThousandTHB)	0.00	5,000.00	0.00
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	0.00	(48.92)	(30.27)
(Gains) Losses On Disposal Of Fixed Assets (ThousandTHB)	0.00	(48.92)	(30.91)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Loss On Write-Off Of Fixed Assets (ThousandTHB)	0.00	0.00	0.64
(Gains) Losses On Disposal And Write-Off Of Other Assets (ThousandTHB)	171.10	0.00	0.00
Loss On Write-Off Of Other Assets (ThousandTHB)	171.10	0.00	0.00
(Reversal Of) Loss On Impairment From Investments In Subsidiaries, Associates And Joint Ventures (ThousandTHB)	0.00	0.00	114,787.65
Dividend And Interest Income (ThousandTHB)	(1,360.33)	(4,893.01)	(3,654.92)
Interest Income (ThousandTHB)	(1,360.33)	(4,893.01)	(3,654.92)
Employee Benefit Expenses (ThousandTHB)	1,855.94	1,735.61	1,818.60
Other Reconciliation Items (ThousandTHB)	0.00	0.00	47.16

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (ThousandTHB)	42,672.10	46,834.45	71,606.75
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	(34,632.55)	23,322.13	1,184.79
(Increase) Decrease In Other Operating Assets (ThousandTHB)	159.02	(332.54)	7,936.99
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	12,487.66	(5,640.11)	(5,170.48)
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	0.00	(77.12)	(176.37)
Increase (Decrease) In Provisions (ThousandTHB)	0.00	0.00	0.00
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	(2,369.29)	1,324.71	(331.50)
Cash Generated From (Used In) Operations (ThousandTHB)	18,316.94	65,431.52	75,050.19

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Income Tax (Paid) Received (ThousandTHB)	(7,901.46)	(9,813.49)	125.23
Net Cash From (Used In) Operating Activities (ThousandTHB)	10,415.48	55,618.03	75,175.42
Proceeds From Disposal Of Investments (ThousandTHB)	0.00	0.00	101,171.22
Purchase Of Investments (ThousandTHB)	(5,000.00)	(89,539.58)	(60,000.00)
Proceeds From Disposal Of Investment In Subsidiaries, Associates And Joint Ventures (ThousandTHB)	0.00	0.00	0.00
Payment For Purchase Of Investment In Subsidiaries, Associates And Joint Ventures (ThousandTHB)	(110,969.23)	(2,250.00)	(88,880.74)
Loan Receivables Made (ThousandTHB)	(75,000.00)	(15,000.00)	0.00
Short-Term Loan Receivables Made (ThousandTHB)	(75,000.00)	(15,000.00)	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Short-Term Loan Receivables Made - Related Parties (ThousandTHB)	(75,000.00)	(15,000.00)	0.00
Loan Receivables Repayment Received (ThousandTHB)	15,000.00	15,000.00	30,450.00
Short-Term Loan Receivables Repayment Received (ThousandTHB)	15,000.00	15,000.00	30,450.00
Short-Term Loan Receivables Repayment Received - Related Parties (ThousandTHB)	15,000.00	15,000.00	30,450.00
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	0.00	186.92	30.94
Property, Plant And Equipment (ThousandTHB)	0.00	186.92	30.94
Payment For Purchase Of Fixed Assets (ThousandTHB)	(183.17)	(894.19)	(877.99)
Property, Plant And Equipment (ThousandTHB)	(183.17)	(711.79)	(555.99)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Intangible Assets (ThousandTHB)	0.00	(182.40)	(322.00)
(Increase) Decrease In Restricted Deposits (ThousandTHB)	0.00	1,000.00	0.00
Dividend Received (ThousandTHB)	0.00	5,389.65	5,174.34
Interest Received (ThousandTHB)	1,268.28	4,985.07	3,452.27
Net Cash From (Used In) Investing Activities (ThousandTHB)	(174,884.13)	(81,122.14)	(9,479.96)
Repayments On Lease Liabilities (ThousandTHB)	(2,793.43)	(2,642.17)	(2,921.84)
Payments For Changes In Interest In Subsidiaries (ThousandTHB)	(0.39)	(0.71)	(800.74)
Dividend Paid (ThousandTHB)	(12,799.84)	(67,130.17)	(58,121.36)
Interest Paid (ThousandTHB)	(193.99)	(345.26)	(177.61)
Net Cash From (Used In) Financing Activities (ThousandTHB)	(15,787.65)	(70,118.31)	(62,021.55)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Net Increase (Decrease) in Cash And Cash Equivalent (ThousandTHB)	(180,256.30)	(95,622.41)	3,673.91
Effect Of Exchange Rate Changes On Cash And Cash Equivalents (ThousandTHB)	0.00	0.00	(279.43)
Differences Of Foreign Currency Exchange On Financial Statements Translation (ThousandTHB)	0.00	0.00	(7,312.76)
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	348,959.77	168,703.47	73,081.06
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	168,703.47	73,081.06	69,162.78

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	4.85	4.83	4.51
Quick ratio (times)	3.95	3.84	4.43
Cash flow liquidity ratio (times)	0.16	0.79	0.99

	2023	2024	2025
Average account receivable turnover (times)	3.56	3.26	4.16
Average collection period (days)	102.55	112.06	87.72
Average account payable turnover (times)	3.90	3.44	3.60
Average payment period (days)	93.64	106.16	101.49
Average cash cycle (days)	8.91	5.90	-13.77
Profitability ratio			
Gross profit margin (%)	25.58	30.52	33.71
Operating margin (%)	10.81	12.13	17.55
Other income to total income (%)	0.55	1.85	1.10
Cash from operation to operating profit (%)	30.30	144.39	114.57
Net profit margin (%)	9.62	6.63	10.94
Return on equity (ROE) (%)	5.71	4.10	8.20
Financial policy ratio			
Total debts to total equity (times)	0.15	0.17	0.25
Interest coverage ratio (times)	126.73	100.71	407.30
Interest bearing debt to EBITDA ratio (times)	0.08	0.18	0.07

	2023	2024	2025
Debt service coverage ratio (times)	12.20	5.55	14.73
Dividend payout ratio (%)	88.46	201.45	143.90
Efficiency ratio			
Return on asset (ROA) (%)	4.96	3.50	6.73
Return On Fixed Assets (%)	351.91	237.24	384.90
Asset turnover (times)	0.52	0.53	0.61

5. General information and other material facts

5.1 General information

General information

Securities registrar

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

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED

Address/location : NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH,
11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD,

Subdistrict : THUNG MAHA MEK

District : SATHON

Province : Bangkok

Postcode : 10120

Telephone : +66 2844 1000

Facsimile number : +66 2286 5050

List of auditors : Miss TITHINUN VANKEO

License number : 9432

List of auditors : Miss NUNTIKA LIMVIRIYALERS

License number : 7358

List of auditors : Miss SVASVADI ANUMANRAJDHON

License number : 4400

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : Yes

The shares of the Company are transferrable without restriction and the total number of shares held by non-Thai persons at any time shall not exceed forty-nine (49) percent of total shares sold. The Company may refuse to register any transfer of shares that shall cause the foreign shareholding of the Company to exceed the aforementioned proportion.

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

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

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

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Company realizes the importance of compliance with corporate governance principles in business operations. Therefore, the Board of Directors has a policy to comply with Principles and Guidelines which are consistent with the Corporate Governance Code for Listed Companies 2017 issued by the Securities and Exchange Commission (SEC). It is taken from the Principles of Good Corporate Governance for Listed Companies 2012 of the Stock Exchange of Thailand (SET) and covers all five sections of the OECD principles on rights and equality of shareholders and stakeholders, the role of stakeholders, disclosure and transparency and the duties of the Board of Directors. It is presented in the form of the 8-core principles for the Board of Directors, which is the leader or the person responsible for corporate governance in order to build investor confidence and create sustainable business values. (Hereinafter referred to as CG Code)

The Board of Directors of the Company will review the implementation of the CG Code in accordance with the Company's context annually and if any CG Code is found to be inappropriate to the Company's context, the Company will consider and apply substitute measures (if any) whereby shareholders and stakeholders will be informed about the principle that has not yet been applied in Form 56-1 One Report.

This practice of the CG Code is reflected in the Code of Conduct as well as the Charter of the Board of Directors and the sub-committees assigned in various matters and the advanced preparation of the agenda of the Board and sub-committee meetings throughout the year to ensure that the Board's performance of duties is complete. Neither the Company nor its directors or executives have ever been subject to fines, sanctions, accusations, or civil proceedings by regulatory authorities such as SEC or SET.

Reference link for the full version of corporate governance : [https://www.addtechhub.com/wp-content/uploads/policy and guidelines 2025/07/10.-Corporate-Governance-Policy.pdf](https://www.addtechhub.com/wp-content/uploads/policy-and-guidelines-2025/07/10.-Corporate-Governance-Policy.pdf)

6.1.1 Policy and guidelines related to the board of directors

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

directors

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

Nomination of directors

Nomination of company directors

As for the appointment of new directors, the Nomination and Remuneration Committee will consider before nominating suitable candidates to the Board of Directors for approval before proposing them to the shareholders' meeting for approval. The Company has a process for selecting directors by considering the qualifications in terms of skills, experience, gender and specific abilities that are beneficial to the Company. The directors must not have any prohibited characteristics under the Public Limited Companies Act and exhibit no characteristics indicating lack of suitability to be entrusted with the management of a publicly held business under the law and the Securities and Exchange Commission's notification. In addition, the selection of new directors will also be considered from the Director Pool where the Company allow the opportunity for shareholders to nominate a person to be elected as a director in accordance with the criteria prescribed by the Company as per details published in the Company's website at <https://www.addtechhub.com/>. The proposal shall be submitted to the Company by December 31 of every year.

The selection of a person to be a director of the Company will be considered according to the qualifications under Section 68 of the Public Limited Companies Act B.E. 2535 (1992) and the relevant notifications of the Securities and Exchange Commission. Furthermore, the consideration criteria also include selecting qualified directors with background and expertise in a variety of fields, which will benefit the Company in terms of the ability to offer advice and opinions on various matters from the perspective of those who have direct experience. It is anticipated that a director shall have leadership quality with a broad vision, good morals and ethics, a transparent work history, and the ability to express opinions independently. Subsequently, the name list is presented to the shareholders' meeting for consideration and appointment.

1. Appointment of the Company's directors shall be in accordance with the Company's Articles of Association and relevant legal requirements. In this regard, it must be transparent and clear, whereby the consideration shall include the person's educational background and professional experience with sufficient details for the purpose of decision-making by the Board of Directors and shareholders.
2. In the appointment of directors, the person to be appointed must receive a majority vote of the shareholders who attend the meeting and cast their votes.
3. The Nomination and Remuneration Committee will select and nominate persons who meet all the qualifications as specified in this charter to serve as directors of the Company. The name of such person will be presented to the Board of Directors' meeting and/or the shareholders' meeting for further consideration and election, as the case may be.
4. The Company's directors shall hold office for a term of three years and upon the expiration of the term, the person may be considered to be re-elected to continue their position as the director of the Company.
5. In the case of appointment of a director to replace a director position that is vacant due to reasons other than retirement by rotation, the Nomination and Remuneration Committee shall select a person who has all the qualifications as specified in this charter and does not have any prohibited characteristics by law and propose the name of such person to the Board of Directors' meeting to appoint the person as a director of the Company in the next Board of Directors' meeting, unless the remaining term of that director is less than two months. In this regard, the person who assumes the position of director in such case shall remain in office for the remaining term of the director who vacates office.
6. At every Annual General Meeting of Shareholders, one-third of the directors of the Company shall retire from office at that time. If the number of directors cannot be divided exactly into three parts, the number closest to one-third shall be retired. Directors who vacate office may be re-elected to take office. In this regard, the directors who must retire from office in the first and second year after the registration of the Company shall be drawn by lot, and in the following years, the director who has been in office for the longest time shall retire from office.
7. An independent director shall have a term of office not exceeding nine years from the date of first appointment as an independent director. In the case that the Board of Directors has considered the reasonableness of necessity, the Board of Directors may allow such person to continue to serve as an independent director of the Company.

8. In addition to the retirement by rotation, the company director may vacate office upon:

- Death
- Resignation
- Lack of qualifications as a director of a company or having prohibited characteristics under Public Limited Companies Act or having characteristics indicating lack of suitability to be entrusted with the management of a publicly held business as stipulated in the Securities and Exchange Act (and as amended) including the relevant notifications of the Securities and Exchange Commission.
- The shareholders' meeting resolves for the person to vacate the position (with a vote of not less than three-fourths of the number of shareholders attending the meeting and having the right to vote and having shares amounting to not less than one-half of the number of shares held by the shareholders attending the meeting and having the right to vote).
- The court has issued an order to vacate the office.

Any director who wishes to resign from office shall submit a resignation letter to the Company. The resignation will be effective from the date specified in the resignation letter.

Determination of director remuneration

Determination of Director Remuneration

1. The Nomination and Remuneration Committee evaluates the director remuneration based on their duties, responsibilities, performance, company performance, industry practices, and the expected contributions of each director. The committee also considers the annual performance evaluation results to ensure that the remuneration is appropriate, competitive, and capable of attracting and retaining qualified directors. Remuneration may be provided in various forms, such as cash, securities, or other benefits, and is then submitted to the Board of Directors for approval.
2. The director remuneration proposal is reviewed and approved by the Board of Directors before being submitted to the shareholders' meeting for final approval.

Independence of the board of directors from the management

The Board of Directors has considered the division of powers and responsibilities in setting governance policies and daily administration to be clearly separated. The Chairman and Chief Executive Officer are elected by the Board of Directors. The Chairman of the Board and the Chief Executive Officer are not the same person to create clarity in responsibilities during policy formulation, monitoring and routine administration. In this regard, the Company has separated roles and responsibilities between the Board of Directors and executives clearly and with checks and balances of authority in operations. The Board of Directors is responsible for setting policy and supervising operations of executives at the policy level, while the executives are responsible for managing the Company's operations in various areas in accordance with the established policies. However, the Chairman of the Board does not participate in the normal daily administration, but instead provide support and advice on business operations to the Management through the Chief Executive Officer on a regular basis, while the Chief Executive Officer is responsible for the management of the Company under the authority assigned by the Board of Directors.

Director development

The Board of Directors encourages each director to attend seminars and training programs that are beneficial to the performance of their duties, to enhance their knowledge and understanding of their roles and responsibilities, the nature of the Company's business operations, and relevant laws and regulations, as well as to continuously develop the skills and knowledge required for effective directorship. This enables directors to further improve the efficiency and effectiveness of their performance as follows:

1. The Board of Directors promotes and facilitates knowledge training and sharing for those involved in the corporate governance system of the Company such as directors, audit committee members, executives, and Company Secretary to ensure continuous improvement of operations.

2. Every time a new director is appointed, the Management will provide documents and information that are useful to the new director's performance of duties, including providing an introduction to the nature of the business and business practices of the Company to new director.

All directors of the Company have completed the Director Accreditation Program (DAP) conducted by the Thai Institute of Directors (IOD).

Board performance evaluation

The Company's Board of Directors requires that there be a regular annual evaluation of the performance of the Company's Board of Directors, sub-committees, and teams to consider their performance and challenges for further improvements. The evaluation will be conducted in accordance with the guidelines recommended by the Stock Exchange of Thailand with additional adjustments to suit the Company's business operations. It has been established as policies and criteria as follows:

Policy and Criteria for Evaluating the Performance of the Board of Directors and the Chief Executive Officer

The Board of Directors conducts an annual performance assessment (Board Self-Assessment) to evaluate its effectiveness. The assessment process follows a framework based on the Stock Exchange of Thailand's recommended guidelines, including:

1. Self-assessment of the Board of Directors as a whole
2. Self-assessment of individual sub-committees / teams as a whole
3. Self-assessment of individual board members and sub-committee / team members
4. Performance evaluation of the Chief Executive Officer (CEO)

These assessments are used as a framework for reviewing whether the Board of Directors and the Chief Executive Officer have performed their duties in accordance with the approved corporate governance policies and/or good practices, as well as for improving the performance of the Board of Directors and the Chief Executive Officer to align with the established policies. The process also serves to review issues and obstacles encountered during the past year.

The performance evaluation process of the Board of Directors and the Chief Executive Officer is as follows:

1. The Board of Directors approves and reviews the evaluation forms to ensure their accuracy, completeness, and compliance with the criteria prescribed by regulatory authorities.
2. The Company Secretary distributes the Board self-assessment forms to the directors and the Chief Executive Officer in early December of each year.
3. The directors and the Chief Executive Officer complete the evaluation forms and return them to the Company Secretary by the end of December of each year.
4. The Company Secretary summarizes and analyzes the results of the performance evaluation of the Board of Directors and the Chief Executive Officer and reports the analysis to the Board of Directors for acknowledgment.
5. The Company Secretary uses the evaluation results and additional feedback from the Board of Directors to prepare an improvement action plan.

The criteria used for evaluating the performance of the Board as a whole, subcommittees / teams, and individual directors cover the following areas:

Evaluation Topic	Board of Directors (as a whole)	Subcommittees / Teams	Individual
Board structure and qualifications	/	/	/
Roles, duties, and responsibilities of the Board	/	/	/
Board meetings	/	/	/
Performance of Board duties	/	X	X
Relationship with management	/	X	X
Directors' self-development and management development	/	X	X

The criteria used for evaluating the performance of the Chief Executive Officer cover the following areas:

Evaluation Topic	Evaluated by	
	CEO	The Board of directors
Leadership	/	/
Strategy formulation	/	/
Strategy execution	/	/
Financial planning and performance	/	/
Relationship with the Board of Directors	/	/
External relationships	/	/
Management and employee relations	/	/
Succession planning	/	/
Knowledge of products and services	/	/
Personal attributes	/	/

Scoring Criteria for the Performance Evaluation of the Board of Directors and the Chief Executive Officer with the scoring levels defined as follows:

- Level 0: Strongly disagree, or no action has been taken on the matter
- Level 1: Disagree, or only minimal action has been taken on the matter
- Level 2: Agree, or a moderate level of action has been taken on the matter
- Level 3: Largely agree, or the matter has been handled well
- Level 4: Strongly agree, or the matter has been handled excellently
- N/A: No information available or not applicable

Criteria for Analysis and Summary of the Performance Evaluation Results of the Board of Directors and the Chief Executive Officer are as follows:

- Total score of 0 – 1: Improvement required
- Total score of more than 1 – 2: Fair
- Total score of more than 2 – 3: Good
- Total score of more than 3 – 4: Very Good

Performance Evaluation of the Chief Executive Officer

The Board of Directors is responsible for setting the annual and long-term performance targets of the Chief Executive Officer, as well as evaluating the CEO's performance against such targets to ensure compliance with the established criteria and alignment with the Company's operational plans. A representative of the Board of Directors will inform the Chief Executive Officer of the evaluation results, and the outcomes of the evaluation will be used as supporting information in determining appropriate remuneration for the Chief Executive Officer.

In 2025, the results of the Board self-assessments both at the collective and individual levels showed overall average scores ranging from 3.2 to 4.0 out of a maximum of 4 points, while the Chief Executive Officer's performance evaluation recorded an average score of 3.8 out of 4 points.

Corporate governance of subsidiaries and associated companies

In overseeing the operations of subsidiaries and associate companies, the Company directors will consider assigning a Company representative who has qualifications and experience suitable for the business that the Company invested in to be the director of the said subsidiary and associate company. The mentioned representative may be the managing director, deputy managing director and executive of the Company or any person of the Company who has no conflict of interest with those subsidiaries and associate companies. This is to enable the Company to control and supervise the business and operations of its subsidiaries and associate companies as if they were a unit of the Company. The Company values the fact that having a solid, transparent and verifiable management system will help maintain the interests of the Company's investment; therefore, the Company requires its representatives to manage the business of the subsidiaries and associate companies for the best interest of the Company and to ensure compliance with the laws relating to the operation of such subsidiaries and associate companies. In addition, the assignment of representatives to be directors in such subsidiaries and associate companies shall be in accordance with the Company's shareholding proportion in such subsidiaries and associate companies.

The Company provides its subsidiaries with an appropriate and sufficient internal control system to prevent potential fraud as well as having a clear work system to ensure that there is an adequate system for disclosing information on significant transactions in accordance with the established rules in a continuous and reliable manner. The Company also provides a mechanism to audit the said system in the subsidiaries so that the team of internal auditors and the independent directors of the Company have direct access to the information, and the results of the audit of such work systems shall be reported to the Executive Committee or the Board of Directors to ensure that the subsidiaries have consistently complied with the established work systems.

In this regard, the Company will closely monitor the performance and operating results of its subsidiaries and associate companies and supervise the disclosure of connected transactions, as well as ensuring that data and accounting records of the subsidiaries and associate companies are stored for the Company's examination. The operating results are to be reported regularly to the Executive Committee or the Board of Directors for further planning and operational goals.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business
stakeholders competitors, Suppliers, Creditors, Community and
society

Shareholders

The Company will conduct business with transparency and efficiency in order to create sustainable value for the business by striving to create good operating results and stable growth to provide maximum benefit to shareholders in the long run, including the process of disclosing information to shareholders with transparency and trustworthiness

Reference link for the policy, guidelines and measures : [https://www.addtechhub.com/wp-content/uploads/](https://www.addtechhub.com/wp-content/uploads/2024/07/26.-Principles-of-Good-Corporate-Governance.pdf)
related to shareholders 2024/07/26.-Principles-of-Good-Corporate-
Governance.pdf

Page number of the reference link : 4

Employee

The Company will treat all employees equally, fairly and provide appropriate compensation. In addition, the Company also places importance on regular development of skill, knowledge, abilities and potential for employees such as organizing training, seminars and workshops, by providing thorough opportunities to all employees and trying to create incentives for employees with high knowledge and ability to remain with the Company for further organizational development. The Company has also set guidelines in combating corruption, including instilling all employees to comply with relevant laws and regulations, such as strictly prohibiting the use of inside information, etc.

Reference link for the policy, guidelines and measures : [https://www.addtechhub.com/wp-content/uploads/](https://www.addtechhub.com/wp-content/uploads/2024/07/26.-Principles-of-Good-Corporate-Governance.pdf)
related to employee 2024/07/26.-Principles-of-Good-Corporate-
Governance.pdf

Page number of the reference link : 4

Customer

The Company is responsible to customers by maintaining the quality and standards of products and services, including responding to customer needs as completely and comprehensively as possible to focus on creating long-term customer satisfaction. In addition, the Company takes into account hygiene and customer health when consuming the Company's products and services and providing accurate and complete information about products and services to customers. It also provides channels for the Company's customers to report problems with inappropriate products and services so that the Company can prevent and solve such problems regarding the Company's products and services quickly, as well as maintaining customer privacy and customer information must not be used for the benefit of oneself or those involved illegally.

Reference link for the policy, guidelines and measures : [https://www.addtechhub.com/wp-content/uploads/](https://www.addtechhub.com/wp-content/uploads/2024/07/26.-Principles-of-Good-Corporate-Governance.pdf)
related to customer 2024/07/26.-Principles-of-Good-Corporate-
Governance.pdf

Page number of the reference link : 4

Business competitors

The Company behaves according to the framework of good competition, has ethics and is within the framework of the law, including supporting and promoting the policy of free and fair competition. Since its inception, the Company has never had any disputes with business competitors.

Reference link for the policy, guidelines and measures : <https://www.addtechhub.com/wp-content/uploads/2024/07/26.-Principles-of-Good-Corporate-Governance.pdf>
related to business competitors

Page number of the reference link : 5

Suppliers

The Company has a process for selecting business partners by allowing them to compete on equal information and selecting business partners with fairness under the Company's criteria for evaluating and selecting business partners. In addition, the Company has prepared a contract format that is appropriate and fair to all contracting parties and provided a monitoring system to ensure that the contract conditions are fully complied with and prevent corruption and misconduct in every step of the procurement process. The Company purchases products from trading partners according to trade conditions as well as continues to comply strictly with the contract with partners.

Reference link for the policy, guidelines and measures : <https://www.addtechhub.com/wp-content/uploads/2024/07/26.-Principles-of-Good-Corporate-Governance.pdf>
related to suppliers

Page number of the reference link : 4

Creditors

The Company will strictly comply with various conditions according to the contract with creditors, including repayment of principal, interest, and taking care of various collaterals under relevant contracts.

Reference link for the policy, guidelines and measures : <https://www.addtechhub.com/wp-content/uploads/2024/07/26.-Principles-of-Good-Corporate-Governance.pdf>
related to creditors

Page number of the reference link : 5

Community and society

The Company cares and values safety for society, environment and quality of life of people involved in the Company's operations and encourages the Company's employees to have conscience and responsibility towards society and the environment, including ensuring strict compliance with various related laws and regulations. In addition, the Company tries to participate in various activities that create and preserve society and the environment, as well as promote culture in the locality where the Company operates in.

Reference link for the policy, guidelines and measures : <https://www.addtechhub.com/wp-content/uploads/2024/07/26.-Principles-of-Good-Corporate-Governance.pdf>
related to community and society

Page number of the reference link : 5

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established this Code of Conduct as a standard applicable to directors, executives and employees at all levels of the Company to be adhered to in the performance of their assigned duties, as well as encouraging executives to be good role models in performing their duties under the Code of Conduct. The Company's executives and employees must acknowledge, understand and strictly adhere to the Code of Conduct in order to perform their duties efficiently, openly, transparently and take into account the best interests of the Company and be fair to all related stakeholder groups.

Policy and guidelines related to business code of conduct : <https://www.addtechhub.com/wp-content/uploads/2025/07/11.-Code-of-Conduct-and-Operational-Guidelines.pdf>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Preventing the misuse of inside information, Gift giving or receiving, entertainment, or business hospitality, Information and assets usage and protection, Environmental management, Other guidelines related to business code of conduct

Prevention of conflicts of interest

The Board of Directors has carefully considered conflicts of interest. There are clear guidelines for considering transactions that may have conflicts of interest and is mainly for the benefit of the Company. A code of conduct regarding conflicts of interest prohibits directors, executives, and employees, including those related to such persons, from seeking personal benefits that conflict with the Company's interests and encourages them to avoid actions that cause conflicts of interest. Those involved or have a vested interest or related to the matter being considered must notify the Company of their relationship or involvement and do not participate in any decision making in the said transaction.

The Audit Committee will present to the Board of Directors the connected transactions and matter with conflict of interest, which has been carefully considered. In addition, the Company has strictly complied with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand regarding pricing and various conditions in transactions with persons who may have conflict of interest to be equivalent to transactions with a third party.

The Board of Directors will supervise compliance with regulations regarding operating procedures and disclosure of information about transactions that may have conflict of interest to be correct and complete by disclosing the transactions in the financial statements, annual report and the annual registration statement (Form 56-1).

Conflict of Interest Policy

1. Executives

After the Company has transformed into a public limited company and has been listed as a listed company on the Stock Exchange of Thailand, the Company will comply with the regulations of the Stock Exchange of Thailand where management shall consider conflicts of interest in relation to the connected transactions between the companies

carefully, honestly, reasonably and independently, under the framework of good ethics and operate in accordance with the relevant policies, taking into account the interests of the Company to ensure that such transactions are reasonable and for the benefit of the Company as the main priority.

2. Executives and employees

2.1 Executives or employees must not engage in any actions that conflict with the Company's interests, whether directly or indirectly, and whether by themselves or together with others, whether due to contact with the Company's trade related persons such as business partners, customers, trade competitors, or from using opportunities or information gained from being an employee for personal gain or from engaging in a business that is in competition with the Company.

2.2 Executives or employees must protect the interests of the Company to the best of their ability.

2.3 Executives or employees must not be involved in any other business that may affect the interests of the Company or in competition with the Company.

Preventing the misuse of inside information

Securities Trading and Inside Information Policy

Inside information refers to information on the Company's activities that may affect an investor's trading decisions on certain securities or affect the market price of the Company's securities. Executives and employees must not use inside information that they have acknowledged to benefit themselves or others. Information about the Company's financial conditions and business agreements are trade secrets and shall be treated as inside information that cannot be disclosed without the Company's prior consent in order to protect the interests of shareholders.

1. Executives are obliged to report their securities holdings in accordance with the regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.

2. The Company must comply with the laws regarding the use of inside information by ensuring that all shareholders receive equality and fairness in this matter and to prevent illegal acts of personnel at all levels of the Company and their families who have been informed or may receive inside information that has not been disclosed to the public. The Company therefore prohibits such persons from trading in shares or soliciting others to buy or sell or offer to buy or offer to sell Company shares either in person or through a broker while still in possession of nonpublic information. The Company and the Stock Exchange of Thailand regard such securities trading as speculative trading or to create an advantage for a particular group of people.

3. The Company has implemented a security system in the workplace to protect confidential files and documents and has taken steps to limit access to nonpublic information to only those concerned and necessary. Therefore, it is the duty of the owner of the information or the controller of the information that has not yet been disclosed to the public to urge those involved to strictly follow the security procedures. Any violation of the use of inside information will be subject to disciplinary action and/or legal penalties, as the case may be.

Gift giving or receiving, entertainment, or business hospitality

Policy for giving or receiving gifts or entertainment

1. Executives or employees shall not demand, accept or agree to accept money or other benefits from business associates.

2. Executives or employees may accept or give gifts in a customary manner and accepting such gifts shall not affect the recipient's business decisions.

3. If an executive or employee has received a gift on customary occasions from the Company's business associates whereby the value of such gift exceeds the common value, it shall be reported to a supervisor according to the hierarchical order.

Information and assets usage and protection

Policy on maintaining and using company assets and information/confidentiality

1. All methods, processes, ideas, as well as technical knowledge or knowledge and/or any other techniques related to the business, work or operation of the Company arising from ideas, studies, research and/or any other actions resulting from the performance of duties and in accordance with employment contracts of executives and employees in all cases shall be regarded as the Company's intellectual property, regardless of whether it is registered or notified by intellectual property laws or not. It is forbidden to redistribute it without the prior written permission of the Chief Executive Officer or a person designated by the Chief Executive Officer.

2. Executives or employees agree to keep confidential all Company "Trade Secrets" informed or acknowledged as a result of their work for the Company without disclosing it, passing it on to any unrelated and unnecessary person, or making an unauthorized copy, and will not act or refrain from taking actions that will damage the status and reputation of the Company or cause damage to the Company's business, including not undertaking contracted work or becoming an executive or employee, or providing advice, consultation, assistance or any contract with any juristic persons or business of a person who is a trade competitor to the Company or operating in the same or similar type of business as the Company.

For the purpose of interpreting this provision, "Trade Secrets" refers to trade information that is not publicly known or not yet accessible among individuals who would usually relate to such information. The information is commercially useful due to its confidentiality and is information which the Company has taken reasonable measures to keep it confidential. Trade secrets may be contained in any regulations, contracts or other agreements of the Company that are set forth and will continue to be or in pursuant to the Trade Secrets Act B.E. 2545 (2002) (and as amended).

3. All executives or employees of the Company shall maintain any "secrets" that they have of the Company of its customers, contract parties, or business partners or any other person that have been informed or acknowledged, as a result of their work for the Company unless such disclosure is permitted by law or required by law, such as disclosure by court order or order of any other government official authorized by law.

4. Executives or employees must be aware of the procedures and methods of information security and follow them to prevent confidential Information from being accidentally disclosed.

5. The Chief Executive Officer will approve the information to be disclosed to the public.

6. Executives or employees must not work for another person or any other organization for which compensation is provided during the Company's working hours, unless authorized in writing by the Chief Executive Officer or a person designated by the Chief Executive Officer.

7. Executives or employees must not use or bring out the Company's assets to use for commercial or personal purposes other than for the direct benefit of the Company.

8. Executives or employees must strictly adhere to and comply with the Company's computer system policies such as:

- Not interfering with the privacy of others through the Company's computer system (in any case).
- Not accessing the Company's confidential information contained in the computer system for the benefit of oneself or that of another person. It can only be used by management or employees who are directly responsible and used for the performance of their positions and responsibilities.
- Adhere to the rules and regulations governing the use of computer equipment and tools.
- It is forbidden to access other users' data and documents on the computer system without permission.

9. Executives or employees must acknowledge and follow the guidelines for using computer systems and information systems correctly and appropriately.

10. It is forbidden to install computer programs or save them in the Company's computer system without permission.

11. The computer software licensed by the Company shall not be made available to any other person, including suppliers, contractors, customers of the Company, to install the software for personal use. Furthermore, it includes the use of internet by employees or connecting to the internet system to transfer or disseminate obscene or indecent files, sending and receiving information and news electronically (emails) that violates the law or the law on copyright or is contrary to the intention or objectives of the policies or regulations or the information system policy of the Company or violates the Computer Crime Act B.E. 2550 (2007) (and as amended) or other laws.

12. During the performance of the employment contract, executives or employees must not act, refrain or omit from any actions that causes damage to the Company as a result of information, news and/or reports or records or any intentional false or inaccurate communication by any means.

13. Executives or employees must not infringe the intellectual property of the Company and/or any other company that allows the Company to exploit that intellectual property under any contract and/or by any means, whether reproducing or altering for public dissemination or renting out the original or copy, whether or not for profit. If an executive or employee violates this code of conduct, the Company has the right to terminate the employment contract immediately.

14. Executives or employees must use the Company's assets with care, responsibility and maintain any tools or equipment received from the Company in good condition at all time by contacting for reparation if damaged.

15. Executives or employees must not violate the Company's regulations or orders that may cause an accident or damage to the Company's assets.

16. Executives or employees must protect the Company's assets from loss or destruction, even if they are not directly responsible for it.

17. Executives or employees must not use Company's equipment or assets for any purpose other than the Company's works.

Environmental management

Sustainability Management Policy

The Company realizes the importance of operating its business for sustainable growth under Corporate Social Responsibility by emphasizing business operations with care for stakeholders, economy, society and environment with morality, ethics and code of conduct. The Group adheres to the corporate governance principles to ensure compliance with the laws relating to the prevention and resistance against fraud and corruption and hopes that conducting business under social responsibility and anti-corruption and anti-bribery will bring benefits to the public together with the growth of the Company.

Other guidelines related to business code of conduct

Policy on executive or employees conduct

Policy on executive or employees conduct

1. Perform duties with determination, honesty and transparency.
2. Respect the rights of executives or employees.
3. Supervisors should behave in a way that is respected by employees and employees should not act disrespectfully towards the supervisors.
4. Be disciplined and behave in accordance with the rules of the organization and good traditions whether stated in writing or not.
5. Jointly create and maintain an atmosphere of unity and solidarity among employees and avoid any action that may affect the reputation, image of the Company or cause problems for the Company at a later date.

Policy on responsibility towards shareholders

1. Perform duties with honesty and take any action with fairness to all shareholders.
2. Report the status of the organization to shareholders regularly and completely according to the truth.
3. Report to shareholders about the future trends of the organization, both positive and negative, with sufficient supporting reasons.

Policy on internal control and audit system and accounting and financial reporting

1. Policy on internal control and audit system

The Company has established an effective internal control and audit system under the audit of the internal auditor and the review of the Audit Committee.

2. Policy on accounting and financial reporting

The Company's management is responsible for the preparation of accurate, complete and timely financial reports, both annually and quarterly, prepared in accordance with accepted accounting standards.

2.1 The accuracy of transaction recording

- The Company's records of all business transactions must be accurate, complete and verifiable without limitations or exceptions.
- Accounting transactions and business records must be truthful, without manipulations or false entries created for any purpose.
- Personnel at all levels must carry out business transactions in accordance and consistent with the regulations and requirements of the Company, including having complete evidence supporting the business transaction and providing sufficient useful information in a timely manner to enable those who are responsible for recording, preparing and evaluating accounting and financial reports, to record and prepare all types of Company's accounting and financial reports into the Company's accounting system completely and with accurate details.

2.2 Accounting and financial reports

- All executives or employees must not manipulate, conceal or create false transactions whether they are related to accounting and financial business transactions or operational transactions.
- All executives or employees should be aware that the accuracy of accounting and financial reports is the shared responsibility of the Board of Directors, executives and responsible employees.
- All executives or employees are responsible for processing, preparing and/or providing business transaction information.

2.3 Best practices on legal compliance

- Personnel at all levels involved are required to comply with relevant legal regulations and requirements both locally and/or internationally to ensure the correct and complete accounting and financial records of the Company.
- Personnel at all levels must adhere to the principles of honesty, impartiality and integrity in their recordkeeping.

Policy on treatment of executives or employees

1. Provide fair compensation to executives or employees.
2. The appointment and transfer of executives or employees, including rewards and punishments, must be done in good faith and based on the knowledge, competence and suitability of the executive or employee.
3. Focus on developing employees' knowledge, abilities and skills by providing thorough and consistent opportunities.
4. Strictly comply with the laws and regulations related to executives or employees.

Promotion of compliance with the business code of conduct

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

employees to comply with the business code of conduct

To ensure that the Company conducts its business in accordance with good corporate governance principles, the Company encourages its directors, executives, and employees to comply with the Code of Business Ethics. This is achieved by incorporating Code of Conduct, Anti-Corruption Policy, Use of Inside Information Policy, Group Personal Data Management Manual, and Information Technology System Usage Manual into the orientation programs for newly appointed directors and new employees, as well as into employment contracts and work regulations, and further communicated to executives and employees through email, intranet, and corporate notice boards. Since its inception, the Company have never had any cases of violations of the Code of Conduct.

Participation in anti-corruption networks

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

networks

6.3 Material changes and developments in policy and corporate governance system

over the past year

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

In the past year, did the company review the corporate : Yes

governance policy and guidelines, or board of directors'

charter

Material changes and developments in policy and : Yes

guidelines over the past year

In 2025, The Company has revised two aspects of its policy on the supervision of the use of inside information, as follows:

1. The Company requires directors, executives, as well as persons holding managerial-level positions in the accounting or finance functions at the level of department manager or above, or equivalent, to prepare and submit a report on their interests, including those of their spouses and minor children, within 30 days from the date of appointment as a director or executive. Such a report must also be submitted every time there is a change in the information. The report shall be submitted through the Company Secretary, who will forward copies of the report of interests to the Chairman of the Board and the Chairman of the Audit Committee for their acknowledgment, in accordance with the Securities and Exchange Act B.E. 2535 (1992).
2. The Company requires directors, the Chief Executive Officer, and the four most senior executives immediately below the Chief Executive Officer to notify the Board of Directors at least one day in advance of any trading of the Company's shares through the Company Secretary, and to report any changes in their securities holdings within three business days from the date of purchase, sale, transfer, or receipt of transfer of such securities to the Securities and Exchange Commission via the SEC's website.

6.3.2 Implementation of the CG Code for listed companies

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

The Company recognizes the importance of good corporate governance, believing that good corporate governance means having an efficient, transparent, and auditable management system, which helps build trust and confidence among shareholders, investors, and stakeholders and all involved parties, which lead to increasing value and sustainable long-term growth of the Company. The Company has continued to promote a good corporate governance system. The aim is for the Company's Board of Directors and Management to improve the level of corporate governance and adhere to the principles of good corporate governance in accordance with international standard guidelines by applying the principles of good corporate governance set by the Stock Exchange of Thailand to set the principles of good corporate governance of the Company and require monitoring to improve the said principles to be consistent with the guidelines of the Stock Exchange of Thailand, and may be amended in the future in order to be appropriate and consistent with changing circumstances. There are guidelines covering 5 sections of the principles as follows:

Section 1: Rights of shareholders

The Company recognizes and places importance on the basic rights of shareholders both as investors in securities and company owners, such as the right to buy, sell, and transfer securities they hold, the right to receive a share of the Company's profit, the right to receive adequate information, various rights to attend meetings to exercise voting rights at

the shareholder meeting, to appoint or remove directors, appoint an auditor, approve important transactions affecting the direction of the Company's business operations and matters affecting the Company such as dividend allocation, determining or amending the memorandum and articles of association of the Company, capital reduction or capital increase and approval of special transactions, etc.

The Company has a mission to promote and facilitate the exercise of shareholders' rights as follows:

- 1) Information on the date, time, place, and agenda of meeting is provided. There are explanations and reasons for each agenda item or resolution requested as specified in the invitation to the general and extraordinary shareholder meetings or in attachment to the meeting agenda and refrain from any actions that limit shareholders' opportunities to study the Company's information.
- 2) Facilitate shareholders to exercise their rights to attend meetings and vote appropriately and refrain from any actions that limit shareholders' opportunities to attend meetings, such as in organizing shareholder meetings, the Company will use locations that are convenient for travel, a map showing the location of the shareholder meeting will be attached to the meeting invitation letter, including choosing the appropriate date and time and allocate adequate time for meetings.
- 3) Before the shareholder meeting date, the Company will provide opportunities for shareholders to submit comments, suggestions, or questions in advance of the meeting date by clearly specifying the criteria for submitting questions in advance and notifying shareholders along with the delivery of the shareholder meeting invitation letter. The Company will also publish such guidelines through the Company's website.
- 4) Encourage shareholders to use a proxy form that allows shareholders to determine the direction of voting and nominate at least 1 independent director as an alternative for shareholders' proxy.
- 5) In the shareholder meeting, the Chairman of the meeting will allocate time appropriately and the Company will give shareholders an opportunity in expressing opinions independently to make suggestions or ask questions on various related agenda items before voting on any agenda.
- 6) Encourage all directors to participate in shareholder meeting to answer questions at the meeting.
- 7) Arrange separate voting at the shareholder meeting for each item in cases where there are multiple items on a specific agenda, such as the agenda for appointing directors.
- 8) The Company will support the use of ballots in important agendas such as related transactions, conducting transactions on the acquisition or disposal of assets, etc., for transparency and accountability in counting voting results.
- 9) The Company will provide independent personnel to assist in counting votes in each agenda.
- 10) After the shareholder meeting is completed, the Company will prepare minutes of meeting that record accurate and complete information on important matters, and important questions, comments, and suggestions will also be recorded in the minutes of meeting so that shareholders can examine them. In addition, the Company will present the voting results for each agenda item including publishing minutes of meeting on the Company's website for shareholders to consider.
- 11) The Company will send a copy of the minutes of shareholder meeting to the Stock Exchange of Thailand within 14 days from the date of the shareholder meeting.

Section 2: Equitable Treatment of Shareholders

The Company places importance on equitable treatment of all shareholders, this includes minority shareholders and foreign shareholders. There are guidelines for protecting and preventing violations of shareholders' rights equally and fairly, to create confidence in investing in the Company. Therefore, good practices have been established for equitable treatment of shareholders as follows:

- 1) The Company gives shareholders an opportunity to propose meeting agendas, nominate persons to serve as directors and submit questions in advance of the meeting date. The proposed agenda items or nominated persons to serve as directors must be in accordance with the law and regulations including the criteria set by the Company and details should be published on the Company's website.

2) The Company requires a proxy letter for shareholders who cannot attend the meeting and set voting guidelines for other people and/or the Company's independent directors as proxies to attend the meeting by specifying the name, history, and work experience of all independent directors for shareholders to consider and select one person to be a proxy on their behalf.

3) The Company does not add agenda items or change important information without notifying shareholders in advance.

4) The Board of Directors supports the use of ballots in every agenda, including the agenda for appointing individual directors for transparency and verification.

5) The Company has established a code of conduct regarding the use of inside information and trading of the Company's securities to prevent directors, executives, and employees from using inside information to gain illegitimate benefits for themselves or others, with the guidelines and policies being informed to everyone in the organization to adhere to and performance being monitored regularly.

6) The Board of Directors and executives have a duty to report their securities holdings and changes in securities holdings to be in accordance with the criteria of the Securities and Exchange Commission, and must report to the Board of Directors every time securities are traded.

Section 3: The role of stakeholders

The Company realizes that all groups of stakeholders with interests in the Company should be taken care of by the Company according to their rights established by law or by mutual agreement, taking into account the good relationship and cooperation between one another, to create financial stability and sustainability of the business. Therefore, good practice guidelines have been established as follows:

1) The Company has established a code of ethics towards stakeholders, including shareholders, employees, partners, customers, creditors, competitors, and society and the environment. The announcement was made to all directors, executives, and employees to be informed and strictly complied with, including setting penalty for non-compliance in the employee handbook. The guidelines related to various stakeholders are as follows:

Shareholders	:	The Company will conduct business with transparency and efficiency in order to create sustainable value for the business by striving to create good operating results and stable growth to provide maximum benefit to shareholders in the long run, including the process of disclosing information to shareholders with transparency and trustworthiness.
Employees	:	The Company will treat all employees equally, fairly and provide appropriate compensation. In addition, the Company also places importance on regular development of skill, knowledge, abilities and potential for employees such as organizing training, seminars and workshops, by providing thorough opportunities to all employees and try to create incentives for employees with high knowledge and ability to remain with the Company for further organizational development. The Company has also set guidelines in combating corruption including instilling all employees to comply with relevant laws and regulations, such as strictly prohibiting the use of inside information, etc.

Partners	:	The Company has a process for selecting business partners by allowing them to compete on equal information and selecting business partners with fairness under the Company's criteria for evaluating and selecting business partners. In addition, the Company has prepared a contract format that is appropriate and fair to all contracting parties and provided a monitoring system to ensure that the contract conditions are fully complied with and prevent corruption and misconduct in every step of the procurement process. The Company purchases products from trading partners according to trade conditions as well as continues to comply strictly with the contract with partners.
Customers	:	The Company is responsible to customers by maintaining the quality and standards of products and services, including responding to customer needs as completely and comprehensively as possible to focus on creating long-term customer satisfaction. In addition, the Company takes into account hygiene and customer health when consuming the Company's products and services and providing accurate and complete information about products and services to customers. It also provides channels for the Company's customers to report problems with inappropriate products and services so that the Company can prevent and solve such problems regarding the Company's products and services quickly as well as maintaining customer privacy and customer information must not be used for the benefit of oneself or those involved illegally.
Creditors	:	The Company will strictly comply with various conditions according to the contract with creditors, including repayment of principal, interest, and taking care of various collaterals under relevant contracts.
Competitors	:	The Company behaves according to the framework of good competition, has ethics and is within the framework of the law, including supporting and promoting the policy of free and fair competition.
Society and Environment	:	The Company cares and values safety for society, environment and quality of life of people involved in the Company's operations and encourage the Company's employees to have conscience and responsibility towards society and the environment, including ensuring strict compliance with various related laws and regulations. In addition, the Company tries to participate in various activities that create and preserve society and the environment, as well as promote culture in the locality where the Company operates in.

2) The Company has established a mechanism to protect the rights of whistleblowers to the Board of Directors on issues related to illegal activities, accuracy of financial reports, defective internal control system or violation of ethics through the Board of Directors and the Audit Committee directly.

3) The Company announces to the general public that directors, executives, and employees who are aware of significant inside information that may affect changes in securities trading prices must suspend their trading in the Company's securities for the period of 30 days before the Company announces its operating results or that inside information has been disclosed to the public.

Section 4: Information disclosure and transparency

The Company places importance on disclosing important, accurate, complete, sufficient, consistent, and timely information for stakeholders to use in making decisions. The Company has therefore established guidelines to strictly supervise information disclosure and transparency as follows:

- 1) The Board of Directors or those assigned by the Board of Directors must have a duty to disclose information according to specified criteria through the channels of the Stock Exchange of Thailand, both information to be reported according to the accounting period (Periodic Reports) which are financial statements, annual registration statement (Form 56-1) and annual report (Form 56-2) and information to be reported according to events (Non-Periodic Reports) which are acquisition/disposal of assets, connected transactions, joining/terminating a joint venture, capital increase/capital reduction, issuance of new securities, share buybacks, paying/omitting dividends, etc., as well as disseminating information through the Company's website to be complete, regular, quick and up to date.
- 2) The Board of Directors must report the results of compliance with the governance policy through the annual registration statement (Form 56-1) and the annual report (Form 56-2).
- 3) The Board of Directors and executives must report their own interests and those of related persons in accordance with section 89/14 of the Securities and Exchange Act B.E. 2008 by submitting the report to Company Secretary.
- 4) The Board of Directors must prepare a report on the Board's responsibility for financial reports shown together with the auditor's report and provide a report on corporate governance of the Audit Committee in the annual report.
- 5) The Board of Directors requires the disclosure of names, roles and responsibilities of the committee and specific committees, number of meetings and the number of times directors attend meetings each year to be disclosed in the annual report.
- 6) The Board of Directors should require disclosure of each type of compensation received by each person, including details of executives' remuneration, in the annual registration statement (Form 56-1) and the annual report (Form 56-2).
- 7) The Board of Directors has appointed a Company Secretary to disclose information in accordance with the guidelines of the Stock Exchange of Thailand, including providing basic business information, guidelines for doing business and direction of the Company in the future to the involved general public, shareholders, institutional investors, general investors, analysts and government agencies equally and fairly.
- 8) The Board of Directors has designated investor relations to publicize general information about the Company to stakeholders and the general public regularly.
- 9) The Board of Directors encourages the Company to prepare management discussion and analysis (MD&A) to accompany the disclosure of financial statements every quarter so that investors can receive information and understand more about the changes that have occurred in the financial position and operating results of the Company in each quarter in addition to the numerical information presented in the financial statements.
- 10) The Board of Directors ensures that the audit fees and other service fees provided by the auditors are disclosed.

Section 5 Responsibilities of the Board of Directors

The Board of Directors, as representatives of shareholders, is responsible for supervising the management of the Company's work in accordance with the law, objectives and Articles of Association of the Company. The Company's vision, mission, policy, goals, and business plan are defined underlying the main principle of its expertise and ethics in conducting business. The main points for guidelines governing the responsibilities of the Board of Directors are as follows:

5.1 Structure of the Board of Directors

5.1.1 The structure of the Board of Directors consists of directors with various qualifications, knowledge, ability, honesty, integrity, and ethics in conducting business. The Board of Directors arranges for the disclosure of the policy for determining the composition of the said Board of Directors, including the number of years each director has served as a director of the Company in the annual report.

5.1.2 The Board of Directors consists of at least 5 people but not more than 10 people. The Board of Directors consists of at least one-third of the total number being independent directors and there are at least 3 independent directors, which will create checks and balances in considering and voting on various matters appropriately. In this regard, all

independent directors of the Company have the qualifications of being independent directors according to the definition of independent directors of the Company, which the details are identical to the regulations of the Securities and Exchange Commission and as specified in the announcement of the Capital Market Supervisory Board, regulations of the Stock Exchange of Thailand, including criteria, requirements and other related laws.

5.1.3 The Board of Directors has a term of office not exceeding 3 years at a time, as required by relevant laws. The independent directors will have a continuous term of office not exceeding 9 years, unless there is reason and necessity as the board deems appropriate. In addition, directors and executives of the Company can serve as directors or executives of affiliated companies or other companies, but it must comply with the requirements of the Securities and Exchange Commission, Capital Market Supervisory Board and the Stock Exchange of Thailand, including other relevant criteria, requirements, and laws. This must be notified to the Board of Directors' meeting for acknowledgment. Each director may hold the position of director of not more than 5 listed companies.

5.1.4 The Board of Directors represents shareholders as a whole, not a representative of any group of shareholders.

5.1.5 The Board of Directors has a policy to have the number of directors who are not independent directors be in fair proportion to the investment of controlling shareholders in the Company.

5.1.6 Appointment of directors shall be in accordance with the Company's Articles of Association and the requirements of relevant laws, but must be transparent and clear. In nominating company directors, it must be done through the process of the Nomination and Remuneration Committee and consideration must include the educational background and professional experience of that person with sufficient details for the benefit of decision-making by the Board of Directors and shareholders.

According to the Company's Articles of Association, at least one-third of the directors must retire from their positions at every annual general meeting. If the number of directors cannot be divided into three parts, the number closest to one-third of directors must retire. Directors who must retire from office in the first year and the second year after the Company's registration shall be drawn by lot. In subsequent years, the directors who have been in office the longest will retire. Directors who have retired may be re-elected to take up the position.

5.1.7 The Board of Directors has considered the division of powers and responsibilities in setting governance policies and daily administration to be clearly separated. The Chairman and Chief Executive Officer are elected by the Board of Directors. The Chairman of the Board and the Chief Executive Officer are not the same person to create clarity in responsibilities during policy formulation, monitoring and routine administration. In this regard, the Company has separated roles and responsibilities between the Board of Directors and executives clearly and with checks and balances of authority in operations. The Board of Directors is responsible for setting policy and supervising operations of executives at the policy level, while the executives are responsible for managing the Company's operations in various areas in accordance with the established policies. However, the Chairman of the Board does not participate in the normal daily administration, but instead provide support and advice on business operations to the Management through the Chief Executive Officer on a regular basis, while the Chief Executive Officer is responsible for the management of the Company under the authority assigned by the Board of Directors.

5.1.8 The Board of Directors determines the number of companies in which each director can hold positions in other listed companies, when including holding positions in the Company must not exceed 5 listed companies, by carefully considering the performance of directors who hold positions in many companies and to ensure that directors can devote adequate time to performing their duties in the Company.

5.1.9 The Board of Directors determines the policy for directors holding directorship positions in other companies according to the Company's Articles of Association that the directors will not conduct business or become a partner in a general partnership or a partner with unlimited liability in a limited partnership or being a director of a limited company or other public limited company that carries on business with the same nature and cannot compete with the Company's business, unless it has been notified to the shareholder meeting acknowledgement before the appointment. In addition, the Board of Directors has no policy to send executives to serve as directors in other companies outside the

group. In the case that the executives of the Company will hold directorship positions in other companies, they must receive approval from the Executive Committee first, except for holding directorship positions in non-profit charitable organizations. However, holding said positions must not conflict with the provisions of laws and regulations related to the Company's business operations and the directors must not use a position held within the Company as references to promote external business.

5.1.10 The Board of Directors has appointed Company Secretary, with appropriate qualifications and experience as a Company Secretary, to have duties and responsibilities according to the Securities and Exchange Act in providing advice on law and various regulations that the Board of Directors must be aware of and performing duties in supervising the Board's activities, including coordinating to ensure compliance with the Board's resolutions. The qualifications and experience of Company Secretary are disclosed in the annual report and on the Company's website.

5.1.11 The Board of Directors has promoted and supported Company Secretary to receive training and continually develop their knowledge in matters of law, accounting, or performance of Company Secretary duties.

5.2 Sub-committees

5.2.1 The Company has appointed sub-committees, consisting of 1) Audit Committee which is in accordance with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand 2) Nomination and Remuneration Committee and 3) Executive Committee, to perform specific duties and propose matters to the Board of Directors for consideration, approval or acknowledgment.

5.2.2 Sub-committees have rights and duties as specified in the charter of each sub-committee.

5.3 Roles, duties and responsibilities of the Board of Directors

5.3.1 Duties and responsibilities of the Board of Directors

The Board of Directors is responsible to shareholders regarding the Company's business operations and is responsible for setting policies and directions for the Company's operations, including supervising management to be in accordance with goals, objectives, vision, strategies and business direction for long-term benefits to shareholders within the framework of legal requirements and business ethics, taking into account the benefits of all stakeholders at the same time. The details of which are specified in the Charter of the Board of Directors.

5.3.2 Good corporate governance policy

The Company has established a written corporate governance policy to be presented to the Board meeting which has approved the said policy. The purpose of preparing the corporate governance manual is to provide guidelines for directors, executives and employees in complying with the said policy. The Company will arrange for the review of the policy on an annual basis.

5.3.3 Business ethics

The Board of Directors is committed to conducting business correctly and fairly. It has a policy to establish a written Code of Conduct to be used and disseminated to all directors, executives, and employees to understand the ethical standards that the Company uses to conduct business and is a practice guideline to show the intention to conduct business with transparency, morality, and responsibility towards the stakeholders with consideration for the society and the environment, through training and communication within the organization in various forms. The Code of Conduct reflects the values and work practices that every employee should conduct and operate according to the ethical framework set forth in various areas, which the Company has announced and notified to everyone to be aware of and strictly adhere to, including ensuring compliance with the said guidelines. In this regard, the Board of Directors has strictly monitored compliance with the said Code of Conduct.

5.3.4 Conflict of interest

The Board of Directors has carefully considered conflicts of interest. There are clear guidelines for considering transactions that may involve conflicts of interest and is mainly for the benefit of the Company. A code of conduct regarding conflicts of interest prohibits directors, executives, and employees, including those related to such persons, from seeking personal benefits that conflict with the Company's interests and encourages them to avoid actions that cause conflicts of interest. Those involved or have a vested interest or related to the matter being considered must

notify the Company of their relationship or involvement and do not participate in any decision making in the said transaction. The Audit Committee will present to the Board of Directors the connected transactions and matter with conflict of interest, which has been carefully considered. In addition, the Company has strictly complied with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand regarding pricing and various conditions in transactions with persons who may have conflict of interest to be equivalent to transactions with a third party. The Board of Directors will supervise compliance with regulations regarding operating procedures and disclosure of information about transactions that may involve conflict of interest to be correct and complete by disclosing the transactions in the financial statements, annual report and the annual registration statement (Form 56-1).

5.3.5 Internal control system

The Board of Directors places importance on efficient supervision and internal control at both the executive and operating levels. The internal control system is an important mechanism to build confidence in the Management in helping to reduce business risks, helping to run the business efficiently by allocating resources appropriately and achieving the set goals, helping protect assets from leaks or loss due to corruption and misconduct, helping to make financial reports accurate and reliable, helping personnel to comply with relevant laws and regulations and helping to protect shareholders' investments. Therefore, the Company has clearly established a written control policy, an effective control and supervision of the use of Company's assets, a budget system and feasibility study of investment projects before deciding to invest, and an internal control system. The owner of the operating unit must have a working system that are of good standards and have internal controls to prevent unwanted circumstances that may cause damage to the Company and develop personnel to have a sense of participation in working according to guidelines including relevant laws and being transparent for the Company to evaluate and assess work at any time. The Board of Directors has assigned the Audit Committee to be responsible for reviewing the suitability and the efficiency of the internal control system that the Management has established, including creating and reviewing the control system in the aspect of operations, financial reporting, compliance with laws, regulations, policies, and supervision of operations, as well as risk management. Early warning signs and unusual transactions are also given special attention. The Company has hired third party who is independent in performing their duties to be the auditor of the Company's internal control system responsible for auditing to ensure that the Company has an adequate and appropriate internal control system. In order to ensure that such internal auditor is independent and able to fully perform the audit and the duty of checks and balances, the internal auditor will report results directly to the Audit Committee. The Company regularly monitors and evaluates results to ensure that the system can be operated efficiently, there will be an assessment of the adequacy of the internal control system and review of important systems at least once a year with the disclosure in the Company's annual report.

5.3.6 Risk management policy

The Company has established supervision of the risk management system and process to reduce the impact on the Company's business appropriately. The Risk Management Team will consider and determine the risk management policy, both inside and outside the Company, to be comprehensive and consistent with the strategy and direction of the business, and present it to the Board of Directors for consideration and approval.

5.3.7 Channel for whistleblowing

The Board of Directors provides clear guidelines for whistleblowers or stakeholders through website or direct report to the Company by reporting clues to the independent directors or the Audit Committee to order the verification of information according to the process set by the Company and report to the Board of Directors.

5.3.8 Report of the Board of Directors

The Audit Committee is responsible for reviewing financial reports, with the accounting department and auditor joining the meeting, and presenting financial reports to the Board of Directors every quarter. The Board of Directors is responsible for the consolidated financial statements of the Company and its subsidiaries, including financial information as disclosed in the annual report.

5.4. Board meeting

5.4.1 In the meeting of the Board of Directors, there must be no less than half of the total number of Company's directors present at the meeting to form a quorum. In the event that the Chairman of the Board of Directors is not present at the meeting or is unable to perform his duties, in the case that the Vice Chairman of the Board of Directors is present, the Vice Chairman of the Board of Directors shall be the chairman of the meeting. However, if there is no Vice Chairman of the Board of Directors or if he is not present at the meeting or is unable to perform his duties, the Company directors attending the meeting shall elect one director to be the chairman of the meeting.

5.4.2 The decision of the Board of Directors' meeting is reached by a majority vote, with one director having one vote, except the Company directors who have an interest in any matter will not have the right to vote on that matter. If the votes are equal, the chairman of the meeting shall cast one more vote as the deciding vote.

5.4.3 Regular meetings of the Board of Directors shall be held at least 6 times per year. The Chairman of the Board of Directors shall call the meeting of the Board of Directors or in case of necessity, 4 or more directors may request the Chairman to call a meeting of the Board of Directors. The Chairman of the Board shall set the meeting date within 14 days from the date of receipt of such request.

5.4.4 The Chairman of the Board or a director assigned by the Chairman of the Board shall determine the date, time and place of the Board of Directors' meetings. The location of the meeting may be specified in other place than the area where the Company's headquarters is located in or a nearby province. If the Chairman of the Board or a director assigned by the Chairman of the Board does not specify the meeting location, the Company's headquarters shall be used as the meeting location.

5.4.5 In calling a meeting of the Board of Directors, the Chairman of the Board or the person assigned shall send the meeting invitation letter by registered mail or deliver it directly to the directors or their representatives, specifying the date, time, place, and agenda of the meeting to the directors at least 7 days before the meeting date, except in case of urgent necessity to preserve the rights or benefits of the Company, the meeting can be notified by other means or the meeting date can be set earlier.

5.5 Self-assessment of the Board of Directors

5.5.1 The Board of Directors and sub-committees have regular self-assessment of their performance (Self-Assessment) at least once a year so that the Board of Directors can jointly consider performance and problems for further improvement.

5.5.2 The Company will disclose the criteria, procedures, and results of the overall Board assessment in the annual report.

5.6 Remuneration

5.6.1 Directors' remuneration will be consistent with their duties, responsibilities, experience, duties, and scope of roles and responsibilities, including expected benefits from each director. The Board of Directors has established clear policies and criteria for remuneration of directors and propose for approval from the shareholder meeting every year, with consideration under the principle of transparency and verifiability, including at an appropriate level comparable to the level practiced in the industry for similar business size and sufficient to attract and retain directors with the desired quality. At the same time, additional responsibilities are also considered for directors who are assigned to serve in sub-committee positions such as audit committee member, etc.

5.6.2 The remuneration of the Chief Executive Officer and senior executives should be in accordance with principles and policies as determined by the Board of Directors and/or the Nomination and Remuneration Committee and/or the Executive Committee and for the highest benefit of the Company. The level of remuneration in the form of salary, bonus and incentives is at an appropriate level and consistent with the performance of each executive. Executives with assigned additional duties and responsibilities will receive additional compensation appropriate to the increased duties and responsibilities assigned. Moreover, the rate must be competitive with the same business group to maintain quality executives, while the benefits received by the Company and shareholders must also be taken into account.

5.6.3 The Nomination and Remuneration Committee and/or the Board of Directors evaluate the performance of the Chief Executive Officer on an annual basis to be used in determining the compensation by using the criteria agreed in

advance with the Chief Executive Officer based on concrete criteria. This includes financial performance, performance on the implementation of long-term strategic objectives, and executive development. The Board of Directors considers and approves the above evaluation results and the Chairman of the Board is the one who informs the Chief Executive Officer of the results of the consideration.

5.7 Development of directors and executives

5.7.1 The Board of Directors promotes and facilitates knowledge training and sharing for those involved in the corporate governance system of the Company such as directors, audit committee members, executives, and Company Secretary to ensure continuous improvement of operations.

5.7.2 Every time a new director is appointed, the Management will provide documents and information that are useful to the new director's performance of duties, including providing an introduction to the nature of the business and business practices of the Company to new director.

5.7.3 The Board of Directors requires the Chief Executive Officer to report regularly on development and succession plans, which the Chief Executive Officer and senior executives shall have prepared a continuous plan for their successors in the event that they are unable to perform their duties.

5.7.4 The Board of Directors organizes programs for developing executives. The Chief Executive Officer shall report annually on what has been achieved during the year and be considered together when considering succession plans.

6.3.3 Other corporate governance performance and outcomes

In 2025, the Company received a 4-star rating (Very Good) in the Corporate Governance Assessment from the Thai Institute of Directors (IOD). The Company also achieved an Excellent rating with a full score of 100 points in the 2025 Annual General Meeting (AGM) Checklist assessment conducted by the Thai Investors Association. In addition, the Company is currently preparing to participate in the Thai Private Sector Collective Action Against Corruption (CAC) initiative.

7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

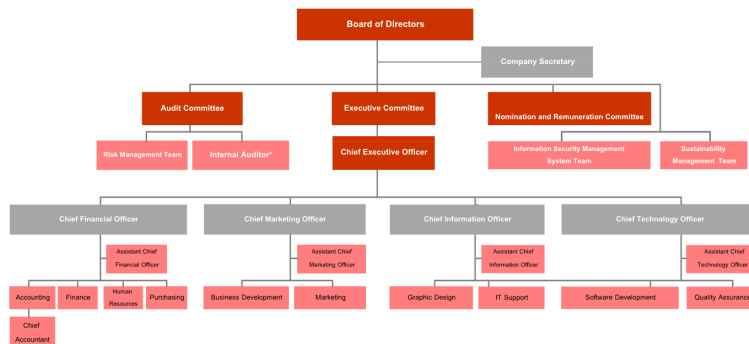
7.1 Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2025

Corporate governance structure diagram

Corporate Governance Structure



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
Total directors	7	100.00
Male directors	6	85.71
Female directors	1	14.29
Executive directors	2	28.57
Non-executive directors	5	71.43
Independent directors	4	57.14
Non-executive directors who have no position in independent directors	1	14.29

7.2.2 The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
-------------------	----------	------------------------------------	----------------------

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. Chirapan Sintunava Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	20 May 2021	Economics

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. Jenvit Jivakulchainan</p> <p>Gender: Male</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,178,000 Shares (1.296429 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.set.or.th/en/market/product/stock/quote/ADD/major-shareholders</p>	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	20 May 2021	<p>Corporate Management, Energy & Utilities, Business Administration, Audit, Public Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Chawan Boonprakobsap</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Arts</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 87,006,000 Shares (51.789286 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 1,240,000 Shares (0.738095 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.set.or.th/en/market/product/stock/quote/ADD/major-shareholders</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	20 May 2021	<p>Information & Communication Technology, IT Management, Digital Marketing, Leadership, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. Sompoch Tanutantivong</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,000,000 Shares (1.785714 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.set.or.th/en/market/product/stock/quote/ADD/major-shareholders</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	20 May 2021	<p>Budgeting, Sustainability, Risk Management, Governance/ Compliance, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. Yaowarote Klinboon</p> <p>Gender: Female</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	20 May 2021	Law, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. Sirutt Ratanapaitoon</p> <p>Gender: Male</p> <p>Age : 37 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	20 May 2021	<p>Strategic Management, Corporate Management, Food & Beverage, Economics, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. Pat Sadavongvivad</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	8 Mar 2022	Information & Communication Technology, Digital Marketing, IT Management

Additional explanation :

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of the board of directors

Board of Directors



Mr. Chirapan Sintunava
Chairman of the Board of Directors
and Chairman of the Audit Committee



Mr. Pat Sadavongvivad
Audit Committee



Miss Yaowarote Klinboon
Audit Committee
and Chairman of the Nomination
and Remuneration Committee



Mr. Sirutt Ratanapaitoon
Audit Committee
and Nomination and
Remuneration Committee



Mr. Jenvit Jivakulchainan
Vice Chairman of the Board of Directors
and Executive Director



Mr. Chawan Boonprakobsap
Chairman of Executive Committee,
Nomination and Remuneration Committee
and Chief Executive Officer



Mr. Sompoch Tanutantivong
Executive Director
and Chief Financial Officer

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. Chirapan Sintunava	Chairman of the board of directors		✓	✓		
2. Mr. Jenvit Jivakulchainan	Vice-chairman of the board of directors		✓		✓	✓
3. Mr. Chawan Boonprakobsap	Director	✓				✓
4. Mr. Sompoch Tanutantivong	Director	✓				✓
5. Ms. Yaowarote Klinboon	Director		✓	✓		
6. Mr. Sirutt Ratanapaitoon	Director		✓	✓		
7. Mr. Pat Sadavongvivad	Director		✓	✓		
Total (persons)		2	5	4	1	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	28.57
2. Food & Beverage	1	14.29
3. Energy & Utilities	1	14.29
4. Information & Communication Technology	2	28.57
5. Law	1	14.29
6. Sustainability	1	14.29
7. IT Management	2	28.57
8. Digital Marketing	2	28.57
9. Corporate Management	2	28.57
10. Leadership	1	14.29
11. Strategic Management	1	14.29
12. Risk Management	1	14.29
13. Audit	2	28.57
14. Budgeting	1	14.29
15. Governance/ Compliance	2	28.57
16. Public Administration	1	14.29
17. Business Administration	3	42.86

Information about the other directors

The chairman of the board and the highest-ranking : No
executive are from the same person

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking : No
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : No
to determine the agenda of the board of directors'
meeting

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

The measures for balancing the power between the board : Yes

of directors and the Management

Methods of balancing power between the board of : Increasing the proportion of independent directors to
directors and Management more than half, Others : Clear segregation of
authority, duties, and responsibilities

The Board of Directors has clearly separated authority and responsibilities between the formulation of governance policies and day-to-day management. The Chairman of the Board and the Chief Executive Officer are elected from among the directors, and these positions are held by different individuals, ensuring clear accountability between policy setting, oversight, and operational management. The Company has clearly delineated the roles and responsibilities between the Board of Directors and management, with appropriate checks and balances in place. The Board of Directors is responsible for setting policies and overseeing management's performance at the policy level, while management is responsible for running the Company's operations in accordance with the policies established. The Chairman of the Board does not participate in day-to-day operations, but provides ongoing support and guidance to management through the Chief Executive Officer. The Chief Executive Officer is responsible for managing the Company within the scope of authority delegated by the Board of Directors. In addition, the Company requires that the Board of Directors comprise at least one-third independent directors, with a minimum of three independent directors, to ensure appropriate balance in deliberations and decision-making. At present, the Company has four independent directors out of a total of seven directors.

7.2.3 Information on the roles and duties of the board of directors

Board charter : Yes

The Board of Directors is the representative of shareholders. Therefore, it plays an important role in creating value for the business as well as creating returns on investment for shareholders. Generally, the Board of Directors will assign the Management to perform the duties. Therefore, the main duties of the Board of Directors are divided into 2 areas as follows:

1. Setting the Company's business direction, policy, and strategy to ensure that the Company will operate in the direction that is most beneficial to the Company and shareholders of the Company.
2. Monitoring the operations of the Management in order to check, balance and take responsibility for the Company's operating results to shareholders.

Roles and duties of the Chairman of the Board

1. Responsible as the leader of the Board of Directors in supervising, monitoring and supervising the management of Executive Committee and other sub-committees to achieve their objectives according to the established plan and in accordance with the principles of good governance.
2. Make sure that all directors are involved in promoting ethical corporate culture and good corporate governance.
3. Be the Chairman of the Board of Directors' meetings and supervise meetings in accordance with company regulations and laws. Conduct the meeting according to the agenda by allocating sufficient time for the management to present information and for all directors to express their opinions fully, independently and to use their discretion in making careful decisions as well as control the issues in the discussion and summarize the meeting resolutions.
4. Be the Chairman of the shareholder meeting and supervise meetings in accordance with The Articles of Association of The Company, laws, and related regulations. Conduct the meeting according to the agenda set out in the meeting invitation letter by allocating time appropriately. Provide equal opportunities for shareholders to ask questions or express opinions and ensure that shareholder inquiries are answered appropriately and transparently.
5. Ensure that communication between directors and shareholders is efficient.

6. Be the deciding vote in the event that the Board of Directors' meeting has a vote and the votes for both sides are equal.

Reference link for the board charter : <https://www.addtechhub.com/wp-content/uploads/2024/07/1.-Charter-of-the-Board-of-Directors.pdf>

7.3 Information on subcommittees

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

The Audit Committee has the following duties and responsibilities:

- 1) Review to ensure that the Company has accurate financial reports and with adequate disclosure by coordinating with the auditors and Management responsible for the preparation of financial reports, both quarterly and annually. The Audit Committee may advise the auditor to review or examine any item that it considers necessary and important during the audit of the Company's accounts.
- 2) Review to ensure that the Company and its subsidiaries have internal control system and internal audit system that are appropriate and effective by reviewing with the auditors and internal auditors and considering the independence of the internal audit unit as well as approving the appointment, transfer, dismissal, and remuneration of the head of the internal audit department or any other unit responsible for internal audits, including approving the internal audit plan and assigning tasks to the internal auditors to support the work of the Audit Committee.
- 3) Review the Company's compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand and the laws relating to the Company's business and related standards.
- 4) Consider, select and propose the appointment of the Company's auditors and propose the remuneration of such auditors taking into account the reliability, sufficiency of resources, the audit workload of the audit firm, including the experience of personnel assigned to audit the Company's accounts. In addition, the Audit Committee must attend a meeting with the auditor without the presence of Management at the meeting at least once a year.
- 5) Consider giving opinions on entering into connected transactions or transactions that the Company may have conflicts of interest in accordance with the requirements of relevant laws and regulations and the regulations of the Stock Exchange of Thailand. This is to ensure that the transaction is reasonable and for the best benefit of the Company.
- 6) Prepare the Audit Committee report and disclose it in the Company's annual report, which is signed by the Chairman of the Audit Committee and such report should contain at least the following information:
 - 6.1) Opinion on the preparation process and disclosure of information in the Company's financial reports in terms of its accuracy, completeness and credibility.
 - 6.2) Opinion on the adequacy of the Company's internal control system.
 - 6.3) Opinion on compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand or laws related to the Company's business.
 - 6.4) Opinion on the suitability of the auditor.
 - 6.5) Opinion on the Company's transactions that may have conflicts of interest.
 - 6.6) Number of Audit Committee meetings and attendance of each Audit Committee member
 - 6.7) Overall opinion or observations received by the Audit Committee in the performance of its duties in accordance with the Charter.
 - 6.8) Any other reports that shareholders and general investors should be aware of under the scope of duties and responsibilities assigned by the Board of Directors.
- 7) Review, revise and give opinion on various policies related to the powers and duties of the Audit Committee such as

accounting policies, corporate governance policies, social responsibility and anti-corruption policies.

8) Review the accuracy of reference documents and self-assessment on the Company's anti-corruption measures under the Thai Private Sector Collective Action Coalition Against Corruption Project and provide opinion on the results of the assessment of corporate governance and social responsibility and anti-corruption of the Company under the Thai Private Sector Collective Action Coalition Against Corruption Project.

9) Perform any other acts as assigned by the Board of Directors and agreed by the Audit Committee such as reviewing financial and risk management policies, reviewing executives' compliance with the Code of Conduct, together with the Company executives review the important reports that must be presented to the public as required by law, such as management discussion and analysis.

10) Has the authority to conduct necessary audits and investigations on matters that indicate they may have a material impact on the Company's reputation, financial position, and operating results of the Company, as well as the benefits that the shareholders shall receive such as:

10.1) Items that may cause conflicts of interest.

10.2) Suspicion or assumption that there may be corruption or irregularity or a material error in the Company's internal control system.

10.3) Suspicion that there may be a violation of the Securities and Exchange Act, SET regulations, or laws related to the Company's business.

10.4) Any other reports that the Board of Directors should be informed.

11) The Audit Committee has the power to seek independent opinions from any other professional advisers, when deemed necessary, at the expense of the Company in order to successfully perform the work under its responsibilities.

12) If the Audit Committee has reported to the Board of Directors of matters that have a significant impact on the financial position and operating performance and has discussed with the Board of Directors and Management that improvements are required, upon expiration of the jointly specified time, if the Audit Committee finds that such improvements have not been implemented and neglected without reasonable justifications, any member of the Audit Committee may report the findings to the SEC or the SET.

Reference link for the charter

<https://www.addtechhub.com/wp-content/uploads/2024/07/3.-Charter-of-Audit-Committee.pdf>

Executive Committee

Role

- Others
 - To perform duties of managing and controlling the Company's business

Scope of authorities, role, and duties

1) Prepare visions, strategies, business directions, goals, guidelines, policies, business plans, budgets, management structures, and Company's approval authority to submit to the Board of Directors for approval and carry out the implementation according to the approval of the Board of Directors as well as reviewing and monitoring to ensure that such implementations are efficient and effective.

2) Consider and scrutinize the Management's proposals of the investment policy, business expansion, public relations, financial plans, annual reports, budgets including annual budgets, human resources management and information technology investments to present to the Board of Directors' meeting for further consideration.

3) Have the power to appoint Teams for the operation or administration of the Company and to determine the limits of authority, duties, and responsibilities of the Teams as well as to control and supervise the operation of the appointed Teams to achieve the set policies and goals.

- 4) Monitor the Company's performance in accordance with the policy framework and goals approved by the Board of Directors and supervise the quality and efficiency of operations.
 - 5) Consider the annual budget allocation as proposed by the Management before submitting to the Board of Directors for consideration and approval.
 - 6) Have the power to consider and approve financial expenditures for the normal business transactions of the Company but not exceeding the budget approved by the Board of Directors.
 - 7) Study feasibility for new projects and has the power to consider and approve regarding the participation in project biddings as well as to undertake various projects as deemed appropriate, including carrying out legal acts related to such matters until completion.
 - 8) Approve the expenditure of significant investments that have been specified in the annual budget as assigned by the Board of Directors or as previously approved by the Board of Directors in principle.
 - 9) Approve entering into contracts and/or any transactions related to the normal business operations of the Company (such as trading, investing or joint ventures with other parties for the normal business transactions of the Company and for the benefit of operations according to the objectives of the Company) within the limit of authority as approved by the Board of Directors. In the event that the amount exceeds the budget approved by the Board of Directors, it must be presented to the Board of Directors for approval at the next meeting.
 - 10) Have the authority to consider and approve borrowings, financial transactions with banks or financial institutions for supporting normal business operations such as bank account opening, bank account closure, financing of credit or any loan application for the Company under the limit of authority as approved by the Board of Directors. In the case where the amount exceeds the budget approved by the Board of Directors, it must be presented to the Board of Directors for approval at the next meeting and in the case where the Company's assets are used as collateral, it must be submitted for approval from the Board of Directors.
 - 11) Consider and monitor the Company's performance and propose to the Board of Directors to approve the payment of interim dividends or annual dividends.
 - 12) Determine the organizational structure, organizational authority, including appointment, hiring, transfer, termination, determination of wages, compensation and bonuses for executive-level employees from the level of Chief Department Officer or equivalent and above, except for the Chief Executive Officer position.
 - 13) Have the power to appoint an advisor or advisory board of the Executive Committee as appropriate and has the power to determine remuneration, allowances, welfare, facilities, and other expenses of the Chairman of the advisory board, the advisor, or the advisory board as appropriate.
 - 14) Perform other actions as assigned by the Board of Directors or in accordance with the policies set by the Board of Directors.
 - 15) Authorize one or more persons to perform any act on behalf of the Executive Committee.
- However, the delegation of powers, duties, and responsibilities of the Executive Committee does not constitute a delegation or sub-delegation of power that allows the Executive Committee or the person authorized by the Executive Committee to approve transactions with oneself or another person who may have a conflict of interest (as defined in the Notification of the Securities and Exchange Commission or the notification of the Capital Market Supervisory Board), may have an interest in or may benefit in any manner, or may have any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions in accordance with the policies and criteria approved by the Board of Directors' meeting.

Reference link for the charter

<https://www.addtechhub.com/wp-content/uploads/2024/07/2.-Charter-of-Executive-Committee.pdf>

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Nomination

1. Prepare policies, criteria and procedures for nominating company directors, sub-committees and Chief Executive Officer by considering the appropriateness of the number, structure and composition of the Board of Directors to determine the qualifications of directors to propose to the Board of Directors and/or propose for approval to the shareholder meeting, as the case may be.
2. Consider the recruitment and nomination of qualified persons with the appropriate knowledge and expertise to hold positions of directors, sub-committees and Chief Executive Officer, including considering the history of such persons to ensure that there are all qualifications as stipulated in the Company's various charters and relevant laws, including not being contrary to or inconsistent with the laws relating to the Company's business operations.
3. Consider formulating policies for succession planning.
4. Review the criteria and procedures for nomination of directors to propose to the Board of Directors prior to the nomination of the directors to replace those who complete their terms.
5. In the event that the Nomination and Remuneration Committee nominates a retired director to return to the position, the Nomination and Remuneration Committee shall consider the performance of such director and present their performance results, contribution, including the attendance history to the Board of Directors and shareholder meeting for shareholders to incorporate into their consideration.
6. Prepare a director development plan to develop the knowledge of both current and new directors to understand the Company's business, roles and duties of directors, and important developments such as economic and industrial conditions, rules or laws related to the Company's business, etc.
7. Perform other tasks as assigned by the Board of Directors with the approval of the Nomination and Remuneration Committee.

Consideration of remuneration

1. Prepare policies and criteria for determining remuneration and other benefits (whether in cash, securities or otherwise) of the Board of Directors, sub-committees and the Chief Executive Officer to propose to the Board of Directors and/or for approval at the shareholder meeting.
2. Prepare policies and criteria for evaluating the performance of the Board of Directors, sub-committees and the Chief Executive Officer to consider annual remuneration.
3. Disclosure of policies and criteria for determining remuneration and other benefits and prepare a report on the determination of such remuneration in the Company's annual report.
4. Scrutinize the salary structure and other benefits of the organization.
5. Perform other tasks as assigned by the Board of Directors with the approval of the Nomination and Remuneration Committee.

Reference link for the charter

<https://www.addtechhub.com/wp-content/uploads/2024/07/4.-Charter-of-the-Nomination-and-Remuneration-Committee.pdf>

Risk Management Team

Role

- Risk management

Scope of authorities, role, and duties

1. Determine the overall risk management structure of the Company which covers the major types of risks such as financial risks, investment risks and risks affecting the reputation of the business, to present to the Board of Directors for approval by ensuring that they are consistent and in accordance with the risk management guidelines of the Stock Exchange of Thailand and the Association of Internal Auditors of Thailand.
2. Determine the Company's risk management strategy and guidelines in accordance with the risk management policy in order to assess, monitor and control each type of risk to be within the risk appetite level by allowing various departments to participate in risk management and control.
3. Oversee and monitor the implementation of the risk management policy under the guidelines and policies approved by the Board of Directors.
4. Determine risk measurement criteria and risk appetite limits for the Company.
5. Determine measures to be used to manage risks appropriate to the circumstances.
6. Assess risks at the organizational level and determine procedures to manage them to be within the risk appetite level as well as supervise to ensure that risks are managed according to the specified procedures.
7. Review the risk management policy and make improvements to ensure that it is adequate to control risks efficiently and effectively.
8. Having the power to summon relevant persons to clarify or appoint and assign roles for employees at all levels to manage risks as appropriate and report to the Risk Management Team in order to achieve the risk management objectives.
9. Report on management, operations, risk status of the Company and changes including matters that need to be revised to be consistent with the policies and strategies set forth by the Audit Committee for presentation to the Board of Directors on a regular basis.
10. Prepare the risk management procedure.
11. Identify various risks, including analyzing and assessing potential risks and trends that have an effect on the Company.
12. Develop a plan to prevent or reduce risks.
13. Evaluate and prepare the risk management report.
14. Establish an integrated risk management system by linking with information system.
15. Perform other tasks as the Board of Directors deems appropriate.

Reference link for the charter

<https://www.addtechhub.com/wp-content/uploads/2024/07/5.-Charter-of-Risk-Management-Team.pdf>

Sustainability Management Team

Role

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1. Jointly propose guidelines for actions to achieve the goals set
2. Monitor and report on the progress of activities to be complete, including coordinating with relevant departments in data collection

3. Communicate required training to those involved in the organization
4. Jointly analyze sources of greenhouse gas emission from various activities of the organization, set goals and identify ways to reduce the organization's greenhouse gas emission
5. Consider and formulate guidelines and recommendations for policies/practices relating to Code of Conduct and Business Ethics according to the good corporate governance principles for the Board of Directors and the Management in order to establish as the organization's rules and regulations to be standardized corporate practice guidelines and for the Company to realize the importance of sustainable business growth under social responsibility and responsibilities towards stakeholders
6. Supervise, consult, evaluate and review policies and practices in accordance with the principles of good corporate governance, business ethics and social responsibility policies to develop and upgrade the corporate governance system of the Company to be on par with international standards
7. Perform any other duties as assigned by the Board of Directors

Reference link for the charter

<https://www.addtechhub.com/wp-content/uploads/2024/07/6.-Charter-of-the-Sustainability-Management-Team.pdf>

Information Security Management System Team

Role

- Others
 - Information Security Management System

Scope of authorities, role, and duties

1. Define the extent and scope of implementation of information security management system
2. Provide a review of the Company's information security context and risks
3. Organize a review of problem identification and risk assessment and find opportunities to improve information security
4. Prepare and present a review of the Applied Information Security Management System Policy
5. Create and present objectives, goals, and operational plans for the information security management system
6. Provide internal audit of the information security management system
7. Arrange a meeting to review the information security management system
8. Provide monitoring and assessment of the information security management system
9. Monitor the effectiveness of controlling measures in various information security matters

Reference link for the charter

<https://www.addtechhub.com/wp-content/uploads/2024/07/34.-Charter-of-the-Information-Security-Management-System-Team.pdf>

7.3.2 Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. Chirapan Sintunava</p> <p>Gender: Male</p> <p>Age : 68 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	20 May 2021	Economics
<p>2. Ms. Yaowarote Klinboon</p> <p>Gender: Female</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	20 May 2021	Law, Audit
<p>3. Mr. Sirutt Ratanapaitoon^(*)</p> <p>Gender: Male</p> <p>Age : 37 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	20 May 2021	Strategic Management, Corporate Management, Food & Beverage, Economics, Business Administration

List of directors	Position	Appointment date of audit committee member	Skills and expertise
4. Mr. Pat Sadavongvivad Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	8 Mar 2022	Information & Communication Technology, Digital Marketing, IT Management

Additional explanation :

() Directors with expertise in accounting information review*

List of executive committee members

List of directors	Position	Appointment date of executive committee member
<p>1. Mr. Chawan Boonprakobsap</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Arts</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	The chairman of the executive committee	20 May 2021
<p>2. Mr. Jenvit Jivakulchainan</p> <p>Gender: Male</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	20 May 2021
<p>3. Mr. Sompoch Tanutantivong</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	20 May 2021

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Ms. Yaowarote Klinboon	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. Sirutt Ratanapaitoon	Member of the subcommittee (Independent director)
	Mr. Chawan Boonprakobsap	Member of the subcommittee
Risk Management Team	Mr. Chawan Boonprakobsap	The chairman of the subcommittee
	Mr. Sompoch Tanutativong	Member of the subcommittee
	Ms. Rattinart Boonprakobsap	Member of the subcommittee
	Mr. Rawin Viruchpintu	Member of the subcommittee
	Mr. Peerapong Khantarujee	Member of the subcommittee
Sustainability Management Team	Mr. Sompoch Tanutativong	The chairman of the subcommittee
	Ms. Rattinart Boonprakobsap	Member of the subcommittee
	Mr. Rawin Viruchpintu	Member of the subcommittee
	Mr. Peerapong Khantarujee	Member of the subcommittee
	Mr. Prayoon Wachirapansathit	Member of the subcommittee
	Ms. Nichapa Saeueng	Member of the subcommittee
	Ms. Supak Amorntawichkul	Member of the subcommittee
	Ms. Chindarat Phanchindawan	Member of the subcommittee
	Mrs. Tararat Rawdmue	Member of the subcommittee
	Ms. Kannikar Sukcharee	Member of the subcommittee
	Ms. Aunrat Dolwachirapokin	Member of the subcommittee
Information Security Management System Team	Mr. Rawin Viruchpintu	The chairman of the subcommittee

Subcommittee name	Name list	Position
	Mr. Sompoch Tanutativong	Member of the subcommittee
	Ms. Weereeya Pratchyakul	Member of the subcommittee
	Mr. Passakorn Hamprasatporn	Member of the subcommittee
	Mr. Sahapop Sangwan	Member of the subcommittee
	Mr. Ittipan Langkulanon	Member of the subcommittee
	Mr. Jesadavut Saengsawang	Member of the subcommittee
	Ms. Metta Benjarattananon	Member of the subcommittee
	Ms. Nichapa Saeueng	Member of the subcommittee
	Ms. Kannikar Sukcharee	Member of the subcommittee
	Ms. Chindarat Phanchindawan	Member of the subcommittee
	Mrs. Tararat Rawdmue	Member of the subcommittee
	Ms. Supak Amorntawichkul	Member of the subcommittee
	Ms. Aunrat Dolwachirapokin	Member of the subcommittee

7.4 Information on the executives

7.4.1 List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Chawan Boonprakobsap</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Arts</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chief Executive Officer</p> <p>(The highest-ranking executive)</p>	20 May 2021	<p>Information & Communication Technology, IT Management, Digital Marketing, Leadership, Governance/ Compliance</p>
<p>2. Mr. Sompoch Tanutantivong^(*)</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	<p>Chief Financial Officer</p>	20 May 2021	<p>Budgeting, Sustainability, Risk Management, Governance/ Compliance, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Ms. Rattinart Boonprakobsap</p> <p>Gender: Female</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Marketing Officer	20 May 2021	Digital Marketing, Marketing, Corporate Management
<p>4. Mr. Rawin Viruchpintu</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Acting Chief Technology Officer and IT Consultant	20 May 2021	Risk Management, IT Management, Sustainability, Engineering, Information & Communication Technology

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Peerapong Khantaruje Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Information Officer	20 May 2021	Risk Management, IT Management, Sustainability, Information & Communication Technology

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

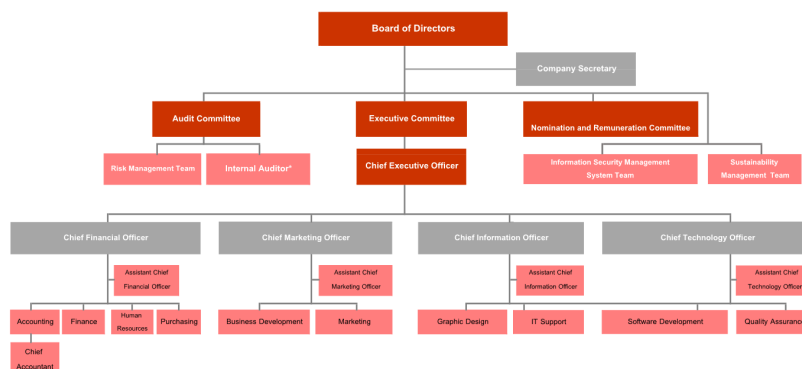
(***) Appointed after the fiscal year end of the reporting year

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

Organization structure of the highest-ranking executive and : 31 Dec 2025
the next four executives as of date

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

Corporate Governance Structure



7.4.2 Remuneration policy for executive directors and executives

The Company determines the remuneration only for the Board of Directors and the Audit Committee. Other committees, subcommittees and directors who are employees of the Company do not receive remuneration. The Board of Directors has appointed the Nomination and Remuneration Committee to be responsible for setting policies and criteria for considering remuneration for the Company's Chief Executive Officer by taking into account the Company's performance and evaluation of the performance of the Chief Executive Officer, in order to be appropriate for the duties and responsibilities assigned in leading the organization to achieve the specified targets as well as to propose the remuneration of the Chief Executive Officer to the Board of Directors' meeting for consideration and approval. Then, the Chief Executive Officer will evaluate the performance of the executives according to the scope of authority, duties, and responsibilities assigned to them.

Determining Remuneration of Executives Policy and Criteria

The Board of Directors has appointed the Nomination and Remuneration Committee to be responsible for establishing the policy and criteria for determining the remuneration of the Company's Chief Executive Officer, taking into account the Company's operating performance and the performance evaluation of the Chief Executive Officer. This is to ensure that the remuneration is appropriate to the duties and responsibilities assigned in leading the organization to achieve its objectives. The Chief Executive Officer is responsible for evaluating the performance of other executives.

1. Criteria for Consideration

1.1 Chief Executive Officer

The Board of Directors has delegated authority to the Nomination and Remuneration Committee to evaluate the performance of the Chief Executive Officer and propose the Chief Executive Officer's remuneration to the Board of Directors for approval. The consideration is based on the role, scope of authority, duties, and responsibilities of the Chief Executive Officer, as well as the Company's operating performance and the achievement of organizational objectives, in accordance with the performance evaluation policies and criteria of the Board of Directors and the Chief Executive Officer.

1.2 Executives

The Chief Executive Officer evaluates the performance of executives based on their scope of authority, duties, and responsibilities in order to determine appropriate remuneration.

2. Components of Remuneration

2.1 Monetary Remuneration

Monthly remuneration for regular work, determined based on the performance of assigned tasks, experience and potential of the position.

2.2 Non-Monetary Remuneration

Annual health check-up, training, social security, health insurance, life insurance, accident insurance, flexible welfare, provident fund, etc.

3. Remuneration Determination Process

The process is conducted in accordance with the principles of good corporate governance, ensuring transparency, fairness, and auditability, with the following procedures:

3.1 Chief Executive Officer

The Nomination and Remuneration Committee determines the remuneration based on the established criteria and submits its proposal to the Board of Directors for approval.

3.2 Executives

The Chief Executive Officer evaluates executive performance, taking into consideration the Company's operating results in the previous year and any performance agreements between the Chief Executive Officer and the respective executives.

4. Policy Review

This policy shall be reviewed annually to ensure that it remains current and aligned with the Company's mission and vision.

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

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	12,697,030.00	13,195,000.00	14,867,490.00
Total remuneration of executives (baht)	12,697,030.00	13,195,000.00	14,867,490.00

The monetary remuneration of the Board of Directors and executives is a monthly remuneration based on the performance of assigned tasks, experience and potential of the position.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	528,540.00	790,400.00	911,700.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Non-monetary remuneration of executives includes annual health check-up, training, social security, health insurance, life insurance, accident insurance, flexible welfare, provident fund, etc., similar to company employees.

Outstanding remuneration or benefits of executive directors and executives

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

7.5 Information on employees

Information on the company's employees

Employees

	2023	2024	2025
Total employees (persons)	54	50	48
Male employees (persons)	28	25	25
Female employees (persons)	26	25	23

Number of employees by position and department

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	9	6	6
Total number of male employees in management level (Persons)	14	14	14
Total number of male employees in executive level (Persons)	5	5	5

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	13	13	11
Total number of female employees in management level (Persons)	12	11	11
Total number of female employees in executive level (Persons)	1	1	1

Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

Information on employee remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	39,047,750.00	38,526,765.00	39,330,755.00
Total male employee remuneration (Baht)	21,147,871.00	20,998,141.00	21,491,228.00
Total female employee remuneration (Baht)	17,899,879.00	17,528,624.00	17,839,527.00

Information on provident fund management

Provident fund management policy

Provident fund management policy : Yes

The Company promotes savings through the provident fund as a means of providing financial security for employees. Accordingly, it has established a provident fund management policy to ensure that investments and fund options are aligned with and appropriate to members' needs, such as their age, expected returns, and risk tolerance. The Company therefore allows provident fund members to select an investment plan that is suitable for them and to change their investment plan once per year.

Overview of methods for determining employee and employer contribution Rates

The employer shall contribute to the fund for each member on the same day that the member makes their contribution. The employer shall deduct such amount from the employee's wages and remit it to the fund in accordance with the following length-of-service conditions:

Membership period (years)	Contribution rate (%)
Less than 5 years	5
From 5 years but less than 10 years	7.5
From 10 years onward	10

In the event that a member's length of service / membership period reaches the specified threshold during a payroll period of that month, the employer shall adjust the contribution rate in the following month.

Implementation of Investment Governance Code for : No

Institutional Investors ("I Code") by Company's Provident

Fund Committee

Participation in provident fund membership (PVD)

Company	Employees who have enrolled as members of the Provident Fund (persons)	Number of employees (persons)	Number of employees eligible to participate in the Provident Fund (persons)	Number of employees participating in the Provident Fund (persons)	Percentage of employees participating in the Provident Fund out of total employees (%)	Percentage of employees participating in the Provident Fund out of employees eligible to participate in the PVD (%)
AddTech Hub PLC	28	29	28	28	96.55	100.00
PropTech Co., Ltd.	1	1	1	1	100.00	100.00
Tham Digital Co., Ltd.	14	15	14	14	93.33	100.00
Hyweb Technology (Thailand) Co., Ltd.	3	3	3	3	100.00	100.00

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	50	49	46
Number of employees joining in PVD (persons)	50	49	46
Total amount of provident fund contributed by the company (%)	92.59	98.00	95.83
Number of PVD members / Total eligible employees (%)	100.00	100.00	100.00

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,671,378.00	2,059,926.00	2,321,660.00
Total amount of provident fund contributed by employee (baht)	1,671,378.00	1,720,780.00	1,755,165.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/ No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
ADDTECH HUB PUBLIC COMPANY LIMITED	Yes	48.00	46.00	46.00	95.83%	100.00%

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

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Supak Amornthawitkul	supak@addtechhub.com	0 2835 3957-8

List of the company secretary

General information	Email	Telephone number
1. Ms. Aunrat Dolwachirapokin	aunrat@addtechhub.com	0 2835 3957-8

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Thanabhat Wongwit	thanabhat.wo@plgroup.co.th	0 2526 6100

7.6.2 Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Sompoch Tanutantivong	sompoch@addtechhub.com	0 2835 3957-8

7.6.3 Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone +66 2844 1000	4,854,740.00	-	1. Ms. TITHINUN VANKEO Email: tithinun.vankeo@pwc.com License number: 9432 2. Ms. NUNTIKA LIMVIRIYALERS Email: nuntika.limviriyalers@pwc.com License number: 7358

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
			3. Ms. SVASVADI ANUMANRAJDHON Email: svasvadi.anumanrajdhon@pwc.com License number: 4400

7.6.4 Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

8. Report on key operating results on corporate governance

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

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

In 2025, the Company convened a total of six Board of Directors' meetings. During the year, the Board reviewed the Company's vision and mission, approved the annual business plan and budget, and assessed the adequacy of the internal control system. The Board also approved and reviewed various policies to ensure alignment with the Company's business direction, supervised and monitored the performance of subcommittees, and oversaw the Company's management and operations to ensure compliance with established policies, strategies, and business plans, as well as with applicable laws, regulations, and shareholders' resolutions. The management was required to report operating results to the Board of Directors' meetings as appropriate. In addition, the Board approved the payment of interim dividends to shareholders, having determined that the Company had sufficient profits. The interim dividend payment will be reported to the shareholders at the 2026 Annual General Meeting of Shareholders.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. Jenvit Jivakulchainan	Vice-chairman of the board of directors (Non-executive directors)	20 May 2021	Corporate Management, Energy & Utilities, Business Administration, Audit, Public Administration
2. Mr. Sompoch Tanutantivong	Director (Executive Directors)	20 May 2021	Budgeting, Sustainability, Risk Management, Governance/ Compliance, Business Administration
3. Ms. Yaowarote Klinboon	Director (Non-executive directors, Independent director)	20 May 2021	Law, Audit

Selection of independent directors

Criteria for selecting independent directors

The Board of Directors and the Nomination and Remuneration Committee will jointly consider the qualifications of individuals to hold the position of independent directors by considering the qualifications and prohibited characteristics

of directors according to the Public Limited Companies Act, the Securities and Exchange Act, the announcement of the Capital Market Supervisory Board, including the announcements, regulations and related rules, by considering the qualifications and work experience of individuals and presenting them to the Board of Directors and the shareholders' meeting for consideration and appointment as directors of the Company. There must be at least 1/3 of the total number of directors, but there must be no less than 3 persons. The qualifications of independent directors must be in accordance with the announcement of the Securities and Exchange Commission No. Tor Chor. 39/2559 on the request for permission and permission to offer newly issued shares, as follows:

- 1) The person shall not hold more than one (1) percent of the total number of shares with voting rights of the Company, parent company, subsidiaries, associate companies, major shareholders or controlling persons of the Company. In this regard, the shareholding of related persons of such independent director shall also be included.
- 2) Not being nor having been a director who is involved in management of operation, staff, employee, advisor who receives a regular salary, or has control over the Company, parent company, subsidiaries, associate companies, same level subsidiaries, major shareholders, or of the controlling persons of the Company unless the foregoing relationship has been terminated for not less than two (2) years prior to the date of appointment. However, such prohibited characteristics do not include the case where the independent director used to be a government official or advisor of a government agency which is a major shareholder or person with control over the Company.
- 3) Not being a person who is related by blood or by legal registration as a father, mother, spouse, sibling and children including spouses of children, of other directors, executives, major shareholders, controller or a person who will be nominated as a director, executive or controlling person of the Company or subsidiaries.
- 4) Not having nor used to have a business relationship with the Company, parent company, subsidiaries, associate companies, major shareholders or of the controlling persons of the Company in a way that may impede the exercise of one's independent judgment, as well as not being nor having been a significant shareholder or having control of persons engaged in business relations with the Company, parent company, subsidiaries, associate companies, major shareholders or of the controlling persons of the Company, unless the foregoing characteristics have ceased for not less than two (2) years prior to the appointment. The business relationship under paragraph one includes the normal commercial transactions for business operations, renting or leasing of real estates, transactions relating to assets or services or providing or receiving financial assistance by accepting or lending, guaranteeing, securing assets as collateral for liabilities and other similar behaviors that result in the Company or counterparty having a debt to be paid to the other party from three (3) percent of the Company's net tangible assets or from twenty (20) million baht and above, whichever is lower. In this regard, the calculation of such debt obligations shall be in accordance with the method for calculating the value of connected transactions under the Notification of the Capital Market Board on Rules on Connected Transactions *mutatis mutandis*. However, in considering such debt obligations, it shall include the debt obligations incurred during a period of one (1) year prior to the date of engaging in a business relationship with the same person.
- 5) Not being nor having been an auditor of the Company, parent company, subsidiaries, associate companies, major shareholders or controlling persons of the Company and not being a significant shareholder, controlling person or partner of the audit office of which the auditor of the Company, parent company, subsidiaries, associate companies, major shareholders or controlling persons of the Company belongs to unless the foregoing characteristics have been terminated for not less than two (2) years prior to the date of appointment.
- 6) Not being nor having been a provider of any professional services including legal advisory services or financial advisors who receive service fees that exceed two (2) million baht per year from the Company, parent company, subsidiaries, associate companies, major shareholders or controlling persons of the Company and not being a significant shareholder, controlling person or partner of such professional service provider unless the foregoing characteristics have been terminated for not less than two (2) years prior to the date of appointment.
- 7) Not being a director who is appointed to represent the Company's directors, major shareholders or shareholders who are related to major shareholders.

8) Not operating a business of the same nature and in significant competition with the business of the Company or its subsidiaries, or not being a significant partner in a partnership or being a director who is involved in the management of the operation, staff, employee, advisor who receives a regular salary or holding more than one (1) percent of the total number of shares with voting rights of other companies operating businesses of the same nature and in significant competition with the business of the Company or its subsidiaries.

9) Not having any other characteristics that prevent the ability to express opinions independently regarding the Company's operations.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major : 1
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

The Company places importance on equal treatment of all shareholders, this includes minority shareholders and foreign shareholders. There are guidelines for protecting and preventing violations of shareholders' rights equally and fairly, to create confidence in investing in the Company. Therefore, good practices have been established for equitable treatment of shareholders. The Company gives shareholders an opportunity to propose meeting agendas, nominating persons to serve as directors and submitting questions in advance of the meeting date. The proposed agenda items or nominated persons to serve as directors must be in accordance with the law and regulations including the criteria set by the Company with details as published on the Company's website.

Policy, Criteria, and Procedures for the Nomination and Remuneration of Directors and the Chief Executive Officer

In order to comply with the Company's good corporate governance policy and the principles of good corporate governance of the Stock Exchange of Thailand, as well as relevant laws and regulations relating to the nomination and remuneration of directors and the Chief Executive Officer, and to ensure transparency, fairness to all stakeholder groups, and organizational effectiveness, the Board of Directors of AddTech Hub Public Company Limited (the "Company") has assigned the Nomination and Remuneration Committee to establish the criteria and conduct the nomination of directors and the Chief Executive Officer when their terms expire or positions become vacant. The policy, criteria, and procedures are as follows:

Nomination of Directors and the Chief Executive Officer

1. The Nomination and Remuneration Committee establishes the nomination framework to ensure that selected candidates are able to perform their duties in accordance with the two key fiduciary duties: Duty of Care and Duty of Loyalty.
2. The Committee considers and screens qualified candidates for the positions of director and Chief Executive Officer based on the appropriateness of their knowledge, experience, and specific expertise aligned with the Company's business strategy, in accordance with the required skills under the Board Skill Matrix.
3. In addition, the Company allows minority shareholders to nominate qualified individuals for directorship, considers candidates from the Director Pool, reviews existing directors for reappointment, and allows each director to propose suitable candidates.
4. Background checks are conducted to ensure that nominated individuals meet legal qualifications and regulatory requirements, such as those stipulated under the Securities and Exchange Act B.E. 2535 (1992), and other applicable regulations.
5. In the case of appointing independent directors, the independence qualifications must comply with the criteria prescribed by the Office of the Securities and Exchange Commission.
6. In the case of reappointing directors for another term, consideration is given to their performance during their tenure, time commitment, potential conflicts of interest, constructive opinions and recommendations, and participation in Company activities.
7. A list of screened director candidates, together with their qualifications and reasons for selection, is prepared and submitted to the Board of Directors for proposal to the Annual General Meeting of Shareholders for individual election, taking into account the performance of existing directors.

Determination of Remuneration

1. Directors

1.1 The Nomination and Remuneration Committee considers remuneration based on the appropriateness of duties, responsibilities, performance, the Company's operating results, industry practices, expected contributions from each director, and annual performance evaluation results. Remuneration is structured at an appropriate level to attract and retain qualified directors and may be provided in the form of cash, securities, or other benefits. The proposal is then submitted to the Board of Directors for approval.

1.2 Directors' remuneration shall be proposed by the Nomination and Remuneration Committee to the Board of Directors for endorsement and subsequently submitted to the shareholders' meeting for approval.

2. Chief Executive Officer

2.1 The Nomination and Remuneration Committee considers the remuneration of the Chief Executive Officer based on the appropriateness of duties, responsibilities, performance, the Company's operating results, industry practices, expected benefits to the Company, and annual performance evaluation results. Remuneration is structured at an appropriate level to motivate and retain qualified executives and may be provided in the form of cash, securities, or other benefits.

2.2 The Nomination and Remuneration Committee and/or the Board of Directors conducts an annual performance evaluation of the Chief Executive Officer for the purpose of determining remuneration. The evaluation is based on pre-agreed benchmarks and objective criteria, including financial performance, achievement of long-term strategic objectives, and executive development. The Board of Directors approves the evaluation results, and the Chairman communicates the outcome to the Chief Executive Officer.

Performance Evaluation of the Chief Executive Officer

The Company's policy is to determine the Chief Executive Officer's remuneration based on both short-term performance and long-term strategic performance to establish a foundation for sustainable future growth. Remuneration is set at a competitive level comparable to industry peers, under clear and transparent criteria. The performance evaluation consists of two components:

Part 1: Corporate Key Performance Indicators (Corporate KPIs) Both short-term and long-term KPIs aligned with strategic objectives, including:

- Financial performance indicators, such as net profit and dividends; and
- Non-financial performance indicators, such as succession planning, social and environmental initiatives, and problem resolution.

Part 2: Leadership Competency Assessment

Based on the Chief Executive Officer's performance evaluation framework.

The results from both components are used to determine the Chief Executive Officer's remuneration and are submitted to the Board of Directors for approval.

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. Chirapan Sintunava (Chairman of the board of directors, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2018: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
2. Mr. Jenvit Jivakulchainan (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2016: Director Accreditation Program (DAP)
3. Mr. Chawan Boonprakobsap (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP)
4. Mr. Sompoch Tanutantivong (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: CFO Professional Development Program (TLCA CFO CPD), Session 7/2025: IFRS Sustainability Disclosure Standards – IFRS S1 / IFRS S2. • 2025: CFO Professional Development Program (TLCA CFO CPD), Session 8/2025: ‘The Three Lines of Defense Model and the Role of the CFO. • 2025: CFO Professional Development Program (TLCA CFO CPD), Session 9/2025: ‘Economic Update for CFOs’ (Session 2). • 2025: ISO/IEC 27001:2022 (ISMS) certification for the year 2025 • 2025: Update TFRS 2025 • 2024: ISO/IEC 27001: 2022 Internal Auditor Training Course • 2024: ISO/IEC 27001: 2022 Requirement • 2024: The roles and responsibilities of AC, IA and CFO to enhance corporate governance • 2024: Update TFRS 2024 • 2024: What ESG data needs to be communicated to make it more interesting for securities analyst

List of directors	Participation in training in the past financial year	History of training participation
5. Ms. Yaowarote Klinboon (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2019: Director Certification Program (DCP) • 2018: Director Accreditation Program (DAP)
6. Mr. Sirutt Ratanapaitoon (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AAP) • 2018: Director Accreditation Program (DAP)
7. Mr. Pat Sadavongvivad (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2022: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors has determined that the Board Self-Assessment shall be conducted annually using an assessment form adapted from the Stock Exchange of Thailand's sample. The Company has prepared the following assessment forms:

- 1) Self-assessment of the Board as a whole
- 2) Self-assessment of subcommittees as a whole
- 3) Self-assessment of the Board and subcommittees as individuals
- 4) Performance assessment of the CEO

To be used as a framework for reviewing the performance of the Board of Directors and the CEO to ensure that they have acted in accordance with the approved corporate governance policy and/or in accordance with good practices, to improve the performance of the Board of Directors and the CEO in line with the established policies, and to review problems and obstacles that have occurred over the past year.

Details of the policy and criteria for the performance evaluation of the Board of Directors and the Chief Executive Officer are set out in Section 6.1.1, Board of Directors' Performance Evaluation.

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

In 2025, the Company arranged for the performance evaluation of the Board of Directors and all subcommittees, which will be evaluated both as a whole and individually. In the evaluation process, the Company Secretary will send the evaluation form for all directors to evaluate themselves at the end of every year and will collect and report the summary of the results to the Board of Directors' meeting for consideration, acknowledgement and discussion annually. The results of the self-evaluation of all committees, both as a whole and individually, on average were 3.19–4.00 points out of a full score of 4 points.

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 6

year (times)

Date of AGM meeting : 18 Apr 2025

EGM meeting : Yes

Date of the EGM over the past year (1st time) : 06 Feb 2025

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. Chirapan Sintunava (Chairman of the board of directors, Independent director)	6	/	6	1	/	1	1	/	1
2. Mr. Jenvit Jivakulchainan (Vice-chairman of the board of directors)	6	/	6	1	/	1	1	/	1
3. Mr. Chawan Boonprakobsap (Director)	6	/	6	1	/	1	1	/	1
4. Mr. Sompoch Tanutantivong (Director)	6	/	6	1	/	1	1	/	1
5. Ms. Yaowarote Klinboon (Director, Independent director)	4	/	6	0	/	1	1	/	1
6. Mr. Sirutt Ratanapaitoon (Director, Independent director)	6	/	6	1	/	1	1	/	1
7. Mr. Pat Sadavongvivad (Director, Independent director)	6	/	6	1	/	1	1	/	1

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. Chirapan Sintunava (Chairman of the board of directors, Independent director)	6/6 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
2. Mr. Jenvit Jivakulchainan (Vice-chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
3. Mr. Chawan Boonprakobsap (Director)	6/6 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
4. Mr. Sompoch Tanutantivong (Director)	6/6 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
5. Ms. Yaowarote Klinboon (Director, Independent director)	4/6 (66.67%)	N/A	1/1 (100.00%)
6. Mr. Sirutt Ratanapaitoon (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
7. Mr. Pat Sadavongvivad (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
Average meeting attendance rate	(95.24%)	85.71%	100.00%

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

A director who was unable to attend the Board of Directors' meeting due to an urgent matter therefore requested to be excused from the meeting.

Remuneration of the board of directors

Types of remuneration of the board of directors

The Nomination and Remuneration Committee considers remuneration based on the appropriateness of duties and responsibilities, performance, the Company's operating results, and practices within the same industry, as well as the expected benefits from each director, together with the results of the annual performance evaluation. Remuneration is determined at an appropriate level that is sufficient to motivate and retain qualified directors, whether in the form of cash, securities, or other benefits. The proposed remuneration is submitted to the Board of Directors for approval and subsequently to the shareholders' meeting for final approval, with directors' remuneration being determined in the form of quarterly remuneration.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
1. Mr. Chirapan Sintunava (Chairman of the board of directors, Independent director)			396,000.00		0.00
Board of Directors (Chairman of the board of directors)	220,000.00	0.00	220,000.00	No	
Audit Committee (Chairman of the audit committee)	176,000.00	0.00	176,000.00	No	
2. Mr. Jenvit Jivakulchainan (Vice-chairman of the board of directors)			132,000.00		0.00
Board of Directors (Vice- chairman of the board of directors)	132,000.00	0.00	132,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
3. Mr. Chawan Boonprakobsap (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Team (The chairman of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Mr. Sompoch Tanutantivong (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Management Team (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Ms. Yaowarote Klinboon (Director, Independent director)			220,000.00		0.00
Board of Directors (Director)	132,000.00	0.00	132,000.00	No	
Audit Committee (Member of the audit committee)	88,000.00	0.00	88,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Nomination and Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
6. Mr. Sirutt Ratanapaitoon (Director, Independent director)			220,000.00		0.00
Board of Directors (Director)	132,000.00	0.00	132,000.00	No	
Audit Committee (Member of the audit committee)	88,000.00	0.00	88,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
7. Mr. Pat Sadavongvivad (Director, Independent director)			220,000.00		0.00
Board of Directors (Director)	132,000.00	0.00	132,000.00	No	
Audit Committee (Member of the audit committee)	88,000.00	0.00	88,000.00	No	
8. Mr. Rawin Viruchpintu (The chairman of the subcommittee)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Information Security Management System Team (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Ms. Rattinart Boonprakobsap (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Ms. Weereeya Pratchyakul (Member of the subcommittee)			0.00		0.00
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Mr. Rawin Viruchpintu (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
12. Mr. Passakorn Hamprasatporn (Member of the subcommittee)			0.00		0.00
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
13. Mr. Peerapong Khantaruje (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Mr. Peerapong Khantaruje (Member of the subcommittee)			0.00		0.00
Risk Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
15. Mr. Sahapop Sangwan (Member of the subcommittee)			0.00		0.00
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
16. Mr. Prayoon Wachirapansathit (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
17. Mr. Ittipan Langkulanon (Member of the subcommittee)			0.00		0.00
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
18. Ms. Nichapa Saeueng (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
19. Mr. Jesadavut Saengsawang (Member of the subcommittee)			0.00		0.00
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
20. Ms. Supak Amorntawichkul (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
21. Ms. Metta Benjarattananon (Member of the subcommittee)			0.00		0.00
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
22. Ms. Chindarat Phanchindawan (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
23. Ms. Nichapa Saeueng (Member of the subcommittee)			0.00		0.00
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
24. Mrs. Tararat Rawdmue (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
25. Ms. Kannikar Sukcharee (Member of the subcommittee)			0.00		0.00
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
26. Ms. Aunrat Dolwachirapokin (Member of the subcommittee)			0.00		0.00
Sustainability Management Team (Member of the subcommittee)	0.00	0.00	0.00	No	
Information Security Management System Team (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	748,000.00	0.00	748,000.00
2. Audit Committee	440,000.00	0.00	440,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	0.00	0.00	0.00
5. Risk Management Team	0.00	0.00	0.00
6. Sustainability Management Team	0.00	0.00	0.00
7. Information Security Management System Team	0.00	0.00	0.00

Remunerations or benefits pending payment to the board of directors

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

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and associated : Yes
companies

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

In overseeing the operations of subsidiaries and associate companies, the Company directors will consider sending a Company representative who has qualifications and experience suitable for the business that the Company invested in to be the director of the said subsidiary and associate company. The mentioned representative may be the managing director, deputy managing director and executives of the Company or any person of the Company who has no conflict of interest with those subsidiaries and associate companies. This is to enable the Company to control and supervise the business and operations of its subsidiaries and associate companies as if they were a unit of the Company. The Company values the fact that having a solid, transparent and verifiable management system will help maintain the interests of the Company's investment; therefore, the Company requires its representatives to manage the business of the subsidiaries and associate companies for the best interest of the Company and to ensure compliance with the laws relating to the operation of such subsidiaries and associate companies. In addition, the dispatching of representatives to be directors in such subsidiaries and associate companies shall be in accordance with the Company's shareholding proportion in such subsidiaries and associate companies.

The Company provides its subsidiaries with an appropriate and sufficient internal control system to prevent potential fraud as well as having a clear work system to ensure that there is an adequate system for disclosing information on significant transactions in accordance with the established rules in a continuous and reliable manner. The Company also provides a mechanism to audit the said system in the subsidiary so that the team of internal auditors and the

independent directors of the Company have direct access to the information, and the results of the audit of such work systems shall be reported to the Executive Committee or the Board of Directors to ensure that the subsidiaries have consistently complied with the established work systems.

In this regard, the Company will closely monitor the performance and operating results of its subsidiaries and associate companies and supervise the disclosure of connected transactions as well as ensuring that data and accounting records of the subsidiaries and associate companies are stored for the Company's examination. The operating results are to be reported regularly to the Executive Committee or the Board of Directors for further planning and operational goals.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company is committed to operating its business under the principles of good corporate governance with honesty and emphasizing the prevention of conflicts of interest in order to operate its business with transparency as well as adhering to the principles of good corporate governance. Thus, the Company has set guidelines for directors, executives and employees to follow in preventing such conflicts of interest with the following guidelines:

1. Connected transactions shall comply with the policy on entering into related and connected transactions and the Connected Transaction Manual. In making such transactions, it is necessary to monitor and supervise the occurred transactions without the involvement of stakeholders related to the interests in the decision-making on related and connected transactions. In the event that there are items that require approval from the Board of Directors, there will be an Audit Committee to consider and give opinions as well as ensuring that information is disclosed to the public accurately and completely.
2. Avoid any action that is against or will cause a conflict with the Company's interests, including using one's position or allowing others to use it for personal gain or of those involved, whether directly or indirectly.
3. Avoid holding shares or transacting or engaging in or having outside activities or holding other positions including being a director, advisor, representative in any other business or organization, whose business activities are against or conflict with or have transactions or operations that are against or conflict with the interests of the Company, whether directly or indirectly. In addition, all actions taken must not affect or damage the Company and must not affect the individual's operations within the Company.
4. Directors, executives, employees, including related parties, if any transaction or operation that may have direct or indirect interests which may cause conflicts with the interests of the Company, the person is obliged to notify the designated agency or person or the supervisor or authorized person and that person must not participate in the decision making regarding that interest.
5. Executives are prohibited to be full-time employees or temporary employees in other businesses whose business operations are of the same nature as the Company or are competitors of the Company or businesses that may have conflicts of interest or conflict with the interests of the Company.

Monitoring the prevention of conflicts of interest

The Company has provided knowledge to directors, executives and employees about the Company's policies, work regulations and various manuals, such as the Code of Conduct and Work Practices, the Policy on the Use of Inside

Information, the Policy on Anti-Corruption and Anti-Corruption, etc. In particular, the prevention of conflicts of interest is a matter that the Company places importance on. Therefore, the Company has required directors and executives to attend at least a basic training course for directors (Director Accreditation Program: DAP) at the Thai Institute of Directors Association (IOD). Employees will be informed of the various policies and regulations and acknowledge them on the orientation day. The Company has also published the policies, work regulations and various manuals on the Company's Intranet system, email, company's website and public relations board. In the past year, the Company has not had any cases that have led to conflicts of interest.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of inside : Yes

information to seek benefits over the past year

The Company has policies and procedures for supervising directors and executives in using the Company's inside information that has not yet been disclosed to the public for personal gain as follows:

1. The Company will educate its directors, executives, as well as those holding executive positions in accounting or finance at department manager level and above or equivalent on the duty to prepare and submit reports on their securities holdings and the securities holdings of their spouse and underage children to the Office of the Securities and Exchange Commission in accordance with Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (1992) (including additional amendments) as well as reporting the acquisition or disposition of the Company's securities by oneself, spouse, and underage children to the Office of the Securities and Exchange Commission in accordance with Section 246 and penalties under Section 298 of the Securities and Exchange Act B.E. 2535 (1992) (including additional amendments).
2. The Company requires directors, executives, including those holding executive positions in accounting or finance at the manager level or equivalent, to prepare and submit a report on their own interests, their spouses, and their underage children within 30 days from the date of appointment to the position of director or executive, and to report every time there is a change in information by sending it through the Company Secretary to send a copy of the report on interests to the Chairman of the Board and the Chairman of the Audit Committee for acknowledgement, in accordance with the Securities and Exchange Act B.E. 2535.
3. The Company requires the directors, the Chief Executive Officer, and the first four senior executives after the Chief Executive Officer to notify the Board of Directors about the trading of the Company's shares at least 1 day in advance before trading through the Company Secretary and have a duty to report changes in securities holdings within 3 business days from the date of purchase, sale, transfer, or receipt of transfer of such securities to the Securities and Exchange Commission via the website of the Securities and Exchange Commission.
4. The Company requires directors and executives, including those holding executive positions in the accounting or finance department at department manager level and above or equivalent and relevant operators, who are aware of material inside information that affects changes in securities prices must suspend trading of the Company's securities for the period prior to the publication of the financial statements or disclosure of the financial position and the status of the Company until the Company has disclosed the

information to the public. The Company will provide a written notice to directors and executives, including those holding executive positions in the accounting or finance department at department manager level and above or equivalent, to refrain from trading the Company's securities at least 30 days in advance of the disclosure of the information to the public and in the first 24 hours after the information has been disclosed. The written notice shall also include the prohibition of the disclosure of such material information to outsiders.

5. The Company prohibits directors, executives and employees of the Company or former directors, executives and employees who have resigned from revealing inside information or confidential information of the Company as well as the confidential information of the Company's business partners that they have acknowledged through performing their duties to outsiders, even if such disclosure will not cause damage to the Company and its partners.

6. The Company imposes disciplinary penalties for violations of using inside information for personal gains, starting from written warnings, wage cuts, temporary suspension without pay or dismissal whereby the punishment will be determined based on the intention of the act and the seriousness of the offense.

Results of monitoring on the use of inside information for personal gain

1. In 2025, the directors and executives traded the Company's securities a total of 4 times and prepared a report of their interests in accordance with the law and the Company's policies.

2. Each year, the Company Secretary will send an email to relevant persons to suspend trading of the Company's securities during the Blackout Period in advance. In the past, the Company has not found any relevant persons trading the Company's securities during that period.

3. In 2025, there were no cases of unfair practices or exploitation of investors through the use of inside information by the Company's directors or executives.

4. The Company requires all employees to acknowledge and agree to comply with the policy on the use of inside information starting from the new employee orientation.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

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

The Company realizes the importance of management and business operations under the principles of good corporate governance by adhering to the principle of operating the business with honesty and transparency. The Company therefore establishes an anti-corruption policy for the directors, executives and employees of the Group to avoid any conduct that may be related to fraud and corruptions in all forms whether for a direct or indirect benefits of themselves, their families or an involved close person. In addition, the Company has established an organizational structure that clearly divides duties, responsibilities, work processes and chains of command in each department so that there is an appropriate balance of power and tight checks and balances among one another.

1. Definitions Corruption refers to actions or omissions in performance of duties or exercising powers under the duty wrongfully to seek unduly benefits in various forms whether giving or accepting bribes, offering, promising to offer, requesting or demanding money, properties or any other benefits that are unsuitable for government officials, government agencies, private entities or any other person who conducts business with the Company in order for such person to perform or refrain from performing duties for the purpose of obtaining a business or for any other improper business benefits, except where it is permitted by laws, rules, announcements, regulations, local customs or trade customs.

2. Duties and responsibilities

2.1 The Board of Directors is responsible for formulating policies and supervising the implementation of an effective anti-corruption support system so that all employees in the company understand and realize the importance of anti-corruption and cultivate it as a corporate culture.

2.2 The Audit Committee is responsible for reviewing financial and accounting reports, internal control systems, internal audit systems and risk management systems and ensuring the appropriateness and efficiency, as well as receiving the whistleblowing of corruption which arises from people in the organization, being involved in the investigation of facts and submitting the matter to the Board of Directors to jointly consider punishing or finding solutions to such problems.

2.3 The Sustainability Management Team is responsible for overseeing, advising and monitoring compliance with the Corporate Governance Policy, Code of Conduct and Anti-Corruption Policy.

2.4 The Risk Management Team is responsible for conducting an assessment of risks associated with corruption as well as establishing measures and guidelines to prevent corruption risks to propose to the Audit Committee and the Sustainability Management Team.

2.5 The Executive Committee, managing director and executives are responsible for implementing the Anti-Corruption Policy by establishing a system to support the Anti-Corruption Policy and communicate it to all employees and related parties including reviewing the appropriateness of systems, policies and measures to comply with changes in business, rules, regulations and legal requirements.

3. Anti-Corruption Policy and Guidelines

The Board of Directors, executives and employees of the AddTech Hub Public Company Limited Group must strictly adhere to the Anti-Corruption Policy and must refrain from getting involved in all forms of corruption, both directly or indirectly, as follows:

3.1 Do not engage in any behavior that expresses the intent of corruption, giving or accepting bribes to government and private officials, or stakeholders associated with the Company in order to obtain or maintain a business or competitive advantage or for the benefit of oneself and those involved.

3.2 Do not ignore or neglect when seeing actions deemed as corruption which are related to the Company. It is considered a duty to notify the supervisor or responsible person and cooperate in the investigation of facts.

3.3 The Company will provide fairness and protection to persons who refuse corruption or report corruption clues to the Company as stipulated in the measures to protect complainants or those who cooperate in reporting corruption.

3.4 Those who commit corruption, which is an unethical conduct, will be subject to disciplinary action in accordance with the regulations set by the Company and may be subject to legal penalties if such actions are illegal.

3.5 The Company is aware of the importance of disseminating knowledge and understanding to persons who have to perform duties related to the Company or may affect the Company in matters that must be complied with this Anti-Corruption Policy.

3.6 The Company has established appropriate and efficient audit processes and internal control systems on an ongoing basis to prevent corruption and for operational efficiency and to reduce risks from the nature of the business. An appropriate internal control system consists of both preventive control and detective control, which are tools that help to reduce the likelihood and incentives for wrongdoing and corruption, where there are criteria for separating work duties. In addition, there is a follow-up evaluation process whereby management is promptly reported and informed of the causes of defects or unusual circumstances as well as being able to appropriately improve the system in a preventive manner in evaluating the said internal control system, the process of which the Internal Audit Department is a crucial part.

3.7 The Company provides a human resource management process that reflects the Company's commitment to anti-corruption measures from recruitment, training, performance evaluation, compensation and promotion.

3.8 In order to clarify the operation in matters that pose a high risk of corruption, the company directors, executives, and employees at all levels of the Group must perform their duties with caution in the following matters:

3.8.1 Giving or receiving of gifts and entertainment must be carried out in a manner that is transparent, lawful, in accordance with the general trade customs or traditions at reasonable value.

3.8.2 Giving or receiving donations or sponsorships must be carried out in a manner that is transparent and lawful, ensuring that giving or receiving of such donations or sponsorships does not mask bribery.

3.8.3 The business operations, dealings, negotiations, bidding and other actions with government or private entities must be carried out in a transparent and lawful manner. In addition, directors, executives and employees of the Group must not give or accept bribes at all stages of business operations.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes

procedures over the past year

The Company provides measures for whistleblowing or complaints regarding illegal actions, violations of the Code of Conduct or behaviors that may imply corruption of directors, executives or employees of the Group. Various communication channels have been established to allow employees and stakeholders to report clues or complaints to the Company conveniently and appropriately. The whistleblower or the complainant must specify the details of the matters of which clues and complaints they are submitting along with their names, addresses and telephone numbers that are reachable to the communication channels specified by the Company.

1. Channels for receiving whistleblowing or corruption complaints

- By E-mail to Audit Committee: audit.committee@addtechhub.com
- Via Company's website www.addtechhub.com

2. Measures to protect and maintain confidentiality In order to protect the rights of complainants and informants acting in good faith, the Company will conceal names, addresses or any information that can identify the complainants or informants and keep the information of the complainants and informants confidential. Such information will be accessible only to those who are responsible for investigating complaints.

In the event of corruption complaints on executives, the Audit Committee will be responsible to protect whistleblowers or complainants, witnesses and persons who provide information in the investigation of the facts from any suffering, harm or injustice arising from whistleblowing, complaints, witnessing or providing information.

Persons responsible for the performance of duties related to complaints are responsible for keeping information, complaints and documentary evidence of complainants and informants confidential. It is prohibited to disclose information to persons whose duties are unrelated unless the disclosure is required by duty as stipulated by law.

Investigation procedures and penalties

1. Upon receipt of a whistleblower, the Audit Committee will assign an internal auditor or appoint a fact investigation committee to moderate the investigation and notify the investigation results to the whistleblower or the complainant periodically.
2. If the investigation reveals that the information or evidence obtained gives reasonable grounds to believe that the alleged person was actually involved in corruption, the Company will grant the accused person the right to be informed of the allegations and to defend themselves by providing additional information or evidence demonstrating that they were not involved in the alleged corruption.
3. If the accused was actually engaged in the act of corruption, whether the person is a director, executive or employee, he or she is considered to have violated the Company's Anti-Corruption Policy and Code of Conduct and will be subject to disciplinary action according to the regulations set by the Company. If the act of corruption is against the law, the offender may be subject to legal penalties as well. In this regard, the disciplinary action according to the Company's regulations and the decision of the Audit Committee are deemed final.

The Company has no policy of demoting, penalizing or negatively affecting employees who reject corruption, even if doing so would cost the Company a business opportunity.

Training and communication

1. The Company arranges to provide communication and dissemination of Anti-Corruption Policy, including channels for whistleblowing or complaints to personnel within the Company for acknowledgement through various channels such as orientation for new directors and employees, posting announcements in public relations boards, e-mail, intranet or

Company websites, in order for everyone in the Company to understand, agree and abide by the Anti-Corruption Policy seriously.

2. The Company communicates and disseminates Anti-Corruption Policy including whistleblowing or complaint channels to the public, subsidiaries, associates, as well as business representatives, related business partners and stakeholders through channels such as the Company website, Annual Report and Annual Registration Statement, to create understanding and promote compliancy with social responsibility standards for anti-corruption in the same manner as the Company.

Results of Anti-Corruption Monitoring

In the past year, the Company has not received any reports or information regarding misconduct or corruption from employees or stakeholders.

Number of cases or issues related to whistleblowing

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

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Chirapan Sintunava (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2. Ms. Yaowarote Klinboon (Member of the audit committee)	3	/	4	3/4 (75.00%)
3. Mr. Sirutt Ratanapaitoon (Member of the audit committee)	4	/	4	4/4 (100.00%)
4. Mr. Pat Sadavongvivad (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average Attendance Rate				93.75%

8.2.2 The results of duty performance of the audit committee

Report on the performance of the Audit Committee

Dear shareholders,

The Audit Committee of AddTech Hub Public Company Limited has been appointed by the Board of Directors' meeting. The committee consists of four qualified independent directors who are experienced in accounting, finance, law, business administration and organization management; thus, they are qualified to perform the duty of reviewing the reliability of financial reports according to the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand.

In 2025, the Audit Committee held a total of 4 meetings with the aim focusing on reviewing the sufficiency and efficiency of the internal control system, effectiveness of the operation and risk management, reliability of financial reports, compliance with applicable laws and regulations, corruption, and preservation of the Company and its subsidiaries' assets. Audit committee members attended all meetings which were also attended by the executives, auditor and internal auditor as appropriate. The performance of duty in 2025 can be summarized as follows:

1. Review quarterly and annual financial reports

The Audit Committee has reviewed key information of the Company and its subsidiaries' quarterly and annual financial reports for 2025. The review included important accounting policy issues, changes in the past year,

possible future implications. Also, the Audit Committee sought clarifications from the auditor and the Chief Financial Officer regarding the accuracy and completeness of the financial statements and the adequacy of information disclosure as well as acknowledging the observations and recommendations of the auditor who are independent in performing their duties and expressing their opinions. The Audit Committee is of the same opinion with the auditor that the financial statements are presented fairly in all material respects according to generally accepted accounting standards and no transactions have been found that may have a material impact on financial statements, including having 1 meeting specifically with the Company's auditor without the management attending the meeting to discuss independently and to inform the Board of Directors or the Chief Executive Officer of any significant issues discussed at the meeting (if any), as well as the outcomes of the meeting.

2. Review to ensure that the Company has an appropriate and effective internal control system and internal audit system

The Audit Committee has reviewed to ensure that the Company and its subsidiaries have a good and effective internal control system and internal audit system, including the internal control system related to anti-corruption by reviewing the systems together with the auditor and the independent internal auditor, as well as reviewing the adequacy and independence of the internal auditors in their work performance. Performance results are continuously monitored and corrective actions are taken according to audit reports on significant issues leading to a good internal control system, effective risk management and good corporate governance in accordance with the approved plans which cover the Company's critical work systems, including both information technology systems and operating systems. The assessment form on the sufficiency of the internal control system has been prepared according to the assessment form of the Securities and Exchange Commission and the Audit Committee is of the view that it is appropriate and efficient enough to conduct business with transparency without finding any significant issues that may affect the Company's operations.

3. Risk management review

The Audit Committee has reviewed the policies and compliance with risk management principles of the Company and its subsidiaries to be certain that the Company and its subsidiaries have an appropriate and effective risk management processes by monitoring the implementation of assessment of risks that may arise from the changing business environment, including financial risks, risks from the instability and insecurity of information system and risks of data and information loss. For the mentioned risks, the Company has established measures to eliminate or reduce risks on a continuous basis, both short-term and long-term, whereby it has assessed the internal control system and risk management according to the international standard guidelines COSO-ERM (The Committee of Sponsoring Organizations of the Treadway Commission – Enterprise Risk Management). The Audit Committee's review results showed that the Company's implementation of risk management is effective and adequate in accordance with the Company's policies and strategic plans.

4. Legal compliance review

The Audit Committee has reviewed and supervised the Company and its subsidiaries to comply with the rules, regulations and policies and to operate their business in accordance with the Securities and Exchange Act, the regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand and according to the laws applicable to the business of the Company. There were no indications to believe that it was flawed in respect of non-compliance and/or inconsistent with applicable requirements, regulations and laws.

5. Consideration to propose the appointment of the Company's auditor

In 2025, the Audit Committee has selected auditor based on their independence, where the auditor has no relationship with the Company and its subsidiaries whatsoever and based on knowledge, ability, experience, past performance, including appropriate audit fees for the Company and its subsidiaries and presented to the Board of Directors for consideration and approval at the 2025 Annual General Meeting of Shareholders. The shareholders' meeting resolved to approve the appointment of Ms. Tithinun Vankeo, Certified Public Accountant No. 9432, or Ms. Nuntika Limviriyalers, Certified Public Accountant No. 7358, or Ms. Svasvadi Anumanrajdhon, Certified Public Accountant No. 4400, auditors from PricewaterhouseCoopers ABAS Ltd., as the auditors of the Company and its subsidiaries, with the audit fee for the year 2025 set at a total amount not exceeding THB 4,950,000.

6. Consider connected transactions or transactions that may cause conflicts of interest

The Audit Committee has considered connected transactions, in which the practice must comply with the laws, relevant rules and regulations of the Stock Exchange of Thailand, which may cause conflicts of interest. In this regard, the Audit Committee is of the opinion that the connected transactions were carried out under normal commercial terms, in a fair and reasonable manner and without conflicts of interest. There were no unusual transactions detected and there was sufficient disclosure of information.

Overall, in 2025, the Audit Committee performed its duties and responsibilities as stipulated in the Audit Committee Charter with adequate knowledge, capability, prudence, due care, and independence. The Committee provided opinions and recommendations for the benefit of all stakeholders on an equitable basis. The Audit Committee is of the opinion that the Company's financial statements are accurate, reliable, and prepared in accordance with generally accepted accounting standards. The Company has independent and suitably qualified external auditors and internal auditors who support the effectiveness and appropriateness of the audit process and the internal control system. In addition, the Company has good corporate governance practices, an adequate and effective risk management and internal control system, and proper oversight of compliance with applicable laws, rules, regulations, and the requirements of the Stock Exchange of Thailand. For related party transactions or transactions that may involve conflicts of interest, the Company has strictly complied with relevant laws, regulations, and requirements, and there were no incidents of fraud or corruption. Furthermore, the Audit Committee conducted performance evaluations both on a collective and individual basis and reported the results to the Board of Directors on an annual basis. The performance evaluation results for 2025 achieved a score of 99.58 percent. The Audit Committee's performance throughout 2025 was supported by excellent cooperation from the Board of Directors, management, external auditors, internal auditors, and all relevant parties, for which the Committee would like to express its sincere appreciation.

Yours respectfully,

- Chirapan Sintunava -

(Mr. Chirapan Sintunava)

Chairman of the Audit Committee

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Chawan Boonprakobsap (The chairman of the executive committee)	12	/	12	12 / 12 (100.00%)
2. Mr. Jenvit Jivakulchainan (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
3. Mr. Sompoch Tanutantivong (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Executive Committee

Executive Committee Report

Dear shareholders,

The Executive Committee of AddTech Hub Public Company Limited consists of three directors appointed by the Board of Directors' meeting to perform duties in managing and controlling the Company's business and assigned by the Board in order to support the operations, build trust among shareholders, and grow the Company sustainably.

In 2025, the Executive Committee has organized a total of 12 meetings where all three Executive Committee members were present at all the meetings. The essence of the powers, duties and responsibilities are as follows:

1. Prepare visions, strategies, business directions, goals, guidelines, policies, business plans, budgets, management structures and limits of approval of the Company for submission to the Board of Directors for approval and proceed as approved by the Board of Directors including monitoring and following up on the results of such executions to ensure that they are efficient and effective.

2. Consider and scrutinize the proposals of the management in determining investment policy, business expansion, public relations, formulating financial plans, annual report, budgets including annual budget, human resource management and information technology investments and present to the Board of Directors for further consideration.
3. Has the power to appoint the Teams to carry out the operation or administration of the Company and determining the authority, duties and responsibilities of the Teams, as well as controlling and supervising the operation of the appointed Teams to ensure that the set policies and goals are achieved.
4. Monitor the Company's performance to ensure that it is in accordance with the policy framework and goals approved by the Board of Directors and supervise the quality and efficiency of operations.
5. Consider the annual budget allocation as proposed by the management before submitting it to the Board of Directors for consideration and approval.
6. Has the power to consider and approve financial expenditures for the normal business transactions of the company but not exceeding the budget approved by the Board of Directors.
7. Study the feasibility of new projects and has the power to consider and approve the bidding of various works, as well as to undertake various projects as deemed appropriate, including carrying out legal acts related to such matters until completion.
8. Approve the expenditure of significant investments that have been specified in the annual expenditure budget as assigned by the Board of Directors or as previously approved by the Board of Directors in principle.
9. Approve the entry into contracts and/or any transactions related to the normal business operations of the Company (such as trading, investing or joint ventures with other parties for the normal business transactions of the Company and for the benefit of the operations according to the Company's objectives) within the limit of authority as approved by the Board of Directors. In case the amount exceeds the budget approved by the Board of Directors, it must be presented to the Board of Directors for approval at the next meeting.
10. Having the power to consider and approve loans, financial transactions with banks or financial institutions for supporting normal business operations such as opening a bank account, closing a bank account, acquiring credit lines or applying for any credit of the Company in accordance with the limit of authority as approved by the Board of Directors. In cases where the limit exceeds the budget approved by the Board of Directors, the matter must be presented to the Board of Directors for approval in the following meeting. Moreover, in cases where the Company's asset is required as a guarantee, it must be proposed to the Board of Directors to request for an approval.
11. Consider and monitor the Company's performance and propose for approval of the payment of interim dividends or annual dividends to the Board of Directors.
12. Determine the organizational structure, organizational management authority, including appointment, employment, transfer, termination, determination of wages, compensation, bonuses for executive-level employees from the level of Chief Executive Officer or equivalent, except for the position of Chief Executive Officer.

13. Having the power to appoint an advisor or an advisory board of the Executive Committee as appropriate and has the power to determine the remuneration, allowance, welfare, facilities, and other expenses of the Chairman of the advisory board, advisor or the aforementioned advisory committee as appropriate.

14. Perform any other tasks as assigned by the Board of Directors or in accordance with the policies set by the Board of Directors.

15. Authorize one or more persons to perform any task on behalf of the Executive Committee.

However, the delegation of powers, duties and responsibilities of the Executive Committee shall not be in the form of a delegation or sub-delegation that allows the Executive Committee or the person authorized by the Executive Committee to approve transactions that they or other individuals who may have a conflict of interest in (as defined in the Notification of the Securities and Exchange Commission or the Notification of the Capital Market Supervisory Board), may have interest in or may benefit in any manner or may have any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions that are in accordance with the policies and rules approved by the Board of Directors' meeting.

The Executive Committee has performed its duties as delegated by the Board of Directors and is committed to carrying out its responsibilities with due care, prudence, and integrity to the best of its ability, taking into account the best interests of the Company and fairness to shareholders and all stakeholders. The Executive Committee also ensures that the Company operates its systems in compliance with applicable laws, its objectives, and the Company's regulations, and adheres to the principles of good corporate governance with transparency and accountability, alongside conducting business with responsibility toward society and the environment. This is to achieve the goal of building stability and continuous growth, which will lead to long-term business sustainability. In addition, the Executive Committee has conducted performance evaluations both at the committee level and on an individual basis and reported the results to the Board of Directors on an annual basis. The evaluation result for the year 2025 achieved a score of 92.26 percent. The Executive Committee continues to place emphasis on establishing sound internal control systems across all operational processes, including information technology systems applied within the Company, in order to accommodate change and support business growth.

Yours respectfully,

- Chawan Boonprakobsap -

(Mr. Chawan

Boonprakobsap)

Chairman of the Executive Committee

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance Nomination and Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Ms. Yaowarote Klinboon (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Mr. Sirutt Ratanapaitoon (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
3. Mr. Chawan Boonprakobsap (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Nomination and Remuneration Committee

Nomination and Remuneration Committee Report

Dear shareholders,

The Nomination and Remuneration Committee of AddTech Hub Public Company Limited consists of three directors appointed by the Board of Directors' meeting to nominate qualified persons to serve as directors, sub-committees and Chief Executive Officer, including considering and preparing policies and criteria for the remuneration of directors, sub-committees and Chief Executive Officer to propose their opinions to the Executive Committee and/or the Board of Directors and/or to propose to the shareholders' meeting for further consideration and approval, as the case may be.

In 2025, the Nomination and Remuneration Committee held a total of two meetings where all three members of the Nomination and Remuneration Committee were present at all the meetings. The essence of the powers, duties and responsibilities are as follows:

Nomination

1. Prepare policies, criteria and procedures for nominating Company directors, sub-committees, Managing Director and Chief Executive Officer by considering the appropriateness of the number, structure and composition of the Board of Directors, and determining the qualifications of directors to propose to the Board of Directors and/or propose to the shareholders' meeting for approval, as the case may be.
2. Consider the recruitment and nomination of qualified persons with appropriate knowledge and expertise in order for such persons to hold positions of directors, sub-committees, Managing Director and Chief Executive Officer including considering the background of such persons to ensure that they possess all the qualifications as stipulated in the Company's charter and relevant laws, as well as not contradicting to or inconsistent with the laws related to the Company's business operations.
3. Consider formulating policies of succession plan.

4. Review the criteria and procedures for nomination of directors to propose to the Board of Directors prior to the selection of directors to replace those who complete their terms.
5. In the event that the Nomination and Remuneration Committee nominates a retired director to be re-elected, the Nomination and Remuneration Committee shall consider the performance of such director and present the results of their performance and contributions, including the history of their attendance to the Board of Directors and shareholders' meetings for the shareholders to incorporate the information into their consideration.
6. Prepare a director development plan to develop knowledge of current directors and new directors to understand the Company's business, roles and duties of directors and important developments such as economic and industrial conditions and rules or laws related to the Company's business.
7. Perform other tasks as assigned by the Board of Directors with the approval of the Nomination and Remuneration Committee.

Determining remuneration

1. Prepare policies and criteria for determining remuneration and other benefits (whether in cash, securities or others) of the Board of Directors, sub-committees, Managing Director and Chief Executive Officer to propose to the Board of Directors and/or for approval at the shareholders' meeting.
2. Prepare policies and criteria for evaluating the performance of the Board of Directors, sub-committees, Managing Director and Chief Executive Officer to consider annual remuneration.
3. Disclosure of policies and criteria for determining remuneration and other benefits and prepare a report on the determination of such remuneration in the Company's Annual Report.
4. Scrutinize the salary structure and other benefits of the organization.
5. Perform other tasks as assigned by the Board of Directors with the approval of the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee has independently performed its duties as delegated by the Board of Directors in accordance with the principles of good corporate governance, in order to ensure that the nomination process and the determination of remuneration are transparent and inspire confidence among shareholders and all stakeholders. In 2025, the Nomination and Remuneration Committee deemed it appropriate to propose the directors' remuneration to the Annual General Meeting of Shareholders in an amount not exceeding THB 1,188,000, which is the same amount as in 2024. The consideration was based on the appropriateness of the directors' duties, responsibilities, performance, the Company's operating results, and practices within the same industry, as well as the expected benefits from each director and the results of the annual performance evaluation. The remuneration is set at an appropriate level that is sufficient to motivate and retain qualified directors as required. With respect to the nomination of directors, the Nomination and Remuneration Committee is of the opinion that the current Board of Directors possesses the appropriate knowledge, expertise, and experience suited to the nature of the Company's business. In addition, the Committee conducts an annual review of the appropriateness of its charter to ensure alignment with good corporate governance principles and changing circumstances. The Nomination and Remuneration Committee also has conducted a self-assessment in accordance with the guidelines of the Stock Exchange of Thailand and will use the assessment results to further review and improve its performance. The evaluation result for the year 2025 achieved a score of 96.76 percent. Furthermore, each year the Board of Directors provides an opportunity for minority shareholders to propose suitable candidates for selection as directors. It was noted that no shareholders proposed any candidates for the director nomination process at the Annual General Meeting of Shareholders for the year 2026.

Yours respectfully,

- Yaowarote Klinboon -
(Miss Yaowarote Klinboon)

Meeting attendance Risk Management Team

Meeting Risk Management Team (times) : 2

List of Directors	Meeting attendance Risk Management Team			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Chawan Boonprakobsap (The chairman of the subcommittee)	2	/	2	2 / 2 (100.00%)
2. Mr. Sompoch Tanutantivong (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
3. Ms. Rattinart Boonprakobsap (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
4. Mr. Rawin Viruchpintu (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
5. Mr. Peerapong Khantarujee (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Risk Management Team**Risk Management Team Report**

Dear shareholders,

The Risk Management Team of AddTech Hub Public Company Limited consists of five Company executives appointed by the Board of Directors' meeting to realize the importance of risk management in the management system and operations with the aim to make risk management a culture of all operators. This will not only help the organization achieve its main objectives and goals, but it also supports the Company to carry out operations that create concrete added value for the organization and to have the same direction of risk management approach.

In 2025, the Risk Management Team held a total of 2 meetings where all five members of the team were present at all the meetings. The essence of powers, duties and responsibilities are as follows:

1. Determine the overall risk management structure of the Company to cover a wide range of important risks such as financial risk, investment risk and risk affecting the reputation of the business, and present to the Board of Directors for approval whereby the risk management structure must be consistent and in accordance with the risk management guidelines of the Stock Exchange of Thailand and the Association of Internal Auditors of Thailand.

2. Determine the company's risk management strategy and guidelines in accordance with the risk management policy to be able to assess, monitor and control each type of risk to be within the risk appetite level by allowing various departments to participate in risk management and control.
3. Oversee and monitor the implementation of the risk management policy under the guidelines and policies approved by the Board of Directors.
4. Determine risk measurement criteria and risk appetite level for the Company.
5. Determine risk measures to be imposed in managing risks that are appropriate to the circumstances.
6. Assess risks at the organizational level and determine methods to manage the risks to be within the risk appetite level, including oversee to ensure that the risk management is practiced according to the established methods.
7. Review risk management policies and improve them to be efficient and effective to control risks adequately.
8. Having the power to summon relevant persons to clarify or appoint and assign roles for operators at all levels to manage risks as appropriate and report to the Risk Management Team in order to achieve the risk management objectives.
9. Report the results of the Company's management, operations, risk status and any changes including changes that need to be made in order to be in line with the set policies and strategies to the Audit Committee for submission to the Board of Directors on a regular basis.
10. Prepare a risk management manual.
11. Identify various risks, as well as analyze and assess potential risks and trends affecting the Company.
12. Develop a plan to prevent or reduce risks.
13. Evaluate and prepare a risk management report.
14. Establish an integrated risk management system by linking with information systems.
15. Perform other tasks as the Board of Directors deems appropriate.

In 2025, the Company maintained an effective risk management framework aligned with its internal control system and principles of good corporate governance. The Company has a sufficiently effective risk management system to oversee key risks and ensure its suitability for the conduct of business and various activities of the Group. Risk management is carried out in line with changing circumstances and maintained at an acceptable level, supporting management and business operations of the Group to proceed in accordance with established plans and objectives, and in compliance with good corporate governance practices and all relevant regulations applicable to business operations. In addition, the Risk Management Team conducted performance evaluations both on a collective and individual basis and reported the results to the Board of Directors annually. The collective performance evaluation score for the year 2025 was 91.94 percent.

Yours respectfully,

- Chawan Boonprakobsap -

(Mr. Chawan Boonprakobsap)

Chairman of Risk Management Team

Meeting attendance Sustainability Management Team

Meeting Sustainability Management Team (times) : 5

List of Directors	Meeting attendance Sustainability Management Team			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Sompoch Tanutantivong (The chairman of the subcommittee)	5	/	5	5 / 5 (100.00%)
2. Ms. Rattinart Boonprakobsap (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
3. Mr. Rawin Viruchpintu (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
4. Mr. Peerapong Khantaruje (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
5. Mr. Prayoon Wachirapansathit (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
6. Ms. Nichapa Saeueng (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
7. Ms. Supak Amornawichkul (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
8. Ms. Chindarat Phanchindawan (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
9. Mrs. Tararat Rawdmue (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
10. Ms. Kannikar Sukcharee (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
11. Ms. Aunrat Dolwachirapokin (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Sustainability Management Team

Sustainability Management Team Report

Dear shareholders,

The Sustainability Management Team of AddTech Hub Public Company Limited consists of 11 executives and employees appointed by the Executive Committee's meeting with the objective of working together to enable the Company to conduct business under good corporate governance while being socially and environmentally responsible in the Company's operation.

In 2025, the Sustainability Management Team has held five meetings with the essence of powers and responsibilities as follows:

1. Jointly propose guidelines for actions to achieve the goals set.
2. Follow up and report on the progress of activities to be complete, including coordinating with relevant departments in data collection.
3. Communicate training to those involved in the organization.
4. Jointly analyze the sources of greenhouse gas emission from various activities of the organization, set goals and find ways to reduce the organization's greenhouse gas emission.
5. Consider setting guidelines, suggesting policies/practices regarding code of conduct and business ethics according to the good corporate governance system to the Board of Directors and management to set as the organization's regulations. This is to be a standardized practice for the organization as a correct guideline and to make the Company aware of the importance of conducting business for sustainable growth under responsibility towards society, the environment and stakeholders.
6. Supervise, advise, evaluate and review policies and compliance with the principles of good corporate governance, business ethics, sustainability management policies and the organization's carbon footprint policy to develop and elevate the Company's corporate governance system to international standards.
7. To perform other tasks as assigned

The Company has conducted an assessment of the organization's carbon footprint in accordance with the "Revised Organizational Carbon Footprint Calculation and Reporting Requirements" with auditors and consultants registered with the Greenhouse Gas Management Organization (Public Organization) since 2021 to the present. However, the Company has purchased carbon credit for the absorption of greenhouse gases every year to demonstrate social and environmental responsibility, which is a commitment to reduce greenhouse gas emission voluntarily and be carbon neutral. In addition, the Company has organized the "Carpool to Our Office" project, in which the Company provides a shuttle van service to facilitate and reduce travel expenses for the Company's employees, as well as to reduce greenhouse gas emission from employee travel in another way. Also, the Company is currently in the process of preparing to join the Thai Private Sector Collective Action Against Corruption (CAC). In addition, the Sustainability Management Team has conducted performance evaluations both on a collective and individual basis and reported the results to the Board of Directors annually. The collective performance evaluation score for the year 2025 was 84.72 percent.

Yours respectfully,

- *Sompoch Tanutantivong* -

(Mr. Sompoch Tanutantivong)

Chairman of Sustainability Management Team

Meeting attendance Information Security Management System Team

Meeting Information Security Management System Team : 3

(times)

List of Directors	Meeting attendance Information Security Management System Team			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Rawin Viruchpintu (The chairman of the subcommittee)	3	/	3	3 / 3 (100.00%)
2. Mr. Sompoch Tanutantivong (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
3. Ms. Weereeya Pratchyakul (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
4. Mr. Passakorn Hamprasatporn (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
5. Mr. Sahapop Sangwan (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
6. Mr. Ittipan Langkulanon (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
7. Mr. Jesadavut Saengsawang (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
8. Ms. Metta Benjarattananon (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
9. Ms. Nichapa Saeueng (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
10. Ms. Kannikar Sukcharee (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
11. Ms. Chindarat Phanchindawan (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
Average Meeting Attendance Rate				100.00%

List of Directors	Meeting attendance Information Security Management System Team			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
12. Mrs. Tararat Rawdmue (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
13. Ms. Supak Amorntawichkul (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
14. Ms. Aunrat Dolwachirapokin (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Information Security Management System Team

Information Security Management System Team Report

Dear shareholders,

Information Security Management System Team of the Company consists of 14 executives and employees appointed by the Board of Directors' meeting to ensure that the Group's information technology system maintain the confidentiality, integrity and availability of information, and that users and related persons are aware of the importance of maintaining information security and are informed of their responsibilities and guidelines for controlling various risks.

In 2025, Information Security Management System Team held 3 meetings, with the main content of the responsibilities as follows:

- Define the area and scope of the information security management system implementation
- Conduct a review of the Company's information security context and risks
- Conduct a review of the identification of issues and risk assessments, and identify opportunities for improvement in information security
- Develop and present a review of the Applied Information Security Management System Policy
- Develop and present the objectives, goals, and implementation plans of the information security management system
- Conduct internal audits of the information security management system
- Conduct an information security management system review meeting
- Conduct monitoring and assessment of the information security management system
- Monitor the effectiveness of the control of various information security practices

The Information Security Management Team obtained standard certification for the Information Security Management System (ISO/IEC 27001:2022) in 2024 and continued to receive certification from BSI (The British Standards Institution) in 2025. In addition, in 2025 the Company conducted two Business Continuity Plan (BCP) drills for information technology systems in the event of emergencies, with no issues identified during either test. The Company also reviewed and updated relevant policies and operational manuals to enhance the rigor and efficiency of its operational processes. Furthermore, the Company promotes cybersecurity awareness among employees through training provided by external organizations, access to threat intelligence updates, and encouragement to study and stay informed about

technological developments, as well as internal communication through the Company's information systems to ensure awareness and preparedness. In 2025, no incidents were identified that impacted the security of the Company's information technology systems. Also, the Information Security Management Team has conducted performance evaluations both on a collective and individual basis and reported the results to the Board of Directors annually. The collective performance evaluation score for the year 2025 was 79.71 percent.

Yours respectfully,

- *Rawin Viruchpintu* -

(Mr. Rawin Viruchpintu)

Chairman of Information Security Management System Team

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

The Company realizes and places importance on the internal control system in order to comply with the principles of good corporate governance. From the Audit Committee Meeting No. 1/2025 on 21 February 2025, the Audit Committee assessed the internal control system by asking for information from the Company's management and completed the assessment of the adequacy of the Company's internal control system according to the assessment of the adequacy of the internal control system of the Securities and Exchange Commission, which consists of 5 components:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring Activities

The Board of Directors is of the opinion that the Company has provided sufficient internal management and control systems. The management has encouraged employees in the organization to be aware of the importance of internal control by assigning sufficient and appropriate personnel to enable the Company's operations to proceed in accordance with the objectives and comply with relevant laws and regulations and in line with the principles of good corporate governance. In the past year, the Company had no violations of, or non-compliance with, the rules and regulations regarding connected transactions or asset acquisitions or disposals.

In addition, the Company has established an internal audit unit that is independent in monitoring and evaluating internal controls by hiring internal auditor, from external agencies (Outsource) and reporting directly to the Audit Committee.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : COSO - Enterprise Risk Management Framework (ERM)

COSO - Enterprise Risk Management Framework (ERM)

The Company has outsourced an internal auditor by appointing P&L Internal Audit Company Limited as the Company's internal auditor, with Mr. Thanabhat Wongwit as the head of internal audit (details about the head of internal audit in Attachment 3) to audit the internal control system and compliance with the system of the Company and its subsidiaries. In 2025, the internal auditor conducted an audit of the Company's internal control system as follows:

1. Human Resource Management, with the following audit scope:
 - Policy / Guidelines and Work Instructions for human resource management
 - Organizational structure chart / departmental structure / scope of authority and responsibilities
 - Executive authority, Approval authority and Signature example
 - Human Resource Management budget
 - Recruitment and hiring
 - Compensation control
 - Welfare control

- Salary control
- Operational control
- Evaluation
- Personnel development
- Termination and resignation
- Determination of rights to access information
- Others

The audit results indicate that the Company has complied with the regulations, manuals, policies, and approval authorities established by the Company. Accordingly, the Company has adequate and appropriate internal controls.

2. Expenditure Cycle Management, with the following audit scope:

- Policies, regulations and operating procedures
- Organizational chart, scope of authority and responsibilities
- Authority to act, authority to approve and sample signatures
- Controlling budget expenditures
- New vendor selection and registration process and annual evaluation of existing vendors
- Purchase request process
- Purchasing and hiring process
- Contracting process
- Receiving process
- Recording of creditors
- Debt payment
- Payment check control
- Creditor aging analysis
- Petty cash control
- Control of advances
- Bank deposit verification
- Input tax
- Withholding tax
- Determination of rights to access information system data

The audit results indicate that the Company and its subsidiaries have made improvements and ensured full compliance with the established regulations and policies across all areas within the audit scope

9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	1	7	0

Details of deficiencies related to the internal control system

Year of incident	Details	Progress status
Nov 2024 - Dec 2024	<p>Deficiencies</p> <ul style="list-style-type: none"> Information security aspects of business continuity management <p>The risk analysis does not cover all IT business impacts.</p> <p>Method of rectification</p> <p>The Company is in the process of reviewing its enterprise risk management, which is expected to be completed by 30 June 2025.</p>	Incident no longer subject to action
Nov 2024 - Dec 2024	<p>Deficiencies</p> <ul style="list-style-type: none"> Compliance <p>The risk analysis does not cover all IT business impacts and software license register is not consistent with current operations.</p> <p>Method of rectification</p> <p>The Company is in the process of reviewing its enterprise risk management, which is expected to be completed by 30 June 2025.</p>	Incident no longer subject to action
Nov 2024 - Dec 2024	<p>Deficiencies</p> <ul style="list-style-type: none"> Asset Management <p>The Hardware Asset Register, the Software License Register, the Service Contract Register, and the Client Computer Register are not consistent with current operations.</p> <p>Method of rectification</p> <p>The various registers are currently being reviewed to be in line with current operations, which is expected to be completed by 31 March 2025.</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Nov 2024 - Dec 2024	<p>Deficiencies</p> <ul style="list-style-type: none"> • Access Control <p>No privileged user management policy and process</p> <p>Method of rectification</p> <p>The policy and operating procedures are currently being revised to be in line with current operations, which is expected to be completed by 30 June 2025.</p>	Incident no longer subject to action
Nov 2024 - Dec 2024	<p>Deficiencies</p> <ul style="list-style-type: none"> • Physical and Environmental Security <p>There was no temperature sensor, humidity sensor, and Uninterruptible Power Supplies (UPS) and the organization of electrical wiring was not in order.</p> <p>Method of rectification</p> <p>The Company is in the process of tidying up the electrical wiring and will conduct a risk assessment regarding the decision to not install Uninterruptible Power Supplies (UPS) and temperature and humidity sensors. It is expected to be completed by 30 June 2025.</p>	Incident no longer subject to action
Nov 2024 - Dec 2024	<p>Deficiencies</p> <ul style="list-style-type: none"> • Operation Security <p>No performance evaluation of the Company's work system and network system was found.</p> <p>Method of rectification</p> <p>The Company is in the process of preparing a Monitoring Report to review the capabilities of the work system and network system, which is expected to be completed by 30 June 2025.</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Nov 2024 - Dec 2024	<p>Deficiencies</p> <ul style="list-style-type: none"> • Communication security <p>No standard process for storing the data of external individuals who request to use the internet system was found.</p> <p>Method of rectification</p> <p>The Company is reviewing the process for requesting internet access from external parties, which is expected to be completed by 30 June 2025.</p>	Incident no longer subject to action

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal : No

control different from the board of directors' opinions?

Does the auditor have any observations on the company's : No

internal control?

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

The Audit Committee Meeting No. 1/2025 held on 21 February 2025 resolved to appoint P&L Internal Audit Company Limited to perform the duties of internal auditor of the Company and its subsidiaries by assigning Mr. Thanabhat Wongwit, vice president of operations, as the head of the internal audit unit. The Audit Committee has considered Mr. Thanabhat Wongwit's qualifications and resolved that he is sufficiently appropriate to perform such duties as he is independent and has experience in internal auditing for more than 10 years (details on the Head of the Internal Audit appears in Attachment 3). In this regard, consideration and approval, appointment, removal, transfer of the Head of Internal Audit of the Company and its subsidiaries must be approved or agreed by the Audit Committee only.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes

of the internal audit unit require the audit committee

approval?

The Company has defined the scope of power, duties and responsibilities of the Audit Committee to consider and approve, appoint, remove and transfer the head of internal audit of the Company and its subsidiaries only through the approval or consent of the Audit Committee.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Orisma Company Limited Holding Company	<ul style="list-style-type: none"> - It is an associate company in which the Company directly holds 20.00% of the shares. - The Company has sent its representatives to serve as directors. 	31 Dec 2025
GTI Corporation Company Limited Construction services and other related services	<ul style="list-style-type: none"> - It is an associate company in which the Company directly holds 15.00% of the shares. - The Company has sent its representatives to serve as directors. 	31 Dec 2025

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Orisma Company Limited			
Transaction 1 <u>Nature of transaction</u> AddTech Hub Public Company Limited ("the Company") purchased Bulk SMS service from Orisma Technology Company Limited, a subsidiary of Orisma Company Limited, in order to provide Bulk SMS service to the Company's customers. <u>Details</u>	0.38	0.53	0.08

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Company purchased Bulk SMS service from Orisma Technology Company Limited, in order to provide Bulk SMS service to the Company's customers.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company considers the nature of the business, size and complexity of transactions that occur each month which from the standard and price, the Company has already compared the fair price with reference to the market price.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is a normal business transaction and brings benefits to the business operations of the Group and the service rates are in accordance with general commercial conditions without transfer of interests between the Company and persons who may have conflict.</p>			
GTI Corporation Company Limited			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>AddTech Hub Public Company Limited ("the Company") provided loans to GTI Corporation Company Limited ("GTI") to repay other current loans with high interest rates and to use as working capital within the business.</p> <p><u>Details</u></p>	60.72	64.69	33.01

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>On 15 November 2023, the Company provided financial assistance in the form of a loan of no more than THB 60 million to GTI . The principal and interest were due to be repaid within 1 year and extension period was set for a maximum of 6 months, changing the original repayment deadline from 16 November 2024 to 16 May 2025.</p> <p>Subsequently, the loan repayment period was extended, with the loan being divided into a short-term loan of THB 9 million, repayable by October 2025, and a long-term loan of THB 30 million, to be repaid in installments from November 2025 through September 2029.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company charges interest at the rate of 8% per year and is guaranteed by the directors of GTI and 125,700 common shares of GTI, representing 35.90% of the total number of shares of GTI.</p> <p><u>Audit committee's opinion</u></p> <p>The said transaction is a normal business transaction and brings benefits to the business operations of the Group and the loan interest are in accordance with general commercial conditions without transfer of interests between the Company and persons who may have conflict.</p>			

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

Approval of related party transactions or connected transactions

The Company has the following measures for approving transactions:

- Related party or connected transactions of small, medium and large sizes that are transactions with normal commercial agreements as previously approved by the Board of Directors, the management will consider and decide.
- Transactions of small and medium sizes that do not comply with normal commercial agreements, the Board of Directors will consider and decide.

- Transactions of large sizes that do not comply with normal commercial agreements, the shareholders' meeting will consider and decide to conduct the transaction.

The criteria for considering the size of the transaction are as follows:

- Small transactions are transactions with a value of less than or equal to 1 million baht or less than or equal to 0.03% of net tangible assets, whichever is higher.
- Medium transactions are transactions with a value of more than 1 million baht but less than 20 million baht or more than 0.03% but less than 3 percent of net tangible assets, whichever is higher.
- Large transactions are transactions with a value of more than or equal to 20 million baht or more than 3% of net tangible assets, whichever is higher.

Future trends in related party transactions

Related Party Transaction Policy

In order to comply with the good corporate governance policy, the Company deems it appropriate to establish a policy on related party transactions to ensure that transactions are conducted in a proper and appropriate manner in accordance with relevant laws and regulations.

1. Relevant definitions

“Connected transaction” means a transaction between a listed company or a subsidiary and a related person of the listed company or a transaction between a subsidiary and a related person of the subsidiary.

“Agreement to enter into a transaction” means entering into or agreeing to enter into any contract or agreement, whether directly or indirectly, to acquire or dispose of assets, lease or take lease of assets, provide or receive services, provide or receive financial assistance, and issue new securities, including to create rights or waive rights to such actions.

“Connected person” means a person with the authority to control the decision-making of a listed company or a subsidiary, including the following persons:

(1) Executives, major shareholders, persons with controlling power, or persons to be nominated as executives or persons with controlling power of a listed company or a subsidiary, including related persons and close relatives of such persons.

(2) Any juristic person with a major shareholder or a person with controlling power is the following persons of the listed company or subsidiary:

(a) Executives

(b) Major shareholders

(c) Persons with controlling power

(d) Persons to be proposed as executives or persons with controlling power

(e) Related persons and close relatives of persons under (a) to (d)

(3) Any person whose behavior indicates that he is acting as a representative or is under the influence of persons under (1) to (2) in making decisions on policy determination, management or significant operations, or other persons whom the Stock Exchange of Thailand (“Stock Exchange”) deems to have similar behavior.

2. Characteristics of connected transactions

Connected transactions may be divided into 2 types as follows:

(1) When the Company or its subsidiaries conduct transactions with executives, major shareholders, related persons or close relatives of executives or major shareholders

(2) When the Company or its subsidiaries conduct transactions with any juristic person whose major shareholders or controlling persons are executives, major shareholders, controlling persons or persons who will be nominated as executives or controlling persons of the listed company or its subsidiaries, including related persons or close relatives of those persons

3. Types of connected transactions

Connected transactions are divided into 6 types as follows:

- (1) Normal business transactions
- (2) Transactions supporting normal business
- (3) Transactions renting or leasing real estate for no more than 3 years
- (4) Transactions related to assets or services
- (5) Transactions providing or receiving financial assistance
- (6) Other connected transactions other than those in (1) to (5)

4. Prevention of conflicts of interest

The Company places importance on considering various items transparently and beneficially to the Company. Therefore, it places importance on preventing items that may cause conflicts of interest, related transactions or connected transactions, with the following important principles:

- (1) Directors and executives must inform about relationships or connected transactions in businesses that may cause conflicts of interest.
- (2) Avoid making connected transactions with directors, executives or connected persons that may cause conflicts of interest with the Company. In cases where such transactions are necessary, the connected transactions must be presented to the Audit Committee for consideration and opinion before being submitted for approval to the Board of Directors and/or the shareholders' meeting of the Company (as the case may be) in accordance with the criteria for making connected transactions as determined by the Stock Exchange of Thailand, the Capital Market Supervisory Board and the Securities and Exchange Commission, and in accordance with the principles of good corporate governance.
- (3) Executives and employees must comply with the Company's regulations and business ethics, which are important matters that must be strictly adhered to in order for the Company to be trusted and relied upon by all stakeholders, and arrange for the dissemination of information for employee understanding of practices throughout the Company.

5. Criteria and procedures for related party transactions or connected transactions

The Company is aware of its duty to comply with the criteria for related party transactions or connected transactions as announced by the Stock Exchange of Thailand, the Capital Market Supervisory Board, and the Securities and Exchange Commission. Therefore, the Company has set the criteria and procedures for related party transactions or connected transactions as follows:

- In considering connected transactions, the Company will use the same price criteria and trade agreements as it does with general customers. As for the provision or receipt of financial assistance, it must be necessary and reasonable, must have fair terms and conditions, and provide the Company with maximum benefit.
- In the event that there are no such price criteria for reference, the Company will consider comparing the price of the product or service with external prices under the same or similar conditions.
- The Company may utilize the report of an independent appraiser appointed by the Company to compare the price for important related party transactions to ensure that such price is reasonable and in the maximum benefit of the group of companies.
- Directors, executives, or related persons may conduct transactions with the Company or subsidiaries only after such transactions have been approved by the Company's shareholders' meeting, except for transactions that are trade agreements of the same nature that a reasonable person would do with a general contracting party in the same situation with the power to negotiate trade without influence from the status of the director, executive or related person, as the case may be, and is a trade agreement approved by the board of directors or in accordance with the principles approved by the board of directors.

- If the Company has any related party transactions or other connected transactions that fall under the requirements of the Stock Exchange of Thailand, the Capital Market Supervisory Board and the Securities and Exchange Commission, the company must strictly comply with such requirements.
- The Company must disclose information on transactions that may have conflicts of interest, connected transactions or related party transactions in accordance with the criteria set by the Stock Exchange of Thailand, the Capital Market Supervisory Board and the Securities and Exchange Commission, by disclosing in the annual registration form and annual report or other report forms, as the case may be, and disclosing information on connected transactions to the Stock Exchange of Thailand in accordance with the criteria of the Stock Exchange of Thailand, as well as transactions related to the company in accordance with accounting standards.
- Review connected transactions according to the audit plan, whereby the internal audit unit must report to the Audit Committee and have measures to control, inspect, and supervise random inspections of actual transactions, correctness, and compliance with the contract or policy or conditions specified.

6. Key points to consider when conducting related party transactions or connected transactions

- Reasons and necessity for conducting transactions with connected persons or entities or entities with conflicts of interest
- Reasonableness of price and trade agreements when compared to conducting transactions with other persons
- Opinions of independent appraisers or financial advisors
- The Company's measures to comply with regulations and rules
- The Company has updated information on shareholding proportions, directors, and important information of subsidiaries (if any) and affiliated companies to be current.

7. Approval of related party transactions or connected transactions

The Company has the following measures to approve transactions:

- Small, medium, and large connected or related party transactions that are transactions with normal trade agreements as previously approved by the Board of Directors, the management will consider and decide.
- Small and medium-sized transactions that do not comply with normal trade agreements, the Board of Directors will consider and decide.
- Large transactions that do not comply with normal trade agreements, the shareholders' meeting will consider and decide to conduct the transaction.

The criteria for considering the size of the transaction are as follows:

- Small transaction means transaction with a value less than or equal to 1 million baht or less than or equal to 0.03% of net tangible assets, whichever is higher.
- Medium transaction means transaction with a value more than 1 million baht but less than 20 million baht or more than 0.03% but less than 3% of net tangible assets, whichever is higher.
- Large transaction means transaction with a value more than or equal to 20 million baht or more than 3% of net tangible assets, whichever is higher.

8. Criteria for considering normal business transactions

- Is the transaction nature a normal business operation?

If the related party transaction occurs due to normal business operations, it will be conducted in accordance with the normal business procedures as practiced with other parties. The transaction size and approval will be considered as shown in the Table of Authority. It will be considered whether it is a normal business transaction or supports such normal business, whether the transaction is reasonable, and has the objective to create maximum benefits for the company. The trade agreement should not be different from transactions with general customers or external parties.

- Is the price and terms of the transaction fair?

If the transaction is compared with an unrelated external party, will the price or terms be better?

9. Consideration of price according to general business conditions (as specified by the Stock Exchange of Thailand)

A transaction that complies with general business conditions is a trade condition with a fair price and terms that does not result in a transfer of benefits by:

- It is a price and terms that the Company or its subsidiaries receive or give to the general public.
- It is a price and terms that a related party gives to the general public.
- It is a price and terms that the Company can show that other operators of similar businesses give to the general public.

10. Methods for presenting to the Audit Committee on connected transactions

(1) Connected transactions under the approval authority of the management

In the case of connected transactions under the approval authority of the management, the management will consider and make a decision. The related persons, such as the accounting and finance department, sales department, purchasing department, or related executives, are responsible for considering the various transactions according to the approval process in the regulations and the Company's operating authority. After the management has considered and approved, it must be presented for the Audit Committee to review the reasonableness of the transaction and disclose the transaction in the annual registration form and the Company's annual report. In addition, the interested parties in the connected transaction must not attend the meeting and have no right to vote in the meeting.

(2) Connected transactions under the approval authority of the Board of Directors

In the case of connected transactions that are small and medium-sized transactions that do not comply with normal trading conditions, which are under the approval authority of the Board of Directors, the originating unit must present details of the necessity and reasonableness of the transaction for the Audit Committee to express an opinion on the said transaction before presenting it to the Board of Directors for the transaction. The procedures are as follows:

- The originating unit summarizes the details of the transaction and prepares all relevant information to present to the CEO.
- The CEO assigns the Internal Audit Division or the Secretary of the Audit Committee to coordinate with the Audit Committee to prepare the meeting agenda.
- The Internal Audit Division or the Secretary of the Audit Committee, together with the relevant units, prepares meeting documents, with a summary of the essential content for the Audit Committee to consider.
- When the resolution of the Audit Committee meeting is reached, the Company Secretary compiles it to present to the Board of Directors for consideration and approval to enter into the transaction. In this regard, directors who have a stake in the connected transaction must not attend the meeting and have no right to vote in the meeting.
- The transaction must be disclosed in the annual registration form and annual report of the Company, and the resolution of the Board of Directors meeting must be disclosed to the Stock Exchange of Thailand with the minimum information as specified by the Stock Exchange of Thailand.

(3) Connected transactions under the approval authority of shareholders

In the case of connected transactions under the approval authority of shareholders, the originating unit must present the details, necessity, and reasonableness of the transaction to request the Audit Committee's opinion before presenting it to the Board of Directors for approval and presenting it to the shareholders' meeting to consider and approve the transaction, with the following steps:

- The originating unit summarizes the details of the transaction and prepares all relevant information to present to the CEO.
- The CEO assigns the Internal Audit Division or the Secretary of the Audit Committee to coordinate with the Audit Committee to prepare the meeting agenda.

- The Internal Audit Division or the Secretary of the Audit Committee, together with the relevant units, prepares meeting documents, with a summary of the essential content for the Audit Committee to consider.
- When the resolution of the Audit Committee meeting is reached, the Company Secretary compiles them to present to the Board of Directors for consideration and approval of the transaction. In this regard, directors who have a stake in the connected transaction must not attend the meeting and have no right to vote in the meeting.
- When the resolution of the Board of Directors meeting is reached, the Company Secretary must prepare documents to convene the meeting and request approval from the shareholders. There must be sufficient supporting information for decision-making as specified in the criteria of the Stock Exchange of Thailand, the Capital Market Supervisory Board, and the Securities and Exchange Commission. The Company must also list the names and number of shares of connected persons who do not have the right to vote. In this regard, the Company is responsible for calling a shareholders' meeting in accordance with the methods, procedures, and criteria specified by the said regulatory agencies for connected transactions.
- Disclose the transaction in the annual registration form and the Company's annual report, including disclosing various information to the Stock Exchange of Thailand with the minimum information as specified by the Stock Exchange of Thailand for connected transactions.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the Financial Report

Board of Directors' Responsibility for Financial Reporting

The Board of Directors of AddTech Hub Public Company Limited is responsible for the financial statements of the Company and its subsidiaries, which are prepared in accordance with generally accepted accounting standards in Thailand under the Accounting Act B.E. 2543 (2000) and in accordance with the regulations of the Securities and Exchange Commission B.E. 2535 (1992). There has been consideration for choosing the appropriate accounting policy to be adopted and followed consistently, including adequate disclosure of important information in the notes to the financial statements. The external auditor has examined the financial statements and provided opinion in the details of the external audit. The Board of Directors has appointed an Audit Committee comprising independent directors to oversee the financial statements, assess the efficiency and effectiveness of the internal control, and prepare the financial statements in accordance with Thai Financial Reporting Standards, consistent with the International Financial Reporting Standards. This is to ensure that accurate, complete, sufficient, timely accounting records are kept and to prevent any fraud or irregular operation. According to the opinion of the Audit Committee as shown in this Annual Report, the Board of Directors is of the opinion that the Company's internal control and internal audit are able to ensure that the financial statements of AddTech Hub Public Company Limited and its subsidiaries present fairly, in all material respects, the financial position, the operating results, and the cash flow of the Company and its subsidiaries.

- Chirapan Sintunava -

(Mr. Chirapan Sintunava)

Chairman of the Board

- Chawan Boonprakobsap -

(Mr. Chawan Boonprakobsap)

Chief Executive Officer

Auditor's Report

ADDTECH HUB PUBLIC COMPANY LIMITED

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

31 DECEMBER 2025

Independent Auditor's Report

To the Shareholders and Board of Directors of AddTech Hub 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 AddTech Hub Public Company Limited (the Company) and its subsidiaries (the Group) and the separate financial position of the Company as at 31 December 2025, 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 2025;
- 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 material 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.

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. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matter	How my audit addressed the key audit matter
<p>Revenue recognition</p> <p>Refer to Note 4.15 Revenue recognition policy and Note 8 Segment information.</p> <p>The Group's main business operation is to provide digital contents and digital solutions services. For the year 2025, the Group's revenue from this service was Baht 232.09 million, representing 62.01% of total revenue of the Group. As the Group records this revenue based on information generated from the Group's system connected to the telecommunication network operators' system. Therefore, the Group has a risk that information which generated from IT systems used for revenue recognition are not accurate and complete.</p> <p>I focused on the accuracy and completeness of revenue recognition because it was the high risk of material misstatement and moreover the amount of this revenue type is material to the Group's financial statements.</p>	<p>My key audit procedures included the following:</p> <ul style="list-style-type: none"> • Evaluating and testing IT General Controls (ITGC) on the Group's IT information systems including control procedures over change, modification and restricted access configuration in the IT system. IT specialists in my firm were engaged to test ITGC and test the service income report from system generated to assess the information used for revenue recognition is reliable and accurate. • Evaluating and testing internal controls over revenue and receivable cycle of the Group. • Testing the accuracy of service fees set up in the system by agreeing with customer contracts. • Testing monthly revenue recognition in the general ledger by reconcile with the service income report obtained from the telecommunication network operators' system. • Testing the Group's revenue transactions with invoices and collections from accounts receivable. • Examining the service income report in the month after period-end closing to test revenue cut-off on the year end date and assess the completeness and accuracy of revenue recognition in the proper accounting period. <p>From these audit procedures, I didn't find any issues based on items to be tested.</p>

Key audit matter	How my audit addressed the key audit matter
<i>Impairment assessment of investment in associates</i>	
<p>Refer to note 7 Critical accounting estimates and judgements, note 14 Investments in subsidiaries and associates related to the financial statements.</p> <p>For the year ended 31 December 2025, the Group's management assessed impairment by determining the fair value of investment in associates from the fair value less costs of disposal for the CGU using the discounted cash flow (DCF) model, compare the resulting fair value less costs of disposal and book value to determine whether to record an impairment provision if the fair value less costs of disposal were less than the book values. Based on the year 2025 annual impairment test for investment in associates, the Group's management concluded that impairment provision of investment in associates was required to recognise in amounting to Baht 2,079,527 in consolidate financial statements and amounting to Baht 25,680,000 in separate financial statements.</p> <p>I focused on this area because the valuation method was complex and involved management's judgement on input and assumptions in the valuation model as well as discount rates applied.</p>	<p>The audit procedures I performed regarding this matter are as follows:</p> <ul style="list-style-type: none"> • Obtaining, understanding and evaluating management's cash flow forecasts and the process by which the forecasts were developed. • Assessing the reasonableness of the methodology used in the valuation, the estimation of the discount rate and calculations. • Assessing management's key assumptions on sources of revenue, revenue growth, profit margin, expenses and discount rates by comparing them against the economic and industry outlook. • I also used my firm's valuation expert to assess the reasonableness of the discount rate applied in the discounted cash flow model, including testing the accuracy of the calculation. • Tested the calculation of impairment of asset. <p>From the above procedures performed, I found that the key assumptions used in the valuation model were supportable and appropriate in light of the current circumstances.</p>

Key audit matter	How my audit addressed the key audit matter
<i>Expected credit losses for loan to related party</i>	
Refer to note 7 Critical accounting estimates and judgements and note 30 e) Related party transactions - loans to related party.	Since the management assessed the collectability of the loans to related party based on the future cashflow forecasts.
The Company granted loans to an associate, which is a company operating construction services, amounting to Baht 29,550,000. The Group's management assesses and recognised expected credit losses for loans to related party amounting to Baht 10,353,923 in consolidated and separate financial statements.	The audit procedures I performed regarding this matter are as follows: <ul style="list-style-type: none"> • Comparing the current year actual results with the forecast cashflow and analyse the current situation to consider whether forecast included any assumption that, with hindsight, had been reasonable, • Evaluating the key assumptions, which are growth rates of revenue, and discount rate by comparing the growth rates to historical results, economic and industry forecasts, and by assessing discount rate by comparing the Company's cost of capital to the market data of the same industry.
The Group's management assessed the collectability of these loans to associate based on the future cashflow forecasts of the related segment. Based on the year 2025, the Group's management concluded that the expected credit loss allowance of loan to related party was required to recognise in amounting to Baht 10,353,923 in the consolidated and separate financial statements.	<ul style="list-style-type: none"> • Tested the calculation of impairment of asset.
I focused on this area due to the size of the balance is material and various assumptions used to assess the allowance to be provided which involve significant management's judgments. The assumptions include growth rates of revenue and discount rate etc.	I found that assessment method of the loss allowance for loan to related party was supported by the available evidence

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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes 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, actions taken to eliminate threats or safeguards applied.

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.

Tithinun Vankeo

Certified Public Accountant (Thailand) No. 9432

Bangkok

25 February 2026

Financial Statements

AddTech Hub Public Company Limited

Statement of Financial Position

As at 31 December 2025

		Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
	Notes	Baht	Baht	Baht	Baht
Assets					
Current assets					
Cash and cash equivalents	9	69,162,776	73,081,058	36,669,917	48,661,485
Current financial assets measured at fair value through profit or loss	10	207,296,726	100,722,213	207,296,726	100,722,213
Trade and other current receivables and current contract assets	12	93,108,960	86,598,617	41,633,220	54,226,024
Short-term loans to related party	30 e)	-	60,000,000	-	60,000,000
Other current assets		6,811,883	6,932,478	5,693,910	6,137,852
Total current assets		376,380,345	327,334,366	291,293,773	269,747,574
Non-current assets					
Deposits at financial institutions pledged as collateral		1,000,000	1,000,000	1,000,000	1,000,000
Long-term loans to related party	30 e)	19,196,077	-	19,196,077	-
Investment in associates	14 a)	213,332,513	224,660,049	225,735,399	251,415,399
Investment in subsidiaries	14 b)	-	-	31,407,673	24,884,680
Building improvement, equipment and vehicles	15	3,853,286	3,899,577	3,161,840	3,211,542
Right-of-use assets	16	6,379,540	9,254,521	6,379,540	9,254,521
Intangible assets	17	432,196	208,079	78,374	102,310
Deferred tax assets	18	1,377,895	4,697,495	21,574,503	3,660,078
Other non-current assets	13	17,313,236	19,642,825	16,707,143	16,635,458
Total non-current assets		262,884,743	263,362,546	325,240,549	310,163,988
Total assets		639,265,088	590,696,912	616,534,322	579,911,562

The accompanying notes are an integral part of these consolidated and separate financial statements.

AddTech Hub Public Company Limited
Statement of Financial Position (Cont'd)
As at 31 December 2025

		Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
	Notes	Baht	Baht	Baht	Baht
Liabilities and equity					
Current liabilities					
Trade and other current payables	19	76,473,512	61,366,190	47,965,590	46,300,857
Current portion of lease liabilities	20	2,861,277	2,532,838	2,861,277	2,532,838
Corporate income tax payable		1,231,014	766,311	-	-
Other current liabilities		2,809,241	3,140,738	2,220,958	1,439,943
Total current liabilities		83,375,044	67,806,077	53,047,825	50,273,638
Non-current liabilities					
Lease liabilities	20	2,983,981	6,162,443	2,983,981	6,162,443
Employee benefit obligations	21	17,320,119	11,154,092	11,982,851	7,537,987
Provision for decommissioning		1,508,744	1,474,929	1,508,744	1,474,929
Deferred tax liabilities	18	21,337,657	-	-	-
Total non-current liabilities		43,150,501	18,791,464	16,475,576	15,175,359
Total liabilities		126,525,545	86,597,541	69,523,401	65,448,997

The accompanying notes are an integral part of these consolidated and separate financial statements.

AddTech Hub Public Company Limited
Statement of Financial Position (Cont'd)
As at 31 December 2025

		Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
	Notes	Baht	Baht	Baht	Baht
Liabilities and equity (Cont'd)					
Equity					
Share capital					
Authorised share capital					
Ordinary shares 168,000,000 shares					
of par value Baht 0.50 each					
(2024 : Ordinary shares 160,000,000 shares					
of par value Baht 0.50 each)					
	22	84,000,000	80,000,000	84,000,000	80,000,000
Issued and paid-up share capital					
Ordinary shares 168,000,000 shares					
of paid-up Baht 0.50 each					
(2024 : Ordinary shares 160,000,000 shares					
of paid-up Baht 0.50 each)					
	22	84,000,000	80,000,000	84,000,000	80,000,000
Premium on paid-up capital of					
ordinary shares	22	435,680,207	409,284,207	435,680,207	409,284,207
Shortage arising from business combination					
under common control		(3,525,800)	(3,525,800)	-	-
Retained earnings					
Appropriated - legal reserve	23	8,400,000	8,000,000	8,400,000	8,000,000
Unappropriated		(14,253,129)	5,470,302	18,930,714	17,178,358
Other components of shareholders' equity		(563,960)	-	-	-
Equity attributable to owners of the parent		509,737,318	499,228,709	547,010,921	514,462,565
Non-controlling interests		3,002,225	4,870,662	-	-
Total equity		512,739,543	504,099,371	547,010,921	514,462,565
Total liabilities and equity		639,265,088	590,696,912	616,534,322	579,911,562

The accompanying notes are an integral part of these consolidated and separate financial statements.

AddTech Hub Public Company Limited
Statement of Comprehensive Income
For the year ended 31 December 2025

	Notes	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
		Baht	Baht	Baht	Baht
Services income		373,890,848	317,432,692	150,538,609	144,539,972
Cost of rendering of services		(247,853,278)	(220,557,098)	(120,555,991)	(114,614,175)
Gross profit		126,037,570	96,875,594	29,982,618	29,925,797
Dividend income	30	-	-	138,035,912	68,803,005
Gains (loss) from changes in fair value	10	137,835,085	(5,000,000)	137,835,085	(5,000,000)
Other income	25	4,157,043	5,973,354	6,860,662	8,564,816
Services expenses		(5,304,663)	(5,074,944)	(5,157,296)	(4,883,180)
Administrative expenses		(52,440,443)	(44,967,998)	(38,872,461)	(34,906,295)
Loss of impairment on loan to related party	30 e)	(10,353,923)	-	(10,353,923)	-
Loss of impairment of goodwill	14 d)	(112,708,123)	-	-	-
Loss of impairment of investment in associates and subsidiaries	14 a), b)	(2,079,527)	-	(211,435,328)	(5,205,000)
Other expenses		(2,677,084)	(3,312,330)	(1,041,450)	(901,746)
Profit from operating activities		82,465,935	44,493,676	45,853,819	56,397,397
Share of loss of investment in associates	14 a)	(8,693,843)	(20,958,328)	-	-
Finance costs	26	(211,424)	(479,319)	(211,424)	(479,319)
Profit before income tax		73,560,668	23,056,029	45,642,395	55,918,078
Income tax expense (income)	28	(32,199,220)	(1,612,008)	17,249,532	2,225,677
Profit for the year		41,361,448	21,444,021	62,891,927	58,143,755
Other comprehensive income:					
Items that may be subsequently reclassified to profit or loss					
Foreign currency translation differences		(690,915)	-	-	-
Total items that may be reclassified subsequently to profit or loss		(690,915)	-	-	-
Items that will not be subsequently reclassified to profit or loss					
Remeasurements of post-employee benefit obligations	21	(4,523,795)	-	(3,324,464)	-
Income tax on other comprehensive income relating to items that will not be reclassified		904,759	-	664,893	-
Share of other comprehensive loss of associates	14 a)	(53,541)	(598,494)	-	-
Total items that will not be reclassified subsequently to profit or loss		(3,672,577)	(598,494)	(2,659,571)	-
Total comprehensive income for the year		36,997,956	20,845,527	60,232,356	58,143,755
Profit attributable to:					
Owners of the parent		42,307,920	19,776,345	62,891,927	58,143,755
Non-controlling interests		(946,472)	1,667,676	-	-
		41,361,448	21,444,021	62,891,927	58,143,755
Total comprehensive income attributable to:					
Owners of the parent		38,065,654	19,177,851	60,232,356	58,143,755
Non-controlling interests		(1,067,698)	1,667,676	-	-
		36,997,956	20,845,527	60,232,356	58,143,755
Earnings per share - owners of the Company					
Basic earnings per share	29	0.25	0.12	0.38	0.36

The accompanying notes are an integral part of these consolidated and separate financial statements.

Consolidated financial statements									
Attributable to owners of the parent									
Notes	Issued and paid-up share capital Baht	Premium on paid-up capital of ordinary shares Baht	Shortage arising from business combination under common control Baht	Retained earnings		Other components of shareholders' equity Foreign currency translation differences Baht	Total owners of the parent Baht	Non-controlling interests Baht	Total equity Baht
				Appropriated - legal reserve Baht	Unappropriated Baht				
Opening balance at 1 January 2024	80,000,000	409,284,207	(3,525,800)	8,000,000	53,492,451	-	547,250,858	3,203,696	550,454,554
Change in equity for the year									
Dividends payment by subsidiary	-	-	-	-	-	-	-	(710)	(710)
Dividends payment	24	-	-	-	(67,200,000)	-	(67,200,000)	-	(67,200,000)
Total comprehensive income for the year	-	-	-	-	19,177,851	-	19,177,851	1,667,676	20,845,527
Closing balance at 31 December 2024	<u>80,000,000</u>	<u>409,284,207</u>	<u>(3,525,800)</u>	<u>8,000,000</u>	<u>5,470,302</u>	<u>-</u>	<u>499,228,709</u>	<u>4,870,662</u>	<u>504,099,371</u>
Opening balance at 1 January 2025	80,000,000	409,284,207	(3,525,800)	8,000,000	5,470,302	-	499,228,709	4,870,662	504,099,371
Change in equity for the year									
Increase from business acquisition	-	-	-	-	-	126,955	126,955	-	126,955
Issuance of shares	22	4,000,000	26,396,000	-	-	-	30,396,000	-	30,396,000
Legal reserve	23	-	-	400,000	(400,000)	-	-	-	-
Dividends payment by subsidiaries	-	-	-	-	-	-	-	(800,739)	(800,739)
Dividends payment	24	-	-	-	(58,080,000)	-	(58,080,000)	-	(58,080,000)
Total comprehensive income (expense) for the year	-	-	-	-	38,756,569	(690,915)	38,065,654	(1,067,698)	36,997,956
Closing balance at 31 December 2025	<u>84,000,000</u>	<u>435,680,207</u>	<u>(3,525,800)</u>	<u>8,400,000</u>	<u>(14,253,129)</u>	<u>(563,960)</u>	<u>509,737,318</u>	<u>3,002,225</u>	<u>512,739,543</u>

The accompanying notes are an integral part of these consolidated and separate financial statements.

Separate financial statements					
Notes	Issued and paid-up share capital Baht	Premium on paid-up capital of ordinary shares Baht	Retained earnings		Total equity Baht
			Appropriated - legal reserve Baht	Unappropriated Baht	
Opening balance at 1 January 2024	80,000,000	409,284,207	8,000,000	26,234,603	523,518,810
Change in equity for year					
Dividends payment	24	-	-	(67,200,000)	(67,200,000)
Total comprehensive income for the year		-	-	58,143,755	58,143,755
Closing balance at 31 December 2024	<u>80,000,000</u>	<u>409,284,207</u>	<u>8,000,000</u>	<u>17,178,358</u>	<u>514,462,565</u>
Opening balance at 1 January 2025	80,000,000	409,284,207	8,000,000	17,178,358	514,462,565
Change in equity for year					
Issuance of shares	22	4,000,000	26,396,000	-	30,396,000
Legal reserve	23	-	-	400,000	(400,000)
Dividends payment	24	-	-	(58,080,000)	(58,080,000)
Total comprehensive income for the year		-	-	60,232,356	60,232,356
Closing balance at 31 December 2025	<u>84,000,000</u>	<u>435,680,207</u>	<u>8,400,000</u>	<u>18,930,714</u>	<u>547,010,921</u>

The accompanying notes are an integral part of these consolidated and separate financial statements.

AddTech Hub Public Company Limited
Statement of Cash Flows
For the year ended 31 December 2025

	Notes	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
		Baht	Baht	Baht	Baht
Cash flows from operating activities					
Profit before income tax		73,560,668	23,056,029	45,642,395	55,918,078
Adjustments for:					
Depreciation of building improvement, equipment and vehicles	15	601,616	606,292	422,943	379,576
Amortisation of right-of-use assets	16	2,946,800	2,977,825	2,946,800	2,977,825
Amortisation of intangible assets	17	97,880	192,295	23,936	17,396
Gain on disposal of building improvement and equipment		(30,911)	(48,916)	(5,694)	-
Loss on write-off of building improvement and equipment		637	-	622	-
Loss on write-off of intangible assets		3	-	-	-
Write-off of withholding tax		47,156	-	-	-
Gains from changes in fair value of financial assets	10	(137,835,085)	(817,610)	(137,835,085)	(817,610)
Loss on change in value of non-current financial assets measured at fair value through profit or loss	10	-	5,000,000	-	5,000,000
Interest income	25	(3,654,918)	(4,893,011)	(3,478,495)	(4,889,071)
Interest expense	26	211,424	479,319	211,424	479,319
Dividend income	30	-	-	(138,035,912)	(68,803,005)
Employee benefit obligations	21	1,818,597	1,735,606	1,296,765	1,231,660
Unrealised loss from exchange rate		224	48	-	-
(Reverse) expected credit loss		7,244	(2,411,759)	280,973	(1,235,465)
Share of loss of investments in associates	14 a)	8,693,843	20,958,328	-	-
Loss on impairment on investment in associates	14 a)	2,079,527	-	25,680,000	5,205,000
Loss on impairment on investment in subsidiaries	14 b)	-	-	185,755,328	-
Loss on impairment on goodwill	14 d)	112,708,123	-	-	-
Loss on impairment on loan to related party	30 e)	10,353,923	-	10,353,923	-
Changes in operating assets and liabilities					
- Trade and other current receivables and current contract assets		1,184,786	23,322,133	353,756	2,578,685
- Other current assets		8,008,680	(329,536)	296,092	(296,092)
- Other non-current assets		(71,686)	(3,000)	(71,686)	(3,000)
- Trade and other current payables		(5,170,480)	(5,640,106)	1,706,089	2,139,826
- Other current liabilities		(331,497)	1,324,705	781,015	505,924
- Payment of employee benefit obligations	21	(176,365)	(77,122)	(176,365)	-
Cash generated from (used in) operations		75,050,189	65,431,520	(3,851,176)	389,046
<u>Less</u> Income tax paid		(8,644,132)	(10,632,896)	(5,693,910)	(5,841,760)
<u>Add</u> Withholding tax refund received		8,769,362	819,409	5,841,760	-
Net cash generated from (used in) operating activities		75,175,419	55,618,033	(3,703,326)	(5,452,714)

The accompanying notes are an integral part of these consolidated and separate financial statements.

AddTech Hub Public Company Limited
Statement of Cash Flows (Cont'd)
For the year ended 31 December 2025

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
		Baht	Baht	Baht	Baht
Cash flows from investing activities					
Decrease in deposits at financial institutions pledged as collateral		-	1,000,000	-	
Proceeds from investment in current financial assets measured at fair value through profit or loss	10	101,171,222	-	101,171,222	-
Payment for investment in financial assets measured at fair value through profit or loss	10	(60,000,000)	(89,539,576)	(60,000,000)	(89,539,576)
Cash paid for investment in associates - net		-	(2,250,000)	-	(2,250,000)
Cash paid for investment in subsidiaries		(88,880,739)	-	(164,305,958)	-
Purchase of building improvement and equipment	15	(555,986)	(711,794)	(373,870)	(350,066)
Proceeds from disposals of equipment		30,935	186,916	5,701	-
Purchase of intangible assets	17	(322,000)	(182,400)	-	(119,700)
Payment of short-term loans to related parties	30	-	(15,000,000)	-	(15,000,000)
Proceeds from repayment of loans from related parties	30	30,450,000	15,000,000	30,450,000	15,000,000
Dividends received from related parties - associate		5,174,340	5,389,650	5,174,340	5,389,650
Dividends received from related parties - subsidiaries		-	-	137,535,287	64,129,290
Interest received		3,452,266	4,985,066	3,275,843	4,981,126
Net cash (used in) generated from investing activities		(9,479,962)	(81,122,138)	52,932,565	(17,759,276)
Cash flows from financing activities					
Payments on lease liabilities	20	(2,921,843)	(2,642,169)	(2,921,843)	(2,642,169)
Interest expense of lease liabilities	20	(177,609)	(345,255)	(177,609)	(345,255)
Dividends paid to non-controlling interest		(800,739)	(710)	-	-
Dividends paid		(58,121,355)	(67,130,174)	(58,121,355)	(67,130,174)
Net cash used in financing activities		(62,021,546)	(70,118,308)	(61,220,807)	(70,117,598)
Net increase (decrease) in cash and cash equivalents		3,673,911	(95,622,413)	(11,991,568)	(93,329,588)
Opening balance of cash and cash equivalents		73,081,058	168,703,471	48,661,485	141,991,073
Exchange gains/(losses) on cash and cash equivalents		(279,433)	-	-	-
Foreign currency translation differences		(7,312,760)	-	-	-
Closing balance of cash and cash equivalents		69,162,776	73,081,058	36,669,917	48,661,485
Significant non-cash transaction					
Right-of-use assets arising from lease liabilities		-	8,057,405	-	8,057,405
Dividend receivable from associate		-	4,673,715	-	4,673,715
Issuance of shares for purchase investment in subsidiaries		30,396,000	-	30,396,000	-
Dividend payable to shareholders		45,337	86,692	45,337	86,692

The accompanying notes are an integral part of these consolidated and separate financial statements.

Notes to the Financial Statements

1 General information

AddTech Hub Public Company Limited (the “Company”) is incorporated and resident in Thailand, a public limited company which is listed on the Market for Alternative Investment (MAI). The address of the Company’s registered office is as follows:

Empire Tower, Unit 4106-7, 41st Floor, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok.

For reporting purposes, the Company and its subsidiaries are referred to as “the Group”.

The Group is principally engaged in the business providing digital content, providing digital solution and providing digital marketing.

These Group consolidated financial statements and separate financial statements were authorised for issue by the Board of Directors on 25 February 2026.

2 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.

The preparation of financial statements in conformity with TFRS 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 7.

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.

3 New and amended financial reporting standards

3.1 New financial reporting standard that is effective for the accounting period beginning on or after 1 January 2025 which are relevant to the Group

- a) **Amendments to TAS 1 Presentation of Financial Statements** clarified that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the entity’s expectations or events after the reporting period (for example, the receipt of a waiver or a breach of covenant).

Covenants of loan arrangements will not affect classification of a liability as current or non-current at the end of reporting period if the entity must only comply with the covenants after the reporting period. However, if the entity must comply with a covenant either before or at the end of reporting period, this will affect the classification as current or non-current even if the covenant is only tested for compliance after the reporting period.

The amendments require disclosures if an entity classifies a liability as non-current and that liability is subject to covenants with which the entity must comply within 12 months of the reporting period. The disclosures include:

- the carrying amount of the liability;
- information about the covenants; and
- facts and circumstances, if any, that indicate that the entity might have difficulty complying with the covenants.

The amendments also clarify what TAS 1 means when it refers to the ‘settlement’ of a liability. Terms of a liability that could, at the option of the counterparty, result in its settlement by the transfer of the entity’s own equity instrument can only be ignored for the purpose of classifying the liability as current or non-current if the entity classifies the option as an equity instrument.

The amendments must be applied retrospectively in accordance with the normal requirements in TAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.

- b) **Amendments to TFRS 16 Leases** added to the requirements for sale and leaseback transactions which explain how an entity accounts for a sale and leaseback after the date of the transaction.

The amendments specify that, in measuring the lease liability subsequent to the sale and leaseback, the seller-lessee determines 'lease payments' and 'revised lease payments' in a way that does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use that it retains. This could particularly impact sale and leaseback transactions where the lease payments include variable payments that do not depend on an index or a rate.

- c) **Amendments to TAS 7 Statement of Cash Flows and TFRS 7 Financial instruments: Disclosures** require specific disclosures about supplier finance arrangements (SFAs). The amendments respond to investors that said that they urgently needed more information about SFAs to be able to assess how these arrangements affect an entity's liabilities, cash flows and liquidity risk.

To meet investors' needs, the new disclosures will provide information about:

- (1) The terms and conditions of SFAs.
- (2) The carrying amount of financial liabilities that are part of SFAs, and the line items in which those liabilities are presented.
- (3) The carrying amount of the financial liabilities in (2), for which the suppliers have already received payment from the finance providers.
- (4) The range of payment due dates for both the financial liabilities that are part of SFAs, and comparable trade payables that are not part of such arrangements.
- (5) Non-cash changes in the carrying amounts of financial liabilities in (2).
- (6) Access to SFA facilities and concentration of liquidity risk with the finance providers.

New financial reporting standards that are effective for the accounting periods beginning on or after 1 January 2025 do not have a significant impact to the Group and the Company.

3.2 **Amended financial reporting standards that are effective for the accounting period beginning on or after 1 January 2026.**

The following amended TFRS was not mandatory for the current reporting period and the Group has not early adopted them.

- a) **Amendments to TAS 21 The Effects of Changes in Foreign Exchange Rates** added requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use when it is not. Prior to these amendments, IAS 21 set out the exchange rate to use when exchangeability is temporarily lacking, but not what to do when lack of exchangeability is not temporary.

The Group's management is assessing the impact of adoption of this amended financial reporting standards.

4 Material accounting policies

4.1 Investment in subsidiaries and associates

In the separate financial statements, investments in subsidiaries and associate are accounted for using cost method.

In the consolidated financial statements, investments in associates are accounted for using the equity method of accounting.

4.2 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 consolidated financial statements and record in cost of investment in subsidiary in separate financial statements.

Business combination under common control

The Group accounts for business combination under common control by measuring acquired assets and liabilities of the acquiree at their carrying values presented in the highest level of the consolidation. The Group retrospectively adjusted the business combination under common control transactions as if the combination had occurred on the later of the beginning of the preceding comparative period and the date the acquiree has become under common control.

Consideration of business combination under common control are the aggregated amount of fair value of assets transferred, liabilities incurred and equity instruments issued by the acquirer at the date of which the exchange in control occurs.

The difference between consideration under business combination under common control and the acquirer's interests in the carrying value of the acquiree is presented as "surplus arising from business combination under common control" in equity and is derecognised when the investment is disposed of.

4.3 Functional and presentation currency

The financial statements are presented in Thai Baht, which is the Company's and the Group's functional and presentation currency.

4.4 Trade accounts receivable

Trade receivables are subsequently measured at amortised cost when the consideration is unconditional, less loss allowance. The impairment of trade receivables are disclosed in Note 4.5.

4.5 Financial asset

a) Recognition and derecognition

Regular way purchases, acquires and sales of financial assets are recognised on trade-date. 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.

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.

b) Classification and measurement

Debt instruments

The Group classifies its debt instrument financial assets 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).

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest (SPPI).

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 / other 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 profit or loss.
- **Fair value through other 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 losses/reversal of impairment, 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. Foreign exchange gains and losses are presented in other gains/(losses). Impairment expenses are presented separately in the statement of comprehensive income.
- **Fair value through profit or loss (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.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

Equity instruments

Except for equity instruments held for trading, which are measured at FVPL, the Group makes an irrevocable election at the time of initial recognition, classifying its equity instruments into two measurement categories.

- **FVPL:** the equity instruments are measured at fair value and changes in the fair value are recognised in other gains/(losses) in the statement of profit or loss.
- **FVOCI:** the equity instruments are measured at fair value and changes in the fair value are recognised in OCI. There is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Impairment losses (and reversal of impairment losses) are not reported separately from other changes in fair value.

Dividends from such investments (FVPL/FVOCI) continue to be recognised in profit or loss as other income when the right to receive payments is established.

c) Impairment

The Group applies the TFRS 9 simplified approach in measuring the impairment of trade receivables and contract assets, which applies lifetime expected credit loss, from initial recognition, for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress. The expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances.

Impairment and reversal of impairment losses are recognised in profit or loss and included in other administrative expenses.

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.

The Group assesses expected credit loss by taking into consideration forward-looking information and past experiences. The expected credit loss is a probability-weighted estimate of credit losses (probability-weighted present value of estimated cash shortfall). The cash shortfall is the difference between all contractual cash flows that are due to the Group and all cash flows expected to receive, discounted at the original effective interest rate.

When measuring expected credit losses, the Group reflects the following:

- probability-weighted estimated uncollectible amounts
- time value of money; and
- supportable and reasonable information as of the reporting date about past experience, current conditions and forecasts of future situations.

Impairment (and reversal of impairment) losses are recognised in profit or loss included in net impairment losses on financial assets.

4.6 Building improvement, equipment and vehicles

Depreciation on assets is calculated using the straight line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Building improvement	5 years
Office equipment	5 years
Computer equipment	5 years
Vehicles	5 years

4.7 Intangible assets

Website and computer software

Acquired website and computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of 5 years.

Cost associated with maintaining computer software programmes are recognised as an expense as incurred.

4.8 Goodwill

Goodwill, included in the investment in associate, is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired. It is carried at cost less accumulated impairment losses.

4.9 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 on the assets concerned other than goodwill is reversed.

4.10 Leases

Leases - where the Group is the lessee

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. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

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.

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 the rental of photocopier.

4.11 Financial liabilities

a) Classification

Financial instruments issued by the Group are classified as either financial liabilities or equity securities by considering contractual obligations.

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.

4.12 Current and deferred income taxes

Income tax comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and where 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.

Deferred tax is recognised based on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their value for tax purposes. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

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.

4.13 Employee benefits

a) Short-term employee benefits

Liabilities for short-term employee benefits such as wages, salaries, paid annual leave and paid sick leave, profit-sharing and bonuses, and medical care 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 on a contractual basis. 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) Retirement 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 annually 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.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise. They are included in retained earnings in the statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

4.14 Provisions

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.

4.15 Revenue recognition

Revenue 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.

Revenue are recorded net of value added tax. They 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 fulfillment of the obligation to the customer.

Services

Revenue from providing services for providing digital content, providing digital solution and providing digital marketing, the Group recognised revenue when the services are rendered.

4.16 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 Financial risk management

5.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow 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.

Risk management is carried out by the Group management in accordance with policies approved by the Board of Directors. The Group management identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units. The Risk Management Team provides written principles for overall risk management, as well as written policies covering specific areas, such as interest rates risk, credit risk and investing excess liquidity.

5.1.1 Interest rate risk

Interest rate risk arises from fluctuation in market rate of interest, which could affect operation and cash flows of the Company. Major income and operating cash flows of the Group is not dependent on fluctuation of interest rate in the market. The Group does not hold derivative financial instrument to manage risk that may incur from interest rate fluctuation.

5.1.2 Foreign exchange risk

The Group does not have material foreign exchange risk due to most receivables and payables are denominated in Thai Baht. The Group does not enter into forward exchange contracts to hedge liabilities denominated in foreign currencies.

5.1.3 Credit analysis risk

The Group has no significant concentration of credit risk. The Company has a credit policy in place to make sure that sales of products and services are made to customer with an appropriate credit history based on credit evaluation. Management believes that maximum exposure of credit risk approximates trade accounts receivable net of allowance for doubtful accounts as presented on the statement of financial position.

5.1.4 Credit risk

Credit risk arises from cash and cash equivalents, contractual cash flows of debt investments carried at amortised cost, at fair value through other comprehensive income (FVOCI) and at fair value through profit or loss (FVPL), derivative financial instruments as well as credit exposures to customers, including outstanding receivables.

i) Risk management

Credit risk is managed on a group basis. For banks and financial institutions, only reliable credit quality financial institution are accepted.

The Group assesses the credit quality risk of the customer, taking into account its 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 unit management.

The Group's investments in debt instruments are considered to be low risk investments. The Group regularly monitors the credit ratings of the investments for credit deterioration.

ii) Impairment of financial assets

The Group and the Company have types of financial assets that are subject to the expected credit loss model:

- Trade and other receivables
- Contract assets
- Loan to related parties.

While cash and cash equivalents are also subject to the impairment requirements of TFRS 9, the identified impairment loss was immaterial.

The Group assesses expected credit losses for trade and other receivables and contract assets at the initial recognition and at the end of reporting period. There is no materiality impact to the Group as disclose in Note 12.

Certain loans to related parties are considered to have significant increase in credit risk, the Group assesses expected credit losses for loans to related parties and recognised was estimated based on a life-time expected losse as disclose in Note 30.

5.1.5 Liquidity risk

The availability of funding through an adequate amount of committed credit facilities, and the ability to close out market positions. Due to the dynamic nature of the underlying business, the Group management aims at maintaining flexibility in funding by keeping committed credit lines available.

5.2 Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to 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.

6 Fair value

Fair values are categorised into hierarchy based on inputs used as follows:

Level 1: The fair value of financial instruments is based on the current bid price by reference to the Stock Exchange of Thailand.

Level 2: The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.

Level 3: The fair value of financial instruments is not based on observable market data.

The following table presents fair value of financial assets recognised and disclosed by their fair value hierarchy.

	Consolidated and separate financial statements	
	2025 Baht	2024 Baht
Assets		
Current financial assets measured at fair value through profit or loss		
Level 2		
Money market mutual fund (Note 10)	60,007,905	100,722,213
Level 3		
Derivative instrument - put option (Note 10)	147,288,821	-
Total assets	207,296,726	100,722,213

Disclosure of fair values of financial assets at amortised cost

	Consolidated and separate financial statements			
	2025		2024	
	Fair value Baht	Carrying amount Baht	Fair value Baht	Carrying amount Baht
Assets				
Financial assets at amortised cost				
Short-term loans to related party (Note 30 e)	-	-	60,000,000	60,000,000
Long-term loans to related party (Note 30 e)	19,196,077	19,196,077	-	-

Financial assets and financial liabilities are approximately to the carrying amounts as follows:

- Cash and cash equivalents
- Trade and other receivables and contract assets
- Deposits at financial institutions pledged as collateral
- Trade and other payables

Fair value measurement of financial assets are complied with accounting policy as disclosed in Note 4.5.

Valuation techniques used to determine fair values:

- Investments in money market mutual funds which are measured at fair value based on indirectly quoted bid prices.
- Derivative instrument - put option represents the rights of AddTech Hub Public Company Limited to sell shares of Glory Limited and Ocean Shine Far East Limited back to the sellers at a specified price under the share purchase agreements if the performance of both companies does not meet the agreed conditions. The fair value of the put option is measured by an independent financial advisor.

There was no change in valuation techniques for level of financial assets during the period.

7 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.

a) Building improvement, equipment, vehicles and intangible assets

Management made estimation of useful life and residual value of building improvement, equipment, vehicles and intangible assets. The management review and revise their estimation whenever there is an indicator that assumption may vary from prior period, or whenever there is disposal of obsolete assets and discontinued operation.

b) Employee benefit obligations

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions including the discount rate. Any changes in these assumptions will have an impact on the carrying amount of retirement benefits obligation.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the employee benefit obligations. In determining the appropriate discount rate, the Group considers the market yield of government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the employee benefit liability.

Additional information of other key assumptions for retirement benefit obligations based on current market conditions is disclosed in Note 21.

c) Provision for service cancellation

Provision for service cancellation is intended to adjust the value of services income for probable credit loss. The management uses judgement to establish estimates by determining through a combination of percentage of revenues, collection experience, and taking into account of change in the current economic environment. However, the use of different estimates and assumptions could affect the amounts of provision for service cancellation and adjustments to the provision may therefore be required in the future.

d) 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, as well as forward-looking estimates at the end of each reporting period.

d) Impairment of investment in subsidiaries and associates

The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. The calculations use cash flow projections based on financial budget approved by management covering a five-year period to compare the resulting fair value less costs of disposal and book value to determine whether to record an impairment provision if the fair value less costs of disposal were less than the book values.

e) Goodwill impairment

The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. The calculations use cash flow projections based on financial budget approved by management covering a five-year period. The recoverable amounts are compared to the carrying amounts of goodwill to assess impairment provision.

f) Fair value of certain financial assets and derivatives

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Group uses judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period.

8 Segment information

The Group's strategic steering committee is the Chief Operating Decision Maker (CODM). CODM is the Executive Directors who make decisions about resource allocation and assess the segment performance by reviewing segment result, examines the Group's performance both from service providing which the Group has three segments report which are comprised of providing digital content, providing digital solution and providing digital marketing.

The steering committee primarily uses a measure of segments' revenue and gross profit to assess the performance of the operating segments.

	Consolidated financial statements			Total Baht
	Providing digital content Baht	Providing digital solutions Baht	Providing digital marketing Baht	
For the year ended 31 December 2025				
Revenue	118,479,540	113,613,032	141,798,276	373,890,848
Segment result	29,678,566	55,494,785	40,864,219	126,037,570
Other income				4,157,043
Gain from changes in fair value				137,835,085
Unallocated costs				(70,776,113)
Loss of impairment of goodwill and investment in associates				(114,787,650)
Share of loss of investments in associates				(8,693,843)
Finance costs				(211,424)
Profit before income tax				73,560,668
Income tax				(32,199,220)
Profit for the year				41,361,448
Consolidated total assets				639,265,088
Timing of revenue recognition				
At a point in time	118,479,540	104,123,013	141,798,276	364,400,829
Over time	-	9,490,019	-	9,490,019
Total revenue	118,479,540	113,613,032	141,798,276	373,890,848

AddTech Hub Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2025

	Consolidated financial statements			
	Providing digital content Baht	Providing digital solutions Baht	Providing digital marketing Baht	Total Baht
For the year ended 31 December 2024				
Revenue	102,290,040	101,497,763	113,644,889	317,432,692
Segment result	18,385,462	45,930,280	32,559,852	96,875,594
Other income				5,973,354
Unallocated costs				(58,355,272)
Share of loss of investments in associates				(20,958,328)
Finance costs				(479,319)
Profit before income tax				23,056,029
Income tax				(1,612,008)
Profit for the year				21,444,021
Consolidated total assets				590,696,912
Timing of revenue recognition				
At a point in time	102,290,040	86,385,020	113,644,889	302,319,949
Over time	-	15,112,743	-	15,112,743
Total revenue	102,290,040	101,497,763	113,644,889	317,432,692

Information about major customers

The detail of major customers can be analysed by segment as follows;

	Consolidated financial statements			
	Providing digital content Baht	Providing digital solutions Baht	Providing digital marketing Baht	Total Baht
For the year ended 31 December 2025				
Major customer 1	29,471,596	43,272,786	98,097,780	170,842,162
Major customer 2	78,168,571	58,987,192	14,950,672	152,106,435
For the year ended 31 December 2024				
Major customer 1	17,163,969	37,851,841	103,554,776	158,570,586
Major customer 2	84,441,768	45,406,277	9,568,746	139,416,791

9 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Cash on hand	13,138	16,029	3,360	5,229
Deposits held at call with banks	69,149,638	73,065,029	36,666,557	48,656,256
	69,162,776	73,081,058	36,669,917	48,661,485

10 Financial assets measured at fair value through profit or loss

	Consolidated and Separate financial statements			
	31 December 2025		31 December 2024	
	Cost Baht	Fair Value Baht	Cost Baht	Fair Value Baht
Current financial assets measured at fair value through profit or loss				
Money market fund	60,000,000	60,007,905	100,000,000	100,722,213
Derivative instrument - put option	-	147,288,821	-	-
	60,000,000	207,296,726	100,000,000	100,722,213

The movement of financial assets measured at fair value through profit or loss is as follows:

For the year ended 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Money market fund				
Book value-beginning balance	100,722,213	10,365,027	100,722,213	10,365,027
Addition	60,000,000	89,539,576	60,000,000	89,539,576
Decrease	(101,171,222)	-	(101,171,222)	-
Change in fair value	456,914	817,610	456,914	817,610
Book value-ending balance	60,007,905	100,722,213	60,007,905	100,722,213
Derivative instrument - put option and equity instrument				
Book value-beginning balance	-	5,000,000	-	5,000,000
Addition	9,910,650	-	9,910,650	-
Change in fair value	137,378,171	(5,000,000)	137,378,171	(5,000,000)
Book value-ending balance, net	147,288,821	-	147,288,821	-

Derivative instrument - put option represents the rights of AddTech Hub Public Company Limited to sell shares of Glory Limited and Ocean Shine Far East Limited back to the sellers at a specified price under the share purchase agreements if the performance of both companies does not meet the agreed conditions. The fair value of the put option is measured by an independent financial advisor. The share put option arose from the business acquisition on 1 April 2025 (Note 14(c)).

11 Financial assets and financial liabilities

The classification of the Group's financial assets and financial liabilities are as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Financial assets				
Financial assets at amortised cost				
- Cash and cash equivalents	69,162,776	73,081,058	36,669,917	48,661,485
- Trade and other current receivables and current contract assets	93,072,016	82,542,313	41,265,933	42,104,469
- Loans to related party	19,196,077	60,000,000	19,196,077	60,000,000
- Other current assets	6,811,882	6,932,478	5,693,910	6,137,852
- Other non-current assets	17,313,236	19,642,825	16,707,143	16,635,458
Financial assets at fair value through profit or loss (FVPL)				
- Money market fund	60,007,905	100,722,213	60,007,905	100,722,213
- Derivative instrument - put option	147,288,821	-	147,288,821	-
Financial liabilities				
Financial liabilities at amortised cost				
- Trade and other current payables	71,222,147	54,798,596	43,264,225	40,938,978
- Lease liabilities	5,845,258	8,695,281	5,845,258	8,695,281

12 Trade and other current receivables and current contract assets

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Trade receivables				
Trade receivables - third parties	53,520,618	41,022,806	19,232,331	22,104,209
Contract assets (accrued income)	39,551,398	41,519,507	22,025,823	19,987,918
Total trade receivables	93,072,016	82,542,313	41,258,154	42,092,127
<u>Less</u> Loss allowance	(1,174,854)	(1,167,610)	(645,223)	(364,250)
Trade receivables, net	91,897,162	81,374,703	40,612,931	41,727,877
Other current receivables				
Other current receivables - subsidiaries (Note 30)	-	-	7,779	12,342
Other current receivables - third parties	4,904	-	4,904	-
Prepayments - third parties	986,002	475,854	786,714	7,737,745
Prepayments - related parties (Note 30)	18,240	74,345	18,240	74,345
Interest receivable - related parties (Note 30)	202,652	-	202,652	-
Dividend receivable - related parties (Note 30)	-	4,673,715	-	4,673,715
Total other current receivables	1,211,798	5,223,914	1,020,289	12,498,147
<u>Less</u> Loss allowance	-	-	-	-
Other current receivables, net	1,211,798	5,223,914	1,020,289	12,498,147
Total trade and other current receivables and contract assets, net	93,108,960	86,598,617	41,633,220	54,226,024

Outstanding trade receivables can be analysed as follows:

Consolidated financial statements				
	Not yet due	Up to	Over 3	
Trade receivables	Baht	3 months	months to	Total
		Baht	6 months	Baht
			Baht	
As of 31 December 2025	40,719,969	12,756,399	44,250	53,520,618
As of 31 December 2024	28,142,476	12,880,331	-	41,022,806

Separate financial statements				
	Not yet due	Up to	Over 3	
Trade receivables	Baht	3 months	months to	Total
		Baht	6 months	Baht
			Baht	
As of 31 December 2025	15,410,409	3,821,922	-	19,232,331
As of 31 December 2024	17,807,026	4,297,183	-	22,104,209

The loss allowance for contract assets, disclosed based on their ageing from the transaction date, is determined as follows

Consolidated financial statements					
	Within	2 - 4 months	5 - 7 months	Up to	
Contract assets	1 month	Baht	Baht	8 months	Total
(accrued income)	Baht		Baht	Baht	Baht
Contract assets (accrued income)	32,205,915	6,578,649	735,334	31,500	39,551,398
<u>Less</u> Loss allowance	-	(555,555)	(587,799)	(31,500)	(1,174,854)
As of 31 December 2025	32,205,915	6,023,094	147,535	-	38,376,544
Contract assets (accrued income)	31,088,465	9,740,947	689,770	325	41,519,507
<u>Less</u> Loss allowance	-	(618,440)	(548,895)	(275)	(1,167,610)
As of 31 December 2024	31,088,465	9,122,507	140,875	50	40,351,897

Separate financial statements					
	Within	2 - 4 months	5 - 7 months	Up to	
Contract assets	1 month	Baht	Baht	8 months	Total
(accrued income)	Baht		Baht	Baht	Baht
Contract assets (accrued income)	16,697,535	4,810,597	486,191	31,500	22,025,823
<u>Less</u> Loss allowance	-	(224,771)	(388,952)	(31,500)	(645,223)
As of 31 December 2025	16,697,535	4,585,826	97,239	-	21,380,600
Contract assets (accrued income)	16,743,542	2,794,636	449,465	275	19,987,918
<u>Less</u> Loss allowance	-	(4,403)	(359,572)	(275)	(364,250)
As of 31 December 2024	16,743,542	2,790,233	89,893	-	19,623,668

The Group has contract assets (accrued income) which are billable within the period of 1 - 8 months.

13 Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Withholding tax receivable	15,740,658	18,141,933	15,134,565	15,134,566
Deposit	1,572,578	1,500,892	1,572,578	1,500,892
	17,313,236	19,642,825	16,707,143	16,635,458

14 Investments in subsidiaries and associates

(a) Investment in associates

Set out below is the associate of the Group as at 31 December 2025. The associate as listed below has share capital consisting solely of ordinary shares, which are held directly by the Group; the country of incorporation or registration is also their principal place of business.

Name of entity	Country of incorporation	Nature of the business	% of ownership interest	
			2025	2024
Seven Connect Advisory Company Limited	Thailand	Business advisory services	46.73	46.73
Orisma Company Limited	Thailand	Providing digital solutions	20.00	20.00
GTI Corporation Company Limited	Thailand	Construction services	15.00	15.00

The amounts recognised in the statements of financial position are as follows:

At 31 December	Consolidated financial statements		Separate financial statements	
	2025 Equity method Baht	2024 Equity method Baht	2025 Cost method Baht	2024 Cost method Baht
Seven Connect Advisory Company Limited	134,228,518	129,192,845	143,401,170	143,401,170
Orisma Company Limited	76,179,445	77,227,677	79,409,679	79,409,679
GTI Corporation Company Limited	5,004,077	18,239,527	33,809,550	33,809,550
<u>Less</u> Allowance for impairment	(2,079,527)	-	(30,885,000)	(5,205,000)
	213,332,513	224,660,049	225,735,399	251,415,399

Changes in investments in associates

The movements of investments in associates for the year ended 31 December 2025 are as follows:

	Consolidated financial statements Baht	Separate financial statements Baht
Opening balance	224,660,049	251,415,399
Share of loss from associates	(8,693,843)	-
Share of other comprehensive loss from associates	(53,541)	-
Dividends received from associate	(500,625)	-
<u>Less</u> Allowance for impairment	(2,079,527)	(25,680,000)
Closing balance	213,332,513	225,735,399

During 2025, the management of the Group assessed the impairment of the investment in GTI Corporation Limited, an associate. The impairment loss arose from the performance of the cash-generating unit, which is the investment in the associate, as it could not generate the expected revenue. Therefore, the management considered the recoverable amount of the cash-generating unit from the investment in the associate and recorded an allowance for impairment of investment in associates amount of Baht 2,079,527 in the consolidated financial statements and amount of Baht 25,680,000 in the separate financial statements.

Summarised consolidated financial information for associates

Set out below are the summarised financial information for the associates. The information disclosed reflects the amount presented in the financial statements of the relevant associates (not the Group's shares of those amounts). They have been amended to reflect adjustments made using the equity method including fair value adjustments and modifications for differences in accounting policy.

Summarised consolidated statement of financial position

	Seven Connect Advisory Company Limited		Orisma Company Limited		GTI Corporation Company Limited	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht	2025 Baht	2024 Baht
As at 31 December						
Total current assets	54,025,837	63,299,266	45,949,194	50,892,458	98,595,541	152,434,291
Total non-current assets	43,853,294	43,514,726	33,260,666	33,168,404	72,162,678	90,060,540
Total assets	97,879,131	106,813,992	79,209,860	84,060,862	170,758,219	242,494,831
Total current liabilities	23,190,524	43,683,182	36,201,131	49,025,923	178,825,944	183,826,721
Total non-current liabilities	9,812,680	10,114,242	12,028,270	14,440,458	38,547,488	17,076,277
Total liabilities	33,003,204	53,797,424	48,229,401	63,466,381	217,373,432	200,902,998
Net assets	64,875,927	53,016,568	30,980,459	20,594,481	(46,615,213)	41,591,833

Summarised consolidated statement of income

	Seven Connect Advisory Company Limited		Orisma Company Limited		GTI Corporation Company Limited	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht	2025 Baht	2024 Baht
For the year ended 31 December						
Revenue	93,324,421	80,323,211	113,640,526	118,450,117	253,845,878	264,789,890
Profit (loss) from continuing operations	13,800,075	(5,901,683)	16,753,510	13,806,957	(86,467,100)	(72,956,695)
Post-tax profit (loss) from continuing operations	11,566,591	(4,906,380)	12,889,109	10,840,923	(85,873,715)	(72,484,563)
Other comprehensive income (expense)	(355,744)	34,191	-	(3,111,422)	751,321	52,088
Total comprehensive income (expense)	11,210,847	(4,872,189)	12,889,109	7,729,501	(85,122,394)	(72,432,475)

Reconciliation of summarised financial information

Reconciliation of the summarised financial information presented to the carrying amount of its interest in associate.

	Seven Connect Advisory Company Limited		Orisma Company Limited		GTI Corporation Company Limited	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Closing net assets	64,875,927	53,016,568	30,980,459	20,594,481	(46,615,213)	41,591,833
<u>Less</u> Issuance of shares and payback of shares to non-controlling interests	(97,500)	(58,453)	-	-	-	-
<u>Add</u> Purchase of non-controlling interest	-	-	2,737,639	2,737,639	-	-
	64,778,427	52,958,115	33,718,098	23,332,120	(46,615,213)	41,591,833
Interest in associates of the Group (%)	46.73%	46.73%	20.00%	20.00%	15.00%	15.00%
Interest in associates of the Group (Baht)	30,270,959	24,747,327	6,743,620	4,666,424	(6,992,282)	6,238,775
Goodwill (included in the balance of investments in associates)	103,672,272	103,672,272	51,559,814	49,549,592	11,309,561	11,309,561
Retained earning adjustment after acquisition date	-	-	-	2,010,222	-	-
Goodwill (included in the balance of investments in associates) after adjustment	103,672,272	103,672,272	51,559,814	51,559,814	11,309,561	11,309,561
Adjustment :						
Intangible assets						
- Customer relationship	363,529	1,195,502	983,745	1,678,153	-	-
Intangible assets - Copyright	-	-	16,436,909	19,471,415	-	-
Intangible assets - Trademark	-	-	511,207	605,584	-	-
Fair value of plant property and equipment	-	-	4,380,013	4,496,645	858,498	863,989
Deferred tax liabilities	(78,242)	(422,256)	(4,435,863)	(5,250,358)	(171,700)	(172,798)
<u>Less</u> Allowance for impairment	-	-	-	-	(2,079,527)	-
Carrying value of interest in associates	134,228,518	129,192,845	76,179,445	77,227,677	2,924,550	18,239,527

(b) Subsidiaries

The Group comprises of the subsidiaries listed below as at 31 December 2025. All subsidiaries are included in the consolidation and have share capital consisting solely of ordinary shares that are held directly by the Group. The proportion of ownership interests held equals the voting rights held by the Group.

The Group and Company

Name	Country of incorporation	Nature of business	% of ownership interest		Separate financial statements Investment at cost	
			2025	2024	2025	2024
Mitsui ICT Company Limited	Thailand	Providing digital content	99.99	99.99	999,990	999,990
Proptech Company Limited	Thailand	Providing digital marketing	99.99	99.99	6,999,800	6,999,800
Tham Digital Company Limited	Thailand	Providing digital solutions	99.99	99.99	9,999,990	9,999,990
Hyweb Technology (Thailand) Company Limited	Thailand	Providing digital solutions	60.00	60.00	6,884,900	6,884,900
Glory Limited	Hong Kong	Providing digital marketing	100.00	-	191,207,305	-
Ocean Shine Far East Limited	Hong Kong	Providing digital content	100.00	-	1,071,016	-
<u>Less</u> Allowance for impairment					(185,755,328)	-
					31,407,673	24,884,680

Changes in investments in subsidiaries

The movements of investments in subsidiaries for the year ended 31 December 2025 are as follows:

	Separate financial statements Baht
Opening balance	24,884,680
Addition of investment in subsidiaries	192,278,321
<u>Less</u> Allowance for impairment	(185,755,328)
Closing balance	31,407,673

During 2025, the Group management assessed the impairment of investments in Glory Limited and Ocean Shine Far East Limited, a subsidiary. The impairment loss resulted from the underperformance of the related cash-generating units, which were unable to generate revenues as previously projected, and there are no future operating plans. Accordingly, Group management determined that the recoverable amounts were lower than the carrying amounts of these investments and recognised an allowance for impairment of investments in subsidiaries amounting to Baht 185,755,328.

(c) Business acquisition

On 1 April 2025, the Group acquired 100% of the share capital of Glory Limited and Ocean Shine Far East Limited for a total consideration of Baht 190.40 million. As a result of the acquisition, the Group expects that the acquisition will enable the expansion of its current business globally. The Group recognized goodwill of Baht 112,708,123 arising from a number of factors such as expected synergy through combining a highly skilled workforce and obtaining economies of scale and unrecognised assets.

The following table summarises the consideration paid for Glory Limited and Ocean Shine Far East Limited, and the amounts of the assets acquired and liabilities assumed recognised on 1 April 2025, the acquisition date.

	As at acquisition date Baht
Cash	160,000,000
Ordinary shares (issue 8,000,000 new ordinary shares)	30,400,000
Total consideration transferred	190,400,000
Derivatives - Put option to sell shares back	9,910,650
Total consideration	180,489,350

Recognised amounts of identifiable assets acquired and liabilities assumed are as follow :

	As at acquisition date		
	Glory Limited Baht	Ocean Shine Far East Limited Baht	Total Baht
Assets			
Cash and cash equivalents	60,640,042	10,483,219	71,123,261
Trade and other current receivables	9,646,451	2,527,208	12,173,659
Intangible assets	8,191,619	-	8,191,619
Liabilities			
Trade and other current payables	21,120,618	563,950	21,684,568
Corporate income tax payables	13,471	1,882,318	1,895,789
Difference from currency translation	127,039	(84)	126,955
Total identifiable net assets	57,216,984	10,564,243	67,781,227
Non-controlling interest			-
Goodwill			112,708,123

1) The consideration paid

The fair value of the consideration paid for the acquisition comprises:

1. Cash amounting to Baht 160,000,000.
2. Issuance of 8,000,000 ordinary shares, with the fair value referenced to the market price of shares of AddTech Hub Public Company Limited as of 1 April 2025, at Baht 3.80 per share.

2) Derivatives - Put option to sell shares back

The fair value of the derivatives - put option to sell shares back to the seller is Baht 9,910,650. This represents the fair value of the financial instrument arising from the right to sell shares back to the seller at a price specified in the share purchase agreement if the operating performance of Glory Limited and Ocean Shine Far East Limited does not meet the agreed conditions.

3) Acquisition-related costs

Acquisition-related costs to the acquisition of Glory Limited and Ocean Shine Far East Limited amounting to Baht 11,788,971. These costs are included in administrative expenses in the profit or loss in the consolidated financial statements for the year ended 31 December 2024 of Baht 7,487,013 and for the year ended 31 December 2025 of Baht 4,301,958.

(d) Goodwill

	Consolidated financial statements
	2025 Baht
Goodwill	
Book value as of 1 April 2025 (Acquisition date)	112,708,123
<u>Less</u> Allowance for impairment	<u>(112,708,123)</u>
Book value as of 31 December 2025	<u>-</u>

The Group performed an impairment test of goodwill allocated to the cash-generating units of Glory Limited and Ocean Shine Far East Limited by determining the recoverable amounts. The recoverable amounts were estimated based on fair value with reference to the net assets of the respective companies, as these companies have no future operating plans. The assessment indicated that the recoverable amounts were lower than the carrying amounts of the respective cash-generating units, resulting in the recognition of an impairment loss on goodwill.

As at 31 December 2025, the Group recognised an impairment loss on goodwill of Glory Limited and Ocean Shine Far East Limited amounting to Baht 112,708,123. The impairment loss was recorded in profit or loss of consolidated financial statements.

However, the Group has a right to sell the shares back to the seller in accordance with the terms specified in the share purchase agreement. The put option is recognised as a current financial asset measured at fair value through profit or loss - derivative instrument (Note 10).

15 Building improvement, equipment and vehicles

	Consolidated financial statements				
	Building Improvement Baht	Office equipment Baht	Computer equipment Baht	Vehicles Baht	Total Baht
At 1 January 2024					
Cost	659,965	567,197	3,790,480	8,318,383	13,336,025
<u>Less</u> Accumulated depreciation	(187,866)	(417,161)	(3,008,116)	(5,790,807)	(9,403,950)
Net book amount	472,099	150,036	782,364	2,527,576	3,932,075
For the year ended 31 December 2024					
Opening net book amount	472,099	150,036	782,364	2,527,576	3,932,075
Additions	7,300	15,028	689,466	-	711,794
Disposal	-	-	-	(138,000)	(138,000)
Depreciation	(132,023)	(65,365)	(408,904)	-	(606,292)
Closing net book amount	347,376	99,699	1,062,926	2,389,576	3,899,577
At 31 December 2024					
Cost	667,265	582,225	4,479,946	7,628,383	13,357,819
<u>Less</u> Accumulated depreciation	(319,889)	(482,526)	(3,417,020)	(5,238,807)	(9,458,242)
Net book amount	347,376	99,699	1,062,926	2,389,576	3,899,577
For the year ended 31 December 2025					
Opening net book amount	347,376	99,699	1,062,926	2,389,576	3,899,577
Additions	54,950	152,967	348,069	-	555,986
Disposal	-	(1)	(23)	-	(24)
Write-off	-	-	(637)	-	(637)
Depreciation	(142,974)	(66,775)	(391,867)	-	(601,616)
Closing net book amount	259,352	185,890	1,018,468	2,389,576	3,853,286
At 31 December 2025					
Cost	722,215	730,379	3,462,349	7,628,383	12,543,326
<u>Less</u> Accumulated depreciation	(462,863)	(544,489)	(2,443,881)	(5,238,807)	(8,690,040)
Net book amount	259,352	185,890	1,018,468	2,389,576	3,853,286

AddTech Hub Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2025

	Separated financial statements				
	Building Improvement Baht	Office equipment Baht	Computer equipment Baht	Vehicles Baht	Total Baht
At 1 January 2024					
Cost	659,965	535,918	1,680,154	6,791,000	9,667,037
<u>Less</u> Accumulated depreciation	(187,865)	(385,893)	(1,283,327)	(4,568,900)	(6,425,985)
Net book amount	472,100	150,025	396,827	2,222,100	3,241,052
For the year ended 31 December 2024					
Opening net book amount	472,100	150,025	396,827	2,222,100	3,241,052
Additions	7,300	15,028	327,738	-	350,066
Depreciation	(132,022)	(65,365)	(182,189)	-	(379,576)
Closing net book amount	347,378	99,688	542,376	2,222,100	3,211,542
At 31 December 2024					
Cost	667,265	550,946	2,007,892	6,791,000	10,017,103
<u>Less</u> Accumulated depreciation	(319,887)	(451,258)	(1,465,516)	(4,568,900)	(6,805,561)
Net book amount	347,378	99,688	542,376	2,222,100	3,211,542
For the year ended 31 December 2025					
Opening net book amount	347,378	99,688	542,376	2,222,100	3,211,542
Additions	54,950	152,967	165,953	-	373,870
Disposal	-	(1)	(6)	-	(7)
Write-off	-	-	(622)	-	(622)
Depreciation	(142,974)	(66,776)	(213,193)	-	(422,943)
Closing net book amount	259,354	185,878	494,508	2,222,100	3,161,840
At 31 December 2025					
Cost	722,215	699,100	1,980,603	6,791,000	10,192,918
<u>Less</u> Accumulated depreciation	(462,861)	(513,222)	(1,486,095)	(4,568,900)	(7,031,078)
Net book amount	259,354	185,878	494,508	2,222,100	3,161,840

Detail of building improvement, equipment and vehicles depreciation recognised in profit or loss are as follows;

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Cost of rendering of services	330,538	352,883	156,588	126,167
Administrative expenses	271,078	253,409	266,355	253,409
Total	601,616	606,292	422,943	379,576

16 Right-of-use assets

As at 31 December, right-of-use asset balances are as follows:

	Consolidated and Separate financial statements
	Office space Baht
Balance as at 1 January 2024	4,174,941
Addition	8,057,405
Depreciation	<u>(2,977,825)</u>
Balance as at 31 December 2024	<u>9,254,521</u>
Balance as at 1 January 2025	9,254,521
Addition	71,819
Depreciation	<u>(2,946,800)</u>
Balance as at 31 December 2025	<u>6,379,540</u>

For the year ended 31 December, amounts charged to profit and loss and cash flow related to leases are as follows :

	Consolidated and Separate financial statements	
	2025 Baht	2024 Baht
Amortisation charge of right-of-use assets:		
Office space	<u>2,946,800</u>	<u>2,977,825</u>
Total cash outflow for leases	<u>3,099,452</u>	<u>2,987,424</u>
The expense relating to leases that is not included in the measurement of lease liabilities and right-of-use assets :		
Expense relating to short-term leases	<u>60,000</u>	<u>60,000</u>

17 Intangible assets

	Consolidated financial statements Website and computer software Baht	Separate financial statements Computer software Baht
At 1 January 2024		
Cost	1,893,875	60,000
<u>Less</u> Accumulated amortisation	(1,675,901)	(59,994)
Net book amount	217,974	6
For the year ended 31 December 2024		
Opening net book amount	217,974	6
Addition	182,400	119,700
Amortisation charge	(192,295)	(17,396)
Closing net book amount	208,079	102,310
At 31 December 2024		
Cost	2,076,275	179,700
<u>Less</u> Accumulated amortisation	(1,868,196)	(77,390)
Net book amount	208,079	102,310
For the year ended 31 December 2025		
Opening net book amount	208,079	102,310
Addition	322,000	-
Increase from business acquisition	8,191,619	-
Write off	(8,191,622)	-
Amortisation charge	(97,880)	(23,936)
Closing net book amount	432,196	78,374
At 31 December 2025		
Cost	3,836,105	179,700
<u>Less</u> Accumulated amortisation	(3,403,909)	(101,326)
Net book amount	432,196	78,374

18 Deferred income taxes

The analysis of deferred tax assets and deferred tax liabilities at 31 December are as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Deferred tax assets	7,778,291	5,147,741	49,181,431	3,891,839
Deferred tax liabilities	(27,738,053)	(450,246)	(27,606,928)	(231,761)
Deferred tax (net)	(19,959,762)	4,697,495	21,574,503	3,660,078

The movements of deferred tax is as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Deferred tax (net)				
At 1 January	4,697,495	2,666,877	3,660,078	1,434,401
Charged/(credited) to profit or loss	(25,562,016)	2,030,618	17,249,532	2,225,677
Charged/(credited) to other comprehensive income	904,759	-	664,893	-
At 31 December	(19,959,762)	4,697,495	21,574,503	3,660,078

The movements in deferred tax assets and liabilities during the year are as follows:

	Consolidated financial statements							
	Employee benefit obligations Baht	Provision for decom- missioning Baht	Provision chargeback - Receivable Baht	Provision for loss in campaign Baht	Provision for expected credit losses Baht	Allowance for impairment of investment Baht	Tax loss carryforward not exceeding 5 periods Baht	Total Baht
Deferred tax assets								
At 1 January 2025	2,230,818	193,118	398,618	203,764	233,521	1,000,000	887,902	5,147,741
Charged/(credited) to profit or loss	328,446	52,107	(114,242)	(140,758)	2,072,235	415,905	(887,902)	1,725,791
Charged/(credited) to other comprehensive income	904,759	-	-	-	-	-	-	904,759
At 31 December 2025	3,464,023	245,225	284,376	63,006	2,305,756	1,415,905	-	7,778,291
At 1 January 2024	1,706,227	120,961	1,089,400	97,818	715,873	-	-	3,730,279
Charged/(credited) to profit or loss	524,591	72,157	(690,782)	105,946	(482,352)	1,000,000	887,902	1,417,462
Charged/(credited) to other comprehensive income	-	-	-	-	-	-	-	-
At 31 December 2024	2,230,818	193,118	398,618	203,764	233,521	1,000,000	887,902	5,147,741

AddTech Hub Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 December 2025

	Consolidated financial statements			
	Right-of-use assets Baht	Provision chargeback - Payable Baht	Gain on change in fair value Baht	Total Baht
Deferred tax liabilities				
At 1 January 2025	(9,980)	(295,824)	(144,442)	(450,246)
Charged/(credited) to profit or loss	(40,352)	85,317	(27,332,772)	(27,287,807)
At 31 December 2025	(50,332)	(210,507)	(27,477,214)	(27,738,053)
At 1 January 2024	(31,767)	(959,030)	(72,605)	(1,063,402)
Charged/(credited) to profit or loss	21,787	663,206	(71,837)	613,156
At 31 December 2024	(9,980)	(295,824)	(144,442)	(450,246)

	Separate financial statements					
	Employee benefit obligations Baht	Provision for decom-missioning Baht	Provision chargeback - Receivable Baht	Provision for expected credit losses Baht	Allowance for impairment of investment Baht	Total Baht
Deferred tax assets						
At 1 January 2025	1,507,597	193,118	77,274	72,850	2,041,000	3,891,839
Charged/(credited) to profit or loss	224,080	52,107	(65,533)	2,126,979	42,287,066	44,624,699
Charged/(credited) to other comprehensive income	664,893	-	-	-	-	664,893
At 31 December 2025	2,396,570	245,225	11,741	2,199,829	44,328,066	49,181,431
At 1 January 2024	1,261,265	120,961	14,747	319,943	-	1,716,916
Charged/(credited) to profit or loss	246,332	72,157	62,527	(247,093)	2,041,000	2,174,923
Charged/(credited) to other comprehensive income	-	-	-	-	-	-
At 31 December 2024	1,507,597	193,118	77,274	72,850	2,041,000	3,891,839

	Separate financial statements			
	Right-of-use assets Baht	Provision for payables cancellation services Baht	Gain on change in fair value Baht	Total Baht
Deferred tax liabilities				
At 1 January 2025	(9,980)	(77,339)	(144,442)	(231,761)
Charged/(credited) to profit or loss	(40,352)	(2,043)	(27,332,772)	(27,375,167)
At 31 December 2025	(50,332)	(79,382)	(27,477,214)	(27,606,928)
At 1 January 2024	(31,767)	(178,143)	(72,605)	(282,515)
Charged/(credited) to profit or loss	21,787	100,804	(71,837)	50,754
At 31 December 2024	(9,980)	(77,339)	(144,442)	(231,761)

In the statement of financial position, deferred tax assets and liabilities are presented follows :

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Deferred tax assets	1,377,895	4,697,495	21,574,503	3,660,078
Deferred tax liabilities	(21,337,657)	-	-	-
Deferred tax (net)	(19,959,762)	4,697,495	21,574,503	3,660,078

Deferred income tax assets are recognised for tax losses carried forward only to the extent that realisation of the related tax benefit through the future taxable profits is probable. The Group does not recognise deferred tax asset of Baht 4,678,933 (2024 : Baht 3,387,835) from tax losses of Baht 23,394,666 (2024 : Baht 16,939,175) to carry forward against future taxable income. The Company does not recognise deferred tax asset of Baht 1,729,414 (2024 : Baht 441,191) from tax losses of Baht 8,647,072 (2023 : Baht 2,205,954) to carry forward against future taxable income.

A summary of the tax losses carried forward and the expiry years are set out below:

	Consolidated financial statements Baht	Separate financial statements Baht
2026	8,102,780	-
2027	5,102,455	-
2028	1,072,570	412,778
2029	1,793,176	1,793,176
2030	7,323,685	6,441,118

19 Trade and other current payables

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Trade payables				
Trade payables - third parties	56,539,684	39,944,756	26,434,676	19,835,324
Trade payables - subsidiaries (Note 30)	-	-	14,449,710	13,769,660
Total trade payables	56,539,684	39,944,756	40,884,386	33,604,984
Other current payables				
Other current payables	1,533,223	1,554,743	151,360	48,969
Accrued expenses	12,476,115	12,465,632	2,228,479	7,214,185
Dividend payable	45,337	86,692	45,337	86,692
Accrued selling expenses	5,021,059	6,358,077	4,656,028	5,275,187
Deferred revenue	184,969	122,825	-	-
Advance from customers	673,125	833,465	-	70,840
Total other current payables	19,933,828	21,421,434	7,081,204	12,695,873
Total trade and other current payables	76,473,512	61,366,190	47,965,590	46,300,857

20 Lease liabilities

	Consolidated and Separate financial statements	
	2025 Baht	2024 Baht
Current portion of lease liabilities	2,861,277	2,532,838
Non-current portion of lease liabilities	2,983,981	6,162,443
Total	5,845,258	8,695,281

Lease liabilities - minimum lease payments:

	Consolidated and Separate financial statements	
	2025 Baht	2024 Baht
Not later than one year	3,136,795	2,707,353
Later than 1 year but not later than 5 years	3,528,895	7,057,789
<u>Less</u> Future finance charges on leases liabilities	(820,431)	(1,069,861)
Present value of lease liabilities	5,845,258	8,695,281

Movements in lease liabilities are analysed as follows:

For the year ended 31 December 2025

	Consolidated and Separate financial statements		
	Lease payables Baht	Deferred interest Baht	Total lease liabilities Baht
Opening amount	9,765,142	(1,069,861)	8,695,281
Non-cash changes:			
Amortised deferred interest	-	177,609	177,609
Additional	-	71,820	71,820
Cash outflows:			
Repayments - Lease liabilities	(2,921,843)	-	(2,921,843)
Repayments - Interest	(177,609)	-	(177,609)
Closing amount	6,665,690	(820,432)	5,845,258

For the year ended 31 December 2024

	Consolidated and Separate financial statements		
	Lease payables Baht	Deferred interest Baht	Total lease liabilities Baht
Opening amount	3,734,278	(454,232)	3,280,046
Non-cash changes:			
Amortised deferred interest	-	345,255	345,255
Additional	9,018,288	(960,884)	8,057,404
Cash outflows:			
Repayments - Lease liabilities	(2,642,169)	-	(2,642,169)
Repayments - Interest	(345,255)	-	(345,255)
Closing amount	9,765,142	(1,069,861)	8,695,281

21 Employee benefit obligations

Post-employment benefits

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Liability in the statement of financial position	17,320,119	11,154,092	11,982,851	7,537,987

The movement in the defined benefit obligations during the year is as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
At 1 January	11,154,092	9,495,608	7,537,987	6,306,327
Current service cost	1,447,998	1,419,987	1,038,656	1,013,461
Interest expense	370,599	315,619	258,109	218,199
Total	1,818,597	1,735,606	1,296,765	1,231,660
Remeasurement - actuarial (gain) losses from				
Changes in demographic assumptions	1,099,512	-	745,544	-
Financial assumptions changes	2,396,154	-	1,732,564	-
Experience adjustments	1,028,129	-	846,356	-
	4,523,795	-	3,324,464	-
Payment of employee benefit obligations	(176,365)	(77,122)	(176,365)	-
At 31 December	17,320,119	11,154,092	11,982,851	7,537,987

Total expense of Baht 1,019,077 and Baht 497,245 (2024: Baht 971,162 and Baht 467,216) is included in cost of rendering of services in the consolidated and separate financial statements, respectively.

Total expense of Baht 214,142 and Baht 214,142 (2024: Baht 201,555 and Baht 201,555) is included in services expenses in the consolidated and separate financial statements, respectively.

Total expense of Baht 585,378 and Baht 585,378 (2024: Baht 562,889 and Baht 562,889) is included in administrative expenses in the consolidated and separate financial statements, respectively.

The principal actuarial assumptions used were as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Discount rate	2.02% - 2.41%	3.33% - 3.46%	2.20%	3.46%
Salary growth rate	5%	5%	5%	5%
Turnover rate	1.79% - 17.19%	1.91% - 22.92%	1.79% - 17.19%	1.91% - 22.92%
Retirement age	60 years	60 years	60 years	60 years

Sensitivity analysis for each significant assumptions used is as follows:

Consolidated financial statements						
Change in assumption		Impact on defined benefit obligation (Baht)				
		Increase in assumption		Decrease in assumption		
2025	2024	2025	2024	2025	2024	
Discount rate	0.50%	0.50%	Decrease by 1,131,571	Decrease by 712,811	Increase by 1,229,603	Increase by 774,484
Salary growth rate	1%	1%	Increase by 2,467,892	Increase by 1,816,794	Decrease by 2,139,627	Decrease by 1,547,031
Employee turnover rate	20%	20%	Decrease by 1,116,484	Decrease by 1,069,395	Increase by 1,214,511	Increase by 1,219,480
Separate financial statements						
Change in assumption		Impact on defined benefit obligation (Baht)				
		Increase in assumption		Decrease in assumption		
2025	2024	2025	2024	2025	2024	
Discount rate	0.50%	0.50%	Decrease by 788,347	Decrease by 497,414	Increase by 855,442	Increase by 540,998
Salary growth rate	1%	1%	Increase by 1,715,079	Increase by 1,265,735	Decrease by 1,491,105	Decrease by 1,075,373
Employee turnover rate	20%	20%	Decrease by 758,574	Decrease by 749,904	Increase by 816,295	Increase by 846,074

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 to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

Through its defined retirement benefit plans, the Group is exposed to a number of risks, the most significant of which are detailed below:

Changes in bond yields : A decrease in government bond yields will increase plan liabilities.

The weighted average duration of the defined benefit obligation is 16 years (2024: 18 years).

Expected maturity analysis of undiscounted retirement benefits:

	Consolidated financial statements				Total Baht
	Less than a year Baht	Between 1 - 2 years Baht	Between 2 - 5 years Baht	More than 5 years Baht	
At 31 December 2025					
Retirement benefits	597,291	-	629,344	22,490,628	23,717,263

	Consolidated financial statements				Total Baht
	Less than a year Baht	Between 1 - 2 years Baht	Between 2 - 5 years Baht	More than 5 years Baht	
At 31 December 2024					
Retirement benefits	126,178	342,105	352,428	12,431,363	13,252,074

	Separate financial statements				Total Baht
	Less than a year Baht	Between 1 - 2 years Baht	Between 2 - 5 years Baht	More than 5 years Baht	
At 31 December 2025					
Retirement benefits	597,291	-	629,344	15,124,599	16,351,234

	Separate financial statements				Total Baht
	Less than a year Baht	Between 1 - 2 years Baht	Between 2 - 5 years Baht	More than 5 years Baht	
At 31 December 2024					
Retirement benefits	126,178	342,105	352,428	8,237,613	9,058,324

22 Share capital

	Authorised share capital		Issued and paid-up capital		Share premium
	Shares	Baht	Shares	Baht	Baht
At 1 January 2025	160,000,000	80,000,000	160,000,000	80,000,000	409,284,207
Issuance of shares	8,000,000	4,000,000	8,000,000	4,000,000	26,400,000
Cost of distribution of shares	-	-	-	-	(4,000)
At 31 December 2025	168,000,000	84,000,000	168,000,000	84,000,000	435,680,207

On 1 April 2025, the Company increased its registered capital totalling Baht 4,000,000 from the current registered capital of Baht 80,000,000 to the new registered capital of Baht 84,000,000 by issuing 8,000,000 new ordinary shares with a par value of Baht 0.50 per share and the allocation of newly issued ordinary shares for private offering placement to G&K Advisory Company Limited ("G&K") in total number of 8,000,000 shares to settle partial purchase of common shares in Glory Limited (Note 14 c).

23 Legal reserve

	Consolidated and separate financial statements
	2025 Baht
At 1 January	8,000,000
Appropriation during the year	400,000
At 31 December	8,400,000

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a legal reserve at least 5% of its net profit after deducting accumulated deficit brought forward (if any), until the reserve is not less than 10% of the registered capital. The legal reserve is not available for dividend distribution.

24 Dividends payment

Year 2025

At the Annual General Meeting held on 18 April 2025, the shareholders passed the resolution to approve dividends payment for year 2024 at Baht 0.09 per share total 160,000,000 shares, totaling Baht 14,400,000. The dividends were distributed to the shareholders on 9 May 2025.

At the Company's Board of Directors' meeting held on 14 May 2025, the directors passed a resolution approving the Company's payment of an interim dividend to shareholders at Baht 0.10 per share total 168,000,000 shares, totaling Baht 16,800,000. The dividends were distributed to the shareholders on 12 June 2025.

At the Company's Board of Directors' meeting held on 13 August 2025, the directors passed a resolution approving the Company's payment of an interim dividend to shareholders at Baht 0.06 per share total 168,000,000 shares, totaling Baht 10,080,000. The dividends were distributed to the shareholders on 9 September 2025.

At the Company's Board of Directors' meeting held on 13 November 2025, the directors passed a resolution approving the Company's payment of an interim dividend to shareholders at Baht 0.10 per share total 168,000,000 shares, totaling Baht 16,800,000. The dividends were distributed to the shareholders on 15 December 2025.

Year 2024

At the Annual General Meeting held on 19 April 2024, the shareholders passed the resolution to approve dividends payment for year 2023 at Baht 0.15 per share total 160,000,000 shares, totaling Baht 24,000,000. The dividends were distributed to the shareholders on 9 May 2024.

At the Company's Board of Directors' meeting held on 10 May 2024, the directors passed a resolution approving the Company's payment of an interim dividend to shareholders at Baht 0.17 per share total 160,000,000 shares, totaling Baht 27,200,000. The dividends were distributed to the shareholders on 7 June 2024.

At the Company's Board of Directors' meeting held on 9 August 2024, the directors passed a resolution approving the Company's payment of an interim dividend to shareholders at Baht 0.05 per share total 160,000,000 shares, totaling Baht 8,000,000. The dividends were distributed to the shareholders on 9 September 2024.

At the Company's Board of Directors' meeting held on 12 November 2024, the directors passed a resolution approving the Company's payment of an interim dividend to shareholders at Baht 0.05 per share total 160,000,000 shares, totaling Baht 8,000,000. The dividends were distributed to the shareholders on 12 December 2024.

25 Other income

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Management fees (Note 30)	-	-	3,240,000	2,760,000
Interest income - related parties (Note 30)	3,462,926	4,689,315	3,462,926	4,689,315
Interest income	191,992	203,696	15,569	199,756
Other income	502,125	1,080,343	142,167	915,745
Total	4,157,043	5,973,354	6,860,662	8,564,816

26 Finance costs

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Finance costs:				
Provision for decommissioning	33,815	134,064	33,815	134,064
Lease	177,609	345,255	177,609	345,255
Total	211,424	479,319	211,424	479,319

27 Expense by nature

The following items, classified by nature, have been charged in arriving at the profit before finance costs and income tax:

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Subscriber acquisition costs and other service costs	210,185,242	182,923,058	104,506,069	99,137,684
Salaries, wages and other employee benefits	62,810,626	61,845,197	40,653,707	39,849,683
Depreciation and amortisation	3,646,296	3,776,411	3,393,679	3,374,796
Loss of impairment on loan to related party (Note 30)	10,353,923	-	10,353,923	-
Loss from changes in fair value (Note 10)	-	5,000,000	-	5,000,000
Loss of impairment of investment (Note 14 a, b)	2,079,527	-	211,435,328	5,205,000
Loss of impairment of goodwill (Note 14 d)	112,708,123	-	-	-
Rental and utilities expenses	4,491,442	4,089,544	3,817,724	3,672,991
Promotion expenses	1,994,207	1,340,026	1,813,143	1,122,678
Service fee expenses	10,500,014	11,761,813	4,498,548	2,964,600
Transportation expenses	1,413,584	1,081,592	1,133,218	1,067,077
Fees	1,665,919	1,185,199	1,073,884	912,183
Others	11,568,138	5,909,530	4,737,226	3,203,704
Total	433,417,041	278,912,370	387,416,449	165,510,396

28 Income tax

The income tax is accrued based on management's estimate using the tax rate that would be applicable to expected total annual earnings. The estimated average annual tax rate used is 20%.

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Current tax	6,637,204	3,642,626	-	-
Deferred income tax (Note 18)	25,562,016	(2,030,618)	(17,249,532)	(2,225,677)
Income tax income (expense)	32,199,220	1,612,008	(17,249,532)	(2,225,677)

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the basic tax rate of the home country of the company as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Profit before tax	73,560,668	23,056,029	45,642,395	55,918,078
Tax calculated at a tax rate of 20%	14,712,134	4,611,206	9,128,479	11,183,615
Tax effect of:				
Share of profit from investment in associates	1,738,768	4,191,665	-	-
Effect on eliminate transactions	24,531,220	1,497,403	-	-
Effect on tax rate difference	(111,231)	-	-	-
Income not subject to tax	(11,298,317)	(7,423,263)	(27,841,427)	(13,859,129)
Reversal of previously tax loss which recognised deferred tax assets	887,902	-	-	-
Current losses which no deferred tax was recognised	1,464,737	358,635	1,288,224	358,635
Tax loss which recognised deferred tax assets	-	(1,104,053)	-	-
Utilisation of previously unrecognised tax loss	-	(644,952)	-	-
Expenses not deductible for tax purpose	331,807	182,477	232,992	148,312
Expenses that are deductible at a greater amount	(57,800)	(57,110)	(57,800)	(57,110)
Tax expense (income)	32,199,220	1,612,008	(17,249,532)	(2,225,677)

The weighted average applicable tax rate are 43.77% and (37.79)% for the consolidated and separate financial statements, respectively (2024: 6.99% and (3.98)%). The tax rate of consolidated financial statements was higher in this year due to increase of net profit from the subsidiaries which provide related transactions, a decrease in the share of losses from investment in associates, increase in income tax exemption of subsidiaries and effect from increase of deferred tax expense. The tax rate of separate financial statements was lower in this year as the Company had taxable loss which came from increase of income tax exemption of dividends income received from the subsidiaries and associates and impact of increased deferred tax expense.

29 Earnings per share

Basic earnings per share is calculated by dividing the profit attributable to shareholders by the weighted average number of ordinary shares issued and fully paid-up during the year.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Profit attributable to shareholders (Baht)	42,307,920	19,776,345	62,891,927	58,143,755
Weighted average number of ordinary shares outstanding (shares)	166,027,397	160,000,000	166,027,397	160,000,000
Basic earnings per share (Baht per share)	0.25	0.12	0.38	0.36

There are no potential dilutive shares issued during the years.

30 Related party transactions

Individuals and entities that directly or indirectly control or are controlled by or are under common control with the Company, including investment entities, associates and individuals or entities having significant influence over the Company, key management personnel, including directors and officers of the Company and close members of the family of these individuals and entities associated with these individuals also constitute related parties.

In considering each possible related-party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

The major shareholder who controls the Company is Mr. Chawan Boonprakobsap who owns 51.79% of the Company's shares. The remaining 48.21% of the shares are widely held.

Related transaction pricing policies are as follow:

Related transaction	Pricing policies
Sale revenues	Cost plus margin
Service revenues	Negotiated price
Management fees	The contract rate
Interest income	The minimum loan interest rate of the bank (MLR)
Dividend income	Upon declaration

The following material transactions were carried out with related parties:

a) Dividend income

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Dividend income				
Subsidiaries	-	-	137,535,287	64,129,290
Associates	-	-	500,625	4,673,715
	-	-	138,035,912	68,803,005

b) Other income

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Management fees (Note 25)				
Subsidiaries	-	-	3,240,000	2,760,000
Interest income (Note 25)				
Associates	3,462,926	4,689,315	3,462,926	4,689,315
	3,462,926	4,689,315	6,702,926	7,449,315

c) Purchases of goods and services

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Purchases of goods and services				
Subsidiaries	-	-	56,733,231	45,229,964
Associates	56,105	553,374	56,105	553,374
	56,105	553,374	56,789,335	45,783,338

d) Outstanding balances arising from purchases and sales of goods and services and others

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Other receivables (Note 12)				
Subsidiaries	-	-	7,779	12,342
Prepayments (Note 12)				
Associates	18,240	74,345	18,240	74,345
Interest receivable (Note 12)				
Associate	202,652	-	202,652	-
Dividend receivable (Note 12)				
Associate	-	4,673,715	-	4,673,715
Trade payables (Note 19)				
Subsidiaries	-	-	14,449,710	13,769,660

e) Loans to related party

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Short-term loans to related parties				
Associate	6,050,000	60,000,000	6,050,000	60,000,000
Less Allowance for expected credit loss	(6,050,000)	-	(6,050,000)	-
	-	60,000,000	-	60,000,000
Long-term loans to related parties				
Associate	23,500,000	-	23,500,000	-
Less Allowance for expected credit loss	(4,303,923)	-	(4,303,923)	-
	19,196,077	-	19,196,077	-

The movements of short-term loans to related parties during the year can be analysed as follows:

	Consolidated and Separate financial statements	
	2025 Baht	2024 Baht
For the year ended 31 December		
Opening balance	60,000,000	60,000,000
Addition during the year	-	15,000,000
Repayments during the year	(30,450,000)	(15,000,000)
Less Allowance for expected credit loss	(10,353,923)	-
Closing balance	19,196,077	60,000,000

The Company has loans to GTI Corporation Company Limited which are denominated in Thai Baht and are guaranteed by the GTI Corporation Company Limited's ordinary shares held by ABW Holding Company Limited and by a director of the associate who is the major shareholder of ABW Holding Company Limited. The loans carry interest at the rate of 8.00% per annum. On 16 May 2025, the Company amended the repayment terms of the loan agreement, changing from full repayment due in May 2025 to a partial repayment in October 2025 and the remaining amount to be paid in installments from November 2025 to September 2029.

As at 31 December 2025, the Group management assessed the impairment of the loan to GTI Corporation Company Limited, an associate. The impairment loss arose from the performance of the cash-generating unit, which could not generate the expected revenue and there is a likelihood that the associate may be unable to repay the loan as scheduled. Therefore, the Group management considered to recorded an expected credit loss of loan to related party amount of Baht 10,353,923 in consolidated and separate financial statements.

f) Key management compensation

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Short-term employee benefits	16,032,994	14,479,000	13,379,250	12,979,000
Retirement benefits	480,863	453,367	405,853	382,682
	16,513,857	14,932,367	13,785,103	13,361,682

31 Commitments and contingent liabilities

Commitments

At 31 December, the Group has commitment obligations in terms of service contracts and short-term lease of photocopiers. The future aggregate non-cancellable minimum lease and service payments under the contracts are as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht	2024 Baht	2025 Baht	2024 Baht
Less than 1 year	420,000	420,000	420,000	420,000
Later than 1 year but within 5 years	-	-	-	-
	420,000	420,000	420,000	420,000

Letter of guarantee

At 31 December 2025, the Group has contingent liabilities to a local commercial bank for letter of guarantee issued to a mobile network operator to guarantee for Information Technology Service Contract which has been secured by Company's savings account amounting to Baht 1,000,000 (31 December 2024 : Baht 1,000,000).

32 Rights and Privileges from the investment promotion

The Group has been granted promotional privileges by the Office of the Board of Investment under promotion certificates in respect of software business in Enterprise Software and Digital Content activity. A subsidiary has been granted exemption from certain taxes and duties as detailed in the certificates including exemption of corporate income tax on income derived from the promoted operations for a period of 8 years from the date the promoted operations commenced generating revenues. As promoted entities, these subsidiaries are required to comply with the terms and conditions specified in the promotion certificates.

33 Event after the reporting date

At the Company's Board of Directors' meeting held on 25 February 2026, the directors passed a resolution approving the sale of all ordinary shares of Glory Limited ("GLORY LIMITED") and Ocean Shine Far East Limited ("OCEAN") to G&K Advisory Company Limited ("G&K"), representing a total trading price of GLORY and OCEAN shares not exceeding Baht 148,996,464.

Attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1641/2025/1771551929878.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1641/2025/1771551929882.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1641/2025/1771551929884.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1641/2025/1770772932115.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1641/2025/1770772932129.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1641/2025/1771551930220.pdf>

