



Readyplanet Public Company Limited

READY

56-1
O'NE
REPORT
2024

Content

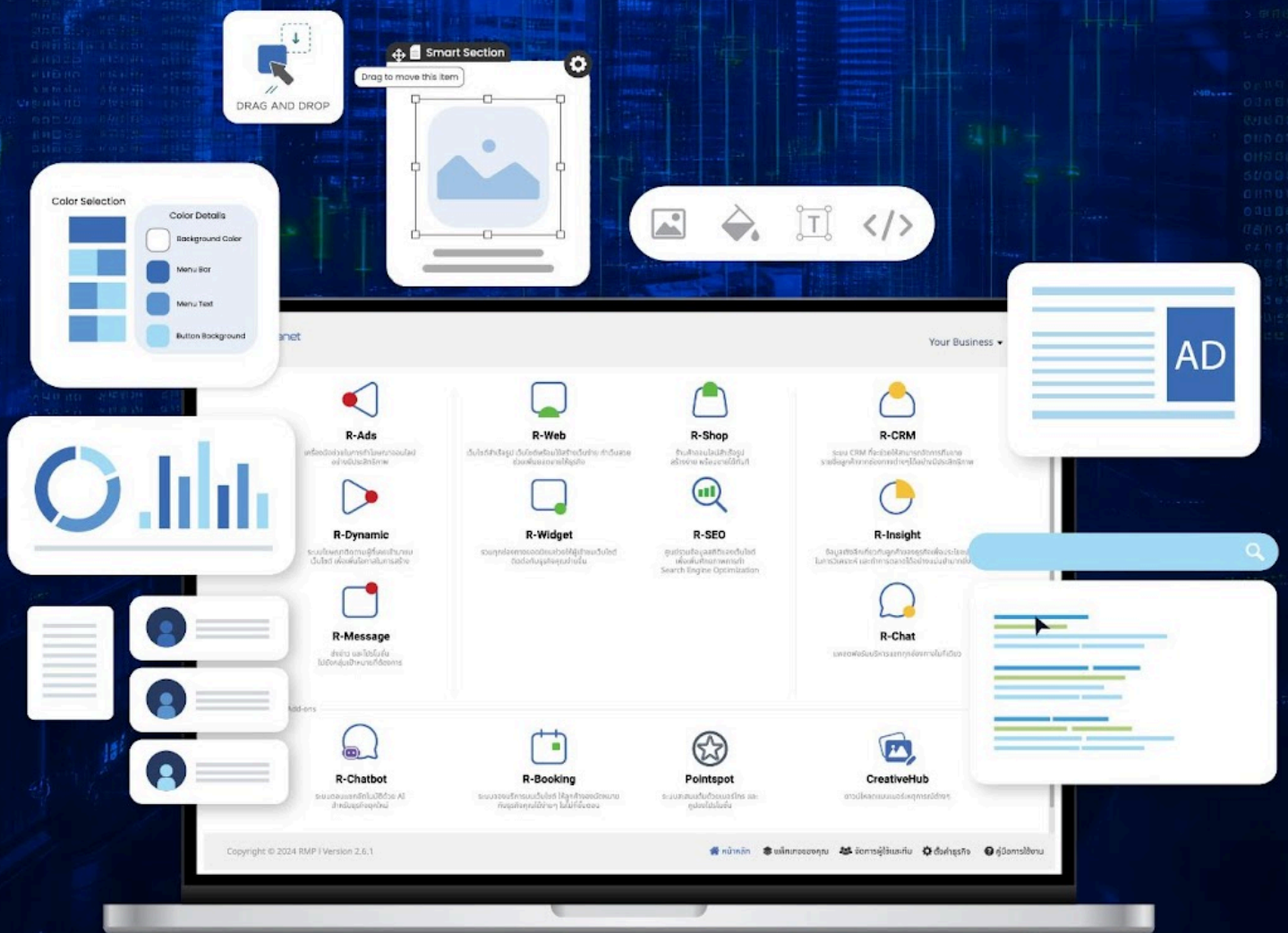
Summary of Financial Highlights	8
Scope of the Report	14
Part 1	
Organizational Structure and Operation	15
1. Structure and Business Operation of the Group Company	16
2. Risk Management	65
3. Business Sustainability Development	70
4. Management Discussion and Analysis	123
5. General Information and Other Important Information	143
Part 2	
Corporate Governance	145
6. Corporate Governance Policy	146
7. Corporate Governance Structure and Important Information about the Board of Directors, Sub-committees, Executives, Employees and Others	155
8. Report of Performance on Corporate Governance	174
9. Internal Controls and Related Transactions	199
Part 3	
Financial Statements	208
Part 4	
Attachments	273
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 and Company Secretary	274
Attachment 2 Details of Directors and Executives of the Company and its Subsidiaries	298
Attachment 3 Details of the Heads of the Internal Audit and Compliance Units	299
Attachment 4 Assets Used in Business Operations and Details of Asset Appraisal	300
Attachment 5 Corporate Governance and Business Ethics Policy and Practices	302
Attachment 6 Report of the Audit Committee	303
Attachment 7 Sustainability Disclosure in Accordance with the Stock Exchange Manual	306

Vision

“To become a leading sales and marketing technology company in Thailand.”

Mission

“To empower Thai businesses to grow with our affordable,
world-class sales and marketing platform.”



Message from the Chairman

The year 2024 has been another successful year for Readyplanet Public Company Limited (Readyplanet), with outstanding operational achievements marked by growth in both revenue and profit. This success stems from the clear vision of our executives, effective strategic planning, and the continuous development of our business. These factors have strengthened Readyplanet's credibility across all business sectors, whether small, medium, or large enterprises.

Readyplanet is committed to being a leader in sales and digital marketing technology in Thailand. We have continuously invested in the development of the Readyplanet All-In-One Platform, aiming to establish it as the top digital platform for sales and marketing, particularly for medium and large enterprises looking to enhance efficiency while ensuring cost-effective investments.

The Readyplanet All-In-One Platform is designed to comprehensively meet the needs of businesses in sales, marketing, and Customer Relationship Management (CRM), including CRM for Sales and CRM for Loyalty.

Additionally, Readyplanet has incorporated Artificial Intelligence (AI) to enhance platform efficiency, particularly through the implementation of Generative AI in developing R-Chatbot, an automated chat system launched in late 2023. This system continues to evolve in 2024, helping service businesses reduce the burden of responding to inquiries while increasing sales opportunities for customers.

In recognition of its outstanding and widely acknowledged application of AI, Readyplanet has been honored for the third consecutive year with Google Thailand's Online Advertising Excellence Award for effectively leveraging AI to enhance advertising efficiency. This recognition underscores the company's capabilities and leadership in the industry.

With a strong commitment to developing our platform by Thai professionals for Thai businesses, Readyplanet places great emphasis on post-sales services. Our dedicated support team is available 24/7, enabling the company to retain existing customers and expand our customer base significantly in 2024. Another key factor contributing to Readyplanet's stable growth is its Subscription-Based Model, which offers both monthly and annual plans. This model ensures that over 90% of the company's revenue is recurring, providing long-term financial stability.

In terms of risk management, ESG initiatives, and personnel development, Readyplanet strictly follows the plans and recommendations set by the board of directors, yielding highly satisfactory results.

In conclusion, with the ever-growing market demand, our leadership in sales and digital marketing platforms, efficient post-sales services, and the dedication of our management and employees, I am confident that Readyplanet will continue to grow sustainably and securely.



Viwat Phongsathorn

Chairman
Readyplanet Public Company Limited

Message from the CEO

Dear Valued Shareholders,

The year 2024 marks another significant milestone for Readyplanet. Despite the ongoing slowdown in the Thai economy, which has impacted consumer purchasing power and business investments, our relentless dedication and continuous focus on improving operational efficiency have enabled us to achieve remarkable success. The company recorded a net profit of 40.59 million baht, a 35% increase from the previous year, setting a new all-time high since our establishment.

This success stems from our clear strategic planning since 2021. During that time, businesses worldwide, including Readyplanet, were significantly affected by the COVID-19 pandemic. We faced the challenge of revitalizing our business to regain strong growth. The company made a firm decision not to focus on short-term revenue or profit but instead adhered to a Recurring Revenue business model, emphasizing stable and sustainable long-term growth.

As part of our five-year growth strategy, which was presented to the Board of Directors in 2021, we set clear net profit targets for the period 2021-2025. The actual performance of the company each year has consistently met the set goals, reflecting our business potential and operational strength.

Our net profit achievements are as follows:

- 2021: Target 10 million baht, actual 13.82 million baht
- 2022: Target 20 million baht, actual 20.34 million baht
- 2023: Target 30 million baht, actual 30.09 million baht
- 2024: Target 40 million baht, actual 40.59 million baht

Today, we have proven that our commitment to this approach has led to true success.

Looking ahead to 2025, we are confident in our continued growth. The company is well-prepared in terms of capital, human resources, and technology, with a strategic focus on three key areas:

1. AI-Driven Growth

Leveraging new business opportunities emerging from the rapid advancement of AI, which is playing an increasingly vital role across industries worldwide. AI will enhance operational efficiency and create new value for our customers.

2. E-commerce Expansion

Expanding into the rapidly growing e-commerce market. We aim to build upon our existing platform strengths while enhancing our capabilities to comprehensively serve customers in this sector, capturing opportunities in this high-value market.

3. Strategic M&A

Accelerating growth through mergers and acquisitions (M&A). This strategy will be a crucial tool to strengthen our business, expand our customer base, and enhance our competitive edge, enabling us to grow more rapidly and sustainably.

As the CEO of Readyplanet, I would like to express my sincere gratitude to all our shareholders for your trust and support. We remain committed to driving stable growth and delivering long-term value to our shareholders.

Sincerely,

Songyot Kanthamanon

Chief Executive Officer
Readyplanet Public Company Limited



Board of Director



Mr. Viwat Phongsathorn
Chairman of the Board of Directors/
Independent Director



Dr. Julaporn Namchaisiri
Chairman of the Audit Committee/
Independent Director



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



Ms. Chamaiporn Pornpruethianan
Audit Committee Member/
Independent Director



Mr. Soontorn Dentham
Independent Director



Mr. Songyot Kanthamanont
Chief Executive Officer/
Chairman of the Executive Committee/
Chairman of the Risk Management Committee/
Director/ Nomination and
Remuneration Committee Member



Mr. Burin Kledmanee
Executive Vice President/ Director/
Executive Committee Member/
Risk Management Committee Member



Mr. Siras Sombatsirit
Director



Mrs. Janisara Kanthamanon
Director

Executives



Mr. Paradorn
Sujarit-apirak
Vice President

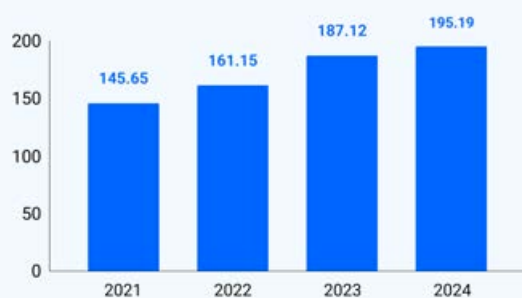
Mr. Burin
Kledmanee
Executive Vice President

Mr. Songyot
Kanthamanon
Chief Executive Officer

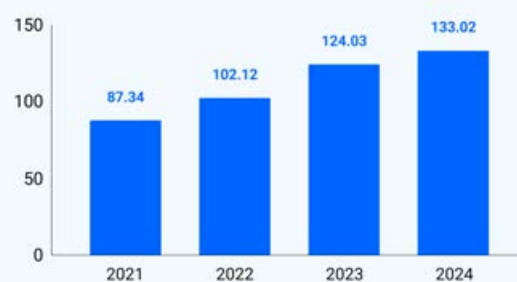
Miss Ananya
Sangratanadech
Senior Vice President

Summary of Financial Highlights

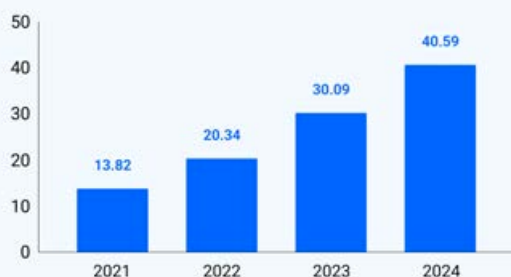
Revenue from Rendering of Services



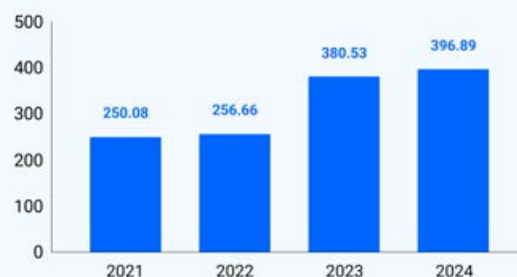
Gross Profit



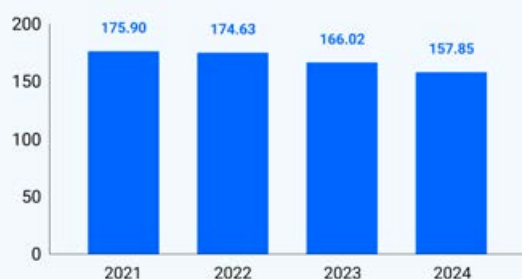
Net Profit



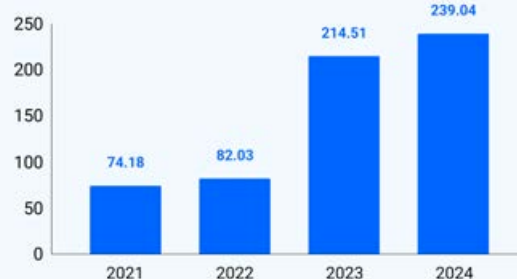
Total Assets



Total Liabilities



Total Shareholders' Equity



Key Information and Financial Ratios

As of 31 December	Unit	2022	2023	2024
Statement of Profit and Loss				
Revenue from Rendering of Services	Million Baht	161.15	187.12	195.19
Gross Profit	Million Baht	102.12	124.03	133.02
Profit from Operating Activities	Million Baht	25.26	37.92	46.01
Net Profit for the Year	Million Baht	20.34	30.09	40.59
Balance Sheet				
Authorized Share Capital	Million Baht	50.00	50.00	60.00
Issued and Paid-up Share Capital	Million Baht	42.50	50.00	60.00
Total Assets	Million Baht	256.66	380.53	396.89
Total Liabilities	Million Baht	174.63	166.02	157.85
Total Shareholders' Equity	Million Baht	82.03	214.51	239.04
Financial Ratios				
Gross Profit Margin ^{1/}	%	63.37	66.28	68.15
Net Profit Margin ^{2/}	%	12.55	16.01	20.71
Debt to Equity Ratio (D/E)	Times	2.13	0.77	0.66
Return on Assets (ROA)	Times	8.03	9.45	10.44
Return on Equity (ROE)	%	26.04	20.30	17.90
Current Ratio	Times	0.94	1.91	1.84
Quick Ratio	Times	0.78	1.83	1.77
Cash Cycle	Days	(131.81)	(115.44)	(98.14)

Remark: ^{1/} Gross profit margin relative to revenue from rendering of services

^{2/} Net profit margin relative to revenue from rendering of services

Milestones 2024

In 2024, the Company achieved significant developments and implemented key strategies as follows:

- 1) The Company is committed to continuously enhancing its All-in-One Sales and Marketing Platform throughout 2024 to address the challenges of the digital era. This platform helps customers acquire new clients, boost sales, reduce costs, and increase profitability, with the integration of AI technology further enhancing its capabilities.

Examples of initiatives in 2024 include:

- Intelligent CRM System: Incorporating AI to scan data from images and voice inputs, as well as support voice commands, to facilitate easier lead management.
- AI Chatbot and Automated FAQ Generation: Quickly responding to customer inquiries, thereby reducing the support team's workload and increasing sales closing opportunities.

In addition, in 2024, the platform was further developed to enable greater integration with external systems, ensuring smoother and more continuous operations, such as:

- The CRM System can now transmit closed sale data to external systems like FlowAccount and SAP B1.
- The Chat System supports connectivity with Facebook Messenger, LINE, and Instagram, enabling unified management of chats across multiple channels.
- The system supports automatic transfer of leads from Facebook Lead Ads and Google Lead Ads into the CRM, enabling the sales team to follow up more efficiently.
- Integration with Google Search Console and Google Analytics provides real-time SEO performance insights, allowing businesses to analyze and adjust strategies promptly.

In 2024, according to Thailand's MarTech Report 2025, the Company was awarded "Top (Most Used) Local MarTech Providers CRM (for B2B)," underscoring its leadership in CRM for B2B businesses and the highest level of customer trust.

In the realm of online advertising, the Company participated in the Google Growth Hackathon organized by Google, competing against leading online marketing agencies from across the country. The Company secured first-place in all three editions of the competition, including winning the Best in Automation Excellence Award twice consecutively, which confirms its leadership in utilizing automation systems for online advertising. Additionally, the Company received the Best Client Success Story Award in the most recent competition, demonstrating its ability to leverage AI and its team's expertise to drive optimal results for its clients.

- 2) The Company established Readyplanet Academy in 2024 to meet the needs of target customers seeking digital marketing training, as well as training on Marketing Tech—which has become

increasingly critical in today's era. With AI influencing business operations, medium and large enterprises must adapt by enhancing their digital marketing and Marketing Tech capabilities.

Readyplanet Academy offers training in both on-site and online formats to comprehensively reach its target audience. This initiative not only generates revenue from training but also serves as a vital channel for creating opportunities to upsell the Company's other services to participants.

- 3) In 2024, the Company launched a new product under the name R-Commerce, an e-commerce platform designed for medium and large businesses that want to operate their own branded websites.

R-Commerce is tailored to meet the needs of organizations aiming to sell products directly to customers and gather customer data to boost sales. The platform is fully customizable to each organization's requirements and can be seamlessly integrated with existing systems such as inventory management, accounting, or CRM systems. This solution enables businesses to reduce costs by avoiding commissions fees typically paid to e-marketplaces, thereby increasing profits and fostering sustainable customer relationships.

As a result of the key developments and strategies being executed by the Company, service revenue for the year and the three-month period in Q4/2024 reached a new five-year high, while simultaneously, the net profit for the year and the three-month period in Q4/2024 achieved an all-time high.

Awards

READY Wins “Top Thai MarTech CRM for B2B” Award from Thailand’s MarTech Report 2025, Reinforcing Its Leadership in CRM and MarTech in Thailand



Mr. Burin Kledmanee, Chief Operating Officer of ReadyPlanet Public Company Limited, stated, "We are honored to receive this award as it reflects the strong market recognition of our CRM platform and its ability to help Thai businesses grow. We will continue to drive MarTech innovation to meet customer needs and support businesses in achieving success in the digital era."

The "Top (Most Used) Local MarTech Providers CRM (for B2B)" award from Thailand’s MarTech Report 2025 is based on a survey conducted across various industries in Thailand that utilize MarTech solutions. This recognition not only highlights the quality of Readyplanet R-CRM but also serves as a testament to the company's growth potential in Thailand’s rapidly expanding MarTech industry. Positioned as a strong market leader, Readyplanet is well-prepared to scale its business and expand into broader markets.

READY Achieves Another Milestone, Winning Google Thailand's Online Advertising Award for the Third Consecutive Year



READY has once again demonstrated its excellence by securing Google Thailand's top online advertising award for the third year in a row.

Previously, READY received the Best in Automation Excellence award in both 2023 and 2024, reflecting its expertise in managing online advertising campaigns through automation. In the latest competition, the company further solidified its leadership in Marketing Technology (MarTech) by winning the Best Client Success Story award. This achievement highlights READY's ability to integrate AI technology with the expertise of its team to optimize campaign performance and deliver maximum results for its clients.

Scope of the Report

Form 56-1 One Report has been prepared to disclose the operating results of Readyplanet Public Company Limited and its subsidiaries for the year 2024, including information on sustainability performance under Part 3, “Business Sustainability Development” This encompasses operations in the areas of economics, society, environment, good corporate governance, innovation development, products and services, as well as human rights. The scope of these disclosures is determined by business relevance, data availability, and the potential impact across the Company’s entire value chain.

The scope of this report applies to Readyplanet Public Company Limited and its subsidiaries. Its purpose is to communicate the Company’s management approaches and performance covering both general and sustainability-related operations to stakeholders and other interested parties. This report presents information for the 2024 fiscal year (from January 1 through December 31, 2024).

Part 1

Organizational Structure and Operation

1. Structure and Business Operation of the Group Company

1.1 Policy and Business Overview

1.1.1 Vision, Mission, Core Values, and Business Goals

Vision

“To become a leading sales and marketing technology company in Thailand.”

Mission

“To empower Thai businesses to grow with our affordable, world-class sales and marketing platform.”

Core Values

- Do White-hat

Conduct our business with integrity, honesty, and good governance.

- Share and Care

Foster a spirit of teamwork by supporting, sharing with, and caring for our customers, colleagues, partners, and community.

- Embrace Change

Remain aware that change can occur at any time and view it as an opportunity to try something new.

- Improve and Innovate

Continuously develop and innovate to make things better.

Business Objectives

The Company is committed to continuously enhancing its digital sales and marketing platforms to empower Thai entrepreneurs with tools that drive growth in sales, customer base expansion, and customer satisfaction. The Company's business objectives are as follows:

- 1) Develop the “Readyplanet All-in-One Platform” to become the top choice for medium and large-sized businesses in Thailand seeking to enhance sales and marketing efficiency.
- 2) To be a leader in performance-based digital marketing in Thailand.
- 3) To be a leader in comprehensive customer relationship management systems, covering both sales (CRM for Sales) and loyalty (CRM for Loyalty).
- 4) To be the leading provider of direct hotel booking systems in Thailand.

Competitive Advantages

1) All-in-One Sales and Marketing Platform

The Company has developed an All-in-One Sales and Marketing Platform designed to integrate various programs seamlessly. Each program functions as a tool to support entrepreneurs in their sales and marketing efforts, encompassing website management, online advertising, and customer relationship management systems (CRM). This unified platform offers customers ease of use and convenience by eliminating the need to engage multiple service providers. Additionally, all data is stored on a cloud-based system with interconnected capabilities, ensuring a streamlined process without the complexity and risks associated with importing and exporting data at various stages..

2) Extensive Experience in Digital Marketing Services

The Company has over 24 years of experience in providing digital marketing services, supported by a team of experts with deep knowledge and expertise in software development, information systems, and digital marketing. The Company places a high priority on delivering quality services and continuously improves its products by actively gathering and incorporating customer feedback. The Company invests in various forms of training and professional development for its staff, ensuring they remain up-to-date with industry trends. Additionally, the Company's executives and team members have frequently served as guest speakers for numerous public and private sector organizations, sharing knowledge and exchanging insights on digital technology trends and consumer behavior statistics. These interactions have enabled the Company to stay abreast of technological advancements and evolving consumer behaviors, identifying business challenges and leveraging them as opportunities to develop services that meet the specific needs of entrepreneurs effectively and timely.

3) Develop an In-house Digital Sales and Marketing Platforms

The Company focuses on delivering services through platforms designed and developed in-house. This approach addresses the unique challenges and diverse needs of local entrepreneurs operating businesses of varying sizes. Many international digital marketing platforms or software solutions are not fully compatible with the requirements of local businesses, such as limited or partial Thai language support, inadequate after-sales services, or prohibitively high service fees, making them less accessible for Thai entrepreneurs.

By designing and developing its own digital marketing platforms, the Company minimizes dependence on foreign-developed platforms or software. This reduces risks associated with reliance on international developers, such as the potential revocation of distribution rights or situations where platform owners establish their own businesses to directly market their platforms or software. This independence ensures the Company can provide solutions tailored to local needs while maintaining operational stability and control.

4) High-Quality After-Sales Service with 24 Hours Call Center Support

The Company places great emphasis on delivering high-quality service to its customers, particularly through its after-sales support. A dedicated Customer Relations team is available 24 hours to assist entrepreneurs (customers) who encounter issues or have questions about the Company's products and services. This round-the-clock service ensures that customers can promptly resolve problems or clarify their concerns. The Company's ability to provide quick and effective solutions stems from its deep understanding of the platforms it develops and delivers, enabling seamless and efficient support.

5) Consistent Operational Performance and Robust Financial Stability

The Company generates more than 90% of its revenue as recurring revenue through subscription-based services, offered on a monthly or annual basis depending on the selected service package. Most of the services require customers to prepay before accessing the Company's platform or services. Revenue recognition begins once the service is provided and is gradually recognized throughout the subscription period. This model ensures a steady flow of recurring revenue over the agreed service duration. Additionally, the Company serves a diverse customer base across various industries, significantly reducing reliance on any single customer. This broad customer portfolio contributes to the Company's stable and sustainable financial foundation.

6) The Majority of Service Delivery Costs are Fixed Expenses.

A significant portion of the Company's service costs is attributed to the amortization of program development expenses. These amortization expenses are classified as fixed costs, recognized progressively over the estimated useful life of each platform developed by the Company. As the number of customers utilizing the Company's platforms increases, the cost per unit of service tends to decrease. This scalability results in an upward trend in the Company's gross profit margin as the customer base grows.

1.1.2 Key Changes and Developments

2000	<ul style="list-style-type: none"> On 1 August 2000, "READY" was established under the name of Grand Planet Enterprise Company Limited with registered capital totaling THB 1.00 million, which consists of ordinary shares totaling 100,000 shares at par value of THB 10.00 per share.
2001	<ul style="list-style-type: none"> "READY" launched its first online platform for Business Website Template Design under the name "Ready Website" (which later upgraded to "R-Web") to assist entrepreneurs in creating personalized websites.

2007	<ul style="list-style-type: none"> On 20 September 2007, “READY” increased registered capital from THB 1.00 million to THB 2.00 million by issuing and offering newly issued ordinary shares totaling 100,000 shares at par value of THB 10.00 per share to existing shareholders.
2009	<ul style="list-style-type: none"> “READY” was the first Thai company to be selected by Google Asia Pacific Pte. Ltd. (“Google”) as authorized reseller of “Google Premier Partner”. This demonstrates that “READY” does not only specializes in managing advertising campaigns but can also effectively set up and optimally run Google Ads campaigns to achieve the greatest results for many customers.
2012	<ul style="list-style-type: none"> On 29 March 2012, “READY” increased registered capital from THB 2.00 million to THB 5.00 million by issuing and offering newly issued ordinary shares totaling 300,000 shares at par value of THB 10.00 per share to existing shareholders.
2013	<ul style="list-style-type: none"> “READY” was the first and the only Thai company to be selected by Baidu as authorized reseller of online ads on Baidu Search Engine.
2014	<ul style="list-style-type: none"> On 4 July 2014, “READY” established a subsidiary under the name of ReadyPlanet (Myanmar) Company Limited (“RPMM”) with registered capital totaling 48.00 million Myanmar Kyat (equaling to THB 1.56 million) (consisting of ordinary shares totaling 480 shares at par value of 100,000 Myanmar Kyat per share). “READY” has a shareholding in RPMM totaling 360 shares, or around 75% of paid-up capital. RPMM was established to expand the market of Website Template Platform service in Myanmar.
2015	<ul style="list-style-type: none"> On 15 July 2015, “READY” implemented restructuring of corporate shareholding to ensure it is in line with its overseas investment expansion plan. The shareholders of the “Company” including: 1) Mr. Songyot Kanthamanon, 2) Mrs. Janisara Kanthamanon, and 3) Mr. Burin Kledmanee sold a total of 111,111 of the Company’s shares to Darlex Limited (“DARLEX”), causing DARLEX to have a shareholding in the “Company” totaling 22.22% of paid-up capital. DARLEX is listed as part of Hong Kong Special Administrative Region of the People's Republic of China with registered capital totaling HKD 10,000 (consisting of ordinary shares totaling 10,000 shares at par value of HKD 1.00) and has a shareholding of 100.00% of paid-up capital by Mr. Songyot Kanthamanon. “READY” was appointed by Facebook Ireland Ltd. (later known as Meta Platforms Ireland Ltd.) (“META”) as authorized reseller (later changed to Meta Business Partner) to demonstrate that “READY” specializes in running ads and has the

	<p>expertise in managing META Ads Campaign to drive successful business growth of many customers.</p> <ul style="list-style-type: none"> “READY” was appointed by Alibaba.com Singapore E-Commerce Private Limited (“Alibaba”) as authorized reseller of Global Gold Supplier Membership to assist entrepreneurs in selling their products on Alibaba.com. “READY” was presented with Google’s Premier SME Partner Awards for Highest Customer Service Satisfaction, demonstrating its expertise and ability to satisfy customers in terms of managing online ads.
2016	<ul style="list-style-type: none"> On 7 March 2016, Henderson Capital Asia (“HENDERSON”) agreed to buy all DARLEX shares from Mr. Songyot Kanthamanon, making HENDERSON an indirect shareholder by holding 22.22% of the Company’s paid-up capital. HENDERSON is a registered company in the Cayman Islands and indirectly holds 100.00% of paid-up capital by Lakeshore Capital I LP, which invests in potential companies in Asia. After selling of shares, DARLEX agreed to offer a loan to “READY” totaling THB 47.02 million (interest rates of 3.00% per annum) with 1-year repayment period. On 23 December 2016, “READY” decided to invest in E-Travel Marketing Company Limited (“ETM”), a company which operates digital marketing service for hotels and resorts, by buying 15,750 shares from existing shareholders, or about 52.50% of paid-up capital, in cash. The purpose is to combine capabilities of platforms developed by the “Company” and “ETM” to better meet the needs of hotel and resort entrepreneurs. “READY” was appointed by LINE Company (Thailand) as authorized reseller of LINE@ to assist businesses that want to communicate with customers via LINE. “READY” was presented with “The 12th Bai Po Business Awards by SASIN” from Siam Commercial Bank and Sasin Graduate Institute of Business Administration, Chulalongkorn University. The award was presented to organizations demonstrating outstanding qualities in terms of Customer-Focused Product and Service, Innovative Enterprise, and Entrepreneurship.
2017	<ul style="list-style-type: none"> On 26 April 2017, “READY” increased registered capital from THB 5.00 million to THB 6.39 million by issuing and offering newly issued ordinary shares totaling 138,889 shares at par value of THB 10.00 per share to DARLEX to repay the current loan with capital increase. As a result, DARLEX shareholding in the “Company” increased to 250,00 shares, or 39.13% of paid-up capital. On 17 November 2017, “READY” made an investment in Webnatics (Thailand) Company Limited (“Webnatics”), a company which operates online ads service, by

	<p>buying 102,000 shares from existing shareholders, or about 51.00% of paid-up capital, in cash. By investing in Webnatics, which shares some similar services, the “Company” hopes to increase the number of customers and expand the customer base to other business sectors.</p> <ul style="list-style-type: none"> On 6 December 2017, the Extraordinary General Meeting of Shareholders No. 2/2017 resolved to approve the issuance of 72,900 new ordinary shares to the existing shareholders of Webnatics as partial payment for the remaining 98,000 shares of Webnatics, representing 49.00% of the paid-up capital, through a combination of cash and the Company's ordinary shares. As a result, “READY” achieved full ownership of Webnatics, holding 100.00% of its paid-up capital. Meanwhile, the existing shareholders of Webnatics, who were its former executives, became shareholders of the “Company” and continued to serve as executives and employees of the Company Group. On 21 December 2017, “READY” increased its registered capital from THB 6.39 million to THB 7.12 million by issuing 72,900 newly issued ordinary shares with a par value of THB 10.00 per share to the remaining shareholders of Webnatics as payment for Webnatics shares. “READY” launched its first CRM platform called “SalesDesk” (later upgraded to “R-CRM”) to optimize customer ability to manage their sales more effectively and increase closing of sales. “READY” was presented with SMEs Excellence Awards 2017 which was organized by Thailand Management Association (TMA) for excellence in overall management as well as maintaining the highest standard of transparency, business ethics, and good governance. “READY” was nominated by Siam Commercial Bank Public Company Limited and was presented with Gold Award. “READY” discontinued its status as an authorized reseller of Alibaba Global Gold Supplier program on Alibaba.com.
2018	<ul style="list-style-type: none"> On 25 April 2018, “READY” established a subsidiary under the name of ReadyPlanet Asia Pacific Company Limited (“RPAPAC”) with registered capital totaling 1 HKD (consisting of ordinary shares totaling 1 share at par value of 1 HKD per share) and of which the “Company” has a shareholding of 100.00% of paid-up capital. RPAPAC was established to increase digital marketing service market share in the Southeast Asia region. On 6 September 2018, the Board of Directors Meeting No. 4/2018 resolved to have “READY” acquire 120 RPMM shares from other shareholders, representing 25% of the paid-up capital, to enhance management flexibility. As a result, “READY” holds 100% of the paid-up capital of RPMM.

	<ul style="list-style-type: none"> On 7 December 2018, the Extraordinary General Meeting of Shareholders No. 2/2018 resolved to have “READY” issue 35,104 newly issued ordinary shares to the existing shareholders of ETM to pay for remaining 14,250 ETM shares, or 47.50 % of the paid-up capital. As a result, “READY” has a shareholding in ETM equaling to 99.99% of paid-up capital. Meanwhile, existing shareholders of ETM who are the former executives of ETM became shareholders of the “Company” and act as executives and employees of the Company Group. On 21 December 2018, “READY” increased registered capital from THB 7.12 million to THB 7.47 million by issuing newly issued ordinary shares totaling 35,104 shares at par value of THB 10.00 per share to remaining shareholders of ETM as payment for ETM shares. On 21 December 2018, Mr. Songyot Kanthamanon and DARLEX, shareholders of the “Company”, sold 10,000 ordinary shares of the “Company” at par value of THB 10.00 per share to six executives and employees at the price of THB 10.00 per share. To avoid confusion in communication with customers. “READY” decided to change the names of two subsidiary companies including: E-Travel Marketing Company Limited (“ETM”) to Readyplanet Travel Company Limited (RPTT”) which focuses on assisting hotel and resort entrepreneurs, and Webnatics (Thailand) Company Limited (“Webnatics”) to Readyplanet Max Company Limited (“RPMAX”) which focuses on assisting large-sized entrepreneurs. “READY” received Information Security Management System Certification from International Organization for Standardization (ISO 27001: 2013). “READY” launched “SalesDesk Widget” (later upgraded to “R-Widget”) to assist and allow more convenience for online users in communicating with entrepreneurs via various channels such as telephone, LINE, and Facebook Messenger. “READY” launched “ReadyPlanet Booking” (later upgraded to “R-Booking”) to assist customers that require an efficient online booking management tool. “READY” launched “Pointspot” to provide customers with a system that can support the management of sales promotions in the form of points collection.
2019	<ul style="list-style-type: none"> On 31 January 2019, “READY” acquired the remaining 120 RPMM shares, or 25.00% of paid-up capital, from existing shareholders by paying in entirely in cash. As a result, the “Company” has a shareholding in RPMM equaling to 100.00% of paid-up capital. On 14 August 2019, the Board of Directors Meeting No.3/2019 resolved to approve the following:

	<ul style="list-style-type: none"> ◦ “READY” to pay an interim dividend payment based on its past operating performance to its shareholders at the rate of THB 53.00 per share, totaling THB 39.59 million. ◦ “READY” to increase its registered capital to THB 42.50 million by issuing and offering additional ordinary shares to the Company’s existing shareholders in proportion to their shareholding. ● On 17 September 2019, “READY” increased registered capital from THB 7.47 million to THB 42.50 million by issuing and offering newly issued ordinary shares totaling 3,503,107 shares at par value of THB 10.00 per share to existing shareholders. ● To optimize service quality, “READY” launched All-in-One Sales and Marketing Platform called “Readyplanet All-in-One Platform” consisting of three types of digital technology including Website, Online Advertising, and Customer Relationship Management. It is a tool to assist entrepreneurs in sales and marketing, including data analytics and tracking results more efficiently.
2020	<ul style="list-style-type: none"> ● The Board of Directors Meeting No. 2/2020 held on 11 May 2020 and the Board of Directors’ Meeting No. 3/2020 held on 10 May 2020 approved the dissolution and liquidation of RPMM and RPAPAC, respectively, as part of corporate restructuring to enable better management flexibility and to support future business plan. ● To optimize management performance, “READY” conducted business restructuring by acquiring all businesses of RPMAX which operated similar business. As a result, RPMAX had ceased its business operations. ● “READY” discontinued its status as an authorized reseller of Baidu Search Engine and advertising services. ● “READY” discontinued its status as an authorized reseller of LINE@ with LINE Company (Thailand) Limited. ● Google modified its Google Partner policy by changing from Google Premier Partner to Google Partner whereas “READY” continued to remain as a member of Google Partner.
2021	<ul style="list-style-type: none"> ● “READY” registered for the dissolution of RPMM and RPAPAC. RPMM completed the liquidation on 14 July 2022 whereas RPAPAC completed the liquidation process on 3 February 2023. ● “READY” launched “Search Engine Optimization” (SEO) to assist customers in optimizing the number of users without ads.

	<ul style="list-style-type: none"> “READY” launched “R-Chat” which is a platform that allows entrepreneurs to chat with customers on website, Line OA and Facebook Messenger.
2022	<ul style="list-style-type: none"> On 28 March 2022, the Annual General Meeting of Shareholders No.1/2022 resolved to approve the following: <ul style="list-style-type: none"> “READY” to register its conversion into “Public Company Limited”. “READY” to change the par value of its shares from THB 10.00 per share to THB 0.50 per share, resulting in an increase in the number of issued and paid-up ordinary shares from 4.25 million shares to 85.00 million shares. “READY” to increase its registered capital from THB 42.50 million to THB 50.00 million by issuing 15,000,000 newly ordinary shares with a par value of THB 0.50 per share, to be offered to the public through an Initial Public Offering (IPO). On 1 April 2022, “READY” registered its conversion into a Public Company Limited. On 30 May 2022, the Extraordinary General Meeting of Shareholders No. 1/2022 resolved to allow the “Company” to use THB 0.50 million of legal reserve and premium on ordinary shares totaling THB 69.79 million to offset the accumulated loss of THB 70.29 million. On 10 November 2022, the Board of Directors Meeting No. 3/2022 resolved to allocate THB 0.72 million as a legal reserve and approve the payment of an interim dividend of THB 12.75 million, or THB 0.15 per share, to the shareholders of the “Company”. On 30 November 2022, the Extraordinary General Meeting of Shareholders No. 2/2022 resolved to approve the criteria for allocation of shares for Initial Public Offering (IPO), allocating 3.64 million ordinary shares to the directors, executives, and employees of the “Company” and 0.30 million ordinary shares to benefactors.
2023	<ul style="list-style-type: none"> On 22 February 2023, the Company was officially listed on the Market for Alternative Investment (mai) under the stock symbol “READY.” On 3 February 2023, RPAPAC successfully completed its liquidation process. On 28 June 2023, the Company organized a special training session on the topic, <i>“Enhancing Business Sales and Marketing with ChatGPT and AI Technologies,”</i> aimed at equipping entrepreneurs, executives, and sales and marketing professionals with essential knowledge and skills to leverage ChatGPT and various AI technologies.

	<ul style="list-style-type: none"> On 5 July 2023, Readyplanet won the Smart Bidding 2.0 Award from Google Thailand for its innovative use of AI and machine learning technologies to enhance online advertising efficiency. This achievement underscores the Company's commitment to providing AI-powered solutions that elevate customer service. On 10 July 2023, the Company launched new features for the Readyplanet All-in-One Platform, including business card scanning and voice command functionalities powered by Generative AI technology. These features enhance convenience and efficiency for R-CRM users. On 15 December 2023, the Company introduced R-Chatbot, an automated chat response system powered by Generative AI. This solution aims to boost sales opportunities while reducing the workload associated with responding to customer inquiries and providing customer service.
2024	<ul style="list-style-type: none"> On 25 January 2024, Readyplanet won the AI Technology Excellence Award for Online Advertising Efficiency from Google Thailand for the second consecutive year. On 24 April 2024, the 2024 Annual General Meeting of Shareholders resolved to approve the following: <ul style="list-style-type: none"> Approved dividend payments in the form of both stock dividends and cash dividends to the Company's common shareholders. The stock dividend ratio was at 5 existing shares to 1 stock dividend, and the cash dividend payment was at THB 0.20 per share, with the payment date scheduled for 21 May 2024. Approved the increase in the Company's registered capital to support the payment of common stock dividends. The registered capital is being increased by THB 10,000,000 from the current THB 50,000,000 to a total of THB 60,000,000 which can be divided into 120,000,000 shares of common stock, at the par value of THB 0.50 per share, by issuing 20,000,000 newly ordinary shares, at the par value of THB 0.50 per share. Approved the amendment of Clause 4 of the Company's Memorandum of Association to be in line with the increase of registered capital. Approved the allocation of 20,000,000 newly issued ordinary shares of the Company, at the par value of THB 0.50 per share for common stock dividend payment. On 28 February 2024, the Company launched "R-Commerce", an E-Commerce website development service tailored to meet the specific needs of medium and large businesses. This service seamlessly integrates with existing systems, offers

	<p>robust security features, enhances corporate branding, and effectively boosts online sales.</p> <ul style="list-style-type: none"> On 9 May 2024, the Company launched “Readyplanet Academy” to promote skills in digital marketing, marketing technology, and Generative AI for entrepreneurs and business executives. This initiative includes seminars, training sessions, and the creation of digital content to support the adoption of technology in enhancing business operations.
--	---

1.1.3 The Use of Proceeds from the Initial Public Offering (IPO)

With reference to Readyplanet Public Company Limited (“The Company”)’s Initial Public Offering (IPO) of 15,000,000 shares at 7.30 baht per shares, totaling 109.50 million baht, after deducting the expenses for offering securities of 9.62 million baht, the Company has net proceed from IPO 99.88 million baht.

The Company hereby reports the use of proceed from IPO as of 31 December 2024 as follows:

Unit: Million baht

Objectives in the Utilization of Proceeds	Approximate Amount	Remaining Amount as of 31 December 2023	Amount used during 1 January - 31 December 2024	Remaining Amount as of 31 December 2024
1. For use in the development of Readyplanet All-in-One Platform to increase the capabilities as well as functions and features in order to support the demands of existing and new customers	50.00	33.47	20.87	12.60
2. For use in expanding the sales and marketing teams to perform new customer acquisitions, grow the customer base, and offer additional services from existing customer base (up-selling & cross-selling)	20.00	11.97	11.02	0.95
3. For use as working capital for the Company	29.88	11.09	11.09	-
Total	99.88	56.53	42.98	13.55

1.1.4 General Information

Name of Company	READYPLANET PUBLIC COMPANY LIMITED
Abbreviation	READY
Type of Business	All-in-One Sales and Marketing Platform services provider covering websites, online advertising, customer relationship management (CRM), and hotel direct booking through a platform which the Company developed with specialized team of experts providing advice.
Registration No.	0107565000239
Registered Capital	THB 60,000,000.00
Paid-up Capital	THB 59,999,988.50
Par Value	THB 0.50 /share
Head Office	51 Major Tower Rama 9 – Ramkhamhaeng, Floor 17, Room 1701 - 1706, Rama 9 Road, Huamak, Bang Kapi, Bangkok 10240
Official Website	www.readyplanet.com

1.2 Overview and Nature of Business

1.2.1 Revenue Structure

“READY” is a provider of All-in-One Sales and Marketing Platform consisting of Website, Online Advertising, and Customer Relationship Management (CRM), including digital marketing platform to assist specific business group like Hotel Direct Booking Platform.

Revenue structure of “READY” and its subsidiaries during the period from 2022 – 2024 can be categorized according to service type as follow:

Type of Business ^{1/}	2022		2023		2024	
	Million THB	%	Million THB	%	Million THB	%
Revenue from services						
- All-in-One Platform	141.01	86.98	166.45	88.55	175.09	89.32
- Hotel Direct Booking Platform	20.13	12.42	20.67	11.00	20.10	10.25
Other revenues ^{2/}	0.97	0.60	0.85	0.45	0.84	0.43
Total revenue	162.11	100.00	187.97	100.00	196.03	100.00

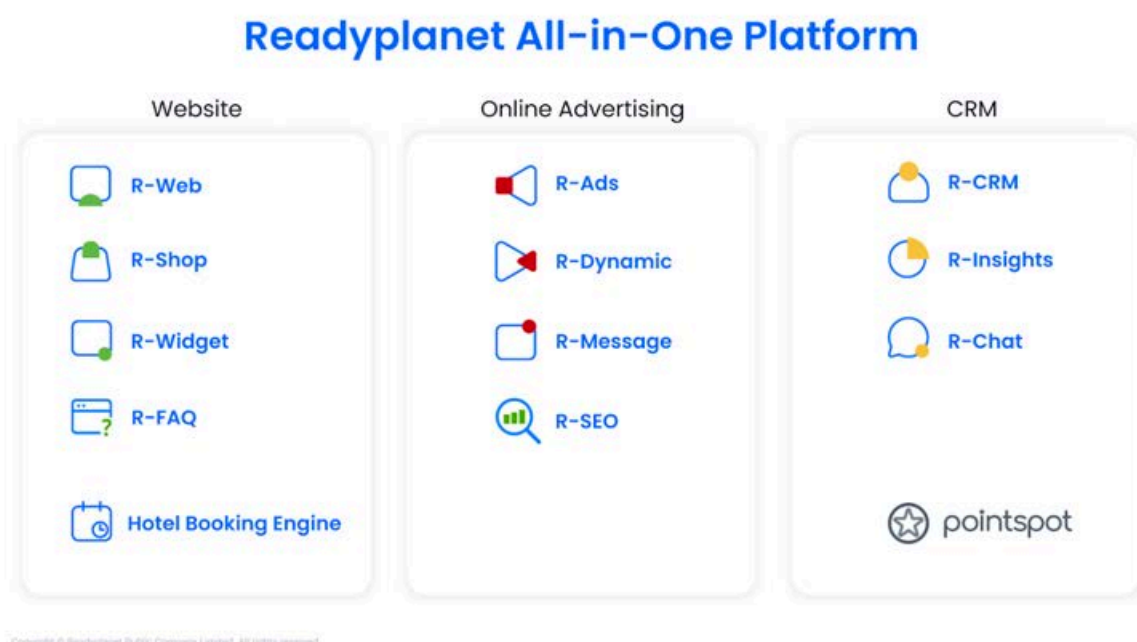
Note: 1/ In 2024, the Group changed the structure of its internal organisation, resulting in changes to the composition of its reportable segments by converting the Self-Services segment and the Managed Services segment into the All-in-One Platform segment and the Hotel Direct Booking Platform segment.

2/ Other revenues such as gains on exchange rates and subsidies from the Ministry of Labor for SMEs during 2022.

1.2.2 Product and Service

1.2.2.1 Product Characteristics

“READY” developed All-in-One Sales and Marketing Platform, referred to as the "Readyplanet All-in-One Platform." This platform consists of multiple proprietary software programs developed by the company, designed to work seamlessly together through interconnected data systems. The platform is user-friendly, convenient, and efficient, catering to the needs of businesses of all sizes—small, medium, and large—across three core areas: Website Management, Online Advertising, and Customer Relationship Management (CRM). The details of the various programs within the "Readyplanet All-in-One Platform" are as shown below



List of software available on “Readyplanet All-in-One Platform”

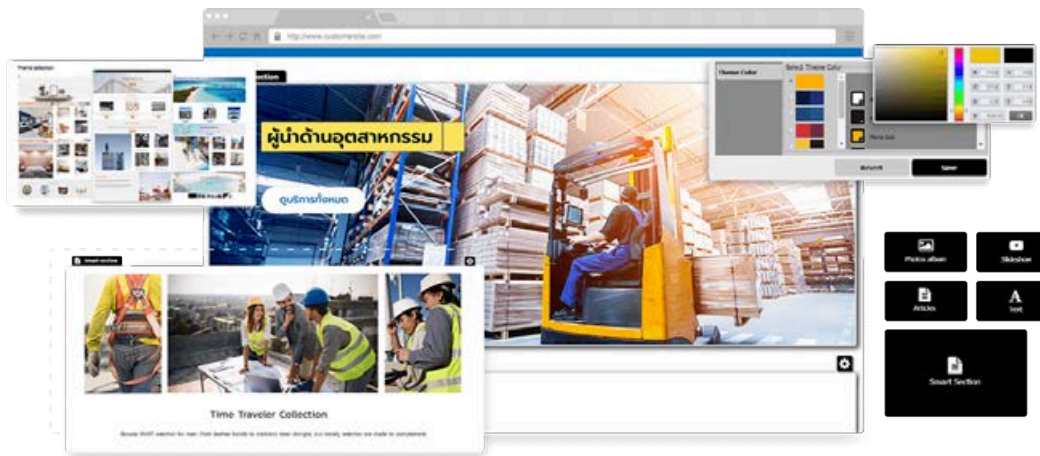
1) R-Web



To optimize digital marketing performance, it is necessary for entrepreneurs to establish digital presence through personalized online platform in order to provide product and service information and at the same time communicate with customers. Website has been considered as a widely used online platform for digital marketing up until now.

To create a website, entrepreneurs may need to hire a professional web developer to help in designing and developing a personalized website if they lack of the knowledge and expertise to do so. This can result in costly expenses and can be time consuming not to mention the inconvenience when it comes to editing or updating information on the website.

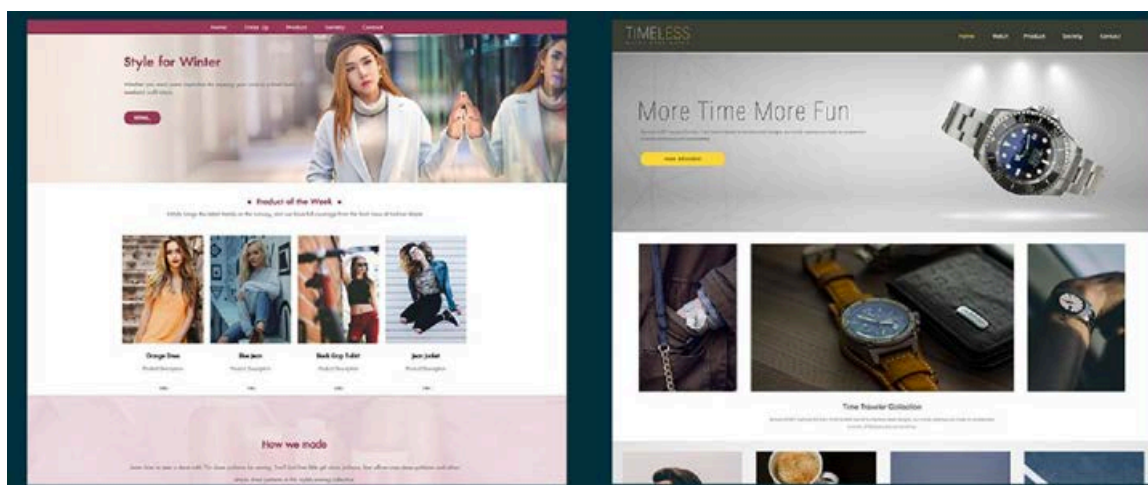
Hence, “READY” decided to develop “R-Web”, an online platform for business website template design, to assist entrepreneurs in creating their personalized website. R-Web is designed to be user-friendly, and no specialized knowledge and experience are needed. It is an online platform that offers a wide range of template options for entrepreneurs to choose from. The templates on R-Web are available in “outline format” with different themes (such as texts, images, and video), display positions on the webpage, and the number of boxes for text, image, and video to be displayed on the webpage. This wide range of options and features enable entrepreneurs to have a customized website that is stunning, user – friendly, and matches the intended purpose of use. “READY” designed a wide selection of templates to satisfy the needs of customers, such as template for texts and information, template for displaying product images and videos, and template for online stores where users can search for product and service conveniently and systematically.



Display of R-Web Platform

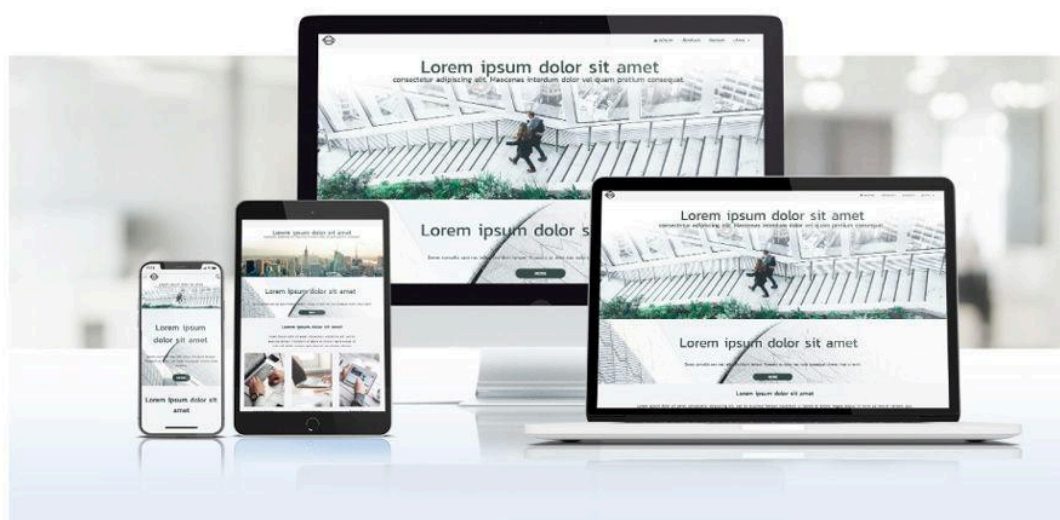
Key Highlights include

- It is less time consuming in comparison to hiring a web developer which often involves a more complex and time-consuming process for the designing and development of a single website.
- It helps to avoid the cost for hiring professional web developers since the templates designed and developed by “READY” are available to serve multiple functions and purposes. Hence, the Company’s design and development cost per website is averagely low and therefore results in lower service charge for R-Web users unlike hiring a web developer which often involves much higher cost of service.
- The templates are suitable for digital marketing functions because they were specifically designed and developed for this purpose. Most of the actively used templates underwent continuous upgrade to ensure they are capable of satisfying the constantly changing digital marketing trend and the needs of entrepreneurs.
- Information can be more easily and conveniently updated and edited in comparison to hiring a web developer in which case an entrepreneur must solely rely on the web developer for any upgrade and edit of webpage information since he or she is the only one who knows the website structure. In the event the originally hired web developer cannot be contacted, entrepreneurs may need to hire a new one to develop an entirely new website. R-Web platform, on the other hand, has Customer Support available to assist users in case any questions or issues arise while using the platform.



Example of a Website Created on R-Web

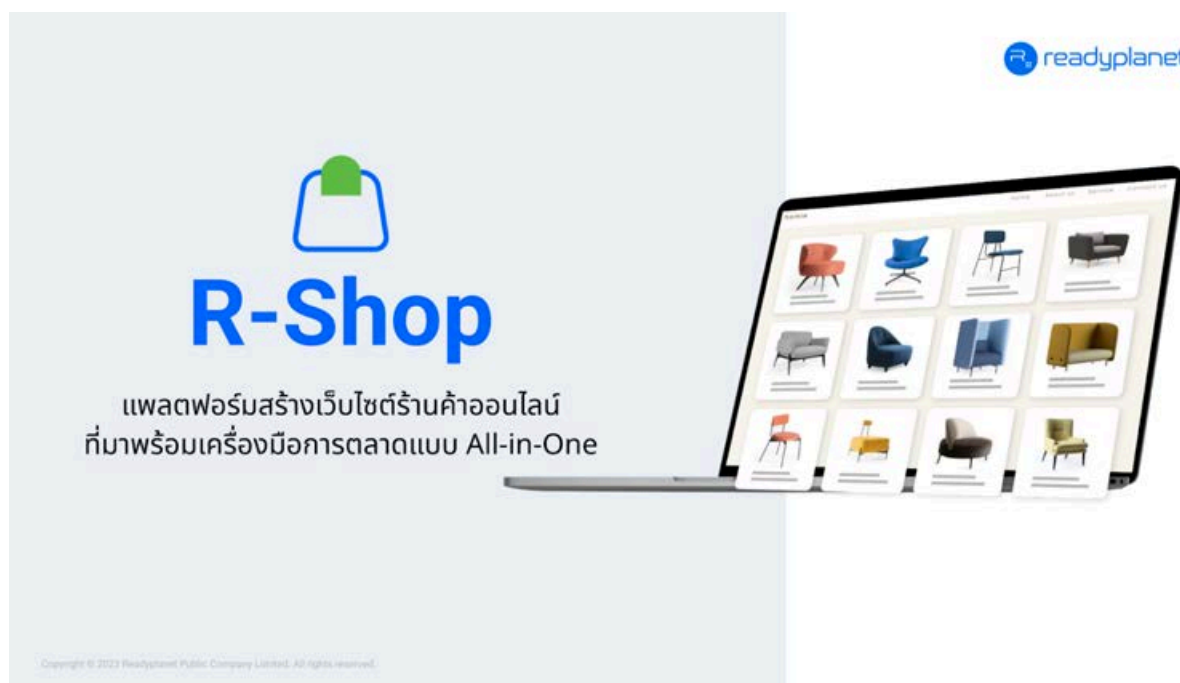
In addition, R-Web was designed and developed to match current user trends which mostly like to access websites on different devices, such as PC, Notebook, Tablet, and Smartphone, all of which have different display screen sizes. Hence, all websites created on R-Web are “Responsive Websites”. This means it can create dynamic changes to the appearance of the website, depending on the screen size and orientation of the device being used to view it.



Display of Responsive Website on Different Devices

“READY” also provides other additional services to assist entrepreneurs in creating customized website including listing of domain names, such as .com or .co.th (which are most common domain names), and .coffee or .flowers (which are more specific domain names to represent nature of business)

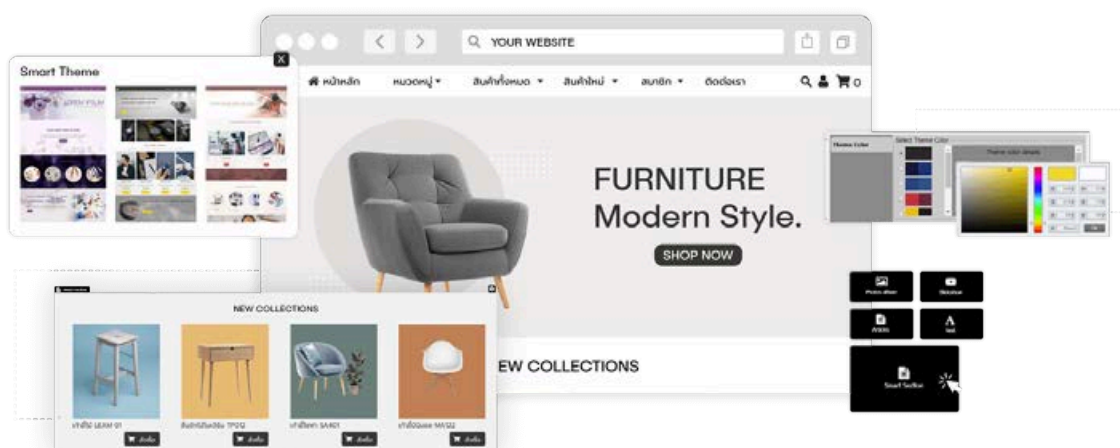
2) R-Shop



For entrepreneurs that seek to sell a wide range of products online, relying on an ordinary website that mainly displays product details may not be enough. Instead, entrepreneurs should have an e-commerce website that enables catalog display and search of products including with Online Shopping Cart for processing order and payment, and efficient system for managing a wide array of products. Hence, “READY” developed an online platform called “R-Shop” to facilitate entrepreneurs in creating an e-commerce website and managing their products and services as follow

- Product Grouping at Various Levels – Online stores that offer a wide array of products and services, such as online clothing store that sells shirts, skirts, pants, and accessories, can have their products grouped together according to its type and then divide into sub-categories (such as long-sleeve blouse, short-sleeve blouse, long-sleeve T-shirt, and short-sleeve T-shirt, etc.). By grouping products this way, entrepreneurs can manage products of similar type more efficiently and at the same time allows for easier and quicker search of products and services among customers.
- Product Variants (size, color, weight) enables selection of size, such as S M L XL, and selection of color, such as white, red, blue, etc., when customers are making a purchase order.
- Online Shopping Cart is linked with the E-Payment system of various online payment service providers.
- Product in Stock and Delivery Fee Setting is available in case entrepreneurs have limited availability of product. The number of products in stock will be automatically updated after each purchase. Once the product is out of stock, the system will display “out of stock” status and customers will no longer be able to purchase that product. In terms of delivery, the delivery

fee will vary according to different factors, such as weight, volume, and delivery service provider. With R-Web, entrepreneurs can adjust the setting for delivery fee, accordingly.



Display of R-Shop Platform

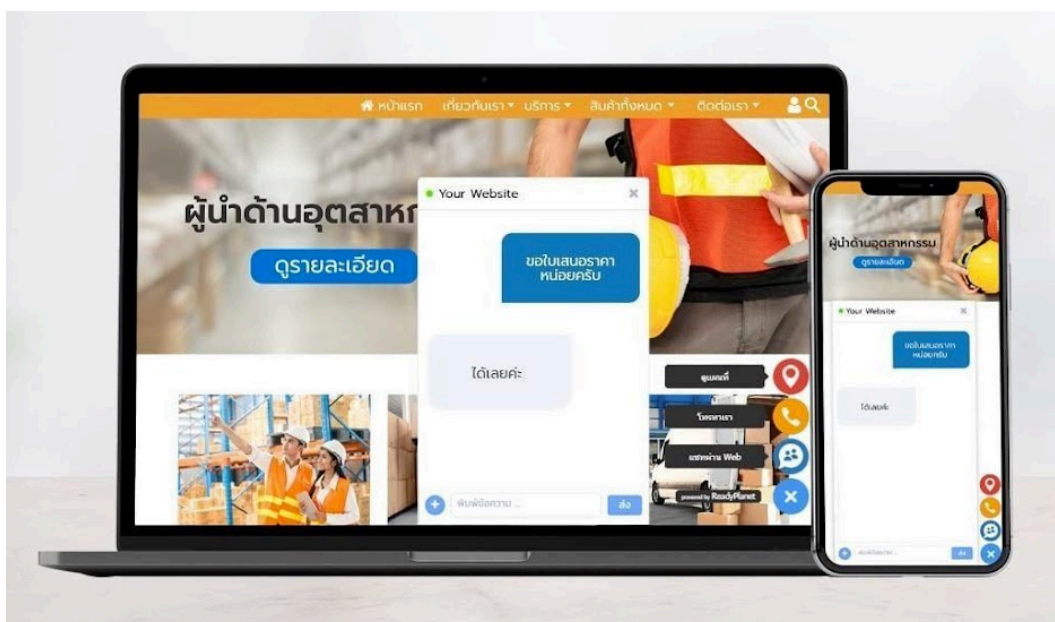
Moreover, “R-Shop” was designed to link the with websites created on “R-Web” platform. This allows those websites to function as online storefront that automatically link and display product details provided in R-Shop. This sharing of database can help to simplify customer product and service management.

3) R-Widget



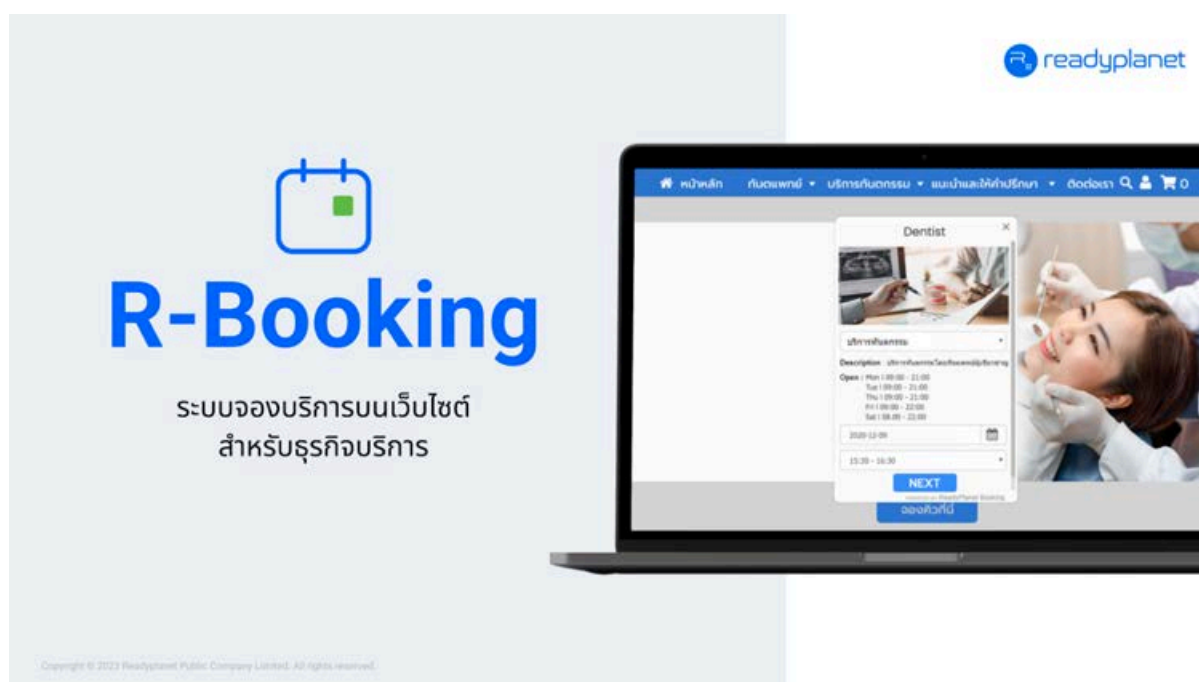
A good website should have appropriate display of information and enable users to contact with the owner as easily and conveniently as possible because the number of users per website can reach as high as hundreds or thousands daily. If that website is not user-friendly and the owner cannot be contacted easily, it is likely that the business in question will lose its business opportunity especially amidst the changing consumer trend which mostly prefers to make inquiries via various channels namely web chat box, telephone, e-mail, LINE, and Facebook Messenger. For overseas customers, entrepreneurs may need to add alternative contact channels such as Skype or WhatsApp. Hence, a good website should offer a variety of contact channels to allow customer convenience. Bearing this in mind, “READY” therefore developed “R-Widget” which combines a variety of contact channels within a single platform. By simply clicking on “Contact Button” displayed on the website, customer will be automatically connected to one of the communication channels. For instance, a customer enters a website using his or her mobile phone and then clicks on the “Contact Button”, he or she will be automatically connected to the entrepreneur without the need to dial the number (telephone service charges still apply). Another example is a customer can immediately contact the entrepreneur by simply clicking on LINE Chat Button. Both cases demonstrated the use of R-Widget which enables more convenience for customers when it comes to communicating with entrepreneurs and therefore optimizing digital marketing performance and sales for businesses.

Apart from its user-friendliness and convenience, R-Widget can also be used to measure statistics related with the number of visitors using the website as well as the number of calls, chats, and contact form completion. These data will be display in statistical report and can be utilized for conversion tracking to analyze which type of online ads have higher number of contacts. By using R-Widget, these statistics will be automatically sent to online ads platform, such as Google, to help identify target customer group more accurately and optimize online advertising.



Display of R-Widget Platform and Contact Button Function

4) R-Booking

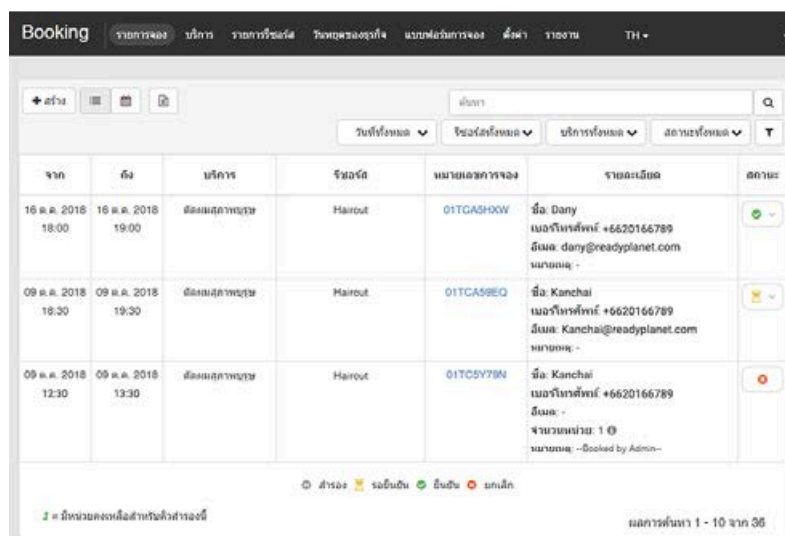





For certain businesses like consulting service, clinic, and automobile service, entrepreneurs may require a booking system to facilitate management of service appointment to save customers waiting time and at the same time ensure they receive the intended service at the time of appointment. Generally, booking through telephone is commonly used among entrepreneurs. However, this old way of service booking by calling and then noting down the appointment schedule by hand can sometimes face restrictions. For instance, entrepreneurs might miss some customer calls while providing service to another customer or not hearing the call. This leads to an unnecessary loss of business opportunity.

Also, entrepreneurs can sometimes forget to record booking time or record the booking time incorrectly. As a result, the customer may not receive the service as he or she intended.

To ensure entrepreneurs have a proper booking system, “READY” developed an online platform called “R-Booking” which customers can make service booking request directly from the official website of that entrepreneur. This online booking platform is available in Web Application format in which customers can complete booking details as required by the entrepreneur via the website. These booking details can be customized by entrepreneurs according to their nature of business. In the event a wide array of services is provided, the entrepreneur must require the customers to specifically identify which type of service he or she wants. For instance, a medical clinic has several doctors available. The patient must select which doctor he or she wants to book for medical service. Since service booking request is available in Web Application format, entrepreneurs can install the application on their personalized website and on the website created on R-Web.

Once booking request has been completed, booking confirmation will automatically be sent to the customer via SMS or e-mail. Booking details will also be sent to the employee or staff requested for service, and automatically recorded onto their calendar so that they will not forget their appointment schedule.



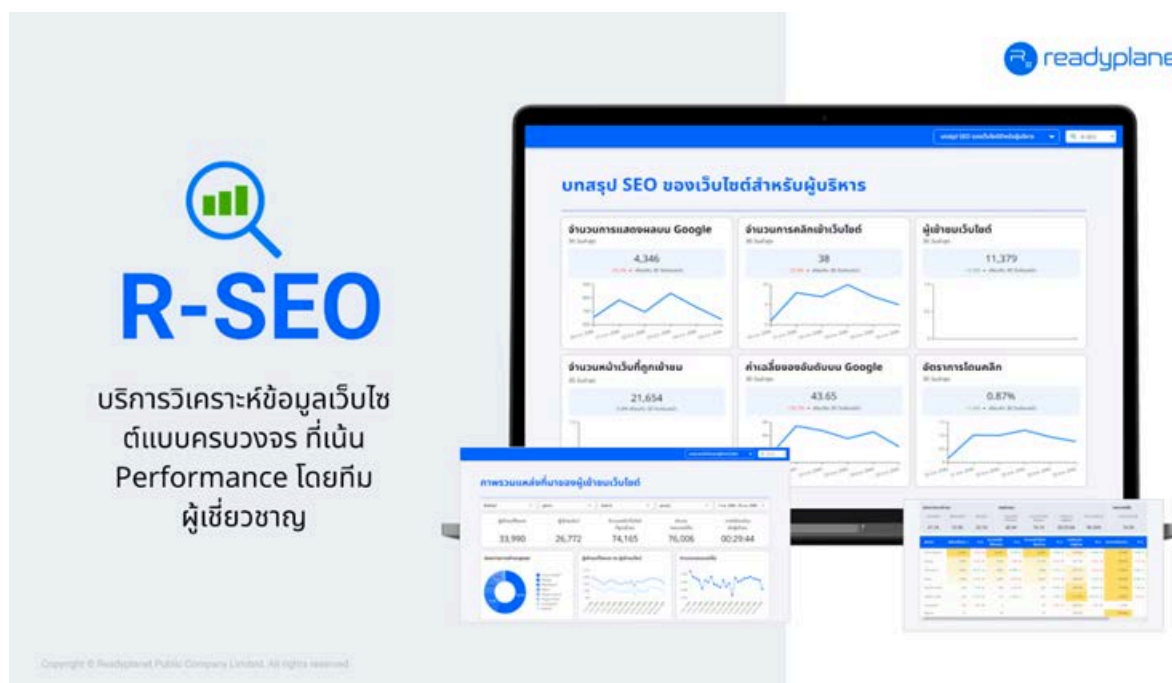
จาก	ถึง	บริการ	รหัสนัด	หมายเลขการจอง	รายละเอียด	สถานะ
16 ต.ค. 2018 18:00	16 ต.ค. 2018 19:00	ตัดผมสีกาพญู	Haircut	01TCA5HXW	ชื่อ: Dany เบอร์โทรศัพท์: +6620166789 อีเมล: dany@readyplanet.com หมายเหตุ: -	
09 ต.ค. 2018 18:30	09 ต.ค. 2018 19:30	ตัดผมสีกาพญู	Haircut	01TCA59EQ	ชื่อ: Kanchai เบอร์โทรศัพท์: +6620166789 อีเมล: Kanchai@readyplanet.com หมายเหตุ: -	
09 ต.ค. 2018 12:30	09 ต.ค. 2018 13:30	ตัดผมสีกาพญู	Haircut	01TC5V79N	ชื่อ: Kanchai เบอร์โทรศัพท์: +6620166789 อีเมล: - จำนวนหน่วย: 1 @ หมายเหตุ: -Booked by Admin-	

3 = มีหน่วยจองเหลือสำหรับตัวการจองนี้

ผลการค้นหา 1 - 10 จาก 36

Display of Booking Requests via R-Booking

5) R-SEO



The R-SEO program is a tool specifically designed to help businesses analyze and measure the effectiveness of their Search Engine Optimization (SEO) strategies. It is an integral part of Readyplanet's AdPro SEO service, which focuses on optimizing websites to achieve improved performance and visibility on search engines.

Key Features of the R-SEO Program

- Integration with Leading Platforms

R-SEO connects directly to Google Search Console and Google Analytics, enabling real-time access to ranking and website traffic data.

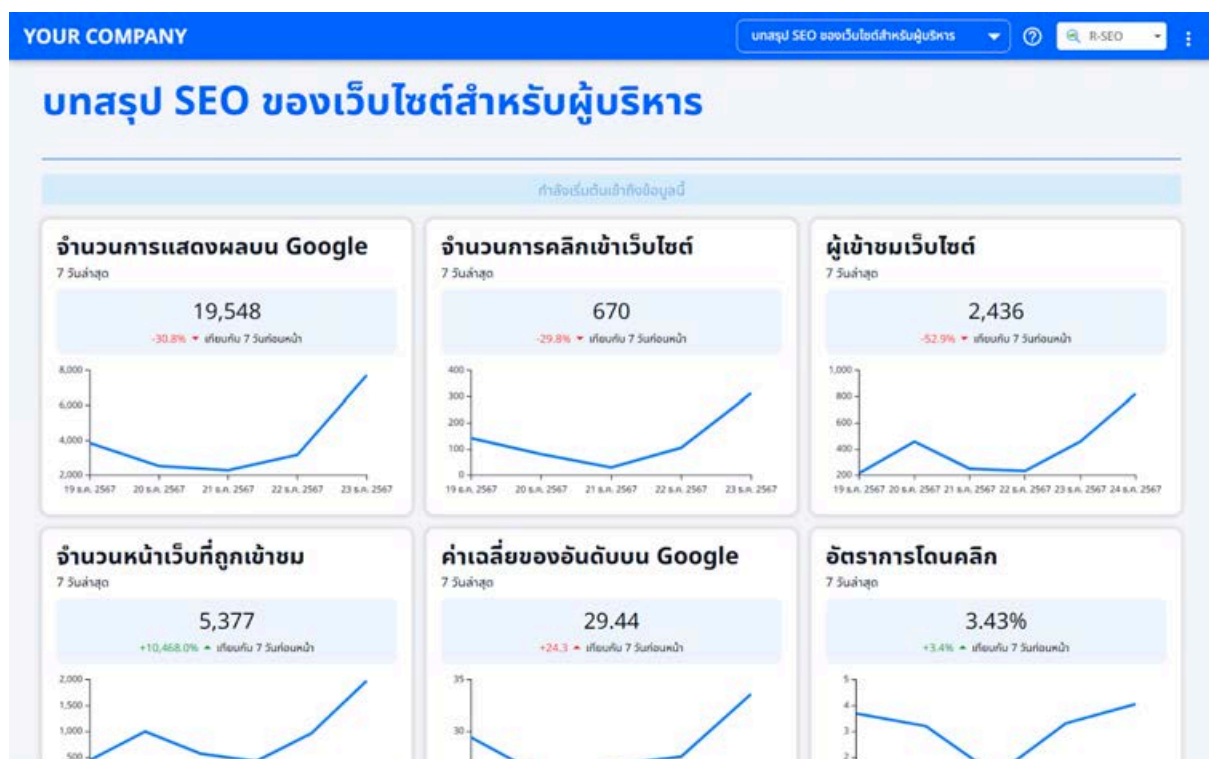
- Comprehensive Analytical Reports

R-SEO offers detailed multi-dimensional reports that provide key SEO metrics, including

- Summarizes essential SEO statistics from the last seven days, such as Google impressions, website clicks, total visitors, pages viewed, average Google ranking, and click-through rate (CTR). This report provides executives with a clear snapshot of critical metrics at a glance.
- Organic Traffic Report, displays detailed metrics on organic traffic, including total visitors, new visitors, sessions per visitor, total sessions, engaged sessions, pages viewed, events, engagement per visitor, engagement rate, and conversions.

- Visitor Behavior Report, tracks visitor behavior by showing which website pages were visited, how many times, and visitor demographics such as location by province or country.
- Keyword Analysis Report, provides insights into organic search keywords used to find the website, including keyword impressions, clicks, CTR, and average Google ranking, enabling businesses to optimize their keyword strategy.
- Traffic Source Overview Report, offers a detailed breakdown of traffic sources, comparing total visitors, new visitors, and the conversions generated from each source.

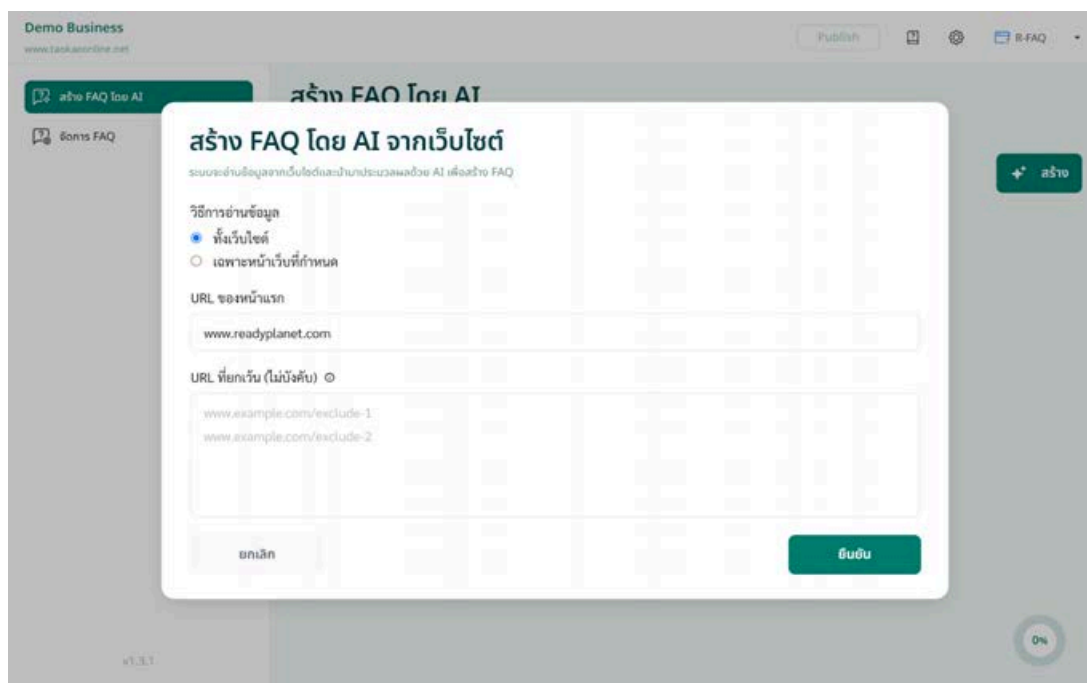
By combining robust data integration and insightful reporting, R-SEO empowers businesses to make data-driven decisions for enhancing their website's SEO performance effectively.



Example Report: Executive SEO Summary

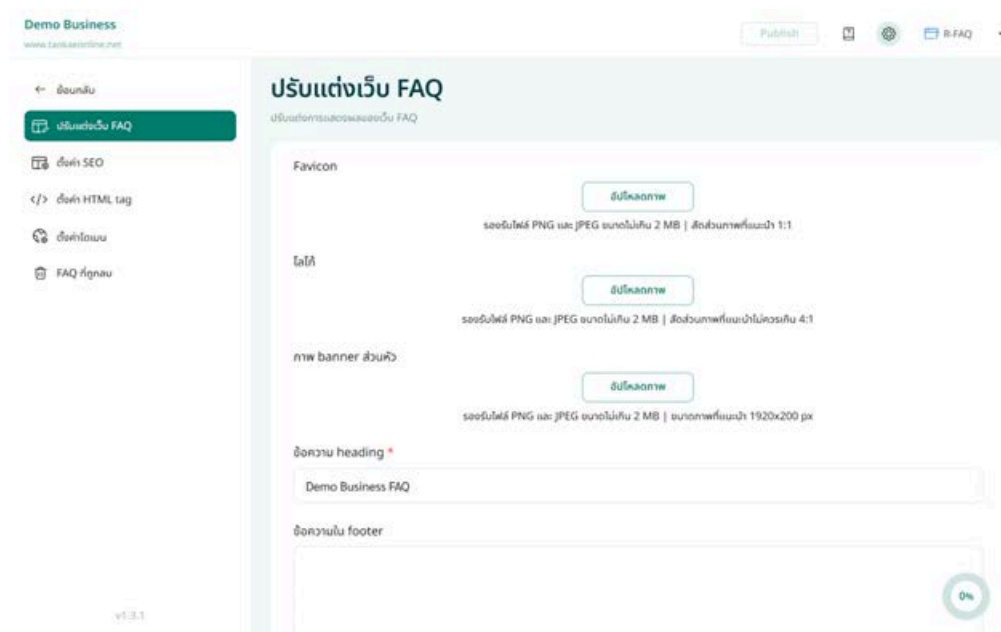
6) R-FAQ

R-FAQ is an AI-powered tool designed to help businesses automatically generate Frequently Asked Questions (FAQs) and answers. Users simply need to input a website URL or upload files containing business, product, or service information. The AI analyzes the data, creating relevant FAQs. Users can then review and refine the generated content, optimize SEO settings, and publish the FAQs on their website immediately.



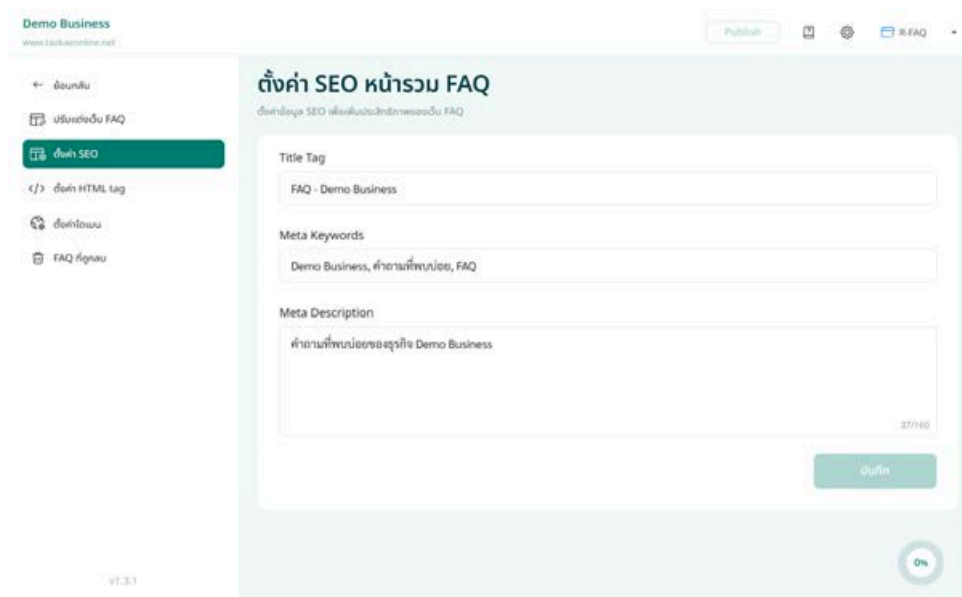
An example of FAQ creation using AI technology to extract data from website pages, powered by R-FAQ.

The FAQs generated by the R-FAQ program offer significant benefits to businesses. They enhance the opportunity to appear as answers through AI search engines, representing a new frontier for businesses to attract more potential customers. Additionally, they provide convenience for website visitors by addressing initial inquiries about the business, products, or services independently. Beyond relying on AI to generate FAQs, users also have the flexibility to create and add new FAQs



An example of website configuration settings for displaying FAQs.

For the display of FAQs on the website, the interface can be customized to suit business needs. This includes uploading a logo, header banner image, favicon, customizing heading and footer text, as well as adjusting the colors of questions and answers. SEO settings can also be configured, including the title tag, meta keywords, and meta description. Additionally, users can add custom HTML tags such as a Google Analytics tag for tracking website metrics and a Google Search Console tag for website ownership verification, among others.



ตั้งค่า SEO หน้ารวม FAQ
ตั้งค่าข้อมูล SEO เพื่อเพิ่มประสิทธิภาพของ FAQ

Title Tag
FAQ - Demo Business

Meta Keywords
Demo Business, คำถามที่พบบ่อย, FAQ

Meta Description
คำถามที่พบบ่อยของธุรกิจ Demo Business

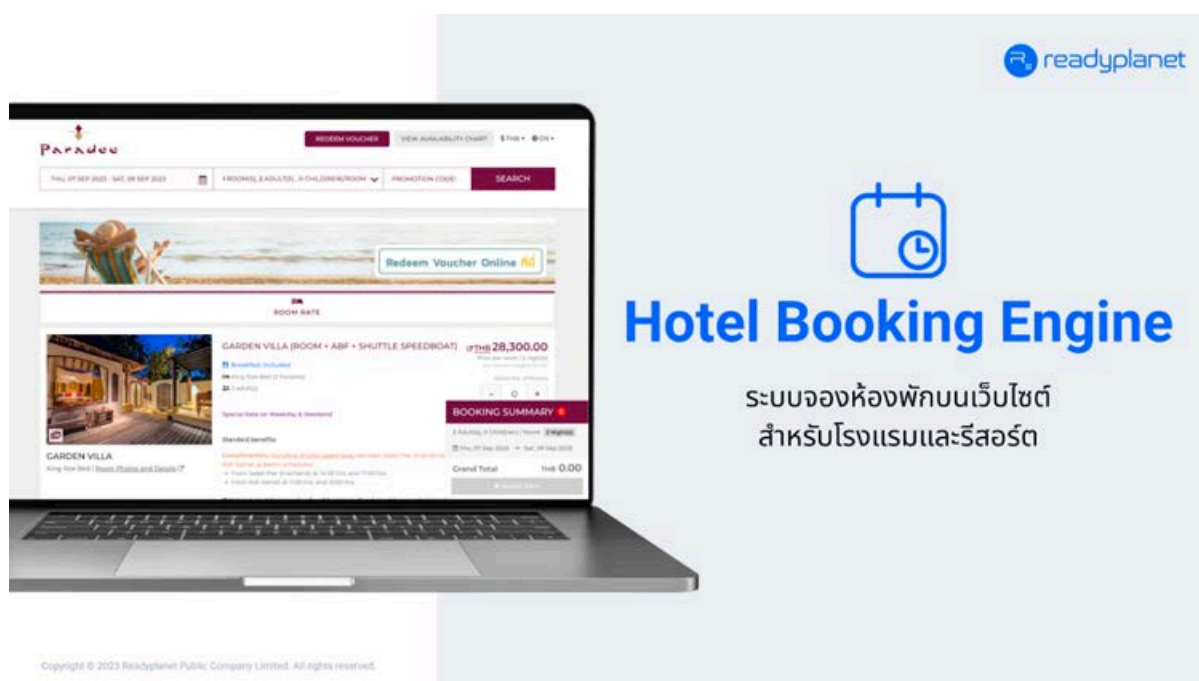
37/160


Publish


0%

An example of SEO settings configuration for the FAQ summary page on the website.

7) Hotel Booking Engine







Hotel Booking Engine

ระบบจองห้องพักบนเว็บไซต์
สำหรับโรงแรมและรีสอร์ท

Copyright © 2023 Readyplanet Public Company Limited. All rights reserved.

Hotel Booking Engine is a modern and user-friendly online hotel booking platform that comes with both online and offline payment options not to mention selection of different room options, promotions, and add-on services within a single booking. Hotel Booking Engine allows entrepreneurs to accurately access the target group by offering localized promotion deals either country-specific or device-specific. By reporting sales, this platform can be used as a tool for measuring performance of booking on website and online channel to enable a more efficient data analytics and marketing plan for the hotel.

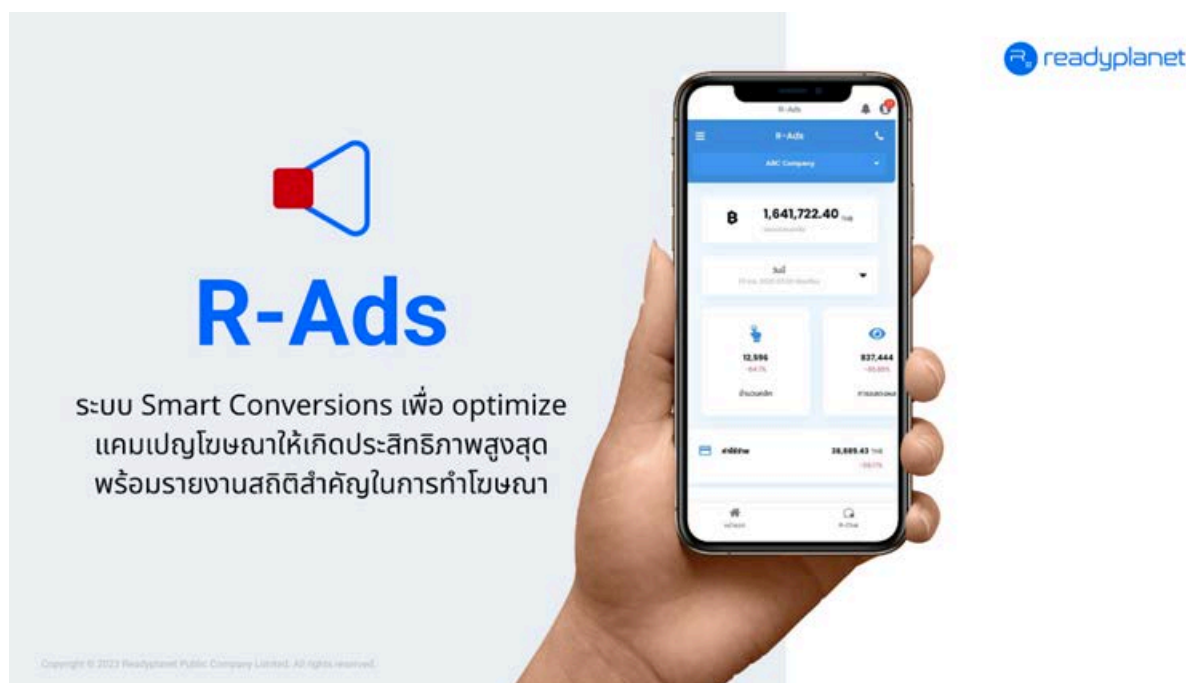


Display of Hotel Booking via Hotel Booking Engine

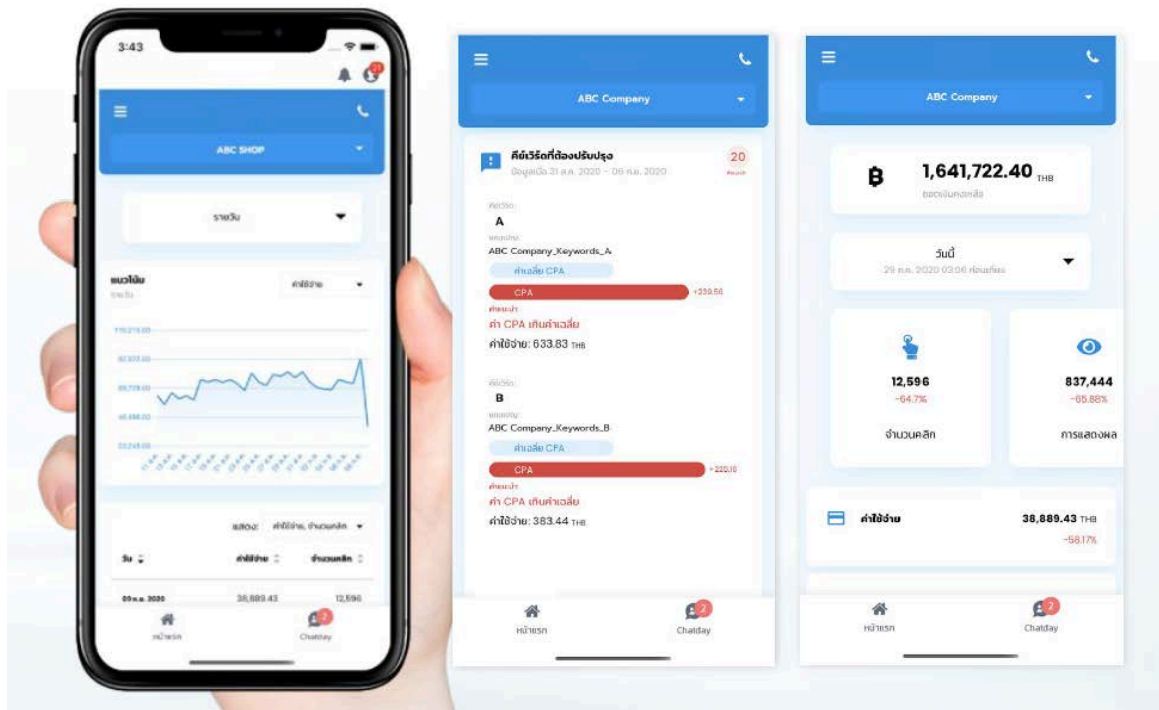
Apart from generating revenue from room charges, hotel business can also easily optimize sales from add-on services using Add-on Store to create Up-selling & Cross-selling. These add-on services include transportation service, spa, meal coupon, and tour package, all of which can be included in hotel booking. What's more, add-on services can be transformed into online stores on the official website to provide customer convenience when buying products and services by offering direct payment option.

In addition, Hotel Booking Engine is linked to Google Search Engine called Google Hotel Ads and Free Booking Link (FBL), allowing direct booking from the official website and at the same time enhance sales for the hotel.

8) R-Ads



R-Ads is developed to optimize online advertising on Google Ads and provide analytics report of online advertising on AdPro Dynamic, which is managed by advertising experts of the “Company”. In terms of function, R-Ads is connected to Google Ads platform via Google API (Application Program Interface) and R-Widget. The Contact Button on the website acts as a tool for collecting data of user activities. Once a user clicks on the Contact Button on R-Widget, the system will process conversion from ads and send the conversion to Google Ads to notify that the online ads displayed on the webpage have good quality because it attracted customers. As a result, Google will be able to use artificial intelligence (AI) technology to display ads and have better access to target customers. What’s more, these ads will be able to accurately reach the next online user of similar behaviors and has the tendency of buying products and services of entrepreneurs more accurately.



Example of Online Advertising Statistics Report

In regard to analytics reports of online advertising, R-Ads can display detailed information of customer's online ads by campaign and display results in graphs and tables to give clear understanding and comparison view between each period. For instance, the keywords used will be compared and analyzed to see if they are frequently used as targeted or not by online users when looking for products and services. If not, online advertising specialist of the "Company" must change the keywords to ensure the number of users viewing the ads hit the expected target. R-Ads also displays other values such as advertising balance, cost per click (CPA), number of clicks, number of impressions, total advertising expenses, etc. With R-Ads, customers can closely monitor their advertising data easily.

9) R-Dynamic



Another essential factor to boost the success of online advertising is accuracy. This means that online ads created should accurately reach the intended target group. Although users can be screened for viewing online ads whether it be on a platform, search engine, partner network site or social media network platform, it is merely a “prediction” of potential characteristics of target customers. Hence, entrepreneurs will not have successful online advertising unless he or she analyzes the characteristics of target customers.

To optimize online advertising success, some entrepreneurs decided to develop a tool to access online users with “potential” buying interest and demand for their products and services. This tool allows online ads of entrepreneurs to constantly appear on the screen of users who have visited their websites but didn’t purchase any product or service. This is to create brand recognition and allow users to remember the products, services, and website of the entrepreneur, including creating demand and buying interest. This type of online ads is called Retargeting Advertising.



Retargeting Advertising Step-by-Step

Retargeting Advertising, however, can be varied in terms of function complexity. The least complex one only tracks users who have visited entrepreneur’s website but cannot specifically identify which type of

product or service those users were interested in buying. This type of retargeting advertising can only be used for the purpose of making customers recognize and remember the brand and website of the entrepreneur. The more complex one, on the other hand, can analyze and identify which product or service online users were searching for and interested in buying. This will enable entrepreneurs to accurately retarget their online ads by specifically focusing on the products and services that were interested by that particular user, which will in turn increase the success for conversion. Nevertheless, entrepreneurs that have access to more complex retargeting advertising tool are mainly large – sized businesses like e-Marketplace because it requires heavy investment for development of such tool.



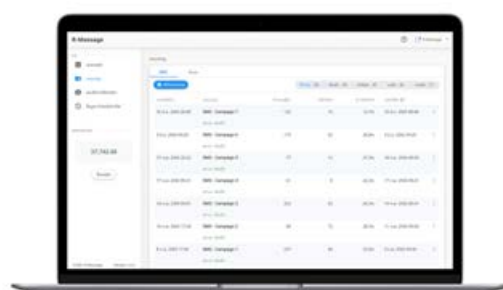
Retargeting vs. R-Dynamic

To ensure small and medium-sized businesses have complex retargeting advertising, “READY” therefore developed a software called “R-Dynamic” to assist this customer group. This user-friendly platform will enable entrepreneurs to manage online advertising on their own without the need to rely on any specialists. This is because R-Dynamic will automatically retrieve product and service details displayed on the entrepreneur's website and create advertising campaigns for each product and service. What customers need to do is simply select which product and service he or she wants to advertise online. For any product or service that the entrepreneur does not wish to advertise, the advertising campaign of that product or service which was created on the platform can simply be deactivated. In the event the customer wish to add or delete any items from their website, R-Dynamic will automatically update advertising campaign list. Today, “READY” developed the software to support dynamic retargeting advertising on various platforms namely Facebook, Google, and Google Display Network.

10) R-Message



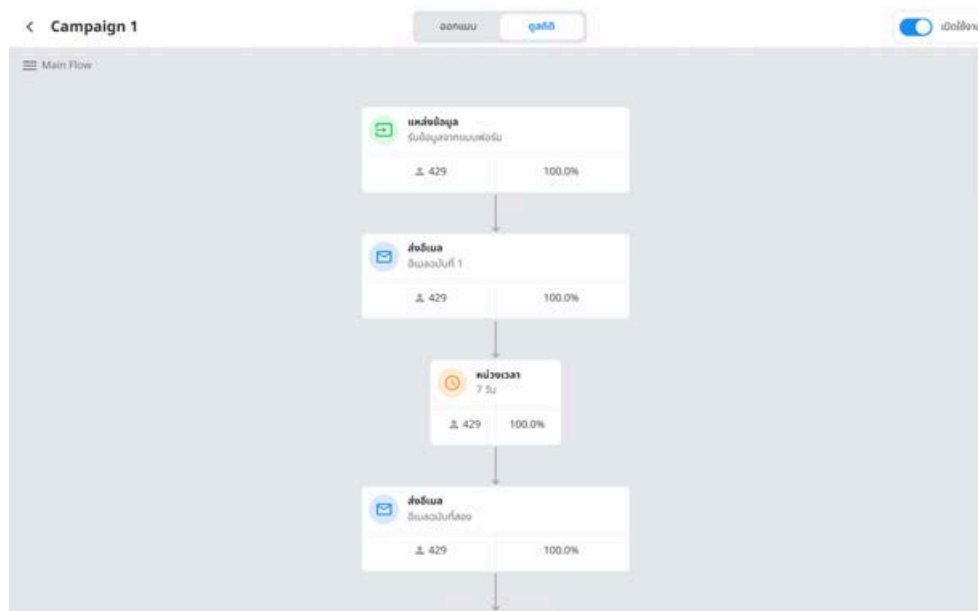
Today's data-driven marketing has become a major digital marketing trend by focusing on communicating with the target group and customers in a more accurate and efficient manner. "Readyplanet All-in-One Platform" is designed to include a database system for storing contact information, such as name, address, telephone number, e-mail, etc., to facilitate Customer Relationship Management and marketing. The platform also provides an option to obtain customer consent regarding the use of information for marketing purposes, such as news releases, promotional campaigns, new products, newsletters, and marketing events. As the database becomes larger, it will be more difficult to update news to each customer individually by e-mail or telephone. Hence, the "Company" launched "R-Message" which is a software for sending SMS and marketing e-mail to optimize communication between businesses and customer database. The software will directly send messages to customers in large numbers at one time using the database available on "Readyplanet All-in-One Platform". What's more, R-Message can send messages by custom segment which can be specified in the system, such as customers buying different product types, customers with high buying power, and customers from other provincial areas.



Sending SMS via R-Message

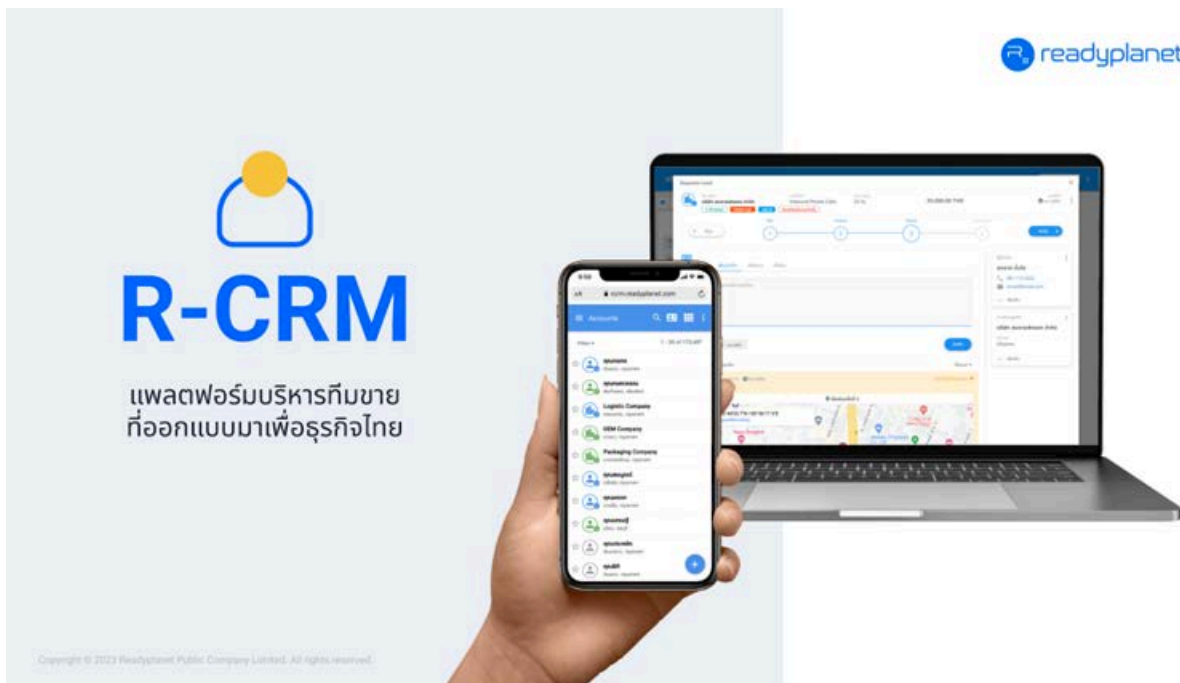
In addition to sending emails in the aforementioned format, there is another method called Email Automation. This feature enables businesses to send emails based on predefined conditions and also allows leads to be automatically forwarded to R-CRM when specified criteria are met.

For example, when a customer fills out a form, the system sends the first email to the customer. Seven days later, the system automatically sends the second email, followed by the third, fourth, and fifth emails at scheduled intervals. During this process, if the customer opens any email twice, the system forwards the lead to R-CRM for sales follow-up.



An example of email delivery using the Email Automation feature of R-Message.

11) R-CRM



Apart from retargeting advertising, another important factor to support successful sale and conversion is following up on the target group that is interested in the products and services of the entrepreneur. There are several tasks for the entrepreneur or sales staff to carry out to complete the sales process, such as notification of product and service details that often occur during the initial period when an entrepreneur contacts for additional information besides the one retrieved from the entrepreneur's website or Facebook and sending quotations to the customers after having considered the information and decided to order products and services of the entrepreneur. To ensure effective and successful sales, businesses need to have good Customer Relationship Management (CRM). This is particularly useful for entrepreneurs with a large number of customers and/or sales staff since the system will enable entrepreneurs, executives, and sales team managers to follow up on sales process and sales team performance in an appropriate, systematic, and measurable manner. Also, the data collected can be analyzed to develop a sales plan.

Hence, “READY” developed CRM solution called “R-CRM” to assist customers in managing customer relationship from the starting until the end of sales process, including retaining customer relationship in the long run. “R-CRM” is designed with a database system for collecting information and records of “interested customer” since the beginning of the process. Sales staff must record information of interested customers, such as name of company, nature of business, name of contact, phone number, etc. This information is called “Lead”. In the event R-CRM is used in conjunction with R-Widget which has a “Contact Button” available on the website, entrepreneur can go to “Chat Room” and submit contact request. Once a user clicks on “Contact Button” on R-Widget and selects the two contact options, all information on R-Widget will be automatically linked to R-CRM to create “Lead” of interested customers.

After “Lead” has been recorded in the database, sales staff can then record daily contact cases, such as notify about product and service details, delivery of quotation, and scheduling the next available contact date, etc. Also, R-CRM is designed to automatically record the status of important customer contacts, such as sending emails to inform about products and services, quotations, and even chat Room conversation on the website of the entrepreneur. This allows sales staff to properly keep track of their sales progress.

What’s more, R-CRM comes with a setting for permitting access to management of individual Lead. This allows entrepreneur to authorize Lead access to designated sales staff who are responsible for taking care of customers directly and also to sales team leader so that he or she can check contact history of those customers and optimize sales team management efficiency. By having this feature, sales team leader can better manage Lead by accessing contact history whereas new sales staff can easily continue the process of taking care and following up on the customers.

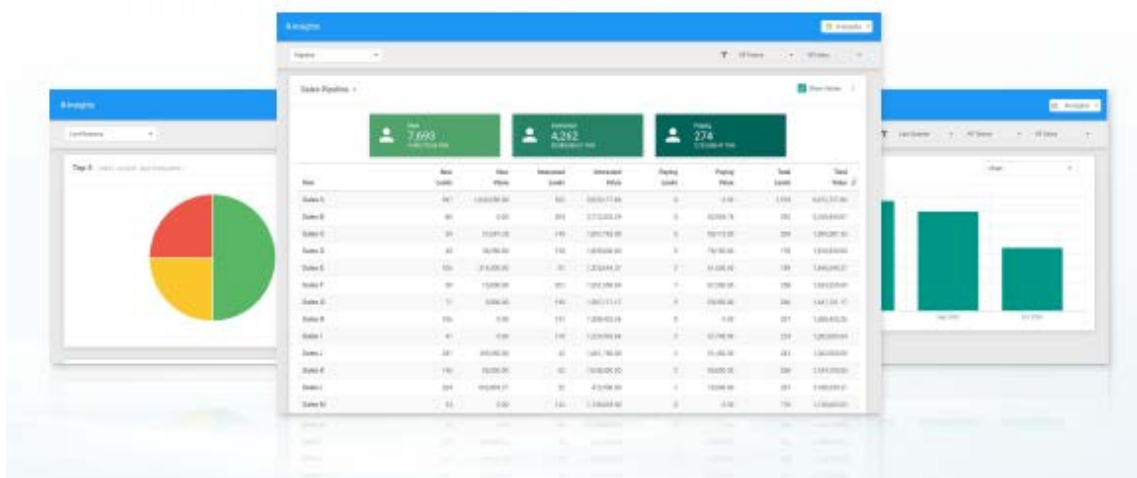
Apart from this, R-CRM also has additional functions to facilitate and optimize sales success. This includes standard documentation database which mainly involves daily sales forms and documents (such as brochure about products and services, quotations and related terms and conditions, etc.) This is to ensure that sales staff submits the correct documents with the same details to customers. Meanwhile, appointment notification function can help notify sales staff to follow up on sales progress (such as when to contact the customer again or when to follow up on customers to inquire about their buying decision, etc.)

12) R-Insights




R-Insights is a sales performance visualization platform linked to R-CRM to assist executives and sales manager in tracking the performance of sales team in a systematic and measurable manner, including

reporting important statistics that will help to plan strategies accurately and with insights. These includes Sales Pipeline Reports, Daily Lead Activities, Performance Report by Users/Product Lead Insights by Campaign, Lead Insights by Source/Medium, Lost Reasons - Top 5/Details.



Sales and Marketing Statistics Report via R-Insights


13) R-Chat

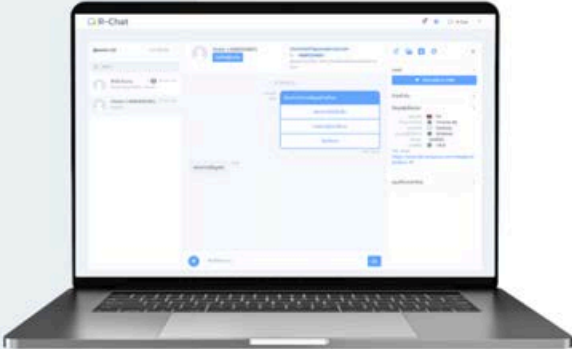


R-Chat

แพลตฟอร์มบริหารแชททุกช่องทางในที่เดียว
ทั้งแชทจากเว็บไซต์, แชทจาก LINE OA
และแชทจาก Facebook Messenger

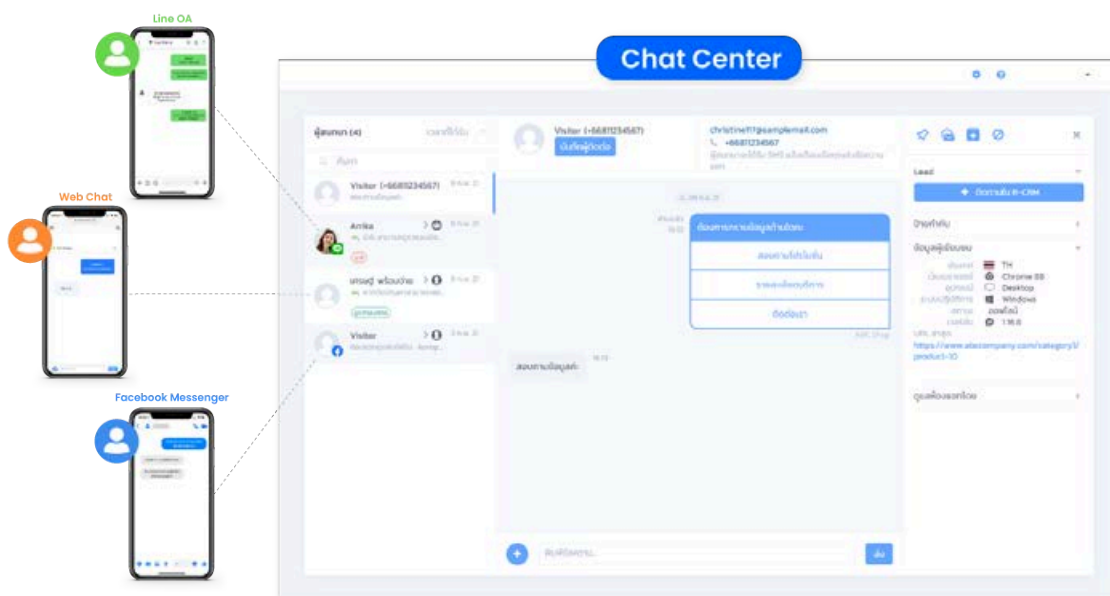
Copyright © 2023 Readyplanet Public Company Limited. All rights reserved.





Today, contact channel options available for customers have continued to rise due to the increasing social media platforms used to promote the sales of products and services. This will likely cause inconvenience and difficulty when it comes to communicating with customers. To avoid this, “READY” therefore launched “R-Chat” which combines all communication options on a single platform for easy management.

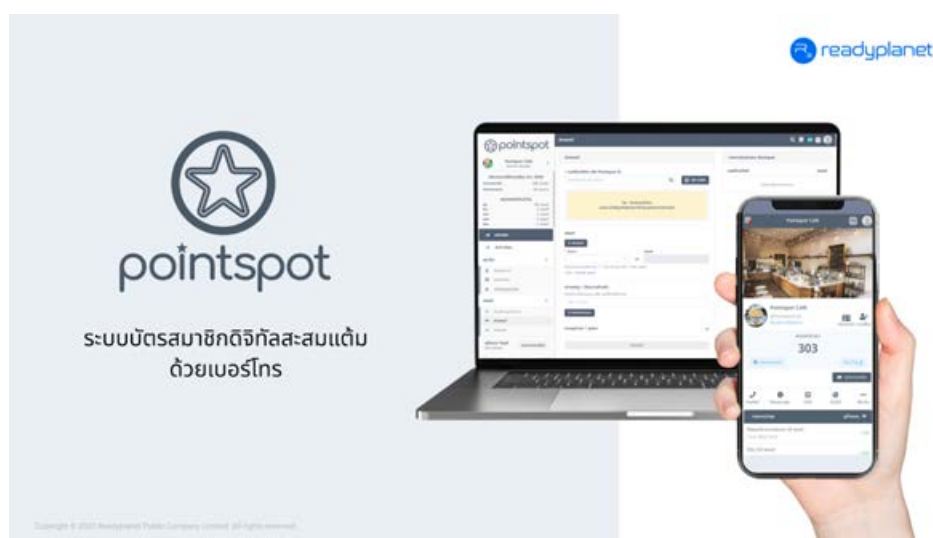
R-Chat combines chat conversations from the website, LINE Official Account (LINE OA), Facebook Messenger and Instagram within one platform to allow easier management of chat conversations with customers, and eventually promote increase in sales.



Chat Conversations Combined on R-Chat

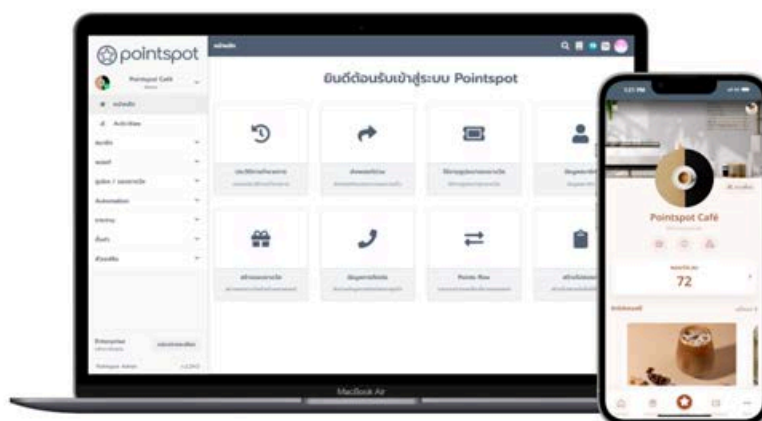
What's more, R-Chat can also send automatic response messages and is linked to other software developed by the “Company”, such as R-Widget and R-CRM, not to mention supporting API connection with third-party platform like Chatbot which can automatically respond to chats.

14) Pointspot



To guarantee successful Customer Relationship Management, entrepreneurs should have membership management system as a marketing tool to support Loyalty Program. Hence, “Pointspot” was developed by “READY” as a platform for digital membership that offers points whenever a customer purchases the

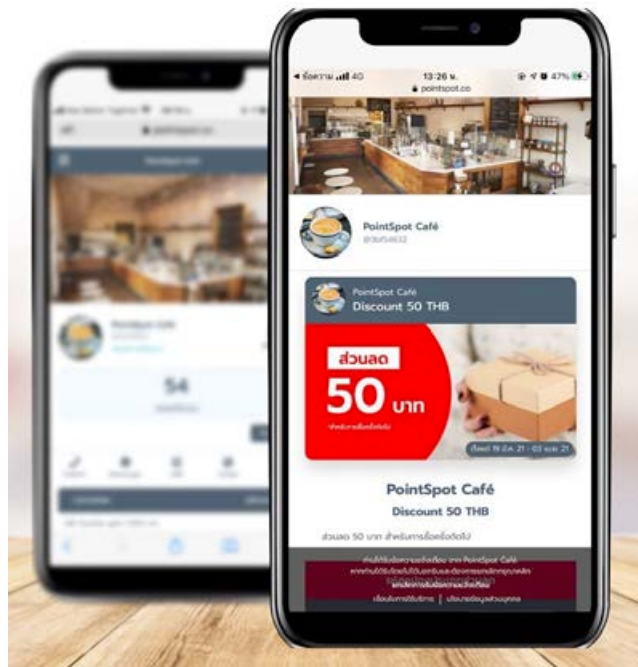
specified product or service. This will in turn increase sales and create brand loyalty among membership. Interested customers can apply for membership by simply scanning the QR Code provided using their mobile phones or go to the online link, and then complete the online membership application form by typing first and last names, phone number, and birthday information to be registered on Pointspot as a confirmation of membership. For each point earned by the customer, designated staff will input the phone number and the number of points to update the customer. After that, Pointspot proceed with points-adding transaction and notify the customer via SMS or LINE. The customer can easily check their points and rewards by clicking on the link provided on their mobile phone.



Pointspot Management on PC and Smartphone of Membership

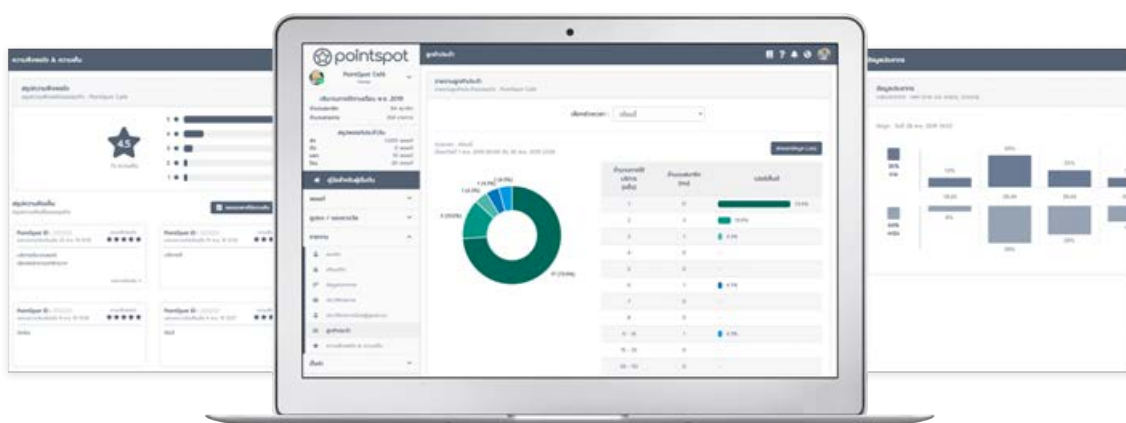
Apart from giving points to customers as part of Loyalty Program, setting up membership database also allows entrepreneurs to organize marketing activities in various ways. For instance, giving out birthday coupons to customers to create good impression and promote repeated customers.

In addition, Pointspot offers a variety of fascinating features to help build good relationship with customers, such as redeem rewards, free giveaways, welcoming coupons (new membership), promotional coupons, vouchers, point transfers to friends, Member get Member, and different types of member card, etc.



Promotional Coupons for Pointspot Membership

One of the key factors in creating brand loyalty is that entrepreneurs must recognize and understand customer satisfaction and comments, including statistical data concerning purchase of products and services in order to pinpoint the best direction for product and service improvement, deliver good customer experience, and providing special offers that match customer interests to create customer satisfaction. Pointspot is equipped with statistics reporting system that can track and measure the frequency of service use of each member in various ways, such as customer satisfaction and feedback report, customer loyalty report, frequency of service use report, and highest customer spending report.



Product and Service Purchase Statistics Report via Pointspot

15) R-Chatbot



To enable businesses to handle a higher volume of customer chats efficiently during and outside working hours, the company has developed an automated chat response program called "R-Chatbot." This chatbot leverages Generative AI technology to enhance response capabilities, delivering faster and more human-like interactions compared to traditional chatbots. It provides 24/7 customer support, improving responsiveness and increasing the likelihood of successful sales conversions.

Key Features of R-Chatbot

- Acts as a Substitute for Staff, Reducing Repetitive Work

R-Chatbot effectively handles repetitive inquiries, understanding questions with high accuracy and responding in a manner that closely resembles real human interaction.

- Supports Multi-Channel Chat Integration

R-Chatbot seamlessly integrates with multiple chat channels, including LINE OA, Facebook Messenger, and website chat (via R-Widget), ensuring comprehensive coverage.

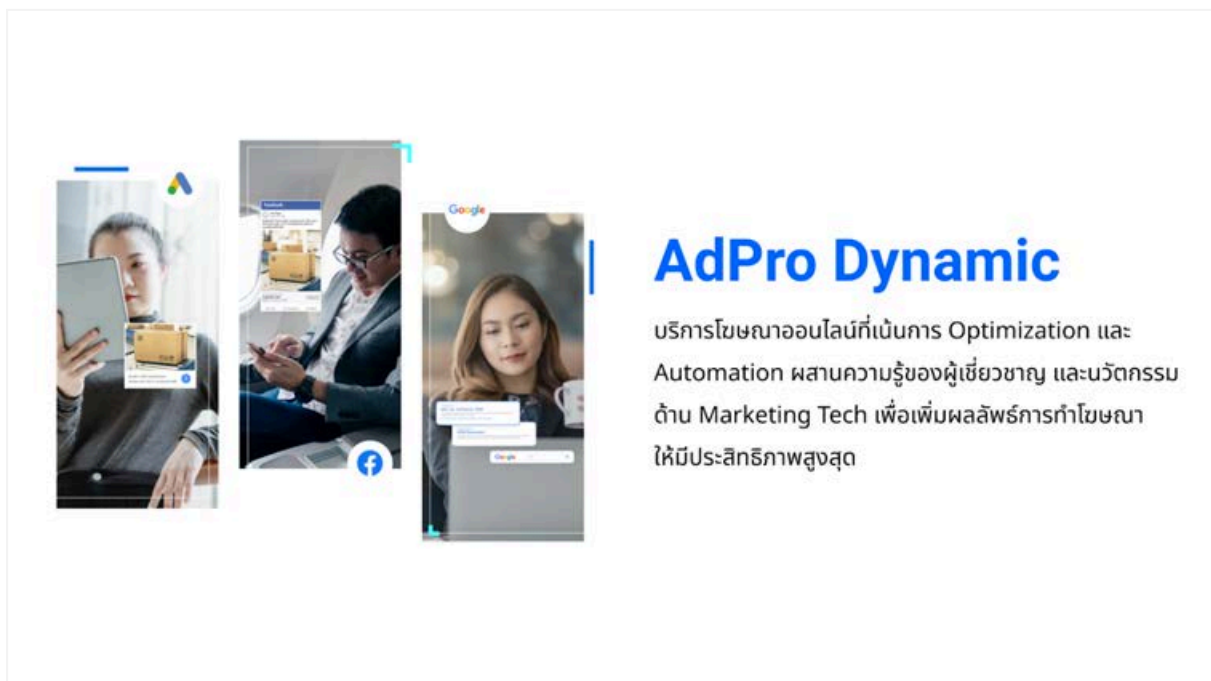
- 24/7 Availability for Immediate Customer Service

As an automated chat system, R-Chatbot is always operational, providing instant responses and reliable information to customers regardless of the time they initiate contact.

1.2.2.2 Types of Service

The company provides Managed Services, where specialists manage client campaigns and projects through the company's platform. This service primarily includes AdPro Dynamic, an online advertising management service that requires expert oversight to create effective campaigns and analyze results for optimal performance. Specialists utilize tools within the Readyplanet All-in-One Platform to manage these campaigns efficiently. In addition to advertising services, the company offers website design under the Smart Design service, using programs like R-Web and R-Shop to create customized websites for clients. The company also provides AdPro SEO, a service aimed at optimizing websites for better visibility on search engine results pages (SERPs) using targeted keywords. This service is ideal for clients who prefer not to invest in paid online advertising but still want to achieve high rankings on Google Search, ensuring their websites attract more organic traffic. The details of each Managed Service are illustrated below.

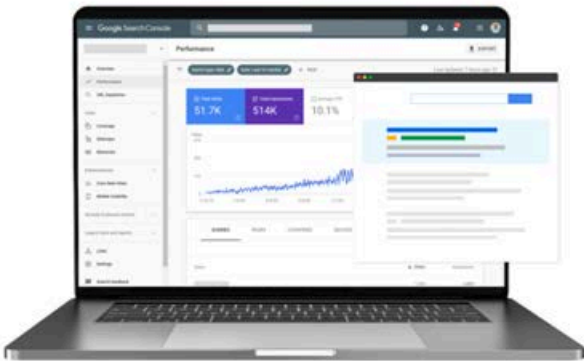
1) AdPro Dynamic



The illustration for AdPro Dynamic features three vertical panels on the left. The first panel shows a woman looking at a tablet with a Google logo above her. The second panel shows a man and a woman looking at a smartphone, with a Facebook logo below them. The third panel shows a woman looking at a laptop with a Google logo above her. To the right of these panels, the text 'AdPro Dynamic' is written in a large, bold, blue font. Below this title, there is a block of Thai text: 'บริการโฆษณาออนไลน์ที่เน้นการ Optimization และ Automation ผสานความรู้ของผู้เชี่ยวชาญ และนวัตกรรมด้าน Marketing Tech เพื่อเพิ่มผลลัพธ์การทำโฆษณาให้มีประสิทธิภาพสูงสุด'.

For every business, acquiring new customers is essential as it drives revenue growth. Today, target audiences increasingly rely on online platforms, including social media and Google, to search for products and services they are interested in. To help businesses reach their target customers more effectively, the company offers AdPro Dynamic, an online advertising service focused on optimization and automation. This service combines the expertise of specialists, AI technology, and the company's Marketing Tech innovations to maximize the effectiveness of online advertising campaigns. AdPro Dynamic ensures impactful advertising across platforms such as Google Search, Google GDN, YouTube, Facebook, Instagram, TikTok, and Shopee.

2) AdPro SEO



AdPro Smart SEO

SEO วิถีใหม่ ยกระดับคุณภาพเว็บไซต์ในภาพรวม ให้ธุรกิจของคุณ ก้าวนำคู่แข่งได้เหนือกว่าในระยะยาว ด้วยการทำ SEO ที่ปลอดภัยเน้น Performance based และ ROI focused

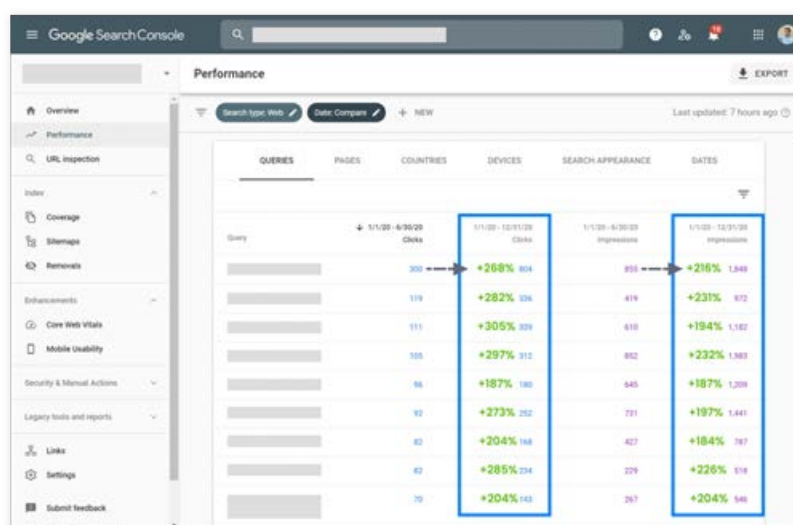
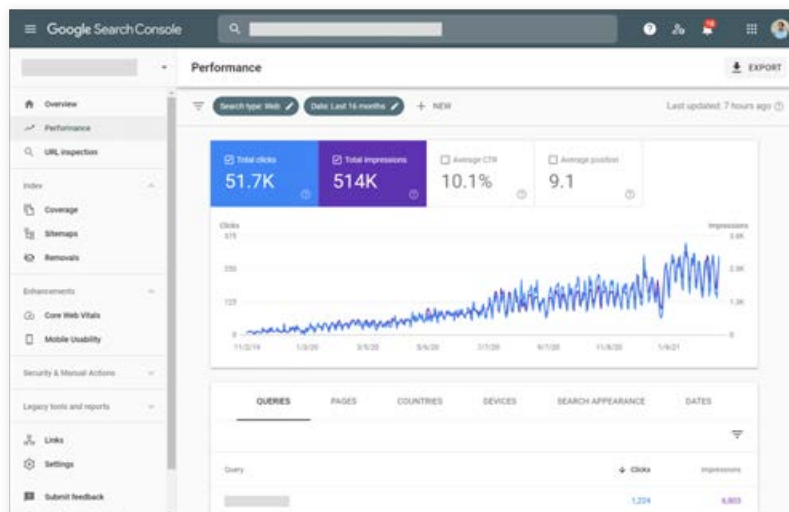
SEO, or Search Engine Optimization, increases the likelihood of attracting traffic—comprising target customers searching for products or services using specific keywords—to your website, ultimately converting them into sales. Traffic generated through SEO is organic and, with sustained high rankings, can provide continuous website visits. This contrasts with SEM or other online advertising methods, where traffic declines if paid campaigns are paused.

To help businesses improve their website rankings on Google using essential keywords, the company offers AdPro Smart SEO, a new approach to SEO that enhances the overall quality of websites.

Key Features of AdPro Smart SEO


- **Performance-Based Service:** Optimizes websites to perform at their full potential and achieve specific business objectives.
- **ROI-Focused:** Tracks and measures conversions for individual keywords to ensure clear and measurable results.
- **Comprehensive Keyword Coverage:** Improves SEO rankings across multiple keywords, maximizing website visibility and accessibility. This includes On-Page Optimization, Off-Page Optimization, Social Media Optimization, and Google My Business Optimization.
- **Long-Term SEO Blog Content:** Develops high-quality Thai-language blog content to strengthen the business's website over time.
- **Support for Generative AI Search:** Enhances website and content compatibility with Generative AI-driven search functionalities.

AdPro Smart SEO empowers businesses to achieve sustainable growth by improving organic visibility, boosting targeted traffic, and driving long-term success through strategic website optimization.



An example illustrating the results of Organic Traffic shows an overall increase achieved through SEO efforts.

3) Smart Design



Smart Design

อยากมีเว็บไซต์ธุรกิจสวย พร้อมใช้ Go Online
แต่ไม่มีเวลาทำเอง เราช่วยคุณได้ ด้วยบริการ
ออกแบบเว็บไซต์ โดยทีมเว็บไซต์ดีไซน์เนอร์มืออาชีพ

A business website serves as both an online company presence and storefront, helping attract new customers and introducing them to the business, its products, and services. A well-designed and informative website can significantly increase the number of new customers. However, creating an attractive and effective website requires knowledge of both design and marketing, which can be a challenge for many businesses. To address this, the company offers a website design service called "Smart Design", providing businesses with professionally designed and visually appealing websites. This service is ideal for businesses that want a high-quality website but lack the time or expertise to create one themselves.

Key Features of the Smart Design Website Service

- Built on the Company's Proprietary Platform. Websites are designed using the company's R-Web system and support online stores (E-Commerce).
- Responsive Design Compatibility. Websites are optimized for seamless display across various devices, including desktops, tablets, and mobile phones.
- SEO-Friendly. The design supports Search Engine Optimization, making it easier for businesses to be found online.

1.3 Shareholding Structure

As of 31 December 2024, the shareholding structure of the Company is as follow;



1.3.1 Overview of Business Operations of the Company and its Subsidiaries

Readyplanet Public Company Limited (“READY”)

Date of Registration	August 1, 2000
Registered Capital	THB 60,000,000.00
Paid-up Capital	THB 59,999,988.50
Head Office	51 Major Tower Rama 9 - Ramkumhang, Floor 17, Room 1701 - 1706, Rama 9 Road, Huamak, Bang Kapi, Bangkok 10240
Type of Business	All-in-One Sales and Marketing Platform services provider covering websites, online advertising, customer relationship management (CRM) and hotel direct booking through a platform which the Company developed with specialized team of experts providing advice.
Director	1. Mr. Viwat Phongsathorn 2. Dr. Julaporn Namchaisiri 3. Ms. Pensri Suteerasarn 4. Ms. Chamaiporn Pornpruethianan 5. Mr. Soontorn Dentham 6. Mr. Songyot Kanthamanon 7. Mr. Burin Kledmanee 8. Mr. Siras Sombatsiri 9. Mrs. Janisara Kanthamanon
Authorized Signatory Director	Mr. Songyot Kanthamanon and Mr. Burin Kledmanee, the two directors, jointly sign together with the Company’s seal affixed.

Subsidiaries

1. Readyplanet TravelTech Co., Ltd. (“RPTT”)

Date of Registration	May 21, 2007
Registered and Paid-up Capital	THB 3,000,000
Head Office	51 Major Tower Rama 9 - Ramkhamhaeng, Floor 17, Room 1701 - 1706, Rama 9 Road, Huamak, Bang Kapi, Bangkok 10240
Type of Business	RPTT is digital marketing services for hotel and resort businesses, offering a platform for managing hotel and resort booking as well as online advertising management services for these businesses.
Director	1. Mr. Songyot Kanthamanon 2. Mr. Burin Kledmanee
Authorized Signatory Director	One of the two directors signs, along with the RPTT’s seal affixed.
Relationship with the Company	A subsidiary of the Company, in which the Company holds 29,998 shares, representing 99.99% of the registered capital. The subsidiary has directors in common with the Company, namely Mr. Songyot Kanthamanon and Mr. Burin Kledmanee.

2. Readyplanet Max Co., Ltd. (“RPMAX”)

Date of Registration	July 16, 2008
Registered and Paid-up Capital	THB 1,000,000
Head Office	51 Major Tower Rama 9 - Ramkhamhaeng, Floor 17, Room 1701 - 1706, Rama 9 Road, Huamak, Bang Kapi, Bangkok 10240
Type of Business	RPMAX ceased business operations and transferred all activities to the Company for ongoing operations.
Director	1. Mr. Songyot Kanthamanon 2. Mr. Burin Kledmanee
Authorized Signatory Director	One of the two directors signs, along with the RPMAX’s seal affixed.
Relationship with the Company	A subsidiary of the Company, in which the Company holds 199,998 shares, representing 100.00% of the registered capital. The subsidiary has directors in common with the Company, namely Mr. Songyot Kanthamanon and Mr. Burin Kledmanee.

1.3.2 Persons who may have conflict of interest in holding shares in the subsidiary company or affiliated company of more than 10% of total voting shares in that company

-None -

1.3.3 Relationship with Business Group of Major Shareholders

-None -

1.3.4 Shareholders

Major shareholders of the Company

As of 31 December 2024, the list of shareholders and the shareholding structure of the Company as recorded in the shareholders' register are as follows:

Shareholder Name		No. of shares	%
1.	Mr. Songyot Kanthamanon	29,702,088	24.75
2.	Mr. Thaveerat Proongpattanakul	23,990,000	19.99
3.	Mr. Supachoke Panchasarp	11,988,000	9.99
4.	Mr. Burin Kledmanee	9,179,976	7.65
5.	Mrs. Janisara Kanthamanon	8,193,600	6.83
6.	Mrs. Pattira Chudhakorn	7,254,152	6.05
7.	Mrs. Pavinee Kanthamanon	7,099,652	5.92
8.	Mr. Ratchaphon Proongpattanakul	4,410,000	3.68
9.	Ms. Chanjira Naklada	2,883,360	2.40
10.	Mr. Chatchai Thaweedej	2,497,820	2.08
Total Shares of the Top 10 Major Shareholders		107,198,648	89.34
Other Shareholders		12,801,329	10.66
Total Shares		120,000,000	100.00
Registered Capital		60,000,000.00	Baht
Issued and Paid-up Capital		59,999,988.50	Baht
Thai Shareholders		728	shareholders
Foreign Shareholders		6	shareholders

1.4 Registered Capital and Paid-up Capital

1.4.1 Registered Capital

As of 31 December 2024, the Company has a registered capital totaling THB 60,000,000 comprising of 120,000,000 ordinary shares with a par value of THB 0.50 per share and paid-up capital totaling THB 59,999,988.50 comprising of 119,999,977 ordinary shares with a par value of THB 0.50 per share. All issued ordinary shares are listed on the Market for Alternative Investment (mai).

1.4.2 Other Shares with Terms or Rights Different from Common Shares

The Company has not issued any other shares with terms or rights different from those of common shares.

1.4.3 Shares or Convertible Securities of the Company as Underlying Securities for Investment Unit Issuance

The Company has not issued any shares or convertible securities as underlying securities for the issuance of investment units.

1.5 Issuance of Other Securities

- None -

1.6 The Shareholding of Directors and Executives

The change of shareholding by the directors and executives of the Company in 2024 was reported below.

No.	Directors and Executives	Common Shares of READY (Number of Shares)				Remark Increase/ (Decrease)
		As of 31 December 2023	%	As of 31 December 2024	%	
Directors						
1	Mr. Viwat Phongsathorn	185,000	0.19	183,300	0.15	(1,700)
	Spouse and Minor Children	-	0.00	-	0.00	-
2	Dr. Julaporn Namchaisiri	250,000	0.25	300,000	0.25	50,000
	Spouse and Minor Children	-	0.00	-	0.00	-
3	Ms. Pensri Suteerasarn	170,000	0.17	204,000	0.17	34,000
4	Mr. Soontorn Dentham	170,000	0.17	204,000	0.17	34,000
	Spouse and Minor Children	-	0.00	-	0.00	-
5	Mr. Songyot Kanthamanon	24,486,740	24.49	29,702,088	24.75	5,215,348
6	Mr. Burin Kledmanee	7,612,480	7.61	9,179,976	7.65	1,567,496
	Spouse and Minor Children	-	0.00	-	0.00	-

No.	Directors and Executives	Common Shares of READY (Number of Shares)				Remark Increase/ (Decrease)
		As of 31 December 2023	%	As of 31 December 2024	%	
7	Mr. Siras Sombatsiri	170,000	0.17	204,000	0.17	34,000
	Spouse and Minor Children	-	0.00	-	0.00	-
8	Mrs. Janisara Kanthamanon	6,828,000	6.83	8,193,600	6.83	1,365,600
9	Ms. Chamaiporn Pornpruethianan ^{1/}	-	0.00	-	0.00	-
Executives						
1	Mr. Paradorn Sujarit-apirak	98,620	0.10	118,344	0.10	19,724
	Spouse and Minor Children	-	0.00	-	0.00	-
2	Ms. Ananya Sangratanadech	758,440	0.76	911,128	0.76	152,688

Remark

^{1/}Ms. Chamaiporn Pronpruethianan was appointed as a director of the Company following the resolution of the 2024 Annual General Meeting of Shareholders held on April 24, 2024.

* The 2024 Annual General Meeting of Shareholders, held on April 24, 2024, resolved to approve the payment of dividends in the form of stock dividends and cash to the Company's ordinary shareholders. The stock dividend payment ratio was set at 5 existing shares to 1 stock dividend and the cash dividend payment rate was set at THB 0.20 per share with the payment date scheduled for May 21, 2024.

1.7 Dividend Payment Policy

The Company operates on the basis of good corporate governance principles, transparency, and verifiability. The Company takes into account the interests of all stakeholders and is also aware of the rights of shareholders both as the owner of the Company and investors. Therefore, to generate returns on investment for shareholders, the Company has established a dividend payment policy of the Company and its subsidiaries as follow:

1.7.1 Dividend Payment Policy of the Company

The Company has a policy to pay dividend to shareholders at the rate of not less than 50% of the net profit from the separate financial statements after corporate income tax and all types of reserves as specified by laws and regulations of the Company. However, such dividend payment is subject to change depending on economic conditions, cash flow of the Company, and investment plans of the Company and affiliated companies as deemed necessary and appropriate by the Board of Directors. Annual dividend payment must be approved by the shareholders' meeting unless it is an interim dividend payment which the Board of Directors may, from time to time, approve when it considers that the Company is profitable enough to do so. Furthermore, the interim dividend payment shall be reported to the next shareholders' meeting for acknowledgment.

1.7.2 Dividend Payment Policy of Subsidiary Company

Subsidiary companies have a policy to pay dividend to shareholders at the rate of not less than 50% of the net profit from the separate financial statements after corporate income tax and all types of reserves as specified by laws and regulations of the company. However, such dividend payment is subject to change depending on economic conditions, cash flow of the subsidiary company, and investment plans of the company and affiliated companies as deemed necessary and appropriate by the Board of Directors. Annual dividend payment must be approved by the shareholders' meeting unless it is an interim dividend payment which the Board of Directors may, from time to time, approve when it considers that the company is profitable enough to do so. Furthermore, the interim dividend payment shall be reported to the next shareholders' meeting for acknowledgment.

1.7.3 Dividend Payment of the Company from 2022 to 2024

Item	2022	2023	2024
Earnings per share (baht/share)	0.23	0.34	0.34
Dividend per share (baht/share)	0.15	0.30	0.30
Dividend payout ratio for separated financial statement (%)	66.05	89.70	88.30
Dividend payout ratio for consolidated financial statement (%)	62.69	99.69	88.69

In 2024, the Company paid dividend as follows:

- The Board Meeting No.1/2025 on February 24, 2025, a resolution was approved and subsequently presented to the 2025 Annual General Meeting of Shareholders, which is scheduled for April 23, 2025 via electronic media. The resolution proposes the approval of a dividend payment for the net profit of separate financial statements for the period from January 1, 2024 to December 31, 2024. The dividend is proposed to be paid in cash at THB 0.30 per share, amounting to a total of THB 36 million, or a dividend payout ratio of 88.30%, to shareholders as per the register of shareholders (Record Date) as of April 30, 2025, with payment scheduled for May 20, 2025.

2. Risk Management

2.1 Risk Management Policy and Plan

The Company recognizes the importance and necessity of risk management, aiming to drive stable organizational growth, maintain a secure financial position and provide adequate returns to shareholders. This approach is vital given the continuous evolution of industry conditions and competition, driven by both external and internal factors that may impact the Company's ability to achieve its objectives and core missions. Accordingly, the Board of Directors has established a risk management policy to ensure that the Company's risk management system operates effectively.

This policy is disclosed on the Company's website under **About Us > Investor Relations > Company Information > Corporate Governance**, sub-section "Company Policies" or via this link:

<https://investor.readyplanet.com/th/pdf/policy/Risk-Policy-V-1-0.pdf>.

In terms of the risk management plan, the Company has established a Risk Management Committee comprising representatives from all departments. This committee meets quarterly to review the operational risks of each department, covering 1) Financial and Accounting, 2) Commercial, 3) Operations, 4) Strategy, 5) Legal and Regulatory, and 6) Technology. The committee evaluates risk levels based on their impact and likelihood/frequency, determines the risk level and proceeds with appropriate risk treatments. Only low-level risks, deemed acceptable without corrective action, are allowed. Any risks higher than a moderate level require formal documentation and approval by the Risk Management Committee.

Additionally, designated Risk Owners are tasked with analyzing risk events or scenarios rated moderate or higher. They must prepare and implement risk mitigation and control plans to reduce risks to an acceptable level, defined as low risk. The progress of these mitigation efforts is monitored on a quarterly basis.

Following each quarterly meeting of the Risk Management Committee, a report outlining identified risks, potential impacts, and implemented control or mitigation measures is submitted to the Audit Committee and the Board of Directors. This process ensures the Company can effectively execute its business plans and strategies while achieving its defined objectives.

2.2 Factors of the Company's Business Operation Risk

2.2.1 Risks Related to the Company's Business and Industry

1) Risk from Executive Dependency

The Company has provided digital marketing services for over 24 years. The starting point was derived from the vision of Mr. Songyot Kanthamanon, the Company's founder and executive, who perceived the usage demand of the platform for creating a readymade website. Therefore, the platform service has been developed and provided to assist the person who desires to have his/her website easily and solely operated. Later, Mr. Burin Kledmanee, the person who has knowledge and expertise in business

administration, entered to be the partner and executive of the Company and mutually developed the sales and digital marketing platform of the Company to have the key tool covering all Digital Marketing Funnels and consistent with the usage demand of the various business operators. Therefore, the executives' cognizance and experiences related to digital marketing are important for the Company to capably build the digital marketing service business for growth until today. Thus, the Company may be exposed to risk from dependence on the key executive in the business management and operation. In the case of a change in key executive, it may affect the Company's business operation and financial position and performance.

However, as of December 31, 2024, Mr. Songyot Kanthamanon and Mr. Burin Kledmani continue to hold 24.75% and 7.65%, respectively, of the Company's issued and paid-up registered capital, providing assurance that they will remain in their executive roles.

In addition, the Company has also given precedence to the risk mainly from excessive dependency on any executive. In the past, the Company has recruited outsourced personnel with knowledge and competency and developed the potential in-house personnel to hold the executive office to assist both key executives in supervising work. Moreover, the Company has also prepared the succession plan policy for a top executive to be ready to create the personnel in replacement of the key position for the continuity of business operations. An appropriate person for the said succession shall be a person with the knowledge, experience, and expertise in the line that must be performed, a vision of business management and operation, and an understanding of the corporate culture. In addition, the Company has also appointed the directors as outsiders with knowledge and competency to govern its management and give comments and advice that are useful for its operations.

2) Risk from Personnel Dependency

In the past, the Company has designed and developed a sales and digital marketing platform that allows the service user to use the Company's platform for self-services in digital marketing, such as website creation, online shop management, and sending of marketing messages and email, etc., contributing to the reduction of dependency on the personnel with knowledge and specialization by the Company and the customers who use the Company's platform. However, the service of the Company's platform has also been in the service form in the type of Managed Services that performs the management function for the customers, such as the services of online advertising management, website design, and improvement to support Google's data search, and website design for the customers, etc. Therefore, the Company must have the personnel with knowledge and understanding for creating advertising campaigns on different types of social media network platforms, such as Facebook and Instagram, and Google's data search platform to support customer services with the future, increasing trend. In addition, it is also necessary for the Company to have personnel with technological knowledge and understanding, such as programming, design, and development of network systems, etc., to ensure that the Company can improve and develop the Company's sales and digital marketing platform to keep abreast of the customer's changes in technology and usage demand of digital marketing; and the personnel with the knowledge and understanding of selling the Company's products and services to the customers. Thus, the Company may be exposed to risk from personnel dependency in business

operations. If the Company cannot recruit adequate personnel for the service and business expansion demand or to recruit adequate knowledge and competency, the Company may also encounter problems with the company's business operation, financial position, and performance.

However, the Company has foreseen the said risk and, therefore, developed the Company's internal platform to assist its personnel to be able to efficiently and effectively learn and operate, such as the advertising campaign analytics platform that helps the online advertising specialist to be able to evaluate the outcome from advertising in the past period, and gives the appropriate advice on update the advertising campaign for the customer or the customer relationship management program that assists the sales department officers and renewal division officers to enable to monitor the product and service presentation result to the interested person and closing the sales in the reasonable period. Moreover, the Company has also organized training for the development of personnel's knowledge and competency in each work unit, such as sales training for the sales department officers and sales coordinators, the provision of product and service knowledge for the customer support division officers, and technological training for the software developers who develop the platform. In addition, the Company has determined the reasonable remuneration and welfare for its in-house personnel by comparing the remuneration of the personnel in the same industry to retain and motivate the personnel for long-term work with the Company. The Company's registration in the SET has also created job confidence and stability for the Company's personnel.

3) Risk from Technological Changes

Due to the nature of our services, which involve multiple technological aspects—from the continuously evolving internet technology and web browsers used for accessing websites, to the ever-changing standards and techniques for website creation, enhanced encryption methods for improved security, and the dynamic trends in digital sales and marketing—the development of our platform and various online service offerings are highly dependent on current technology and external service providers. Failure to adapt to these technological changes could impact customer adoption, as our services may no longer meet contemporary market demands, potentially leading some customers to switch to competitors who better address their needs.

The Company is fully aware of the risks that technological changes may pose to its business operations. To mitigate these risks, we have established a dedicated Research and Development department focused on exploring and testing modern technologies to enhance our platform. Additionally, we actively encourage our personnel to continuously learn, study, and monitor relevant technological developments to ensure that their skills remain up-to-date. Furthermore, the Company has instituted a Risk Management Committee to assess potential risks and develop strategies to mitigate them, with technological change being one of the key risks prioritized.

In the realm of online advertising technology, the Company has maintained a strong and long-standing relationship with popular online advertising platform providers. Since 2009, the Company has been appointed as a Google Premier Partner by Google (Thailand) Ltd., which has afforded us significant support—such as specialized training for our staff in managing advertising on Google's search and

partner network platforms. This collaboration ensures that our team is well-informed about any modifications to advertising formats or guidelines on Google's platform, thereby enabling us to continue delivering quality services to our clients even as technology evolves.

4) Risk from Data Security and Cybersecurity

The Company places paramount importance on data security and cybersecurity, as it provides digital sales and marketing services to a diverse clientele across various industries. Our platform relies on server-based data storage to enable customers to access and manage their data from multiple devices. However, the evolving complexity of cyber threats—such as ransomware attacks and phishing scams—could result in data breaches or unauthorized access, potentially harming our customers and damaging the Company's reputation.

In addition to these inherent security risks, the Company is also required to comply with the Personal Data Protection Act, B.E. 2562, which imposes strict guidelines on the collection, use, and disclosure of personal data. Non-compliance with these regulations can lead to civil, criminal, and administrative penalties. Consequently, the Company must vigilantly manage and mitigate these risks to preserve customer confidence and avoid adverse impacts on its business operations.

To address these challenges, the Company has implemented a range of measures designed to prevent and manage security risks. These measures include:

- Designing our platform with security integrated into every stage of development
- Conducting thorough testing of the platform prior to deployment
- Engaging external experts to perform penetration testing
- Establishing comprehensive IT security and personal data policies
- Providing oversight through an Information Security Management Committee
- Offering continuous training and awareness programs for our personnel
- Regularly reviewing our general IT controls and continually upgrading our security systems to meet international standards

These initiatives have culminated in the achievement of ISO 27001:2022 certification for our Information Security Management System (ISMS), which serves as evidence of our robust capability to safeguard customer data and effectively mitigate potential risks and operational impacts.

5) Legal and Regulatory Risk

Conducting business activities that involve the collection and processing of personal data across various industries subjects the Company to the Personal Data Protection Act, B.E. 2562, which establishes criteria for the collection, use, and disclosure of personal data and imposes penalties for any violations. To ensure compliance and avoid adverse impacts on stakeholders, the Company has established a comprehensive "Personal Data Policy" that clearly outlines the guidelines for data protection. In addition, we provide training to our personnel to ensure that they are fully aware of and adhere to legal requirements, and we have appointed an Information Security Management Committee to oversee

operations and ensure ongoing compliance with statutory standards, thereby maintaining the trust of our service users.

6) Risk from Advances in Artificial Intelligence Technology

The Company recognizes that search technology and methods of information access are evolving rapidly. In particular, the recent launch of OpenAI's "ChatGPT Search" (source: Blognone) enables users to obtain real-time updates—such as sports scores, news, or stock prices—through a chat interface that queries the web based on natural language questions and immediately provides reference links. This shift may lead some users to rely less on traditional search engines like Google and instead turn to ChatGPT for more tailored responses. Such changes in user behavior could potentially impact our Smart SEO service, as some website owners might perceive less need for conventional SEO practices.

In response, the Company has developed "R-FAQ," an AI-driven solution that creates websites in a frequently asked questions (FAQ) format with integrated Schema Markup. This design facilitates easier content retrieval by AI platforms such as ChatGPT, Perplexity, or Gemini. Our trials have demonstrated that ChatGPT Search can effectively extract content from R-FAQ-based websites. We anticipate that this proactive technological adaptation will help mitigate the risks associated with evolving user behaviors while maintaining the effectiveness of our clients' digital marketing strategies.

7) Emerging Risks

The Company continues to prioritize emerging risks and has identified the following:

7.1) Economic and Market Conditions Risk

In an economic environment that may face uncertainties—stemming from factors such as shifts in U.S. policy or global economic downturns—the Company recognizes the risk that some clients might consider reducing their marketing budgets. Nonetheless, there remains a segment of clients who value digital marketing and are increasingly investing in it.

To address these challenges, the Company is focused on developing new platforms and services that better meet evolving customer needs, as well as expanding its customer base into promising new sectors, such as the e-commerce industry. These initiatives are designed to mitigate the risks associated with an economic slowdown, thereby ensuring the Company can sustain and achieve stable business growth.

2.2.2 Issuing and Offering of Securities Risks

(1) Risk of Uncertainty in Expected Returns for Investors

The Company's stock price may fluctuate due to various uncontrollable factors, such as

- Market, economic, and political conditions both domestically and internationally, as well as other events impacting the Company or the industry in which it operates.

- Changes in laws, regulations, and policies applicable to the industry where the Company and its clients operate may influence returns.
- There may be discrepancies between actual performance and investor expectations.
- Other unforeseen risks may also impact the Company's financial position and performance.

These factors, along with others not yet identified, may cause the stock price to fall below the price investors paid or rise above the price at which investors sell, thus creating potential risks associated with the uncertainty of expected returns

(2) Risk Related to the Ability to Pay Dividends in Line with Investor Expectations

The Company's ability to pay dividends depends on various factors, including capital expenditures, reserves for business expansion, debt repayments, and cash flow from operations. If these factors affect the Company's ability to pay dividends, there is a risk that dividends may be paid at a rate lower than investors expect. However, the Company maintains a dividend policy of paying no less than 50% of net profit from the separate financial statements after deducting corporate income tax and all required reserves as stipulated by law and company regulations.

3. Business Sustainability Development

3.1 Policy and Objectives of Sustainable Development

3.1.1 Sustainability Management Policy

Readyplanet Public Company Limited and its affiliates (the Company) are committed to conducting business responsibly, adhering to the principles of sustainable development. The Company prioritizes balanced growth across economic, social, and environmental dimensions, embracing good governance principles and supporting the United Nations' Sustainable Development Goals (SDGs) and the United Nations Global Compact (UNGC) guidelines. This approach aims to create value for all stakeholders.

The Company believes that balancing economic growth, social development, and environmental conservation forms the foundation of sustainable business. To achieve these goals, the Company focuses on developing innovations that address the needs and challenges of today's business world by integrating digital technologies to enhance processes, products, and services, thereby boosting efficiency and competitiveness. Additionally, the Company emphasizes employee development, fostering a positive work environment, and promoting resource and energy conservation to enable sustainable growth alongside society and the environment.

Under this policy, the Company has appointed a Sustainability Committee to oversee and drive sustainability efforts. These efforts align with good governance principles and aim to advance the organization's sustainable development goals.

Environmental Dimension

The company prioritizes protecting and mitigating the impacts of climate change by promoting efficient and effective resource utilization while creating positive environmental impacts. The key objectives include reducing greenhouse gas emissions, encouraging energy conservation across all operational processes, and fostering environmentally friendly business practices. Additionally, the Company is committed to innovation and developing technologies that minimize natural resource consumption and enhance energy efficiency in its operations.

- The Company recognizes and emphasizes the importance of conducting business in ways that minimize environmental impact while actively protecting the environment and addressing climate change. This includes adaptation measures to prepare for potential changes and challenges. Additionally, the Company is dedicated to continuously raising awareness and providing knowledge to its employees about environmental responsibility and climate readiness.
- The Company is committed to maximizing resource efficiency and promoting strategies to reduce resource and energy consumption. It encourages the use of environmentally friendly materials and equipment, while prioritizing pollution prevention and the reduction of greenhouse gas emissions. These efforts aim to minimize environmental, community, and societal impacts, contributing to a more sustainable future.
- The Company places great importance on developing environmentally friendly business practices and actively promotes sustainable business operations to ensure long-term growth aligned with environmental stewardship.

Social Dimension

The Company is committed to fostering opportunities and building strong relationships to enhance the quality of life for employees and society, promoting happiness and creating a sustainable community. Its goals include adherence to human rights and equality principles, with a comprehensive study of Human Rights Due Diligence (HRDD) in alignment with the United Nations Guiding Principles (UNGPs). The Company focuses on continuous employee knowledge and skill development, providing appropriate welfare benefits, developing high-quality products and services tailored to customer needs, and creating a positive work environment. Additionally, it actively participates in social activities to contribute to community well-being and sustainability.

- The Company upholds human rights principles and respects human dignity by ensuring non-discriminatory treatment of employees and workers. It is committed to providing equal opportunities, assigning tasks appropriately based on individual capabilities, and offering fair and adequate compensation.
- The Company promotes continuous development of knowledge and essential skills for employees and workers at all levels, aiming to cultivate a high-quality workforce that contributes positively to

society. Additionally, it focuses on creating jobs, fostering career opportunities, and distributing income to communities to support the development of a sustainable society.

- The Company ensures the provision of appropriate welfare benefits, healthcare services, workplace safety, and occupational health measures to create a safe and supportive working environment.
- The Company places importance on collaborating with business groups in Thailand to drive continuous and sustainable development for all entrepreneurs collectively.
- The Company is dedicated to developing high-quality products and services that meet customer needs while providing accurate and comprehensive information and adhering to service conditions. Furthermore, it emphasizes prompt and efficient responses to customer inquiries, complaints, and feedback by deploying a team of experts to provide support and assistance. A robust tracking system is also in place to ensure appropriate resolution of customer issues.

Economic and Corporate Governance Dimension

The Company is committed to conducting business that delivers sustainable returns under the principles of good corporate governance, international-standard risk management, and accountability to all stakeholders. The business operations are guided by principles of transparency, compliance with applicable laws and regulations, and adherence to digital business governance and ethics. The Company prioritizes personal data protection and cybersecurity, while also raising awareness of cybersecurity among employees and stakeholders. Furthermore, it emphasizes comprehensive risk management across the business value chain and continuously develops innovations that meet market demands, fostering the advancement of innovation and technology in business for sustainable growth. Below are the key aspects of our approach to fulfilling these commitments:

- Operate the business based on principles of good governance, transparency, and strict compliance with applicable laws and regulations.
- Treat all stakeholders equally and fairly in all aspects.
- Implement comprehensive risk management across the entire business value chain.
- Continuously promote the development of business innovation and technology to enable the Company to grow sustainably alongside society and the environment.

The Company will regularly review its sustainability management policies to ensure alignment with organizational practices and operational standards. All directors, executives, and employees are responsible for supporting, driving, and adhering to the defined sustainability management policies.

3.2 Managing Impacts on Stakeholders in the Business Value Chain

3.2.1 Process for Assessing Materiality Issues

The process for assessing materiality issues in sustainability.

- Identifying Material Issues

The Company employs a process to evaluate potential risks and opportunities within the context of its business operations, global business trends, and industry developments. This process also considers the expectations of all stakeholder groups and aligns with key sustainability standards, including the SDGs, GRI, and THIS

- Prioritization and Strategy Development

The Company has conducted data collection and analysis of stakeholder feedback through surveys and interviews with senior executives to evaluate and prioritize material issues. This ensures alignment with the Company's business objectives and stakeholder expectations. These material issues serve as a framework for developing operational goals and provide valuable input for effectively communicating sustainability performance outcomes.

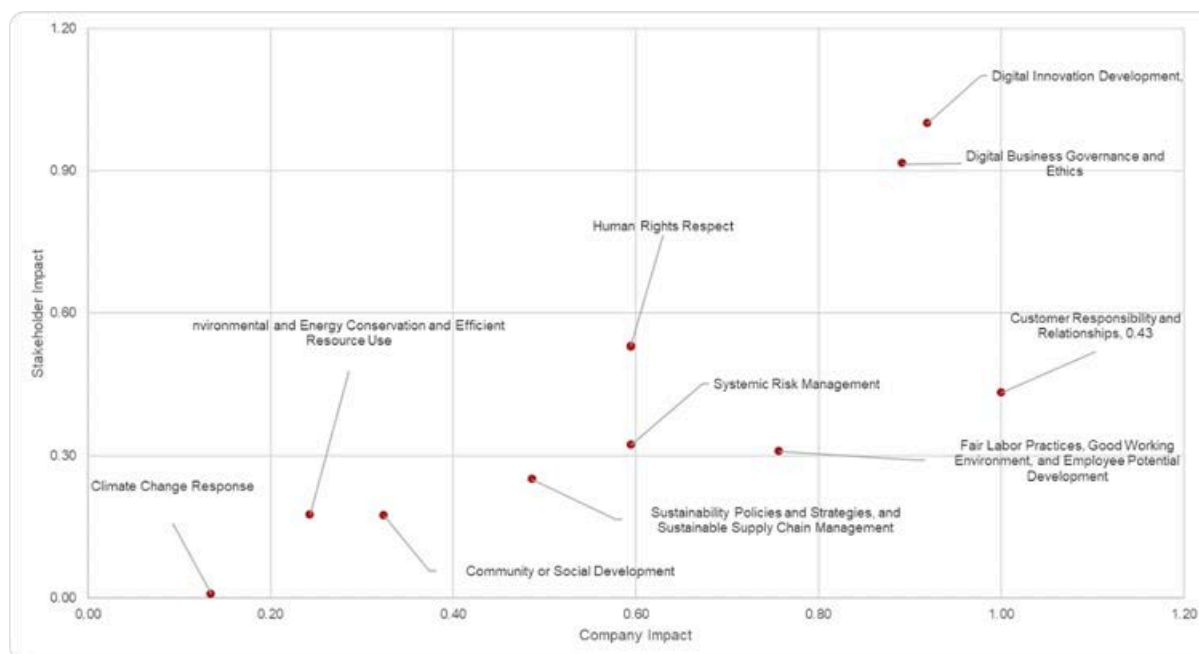
- Review and Approval

The Company has established a process for presenting sustainability initiatives to the Executive Board for review and approval. This approval ensures that the operational guidelines are clear, aligned with the organization's strategic goals, and responsive to stakeholder expectations. Additionally, the Board plays a critical role in overseeing the effectiveness of sustainability efforts to ensure they adhere to the defined framework.

- Development, Improvement, and Monitoring

The Company continuously collects data and key issues to monitor the progress of its operations. Regular reviews and updates of material issues are conducted to ensure the achievement of sustainability goals. Additionally, the Company transparently communicates performance outcomes to stakeholders and the public.

3.2.2 Prioritization of Material Sustainability Issues



Prioritization of Material Sustainability Issues by ReadyPlanet Public Company Limited

1. Digital Innovation Development
2. Digital Business Governance and Ethics
3. Customer Responsibility and Relationships
4. Human Rights Respect
5. Fair Labor Practices, Good Working Environment, and Employee Potential Development
6. Systemic Risk Management
7. Sustainability Policies and Strategies, and Sustainable Supply Chain Management
8. Community or Social Development
9. Environmental and Energy Conservation and Efficient Resource Use
10. Climate Change Response

3.2.3 Impacts of Material Sustainability Issues

Material Sustainability Issues	Factors Impacting Material Sustainability Issues	
	Business	Stakeholders
Environmental Dimension		
Climate Change Response	This reflects climate management aligned with international best practices, which can generate positive environmental impacts while enhancing the Company's credibility.	Stakeholders have confidence in a company with a clear, transparent, and consistently implemented climate change policy, leading to stronger relationships and long-term collaboration. Additionally, the Company may gain new business opportunities from partners who prioritize environmental concerns, such as co-investing in green projects or providing products and services with minimal climate impact.

Material Sustainability Issues	Factors Impacting Material Sustainability Issues	
	Business	Stakeholders
Environmental and Energy Conservation and Efficient Resource Use	This reflects the Company's ability to manage resources efficiently in line with sustainable development principles. Such efforts not only reduce operational costs, such as through energy savings and waste management, but also generate positive environmental impacts. These actions enhance the Company's image and credibility in the eyes of consumers, investors, and business partners.	Stakeholders have confidence in a company with clear, transparent, and sustainable resource management practices, particularly in areas such as systematic energy reduction and waste management. These practices foster long-term collaboration with partners and alliances. Moreover, the focus on conservation and efficient resource utilization creates opportunities for new business developments, such as adopting renewable energy, developing environmentally friendly technologies, or providing solutions that minimize environmental impacts. These initiatives align with the needs of environmentally conscious consumers.
Social Dimension		
Customer Responsibility and Relationships	Responsibility towards customers and fostering strong relationships between the Company and its customers are key factors reflecting the commitment to delivering high-quality products and services that meet customer needs. Adhering to principles of customer responsibility not only enhances satisfaction and trust but also strengthens the Company's competitive advantage.	Stakeholders trust a company that emphasizes listening to feedback, responding promptly to complaints, and providing comprehensive customer care. Transparency and accountability in all operational processes further reinforce this confidence. The Company actively promotes customer relationships through various channels, such as efficient after-sales service, developing products or services that meet specific customer needs, and utilizing technology to enhance customer experiences. Moreover, the Company remains open to opportunities for developing new innovations that address future market demands.
Human Rights Respect	Respecting human rights reflects the Company's commitment to conducting business transparently and fairly in alignment with international principles. This includes treating employees, partners, and communities without discrimination and fostering a safe and equitable work environment. Such practices enhance the Company's credibility and strengthen relationships with stakeholders. A commitment to human rights also mitigates legal and reputational risks associated with rights violations while creating opportunities to collaborate with organizations or partners that prioritize this issue.	Stakeholders have confidence in a company that prioritizes respect for human rights with genuine commitment. Establishing clear guidelines and conducting continuous evaluations strengthen trust and recognition in the organization. This approach fosters a collaborative environment among employees and other stakeholders for long-term engagement. Furthermore, respecting human rights opens opportunities for international recognition, such as participation in sustainable supply chains, obtaining sustainability certifications, or becoming partners in socially focused initiatives. These efforts enhance the Company's reputation and build widespread trust within society.
Fair Labor Practices, Good Working Environment, and Employee Potential Development	Fair treatment of employees, fostering a safe and healthy work environment, and supporting the development of skills and potential reflect the Company's commitment to conducting business that enhances organizational efficiency and competitiveness. Investing in human resources strengthens employee engagement, reduces turnover rates, and fosters a strong corporate culture.	Stakeholders trust companies that prioritize fair treatment of employees, provide opportunities for skill development and career advancement, and ensure a safe and supportive work environment that enhances quality of life. These factors are crucial in fostering employee satisfaction and engagement with the organization. Comprehensive employee care strengthens the

Material Sustainability Issues	Factors Impacting Material Sustainability Issues	
	Business	Stakeholders
	Additionally, demonstrating dedication to employees highlights the sustainability values of the organization, earning recognition and trust from stakeholders.	Company's image and credibility while enhancing its competitiveness in addressing business challenges and market demands. This commitment contributes to long-term positive relationships between the Company and all stakeholder groups.
Community or Social Development	Community or social development reflects the Company's commitment to corporate social responsibility, enhancing its image and fostering trust. Supporting and developing communities through initiatives such as creating employment opportunities, promoting education, health, or environmental projects strengthens the relationship between the Company and surrounding communities. Moreover, engaging in community development contributes to the Company's long-term sustainability by mitigating risks of conflicts with communities and creating shared value between business and society.	Stakeholders trust companies that actively participate in community or social development, demonstrating responsibility and care for society as a whole. Supporting social initiatives such as infrastructure development, promoting community well-being, or assisting underprivileged groups helps build confidence and fosters long-term relationships. Additionally, implementing sustainable community development projects opens opportunities for new partnerships and wider recognition, supporting the organization's sustainability goals and strengthening stable relationships with all sectors.
Corporate Governance and Economic Dimension		
Digital Business Governance and Ethics	Governance and ethics in digital business reflect the organization's commitment to operating transparently and responsibly regarding the impacts of digital technology use. Effective data management and compliance with laws and international standards, such as personal data protection laws (PDPA/GDPR), help mitigate legal and reputational risks associated with data breaches. Furthermore, establishing ethical guidelines for developing and using technologies, such as AI and digital platforms, enhances competitiveness, fosters trustworthy innovation, and creates new business opportunities that align with market demands for ethical technology practices.	Stakeholders trust companies that operate digital businesses with clear ethics and governance. Compliance with laws, personal data protection, and transparent use of technology build trust and confidence among customers, partners, and consumers. Moreover, establishing ethical technology practices fosters collaboration with like-minded partners and stakeholders, such as developing socially responsible innovations or participating in global initiatives promoting digital governance. These efforts enhance the Company's reputation and create opportunities for long-term relationships with all stakeholder groups.
Digital Innovation Development	The development of digital innovation enhances a business's ability to compete in rapidly changing markets. Digital technologies improve operational efficiency, reduce costs, and increase flexibility in meeting customer demands. Investments in digital innovations such as AI, IoT, Blockchain, or digital platforms create new revenue opportunities and expand the customer base. Leveraging advanced technologies also provides a strategic advantage and supports the development of products and services tailored to specific consumer needs.	Stakeholders trust companies that prioritize continuous digital innovation. Creating cutting-edge technologies or solutions enhances customer and partner satisfaction and trust. A focus on digital development also opens opportunities for collaboration with business partners, such as co-developing innovation projects or improving supply chain processes. Additionally, developing sustainable digital innovations, such as technologies that reduce energy consumption or environmental impact, strengthens the Company's image as a socially

Material Sustainability Issues	Factors Impacting Material Sustainability Issues	
	Business	Stakeholders
		responsible organization and garners widespread recognition as a leader in innovation.
Systemic Risk Management	Systemic risk management enables organizations to identify, prevent, and address risks that could impact operations and strategies in the short and long term. Effective risk management mitigates potential damage from unforeseen events, such as economic crises, regulatory changes, or cyber threats. Moreover, proactive risk management allows organizations to leverage opportunities arising from such situations to gain a competitive advantage and increase confidence in the continuity of business operations.	Stakeholders trust companies with a comprehensive and transparent risk management system. Developing detailed risk management plans and conducting regular evaluations reinforce confidence in the organization's stability and sustainability. Effective risk management builds trust among investors, partners, and customers, encouraging collaboration with the Company and fostering long-term relationships within the supply chain and business partnerships. Additionally, systemic risk management opens opportunities for international recognition, such as achieving risk management certifications, and enhances the Company's reputation as a responsible and well-prepared organization capable of handling various challenges.
Sustainability Policies and Strategies, and Sustainable Supply Chain Management	Sustainable supply chain management strengthens business stability and reduces risks associated with supply chain factors, such as raw material shortages, human rights violations, or environmental impacts. Efficient supplier management and support for partners in adopting environmentally friendly and ethical practices enhance the Company's credibility. Additionally, having a transparent and sustainable supply chain adds value to products and services while increasing competitiveness in a global market that increasingly prioritizes sustainability.	Stakeholders trust companies that prioritize sustainable supply chain management, ensuring transparency in operations, selecting suppliers who adhere to environmental and social standards, and supporting partners in developing sustainable practices. This commitment fosters trust and long-term collaboration between the Company and its partners. Additionally, sustainable supply chain management creates opportunities for the Company to build relationships with business partners and customers who value sustainability. It also enables the Company to achieve international recognition, such as sustainable supply chain certifications, enhancing the organization's reputation and building greater trust among a wide range of stakeholders.

3.2.4 Business Value Chain

The Company recognizes the importance of the relationship between business operations and stakeholders, who play a vital role in activities across the business value chain. The Company is committed to creating value in its products and services to meet the expectations of all stakeholder groups. In this regard, the Company has established a framework for managing stakeholder impacts throughout the business value chain to support sustainable development. This approach aims to achieve

a balanced integration of economic, social, and environmental dimensions across the supply chain, thereby maximizing benefits for all stakeholder groups, as outlined below:



Key Activities in Business Value Chain Management

- Product and Service Development

The Company focuses on developing software and digital technology products, which are core to its business operations. In this regard, the Company prioritizes the recruitment and continuous development of personnel working in these areas by providing training and updating them with the latest technological knowledge. For supplier selection, the Company emphasizes partnerships with high-quality, reliable vendors that maintain business standards in both operational efficiency and information security. This ensures that the products delivered to customers are stable and meet quality standards.

- Marketing and Sales

The Company conducts both online and offline marketing activities, including promotional campaigns to support sales. Regular training and seminars are organized to educate customers, interested parties, and investors about its products. These learning materials are communicated through various channels, such as webinars, the Company's website, and email communications. Furthermore, the Company also collaborates with public and private sector partners to host business seminars. In terms of pricing, the Company applies appropriate and competitive pricing strategies for its products and services.

- Delivery of Products and Services

The Company delivers its services via cloud-based software platforms, supported by experts who provide consultation according to the customer's selected service package. An online platform is available 24/7

to facilitate customer access. Services also include AdPro, SEO, and Web Design to help clients grow their online presence. To ensure readiness, the Company supports customers through an onboarding process and provides user training to enhance service efficiency and customer satisfaction.

- Customer Services

The Company provides post-sale seminars to offer additional knowledge about its products. Dedicated service teams with specialized knowledge are available to answer questions, address concerns, and handle service-related issues promptly. Customer feedback and needs are regularly collected and reviewed to drive continuous product improvement. Moreover, the Company places importance on complaint management by establishing a formal complaint handling policy to ensure that staff adhere to proper procedures.

Support Activities in Business Value Chain Management

- Procurement

The Company conducts its procurement activities based on principles of business ethics, transparency, fairness toward suppliers, and maintaining positive and long-term supplier relationships. The Company adheres to commercial terms and has established a Procurement Policy to ensure fairness and transparency in dealings with suppliers. This policy also serves as a guideline for relevant departments. The procurement process includes strategic planning and is governed by a Procurement Committee in accordance with established policies. The Company is committed to selecting suppliers who support anti-corruption principles, which align with its core values.

- Technology Development

The Company is committed to fostering innovation that enhances the efficiency of work processes through the adoption of modern technologies. This is in response to evolving business demands and market dynamics. A dedicated team is assigned to continuously research and learn about emerging technologies to support innovation and drive ongoing improvements.

- Human Resources Management

The Company believes that employees are a critical driving force behind its success. Therefore, it emphasizes hiring individuals with the right skills, knowledge, and attitudes aligned with corporate values. To attract and retain top talent, the Company offers competitive compensation and benefits. Employee well-being is also prioritized, with a comfortable and ergonomic work environment provided—such as health-supportive office chairs and computer monitors to ease work. Regular training and development programs are in place to enhance employee capabilities, along with career advancement opportunities and engagement initiatives that foster employee commitment and productivity.

- Good Corporate Governance

The Company operates under sound corporate governance principles, complying with all applicable laws and regulations. It has established comprehensive governance policies covering all functions, supported by internal audit mechanisms and engagement of external auditors to ensure operational transparency. The Company also complies with ISO 27001:2022 to ensure information security and systematically manages risks. A strong corporate culture is promoted, which in turn enhances stakeholder confidence and satisfaction.

- Infrastructure Development

The Company places importance on upgrading, developing, and maintaining critical business systems to ensure smooth, accurate, and efficient operations. These include accounting and finance systems, human resource management systems, and sales management systems, all of which are designed for use both internally and externally across the organization.

3.2.5 Analysis of Stakeholders in the Business Value Chain

The Company conducts an analysis of stakeholders in the business value chain to identify stakeholders' expectations and responses to their expectations to identify the Company's materiality issues that are in line with the United Nations' Sustainable Development Goals (SDGs). The Company divides stakeholders in the business value chain into seven groups consisting of (1) employees, (2) customers, (3) shareholders/investors, (4) suppliers, (5) entrepreneur and community networks, (6) academic institutions, (7) regulatory agencies, (8) strategic alliances, and (9) competitors.

Stakeholders	Stakeholder Expectations	Response to Stakeholder Expectations	Communication Channels with Stakeholders
Employees	<ul style="list-style-type: none"> • Employees receive appropriate compensation and benefits that align with industry standards and corporate policies. • The company ensures stability in employment, providing a secure work environment for its employees. • Opportunities for professional development and career advancement are encouraged to support long-term employee growth. • Employees receive continuous training and knowledge enhancement programs to improve their competencies. 	<ul style="list-style-type: none"> • The company ensures that employees receive appropriate remuneration and benefits that align with industry standards and company policies. • A transparent and fair performance evaluation system is in place to assess employee contributions and support career growth. • The company provides ongoing training programs to enhance employees' skills and competencies, fostering both personal and professional development. • The company prioritizes a safe, comfortable, and conducive 	<ul style="list-style-type: none"> • Regular updates and internal communications are shared through the company's intranet system and email to ensure employees stay informed. • Frequent staff meetings are held to discuss company updates, address concerns, and encourage collaboration. • Continuous training sessions are provided to enhance employees' skills, knowledge, and professional development. • The company organizes regular activities and events to foster team spirit and strengthen workplace relationships. • A confidential and structured whistleblower system is in place

Stakeholders	Stakeholder Expectations	Response to Stakeholder Expectations	Communication Channels with Stakeholders
	<ul style="list-style-type: none"> A safe, comfortable, and productive workplace is maintained to support employees' well-being and efficiency 	workplace that promotes productivity and well-being.	<p>to allow employees to report concerns or grievances safely and anonymously.</p> <ul style="list-style-type: none"> Regular surveys are conducted to gather employee feedback, measure satisfaction, and identify areas for workplace improvement.
Customers	<ul style="list-style-type: none"> Customers benefit from the company's products and services, which are designed to meet their needs effectively. The Company provides services that meet industry standards and best practices to ensure reliability and excellence. Customers experience secure services with strong data protection measures to safeguard their personal and business information. The Company offers comprehensive after-sales support to address customer inquiries and maintain long-term relationships 	<ul style="list-style-type: none"> The Company consistently innovates and enhances its products and services to meet evolving customer needs and market demands. Business operations and internal processes are managed effectively to ensure reliability, scalability, and optimal performance. The Company upholds strong cybersecurity measures and safeguards personal and business data to protect stakeholders from potential risks. The Company operates with integrity, adhering to principles of transparency, accountability, and good corporate governance. Employees are continuously trained and equipped with the necessary expertise to enhance customer service quality and operational effectiveness. The Company enforces strict anti-corruption policies, ensuring compliance with ethical standards and preventing fraudulent activities. 	<ul style="list-style-type: none"> The Company maintains multiple communication platforms, including a call center, website, social media, email, and telephone, to provide continuous and accessible customer support. A structured complaint management system is in place, allowing customers to submit concerns through various channels for prompt resolution. The Company conducts both online and offline training and seminars to educate customers and stakeholders about its products, services, and best practices. The Company regularly conducts surveys to assess customer satisfaction and gather insights for service improvement.

Stakeholders	Stakeholder Expectations	Response to Stakeholder Expectations	Communication Channels with Stakeholders
Investors and Shareholder	<ul style="list-style-type: none"> • The Company consistently achieves solid financial results, providing dividends and enhancing shareholder value. • A robust and resilient business foundation ensures long-term growth and financial security. • The Company upholds fairness by treating all shareholders equally, ensuring transparency and non-discrimination. • All business activities strictly adhere to applicable laws and regulations, reinforcing corporate integrity. • A strong internal control framework is in place to ensure operational efficiency, accuracy in financial reporting, and compliance with policies. • The Company implements comprehensive risk management strategies to mitigate potential business and financial risks. • The Company operates with transparency, ensuring that all actions are legally compliant, auditable, and governed by strong corporate oversight. 	<ul style="list-style-type: none"> • The Company adheres to the principles of transparency, integrity, and accountability in all business activities, aligning with corporate governance standards. • The Company maintains a well-balanced dividend policy, ensuring fair returns to shareholders while preserving financial stability and supporting future growth. • A structured and forward-looking business strategy is developed to enhance competitiveness, drive sustainable growth, and create long-term value for stakeholders. • The Company implements a comprehensive risk management framework to identify, assess, and mitigate potential risks, ensuring business resilience and operational efficiency. 	<ul style="list-style-type: none"> • The Company holds an AGM annually to ensure shareholders are informed about business performance and key corporate decisions. • The Company provides regular financial performance updates and operational reports every quarter to ensure transparency and accountability. • The Company continuously communicates with shareholders and investors through various channels, including the Stock Exchange of Thailand (SET) website, the Company's investor relations website, social media, email, and telephone, ensuring timely disclosure of relevant information. • The Company regularly organizes investor meetings each quarter to provide updates on business performance, address investor inquiries, and enhance engagement. • The Company arranges site visits for shareholders and investors on a quarterly basis to foster trust and provide deeper insights into business operations.

Stakeholders	Stakeholder Expectations	Response to Stakeholder Expectations	Communication Channels with Stakeholders
Business Partners	<ul style="list-style-type: none"> • The Company ensures that all business partners are treated equitably, promoting ethical and transparent business practices. • The Company supports the growth and success of its business partners, fostering increased revenue opportunities and long-term sustainability. • Business partners benefit from collaboration with a reputable and stable company, enhancing their own credibility and market positioning. • The Company ensures that business partners receive fair compensation, with payments made accurately and on time to support financial stability. • The Company encourages active participation, cooperation, and coordination with business partners to achieve shared objectives and drive mutual success. 	<ul style="list-style-type: none"> • The Company ensures that all procurement and sourcing processes are conducted with fairness, transparency, and accountability, allowing for auditability and compliance with ethical standards. • The Company enforces a strict anti-corruption policy, ensuring that all business transactions and partnerships adhere to integrity and ethical business practices. • The Company upholds high standards of business ethics, ensuring that trade secrets and sensitive business information are safeguarded. • The Company strictly adheres to agreed-upon trade conditions and contractual obligations, reinforcing trust and reliability in business partnerships. • The Company ensures that all payments to business partners are made fairly and in accordance with agreed terms, supporting financial stability and long-term collaboration. • The Company maintains stringent measures to protect the confidentiality of its business partners' data and sensitive information, ensuring compliance with legal and contractual requirements. 	<ul style="list-style-type: none"> • The Company actively listens to business partners by providing accessible channels for feedback, suggestions, and concerns to enhance collaboration and address any issues. • The Company ensures consistent and open communication through electronic channels and direct phone contact to facilitate seamless interaction and information exchange. • The Company organizes meetings, seminars, and engagement activities to strengthen business relationships, promote knowledge sharing, and support mutual growth.

Stakeholders	Stakeholder Expectations	Response to Stakeholder Expectations	Communication Channels with Stakeholders
Entrepreneur and Networks	<ul style="list-style-type: none"> The Company provides education and shares experiences related to sales, marketing, and business operations, including the use of digital sales and marketing tools and Customer Relationship Management (CRM) systems to enhance business efficiency. The Company offers guidance and expert advice to entrepreneurs, helping them optimize their business strategies and operations. The Company actively participates in and supports activities that benefit society and local communities, fostering sustainable development and social responsibility. 	<ul style="list-style-type: none"> The Company's executives and specialists serve as speakers, sharing insights on digital technology with associations and business groups interested in digital transformation. The Company partners with different entities to conduct joint activities that foster innovation, knowledge exchange, and business development. The Company collaborates with entrepreneurial associations and business networks to support knowledge sharing, capacity building, and sustainable growth. The Company organizes and participates in CSR initiatives that create positive social and environmental impacts, reinforcing its commitment to sustainability and community development. 	<ul style="list-style-type: none"> The Company's executives and experts regularly participate as speakers in various seminars, sharing insights and expertise in relevant fields. The Company continuously organizes and participates in meetings and seminars to foster collaboration, innovation, and professional development. The Company actively organizes and takes part in social responsibility activities, reinforcing its commitment to sustainable community development.
Educational Institutions	<ul style="list-style-type: none"> The Company provides insights, expertise, and real-world experiences related to digital marketing, helping students and educators stay updated on industry trends. The Company offers valuable information and guidance on career development and further education opportunities to support students in their academic and professional growth. 	<ul style="list-style-type: none"> The Company provides expert speakers to deliver lectures and conduct seminars, sharing industry knowledge and practical insights with students and educators. The Company partners with educational institutions to offer internship programs, providing students with hands-on experience and professional skill development opportunities. 	<ul style="list-style-type: none"> The Company consistently provides speakers for seminars and academic events, sharing industry insights and expertise to enhance learning experiences. The Company continuously participates in internship programs, offering students practical work experience and professional development opportunities to prepare them for future careers.

Stakeholders	Stakeholder Expectations	Response to Stakeholder Expectations	Communication Channels with Stakeholders
Regulatory Authorities	<ul style="list-style-type: none"> The Company operates in accordance with corporate governance principles, ensuring compliance with all relevant laws and regulations under proper regulatory oversight. The Company maintains a high standard of transparency by regularly disclosing accurate, complete, and timely information to stakeholders and regulatory authorities, reinforcing trust and accountability. 	<ul style="list-style-type: none"> The Company strictly adheres to all applicable laws, regulations, and corporate policies, ensuring responsible and lawful business operations. The Company operates under a good corporate governance framework, emphasizing transparency, integrity, and accountability while considering social and environmental impacts. The Company regularly engages in seminars, projects, and activities organized by government agencies to foster collaboration and regulatory alignment. The Company continuously tracks updates in policies, laws, and regulatory guidelines to ensure compliance and maintain best practices. The Company actively supports and responds to public policies and initiatives, contributing to national and regulatory objectives. 	<ul style="list-style-type: none"> The Company ensures ongoing engagement with stakeholders by facilitating seamless and continuous communication through phone calls, emails, and meetings. The Company provides timely and transparent updates through various communication channels, including the corporate website, online media, email, and telephone, ensuring continuous accessibility and responsiveness to stakeholder needs.
Partners	<ul style="list-style-type: none"> The Company supports its partners in achieving sustained business growth and increasing sales performance. Partners are equipped with in-depth knowledge and understanding of the Company's products to enhance service quality and market effectiveness. Partners serve as strong brand representatives, ensuring high-quality customer service that enhances brand reputation and stability. The Company fosters fair business practices and active collaboration to achieve shared success. 	<ul style="list-style-type: none"> The Company prioritizes fairness and shared benefits in all business collaborations, ensuring long-term and sustainable growth for both parties. The Company provides training sessions to enhance partners' understanding of its products, fostering alignment and efficiency in business operations. The Company maintains strict policies for safeguarding business partners' confidential information, ensuring trust and data security. The Company strictly adheres to trade agreements and 	<ul style="list-style-type: none"> The Company actively listens to partners' feedback, suggestions, and concerns on an ongoing basis to enhance collaboration and address any issues promptly. The Company ensures seamless and consistent communication through emails, online platforms, and telephone, facilitating quick and efficient interactions. The Company organizes meetings, seminars, and engagement events on a quarterly and as-needed basis to strengthen relationships and foster mutual business growth

Stakeholders	Stakeholder Expectations	Response to Stakeholder Expectations	Communication Channels with Stakeholders
	<ul style="list-style-type: none"> The Company and its partners uphold ethical business standards by ensuring compliance with intellectual property rights and copyright laws. The Company and its partners commit to maintaining the confidentiality and security of sensitive business information. 	contractual commitments, reinforcing trust and reliability in business relationships.	
Competitors	<ul style="list-style-type: none"> The Company competes ethically and fairly within the industry, upholding market integrity and fostering a healthy competitive environment. The Company strictly adheres to intellectual property laws and does not engage in any activities that infringe upon competitors' rights. All business operations comply with relevant legal and regulatory requirements to ensure lawful and responsible market conduct. The Company maintains transparency in its business practices, ensuring fair and ethical operations while building trust among stakeholders. The Company prioritizes the development of high-quality, innovative products and services to maintain competitiveness and deliver value to customers. 	<ul style="list-style-type: none"> The Company conducts its business with integrity and adheres to ethical competition practices, ensuring a level playing field in the market. The Company respects competitors' intellectual property and trade rights, strictly avoiding any form of infringement. The Company operates in full compliance with all applicable laws, regulations, and international business standards. The Company upholds transparency and strong corporate governance, ensuring fair and accountable business operations. The Company continuously invests in innovation and technology to enhance its products and services, maintaining competitiveness and delivering value to customers. 	<ul style="list-style-type: none"> The Company engages with relevant industry associations and professional organizations to stay informed about market trends and regulatory developments. The Company regularly attends industry meetings, conferences, and seminars to exchange business insights and explore innovation opportunities. The Company takes part in trade discussions and negotiations when conflicts arise, ensuring fair and constructive resolutions. The Company continuously tracks industry developments through public sources such as annual reports, business publications, and media articles to stay informed and maintain a competitive edge.

3.3 Environmental Sustainability Management

3.3.1 Environmental Guidelines

The Company is committed to conducting its business sustainably with a strong sense of environmental responsibility. It recognizes the importance of minimizing environmental impacts resulting from its operations and is dedicated to pursuing sustainable business growth alongside effective and efficient environmental management. To this end, the Company has established an environmental policy aligned with its business objectives, emphasizing the collaboration and awareness of all employees in fulfilling

their environmental duties and responsibilities, including the efficient use of resources in their daily work. The key practices include:

- **Environmental Protection and Pollution Prevention**

The Company promotes the efficient use of resources and energy while actively preventing pollution. It continuously works to improve the workplace environment by implementing resource conservation practices such as reusing materials to reduce unnecessary consumption. Employees are encouraged to maintain cleanliness and take responsibility for the tidiness of their workspaces.

- **Promotion of Environmentally Friendly Materials and Equipment**

To cultivate environmental awareness and culture within the organization, the Company opts for products and materials that are eco-friendly. This includes reducing the use of plastic cups and plates by switching to reusable containers and limiting the use of harmful chemical-based products that may adversely affect the environment.

- **Energy Conservation and Efficient Use of Energy**

The Company sets guidelines for energy-saving practices and encourages employees to follow them collectively. Campaigns promote mindful energy consumption, such as turning off lights and air conditioning when not in use or during non-working hours.

- **Environmental Awareness and Education for Employees**

The environmental policy is communicated to all employees through internal channels such as the Company's intranet, chat rooms, and email. Employees are encouraged to take an active role in supporting and implementing the policy.

- **Environmentally Friendly Business Development**

The Company prioritizes the development of environmentally responsible business practices. It adopts digital technologies and systems to reduce paper usage, such as issuing e-Tax invoices to customers and transitioning to internal electronic approval systems developed in-house.

The Company's executives actively support the implementation of this environmental policy and ensure it is widely communicated to employees, stakeholders, and the general public.

3.3.2 Environmental Operating Results

Climate Change Response

Objectives and Goals

The Company recognizes the importance of responding to climate change by aiming to be a driving force in integrating environmental considerations into all aspects of its operations. It is committed to reducing greenhouse gas emissions, both directly and indirectly, while maximizing resource efficiency to mitigate the impact of climate change related to its business activities. Additionally, The Company strives to play an active role in climate adaptation efforts



Operational Guidelines

The Company recognizes the importance of responding to climate change by focusing on controlling and reducing greenhouse gas emissions, both directly and indirectly. This is achieved through energy conservation measures, efficient resource utilization, and setting clear greenhouse gas reduction targets. To support these efforts, The Company has established a dedicated working group responsible for monitoring policies, setting guidelines, and implementing measures to address climate change. This includes conducting an organizational carbon footprint assessment (Carbon Footprint for the Organization), covering direct emissions (Scope 1) and indirect emissions from energy consumption (Scope 2). The monitoring period is set from January 1 to December 31, 2024. Additionally, the company has appointed NPC Safety and Environmental Service Co., Ltd. to verify the calculations in accordance with the carbon footprint calculation guidelines established by the Thailand Greenhouse Gas Management Organization (Public Organization).

Indicators and Performance Results

Indicators		Units	Performance Results		
			2022	2023	2024
1	Total greenhouse gas emissions (Scope 1)	(TonCO ₂ e)	n/a	25	17
2	Total greenhouse gas emissions (Scope 2)	(TonCO ₂ e)	n/a	77	79
3	Total greenhouse gas emissions (Scope 1 and 2)	(TonCO ₂ e)	n/a	102	95
4	greenhouse gas emission intensity per area	(TonCO ₂ e)/sqm	n/a	0.104	0.098

Note: Data collection was conducted for the first time in 2023.

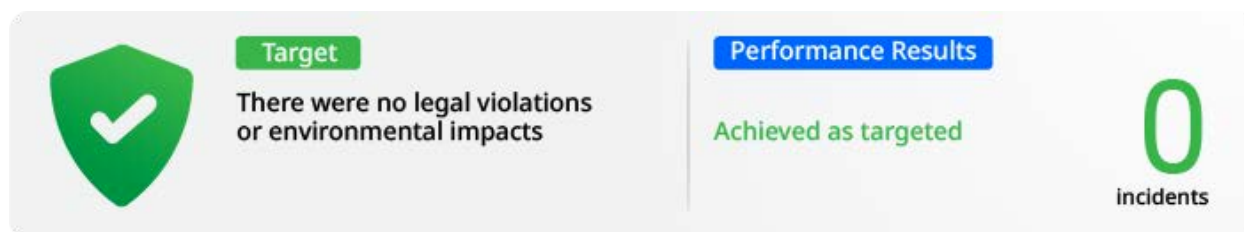
Environmental Conservation, Energy Efficiency, and Sustainable Resource Utilization

Objectives and Goals

The Company recognizes the importance of environmental conservation, energy management, and efficient resource utilization. Its objectives are to promote sustainable business operations by minimizing environmental impacts across all operational stages, encouraging the use of renewable energy, and optimizing resource efficiency. The Company aims to reduce waste and pollution emissions

while implementing initiatives that enhance energy and resource efficiency sustainably. These efforts contribute to the long-term protection and restoration of the environment

1) Environmental Management



Operational Guidelines

The Company actively promotes awareness and education among employees regarding environmental impact reduction. It has implemented waste management initiatives within the office, emphasizing waste segregation and reducing the use of disposable materials, such as minimizing paper usage.

Additionally, The Company fosters environmental consciousness among employees through various awareness campaigns. These include energy reduction efforts during non-peak hours and continuous monitoring and reporting of environmental performance indicators, such as waste volume and energy consumption. The data collected is used to improve the Company's environmental strategies and ensure transparency by sharing the information with management and stakeholders. Furthermore, the Company plans to study and implement environmental guidelines provided by the Pollution Control Department to enhance its sustainability efforts.

Indicators and Performance Results

Indicators		Performance Results			
		Units	2022	2023	2024
1	Legal violation or environmental impacts	Number of cases	0	0	0

2) Energy Management



Operational Guidelines

The Company has appointed a working group responsible for implementing policies, establishing guidelines and measures, and recognizing the importance of energy management. This is considered a core mission of The Company, focusing on applying technology to work processes and enhancing energy efficiency.

Over the past year, the Company has implemented the following initiatives.

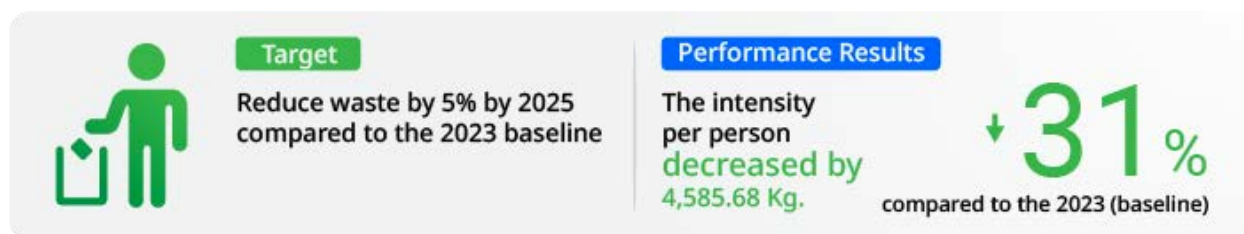
The implementation of the E-Tax Invoice system to replace paper-based documents promotes efficient resource utilization by reducing paper consumption. Additionally, the Company has developed systems to enhance operational efficiency across various functions. Furthermore, an office electrical equipment control system has been introduced to optimize energy management, including the automated control of office lighting and air conditioning. Continuous awareness campaigns encourage employees to conserve energy, such as turning off lights after using meeting rooms or common areas, conducting regular maintenance and cleaning of office air conditioning units every four months, utilizing the ECO mode for copiers and coffee machines to activate screen-saving functions when not in use, and ensuring that air-conditioned room doors are opened and closed only when necessary to prevent energy loss. These initiatives contribute to improved efficiency and long-term energy sustainability within the organization.

Note: In 2024, the Company implemented a policy requiring employees to work in the office five days a week. As a result, office electricity consumption has increased compared to 2023, when the policy allowed employees to work in the office for only four days a week.

Indicators and Performance Results

Indicators		Performance Results			
		Units	2022	2023	2024
1	Total electricity consumption	Kwh	129,622.58	152,582.64	157,020.52
2	Electricity consumption per area	Kwh/sqm	160.14	155.09	159.61
3	Electricity consumption per person	kwh/employee	946.15	1,074.53	1,129.644
4	Diesel consumption	Litr	n/a	536.86	47.32
5	Gasoline consumption	Litr	n/a	11,392.19	7,404.53
6	Other non-Renewable Energy	Kwh	0	0	0
7	Solar energy consumption	Kwh	0	0	0
8	Other Renewable energy	Kwh	0	0	0

3) Waste and Electronic Waste Management



Note : The measurement is based on the weight of general waste and recyclable waste generated in the office.

Operational Guidelines

The Company has established an action plan and measures for waste management by implementing source separation. General waste bins and recycling bins are placed together in various office areas, including dining areas and meeting room entrances. Additionally, food waste bins are installed near sink areas to facilitate proper disposal. Furthermore, the Company has introduced a systematic approach to electronic waste (e-waste) management to minimize environmental impact and promote efficient resource utilization. This initiative emphasizes proper sorting and disposal of e-waste in compliance with best practices, ensuring responsible waste management throughout the organization.

Over the past year, the Company has implemented the following initiatives.

The Company has implemented a campaign to promote and encourage waste segregation within the office by categorizing waste into general waste and recyclable waste. Waste segregation stations have been set up in common areas on each floor, with clear instructions on proper waste sorting. Additionally, the Company has actively encouraged employees to reduce the use of disposable plastic food containers, plates, and utensils by promoting the use of reusable dishware provided by the Company. To raise awareness and foster employee participation in environmental initiatives, the Company has provided training on proper waste segregation, emphasizing the benefits of waste sorting and the positive environmental impact of these actions. These efforts aim to cultivate an environmentally responsible corporate culture and promote long-term sustainability.



The Company has engaged Top Secret Documents Destruction Co., Ltd. to handle the destruction of electronic waste in 2024.



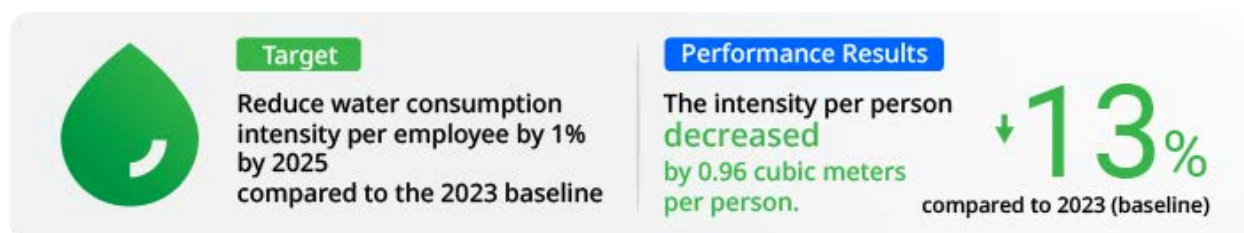
Indicators and Performance Results

Indicators		Performance Results			
		Units	2022	2023	2024
1	Non-hazardous waste and waste volume	Kilogram	n/a	14,732	10,147
2	Hazardous waste volume	Kilogram	n/a	0	0
3	Waste and materials processed through reuse / recycle	Kilogram	n/a	0	0
4	Electronic waste recycled into new products	Kilogram	n/a	0	50
5	Electronic waste reused	Kilogram	n/a	0	0
6	Electronic waste recovered through extraction and reuse of components	Kilogram	n/a	0	0
7	Electronic waste disposed of through landfill	Kilogram	n/a	0	0
8	Electronic waste disposed of through other methods	Kilogram	n/a	0	0
9	Products displaying usage instructions and lifespan	%	n/a	100	100

Note:

The Company began recording waste volume data for the first time in 2023.

4) Water Management



Operational Guidelines

The Company has established an operational plan and measures for effective water management, focusing on efficient water usage and minimizing water loss. Additionally, regular inspections and maintenance of the plumbing system are conducted to prevent leaks. The Company also promotes awareness campaigns to encourage water conservation within the office, fostering a culture of responsible water usage.

Over the past year, the Company implemented a campaign to promote and encourage water conservation in the office by advocating for reduced unnecessary water usage, such as turning off taps immediately after use to prevent water wastage. Additionally, the Company has provided employees with knowledge on proper water management, emphasizing the benefits of efficient water use and

highlighting the positive environmental impact of reducing excessive water consumption. These efforts aim to foster a corporate culture that values water conservation and supports long-term sustainability.

Indicators and Performance Results

ตัวชี้วัด		Performance Results			
		Units	2022	2023	2024
1	Water consumption from external suppliers	m ³	131	158	134
2	Water consumption intensity per person	m ³ /person	0.96	1.11	0.96
3	Percentage of wastewater treated before discharge	%	100	100	100

Note: As the Company operates in a leased office building, it utilizes the building's centralized wastewater treatment system, which complies with the Building Control Act B.E. 2522 (1979) and international standards.

3.4 Social Sustainability Management

3.4.1 Social Guidelines

The Company recognizes the importance of sustainable business growth under the principles of Corporate Social Responsibility (CSR). It is committed to conducting its operations with care and consideration for all stakeholders, the economy, society, and the environment, guided by integrity, ethics, and professional conduct. The Company believes that operating with social responsibility will generate benefits for the broader community while fostering the Company's own growth in parallel. Accordingly, the Company has established a Corporate Social Responsibility policy as follows:

- Respect for Human Rights

The Company upholds a policy that supports and respects the protection of human rights. It treats all stakeholders including employees, local communities, and society at large with dignity and respect for human values, promoting equality and freedom without discrimination based on race, nationality, religion, language, color, gender, age, education, physical condition, or social status. The Company ensures that its business operations are not involved in any human rights violations such as child labor or sexual harassment. It also promotes vigilance in complying with human rights standards by encouraging stakeholder participation, providing grievance channels for those affected by business-related human rights violations, and ensuring appropriate remediation measures.

- Fair Labor Practices

The Company recognizes the importance of human capital development and fair labor practices, which are essential to enhancing business value, competitiveness, and long-term sustainability. In line with the Labor Protection Act B.E. 2541, the Company has established policies and practices that ensure compliance, including the provision of social security, compensation funds, and employee welfare

programs such as health insurance, accident insurance, life insurance, and other protections. The Company also promotes professional development through internal and external training, seminars, and academic learning opportunities. These initiatives aim to enhance knowledge, skills, and ethical attitudes, encourage teamwork, and foster a positive work culture. Employees are given the opportunity to express opinions or report unfair practices or misconduct, with assurance of protection for whistleblowers.

- Customer Responsibility

The Company is committed to delivering products and services that meet customer satisfaction and provide maximum value, grounded in responsibility, honesty, and attentiveness. The key principles include:

- 1) The Company places great emphasis on the quality and standards of its services, as well as service efficiency. It is committed to delivering services that meet international standards and continuously improves its management and service systems to ensure that customers receive high-quality products and services, with customer satisfaction as a top priority.
- 2) The Company has a continuous plan to develop new products and services in order to meet the evolving needs of its customers.
- 3) The Company is committed to fair marketing practices, with a policy to ensure that customers receive accurate, clear, and non-deceptive information about its products and services. The Company avoids misleading or exaggerated advertising, aiming to provide customers with sufficient and reliable information to support informed decision-making.
- 4) The Company prioritizes customer safety and is committed to delivering products and services that meet both quality and safety standards in accordance with international safety regulations and applicable laws. It continuously designs, innovates, and develops its products and services to ensure that customers have confidence in their quality, standards, and safety.
- 5) The Company has established a customer relationship management system to facilitate effective communication with customers, including the handling of complaints related to product and service quality. This system is accessible through the Company's website, enabling prompt and efficient responses to customer needs.
- 6) The Company will keep customer information confidential in accordance with its Personal Data Protection Policy and will not misuse such information in any improper manner.

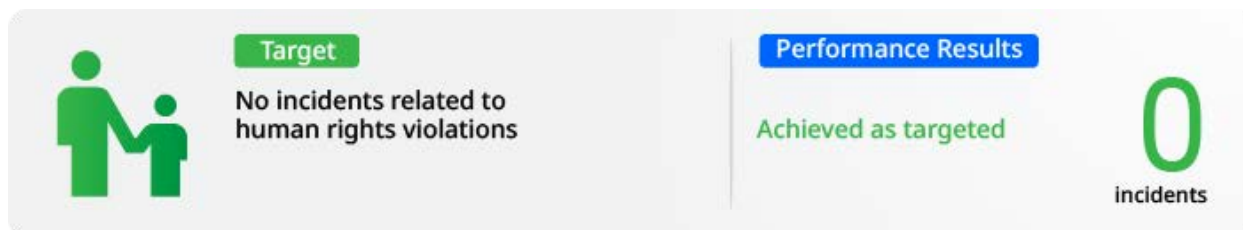
3.4.2 Social Operating Results

Respect for Human Rights

Objectives and Goals

The Company recognizes the importance of respecting human rights in its business operations and actively supports compliance with human rights principles. Emphasizing human rights protection, The Company strictly adheres to relevant laws, regulations, corporate governance policies, and ethical standards to ensure responsible business practices free from human rights violations. Furthermore, The

Company is committed to treating all employees and stakeholders equitably, upholding fairness in human rights-related matters. It strictly adheres to the principle of zero tolerance for child labor in any form and actively collaborates with business partners to prevent and eliminate child labor issues within the supply chain.



Operational Guidelines

The Company is committed to fostering a positive work environment free from harassment and discrimination while promoting equality within the organization and strictly opposing all forms of child labor. To uphold these principles, The Company has established reporting channels for concerns, defined complaint investigation processes and resolution measures, and set objectives for conducting a comprehensive risk assessment on human rights violations in business operations through Human Rights Due Diligence (HRDD). The Company aims to complete this assessment by 2025 to ensure that its business activities do not adversely impact human rights in any dimension.

Indicators and Performance Results

Indicators			Performance Results		
		Units	2022	2023	2024
1	Human Rights Violations Incidents	Number of cases	0	0	0
2	Policy and Practices on Child Labor Prevention in the Supply Chain	Yes/No	Yes	Yes	Yes
3	Reported or Identified Cases of Child Labor within the Organization and Supply Chain, Along with Corrective and Remedial Measures	Number of cases	0	0	0

Employee Treatment, Workplace Environment, and Employee Development

Objectives and Goals

The Company recognizes the importance of fair employee treatment, fostering a positive work environment, and enhancing employee potential. Our approach focuses on creating a safe and healthy workplace that supports employee well-being and ensures equitable and fair treatment for all. Additionally, we are committed to continuous learning and professional development by providing training programs and skill-building opportunities that empower employees to adapt to future challenges. Moreover, we emphasize cultivating an organizational culture that promotes collaboration

and active participation, ultimately driving sustainable growth for both The Company and its employees in the long term.



Operational Guidelines

The Company actively promotes the development of employees' digital skills through continuous training programs on key topics such as AI, data analytics, cybersecurity, and emerging digital tools. These initiatives are designed to help employees adapt to technological advancements, enhance work efficiency, minimize errors, and improve operational agility. The Company emphasizes the importance of digital literacy and its application in streamlining processes, fostering innovation, and supporting business growth. In addition, The Company is committed to cultivating a learning culture that prepares employees to navigate digital transformation. Gender equality is also a key focus, ensuring that female employees have equal opportunities for career advancement. This commitment is reflected in fair compensation policies and employee benefits that support work-life balance, including maternity leave and childcare support.

Furthermore, in 2024, The Company contributed 119,720 THB to the Fund for the Promotion and Development of the Quality of Life of Persons with Disabilities, as part of its policy to enhance the well-being and empowerment of people with disabilities. The Company remains dedicated to fostering an inclusive and equitable society by continuously supporting and developing the potential of people with disabilities, ensuring long-term benefits for both individuals and the broader community.

Indicators and Performance Results

Indicators		Units	Performance Results		
			2022	2023	2024
1	Average training hours per Employee per year	Training Hours per employee	8.23	22.17	12.35

RMP Product Overview Training The Company has conducted the RMP Product Overview training program to enhance employees' understanding of the Company's products. This initiative aims to equip employees with the necessary knowledge to effectively apply it in their work, ensuring they can confidently provide accurate consultations and respond to customer inquiries with efficiency. The training was led by Ms. Apinya Buachan from the Customer Relations Department



Figma Essentials for Developers and Dreamers Training The Company conducted the Figma Essentials for Developers and Dreamers training program, an introductory course on Figma, a vector graphic design tool. The training aimed to enhance employees' design skills and improve their ability to develop high-quality projects. Participants gained practical knowledge, including essential techniques and tips for using Figma effectively. The session was led by Mr. Pallop Najan from the Product Development Department, reinforcing the Company's commitment to upskilling employees and fostering creativity in digital design and product development.



Essential Statistics for Beginners Training The company organized the Essential Statistics for Beginners training program to equip employees with fundamental knowledge of statistics and data analysis. This course covered essential statistical concepts, ranging from basic to intermediate levels, enabling participants to develop practical skills for data management and analysis.



Self-Debt Management Training Expert speakers from J-Raja Social Enterprise Co., Ltd. conducted this training to equip employees with essential knowledge and skills for effectively managing personal debt. Throughout the course, employees learned practical financial planning strategies, personalized debt management techniques, and methods to reduce debt while improving financial liquidity.



Employee Engagement, Retention, and Creating a Positive Work Environment



Operational Guidelines

The Company places great importance on employee engagement and retention, focusing on building strong relationships between employees and the organization. This is achieved through open communication, trust-building, and key engagement activities that foster a positive workplace culture. To support this commitment, The Company ensures that employee benefits and compensation are fair and competitive, aligning with industry standards. Additionally, The Company is dedicated to creating a safe and productive work environment by maintaining secure workplace conditions that enhance efficiency and employee well-being.

Indicators and Performance Results

Indicators		Performance Results			
		Units	2022	2023	2024
1	Voluntary Employee Turnover Rate	%	30.66	19.01	13.67
2	Employee Satisfaction Score	%	n/a	n/a	77
3	Work-Related Injury Rate (Resulting in Lost Workdays)	%	0	0	0
4	Significant Labor Disputes with Resolution Measures	Number of Cases	0	0	0

Indicators		Performance Results			
		Units	2022	2023	2024
5	Employee Development Expenditure	THB	125,170	136,975	118,016
6	Number of Work-Related Injuries Resulting in Lost Workdays	Number of Cases	0	0	0

Yoga for Health Program : This program promoted both physical and mental well-being among employees encouraging self-care, fostering a healthy work environment, and strengthening positive relationships among employees.



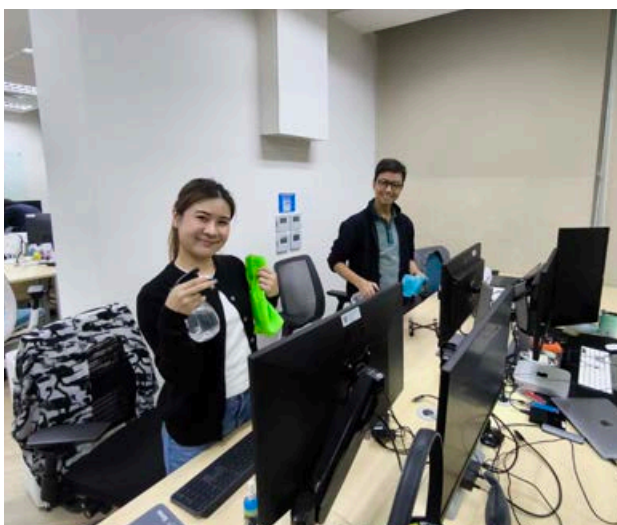
Happy Buddy Happy Valentine's 2024 : The Company invited employees to participate in a special Valentine's Day celebration. This initiative aimed to foster positive relationships, enhance team bonding, and create a warm and inclusive workplace atmosphere.



Songkran Festival 2024 Celebration : This celebration encouraged employees to participate in preserving and celebrating Thai cultural traditions. This event aimed to promote employee engagement while fostering a sense of unity and appreciation for Thailand's rich heritage.

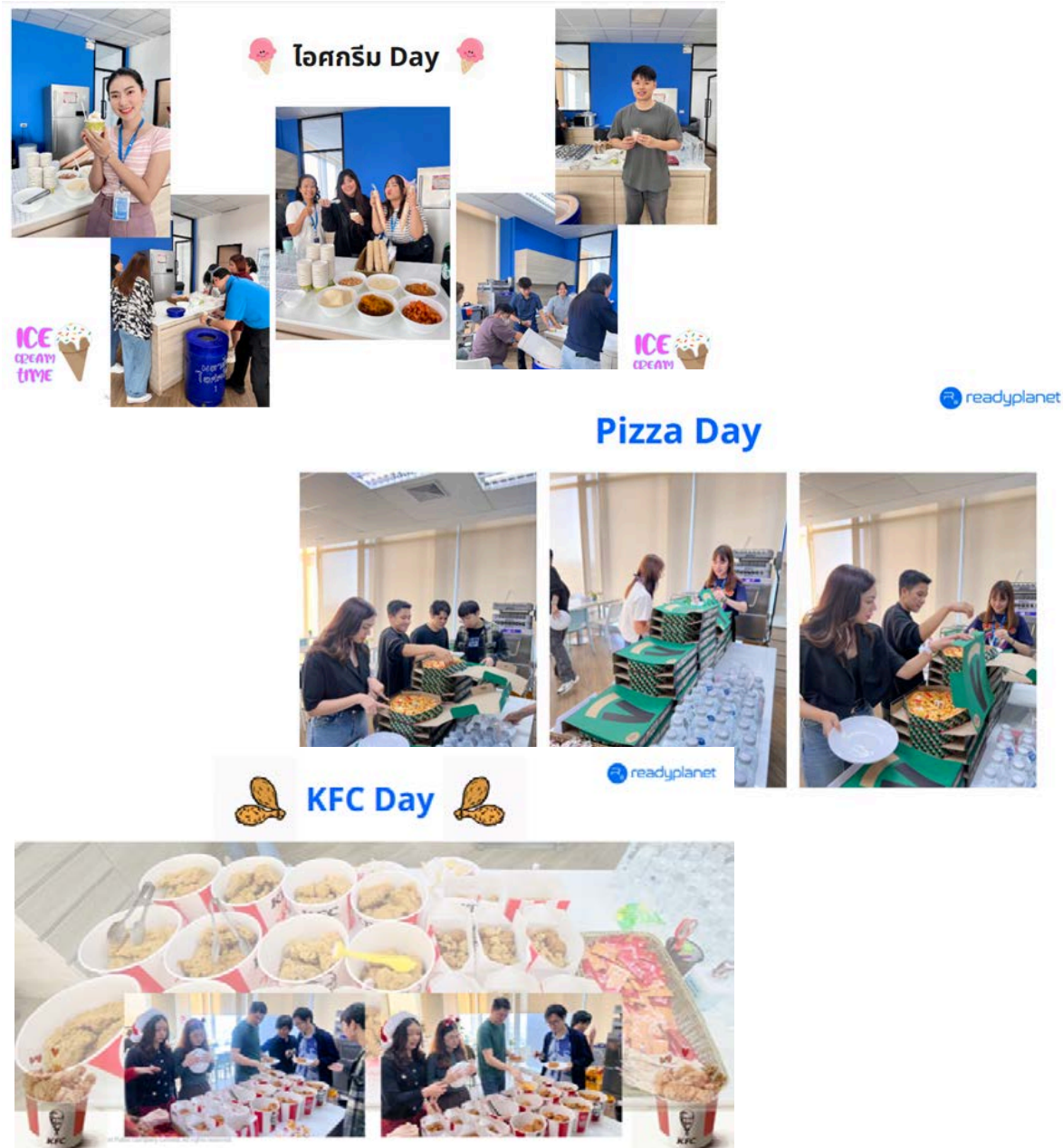


Big Cleaning Activity : All employees were encouraged to take part in cleaning their desks and department areas. This initiative aimed to enhance the workplace environment, ensuring a cleaner, more organized, and refreshing workspace for everyone. Beyond maintaining cleanliness, this activity helped instill a sense of responsibility for personal and shared workspaces, reinforcing the importance of workplace hygiene. Additionally, it provided a great opportunity for team collaboration, fostering stronger relationships among colleagues as they worked together to maintain a tidy and pleasant working environment.



Sharing Happiness Through Meals : The Company treated employees to a variety of enjoyable foods such as ice cream, pizza, and fried chicken. This initiative was designed to bring joy and relaxation, allowing employees to take a break from work while strengthening team relationships in a warm and

friendly atmosphere. Beyond fostering employee engagement and team bonding, this activity reflects the Company's commitment to employee well-being. By creating a workplace where employees feel valued and appreciated, the company recognizes that a happy and motivated workforce contributes to higher productivity and overall success.



Loy Krathong Festival Celebration : This celebration promoted Thai cultural heritage and strengthening employee relationships in a joyful and warm atmosphere. The event was filled with fun and engaging activities, fostering a sense of unity and appreciation for tradition. One of the key highlights of the celebration was the Traditional Thai Costume Contest, where employees had the opportunity to showcase their creativity and cultural pride. To further enhance the festive spirit, the

Company also treated employees to authentic Thai-style ice cream, adding a delightful touch of tradition and relaxation to the occasion.



Halloween Festival : The Company organized a Halloween celebration to create a fun and engaging atmosphere while fostering employee participation and team bonding. The event featured a variety of activities, including reward-based games designed to strengthen relationships among employees. To enhance the festive spirit, employees were encouraged to dress up in creative Halloween-themed costumes, adding excitement and creativity to the celebration. Additionally, the Company treated employees to a donut feast, allowing everyone to enjoy a shared moment of relaxation and enjoyment.



New Year Celebration : The Company organized a New Year Celebration to strengthen the bond between employees and the organization while fostering a warm and united atmosphere. This event served as a joyful occasion to welcome the new year with well wishes, celebrations, and shared happiness. Employees participated in various fun activities and games, enhancing team spirit and engagement. Beyond the festivities, the event also aimed to motivate and inspire employees to embrace

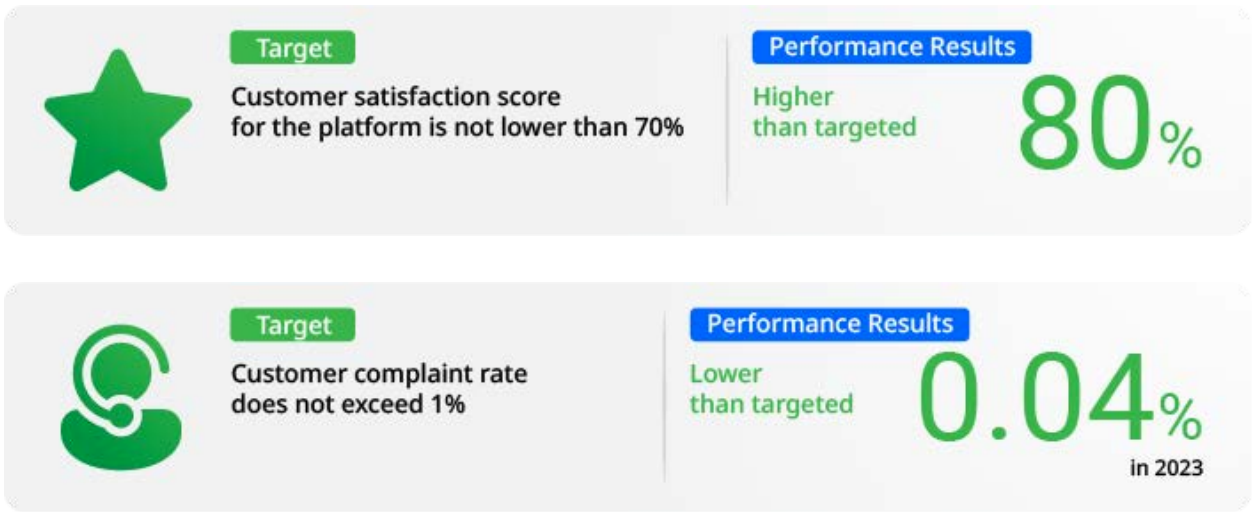
the new year with dedication and a shared commitment to driving the Company towards sustainable success and long-term growth.



Customer Responsibility and Customer Relations

Objectives and Goals

The Company recognizes the importance of customer responsibility and building sustainable relationships. Its objective is to deliver high-quality products and services that genuinely meet customer needs while ensuring a positive experience and satisfaction. The Company also values customer feedback and suggestions, using them to continuously improve its products and services. This commitment aims to create shared value and long-term sustainability.



Operational Guidelines

Policy and Guidelines on Customer Personal Data Protection

The Company places great importance on the strict protection of customers' personal data by establishing personal data security policies in compliance with relevant laws, such as the Personal Data Protection Act (PDPA) and the ISO 27001 standard. These measures include encrypting customer data within the system, granting data access rights only to authorized personnel, conducting employee training on personal data security, implementing a data breach monitoring system, and establishing an emergency response plan.

Customer Complaint Channels

The Company provides multiple channels for receiving customer complaints and feedback to ensure convenient communication. These include a 24/7 customer service center (Call Center), complaint submission through the Company website, and various social media platforms.

Customer Satisfaction Development Plan

The Company is committed to enhancing customer satisfaction through various initiatives. An annual customer satisfaction survey is conducted to analyze issues and identify opportunities for service improvement to better meet customer needs. Additionally, a Customer Success Team has been established to assist customers in onboarding, provide tailored recommendations for their business, and ensure they maximize the benefits of the Company's services.

Responsible Marketing and Advertising Practices

The Company is committed to conducting business with integrity and transparency by ensuring that all advertising content is accurate, truthful, and free from misleading statements or imagery.

Advertisements comply with legal regulations and ethical standards, avoiding deceptive tactics or inappropriate messaging. Furthermore, the Company promotes sustainable marketing practices by supporting products and services that generate positive environmental and social impacts. To reinforce these commitments, the Company plans to develop a formal Responsible Marketing and Advertising Policy by 2025.

Indicators and Performance Results

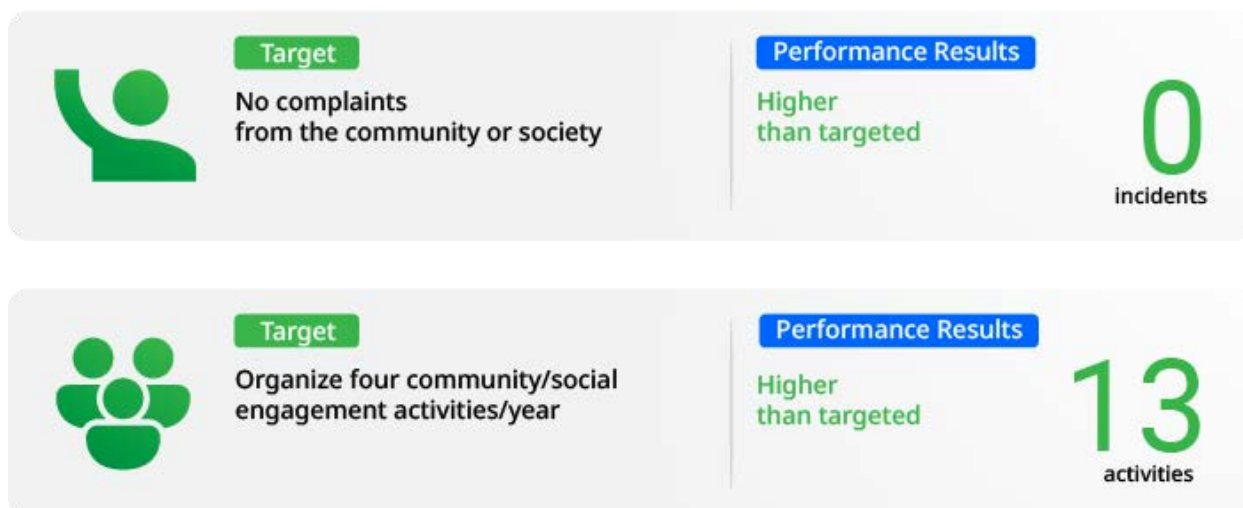
Indicators		Performance Results			
		Units	2022	2023	2024
1	Customer satisfaction score	%	81	80	80
2	Customer complaint rate (as % of Platform Customers)	%	0.01	0.01	0.06
3	Customer data breach	Number of cases	0	0	0

Indicators		Performance Results			
		Units	2022	2023	2024
4	Consumer rights violation	Number of cases	0	0	0

Community or Social Development

Objectives and Goals

The Company recognizes the importance of engaging in community and social development, aiming to enhance the quality of life in economic, social, and environmental aspects. This commitment is fulfilled through projects and initiatives that genuinely address community and societal needs. The Company focuses on fostering collaboration with stakeholders across both public and private sectors to build resilient and sustainable communities. Additionally, it supports educational opportunities and career development, which contribute to long-term community stability and sustainability.



Operational Guidelines

The Company is committed to contributing to sustainable community and social development by implementing initiatives that enhance quality of life and create opportunities for community growth. This includes providing consumer education on digital marketing and supporting underprivileged groups through donations. Additionally, the Company fosters collaboration with public and private sector organizations to enhance project effectiveness and generate a positive impact on communities.

Indicators and Performance Results

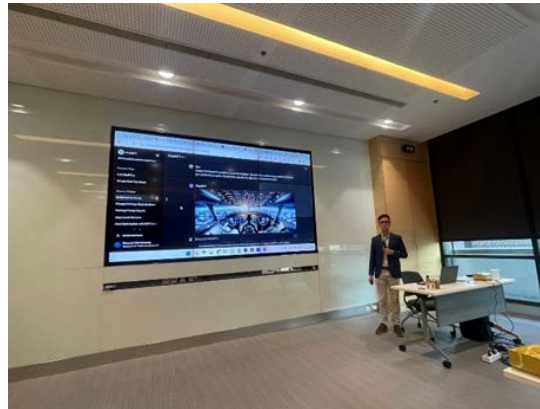
Indicators		Performance Results			
		Units	2022	2023	2024
1	Community/social complaints	Number of cases	0	0	0
2	Community/Social engagement activities	Number of cases	n/a	14	13
3	Total amount spent on community/society development and assistance projects	THB	n/a	n/a	11,390

Educational Program for Entrepreneurs and Consumers Across Public and Private Sectors

On February 8, 2024 : The Company participated in the THAILAND DIGITAL TRANSFORMATION Symposium 2024, organized in collaboration with BUSINESS+ Magazine, the Institute of Information and Communication Technology for Industry (The Federation of Thai Industries), and the Electronic Transactions Development Agency (ETDA). The event aimed to drive Thailand's digital economy while enhancing community well-being through sustainable technology and innovation. The symposium featured expert-led discussions, with a key highlight being a special presentation on "Leveraging AI for Performance-Based Digital Advertising" by Mr. Burin Kledmanee, Executive Vice President. He emphasized the role of Artificial Intelligence (AI) in optimizing digital marketing responsibly, ensuring not only business growth but also ethical advertising practices. AI is also instrumental in enabling small and medium-sized enterprises (SMEs) to compete fairly in the digital market. Beyond insights into Digital Transformation, this symposium served as a crucial platform for promoting Inclusive Growth. It encouraged businesses to adopt technology to bridge the digital divide, empowering local communities and small businesses to compete fairly in the modern marketplace.



On March 6, 2024 : Mr. Panuwat Wantawong represented the company in delivering a knowledge-sharing session for the Thai Financial Planners Association. The objective was to enhance skills in utilizing ChatGPT for opinion surveys, data analysis, marketing strategy development, and business plan preparation, as well as to create content, graphics, and videos for online platforms. Additionally, the session aimed to improve operational efficiency to better meet future demands.



On April 26, 2024, the Company welcomed a group of students from Suankularb Wittayalai School for an educational visit focused on MarTech (Marketing Technology) and the Readyplanet Market Platform (RMP). Mr. Burin Kledmanee, Executive Vice President and Ms. Apinya Bua-chan, Senior Customer Success Officer led the session. who provided valuable insights and guidance to the visiting students from Suankularb School.



On May 16, 2024 : MarTech Strategies for Enterprise 2024 event, Mr. Burin Kledmanee, Executive Vice President, represented the Company as a keynote speaker at the MarTech Strategies for Enterprise 2024 event.



August 2, 2024 : E-Biz Expo 2024, "Harnessing GenAI for Marketing Success: Transforming Marketing with GenAI for Boundless Opportunities," Mr. Panuwat Wanthawong represented the company and delivered an informative session for the participants.



August 23, 2024 – EDP 2024 : On August 23, 2024, Mr. Songyot Kanthamanon and Mr. Panuwat Wanthawong served as guest speakers in the TLCA Executive Development Program (EDP 2024 - Building Transformational Leaders). Their session focused on preparing business leaders for the rapid technological changes shaping the economic and business landscape. By exploring emerging trends and innovations, the discussion provided strategic insights to help organizations adapt, remain competitive, and drive sustainable growth in the digital era.



September 12, 2024 : the press conference for “MarTech Integration Day 2024” took place, with Mr. Burin Kledmanee, Executive Vice President, representing the company. Organized by the MarTech Association (Thailand), the event aimed to collaboratively develop cutting-edge marketing solutions powered by AI technology in pursuit of marketing excellence. Additionally, a selection process was held to identify standout solutions from among more than 500 leading Thai brands, determining which offerings best resonated with market needs. This event underscores the continued evolution of Thailand’s marketing and technology industries, marking an important step toward the future.



September 26, 2024 : At the “Digital Marketing for Industrial Growth in the GenAI Era” event, Mr. Burin Kledmanee, Executive Vice President, represented the company and served as the lead lecturer for the “Boosting Industrial Sales through Digital Marketing in the Generative AI Era” course. The program was co-hosted with the Federation of Thai Industries at the Chamber Room, B Floor, S31 Sukhumvit Hotel in Bangkok.



Corporate Social Responsibility

The Company is committed to contributing to the sustainable development of communities and society by encouraging employee participation in socially beneficial activities. Additionally, it promotes awareness among employees regarding the importance of social responsibility and sustainable development.

Over the past year, the Company has implemented the following initiatives.

Donation Activity for the Mirror Foundation : On February 17, 2024, the Company organized a donation activity, contributing over 120 high-quality office chairs to the Mirror Foundation. The primary objective of this initiative was to pass on these resources to those in need, including schools, organizations, and individuals. This effort aligns with the Company’s commitment to resource efficiency

and creating genuine value for society. This donation reflects the Company's dedication to fostering social support in a meaningful and sustainable manner, ensuring that the benefits extend to those who need them most.



Blood Donation Activity : On Saturday, July 13, 2024, the Company organized a blood donation activity, with Mr. Burin Kledmanee, Executive Vice President, representing the management team alongside employee representatives. The event took place at the Thai Red Cross Society, aiming to support patients in need of blood and contribute to societal well-being. This initiative not only provided critical assistance to those in need but also fostered a sense of unity and strengthened relationships within the company.



Donation Activity to Support Flood Victims : On September 18, 2024, the Company, in collaboration with its employees, organized a donation drive to support flood victims. A total of 72 survival kits containing essential consumer goods, along with 100 packs of drinking water, were prepared and delivered to the Bangkapi District Office. Mr. Chuchart Phumnoi, Director of Bangkapi District, received

the donation on behalf of the office for distribution to affected areas. This initiative reflects the Company's commitment to providing tangible and sustainable support to disaster-affected communities, helping to alleviate their hardships during times of crisis.



On June 15, 2024, Mr. Burin Kledmanee, Executive Vice President, participated in the "RUN with Love" charity run at Wachirabenchathat Park, in collaboration with Asset Five Group Public Company Limited (A5). The event aimed to support the Children's Hospital Foundation, with proceeds from the activity directed toward initiatives that assist pediatric patients and promote long-term community health and well-being. Through this participation, the Company reaffirmed its commitment to social responsibility and sustainable community development.



2024 Internship Program : In 2024, the Company welcomed interns and student visitors from various educational institutions, providing them with opportunities to gain hands-on experience and explore their fields of interest. As part of the program, interns were given access to internal training courses, equipping them with essential knowledge and skills for the digital industry. Through this initiative, the Company remains committed to empowering the next generation of professionals and fostering talent development to support the evolving digital landscape.



3.5 Sustainability Management in Economic and Corporate Governance

3.5.1 Economic and Good Corporate Governance Practices

The Company recognizes the importance of achieving sustainable business growth and is committed to operating with care and responsibility toward all stakeholders, the economy, society, and the environment guided by integrity, ethics, and strong corporate values. The Company believes that conducting business under the principles of social responsibility will generate benefits for the broader community while supporting the Company's continued growth. In alignment with this commitment, the Company has established policies related to economic responsibility and good corporate governance as follows:

- Fair Business Practices

The Company is committed to conducting business with honesty, fairness, integrity, and strong ethical standards. It upholds fair competition principles in accordance with business ethics, applicable laws, and equitable trade practices. The Company strictly opposes any actions that hinder fair competition, such as seeking confidential information from competitors or offering, receiving, or providing dishonest business benefits. Additionally, the Company promotes awareness and instills a sense of social responsibility in employees at all levels through ongoing campaigns and initiatives.

- Anti-Corruption and Anti-Bribery Practices

The Company operates with transparency and integrity, adhering to principles of good corporate governance and complying with all applicable laws related to the prevention and suppression of corruption and bribery, whether involving public officials or private entities. The Company has established a clear organizational structure that defines roles, responsibilities, workflows, and reporting lines across all departments to ensure proper checks and balances and effective internal control mechanisms. Furthermore, the Company has outlined specific guidelines for directors, executives, and employees as follows:

- 1) Directors, executives, and employees of the Company are strictly prohibited from engaging in or accepting any form of corruption, whether directly or indirectly. This policy applies to all relevant departments within the organization. Regular reviews and assessments are conducted to ensure compliance with the Company's Anti-Corruption Policy.
- 2) Directors, executives, and employees of the Company are required to report any actions suspected of involving corruption related to the Company. Such reports should be made to their supervisors or the designated responsible persons. They are also expected to fully cooperate in the investigation and verification of relevant facts.
- 3) The Company will ensure fairness and protection for whistleblowers who report incidents of corruption, as well as for individuals who cooperate in the reporting and investigation processes.
- 4) The Board of Directors, Executive Committee, and Management are expected to lead by example in upholding the Company's anti-corruption principles. They are responsible for promoting and supporting the Anti-Corruption Policy, ensuring it is effectively communicated to all employees and relevant stakeholders. Additionally, they must regularly review the appropriateness of the policy and related measures to ensure alignment with changes in the business environment, regulations, and legal requirements.
- 5) Any individual found to have engaged in corrupt practices will be subject to disciplinary action in accordance with the Company's regulations. If the misconduct also violates the law, the individual may be subject to legal penalties as well.
- 6) The Company ensures that the Anti-Corruption Policy is communicated across all levels of the organization through various channels, such as employee training programs and the Company's internal communication systems. This is to ensure that all relevant parties are informed and can implement the policy effectively.
- 7) The Company has established whistleblowing channels and promotes the use of multiple communication platforms to enable employees and stakeholders to report any suspected misconduct. To protect whistleblowers, the Company enforces strict confidentiality measures to safeguard their identities and prevent unfair treatment, such as retaliation or unjust reassignment. Designated personnel are assigned to investigate and follow up on all reported cases. Additionally, the Company encourages contractors, business partners, and other individuals involved in Company-related activities to report any violations of the Company's Anti-Corruption Policy.
- 8) The Company has established a fair and adequate policy for the recruitment, promotion, training, performance evaluation, and compensation of its employees. This policy is designed to prevent corruption within the organization and to provide assurance and stability for employees and staff members.
- 9) The Company has established clear disbursement and procurement regulations, including approval limits, authorization matrices, transaction objectives, and designated recipients. All transactions must be supported by clear and verifiable documentation. Approval authority is appropriately defined for each level to ensure transparency and proper control, particularly for high-risk activities that may be susceptible to corruption. Directors, executives, and employees

are required to exercise caution and thoroughly verify all such matters in accordance with these regulations.

9.1) The giving, offering, or acceptance of gifts and entertainment must be conducted transparently, in compliance with applicable laws, and in accordance with standard business customs or traditions, with values that are appropriate and reasonable.

9.2) Donations and sponsorships must be made or accepted in a transparent and lawful manner, with assurance that such transactions are not used as a means to conceal bribery.

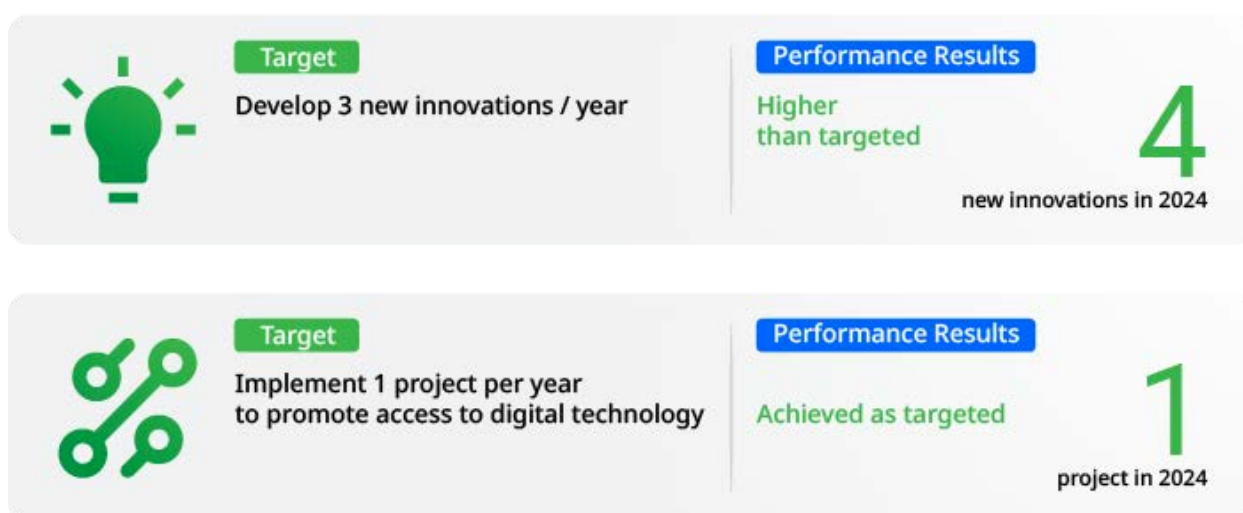
9.3) In conducting business, including communications, negotiations, bidding, and other interactions with government or private sector entities, all activities must be carried out transparently and in full compliance with the law. Directors, executives, employees, and staff of the Company must not offer or accept bribes at any stage of business operations.

3.5.2 Sustainability Management of Economic and Corporate Governance Result

Digital Innovation Development

Objectives and Goals

The Company recognizes the importance of digital innovation development in enhancing competitive advantage and creating added value in the digital era. The objective is to promote the adoption of digital technology and innovation in operational processes and service delivery to improve efficiency, speed, and accuracy while enhancing customer and stakeholder experiences. Additionally, the Company is committed to developing new innovations that meet market demands and differentiate its products and services. This includes fostering collaboration on digital innovation with business partners and research institutions to drive sustainable growth and contribute to long-term socio-economic development.



Operational Guidelines

The Company is committed to digital innovation development through the creation of a Product Roadmap, which serves as a structured plan to outline and communicate the product development process over a defined timeframe. This approach enables teams to effectively prioritize tasks and allocate resources efficiently. Additionally, Product Discovery activities are conducted to explore customer needs, analyze market trends, and evaluate product concepts, ensuring alignment with market demands and enhancing competitive potential. Furthermore, the Company emphasizes employee capability development through the “Journey to AI” program. This initiative aims to cultivate a technology-driven culture, positioning the organization as a leader in AI adoption. The program equips employees with AI-related skills, empowering them to integrate AI solutions into their work processes effectively. To encourage AI implementation, an internal competition is organized among departments to identify the most effective AI applications within the organization.

Over the past year, the Company has implemented the following initiatives.

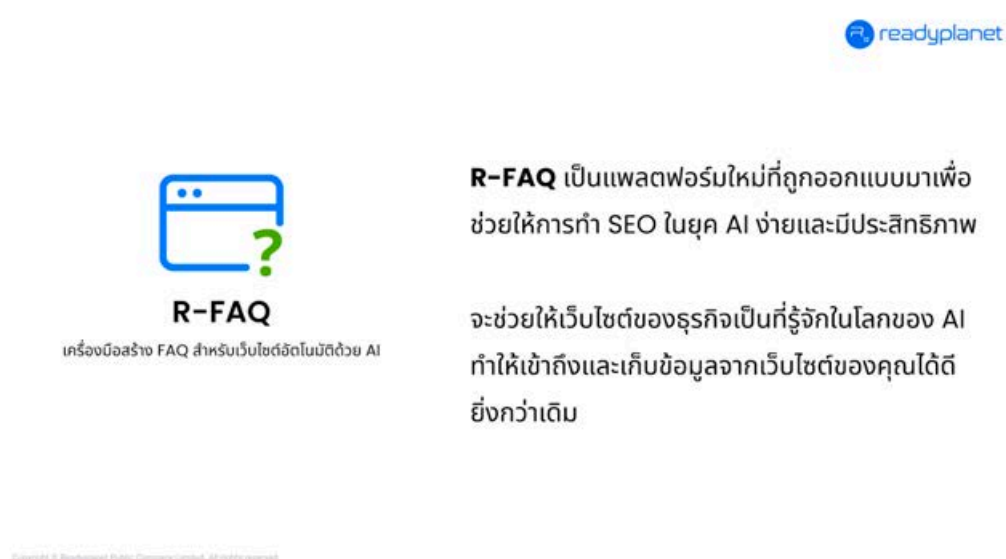
R-Commerce is a high-performance E-Commerce website development service that can be customized to meet business needs. It seamlessly integrates with existing systems, offers high security, enhances brand image, and effectively boosts online sales.



The R-Chatbot is an automated chat program that utilizes Generative AI technology to enhance response capabilities, enabling faster and more natural interactions that closely resemble human conversations compared to traditional chatbots. It can provide 24/7 customer support and helps increase sales opportunities more effectively.



The R-FAQ program is a tool designed to help businesses automatically generate frequently asked questions (FAQs) and answers using AI technology. Users only need to enter a website URL or upload files containing business, product, or service information. After the AI processes the data by extracting information from the website or uploaded files, users can review, edit the content, adjust SEO settings, and immediately display the FAQs on their website.



The R-SEO program is a tool designed to help businesses analyze and measure SEO (Search Engine Optimization) performance efficiently. It is part of Readyplanet's AdPro SEO service, which focuses on improving website optimization to achieve better results on search engines.



The "Journey to AI" project aims to foster an organizational culture of AI leadership and enhance employees' skills in utilizing AI efficiently in their work. In 2024, the Company launched the "Journey to AI" initiative to encourage employees to integrate AI into their tasks. This project includes training sessions and AI feature updates, supporting employees in becoming internal trainers to share knowledge with their colleagues. The program consists of online training for all employees, classroom training for supervisors, and an interdepartmental competition to identify the team that utilizes AI most effectively.



Indicators and Performance Results

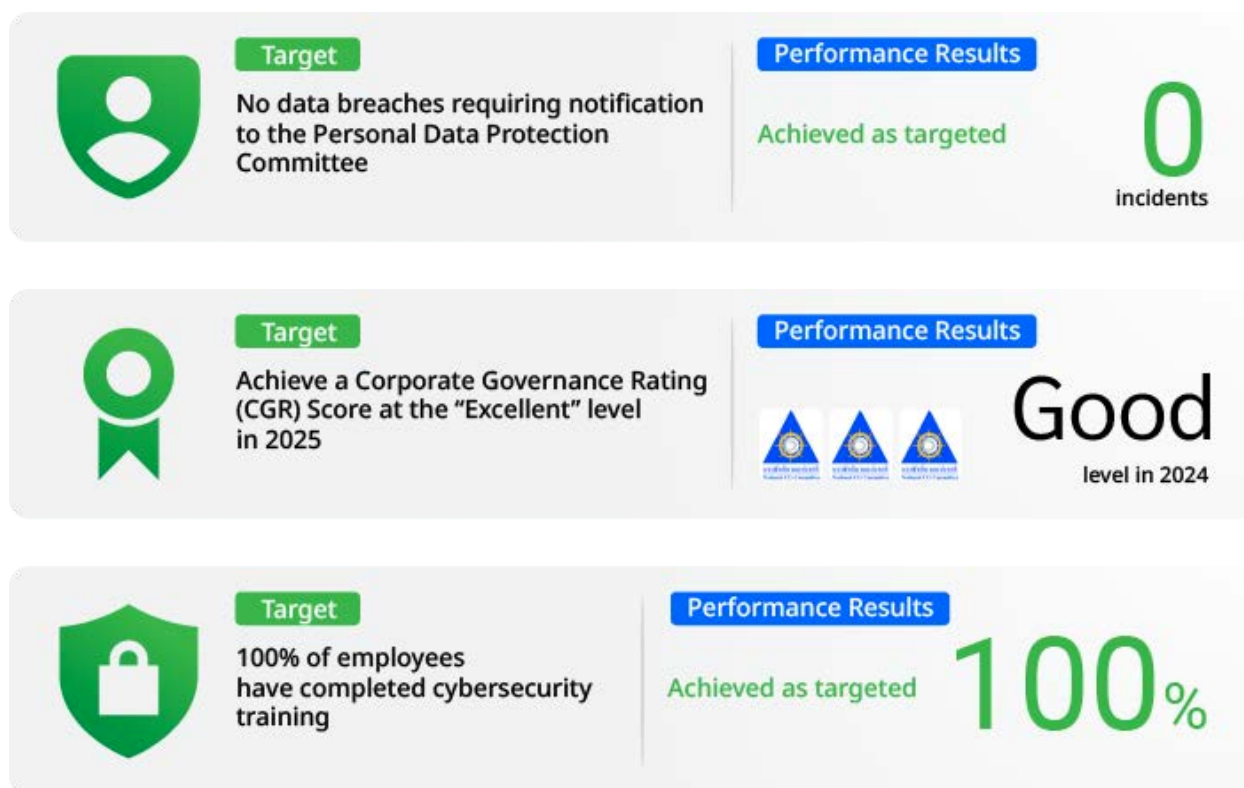
Indicators		Performance Results			
		Units	2022	2023	2024
1	New initiatives per year	Number	3	3	4
2	Projects promoting digital technology accessibility per year	Number	1	1	1

Indicators		Performance Results			
		Units	2022	2023	2024
3	Research and development innovation Expenditure	THB	14,564,498	17,589,023	18,163,271

Digital Business Governance and Ethics

Objectives and Goals

The Company recognizes the importance of governance and ethical digital business operations, aiming to promote transparency, accountability, and credibility in digital processes. It is committed to complying with relevant laws, regulations, and standards. The Company strives to raise awareness of digital business ethics among employees, partners, and stakeholders. Additionally, it actively supports secure data management and privacy protection while developing digital practices aligned with governance principles. These efforts are intended to foster trust and long-term sustainability for the organization and all stakeholders.



Operational Guidelines

The Company is committed to overseeing and upholding ethical digital business practices by establishing comprehensive policies and measures for digital governance. These initiatives ensure compliance with relevant laws and standards, such as the Personal Data Protection Act and cybersecurity standards. To mitigate risks, the Company conducts thorough assessments of system vulnerabilities and operational processes that may lead to data breaches. It also provides training and

awareness programs for employees at all levels and enhances internal communication regarding data security. Preventive and monitoring measures are regularly implemented, including periodic audits of data protection systems and performance reviews to identify improvement areas and corrective actions. Furthermore, the Company has developed a structured incident response framework to ensure all employees are well-informed and can act accordingly in the event of a data breach. A systematic governance enhancement plan is also in place, aiming to achieve an ‘Excellent’ rating in the Corporate Governance Report (CGR) for listed companies by 2025.


Indicators and Performance Results

Indicators		Performance Results			
		Units	2022	2023	2024
1	Data breach incidents that require notification to the Personal Data Protection Committee	Number of cases	0	0	0
2	Percentage of employees trained in cybersecurity awareness	%	100	100	100
3	Corporate Governance Rating (CGR Score) at ‘Excellent’ level	Assessment	Good	Good	Good
4	Percentage of technology infrastructure certified for cybersecurity standards	%	87	87	87
5	Cyberattack incidents affecting the company	Number of cases	0	0	0
6	IT system and technology tests for emergency preparedness	Number of testing	1	1	1
7	IT system failures impacting business operations and corrective actions taken	Number of cases	0	0	0

Systematic Risk Management

Objectives and Goals

The Company recognizes the importance of systematic risk management and is committed to developing comprehensive risk management processes across all dimensions. Clear measures have been established to prevent, mitigate impacts, and respond to potential risks to safeguard the Company's operations from any adverse effects.



Target

- Establish measures and guidelines for personal data usage by 2025
- Develop a policy and guidelines for sustainability risk management by 2025
- Conduct 4 meetings / year by 2025 to identify risk factors and opportunities related to sustainability and emerging risks that may impact the business

Operational Guidelines

The Company implements a systematic risk management approach by conducting quarterly Risk Committee meetings to analyze and identify key risk factors. In 2025, the Company plans to incorporate sustainability risk assessment (ESG Risks) into its Risk Management Committee meetings by gathering data from all departments to establish risk indicators and operational targets. The results will be integrated into the Company's risk management plan, including assessing risk severity, likelihood, and prioritizing urgent risks for immediate action. Clear and effective management strategies will be defined to ensure proactive risk mitigation. Additionally, the Company is developing a Sustainability Risk Framework that comprehensively addresses all dimensions, providing a clear and practical guideline for implementation. This includes formulating risk management policies and practices for sustainability to align with the Company's sustainability goals. The Company is committed to completing this initiative by 2025, ensuring a transparent, sustainable, and resilient approach to addressing future challenges effectively.

Sustainable Supply Chain Management

Objectives and Goals

The Company recognizes the importance of sustainable supply chain management, aiming to promote transparency, accountability, and ethical practices across its supply chain. It is committed to selecting and developing business partners who adhere to environmental, social, and governance (ESG) principles, ensuring responsible and sustainable operations. The Company focuses on minimizing negative impacts within the supply chain, particularly in areas related to human rights, resource utilization, and environmental sustainability. Additionally, it actively supports innovation and technology development to enhance operational efficiency and sustainability performance. By integrating sustainable supply chain management as a key driver of long-term business sustainability, the Company aims to build trust among all stakeholders and contribute to a responsible and resilient supply chain ecosystem.



Target

- Develop a Sustainable Supply Chain Management Policy and Guidelines by 2025.
- Establish a Supplier Code of Conduct by 2025.
- Assess 70% of suppliers for environmental impact by 2025.
- Assess 70% of suppliers for social impact by 2025.
- Ensure 70% of new suppliers undergo sustainability screening by 2025.

Operational Guidelines

The Company has established guidelines for sustainable supply chain management by developing policies and practices aligned with ESG principles and international standards. These policies are effectively communicated and disseminated to all suppliers to ensure awareness and compliance. Additionally, the Company has developed a Supplier Code of Conduct, which outlines clear expectations

regarding transparency, ethics, human rights, and environmental stewardship, ensuring a shared understanding among business partners. To enhance sustainability performance, the Company has implemented an environmental and social impact assessment process for suppliers. The Company aims for at least 70% of suppliers to pass sustainability screening and evaluation by 2025. Furthermore, it fosters long-term collaboration with suppliers in innovation and technology development to minimize environmental impact. Ongoing monitoring and evaluation of sustainability performance within the supply chain is also a key focus, ensuring continuous improvement and responsible business practices.

4. Management Discussion and Analysis

4.1 Analysis of Operations and Financial Position

4.1.1 Annual Operational Overview for 2024

The Company and its subsidiaries provide an integrated digital sales and marketing platform that encompasses website services, online advertising, customer relationship management (CRM), and direct hotel booking. These services are offered through a platform developed in-house by the Company, supported by a team of expert consultants, and in collaboration with business partners. Each entity has detailed business operations as follows:

Entity	Registration Date / Name Change / Business Dissolution	Business Type
Readyplanet Public Company Limited ("The Company")	Registration: 1 August 2000	Provider of an all-in-one digital sales and marketing platform covering websites, online advertising, and customer relationship management (CRM), delivered through a platform developed in-house by the company, along with a team of expert advisors.
Readyplanet TravelTech Co., Ltd. ("RPTT") Former Name: E-Travel Marketing Co., Ltd.	Registration: 21 May 2007 Name Change: 1 November 2018	Provider of a direct hotel booking platform for hotels and resorts seeking online customers through their official websites.
Readyplanet Max Co., Ltd. ("RPMAX") Former Name: Webnatics Co., Ltd.	Registration: 16 July 2008 Name Change: 1 November 2018 (Currently Ceased Operations)	Provider of digital marketing services, managing online advertising across various platforms.

In 2024, the Company continues to execute its strategy of promoting the "Readyplanet All-in-One Platform" by targeting both existing customers with ongoing service usage and new customers from medium and large enterprises—new customers characterized by high user volumes or usage intensity. Additionally, the Company aims to expand its Advanced customer segment by increasing both the number of customers and their revenue, thereby broadening the base of higher-paying subscribers and

driving more stable, recurring revenue. This focus is expected to enhance the average revenue per user (ARPU) and foster long-term revenue growth. Currently, the Company categorizes its customers into two segments, namely:

1. The Advanced group will consist of customers using the All-in-One platform as well as those using the direct hotel booking platform, with this group paying the Company an average fee of at least 600 baht per month.
2. The Basic segment consists of small business customers who used the ready-made website platform prior to the introduction of the All-in-One platform.

Due to the Company's strategy, new monthly recurring revenue (New MRR) has been generated continuously, and the new average revenue per account (New ARPA) is trending upward, as shown in the graph below.

Details are shown in the following chart and table

The table shows the recurring revenue per new customer (New MRR) in each Quarter.

Unit: Thousand Baht

	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
New MRR	528	649	698	523	574	905	1,152	1,027	1,012	1,051	1,229	1,050	1,060	1,257	1,221	1,303	1,492	1,138	1,330	1,350	1,565	1,511	1,205	1,431

Remark: The calculation of the revenue from new customers on monthly average (New MRR) in each Quarter, the Company calculates sales volume from new customers who purchased services in that Quarter to be calculated as the average monthly income, for example, a customer purchases 1 year service with a service fee of 12,000 baht, representing the gradually recognized income from new customers on a monthly average (New MRR) equal to 1,000 baht (calculated from the service fee of 12,000 baht divided by 12 months) and then add the MRR of all new customers in that Quarter

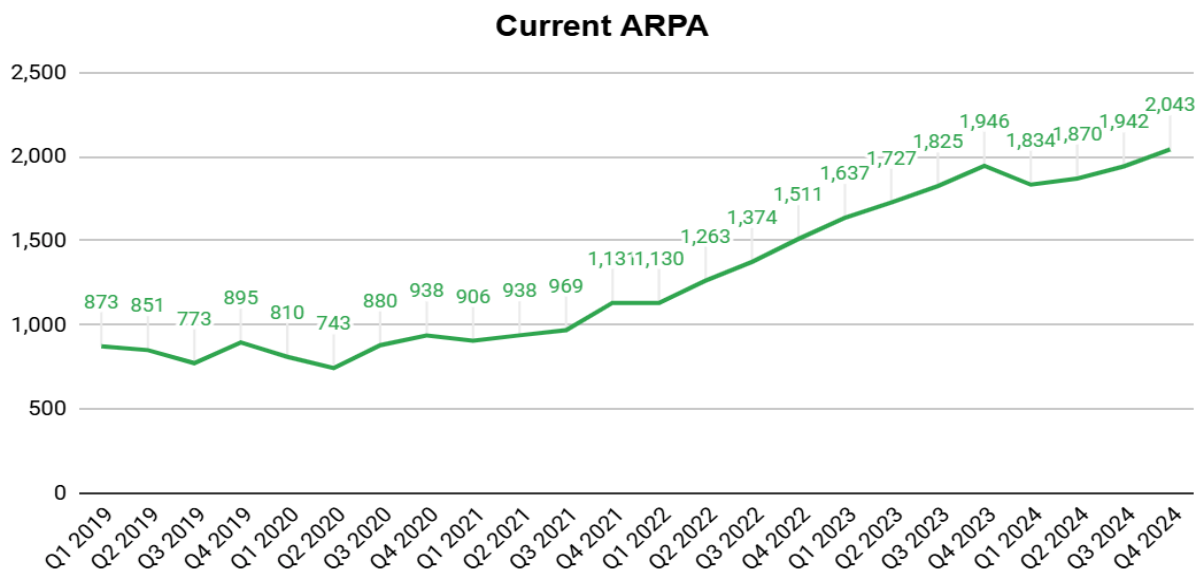
The table shows the average revenue per new customer (New ARPA) for each Quarter.

Unit: Baht

	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
New ARPA	890	1,098	1,173	1,271	991	1,256	2,186	2,536	2,500	3,185	3,532	3,088	4,433	4,622	5,524	6,060	6,113	6,285	7,233	9,443	8,554	9,102	7,533	7,653

The graph and table shows the average revenue of current customers (Current ARPA) for each Quarter.

Unit: Baht



Unit: Baht

	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Current ARPA	873	851	773	895	810	743	880	938	906	938	969	1,131	1,130	1,263	1,374	1,511	1,637	1,727	1,825	1,946	1,834	1,870	1,942	2,043

Furthermore, in 2024, the Company has the following significant developments and strategies:

1. The Company is committed to continuously enhancing its All-in-One Sales and Marketing Platform throughout 2024 to address the challenges of the digital era. This platform helps customers acquire new clients, boost sales, reduce costs, and increase profitability, with the integration of AI technology further enhancing its capabilities.

Examples of initiatives in 2024 include:

- Intelligent CRM System: Incorporating AI to scan data from images and voice inputs, as well as support voice commands, to facilitate easier lead management.
- AI Chatbot and Automated FAQ Generation: Quickly responding to customer inquiries, thereby reducing the support team's workload and increasing sales closing opportunities.

In addition, in 2024, the platform was further developed to enable greater integration with external systems, ensuring smoother and more continuous operations, such as:

- The CRM System can now transmit closed sale data to external systems like FlowAccount and SAP B1.
- The Chat System supports connectivity with Facebook Messenger, LINE, and Instagram, enabling unified management of chats across multiple channels.

- The system supports automatic transfer of leads from Facebook Lead Ads and Google Lead Ads into the CRM, enabling the sales team to follow up more efficiently.
- Integration with Google Search Console and Google Analytics provides real-time SEO performance insights, allowing businesses to analyze and adjust strategies promptly.

In 2024, according to Thailand's MarTech Report 2025, the Company was awarded "Top (Most Used) Local MarTech Providers CRM (for B2B)," underscoring its leadership in CRM for B2B businesses and the highest level of customer trust.

In the realm of online advertising, the Company participated in the Google Growth Hackathon organized by Google, competing against leading online marketing agencies from across the country. The Company secured first-place in all three editions of the competition, including winning the Best in Automation Excellence Award twice consecutively, which confirms its leadership in utilizing automation systems for online advertising. Additionally, the Company received the Best Client Success Story Award in the most recent competition, demonstrating its ability to leverage AI and its team's expertise to drive optimal results for its clients.

2. The Company established Readyplanet Academy in 2024 to meet the needs of target customers seeking digital marketing training, as well as training on Marketing Tech—which has become increasingly critical in today's era. With AI influencing business operations, medium and large enterprises must adapt by enhancing their digital marketing and Marketing Tech capabilities.

Readyplanet Academy offers training in both on-site and online formats to comprehensively reach its target audience. This initiative not only generates revenue from training but also serves as a vital channel for creating opportunities to upsell the Company's other services to participants.

3. In 2024, the Company launched a new product under the name R-Commerce, an e-commerce platform designed for medium and large businesses that want to operate their own branded websites.

R-Commerce is tailored to meet the needs of organizations aiming to sell products directly to customers and gather customer data to boost sales. The platform is fully customizable to each organization's requirements and can be seamlessly integrated with existing systems such as inventory management, accounting, or CRM systems. This solution enables businesses to reduce costs by avoiding commissions fees typically paid to e-marketplaces, thereby increasing profits and fostering sustainable customer relationships.

As a result of the key developments and strategies being executed by the Company, service revenue for the year and the three-month period in Q4/2024 reached a new five-year high, while simultaneously, the net profit for the year and the three-month period in Q4/2024 achieved an all-time high.

4.1.2 2024 Operating Performance Compared with 2023 Operating Performance

Statement of Profit and Loss	2023		2024		Variance	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenue from rendering of services	187.12	100.0%	195.19	100.0%	8.07	4.3%
Cost of rendering services	63.09	33.7%	62.17	31.9%	(0.92)	-1.5%
Gross Profit	124.03	66.3%	133.02	68.1%	8.99	7.2%
Selling expenses	31.62	16.9%	30.99	15.9%	(0.63)	-2.0%
Administrative expenses	55.34	29.6%	56.85	29.1%	1.51	2.7%
Profit from operating activities	37.07	19.8%	45.18	23.1%	8.11	21.9%
Other incomes	0.85	0.5%	0.84	0.4%	(0.01)	-1.2%
Profit before finance costs and income tax	37.92	20.3%	46.02	23.6%	8.10	21.4%
Finance incomes	1.92	1.0%	3.76	1.9%	1.84	95.8%
Finance costs	0.38	0.2%	0.35	0.2%	(0.03)	-7.9%
Profit before income tax	39.46	21.1%	49.43	25.3%	9.97	25.3%
Income tax expense	9.37	5.0%	8.84	4.5%	(0.53)	-5.7%
Profit for the years	30.09	16.1%	40.59	20.8%	10.50	34.9%

Revenue from Rendering of Services

Revenue Segmented by Business Type	For the Year Ended December 31,					
	2023		2024		Variance	
	Million Baht	%	Million Baht	%	Million Baht	%
All-in-One Platform	166.45	88.55	175.09	89.70	8.64	5.2
Hotel Direct Booking Platform	20.67	11.45	20.10	10.30	(0.57)	(2.8)
Total	187.12	100.00	195.19	100.00	8.07	4.3

In 2024, the Company achieved service revenue of 195.19 million Baht—an increase of 8.07 million Baht or 4.3% compared to 2023, when revenue was 187.12 million Baht. This growth is attributable to recurring revenue from existing customers as well as new customers acquired during the year, particularly medium and large enterprises, in line with the Company's growth direction and its strategy to sell the All-in-One platform to more customers, thereby boosting recurring revenue. Additionally, revenue from training courses increased following the Q3 2024 launch of Readyplanet Academy, which provides Marketing Tech knowledge to entrepreneurs, serving as a channel to attract new customers and generate additional training course revenue.

In 2024, the revenue from the digital sales and marketing platform group reached 89.70 million Baht—an increase of 8.64 million Baht or 5.2% from 2023, which recorded 166.45 million Baht—while revenue from the hotel booking platform group amounted to 20.10 million Baht, a decrease of 0.57 million Baht or 2.8% compared to 2023's 20.67 million Baht.

Cost of Rendering Services

In 2024, the Company incurred service costs of 62.17 million Baht—a decrease of 0.92 million Baht or 1.5% compared to 63.09 million Baht in 2023. The primary reason for this reduction was a 4.13 million Baht decrease in employee expenses due to a reduction in staff during the year. Additionally, the

Company remeasured its overall employee benefit obligations based on a triennial evaluation cycle in 2024.

Furthermore, the amortization cost for programs or software increased by 2.05 million Baht, in line with the increase in goodwill within its intangible assets. This increase reflects the Company's continuous investment in program and software development to better meet customer needs. In addition, network and internet costs rose by 1.02 million Baht to support enhanced customer service.

Gross Profit

In 2024, the Company recorded a gross profit of 133.02 million Baht—an increase of 8.99 million Baht or 7.2% compared to 124.03 million Baht in 2023—resulting in a gross profit margin of 68% (2023: 66%). This improvement is driven by increased subscription revenue, combined with the fact that most of the Company's expenses are fixed, allowing it to benefit from economies of scale. Consequently, as the Company's revenue grows, the gross profit margin is expected to increase further.

Selling and Administrative Expenses

	For the Year Ended December 31,					
	2023		2024		Variance	
	Million Baht	% ^{1/}	Million Baht	% ^{1/}	Million Baht	%
Selling expenses	31.62	16.9	30.99	15.9	(0.63)	(2.0)
Administrative expenses	55.34	29.6	56.85	29.1	1.51	2.7
Total	86.96	46.5	87.84	45.0	0.88	1.0

Remark: ^{1/} Selling and administrative expenses relative to revenue from rendering of services.

In 2024, the Company incurred selling and administrative expenses of 87.84 million Baht, an increase of 0.88 million Baht or 1.0% compared to 86.96 million Baht in 2023.

In 2024, selling expenses amounted to 30.99 million Baht, a decrease of 0.63 million Baht or 2.0% compared to 31.62 million Baht in 2023. This reduction was primarily due to a 0.94 million Baht decrease in advertising and promotional expenses, as the Company adjusted its customer acquisition strategy by utilizing its lead generation team.

In 2024, administrative expenses reached 56.85 million Baht, an increase of 1.51 million Baht or 2.7% compared to 55.34 million Baht in 2023. This increase was mainly driven by higher employee expenses, resulting from salary adjustments in January 2024 and an increase in headcount during the year. Additionally, the expansion of leased premises in 2024 led to higher depreciation, amortization, and rental expenses.

Other Incomes

	For the Year Ended December 31,					
	2023		2024		Variance	
	Million Baht	%	Million Baht	%	Million Baht	%
Gain on translation of foreign currencies	0.29	34.1	0.01	0.1	(0.28)	(96.6)
Others	0.56	65.9	0.83	99.9	0.27	48.2
Total	0.85	100.0	0.84	100.0	(0.01)	(1.2)

In 2024, the Company recorded other incomes of 0.84 million Baht, a decrease of 0.01 million Baht or 1.2% compared to 2023, when it was 0.85 million Baht. This decrease was primarily due to a decline in exchange rate gains.

Finance Incomes

In 2024, the Company recorded financial income of 3.76 million Baht, an increase of 1.84 million Baht or 95.8% compared to 1.92 million Baht in 2023. This was primarily due to the Company placing cash from operations and part of its capital increase proceeds in fixed-term deposits with maturities ranging from 3 to 24 months, while awaiting funds for its IPO plan.

Finance Costs

In 2024, the Company incurred financial costs of 0.35 million Baht, a decrease of 0.03 million Baht or 7.9% compared to 0.38 million Baht in 2023. The financial costs consist of interest on lease liabilities for office space, which are recognized in accordance with TFRS 16 on Leases.

Net Profit

	For the Year Ended December 31,			
	2023	2024	Variance	
	Million Baht	Million Baht	Million Baht	%
Net profit	30.09	40.59	10.50	34.9
Net profit margin (%) ^{1/}	16.1	20.8	4.7	29.2

Remark: ^{1/} Net profit relative to revenue from rendering of services.

In 2024, the Company achieved a net profit of 40.59 million Baht, an increase of 10.50 million Baht or 34.9% compared to 30.09 million Baht in 2023. The net profit margin in 2024 was 20.8%, up from 16.1% in 2023—a 29.2% increase. The primary drivers for this improvement were the increase in service revenue from both ongoing business with existing customers and new sales to medium and large enterprises, along with a reduction in service costs. Since the majority of the Company's expenses are fixed, it benefited from economies of scale. Additionally, the Company experienced increased financial income. In 2024, the Company also recorded expenses related to the issuance and public offering of securities (IPO), where accounting adjustments allowed the share premium to be utilized for tax benefits, resulting in a reduction in tax expense of 0.87 million Baht.

4.1.3 Financial Position Analysis

Balance Sheet	31 December 2023		31 December 2024		Variance	
	Million Baht	%	Million Baht	%	Million Baht	%
Current Assets						
Cash and cash equivalents	169.52	44.5%	67.66	17.0%	(101.86)	-60.1%
Trade and other current receivables	39.75	10.4%	34.04	8.6%	(5.71)	-14.4%
Other current financial assets	33.66	8.8%	124.77	31.4%	91.11	270.7%
Other current assets	3.25	0.9%	2.24	0.6%	(1.01)	-31.1%
Total Current Assets	246.18	64.7%	228.71	57.6%	(17.47)	-7.1%
Non-current Assets						
Other non-current financial assets	0.10	0.0%	30.10	7.6%	30.00	30000.0%
Investment in subsidiaries	9.29	2.4%	8.53	2.1%	(0.76)	-8.2%
Equipment	8.03	2.1%	7.27	1.8%	(0.76)	-9.5%
Right-of-use assets	6.32	1.7%	6.02	1.5%	(0.30)	-4.7%
Goodwill	2.70	0.7%	2.70	0.7%	0.00	0.0%
Other intangible assets other than goodwill	95.03	25.0%	104.34	26.3%	9.31	9.8%
Deferred tax assets	4.92	1.3%	4.72	1.2%	(0.20)	-4.1%
Other non-current assets	7.96	2.1%	4.50	1.1%	(3.46)	-43.5%
Total Non-current Assets	134.35	35.3%	168.18	42.4%	33.83	25.2%
TOTAL ASSETS	380.53	100.0%	396.89	100.0%	16.36	4.3%

Assets

As of December 31, 2024, the Company had total assets amounting to 396.89 million Baht, an increase of 16.36 million Baht or 4% from December 31, 2023. This increase was mainly driven by the Company allocating cash from operating activities and a portion of funds from additional share capital into term deposits with maturities ranging from 3 to 24 months while awaiting utilization according to the IPO plan. Consequently, other current financial assets increased by 91.11 million Baht, and other non-current financial assets increased by 30 million Baht.

Other intangible assets other than goodwill, increased by 9.31 million Baht or 10%, resulting from the recording of other intangible assets other than goodwill amounting to 25.67 million Baht during the year and the amortization of these assets by 17.59 million Baht.

This was offset by a decrease in cash and cash equivalents by 101.86 million Baht, resulting from the Company paying dividends from the net profit of 2023, totaling 30 million Baht, with 20 million Baht paid in cash and 10 million Baht in common stock. Furthermore, the Company received a refund of withholding tax for 2022 amounting to 5.75 million Baht, resulting in a decrease in other non-current assets.

Balance Sheet	31 December 2023		31 December 2024		Variance	
	Million Baht	%	Million Baht	%	Million Baht	%
Current Liabilities						
Trade and other current payables	51.89	13.6%	46.14	11.6%	(5.75)	-11.1%
Current contract liabilities	60.54	15.9%	61.17	15.4%	0.63	1.0%
Cash received from advertising	8.76	2.3%	9.99	2.5%	1.23	14.0%
Current portion of lease liabilities	1.60	0.4%	2.03	0.5%	0.43	26.9%
Corporate income tax payable	0.41	0.1%	0.72	0.2%	0.31	75.6%
Other current liabilities	5.95	1.6%	4.25	1.1%	(1.70)	-28.6%
Total Current Liabilities	129.15	33.9%	124.30	31.3%	(4.85)	-3.8%
Non-current Liabilities						
Non-current contract liabilities	6.37	1.7%	5.07	1.3%	(1.30)	-20.4%
Lease liabilities	4.83	1.3%	3.96	1.0%	(0.87)	-18.0%
Deferred tax liabilities	0.32	0.1%	0.00	0.0%	(0.32)	-100.0%
Non-current provisions for employee benefits	23.83	6.3%	22.60	5.7%	(1.23)	-5.2%
Provision for dismantling	1.52	0.4%	1.92	0.5%	0.40	26.3%
Total Non-current Liabilities	36.87	9.7%	33.55	8.5%	(3.32)	-9.0%
TOTAL LIABILITIES	166.02	43.6%	157.85	39.8%	(8.17)	-4.9%

Liabilities

As of December 31, 2024, the Company had total liabilities of 157.85 million Baht, a decrease of 8.17 million Baht or 5% from December 31, 2023. The primary reason for this decrease was a reduction in trade and other current payables by 5.75 million Baht, as well as a decrease in non-current provisions for employee benefits by 1.23 million Baht, following the Company's reassessment of employee benefit obligations as part of its regular evaluation cycle (employee benefits are typically reassessed every three years). In addition, other current liabilities decreased by 1.70 million Baht. This was offset by an increase in cash received from advertising by 1.23 million Baht.

Balance Sheet	31 December 2023		31 December 2024		Variance	
	Million Baht	%	Million Baht	%	Million Baht	%
Shareholders' Equity						
Share capital						
Authorized share capital	50.00		60.00		10.00	
Issued and paid-up share capital						
Ordinary shares	50.00	13.1%	60.00	15.1%	10.00	20.0%
Share premium on ordinary shares	122.88	32.3%	122.88	31.0%	0.00	0.0%
Surplus on share based payment	4.53	1.2%	4.53	1.1%	0.00	0.0%
Deficit arising from change in ownership interest in subsidiaries	(13.70)	-3.6%	(13.70)	-3.5%	0.00	0.0%
Retained earnings (deficits)						
Appropriated - Legal reserve	2.39	0.6%	4.43	1.1%	2.04	85.4%
Unappropriated	48.41	12.7%	60.90	15.3%	12.49	25.8%
Total Shareholders' Equity	214.51	56.4%	239.04	60.2%	24.53	11.4%
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	380.53	100.0%	396.89	100.0%	16.36	4.3%

Shareholders' Equity

As of December, 2024, the Company had total shareholders' equity of 239.04 million Baht, an increase of 24.53 million Baht from December 31, 2023. This increase was due to the Company issuing common shares as stock dividends, amounting to 10 million Baht and retained earnings rising by 40.59 million Baht from the net profit during the year. The Company has allocated legal reserves of 2.04 million Baht, with the remaining unappropriated retained earnings amounting to 38.55 million Baht, along with an additional increase in retained earnings of 3.94 million Baht from the remeasurement of employee benefits, net of tax. This is net of dividends paid from the net profit of 2023, totaling 30 million Baht, with 20 million Baht paid in cash and 10 million Baht in common stock.

4.1.4 Cash Flow Analysis

	For the Year Ended December 31,			
	2023	2024	Variance	
	Million Bath	Million Baht	Million Baht	%
Net cash provided from operating activities	39.64	66.31	26.67	67.3
Net cash used in investing activities	(48.84)	(145.93)	(97.09)	(198.8)
Net cash provided from (used in) financing activities	100.67	(22.24)	(122.91)	(122.1)
Net increase (decrease) in cash and cash equivalent	91.47	(101.86)	(193.33)	(211.4)
Cash and cash equivalents as at January 1,	78.05	169.52	91.47	117.2
Cash and cash equivalents as at December 31,	169.52	67.66	(101.86)	(60.1)

As of December 31, 2024, the Company's net cash position decreased by THB 101.86 million compared to December 31, 2023. This change is attributable to the cash flows detailed below:

Cash flow from operating activities

In 2024, the Company generated cash flows from operating activities amounting to THB 66.31 million, as detailed below:

1. In 2024, net profit increased to THB 40.59 million, a rise of THB 10.50 million from THB 30.09 million in 2023.
2. Adjustment items affecting profit (loss) as cash inflows from operating activities resulted in an increase in cash flow of THB 31.65 million. The primary factors were an amortization expense for intangible assets—specifically goodwill—amounting to THB 17.59 million, tax expense of THB 8.84 million, and depreciation expense on equipment, right-of-use assets, and other equipment of THB 4.58 million. In addition, long-term employee benefit expenses contributed THB 3.69 million.
3. Changes in components of current assets resulted in an increase in cash flow of THB 5.23 million, primarily due to a decrease in trade and other receivables.
4. Changes in the components of operating liabilities resulted in a decrease in cash flow of THB 6.87 million, primarily driven by a reduction in trade and other payables of THB 5.74 million, along with an increase in advertising receipts of THB 1.24 million.

5. Cash flows decreased by THB 4.29 million due to an income tax payment of THB 10.04 million, offset by a tax refund receipt of THB 5.75 million.

Cash flow from investing activities

In 2024, the Company used THB 145.93 million in cash for investing activities. This included investing THB 121.11 million in fixed deposits with maturities of 3 to 24 months, using cash generated from operations and partially from capital increases, as the Company awaited funds in accordance with its IPO plan, and investing THB 25.67 million in intangible assets and equipment. The investment in intangible assets represents the deployment of IPO proceeds for the development of the Readyplanet All-in-One Platform. In addition, the Company received bank deposit interest of THB 3.36 million

Cash flow from financing activities

In 2024, the Company used THB 22.24 million in cash for financing activities. This was primarily due to the distribution of dividends from the 2023 net profit totaling THB 30 million, of which THB 20 million was paid in cash and THB 10 million was issued as common shares. Additionally, debt repayments under lease contracts were made during the year.

4.1.5 Key Financial Ratios

	31 December 2023	31 December 2024
Liquidity Ratio		
Current Ratio (time)	1.91	1.84
Trade Receivable Turnover - Adjusted ^{1/} (time)	(3.20)	(3.78)
Average Collection Period - Adjusted ^{1/} (day)	(113.96)	(96.62)
Trade Payable Turnover – Adjusted ^{2/} (time)	246.94	239.70
Average Payment Period – Adjusted (day) ^{2/}	1.48	1.52
Cash Cycle (day)	(115.44)	(98.14)
Profitability Ratio		
Gross Profit Margin (%)	66.29	68.15
Net Profit Margin (%)	16.01	20.71
Return on Equity (%)	20.30	17.90
Efficiency Ratio		
Return on Asset (%)	9.45	10.44
Financial Policy Ratio		
Debt to Equity Ratio (time)	0.77	0.66
Interest Coverage Ratio (time)	150.24	196.36
Interest Bearing Debt to EBITDA Ratio	-	-
Debt Service Coverage Ratio (time) ^{3/}	n.a.	n.a.
Dividend Payout Ratio of the Separate Financial Statement (%)	89.70	88.30
Dividend Payout Ratio of the Consolidated Financial Statement (%)	99.69	88.69

Current Ratio

In 2024, the Company reported a liquidity ratio of 1.84 times, a decline from 2023, primarily due to the allocation of THB 30 million in operating cash into fixed deposits with maturities exceeding 12 months.

Due to the nature of the Company's business, which involves providing digital sales and marketing platform services to customers, both the revenue and the associated costs are specific to digital sales

and marketing services and do not include online advertising expenses payable to online advertising platform providers, such as Google and Meta. Meanwhile, trade receivables consist of service fees and advertising fees that have not yet been collected from customers, while trade payables include expenses related to digital sales and marketing services and advertising fees that have not yet been paid to suppliers. Furthermore, because the Company collects service fees in advance of providing services, it recognizes these amounts as contractual liabilities. The details of these accounting items are presented in the table below.

Accounting Transaction	Digital Sales and Marketing Services		Advertising Fee	
	Pre-paid	Post-paid	Pre-paid	Post-paid
Revenue from rendering of services	✓	✓		
Trade Receivables		✓		✓
Contract Liabilities	✓			
Cost of Services	✓	✓		
Trade Payables	✓	✓	✓	✓

To ensure that the 'Trade Receivables Turnover Ratio' and 'Trade Payables Turnover Ratio' align with the nature of our business, The Company has revised the calculation methods for these ratios as follows:

$$^{1/} \text{ Trade Receivables Turnover - Adjusted} = \frac{\text{"Revenue from Rendering of Services"}}{(\text{"Trade Receivables Particularly in Part of Service Fees"} - \text{"Contract Liabilities"}) (\text{Average})}$$

Where "Trade Receivable Particularly in Part of Service Fee" is estimated from total trade receivables deducted with total trade receivable particularly in the part of advertising cost (online advertising cost not yet uncollected from the customers). As the Company does not recognize advertising cost as revenue from rendering of services, the Company adjusts the total trade receivable taken for the calculation to be related to revenue from rendering of services taken for the calculation.

"Contractual Liabilities" refer to service fees received by the Company in advance of providing services. Accordingly, these amounts are included in the calculation of the Trade Receivables Turnover Ratio to reflect the Company's business model, in which the majority of customers pay service fees in advance.

$$^{2/} \text{ Trade Payables Turnover - Adjusted} = \frac{\text{"Cost of Rendering Services"}}{(\text{"Trade Payables Particularly in Related Part of Digital Sales and Marketing Services"}) (\text{Average})}$$

Where "Trade Payables Particularly in Related Part of Digital Sales and Marketing Services" is estimated from total trade payables deducted with total trade payables in part of advertising cost (online advertising cost not yet unpaid by the Company to the provider of online advertising platform service). As the Company does not recognize advertising cost as a cost of rendering services, the Company adjusts total trade payables taken for the calculation to be related to the cost of rendering services taken for the calculation.

In addition, the calculation of the "Trade Receivables Turnover Ratio - Adjusted" and "Trade Payables Turnover Ratio - Adjusted" is presented as follows:

Item Description	Consolidated Financial Statements	
	2023	2024
Revenue from rendering of services	187.12	195.19
Revenue from rendering of services - net	187.12	195.19
Trade receivables	33.72	27.07
Less: Trade receivables - advertising cost	(20.46)	(10.52)
Trade receivable particularly in the part of rendering of services	13.26	16.55
Contract liabilities	66.91	66.24
Trade receivable turnover - adjusted (time)	(3.20)	(3.78)
Average collection period - adjusted (day)	(113.96)	(96.62)
Cost of rendering services	63.09	62.17
Trade payables	42.32	35.80
Less: Trade payables - advertising cost	(42.02)	(35.59)
Trade Payables Particularly in Related Part of Digital Sales and Marketing Services	0.30	0.21
Trade Payables Turnover – Adjusted (time)	246.94	239.70
Average Payment Period (day)	1.48	1.52

From the table above, it can be observed that in 2024 the Company's adjusted average collection period was negative 96.62 days, compared to negative 113.96 days in 2023. This improvement is primarily attributable to the Company's strategy of targeting new customers among medium- and large-sized businesses, most of which operate on a postpaid basis (i.e., receiving services before payment). Meanwhile, the adjusted average payment period increased slightly to 1.52 days in 2024 from 1.48 days in 2023. Consequently, the Company's cash cycle amounted to negative 98.14 days in 2024—a reduction of 17.30 days from negative 115.44 days in 2023. This outcome indicates that while the focus on new postpaid customers may tend to reduce liquidity, the Company's overall financial liquidity remains robust due to its negative cash cycle.

Profitability Ratio

In 2024, the Company achieved a gross profit margin of 68.15%, compared to 66.29% in 2023, demonstrating strong profitability well above the 50% threshold. This robust gross margin is primarily attributable to the Company's high proportion of fixed costs relative to variable costs. As the owner and developer of its digital sales and marketing platform, the costs associated with the platform do not fluctuate in relation to service volume.

In 2024, the Company achieved a net profit margin of 20.71%, up from 16.01% in 2023. The primary driver of this improvement was an increase in service revenue, stemming from continued business with existing customers as well as the acquisition of new customers among medium- and large-sized businesses. Additionally, with a cost structure primarily composed of fixed costs, the Company has benefited from economies of scale.

Efficiency Ratio

In 2024, the Company achieved a return on assets of 10.44%, up from 9.45% in 2023, primarily driven by an increase in net profit.

Financial Policy Ratio

In 2024, the Company achieved a debt-to-equity ratio of 0.66, down from 0.77 in 2023. This improvement was primarily driven by an annual net profit of THB 40.59 million and the issuance of share dividends totaling THB 10 million, which increased shareholders' equity. In addition, the Company's liabilities decreased, mainly due to reductions in operating liabilities such as trade and other payables, contract liabilities, and cash received from advertising. As a result, the Company has no interest-bearing debt.

For the dividend payout ratio in 2023, the Company achieved a payout ratio of 89.70%. This dividend payment was made in accordance with the resolution of the 2024 Annual General Meeting of Shareholders held on April 24, 2024. The resolution approved the distribution of dividends in the form of common shares at a ratio of 5 existing shares for every 1 dividend share, which corresponds to a stock dividend valued at THB 0.10 per share, and a cash dividend of THB 0.20 per share. This resulted in a total dividend payout of THB 0.30 per share, amounting to approximately THB 30 million.

In addition, at the Company's Board Meeting No. 1/2025 held on February 24, 2025, a resolution was approved and subsequently presented to the 2025 Annual General Meeting of Shareholders, which is scheduled for April 23, 2025 via electronic media. The resolution proposes the approval of a dividend payment for the net profit as per the separate financial statements for the period from January 1, 2024, to December 31, 2024, in the form of a cash dividend of THB 0.30 per share, totaling THB 36 million, or a dividend payout ratio of 88.30% to the shareholders according to the share register (Record Date) as of April 30, 2025, with dividend payment scheduled on May 20, 2025.

4.2 Key Factors and Influences That May Impact Future Operations or Financial Position

Changes in Digital Technology

In today's environment, digital technology is continuously evolving. The Company is involved in various technological aspects, such as Internet technology, web browsers, encryption, and digital marketing—all of which are under constant development. Failing to adapt to these changes may result in the Company's services not meeting the market's current demands, potentially leading to a loss of customers to competitors.

To address these challenges, the Company has established a Research and Development department dedicated to exploring and developing its platform using the latest technologies. Additionally, the Company actively supports its personnel in studying and keeping abreast of technological advancements to enhance their knowledge of emerging technologies. Furthermore, a Risk Management Committee has been set up to assess and mitigate risks associated with technological changes.

Data Security

Data security is paramount for the Company, given that our digital sales and marketing services require the storage of customer data generated from platform usage. This data is vulnerable to cyber attacks and other online threats, and there is a critical need to comply with legal requirements such as the Personal Data Protection Act, B.E. 2562, which mandates the protection of personal data from unauthorized collection, use, or disclosure.

To ensure data security, the Company has implemented a range of measures, including comprehensive platform performance testing, the engagement of cybersecurity experts to conduct penetration testing, the establishment of robust IT security policies, and ongoing reviews of internal IT controls. Additionally, the Company has achieved ISO 27001:2022 certification for its Information Security Management System (ISMS), an international standard designed to strengthen the security of an organization's information systems. These initiatives demonstrate our steadfast commitment to protecting customer data and rigorously adhering to legal requirements.

Economic Trends and Challenges

The Thai economy in 2025 continues to face several challenges. GDP growth is expected to be around 2.8%, which is below both the ASEAN average and global growth rates. Additionally, high levels of household debt may constrain consumption and investment, while global economic uncertainties and the trade policies of major economies could further impact various business sectors.

Amid these economic challenges, there is also an opportunity to offer solutions that enhance sales and marketing efficiency for our customers. As businesses confront rising costs and intense competition, the availability of tools and services that bolster operational capabilities becomes essential.

In response, the Company is committed to developing innovative solutions tailored to the modern business environment, with the goal of enabling our customers to achieve sustained growth—even in a volatile economy—and to enhance their long-term competitiveness.

4.3 Key Financial Information

4.3.1 The auditor who audited financial statements of the Company and its subsidiaries

Financial Statement	Name of the Auditor	Audit Firm
Audited Financial Statement for the Year Ended December 31, 2023	Wee Sujarit Certified Public Accountant Registration No. 7103 (Listed among the auditors approved by the Securities and Exchange Commission.)	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
Audited Financial Statement for the Year Ended December 31, 2024	Wee Sujarit Certified Public Accountant Registration No. 7103 (Listed among the auditors approved by the Securities and Exchange Commission.)	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.

4.3.2 Summary of the Audit Report

Summary of the audit report of the Company's auditor on the audited financial statements for the year ended December 31, 2023 and for the year ended December 31, 2024. The auditor's opinion is summarized as follows:

Financial Statement	The Auditor's Opinion
Audited Financial Statement for the Year Ended December 31, 2023	The auditor express that the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of Readyplanet Public Company Limited and its subsidiaries and of Readyplanet Public Company Limited as at December 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards ("TFRSs").
Audited Financial Statement for the Year Ended December 31, 2024	The auditor express that the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of Readyplanet Public Company Limited and its subsidiaries and of Readyplanet Public Company Limited as at December 31, 2024, and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards ("TFRSs").

4.3.3 Financial Statement Summary Table

(1) Statement of Financial Position

	31 December 2022		31 December 2023		31 December 2024	
	Million Baht	%	Million Baht	%	Million Baht	%
ASSETS						
Current Assets						
Cash and cash equivalents	78.05	30.41	169.52	44.55	67.66	17.05
Trade and other current receivables	31.51	12.28	39.75	10.45	34.04	8.58
Other current financial assets	0.33	0.13	33.66	8.85	124.77	31.44
Other current assets	8.23	3.21	3.25	0.85	2.24	0.56
Assets included within a disposal group classified as held for distribution to owners	8.11	3.16	-	-	-	-
Total Current Assets	126.23	49.19	246.18	64.70	228.71	57.63
Non-current Assets						
Other non-current financial assets	0.10	0.04	0.10	0.03	30.10	7.58
Investment properties	10.05	3.92	9.29	2.44	8.53	2.15
Equipment	8.37	3.26	8.03	2.11	7.27	1.83
Right-of-use assets	8.01	3.12	6.32	1.66	6.02	1.52
Goodwill	2.70	1.05	2.70	0.71	2.70	0.68
Other intangible assets other than goodwill	88.38	34.43	95.03	24.97	104.34	26.29
Deferred tax assets	4.03	1.57	4.92	1.29	4.72	1.19
Other non-current assets	8.79	3.42	7.96	2.09	4.50	1.13
Total Non-current Assets	130.43	50.81	134.35	35.30	168.18	42.37
TOTAL ASSETS	256.66	100.00	380.53	100.00	396.89	100.00
LIABILITIES						
Current Liabilities						
Trade and other current payables	54.81	21.36	51.89	13.64	46.14	11.63
Current contract liabilities	58.86	22.93	60.54	15.91	61.17	15.41
Cash received from advertising	11.84	4.61	8.76	2.30	9.99	2.52
Current portion of lease liabilities	1.20	0.47	1.61	0.42	2.03	0.51
Corporate income tax payable	0.69	0.27	0.41	0.11	0.72	0.18
Other current liabilities	6.30	2.45	5.95	1.56	4.25	1.07
Total Current Liabilities	133.70	52.09	129.16	33.94	124.30	31.32
Non-current Liabilities						
Non-current contract liabilities	12.32	4.80	6.37	1.67	5.07	1.28
Lease liabilities	6.43	2.51	4.82	1.27	3.96	1.00
Deferred tax liabilities	0.77	0.30	0.32	0.09	-	-
Non-current provisions for employee benefits	19.97	7.78	23.83	6.26	22.60	5.69
Provision for dismantling	1.44	0.56	1.52	0.40	1.92	0.48
Total Non-current Liabilities	40.93	15.95	36.86	9.69	33.55	8.45
TOTAL LIABILITIES	174.63	68.04	166.02	43.63	157.85	39.77
Shareholders' Equity						
Authorized share capital						
Ordinary shares	50.00	-	50.00	-	60.00	-
Issued and paid-up share capital						
Ordinary shares	42.50	16.56	50.00	13.14	60.00	15.12
Share premium on ordinary shares	28.13	10.96	122.88	32.29	122.88	30.96
Surplus on share based payment	4.53	1.76	4.53	1.19	4.53	1.14
Deficit arising from change in ownership interest in subsidiaries	(13.70)	(5.34)	(13.70)	(3.60)	(13.70)	(3.45)
Retained earnings (deficits)						
Appropriated - legal reserve	0.72	0.28	2.39	0.63	4.43	1.12
Unappropriated	19.99	7.79	48.41	12.72	60.90	15.34
Other components of shareholders' equity	(0.14)	(0.05)	-	-	-	-
Total Shareholders' Equity	82.03	31.96	214.51	56.37	239.04	60.23
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	256.66	100.00	380.53	100.00	396.89	100.00

(2) Statement of Profit and Loss and Other Comprehensive Income

	31 December 2022		31 December 2023		31 December 2024	
	Million Baht	%	Million Baht	%	Million Baht	%
REVENUES						
Revenue from rendering of services	161.15	99.40	187.12	99.55	195.19	99.57
Other incomes	0.97	0.60	0.85	0.45	0.84	0.43
Total Revenues	162.12	100.00	187.97	100.00	196.03	100.00
EXPENSES						
Cost of rendering services	59.02	36.41	63.09	33.56	62.17	31.71
Distribution costs	26.77	16.51	31.62	16.82	30.99	15.81
Administrative expenses	51.07	31.50	55.34	29.44	56.86	29.01
Total Expenses	136.86	84.42	150.05	79.83	150.02	76.53
Profit from operating activities	25.26	15.58	37.92	20.17	46.01	23.47
Finance incomes	0.10	0.06	1.92	1.02	3.77	1.92
Finance costs	0.40	0.25	0.38	0.20	0.35	0.18
Profit before income tax	24.96	15.40	39.46	20.99	49.43	25.22
Income tax expense	4.52	2.79	9.37	4.98	8.84	4.51
Profit for the year from continuing operation	20.44	12.61	30.09	16.01	40.59	20.71
Loss for the year from discontinued operation	(0.10)	(0.06)	-	-	-	-
Profit for the year	20.34	12.55	30.09	16.01	40.59	20.71
Other comprehensive income (loss)						
Items that will be reclassified subsequently to profit or loss:						
Exchange differences on translating financial statements	(0.22)	(0.14)	-	-	-	-
Items that will not be reclassified subsequently to profit or loss:						
Gains on re-measurements of defined benefit plans	-	-	-	-	4.92	2.51
Income tax relating to components of other comprehensive income that will not be reclassified to profit or loss	-	-	-	-	(0.98)	(0.50)
Total components of other comprehensive income (loss) that will not be reclassified to profit or loss, net of tax	-	-	-	-	-	-
Other comprehensive income (loss) for the years	(0.22)	(0.14)	-	-	3.94	2.01
Total comprehensive income for the years	20.12	12.41	30.09	16.01	44.53	22.72
Basic earnings per share (baht)	0.23		0.31		0.34	
Par value of ordinary share (baht)	0.50		0.50		0.50	
Weighted average number of ordinary shares (Million share)	85.00		98.07		120.00	

(3) Statement of Cash Flows

	31 December 2022	31 December 2023	31 December 2024
	Million Baht	Million Baht	Million Baht
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit (loss) for the years			
from continuing operation	20.44	30.09	40.68
from discontinued operation	(0.10)	-	-
Adjustments to reconcile profit (loss) to cash provided from (used in) operations			
Income tax expense	4.52	9.37	8.84
Depreciation of equipment	1.67	2.06	2.41
Depreciation of investment properties	0.76	0.76	0.76
Depreciation of right-of-use assets	1.19	1.43	1.41
Amortization of other intangible assets other than goodwill	14.36	16.02	17.59
Reversal in expected credit loss - trade receivables and other current receivables	(0.07)	-	-
Increase in expected credit loss of withholding tax	0.26	0.05	-
Increase in expected credit loss of withholding tax over one year	0.02	-	-
Write-off withholding tax	-	0.45	-
Gain on sales and disposal of equipment	(0.11)	-	-
Loss on disposal of other intangible assets other than goodwill	-	0.05	-
Unrealized (gain) loss on exchange rate	(0.23)	0.66	(0.03)
Gain from proceed received from liquidation of subsidiary	(0.01)	-	-
Reversal of deficit arising from change in ownership interest in subsidiary	1.65	-	-

	31 December 2022	31 December 2023	31 December 2024
	Million Baht	Million Baht	Million Baht
Finance income	(0.10)	(1.92)	(3.77)
Finance cost	0.40	0.38	0.35
Long-term employee benefit expenses	3.42	4.04	3.70
Provision for dismantling cost	0.37	0.07	0.40
Profit from operation before changes in operating assets and liabilities items	48.44	63.51	72.25
Changes in operating assets (increase) decrease			
Trade and other current receivables	(3.73)	(7.68)	6.12
Other current assets	(0.02)	(0.25)	0.81
Other non-current assets	1.22	(0.21)	(1.71)
Changes in operating liabilities increase (decrease)			
Trade and other current payables	2.44	(2.65)	(5.74)
Current contract liabilities	8.68	1.68	0.63
Cash received from advertising	(9.76)	(3.08)	1.24
Other current liabilities	1.67	(0.35)	(1.70)
Non-current contract liabilities	0.98	(5.95)	(1.30)
Non-current provisions for employee benefits	-	(0.18)	-
Net cash provided from operation	49.92	44.84	70.60
Income tax expenses paid	(11.11)	(11.64)	(10.04)
Proceeds from income tax refund	-	6.44	5.75
Net cash provided from operating activities	38.81	39.64	66.31
CASH FLOWS FROM INVESTING ACTIVITIES			
Increase in other financial assets	-	(33.34)	(121.11)
Cash paid for purchase of equipment	(4.28)	(2.85)	(2.51)
Cash received from disposal of equipment	0.21	-	-
Cash paid for purchase of other intangible assets other than goodwill	(15.84)	(21.72)	(25.67)
Cash received from a liquidated subsidiary	-	7.71	-
Interest received	0.12	1.36	3.36
Net cash used in investing activities	(19.79)	(48.84)	(145.93)
CASH FLOWS FROM FINANCING ACTIVITIES			
Cash paid for long-term borrowings from financial institutions	(10.00)	-	-
Dividend paid	(12.75)	-	(30.00)
Cash paid for lease liabilities	(1.18)	(1.20)	(1.89)
Share subscription received, net	-	102.25	10.00
Interest paid	(0.41)	(0.38)	(0.35)
Net cash provided from (used in) financing activities	(24.34)	100.67	(22.24)
Net increase (decrease) in cash and cash equivalents	(5.32)	91.47	(101.86)
Cash and cash equivalents at the beginning period	83.72	78.05	169.52
Exchange differences on translating financial statements	(0.22)	-	-
Cash classified as asset held for distribution to owners	(0.13)	-	-
Cash and cash equivalents at the ending period	78.05	169.52	67.66

(4) Key Financial Ratio

	31 December 2022 Million Baht	31 December 2023 Million Baht	31 December 2024 Million Baht
Liquidity Ratio			
Current Ratio (time)	0.94	1.91	1.84
Quick Ratio (time)	0.78	1.83	1.77
Cash Flow Current Ratio (time)	0.28	0.30	0.52
Trade Receivable Turnover - Adjusted ^{1/} (time)	(2.80)	(3.20)	(3.78)
Average Collection Period - Adjusted ^{1/} (day)	(130.39)	(113.96)	(96.62)
Trade Payable Turnover – Adjusted ^{2/} (time)	257.82	246.94	239.70
Average Payment Period – Adjusted (day) ^{2/}	1.42	1.48	1.52
Cash Cycle (day)	(131.81)	(115.44)	(98.14)
Profitability Ratio			
Gross Profit Margin (%)	63.37	66.28	68.15
Operating Profit Margin (%)	15.68	20.27	23.57
Other Profit Margin (%)	0.60	0.45	0.43
Cash to Profit Margin (ร้อยละ)	153.65	104.52	144.12
Net Profit Margin (%)	12.55	16.01	20.71
Return on Equity (%)	26.04	20.30	17.90
Efficiency Ratio			
Return on Asset (%)	8.03	9.45	10.44
Return on Fixed Assets (%)	130.33	184.19	264.27
Asset Turnover (time)	0.64	0.59	0.50
Financial Policy Ratio			
Debt to Equity Ratio (time)	2.13	0.77	0.66
Interest Coverage Ratio (time)	107.37	150.24	196.36
Interest Bearing Debt to EBITDA Ratio	-	-	-
Debt Service Coverage Ratio (time) ^{3/}	n.a.	n.a.	n.a.
Dividend Payout Ratio of the Consolidated Financial Statement (%)	62.69	99.69	88.69

Remark: 1/ The calculation method of Trade Receivable Turnover - Adjusted is as follows;

$$\text{Trade Receivables Turnover - Adjusted} = \frac{\text{"Revenue from Rendering of Services"}}{(\text{"Trade Receivables Particularly in Part of Service Fees"} - \text{"Contract Liabilities"}) (\text{Average})}$$

Where "Trade Receivable Particularly in Part of Service Fee" is estimated from total trade receivables deducted with total trade receivable particularly in the part of advertising cost (online advertising cost not yet uncollected from the customers). As the Company does not recognize advertising cost as revenue from rendering of services, the Company adjusts the total trade receivable taken for the calculation to be related to revenue from rendering of services taken for the calculation.

"Contractual Liabilities" refer to service fees received by the Company in advance of providing services. Accordingly, these amounts are included in the calculation of the Trade Receivables Turnover Ratio to reflect the Company's business model, in which the majority of customers pay service fees in advance.

2/ The calculation method of Trade Payable Turnover - Adjusted is as follows;

$$\text{Trade Payables Turnover - Adjusted} = \frac{\text{"Cost of Rendering Services"}}{(\text{"Trade Payables Particularly in Related Part of Digital Sales and Marketing Services"}) (\text{Average})}$$

Where "Trade Payables Particularly in Related Part of Digital Sales and Marketing Services" is estimated from total trade payables deducted with total trade payables in part of advertising cost (online advertising cost not yet unpaid by the Company to the provider of online advertising platform service). As the Company does not recognize advertising cost as a cost of rendering services, the Company adjusts total trade payables taken for the calculation to be related to the cost of rendering services taken for the calculation.

3/ The Company did not have Interest Bearing Debt at the end of 2022, 2023 and 2024, causing the inability to calculate Debt Service Coverage Ratio in those period.

5. General Information and Other Important Information

5.1 General Information

5.1.1 Securities Issuing Company

Name of Company	READYPLANET PUBLIC COMPANY LIMITED
Type of Business	All-in-One Sales and Marketing Platform services provider covering websites, online advertising, customer relationship management (CRM), and hotel direct booking through a platform which the Company developed with specialized team of experts providing advice.
Head Office	51 Major Tower Rama 9 – Ramkhamhaeng, Floor 17, Room 1701 - 1706, Rama 9 Road, Huamak, Bang Kapi, Bangkok 10240
Registration no.	0107565000239
Telephone	+66 2016 6789
Website	www.readyplanet.com
Registered Capital	THB 60,000,000.00
Issued and Paid-up Capital	THB 59,999,988.50
Registered Share	120,000,000 shares
Issued and Paid-up Share	119,999,977 shares
Preferred Shares	-

5.1.2 Securities Registrar

Name of Company	Thailand Securities Depository Co., Ltd.
Head Office	The Stock Exchange of Thailand Building, 93 Ratchadaphisek Road, Din Daeng, Din Daeng, Bangkok 10400
Telephone	+66 2009 9000

5.1.3 Auditor

Name of Company	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd
Head Office	AIA Sathorn Tower, 23rd – 27th Floor, 11/1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120
Telephone	+66 2034 0000

5.1.4 Internal Audit

Name/ Position	Ms. Narisa Ronra / Assistant Manager
Head Office	Readyplanet Public Company Limited. 51 Major Tower Rama 9 – Ramkhamhaeng, Floor 17, Room 1701 - 1706, Rama 9 Road, Huamak, Bang Kapi, Bangkok 10240
Telephone	+66 2016 6789 Ext. 1107

5.2 Other Information

- None -

5.3 Legal Dispute

As of December 31, 2024, the Company and its subsidiaries had no legal disputes.

5.4 Secondary Market

The Company does not have any securities listed on the stock exchanges of other countries.



Part 2

Corporate Governance

6. Corporate Governance Policy

6.1 Overview of the Policy and Guidelines

The Company has realized the importance of good corporate governance as a key factor in promoting operational efficiency and sustainable growth, ultimately delivering the utmost benefit to all stakeholders, including employees, investors, shareholders, and other related parties. Therefore, the Board of Directors has approved an enhanced Corporate Governance policy, covering key principles such as the structure, roles, duties, and responsibilities of the Board of Directors, along with transparent, clear, and verifiable management practices for all executives. This policy serves as a guideline for organizational management, ensuring that the Company operates fairly and prioritizes the best interests of all shareholders and stakeholders. By doing so, the Company aims to establish trustworthiness among shareholders and stakeholders while fostering sustainable value creation in line with the expectations of the business sector, investors, the capital market and society as a whole. Accordingly, the Company has adopted its Corporate Governance Policy based on the principles of the Corporate Governance Code 2017 for listed companies, developed by the Securities and Exchange Commission (SEC), to serve as a framework for Readyplanet's corporate governance.

The Company has disclosed its Corporate Governance Policy on its website under the section About us - Investor Relations - Company Information - Corporate Governance, in the subsection "Company Policy" or via the link: https://investor.readyplanet.com/th/company_policy

6.1.1 Policy and Guidelines Related to the Board of Directors

The Board of Directors comprises individuals with extensive knowledge, expertise, and experience, providing significant benefits to the Company. They are highly dedicated and devote their time fully to fulfill their responsibilities. Appointed by the shareholders, the Board oversees the Company's strategic direction, appoints the management team to manage business operations, and establishes subcommittees to address specific delegated tasks. Furthermore, the Board appoints the Company's auditor and the Company Secretary, who is responsible for organizing meetings and ensuring compliance with legal and regulatory requirements. The Board's policies and practices adhere to the principles of good corporate governance as outlined below.

Nomination and Appointment of Directors and Chief Executive Officer

The Nomination and Remuneration Committee is responsible for establishing policies to identify and nominate qualified candidates for the positions of directors and the Chief Executive Officer. These nominations are presented to the Board of Directors and subsequently proposed to the shareholders' meeting for approval, in compliance with the Company's charter, regulations, relevant legal requirements, and corporate governance policies. To protect the rights of minority shareholders, the Company ensures that the appointment of directors during shareholders' meetings is conducted through individual consideration and voting for each candidate as part of the director appointment agenda.

Nomination of the Board of Directors

The Board of Directors comprises individuals entrusted by shareholders and appointed during the shareholders' meeting. Their primary role is to oversee and monitor the management and operations conducted by the executives to ensure alignment with established policies and compliance with the Company's regulations, applicable rules, and laws governing its business operations.

Composition and Appointment of the Board of Directors

1. The Board of Directors comprises members in a number determined by the shareholders' meeting, with a minimum of five members. At least three directors, or one-third of the total number of directors (whichever is greater), must be independent directors who meet the qualifications set forth by the Securities and Exchange Commission and the Stock Exchange of Thailand ("SET").
2. The Board of Directors appoints one director as the Chairman of the Board.
3. Additionally, the Board of Directors appoints a Company Secretary, who may be a director or another individual deemed suitable by the Board of Directors. The Company Secretary assists the Board of Directors in organizing meetings, preparing agendas, distributing meeting materials, and recording minutes. The role and responsibilities of the Company Secretary are in accordance with Section 89/15 (paragraph one) and Section 89/16 of the Securities and Exchange Act B.E. 2535 (1992), including any amendments thereto.

Independent Directors

The Company must have at least three independent directors or one-third of the total number of directors, whichever is greater. Independent directors must meet all the qualifications specified under the Capital Market Supervisory Board Announcement No. TorJor. 39/2559, concerning the application and approval for the offering of newly issued shares. Independent directors must possess the following qualifications:

- 1) Hold no more than 1% of the total voting shares of the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, including shares held by related persons of the independent director.
- 2) Must not currently serve or have previously served as a director involved in management, an employee, a staff member, a salaried consultant, or controlling person of the Company, its parent company, subsidiaries, affiliates, entities under common control, major shareholders, or controlling persons of the Company. Exceptions are allowed if such roles were terminated at least two years prior to the appointment as an independent director. This prohibition does not extend to cases where the independent director previously served as a government official or advisor to a government entity that is a major shareholder or controlling person of the Company.

- 3) Must not have any relationship by blood or legal registration, such as being a parent, spouse, sibling, child, or spouse of a child, with any executive, major shareholder, controlling person, or individual nominated to become an executive or controlling person of the Company or its subsidiaries.
- 4) Must not currently have or have previously had any business relationship with the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons in a manner that may impede independent judgment. Additionally, must not currently be or have previously been a significant shareholder or controlling person of any entity having a business relationship with the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, unless such relationship ended at least two years prior to the appointment. The term "business relationship" includes normal commercial transactions, leasing or renting of property, transactions related to assets or services, or the provision or receipt of financial assistance, including loans, guarantees, providing assets as collateral, or other similar circumstances that result in debt obligations of one party to another. Such obligations must not exceed 3% of the Company's net tangible assets or 20 million Baht, whichever is lower. The calculation of such obligations must comply with the valuation methods for connected transactions as prescribed by the Capital Market Supervisory Board's regulations on related party transactions. For this purpose, any debt obligations occurring within one year prior to the date of the business relationship with the same person must also be included.
- 5) Must not currently be or have previously been an auditor of the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons. Additionally, must not be a significant shareholder, controlling person, or partner of the audit firm where the auditor of the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons is employed, unless such a relationship ended at least 2 years prior to the appointment.
- 6) Must not currently be or have previously been a professional service provider, including a legal advisor or financial consultant, receiving service fees exceeding 2 million Baht per year from the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons. Additionally, must not be a significant shareholder, controlling person, or partner of such a professional service provider, unless such a relationship ended at least 2 years prior to the appointment.
- 7) Must not serve as a director appointed as a representative of the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.
- 8) Must not operate a business of the same nature and in significant competition with the Company or its subsidiaries. Additionally, must not be a significant partner in a partnership, a director involved in management, an employee, a staff member, a salaried consultant, or hold more than 1% of the total voting shares of another company operating a business of the same nature and in significant competition with the Company or its subsidiaries.

- 9) Must not have any other characteristics that could compromise their ability to provide independent opinions on the Company's operations.

Termination of the Position

At each Annual General Meeting of Shareholders, one-third of the directors must retire by rotation. The directors who have served the longest are required to step down. If the number of directors due to retire cannot be evenly divided into one-third, the closest number to one-third shall apply. Retiring directors may be reappointed, but such reappointment does not constitute an automatic renewal of their term.

In the case of a vacancy on the board for reasons other than retirement by rotation, the Board of Directors shall appoint a qualified individual who meets the eligibility criteria and does not possess any prohibited characteristics as prescribed under the Public Limited Companies Act, B.E. 2535 (including amendments) and the Securities and Exchange Act, B.E. 2535 (including amendments). Such appointment shall not apply if the remaining term of the vacant position is less than two months. The individual appointed to fill the vacancy shall serve only for the remainder of the term of the replaced director.

For independent directors, the maximum term of office is three consecutive terms, starting from the date of their first appointment as an independent director. If an independent director is to be reappointed beyond this limit, the necessity of such reappointment must be reasonably justified, and the individual shall no longer be considered an independent director.

Details regarding the terms of office of directors and sub-committee members are disclosed on the Company's website under About us - Investor Relations - Company Information - Corporate Governance in the sub-section Board and Sub-Committee Charters, or via the following link:

https://investor.readyplanet.com/th/board_charter

Chief Executive Officer Recruitment

The Company has established a succession plan to ensure readiness in developing personnel to fill critical positions in the event that key executives are unable to complete their term of office or if positions become vacant for other reasons. This plan aims to minimize risks or impacts associated with a lack of continuity in management.

If the Chief Executive Officer (CEO) position becomes vacant or the incumbent is unable to perform their duties, the Board of Directors will assign a qualified individual in a similar or subordinate position to serve as an interim acting CEO. This arrangement will remain in effect until a suitable candidate, meeting the Company's criteria, is recruited and appointed.

The Nomination and Remuneration Committee (NRC) is responsible for defining the qualifications and criteria for the CEO selection. The NRC evaluates candidates based on their knowledge, experience, expertise, vision, and understanding of the Company's culture. The most suitable candidate will then be proposed by the NRC for consideration and appointment by the Board of Directors.

Remuneration Policy

The Nomination and Remuneration Committee (NRC) establishes policies, criteria, and methods for determining remuneration and other benefits for directors. The NRC proposes the remuneration structure to the Board of Directors for approval, ensuring that the criteria are clear, transparent, and appropriate, in line with best practices. The remuneration is determined by benchmarking against companies in the same industry and of comparable size, and considering factors such as experience, scope of responsibilities, and duties.

Details regarding directors' remuneration are disclosed under the section “Directors' Meeting Attendance and Individual Remuneration”.

Independence of the Board of Directors

The roles and responsibilities of the Board of Directors and management are clearly distinguished. The Board is responsible for formulating policies and overseeing the Company's operations, while management is tasked with executing operations in accordance with the established policies and reporting performance results to the Board periodically, as deemed appropriate. The Chairman of the Board and the Chief Executive Officer are separate individuals. The Chairman does not hold any management position and does not participate in the Company's day-to-day operations. The Board of Directors includes independent directors constituting at least one-third of the total number of directors. Independent directors have equal rights and responsibilities as executive directors.

Director Development

The Company is committed to continuously promoting the development of personnel at all levels, equipping them with the knowledge and skills necessary to perform their duties effectively and advance in their careers.

To support this, the Company provides orientation and foundational knowledge about the organization to new directors, ensuring they gain a thorough understanding of the Company's business operations. Furthermore, the Company encourages directors to engage in ongoing professional development to enhance their knowledge and understanding. This approach ensures that directors can perform their duties efficiently and adapt effectively to external changes.

Director Training

The Company encourages directors and senior executives to participate in training and seminars that enhance their ability to perform their duties effectively. This includes courses on relevant laws, regulations, and requirements, as well as opportunities for continuous learning and knowledge enhancement. Directors regularly attend training provided by institutions such as the Thai Institute of Directors Association (IOD), the Securities and Exchange Commission, the Stock Exchange of Thailand, and the Capital Market Supervisory Board.

Details regarding 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 and Company Secretary.

Board Performance Evaluation

The Company has established an annual performance evaluation process for each board committee. The evaluation includes both collective assessments for the committee as a whole and individual assessments for each director. This process allows the Board and senior executives to identify areas for improvement and implement necessary adjustments to enhance operational efficiency and align with good corporate governance principles.

The Company Secretary distributes self-assessment forms to all board members, covering both collective and individual evaluations. After completing the assessments, directors return the forms to the Company Secretary, who consolidates and analyzes the results. The findings are then reported to the Board of Directors for review. These evaluation results are utilized to assess and refine the Board's performance and address challenges encountered during the past year.

6.1.2 Policy and Guidelines Related to Shareholders and Stakeholders

The Company is committed to conducting its business in accordance with the principles of good corporate governance. This commitment is reflected in its adherence to integrity, transparency, ethical conduct, and accountability toward all stakeholders and related parties, both within and outside the organization.

By upholding fairness as a core principle, the Company aims to establish itself as a governance-driven organization and a model for best practices. This approach promotes transparency in business operations, fostering trust and confidence among investors, stakeholders, and all related parties.

Shareholders' Rights and Equality

The Company ensures the Annual General Meeting of Shareholders (AGM) is held within four months from the end of the fiscal year. The Board of Directors oversees the organization of the shareholders' meeting to ensure it is conducted smoothly, transparently, and effectively, enabling shareholders to exercise their rights.

In 2024, the Company convened its AGM on April 24, 2024, which did not coincide with public holidays or long weekends. The meeting was conducted electronically in compliance with the Royal Decree on Electronic Meetings B.E. 2563 and other relevant laws and regulations, providing convenience for shareholders to participate. No Extraordinary General Meetings of Shareholders were held during the year.

The Company treats all shareholders equally. Meeting information was published in advance of the AGM and made available in both Thai and English to ensure accessibility for all shareholders.

The Company's Role toward Stakeholders

The Company recognizes the importance of all stakeholder groups that impact its business operations. Policies and practices are established to ensure regular engagement with stakeholders, fostering good corporate practices. This approach promotes transparency and builds trust among investors, stakeholders, and all related parties.

The Company's key stakeholders include shareholders, employees, business partners, customers, creditors, competitors, communities and the environment, political neutrality, and human rights.

The Company has disclosed the document of "Code of Conduct and Code of Ethics" on its website under the section About us - Investor Relations - Company Information - Corporate Governance, in the subsection "Company Policy" or via the link:

https://investor.readyplanet.com/th/pdf/policy/Code_of_Conduct_and_Code_of_Ethics.pdf

Disclosure of Information and Transparency

The Company ensures the accurate, sufficient, and timely disclosure of significant information, including financial data and other material disclosures, in compliance with applicable regulations and best practices. Such disclosures are made through accessible, reliable, and equitable channels for shareholders, investors, financial institutions, and securities companies.

The Company has established an Investor Relations (IR) function to facilitate effective communication and engagement with investors, shareholders, securities analysts, financial institutions, securities companies, and other stakeholders. The IR team ensures timely, equitable, and appropriate dissemination of information. Regular performance analysis meetings are held, and significant corporate and financial information is consistently disclosed in compliance with the requirements set by the Securities and Exchange Commission, the Stock Exchange of Thailand, and other relevant authorities.

In 2024, the Company conducted and participated in various Investor Relations activities, summarized as follows:

Investor Relations Activities	Frequency (times)
Opportunity Day events organized by the Stock Exchange of Thailand.	4
Company visits	7
Press releases related to the Company's events, activities, or significant business investments.	18
Submission of news reports to the Stock Exchange of Thailand.	24
Providing information and responding to inquiries from shareholders, investors, or securities companies regularly via email or phone.	

In 2024, the Company was not subject to any regulatory actions for failing to announce or disclose material information within the prescribed timeframe.

Additionally, the Company maintains a dedicated website, investor.readyplanet.com, as an additional communication channel for investors. The website serves as a key resource and is designed in alignment with good corporate governance principles. The content published on the website includes essential information such as the Annual Registration Statement/Annual Report (Form 56-1 One Report), financial statements, Management Discussion and Analysis (MD&A), meeting invitations, meeting minutes, and news reports submitted to the Stock Exchange of Thailand. Shareholders and potential investors with inquiries or questions are encouraged to contact the Investor Relations Department for further assistance.

6.2 Code of conduct

The Company is committed to conducting business in accordance with the principles of good corporate governance, adhering to management and operational practices founded on the integrity, transparency, and ethical values. The Company maintains accountability to all stakeholders and related parties, both within and outside the organization, while upholding fair practices to foster an organization governed by integrity. Consequently, the Company has established a "Code of Business Conduct and Ethics" as a guideline to promote best practices that ensure transparency and build trust among investors, stakeholders, and all associated parties.

Further details on the Company's business ethics policy can be found on the Company's website under **About US > Investor Relations > Company Information > Corporate Governance**, in the subsection "Company Policies" or via the link: https://investor.readyplanet.com/th/company_policy

6.3 Significant Changes and Developments in Policies, Practices, and Corporate Governance Systems Over the Past Year

The Company has adhered to the Corporate Governance Code for Listed Companies 2017. The Board of Directors has consistently reviewed and applied these principles to align with the business context. Furthermore, the Company and its subsidiaries have improved their policies, practices, and governance systems to remain current and maintain high standards. Relevant charters and governance policies are reviewed at least once annually.

In 2024, the Company and its subsidiaries implemented significant updates to policies, practices, and corporate governance systems or Board charters as follows:

- Reviewed and updated **the Charter of the Nomination and Remuneration Committee**, approved by the resolution of the Board of Directors Meeting No. 1/2024 on February 21, 2024.
- Reviewed and updated **the Whistleblowing and Complaints Handling Policy Version 2.2**, approved by the resolution of the Board of Directors Meeting No. 1/2024 on February 21, 2024.
- Reviewed and updated **the Anti-Fraud and Corruption Policy Version 1.4**, approved by the resolution of the Board of Directors Meeting No. 1/2024 on February 21, 2024.

- Reviewed corporate governance policies to ensure alignment with the Company's corporate governance structure and best practices.

The Company remains committed to applying the Corporate Governance Code for Listed Companies 2017 in a manner appropriate to its business operations. However, there are certain practices not yet fully implemented, as detailed below:

- **Practice 3.7.3**

The Board of Directors may consider engaging external advisors to define methodologies and provide recommendations for Board performance evaluations at least every three years. The outcomes of such evaluations should be disclosed in the annual report. Although this practice has not yet been implemented, the Board of Directors, sub-committees, and individual directors conduct annual performance evaluations. Self-assessment forms are regularly updated to align with those recommended by the Thai Institute of Directors (IOD), and the evaluation results are utilized to enhance the Board's performance.

- **Practice 3.9.2**

The number of Board meetings should be appropriate to the Board's duties and responsibilities and the Company's business nature, but no fewer than six meetings annually. Given the Company's operations and the Board's responsibilities, a minimum of four meetings per year is deemed sufficient to meet the current business needs.

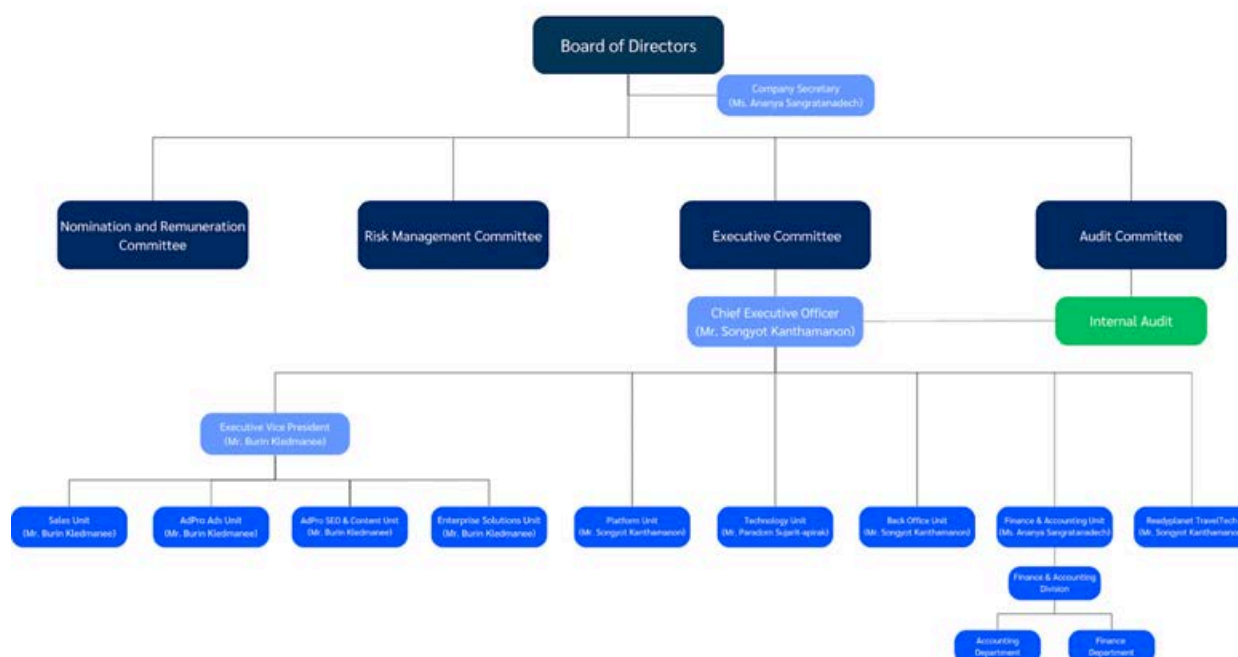
- **Practice 4.1.5**

The Board should establish clear policies and practices for the Chief Executive Officer (CEO) and senior executives regarding their roles as directors in other companies, including the types of positions and the permissible number of directorships. The Company is in the process of developing a compliance plan for this practice, which is expected to be completed by Quarter 2/2025.

7. Corporate Governance Structure and Important Information about the Board of Directors, Sub-committees, Executives, Employees and Others

7.1 Corporate Governance Structure

The Company's Corporate Governance Structure as approved by the Board of Directors Meeting No. 3/2024 on August 9, 2024, consists of the Board of Directors and 4 sub-committees including: (1) Audit Committee; (2) Executive Committee; (3) Nomination and Remuneration Committee; and (4) Risk Management Committee. The Group's Chief Executive Officer is the top executive of the Company as follows:



7.2 Board of Directors

7.2.1 Composition of the Board of Directors

The Board of Directors comprises the number of directors determined by the shareholders' meeting but with minimum 5 directors. In addition, at least 3 directors or one-third of the total number of directors, whichever is higher, must be independent directors, with qualifications in accordance with the regulations of the Securities and Exchange Commission ("SEC") and of the Stock Exchange of Thailand ("SET").

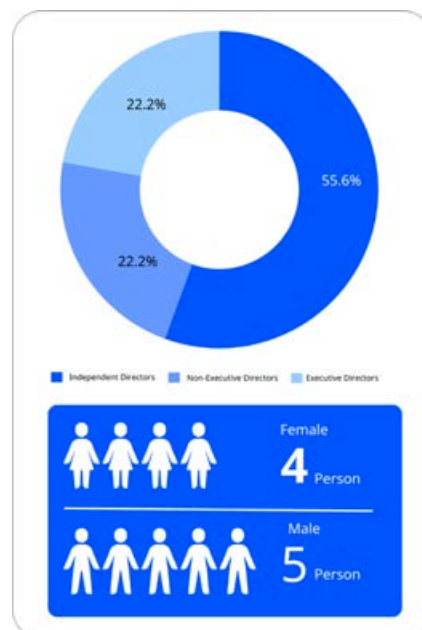
The Board of Directors shall appoint one director to be the Chairman of the Board of Directors, who must be qualified as independent director and the Board of Directors shall appoint the Company Secretary who may be a director or another person deemed appropriate by the Board of Directors, to assist the Board of Directors in making appointments for meetings, preparing meeting agendas, delivering meeting documents and recording the minutes of the meetings, and to have authority and responsibilities in accordance with the first paragraph of Section 89/15 and Section 89/16 of the Securities and Exchange Act, B.E. 2535 (1992) (and amendments).

As of December 31, 2024, the Company had a total of 9 directors, consisting of:

- Independent Directors: 5 members, representing 55.6% of the total number of directors
- Non-Executive Directors: 2 members, representing 22.2% of the total number of directors
- Executive Directors: 2 members, representing 22.2% of the total number of directors

Board Gender Composition

- Female: 4 members, representing 44.4%
- Male: 5 members, representing 55.6%



The Board of Directors comprises members with diverse qualifications (Board Diversity) in terms of experience, knowledge, expertise, specialized skills, as well as gender and age. These qualities are essential and beneficial for the Company's business operations. The Board has conducted an evaluation of its members' qualifications based on the established Board Skill Matrix to ensure that the Board possesses the knowledge and skills necessary for effective corporate governance, as outlined below:

Board Skill Matrix								
Skill and Expertise Composition ¹	Director Type (ED, ID, NED)	Accounting, Finance, Economics, or Business Administration	Human Resource Management	Information Technology	Risk Management	Finance and Investment	Sales and Marketing / Digital Marketing and Communication Strategies	Management and Administration / Corporate Governance / Legal
1. Mr. Viwat Phongsathorn	ID /NED	✓		✓			✓	✓
2. Dr. Julaporn Namchaisiri	ID /NED	✓	✓		✓	✓		✓
3. Miss Pensri Suteerasarn	ID /NED	✓	✓		✓			✓
4. Mr. Soontorn Dentham	ID /NED	✓		✓		✓		✓
5. Mr. Songyot Kanthamanon	ED	✓		✓			✓	✓
6. Mr. Burin Kledmanee	ED	✓		✓			✓	✓
7. Mrs. Janisara Kanthamanon	NED	✓		✓				✓
8. Mr. Siras Sombatsiri	NED	✓				✓		✓
9. Ms. Chamaiporn Pornpruethianan	ID /NED	✓	✓	✓			✓	✓

Remark ¹The expertise in each area is referenced from the director's educational background, work experience, and evaluation of specialized knowledge and skills.

7.2.2 The information on each director

As of 31 December 2024, the Board of Directors consists of 9 members as follows:

Name	Position
1. Mr. Viwat Phongsathorn	Chairman of the Board of Directors / Independent Director
2. Dr. Julaporn Namchaisiri ¹	Chairman of the Audit Committee / Independent Director / Nomination and Remuneration Committee Member
3. Ms. Pensri Suteerasarn	Chairman of the Nomination and Remuneration Committee / Audit Committee Member / Independent Director
4. Mr. Soontorn Dentham	Independent Director
5. Mr. Songyot Kanthamanon	Director / Chief Executive Officer / Nomination and Remuneration Committee Member / Chairman of the Executive Committee / Chairman of the Risk Management Committee
6. Mr. Burin Kledmanee	Executive Vice President / Risk Management Committee Member / Director
7. Mrs. Janisara Kanthamanon	Director
8. Mr. Siras Sombatsiri	Director
9. Ms. Chamaiporn Pornpruethianan ^{1/2}	Audit Committee Member / Independent Director

Ms. Ananya Saengratnadech serves as the Company Secretary, with qualifications as disclosed in Attachment 1.

Remark ¹The Board of Directors' Meeting No. 2/2024, held on May 8, 2024, approved the appointment of Dr. Julaporn Namchaisiri as Nomination and Remuneration Committee Member and Ms. Chamaiporn Pornprittianan as the Audit Committee Member in replacement of Dr. Tanai Charinsarn, who expressed his intention not to renew his term. The appointments took effect from May 8, 2024, onward.

²The Annual General Meeting of Shareholders for 2024, held on April 24, 2024, approved the appointment of Ms. Chamaiporn Pornpruethianan as a Director, replacing Dr. Tanai Charinsarn, who expressed his intention not to renew his term. The appointment took effect from April 24, 2024, onward.

Authorized Directors of the Company

The directors authorized to sign on behalf of the Company are Mr. Songyot Kanthamanon and Mr. Burin Kledmanee, These two directors are required to jointly sign, with the Company's official seal affixed.

7.2.3 Roles and Duties of the Board of Directors, Chairman of the Board, and Chief Executive Officer

1) Scope of authority, duties and responsibilities of the Board of Directors

The Board of Directors' Meeting No. 1/2019 on 21 February 2019 resolved the scope and authority of the Board of Directors as follows:

- (1) To supervise and manage the Company and performing duties in accordance with laws, the Company's objectives and regulations as well as the resolutions of the shareholders' meeting with integrity and carefulness in protecting the interests of the Company and accountability to shareholders.
- (2) To determine the policies and direction of the Company's operations and to supervise and ensure management team to effectively and efficiently work in accordance with the Company's policies and regulations under the corporate governance to maximize economic value and shareholders' wealth.
- (3) To supervise and ensure that management team treats all stakeholders with ethics and equality.
- (4) To consider and determine the annual budget plan and improve the annual budget plan to be appropriate and in accordance with the policies and direction of the Company's operations, and also check and control management team to spend the budget according to the annual budget plan.
- (5) To regularly monitor the Company's business operations and aware of compliance with laws and contract provisions related to the Company, requiring the management team to report the performance, and other important matters of the Company to the Board of Directors for acknowledgment in the Board of Directors' meeting every quarter, so that the Company's business operations are effective.
- (6) To ensure that the Company has effective and reliable accounting system, financial reporting, internal control, and internal audit.
- (7) To play an important role in the implementation of risk management by providing appropriate and adequate guidelines and risk management measures, and regularly monitor.
- (8) To consider and approve and/or consider and comment to propose to the shareholders' meeting for consideration and approval of the Company's significant transactions and connected transactions in accordance with the rules, conditions and procedures prescribed by laws and related regulations and/or the Company's regulations and/or the resolution of the shareholders' meeting.
- (9) To provide annual reports of the Company and/or of the Board of Directors required by applicable laws or regulations, and to regularly and completely report to shareholders in accordance with the current business conditions and future business tendency of the Company, both positively and negatively, with sufficient supporting reasons.
- (10) To consider and approve the organizational structure suitable for business operations, including the establishment of sub-committees and appoint directors or any person with experience, knowledge and competency as deemed appropriate by the Board of Directors to be a member of sub-committee, and to determine the scope of powers, duties and responsibilities of sub-committees.

- (11) To consider and appoint the Chief Executive Officer and determine the scope of power, duties and responsibilities of the Chief Executive Officer.
- (12) To consider and determine the annual remuneration structure of the Company and criteria for appropriate remuneration of directors and executives, taking into account appropriate factors such as evaluation results of tasks, positions, scope of duties and responsibilities, qualifications, knowledge, abilities and appropriate remuneration rates in the same industry to comply with the Company's budget.
- (13) To consider the appropriate remuneration for directors in accordance with the remuneration criteria proposed by the Nomination and Remuneration Committee, to propose to the shareholders' meeting for consideration and approval.
- (14) To consider and appoint a person with knowledge, competence, experience and complete qualifications in accordance with relevant laws and regulations as proposed by the Nomination and Remuneration Committee, to propose to the shareholders' meeting for consideration and appointment as a director.
- (15) The Board of Directors may authorize one or more directors or any other person to act on behalf of the Board of Directors under the control of the Board of Directors or may authorize such person to have power as deemed appropriate by the Board of Directors and within the period deemed appropriate by the Board of Directors. The Board of Directors may cancel, revoke, change or modify such authorization when deemed appropriate. Such authorization must be made in writing or clearly recorded as the resolutions of the Board of Directors in the minutes of the Board of Directors' meetings. The scope of authority of the authorized person must be clearly specified, and the authorized person must not have the power to approve any transaction which such person or person who might have conflicts (the meaning of "person who might have conflicts" is defined in accordance with the Notification of the Securities and Exchange Commission or the Capital Market Supervisory Board) may have an interest or may have a conflict of interest in any other manner with the Company, except for the approval of transactions that comply with the policy and criteria considered and approved by the shareholders' meeting or the Board of Directors.
- (16) To have any other power, duties and responsibilities as required by applicable laws and regulations, the Company's regulations, and the resolutions of the shareholders' meetings.

Any director who has an interest or conflict of interest shall have no power to approve such transaction with the Company or its subsidiaries as prescribed by the Securities and Exchange Commission or of the Capital Market Supervisory Board and/or of the Stock Exchange of Thailand.

In addition, the Board of Directors has scope of duties in supervising the Company to comply with the Securities and Exchange Act, SET's requirements or Notifications of SEC, Notifications of the Capital Market Supervisory Board or laws related to the Company's businesses.

2) Scope of authority, duties and responsibilities of the Chairman of the Board

The Chairman of the Board of Directors is responsible for being the leader of the Board of Directors, with following duties:

- (1) To supervise, monitor and ensure that the Board of Directors effectively acts and achieves the Company's objectives and key goals.
- (2) To ensure that all directors participate in promoting an ethical corporate culture and good corporate governance.
- (3) To determine the Board's meeting agendas in consultation with the Chief Executive Officer and have measures to ensure that important matters are included in the meeting agenda.
- (4) To allocate sufficient time for management team to present matters and have enough time for directors to carefully and fully discuss important issues, encourage directors to exercise prudent discretion and freely give opinions.
- (5) To strengthen good relationship between executive directors and non-executive directors, and between the Board of Directors and management team.

3) Scope of authority, duties and responsibilities of the Chief Executive Officer

The Board of Directors' Meeting No. 1/2019 held on 21 February 2019 resolved the scope, duties and authority of the Chief Executive Officer as follows:

- (1) To prepare and propose policies, goals, business plans and strategic plans for the Company's business operations and annual budget to propose to the Board of Directors for consideration and approval.
- (2) To manage the Company's business according to objectives, policies, goals, including business plans and strategies approved by the Board of Directors.
- (3) To sub-authorize and/or assign other persons to perform specific tasks on their behalf within the scope in accordance with the approval authority, regulations and resolutions of the Board of Directors' meetings.
- (4) To regularly prepare reports on the Company's operations and present to the Executive Board on important matters.
- (5) To represent the Company in dealing with third parties.
- (6) To issue orders, rules, announcements, manuals and records inside the Company in order to operate the Company in line with the policies and for the benefits of the Company, and maintain discipline within the organization.
- (7) To perform other duties as assigned by the Executive Committee and/or the Board of Directors.

The authority of the Chief Executive Officer and the delegation of authority to other persons as deemed appropriate by the Chief Executive Officer, has not included the authority or authorization to approve any transaction that him/herself or person that might have conflict, interest or benefits in any other manner conflicting with the interests of the Company or its subsidiaries, or any transaction that is not under normal business operations of the Company or its subsidiaries, the approval of such transaction must be proposed to the Board of Directors' meeting and/or the shareholders' meeting of the Company (as the case may be) for consideration and approval as required by the Company's regulations or relevant laws.

7.3 Information on subcommittees

As of 31 December 2023, the Company has 4 sub-committees consisting of: (1) Audit Committee; (2) Nomination and Remuneration Committee; (3) Risk Management Committee; and (4) Executive Committee.

Each sub-committee has its Charter approved by the Board of Directors by specifying the objectives, composition, qualifications, term of office, authority, duties and responsibilities, meetings, quorum and voting, evaluation, etc., and the said charter shall be reviewed as appropriate. Sub-committees must report their performance to the Board of Directors.

The Company has established sub-committees including the Audit Committee, Nomination and Remuneration Committee, Executive Committee, and Risk Management Committee, to perform specific duties and propose matters to the Board of Directors for consideration or acknowledgment, as the case may be. The aforementioned sub-committees have rights and duties as specified in the scope of powers, duties and responsibilities of each sub-committee as follows:

7.3.1 Scope of duties and responsibilities of sub-committees

1) Scope of authority, duties and responsibilities of the Audit Committee as follows:

(1) Financial reports

- To review and ensure that the Company has a process for preparing and disclosing information in the Company's financial reports to be accurate, complete, sufficient, reliable and timely by coordinating with the accounting auditor and executives responsible for preparing both quarterly and annual financial reports.

(2) Related Party Transactions and Transactions with Conflicts of Interest

- To consider related party transactions and transactions that may have conflicts of interest to comply with the laws and regulations of the Stock Exchange of Thailand to ensure that such transactions are reasonable and in the best interests of the Company.
- To consider and ensure that the disclosure of company information in case of connected transactions or related transactions or transactions that may cause conflicts of interest is accurate and complete.

(3) Internal Control

- To review and ensure that the Company has an appropriate and productive internal control system.
- To consider the audit results and recommendations of the auditor and the Office of Internal Audit regarding the internal control system, and propose to management team for improvements according to suggestions, and also monitor the performance of those recommendations.

(4) Internal Audit

- To review and ensure that the Company has an internal audit unit that is independent, and has an effective internal audit system.
- To review activities and structure of the internal audit function, and approve the Charter of the Internal Audit Office.
- To jointly consider and approve the appointment, proposal good performance, transfer, dismissal or termination of employment, determine and adjust the remuneration of internal auditors to ensure that this function independently acts.
- To review the internal audit plan together with the internal auditors, especially concerning the internal control system and financial management process.
- To consider, give opinions and observation on the budget and manpower of the internal audit function to propose to management team for approval.
- To consider and ensure that the audit plan and the audit scope of internal auditors and the Company's accounting auditor, including internal audit consultants (if any) have supportive and non-duplicate relationships.

(5) Accounting Audit

- To consider the nomination, propose the appointment and remunerations of the accounting auditor to have independent accounting auditor, taking into account the reliability, resource sufficiency, the amount of audit works of that audit firm, experience of personnel assigned to audit the accounts of the Company and performance in the past year, and also consider the removal of accounting auditor. The Audit Committee will propose such opinion to the Board of Directors for further consideration and approval.
- To review the scope and audit method proposed by accounting auditor, and also consider the reasons for changing the audit plan (In case the audit plan is changed later).
- To recommend accounting auditor to review or check any transaction deemed necessary and important during auditing the accounts of the Company and its subsidiaries.
- To review the auditor's report prepared and propose to management team to improve and monitor the performance of those suggestions.
- To consider the adequacy and efficiency in coordinating between accounting auditors and internal auditors.
- To acknowledge the facts about suspicious circumstances from accounting auditor without delay that the Chief Executive Officer or any person responsible for the operation of the Company commits an offense under paragraph 2 of Section 281/2, Sections 305, 306, 308, 309, 310, 311, 312

or 313 of the Securities and Exchange Act B.E. 2535 (1992) (and amendments) when accounting auditor found, and continue the investigation without delay. The result of preliminary examination must be reported to the SEC Office and accounting auditor within 30 days after the date the accounting auditor notified.

(6) Compliance with applicable laws and regulations

- To review and ensure that the Company complies with the Securities and Exchange Act B.E. 2535 (1992) (and amendments), regulations of the Stock Exchange of Thailand or laws related to the Company's business.

(7) Audit Committee Report

- The Audit Committee must report its performance to the Board of Directors' meeting for acknowledgment and consideration at least once a quarter.
- To prepare the annual performance report of the Audit Committee showing the transactions as prescribed by the Stock Exchange of Thailand and to be signed by the Chairman of the Audit Committee, and disclosing in the Company's Annual Report.
- In performing the duties of the Audit Committee, if found or suspected that there is any transaction or act which may have a significant impact on the Company's financial position and operational performance, the Audit Committee must report to the Board of Directors to make improvements within the deadline deemed appropriate by the Audit Committee. Such transactions or acts are as follows:
 1. Transactions that cause conflicts of interest
 2. Corruption or abnormality or significant deficiency in the internal control system
 3. Violation of the Securities and Exchange Act B.E. 2535 (1992) (and amendments), regulations of the Stock Exchange of Thailand or laws related to the Company's businesses.
- If the Board of Directors or any executive fails to make amendments to the transactions or acts that fall into any of causes (1), (2) and (3) mentioned above within the deadline deemed appropriate by the Audit Committee, any member of the Audit Committee may report that there is a transaction or act as mentioned above to the SEC or the SET.

(8) Corporate Governance

- To review and ensure that the Company has a continuous process of developing corporate governance, and also provide guidelines and necessary recommendations for development.

- To focus on the corporate governance and encourage the Company to determine good corporate governance as a regular agenda for the Board of Directors' meetings and the Company's Annual General Meeting of Shareholders.
- To follow up the Chairman of the Audit Committee to receive a copy of interest report o under Section 89/14 of the Securities and Exchange Act B.E. 2535 (1992) (and amendments), from the Company Secretary within 7 business days since the date the Company received that report.

(9) Risk Management

- To review and ensure that the Company has a systematic risk management process as appropriate, effective and efficient standard system.
- To work with the Risk Management Committee or the Risk Management Working Group and management team for consideration and commenting on the result report and reporting the progress of the Company's risk management.

(10) Other responsibilities

- Any other tasks assigned by the Board of Directors with approval of the Audit Committee. The Audit Committee is responsible to the Board of Directors in accordance with the duties and responsibilities assigned by the Board of Directors while the responsibility for all activities of the Company to third parties still belongs to the whole Board.
- To regularly review and update the Charter relating to this Audit Committee as appropriate for the Company's environment of the company once a year.
- To perform duties as additionally prescribed by the Notification of the Stock Exchange of Thailand.

2) Scope of authority, duties and responsibilities of the Nomination and Remuneration Committee
as follows:

Nomination

- (1) To determine policies, qualifications, criteria and methods for nomination of directors. (including sub-committees of the Company) and senior executives to propose to the Board of Directors for consideration and approval.
- (2) To select and nominate persons with qualification and in accordance with relevant regulations and laws to hold a position as a director, member of sub-committees and senior executive for the Board of Directors to consider and/or propose to the shareholders' meeting for further consideration and approval (as the case may be). The Nomination and Remuneration Committee shall consider experience in at least one area important to the position (e.g., finance, business administration, marketing, human resource management, law, management, etc.), and consider the ability to help the Board of Directors work with more carefulness, ability to make rational business decisions, and ability to strategically think and express leadership

experience as well as a high level of professional expertise and integrity. That candidate should also have other appropriate personal qualifications.

- (3) To ensure that the size and composition of the Board of Directors and sub-committees are suitable for the organization and adjusted to be in compliance with environment. The Board of Directors and sub-committees must consist of persons with knowledge, ability, skills and experience in many areas necessary for business operations.
- (4) To disclose the policy and details of nomination process in the Company's Annual Report.
- (5) To annually review and summarize the result on the preparation of succession plans and management continuity that are appropriate for senior executives and report to the Board of Directors.
- (6) To perform any other tasks as assigned by the Board of Directors or in accordance with the policies prescribed by the Board of Directors.

Remuneration

- (1) To determine policies, criteria, or methods for consideration of remuneration and other benefits, and propose remuneration for directors and top executives to the Board of Directors' meeting for approval and/or propose to the shareholders' meeting for further approval. (as the case may be). The criteria must be clear, transparent and appropriate in line with best practices which will be considered by comparison with the same type and same level of industry same level based on experience, obligations, scope of duties and responsibilities.
- (2) To ensure that Company's directors and top executives receive remuneration appropriate to their duties and responsibilities.
- (3) To perform any other tasks as assigned by the Board of Directors or in accordance with the policies prescribed by the Board of Directors.

3) Scope of authority, duties and responsibilities of the Risk Management Committee as follows:

- (1) To formulate policies and guidelines for overall risk management of the Company, assign management team to implement the policy and guidelines set, and determine the duties of management team to report the performance to the Risk Management Committee.
- (2) To continuously review and improve the Company's risk management system for efficiency and effectiveness, and require the evaluation and regularly monitor the risk management to be in accordance with defined policy and guidelines.
- (3) To systematically and continuously provide an assessment and analyze significant risks in various areas to be in accordance with the current situation for ensuring that the risk assessment covers all stages of business operations, and suggest ways to prevent or reduce the risk to an acceptable level.

- (4) To quarterly report the risks and recommendations received by the Risk Management Committee from performing their duties according to the Charter to the Audit Committee for further proposing to the Board of Directors. Any important matter which may significantly affect the Company must be escalated to the Board of Directors for consideration as soon as possible.
- (5) To perform other duties as assigned by the Board of Directors.

4) Scope of authority, duties and responsibilities of the Executive Committee as follows:

- (1) To consider and scrutinize business plans and annual budgets to propose to the Board of Directors.
- (2) To determine the Company's financial and investment policy, and determine the direction of investment policy in line with the Company's objectives and policies, and approve investment criteria including investment proposals based on the Company's regulations.
- (3) To consider and take action on important issues related to the Company's operations.
- (4) To consider, screen and provide recommendations on matters under the authority of the Executive Committee to the Board of Directors
- (5) To consider the nomination for the appointment of directors in associated companies or joint ventures in proportion to the shareholding or based on the agreement in the contract between the shareholders of the associated companies or joint ventures (if any).
- (6) To supervise and monitor the result of the Company's management to be in accordance with the policy, action plans, and annual budget determined and approved by the Board of Directors, and regularly report the Board of Directors.
- (7) To consider and screen matters presented by the Chief Executive Officer to the Executive Committee for consideration and approval.
- (8) To approve the assignment, appointment, removal and transfer of senior staff at the director level or other equivalent positions including the approval of salary rates, remuneration or other benefits to such persons.
- (9) To approve matters related to the Company's finance and assets within the scope of approval authority.
- (10) To assign or recommend the Chief Executive Officer to consider or act in any matter deemed appropriate by the Executive Committee.
- (11) To appoint a working group to consider any matter deemed appropriate by the Executive Committee.
- (12) To consider and propose matters deemed appropriate by the Executive Committee to inform the Board of Directors for acknowledgment or consideration and approval.

(13) To consider any other matters or perform any other duties assigned by the Board of Directors.

(14) To supervise and monitor the performance of the Risk Management Committee.

The authority of the Executive Committee as well as the delegation of power to other persons deemed appropriate by the Executive Committee shall not include the power or authorization to approve any transaction that him/herself or related person which may have conflict, interest or benefits in any other manner against the interests of the Company or its subsidiaries, or transaction that is not under normal business operations of the Company or its subsidiaries. The approval of such transaction must be proposed to the Board of Directors' meeting and/or the Company's shareholders' meeting for consideration and approval based on the Company's Articles of Association or related laws.

7.3.2 Name List of sub-committees

1) Audit Committee

As of 31 December 2024, the Audit Committee consists of 3 members who are the Company's directors and independent directors as follows:

Name-Surname	Position
1. Dr. Julaporn Namchaisiri	Chairman of the Audit Committee
2. Ms. Pensri Suteerasarn	Audit Committee Member
3. Ms. Chamaiporn Pornpruethianan	Audit Committee Member

Remark ^{/1} The Board of Directors' Meeting No. 2/2024, held on May 8, 2024, approved the appointment of Ms. Chamaiporn Pornpruthianan as an Audit Committee Member, replacing Dr. Tanai Charinsarn, who expressed his intention not to extend his term. The appointment is effective from May 8, 2024, onward.

Ms. Ananya Sangratanadech is the secretary of the Audit Committee.

Ms. Pensri Suteerasarn has sufficient knowledge and experience to review the reliability of financial statements, she graduated in Bachelor of Accountancy from Chulalongkorn University and Master of Business Administration (MBA) from California State University. At present, she is holding following positions:

- Independent Director and Nomination Remuneration Committee, Precious Shipping Public Company Limited.
- Member of the Audit Committee and Independent Director, Sabina Public Company Limited.
- Sub-committee on Securities Review for the Design and Offering of Equity Securities and the Corporate Governance of Issuers, Office of the Securities and Exchange Commission (SEC).

- Member of the sub-committee for the consideration of securities related to design and offering of securities under equity category and the management of securities issuing companies, Office of the Securities and Exchange Commission.
- Director, Thailand Development Research Institute (TDRI).
- Advisor to the Thai Listed Companies Association.
- Member of the sub-committee for the consideration, improvement or repeal of laws that hinder people's occupations or business operations, Prime Minister's Office

2) Nomination and Remuneration Committee

As of 31 December 2024, the Nomination and Remuneration Committee consists of 3 members who are the members of the Audit Committee/Independent Directors and/or executives as follows:

Name-Surname	Position
1. Miss Pensri Suteerasarn	Chairman of the Nomination and Remuneration Committee
2. Dr. Julaporn Namchaisiri ¹	Nomination and Remuneration Committee Member
3. Mr. Songyot Kanthamanon	Nomination and Remuneration Committee Member

Remark ¹The Board of Directors' Meeting No. 2/2024, held on May 8, 2024, resolved to appoint Dr. Julaporn Namchaisiri as the Nomination and Remuneration Committee Member, replacing Dr. Tanai Charinsarn, who expressed his intention not to renew his term as a director. The appointment became effective from May 8, 2024, onwards.

Note: Ms. Ananya Sangratanadech is the secretary of the Nomination and Remuneration Committee.

3) Risk Management Committee

As of 31 December 2024, the Risk Management Committee consists of 7 members who are the Company's directors and/or executives as follows:

Name-Surname	Position
1. Mr. Songyot Kanthamanon	Chairman of the Risk Management Committee
2. Mr. Burin Kledmanee	Vice Chairman of the Risk Management Committee
3. Ms. Ananya Sangratanadech	Risk Management Committee Member
4. Mr. Paradorn Sujarit-apirak	Risk Management Committee Member
5. Mr. Saran Tiengsakul	Risk Management Committee Member
6. Ms. Narisa Ronra	Risk Management Committee Member
7. Ms. Roongrath Watthanakosit	Risk Management Committee Member

Note: Ms. Kornkanok Jaitad is the secretary of the Risk Management Committee.

4) Executive Committee

As of 31 December 2024, the Executive Committee consists of 4 members who are the Company's directors and/or executives as follows:

Name-Surname	Position
1. Mr. Songyot Kanthamanon	Chairman of Executive Committee
2. Mr. Burin Kledmanee	Vice Chairman of Executive Committee
3. Ms. Ananya Sangratanadech	Executive Committee Member
4. Mr. Paradorn Sujarit-apirak	Executive Committee Member

Note: Ms. Kornkanok Jaitad is the secretary of the Executive Committee.

7.4 Executives

7.4.1 Information on executives

As of 31 December 2024, the Company's executive team consists of 5 persons including:

Name-Surname	Position
1. Mr. Songyot Kanthamanon	Chief Executive Officer Senior Vice President - Platform Unit Senior Vice President – Readyplanet TravelTech Senior Vice President – Back Office Unit
2. Mr. Burin Kledmanee	Executive Vice President Senior Vice President – Sales Unit Senior Vice President – AdPro Ads Unit
3. Mr. Paradorn Sujarit-apirak	Vice President – Technology Unit
4. Miss Ananya Sangratanadech	Senior Vice President – Finance and Accounting Unit

Note: Miss Ananya Sangratanadech (Senior Vice President – Finance and Accounting Unit) passed the Strategic CFO in Capital Market Training Program, the Stock Exchange of Thailand, Class 4.

7.4.2 Policy and methods for determining the remuneration for executives

The Company has determined the remuneration for executives by comparing the rates to be suitable with the companies in the same or similar industry, and has hired an independent consultant on wage and welfare rates from Hay Group Limited to assess the determination of remuneration for executives. The Company also considers based on the experience, duties and responsibilities, and in accordance with the criteria and policies prescribed by the Nomination and Remuneration Committee.

7.4.3 Remuneration for Executives

1) Monetary Remuneration

In 2023, and 2024, the Company provided remuneration to executives, which included salaries, bonuses, social security fund contributions, provident fund contributions, etc. The details are as follows:

Year	Number of Executives (Persons)	Remuneration ^{1/} (Million Baht)
2023	5	16.57
2024	4	14.26

Note:

^{1/} Directors who are executives or employees of the Company, as well as shareholders or their representatives, do not receive monthly remuneration or meeting allowances in their capacity as directors of the Company, members of subcommittees, or directors of the Company's subsidiaries.

2) Other Remunerations

In 2024, the Company did not allocate any other forms of remuneration or non-monetary compensation.

7.5 Employees

7.5.1 Number of employees

As of December 31, 2023, and 2024, the Company had a total of 137, and 135 employees (excluding executives), respectively. The employees are categorized by department as follows:

Unit Name	Number of Employees (Persons)	
	2023	2024
1. Sales Unit (Central Sales)	29	16
2. AdPro Ads Unit	20	17
3. Platform Unit	12	15
4. Technology Unit	33	30
5. Readyplanet TravelTech	12	10
6. Back Office Unit	10	6
7. Finance and Accounting Unit	10	9
8. AdPro SEO & Content Unit	11	25
9. Enterprise Solutions Unit	-	7
Total	137	135

Remark:

1. The number of employees excludes executives (5 executives in 2023 and 4 executives in 2024).
2. In 2024, some employees from the Sales Department (Central) were transferred to the AdPro SEO & Content Unit and Enterprise Solutions Unit.

7.5.2 Remuneration for Employees

1) Monetary Compensation

In 2023, and 2024, the Company provided remuneration to employees (excluding executive remuneration) as follows:

List	Employee Remuneration			
	2023		2024	
	Number of Employees (Persons)	Total Amount (Million Baht)	Number of Employees (Persons)	Total Amount (Million Baht)
Salaries, bonuses, and other compensations, including social security fund contributions, provident fund contributions, and other allowances. ^{1/}	137	85.25	135	87.84

Remark: ^{1/}Other compensation, such as per diem, phone allowances, and overtime pay, etc.

2) Other Remunerations

In 2024, the Company did not allocate any other forms of remuneration or non-monetary compensation.

7.5.3 Provident Fund

The Company and its subsidiaries have established a Provident Fund under the management of the TISCO Master Pooled Fund to enhance employee morale and encourage long-term employment with the Company. The Company has been making contributions to the Provident Fund for its employees since January 1, 2014. As of December 31, 2024, a total of 81 employees receiving monthly remuneration participated in the Provident Fund, accounting for 60.00% of all employees with monthly remuneration within the Company.

7.5.4 Labor Disputes dDuring the past 3 years

Over the past three years, the Company and its subsidiaries have had no labor disputes.

7.5.5 Human resource development policy

The Company values its employees as a crucial resource and is committed to developing their knowledge, skills, capabilities, and positive attitude toward the organization. It also strives to promote quality career advancement by clearly defining job positions and responsibilities, establishing appropriate selection criteria to recruit skilled and competent employees for assigned roles, and conducting annual position reviews to encourage continuous self-improvement and professional growth among employees.

Additionally, the Company has a policy of encouraging employees to participate in both internal and external training programs to enhance their knowledge and apply it effectively to their work, thereby

improving overall productivity. In 2024, the average training hours per employee was 11.99 hours per year. Furthermore, the Company emphasizes tracking and evaluating the acquired knowledge, ensuring employees can apply it in their roles while also sharing their expertise with their teams and relevant departments to foster a continuous learning culture.

7.6 Other significant information

7.6.1 The person assigned to be directly responsible for supervising the accounting, Company Secretary and Head of Internal Audit Department

1) The person directly assigned responsibility for overseeing accounting operations.

Ms. Churai Thongsen, who has held the position of Assistant Manager of the Accounting Department since 2017, is directly assigned to oversee the company's accounting operations to ensure efficiency and compliance with company regulations, requirements, policies, and accounting standards. Ms. Jurai Thongsen holds at least a bachelor's degree or its equivalent and has completed training programs that demonstrate readiness in accounting and finance or continuous knowledge development in accounting, as stipulated by the relevant authorities. Additionally, she has accumulated no less than 3 years of accounting experience within the past 5 years.

2) Company Secretary

At the Board of Directors' Meeting No. 4/2020, held on November 10, 2020, resolved to appoint Ms. Ananya Sangratanadech as the Company Secretary, effective January 1, 2021, in accordance with Sections 89/15 and 89/16 of the Securities and Exchange Act B.E. 2535 (as amended). The roles and responsibilities of the Company Secretary are as follows:

1. The preparation and maintenance of the directors' register, notices of meetings, and minutes of meetings for the board of directors and shareholders, as well as the company's annual report.
2. The retention of reports on conflicts of interest disclosed by directors or executives and the delivery of copies of such reports to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date the company receives the report.
3. Other actions as prescribed by the announcements of the Securities and Exchange Commission.

In addition, the Company Secretary has the following responsibilities:

1. Provide preliminary advice regarding legal matters and the company's regulations as required by the Board of Directors, ensuring consistent compliance. This includes monitoring and reporting significant changes to regulations and/or laws that may impact the company's business operations to the Board of Directors.
2. Organize shareholders' meetings and Board of Directors' meetings in accordance with applicable laws, the company's regulations, and related best practices.

3. Record minutes of shareholders' meetings and Board of Directors' meetings, as well as follow up on the implementation of resolutions passed at these meetings.
4. Oversee the disclosure of information and submission of reports under the secretary's responsibilities to relevant regulatory agencies, ensuring compliance with their rules and requirements.
5. Supervise the activities of the Board of Directors and ensure other actions comply with applicable laws, the announcements of the Securities and Exchange Commission, and/or any assignments given by the Board of Directors.

Ms. Ananya Sangratanadech completed the Company Secretary Program (CSP) in 2021, conducted by the Thai Institute of Directors Association (IOD).

The company has established qualifications for the position of Company Secretary, considering multiple criteria such as age, educational background, proficiency in foreign languages, communication skills, interpersonal skills, ability to coordinate internally and externally, as well as public relations skills to enhance the organization's image with external stakeholders.

In the event that the Company Secretary resigns or is unable to perform their duties, the Board of Directors must appoint a new Company Secretary within ninety days from the date of resignation or inability to perform duties. During this period, the Board of Directors has the authority to assign one of its members to temporarily perform the duties of the Company Secretary in accordance with the Securities and Exchange Act B.E. 2535 (1992) and its subsequent amendments.

3) Internal Audit Division Head

The Board of Directors's Meeting No. 1/2024 held on February 21, 2024, resolved to appoint Ms. Narisa Ronra as the Internal Auditor for the year 2024, assuming the role of Head of Internal Audit. Ms. Narisa Ronra possesses expertise in auditing processes and tools, along with an in-depth understanding of the company's business operations. This expertise ensures the effectiveness, comprehensiveness, and alignment of risk assessments and internal control audits at both the business and organizational levels with appropriate principles of risk assessment and internal control.

7.6.2 Head of Investor Relations Department and Contact Information

To ensure the accurate, timely, and transparent disclosure of critical information, the company has assigned Ms. Ananya Sangratanadech to oversee Investor Relations. Acts as the central point of contact for disclosing essential information to shareholders and investors, including financial data such as quarterly performance results, financial statements, and quarterly Management Discussion and Analysis (MD&A) reports. These disclosures are provided regularly, equitably, and comprehensively to ensure accuracy and fairness.

For inquiries, please contact the Investor Relations Department at:

Email: ir@readyplanet.com

Telephone: 02-016-6735

7.6.3 Auditor's Remuneration

The Company and its subsidiaries paid audit fees to the auditors for the fiscal year ending December 31, 2024, amounting to a total of 3,220,000 Baht. The details are as follows:

Company	Auditor	Audit Fee (Baht)
Readyplanet Public Company Limited	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.	2,855,000
Readyplanet TravelTech Company Limited	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.	295,000
Readyplanet Max Company Limited	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.	70,000
Total Audit Fee		3,220,000

The Company and its subsidiaries have not made any additional payments beyond the aforementioned audit fees to the audit firm to which the auditors are affiliated, nor to any individuals or entities associated with the auditors or the audit firm in any manner.

8. Report of Performance on Corporate Governance

8.1 Summary of the performance result of the Board of Directors in 2024

The performance of the Board of Directors for 31 December 2024 can be summarized as follows:

- o The Board of Directors has considered, supervised, and managed the company while carrying out its duties in compliance with the law, the company's objectives, its articles of association, and the resolutions of the shareholders' meetings, with integrity and in the best interest of the company. Furthermore, the Board performed its duties with accountability to all groups of shareholders in an equitable manner (Accountability to Shareholders).
- o The Board of Directors, in collaboration with the management team, has formulated policies and defined the strategic direction to enhance the company's competitiveness. Emphasis has been placed on the development of technology and innovation to meet market demands, while ensuring the efficient implementation of these policies in alignment with good corporate governance principles. This approach aims to maximize the company's economic value and shareholders' wealth (Maximize Economic Value and Shareholders' Wealth). Furthermore, the Board ensures that the management team adheres to ethical practices and treats all stakeholders equitably.
- o The Board of Directors has considered and determined the annual budget plan, revised it to be appropriate and in line with the Company's policies and operating direction, and audited and

controlled management team to spend the budget according to the annual budget plan, and provided the Company with effective and reliable accounting system, financial reporting, internal control and internal audit, in addition, appropriate and sufficient risk management is in place and regularly monitored.

The Board of Directors has adhered to operating businesses in accordance with the laws, the Company's objectives, regulations, and resolutions of the shareholders' meetings as well as Principles of Good Corporate Governance of Listed Companies based on the guidelines prescribed by the Stock Exchange of Thailand. ("SET") and Corporate Governance Code for Listed Companies 2017 upon the guidelines prescribed by the Securities and Exchange Commission ("SEC").

8.1.1 Nomination, Development and Evaluation of the Board of Directors' Performance

1) Nomination of the Board of Directors

The Company has established the Nomination and Remuneration Committee to serve in determining the policies, qualifications, criteria and methods for nominating the Company's directors and members of sub-committees, and selecting and nominating persons with appropriate qualifications and in accordance with applicable regulations and laws to hold a position as the Company's director, members of sub-committees and senior executives, with following criteria and procedures:

1.1) Directors

- The Board of Directors comprises the number of directors determined by the shareholders' meeting but with minimum 5 directors and at least half of the total number of directors shall have residence within the Kingdom. All directors must have qualifications and not have prohibited characteristics according to the Public Limited Companies Act and other relevant laws.
- At least 3 directors or one-third of the total number of directors, whichever is higher, must be independent directors and fully qualified under the Notification of the Capital Market Supervisory Board No. TorJor.39/2559 Re: Application for Approval and Granting of Approval for Offering of Newly Issued Shares.
- The Company's directors are allowed to hold directorship positions in other companies, but such directorships must not be an obstacle to the performance of duties as the Company's director and comply with the guidelines of the SEC and the SET. Maximum 5 companies are allowed to hold directorship for each director.
- The Company's director shall not undertake any business of the same nature and in competition with any business of the Company, or not be a partner in another company that undertakes a business of the same nature and in competition with the business of the Company, either for own interest or the interest of others, unless it is notified to the shareholders' meeting prior to the appointment resolution.
- The Company's directors must be appointed by the shareholders' meeting in accordance with following rules and procedures:

- Each shareholder shall have votes at equal to the number of shares he/she holds, as one share shall be counted as one vote.
- Each shareholder shall apply all the votes he/she has according to (1) in the election of one or more directors but shall not be permitted to share or split the votes in the said election.
- The persons receiving respective votes from the highest votes downwards shall be the elected directors equal to the number of directors permitted or to be then elected. In the event that the elected directors in the lower order have equal votes and the number is in excess of the number permitted, the chairman of the meeting shall have a casting vote.
- At every annual general meeting, one-third of the directors shall be retired. If the number of directors cannot be divided into three parts, the number of directors closest to one-third shall be retired. The retiring director may be re-elected. The directors who shall be retired from office in the first and second years after the registration of the transformation of the company shall be drawn by lots to determine who will be retired. For following years, the director who has held office longest shall be retired.
- Apart from retirement by rotation, the directors shall vacate office upon:
 - Death;
 - Resignation;
 - Loss of qualifications or having prohibited characteristics in accordance with the Public Limited Company Act, B.E. 2535 (1992) (and amendments);
 - Removal by resolution of the shareholders' meeting;
 - Removal by a court order.
- In case where there is any vacancy of the director office due to other reason other than a retirement by rotation, the Board of Directors shall elect a person who is qualified without prohibited characteristics according to the Public Limited Companies Act and the Securities and Exchange Act to be the replacing director at the next Board of Directors' meeting, except in case where the remaining office term of the said director is less than two months. The candidate who assumes to be the replacing director shall be in the office only for such remaining office term of the replaced director. The resolution of the Board of Directors shall consist of votes of not less than three-fourth (3/4) of the remaining number of directors.

1.2) Independent Directors

- At least three directors, or one-third of the total number of directors, whichever is greater, must fully comply with the qualifications specified by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The qualifications of Independent Directors include the following:
 - Holding shares in the Company not greater than 1% of total shares with the voting right of the Company, parent company, subsidiaries, associated companies, and major shareholders or a controlling power of the Company, this includes the shareholding of the relevant parties of the Independent Director;

- Not being or having been an executive director, employee, staff, advisor earning regular monthly salary or the controlling person of the Company, its parent company, subsidiary, associate company, same-level subsidiary, major shareholder or controlling person, unless the foregoing status has ended for at least two years prior to the date of taking position. Such prohibited characteristics shall exclude the case where an independent director used to be a government official or advisor of a governmental agency, which is a major shareholder or the controlling person of the Company;
- Not being a person who has a relationship, by blood or by legal registration, as a parent, spouse, sibling or children, as well as spouse of the children, of an Executive of, of a Major Shareholder, of a person with a controlling power over or a person proposed to be appointed as an Executive or as a person with a controlling power over, the Company or Subsidiary;
- Not having or having had a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder or controlling person, in a manner that may interfere with independent discretion, and not being or having been a significant shareholder or the controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder or controlling person, unless such foregoing relationships have ended for at least two years prior to the date of being appointed. Such business relationship shall include normal business transactions for business operations of rental or lease of real estate, transactions related to assets or services or granting or receipt of financial assistance through receiving or extending loan, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to another party in an amount starting from 3% of the net tangible assets of the Company or from 20 million Baht or more, whichever amount is lower. The calculation of such indebtedness shall be in accordance with the method for calculating the value of related party transactions under the Notification of the Capital Market Supervisory Board Re: Rules on Execution of Related Party Transactions, mutatis mutandis. The consideration of such indebtedness shall include the indebtedness incurred during the period of 1 year to the date of establishing the business relationship with the same party.
- Not being or having been an accounting auditor of the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person, and not being a significant shareholder, controlling person, or partner of the audit firm which employs the auditor of the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person, unless the foregoing relationship has ended for not less than 2 years prior to the date of being appointed.
- Not being or having been a provider of professional services, which includes serving as a legal advisor or financial advisor being paid with a service fee of more than 2 million Baht per year by the Company, its parent company, subsidiary, associated company, major shareholder, or controlling person, and not being a significant shareholder,

controlling person, or partner of such provider of professional services, unless the foregoing relationship has ended for not less than 2 years prior to the date of being appointed.

- Not being a director who is appointed as the representative of directors of the Company, major shareholder, or shareholder who is a connected person of a major shareholder
- Not undertaking any business of the same nature and in significant competition with the business of the Company or its subsidiary, or not being a significant partner in a partnership, or an executive director, employee, staff, advisor earning regular monthly salary, or holding more than 1% of the voting shares of another company that undertakes a business of the same nature and in significant competition with the business of the Company or its subsidiary.
- Not having any other characteristics that cause the inability to express independent opinions on the business operation of the Company.

Currently, the Company has a total of 9 directors, of whom 5 are independent directors, representing 55.6% of the Board. The independent directors are 1) Mr. Viwat Phongsathorn 2) Dr. Julaporn Namchaisiri 3) Ms. Pensri Suteerasarn 4) Mr. Soontorn Dentham 5) Ms. Chamaiporn Chamaiporn Pornpruethianan. The independent directors maintain full independence from major shareholders and the Company's management. They meet all the required qualifications as stipulated in the relevant criteria. Furthermore, during the past financial year, the independent directors had no business relationships or professional service engagements with the Company.

1.3) Audit Committee

- At least 3 members of the Audit Committee shall be independent directors and 1 member must be knowledgeable and have sufficient experience in accounting or finance to review the reliability of the financial statements.
- The Audit Committee can independently perform its duties, express opinions and report performance as duties assigned by the Board of Directors, and has not any other characteristics that cause inability to express independent opinions on the operations of the Company.
- The members of the Audit Committee shall devote sufficient time and opinions to perform their duties as the members of the Audit Committee.
- The members of the Audit Committee shall have qualifications and not have prohibited characteristics according to the rules of the SEC and the SET.
- The members of the Audit Committee shall not be a director assigned by the Board of Directors to make decisions on the operations of the Company, its parent company, subsidiary, associated company, same-level subsidiary, major shareholders or controlling persons of the Company.
- The Audit Committee must be appointed by the Board of Directors and/or the shareholders' meeting.
- The term of office of the Audit Committee is in accordance with the term of office of the Company's directors as defined in the Company's Articles of Association.
- Any member of the Audit Committee who retires by rotation may be re-appointed.

- In case where there is any vacancy of the member of the Audit Committee director due to other reasons other than a retirement by rotation, the Board of Directors shall appoint a person who is fully qualified to be the replacing member of the Audit Committee without delay. The replacing member shall be in the office only for such remaining office term of the replaced member.
- Apart from retirement by rotation, the member of the Audit Committee shall vacate office upon:
 - Loss of qualifications as the member of the Audit Committee;
 - Death;
 - Resignation;
 - Being removed;
 - Being sentenced to imprisonment by the final judgment or a lawful order to imprison, except for offenses committed with negligence or misdemeanor;
 - Being an incompetent or quasi-incompetent person;
 - Being bankrupt

1.4) Nomination and Remuneration Committee

- The Nomination and Remuneration Committee consists of at least 3 members.
- The members of the Nomination and Remuneration Committee are knowledgeable and capable, honest, ethical in conducting business, and have sufficient time to dedicate their knowledge and ability to perform their duties for the Company.
- The members of the Nomination and Remuneration Committee are fully qualified and have not any prohibited characteristics according to the Public Limited Companies Act and other relevant laws.
- The members of the Nomination and Remuneration Committee shall not undertake any business of the same nature and in competition with the business of the Company or not be a partner or a director in another company that undertakes a business of the same nature and in competition with the business of the Company, either for own interest or the interest of others, unless it is notified to the Board of Directors' meeting prior to the appointment resolution.
- The Nomination and Remuneration Committee must be appointed by the Board of Directors.
- The Nomination and Remuneration Committee has a 3-year term of office and is in accordance with the term of office of the Company's directors.
- Any member of the Nomination and Remuneration Committee who retires by rotation may be re-appointed.
- In the event that the Nomination and Remuneration Committee position becomes vacant due to the completion of the term of office or inability to hold office until the end of the term, the Board of Directors shall appoint a person who possesses all the required qualifications to be a replacement member of the Nomination and Remuneration Committee promptly or within 3 months from the day the position is vacant, so that the Nomination and Remuneration Committee can continue to perform its duties.

1.5) Executive Committee

- The Executive Committee consists of at least 3 members, where the Chief Executive Officer shall be the Chairman of the Executive Committee by position.
- The Executive Committee must be appointed by the Board of Directors.
- The Executive Committee shall have a 3-year term of office from the date of appointment, except any member of the Executive Committee who is the Company's director whose term of office will be retired by rotation according to the term of office of the Company's director.
- Any member of the Executive Committee who retires by rotation may be re-appointed.
- Apart from retirement by rotation, the member of the Executive Committee shall vacate office upon:
 - Death;
 - Resignation;
 - Loss of qualifications or having prohibited characteristics in accordance with the Public Limited Company Act, B.E. 2535 (1992) (and amendments);
 - Removal by resolution of the shareholders' meeting;
 - Removal by a court order.

1.6) Top Executive

The Company has prepared succession plans to prepare and create personnel to replace key positions in case those in key management positions are unable to perform their duties, retired by rotation or become vacant for any other reason, and to reduce the risks or impacts from lack of continuity in management. When the position of Chief Executive Officer becomes vacant or the incumbent is unable to perform his/her duties, the Board of Directors shall assign a person holding a similar position or a position next below to temporarily act until the nomination and selection of a qualified person upon the criteria set by the Company is determined. The Nomination and Remuneration Committee shall determine the qualification and criteria for nominating the Company's Chief Executive Officer, consider and select a person who is qualified in terms of knowledge, experience, expertise, vision and understanding of organizational culture to propose to the Board of Directors for consideration and appointment.

The Company provides an opportunity for minority shareholders to nominate qualified candidates for directorship, consider candidates from the Director Pool, re-nominate existing directors for reappointment, or allow each director to propose suitable candidates.

In 2024, the Company invited minority shareholders to nominate individuals for consideration as directors during the period from October 1, 2024, to December 15, 2024. This announcement was made through the Stock Exchange of Thailand's information system, and the nomination criteria, along with the nomination form, were published on the Company's website to ensure shareholders were informed in advance.

However, no shareholders submitted nominations for director positions during the specified period.

(2) Personnel Development

The Board of Directors and Executives place great importance on and actively promote continuous personnel development at all levels. They regularly participate in training programs to enhance their knowledge, including courses provided by the Thai Institute of Directors (IOD) that are relevant to their directorial duties, such as the Director Certification Program (DCP), the Director Accreditation Program (DAP), and the Audit Committee Program (ACP). Details regarding the training and qualifications of directors and executives are disclosed in Attachment 1: Details of Directors and Executives.

In 2024, the Board of Directors and Executives attended the following training programs:

Name - Surname	Position	Programs
Dr. Julaporn Namchaisiri	Independent Director	Board Orientation for New Listed Companies – Topic: “Business Sustainability Based on Good Corporate Governance”
		Online Seminar – "Prevention, Deterrence, and Suppression of Improper Conduct in Listed Companies"
		Hot Issue for Directors Topic : Empowering Boards: Enhancing Governance, Standards and Financial Insights
Ms. Pensri Suteerasarn	Independent Director	Board Orientation for New Listed Companies – Topic: “Business Sustainability Based on Good Corporate Governance”
		Online Seminar – "Prevention, Deterrence, and Suppression of Improper Conduct in Listed Companies"
Mr. Soontorn Dentharn	Independent Director	Board Orientation for New Listed Companies – Topic: “Business Sustainability Based on Good Corporate Governance”
Ms. Chamaiporn Pornpruethianan	Independent Director	Director Accreditation Program (DAP) – Thai Institute of Directors (IOD)
		Hot Issue for Directors – "Empowering Boards: Enhancing Governance, Standards, and Financial Insights"
		Insight in SET AC Focus – "Comprehensive Insights for Growth and Sustainability in the Capital Market"

Name - Surname	Position	Programs
Mr. Burin Kledmanee	Executive Vice President and Director	Strategic CFO in Capital Markets Program (Class 11)
Ms. Ananya Saengratnadech	Senior Executive Vice President Finance and Accounting Investor Relations and Company Secretary	Insight in SET: Comprehensive Insights for Growth and Sustainability in the Capital Market (Class 2/2024)
		The mai CFO 2024: Growth & AI Chapter
Mr. Siras Sombatsiri	Director	Director Certification Program (DCP) – Thai Institute of Directors (IOD)

(3) Evaluation on the Performance of the Board of Directors

The Company has established an annual performance evaluation process for each committee. The evaluation is conducted through standardized assessment forms at both the collective committee level and the individual director level. This process enables the Board of Directors and Executives to identify areas for improvement, enhance operational efficiency, and ensure alignment with good corporate governance principles.

The Company Secretary is responsible for distributing self-assessment forms to all directors, covering both collective and individual evaluations. Upon completion, directors return the assessment forms to the Company Secretary, who then consolidates and analyzes the results. The findings are subsequently reported to the Board of Directors for review and consideration. This evaluation process serves as a basis for assessing performance, addressing challenges, and refining governance practices throughout the year.

In 2024, the Board of Directors' performance evaluation was conducted using the following assessment categories:

- Self-Assessment for Individual Directors
- Self-Assessment for the Board , which includes assessments for the Board of Directors and its sub-committees are Self-Assessment for the Board of Directors Self-Assessment for the Audit Committee Self-Assessment for the Nomination and Remuneration Committee Self-Assessment for the Executive Committee and Self-Assessment for the Risk Management Committee

The performance evaluation is based on a five-level rating scale, as follows:

Score	Score Description
4	Strongly Agree / The matter has been executed excellently
3	Agree to a considerable extent / The matter has been executed well
2	Agree / The matter has been executed adequately
1	Disagree / The matter has been executed to a minimal extent
0	Strongly Disagree / The matter has not been executed

The total scores obtained are processed and calculated as a percentage of the full score. The evaluation criteria are as follows:

Score Percentage	Rating
> 90%	Excellent
> 80%	Very Good
> 70%	Good
> 60%	Fair
< 60%	Needs Improvement

In 2024, the evaluation results concluded that the Board of Directors has performed its duties in accordance with good corporate governance principles and has operated effectively in alignment with the current business environment. The self-assessment results are as follows:

- **Self-Assessment for Individual Directors**

Self-Assessment for Directors and Independent Directors (Individual Assessment)

The 2024 self-assessment results for directors and independent directors (individual assessment) indicate an overall rating of **"Very Good"**, with an average score of **87.41%**. The detailed assessment results by category are as follows:

Assessment Criteria*	Average Score (%)	Rating
1. Personal Qualifications	86.50	Very Good
2. Readiness to Perform Duties	86.11	Very Good
3. Participation in Meetings	91.07	Excellent
4. Roles, Responsibilities, and Accountability	89.96	Very Good

Assessment Criteria*	Average Score (%)	Rating
5. Relationship with the Board and Management	95.83	Excellent
6. Overall Effectiveness in Performing Duties as a Director	75.00	Good

*In 2024, the Company revised the assessment form to align with the guidelines of the Thai Institute of Directors (IOD).

Self-Assessment for Executive or Employee Directors (Individual Assessment)

The 2024 self-assessment results for executive or employee directors (individual assessment) indicate an overall rating of **"Very Good"**, with an average score of **81.48%**. The detailed assessment results by category are as follows:

Assessment Criteria*	Average Score (%)	Rating
1. Personal Qualifications	78.14	Good
2. Readiness to Perform Duties	80.95	Very Good
3. Participation in Meetings	82.14	Very Good
4. Roles, Responsibilities, and Accountability	82.48	Very Good
5. Relationship with the Board and Management	86.61	Very Good
6. Overall Effectiveness in Performing Duties as a Director	78.57	Good

*In 2024, the Company revised the assessment form to align with the guidelines of the Thai Institute of Directors (IOD).

- **Self-Assessment for the Board (Collective Assessment)**

Self-Assessment for the Board of Directors (Collective Assessment)

The 2024 self-assessment results for the Board of Directors (Board Assessment) indicate an overall rating of **"Very Good"**, with an average score of **89.40%**. The detailed assessment results by category are as follows:

Assessment Criteria	Average Score (%)	Rating
1. Board Structure and Qualifications	93.75	Excellent
2. Board Roles, Responsibilities, and Accountability	84.20	Very Good
3. Board Meetings	90.97	Excellent
4. Performance of Board Duties	90.63	Excellent
5. Relationship with Management	91.67	Excellent
6. Board Development	87.05	Very Good
7. Overall Effectiveness in Performing Board Duties	87.50	Very Good

Self-Assessment for the Audit Committee

The 2024 self-assessment results for the Audit Committee indicate an overall rating of **"Excellent"**, with an average score of **92.31%**. The detailed assessment results by category are as follows:

Assessment Criteria	Average Score (%)	Rating
1. Structure and Qualifications of the Committee	98.33	Excellent
2. Committee Meetings	95.14	Excellent
3. Roles, Responsibilities, and Accountability of the Committee	93.06	Excellent
4. Audit Committee Reporting	91.67	Excellent
5. Overall Effectiveness in Performing Committee Duties	83.33	Very Good

Self-Assessment for the Nomination and Remuneration Committee

The 2024 self-assessment results for the Nomination and Remuneration Committee indicate an overall rating of **"Very Good"**, with an average score of **87.50%**. The detailed assessment results by category are as follows:

Assessment Criteria	Average Score (%)	Rating
1. Structure and Qualifications of the Committee	87.50	Very Good
2. Committee Meetings	87.50	Very Good
3. Roles, Responsibilities, and Accountability of the Committee	87.50	Very Good
4. Committee's Nomination and Remuneration Process	87.50	Very Good
5. Overall Effectiveness in Performing Committee Duties	87.50	Very Good

Self-Assessment for the Executive Committee

The 2024 self-assessment results for the Executive Committee indicate an overall rating of **"Very Good"**, with an average score of **80.34%**. The detailed assessment results by category are as follows:

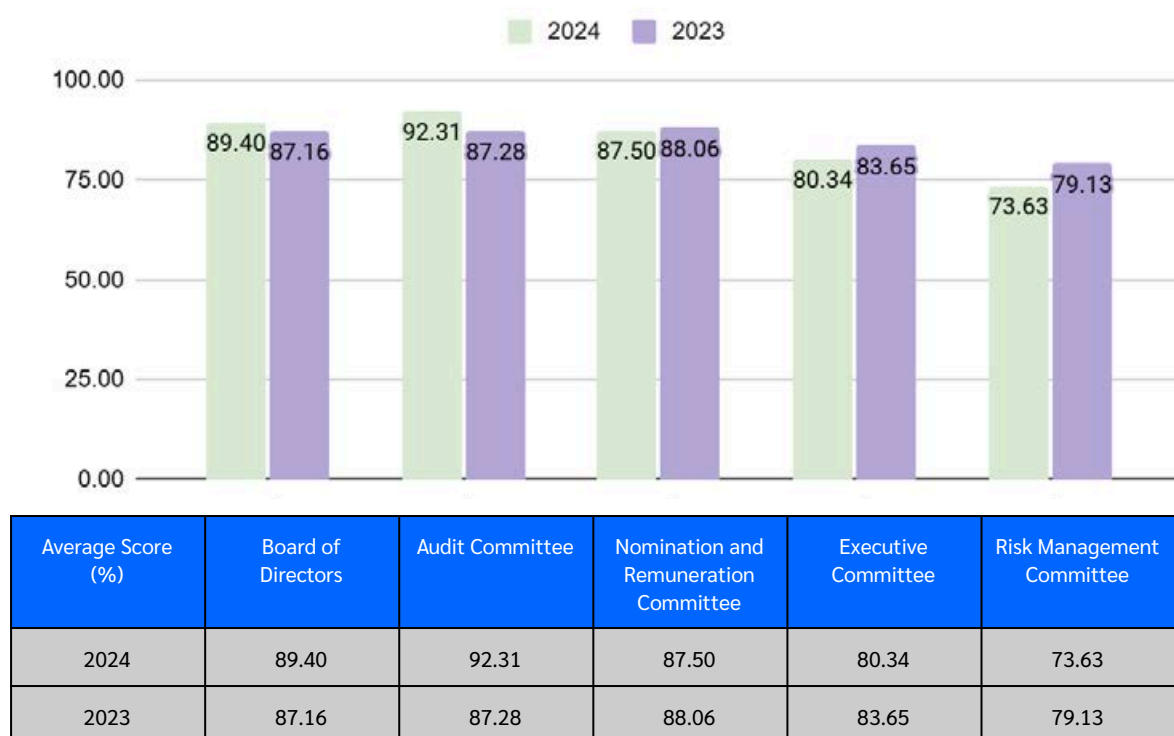
Assessment Criteria	Average Score (%)	Rating
1. Structure and Qualifications of the Committee	77.50	Good
2. Committee Meetings	84.38	Very Good
3. Roles, Responsibilities, and Accountability of the Committee	77.34	Good
4. Executive Committee Operations	81.25	Very Good
5. Overall Effectiveness in Performing Committee Duties	81.25	Very Good

Self-Assessment for the Risk Management Committee

The 2024 self-assessment results for the Risk Management Committee indicate an overall rating of **"Good"**, with an average score of **73.63%**. The detailed assessment results by category are as follows:

Assessment Criteria	Average Score (%)	Rating
1. Structure and Qualifications of the Committee	66.96	Fair
2. Committee Meetings	78.82	Good
3. Roles, Responsibilities, and Accountability of the Committee	70.60	Good
4. Risk Management Committee Reporting	76.79	Good
5. Overall Effectiveness in Performing Committee Duties	75.00	Good

Comparison of Board and Committee Self-Assessment Scores (2024 vs. 2023)



Graph comparing the self-assessment results of the Board and Committees (Collective) for 2023 and 2024

8.1.2 Individual Meeting Attendance and Remuneration of Directors

In 2024, the Company held meetings of the Board of Directors, the Audit Committee, the Nomination and Remuneration Committee, and the Annual General Meeting of Shareholders for 2024. The details of each director's meeting attendance can be summarized as follows:

Directors' Meeting

Name	Number of meeting attendance / total number of meeting attendance		
	Board of Directors	Audit Committee	Nomination and Remuneration Committee
1) Mr. Viwat Phongsathorn	4/4	-	-
2) Dr. Julaporn Namchaisiri	4/4	4/4	1/1
3) Ms. Pensri Suteerasarn	4/4	4/4	1/1
4) Mr. Soontorn Dentham	4/4	-	-
5) Mr. Songyot Kanthamanon	4/4	-	1/1
6) Mrs. Janisara Kanthamanon	4/4	-	-
7) Mr. Burin Kledmanee	4/4	-	-
8) Mr. Siras Sombatsiri	4/4	-	-
9) Ms. Chamaiporn Pornpruethianan	4/4	3/3	-

Shareholders Meeting

รายชื่อ	Number of meeting attendance / total number of meeting attendance	
	Annual General Meeting of Shareholders	Extraordinary General of Shareholders
1) Mr. Viwat Phongsathorn	1/1	-
2) Dr. Julaporn Namchaisiri	1/1	-
3) Ms. Pensri Suteerasarn	1/1	-
4) Dr. Tanai Charinsarn ^{/1}	1/1	-
5) Mr. Soontorn Dentham	1/1	-
6) Mr. Songyot Kanthamanon	1/1	-
7) Mrs. Janisara Kanthamanon	1/1	-
8) Mr. Burin Kledmanee	1/1	-
9) Mr. Siras Sombatsiri	1/1	-
10) Ms. Chamaiporn Pornpruethianan ^{/2}	-	-

Remark ^{/1}The 2024 Annual General Meeting of Shareholders, held on April 24, 2024, Dr. Tanai Charinsarn, expressed his intention not to renew his term as a director, effective from April 24, 2024, onwards.

^{/2} The 2024 Annual General Meeting of Shareholders, held on April 24, 2024, approved the appointment of Ms. Chamaiporn Pornpruethianan as a Director, replacing Dr. Tanai Charinsarn, who expressed his intention not to renew his term. The appointment took effect from April 24, 2024, onward.

Non-Executive Directors Meeting

In alignment with good corporate governance principles, the Company convened one meeting of the non-executive directors in 2024. The purpose of this meeting was to provide an opportunity for non-executive directors to independently discuss and exchange views on management matters without the presence of executive directors. This meeting was held on February 24, 2024.

Directors' Remuneration

(1) Monetary Compensation

At the 2024 Annual General Meeting of Shareholders, held on April 24, 2024, a resolution was passed approving the remuneration for the Board of Directors, the Audit Committee, the Nomination and Remuneration Committee, and the Executive Committee as follows:

Directors	Monthly Remuneration and Meeting Allowances ^{1/}	
	Monthly Remuneration (Baht/Month)	Meeting Allowances (Baht/Month)
1) The Board of Directors		
• Chairman of The Board of Directors	-	30,000
• Directors	-	20,000
2) The Audit Committee		
• Chairman of The Audit Committee	-	20,000
• Audit Committee	-	15,000
3) The Nomination and Remuneration Committee		
• Chairman of the Nomination and Remuneration Committee	-	20,000
• Nomination and Remuneration Committee	-	15,000

Remark: ^{1/}Executive directors, employees of the Company, shareholders, or representatives of shareholders are not entitled to receive monthly remuneration or meeting allowances in their capacity as members of the Board of Directors or any sub-committees.

In 2023 and 2024, the Company provided monetary compensation (limited to meeting allowances) to each director as follows:

Name	Remuneration (Baht) ^{2/}					
	2023			2024		
	The Board of Directors	The Audit Committee	the Nomination and Remuneration Committee	The Board of Directors	The Audit Committee	the Nomination and Remuneration Committee
1) Mr. Viwat Phongsathorn	120,000	-	-	120,000	-	-
2) Dr. Julaporn Namchaisiri ^{3/}	80,000	80,000	-	80,000	80,000	15,000
3) Ms. Pensri Suteerasarn	80,000	60,000	40,000	80,000	60,000	20,000
4) Dr. Tanai Charinsarn	80,000	60,000	30,000	-	-	-
5) Mr. Soontorn Dentham	60,000	-	-	80,000	-	-
6) Mr. Songyot Kanthamanon ^{1/2/}	-	-	-	-	-	-
7) Mrs. Janisara Kanthamanon	80,000	-	-	80,000	-	-
8) Mr. Burin Kledmanee ^{1/2/}	-	-	-	-	-	-
9) Mr. Siras Sombatsiri	80,000	-	-	80,000	-	-
10) Ms. Chamaiporn Pornpruethianan ^{3/}	-	-	-	80,000	60,000	-
Total	580,000	200,000	70,000	600,000	200,000	35,000

Remark: ^{1/}Executive directors do not receive meeting allowances in their capacity as members of the Board of Directors and/or any sub-committees.

^{3/}The Board of Directors' Meeting No. 2/2024, held on May 8, 2024, approved the appointment of Dr. Julaporn Namchaisiri as Nomination and Remuneration Committee Member and Ms. Chamaiporn Pornprittianan as the Audit Committee Member in replacement of Dr. Tanai Charinsarn, who expressed his intention not to renew his term. The appointments took effect from May 8, 2024, onward.

^{3/}Directors and executives of the Company who serve as directors of subsidiary companies do not receive monthly remuneration or meeting allowances in their capacity as directors of the subsidiaries.

(2) Other Compensation

The Company does not provide any additional benefits other than regular compensation in the form of meeting allowances.

8.1.3 Supervision of Subsidiary and Associated Company

The Company has a policy to invest and manage the operations in subsidiary and associated company and shall invest in businesses related to, similar to, or benefiting and supporting the Company's business operations to strengthen the Company's stability and performance. The Company shall consider its investment ration, expected profit, potential risks and financial status before making decision on the investment of various projects. The Board of Directors and/or the shareholders' meeting shall consider and approve such investments in accordance with the scope of approval authority as stipulated.

In supervising the operations of subsidiary and associated company, the Company shall consider sending the Company's representatives who are qualified and have experience suitable for the business invested by the Company to be a director in its subsidiary and associated company. The representative may be the Chairman of the Board, Chief Executive Officer, director, senior executive or any person of the

Company who does not have conflicts of interest with the business of that subsidiary and associated company. To enable the Company to supervise businesses and operations of subsidiary and associated company as if it is a business unit of the Company, the Company requires its representative to manage the businesses of subsidiary and associated company in accordance with the rules and regulations set forth in the regulations and laws related to the business operations of that subsidiary and/or associated company. In addition, the Company will consider sending a representative to be a director in such subsidiary and associated company based on the shareholding proportion of the Company and/or a mutual agreement in case of associated company.

The Company shall closely monitor the performance and operating results of its subsidiary and associated company, and ensure that accounting the information and records of its subsidiary and associated company shall be retained for auditing. This investment policy in subsidiary and associated company covers the investment of the Company and its subsidiary.

8.1.4 Monitoring Compliance with Corporate Governance Policies and Practices

(1) Compliance with Corporate Governance Policies and Practices

The Company has realized that the corporate governance is important to help promote the Company's operations for efficiency and sustainable growth. This will lead to the utmost benefit to all related parties from employees, investors, shareholders and other stakeholders; therefore, the Board of Directors has agreed to have a better corporate governance policy, covering key principles starting from structure, roles, duties and responsibilities of the Board of Directors to the management principles of executives with transparency, clarity and verifiability as the guideline for managing the organization, ensuring that any operation of the Company is fair and takes into account the best interests of all shareholders and stakeholders.

The Company's corporate governance policy was approved by the resolution of the Board of Directors' Meeting No. 3/2021 on 9 August 2021 and effective from 9 August 2021. The Corporate Governance Policy covers 8 principles as follows:

- Principle 1: Roles and Responsibilities of the Board of Directors
- Principle 2: Main Objectives and Goals of the Company
- Principle 3: Strengthening Board Effective
- Principle 4: Nomination and Development of Senior executives and Personnel Management
- Principle 5: Promotion of Innovation and Responsible Business Operations
- Principle 6: Ensuring the Appropriate Risk Management and Internal Control System
- Principle 7: Maintaining Financial Reliability and Disclosure
- Principle 8: Encouraging the Participation and Communication with Shareholders

(2) Compliance with Policies and Practices to Prevent Conflicts of Interest

It is important policy that the Company's directors, executives and employees are prohibited from taking advantage of their positions as the Company's directors, executives or employees in using information or taking any action or refraining from taking any action to seek personal gain in any means; therefore, the guidelines are established for all directors, executives and employees as follows:

- 1) Avoid making transactions that are related to themselves or is considered a connected transaction under the SET's Notification that may cause a conflict of interest with the Company.
- 2) Where there is a case which is considered as a connected transaction under the SET's Notification, the Company shall strictly comply with the rules, procedures and disclosure of connected transactions of listed companies;
- 3) In the event that any director, executive, employee or related person takes part in or is a shareholder in any business in competition with the business of the Company or any business which may cause the conflict of interest with the Company, the Chief Executive Office shall be promptly notified in writing.
- 4) If any director, executive or employee becomes a director, partner or advisor in other company or organizations, either government or the private sector, the holding of such position must not directly and absolutely conflict with the Company's interests, and the duty performance in the Company.

(3) Compliance with the policy and guidelines on the use of inside information to seek benefits

The Company has emphasized the supervision on the use of inside information in accordance with the principles of corporate governance by adhering to the corporate governance code, business Integrity, and to ensure that the investors in the Company's securities shall equitably and timely receive reliable information. Therefore, the Company has formulated the regulations for supervising the use of inside information and regulations of securities trading of the Company's directors, executives and employees in line with laws related to securities, and has focused on the transparency in business operations, as following key points:

- 1) Any director, executive and employee who acknowledges the information shall not use the Company's financial information or inside information that is material to the change in the price of securities, which has not been disclosed to the public or to the Stock Exchange of Thailand, for trading the Company's securities, getting the benefits for him/herself and others, avoids or refrains from trading the Company's securities during 1 month before the disclosure of financial statements to the public and at least 1 business days after the information was released to the public.
- 2) The Company is responsible for immediately and thoroughly disclosing the information about the Company's important operations to the public through media and methods prescribed by the Stock Exchange of Thailand and the Company's information disclosure policy and through other media of the Investor Relations and Public

Relations Department to ensure that information and news reach all groups of investors in a timely and equal manner.

- 3) The Company has strict regulations on security of computer systems and information technology to prevent the important information from being disclosed, the Company has restricted the access to inside information that has not yet been disclosed to the public and only those who are responsible for accounting and finance are permitted, such as Staff of Investor Relations Department and Corporate Governance Department.

Anyone violating the aforementioned regulations shall be taken of disciplinary action by the Company, by considering punishment as appropriate to the case, such as verbal warning, written warning, wage cut, suspension, termination without severance pay or taking legal action.

In 2024, there were no violations of policies related to the use of insider information.

(4) Compliance with Anti-Corruption Policy and Guidelines

The Company has recognized the importance of anti-corruption and is committed to conducting businesses with integrity under the framework of corporate governance by adhering to the principles of corporate governance, code of conduct, and business ethics, responsibility to society, environment, and all stakeholders, conducting business with transparency, fairness and verifiability.

To ensure that the Company has a policy to define responsibilities, guidelines and requirements for proper action to prevent corruption in all business activities of the Company and to ensure that the business decisions and operations that may have corruption risks shall be carefully considered and treated, the Company has prepared a written Anti-Corruption Policy as the practical guideline which is clear for doing business and developing the organization towards sustainability as follows:

- 1) The Company requires all directors, executives and employees at all levels to be careful with following forms of corruption:
 - The Company prohibits giving or accepting bribes in any form in return for business benefits, and assigning others to give or accept bribes on behalf of themselves.
 - The Company stipulates that giving or accepting gifts, assets, receptions or any benefits from customers, business partners or related parties to the Company, complying with the Company's business practices and business ethics or regulations.
 - The Company has a policy of not helping and supporting any political party, political groups or politicians, either directly or indirectly.
 - The Company requires that accepting donations, donation for charity, public benefit and giving or accepting subsidy shall comply with following requirements:

- Must be transparent, legal and not against morals, and not take any action that will damage society as a whole;
 - Must not involve or not be used as an excuse for bribery;
 - Must follow procedures for reviewing and approving donation for charity, public benefit or subsidy according to the Company's regulations
 - In case of any doubts that may affect the laws, consult legal advisor in writing. or in case of other important matters, management team shall consider and judge.
- 2) The Company is committed to creating and maintaining organizational culture adhering that the corruption is unacceptable in both transactions with the public and private sectors.
 - 3) The Company's directors, executives and employees at all levels shall not neglect or ignore when witnessing any act that falls within the scope of corruption related to the Company, notify the supervisor or person in charge, and give cooperation in the investigation. The channels for complaints of third parties are also provided, in accordance with the policies of complaints, whistle blowing and corruption or with the regulations established by the Company.
 - 4) The Company shall be fair and protect employees who reject corruption or report corruption related to the Company, shall not demote, punish or give negative consequences to employees who reject corruption even if that action will make the Company losing business opportunity.
 - 5) The Company's directors and executives at all levels shall express integrity and be a good role model in compliance with the Anti-Corruption Policy, the Company Secretary and Human Resources Department are assigned to be responsible for disseminating knowledge, making understanding and encouraging employees at all levels to strictly adhere to the Anti-Corruption Policy and to strengthen it as part of corporate culture.
 - 6) This Anti-Corruption Policy covers personnel management processes from recruitment or selection of personnel, promotion, training, employee performance appraisal, by requiring supervisors at all levels to communicate with employees, to be used in business activities under their responsibility and monitor the compliance with policy and ensure its effectiveness.
 - 7) For any action according to the Anti-Corruption Policy, use the guidelines set forth in the corporate governance policy, business practices and business ethics, related regulations and work manual and any other guidelines further established by the Company.
 - 8) The Company requires the public relations of the Anti-Corruption Policy through both internal and external media such as announcements, the Company's website and annual reports. This policy is a practice under the laws of Thailand against corruption.

In 2024, the Company had no complaints about corruption.

(5) Complaints and Whistleblowing

The Company has a policy to protect and provide fairness to employees and third parties who notify or whistleblow about corruption or non-compliance with laws, the Company's rules, regulations and business practices and business ethics. The Company has established a complaint method, investigation process and protection of complainant and whistleblowers as follows:

1) Complaint method

- Complaints can be made to one of the following complaint recipients:
 - o Chairman of the Audit Committee
 - o Company Secretary
 - o Human Resources Department

In case that the complaint is related to Chief Executive Officer or Executive Committee, the complaint shall be directly sent to the Chairman of the Audit Committee.

- The complainant must specify the details of the complaint, including name, address and contact telephone number for the purpose of informing the results and submit the complaint to the complaint recipient.
- The complainant can submit a complaint via email of the complaint recipient or send a letter to the complaint recipient or send it through other channels specified by the Company, such as Complaint Box located inside the Company (in case the whistleblower or complainant is the Company's employee), the Company's call center system and the Company's website

2) Investigation process

- In conducting investigation and gathering facts, the complaint recipient shall present the complaint to following persons who investigate and gather facts ("Investigator") as the complaint received:
 - o In case the complainant is an employee below the Chief Executive Officer, the Chief Executive Officer and/or the person or function assigned by the Chief Executive Officer shall act as the investigator.
 - o In case the complainant is an employee at the level of Chief Executive Officer or higher, the Audit Committee and/or the person or function assigned by the Audit Committee shall act as the investigator. In this case, the investigator can invite any employee to provide information or ask to give any related documents for investigation.
- If it is found that the complaint is true, the Company will take following actions.
 - o In case the complaint is related to corruption or illegal act, against the Company's rules, regulations or business practices and business ethics, the investigator shall consider and propose such complaint together with opinions to:
 - Chief Executive Officer, in case the complainant is an employee below the Chief Executive Officer;

- Chairman of the Audit Committee, in case the complainant is an employee at the level of Chief Executive Officer or higher.
- o If the complaint is important, for example, it affects the reputation, image or financial status of the Company, it conflicts with the Company's operational policy or it relates to senior executives, etc., the investigator shall consider and propose such complaint together with opinions to the Board of Directors for further consideration.
- o If the complaint causes damage to any person, the investigator may propose appropriate and fair relief methods to the victim as deemed appropriate.

3) Protection of Complainant and Whistleblower

- The complainant can choose to remain anonymous if considering that the identity reveal may cause damage to him/herself, but the details of facts or evidence must be sufficiently and clearly specified to show that it is reasonable to believe that there is an act of corruption or violating laws, the Company's rules, regulations, or business practices and business ethics.
- The information related to the complaint shall be kept confidential by the Company and shall be disclosed as necessary, taking into account the safety and damage of the person reporting the source of information or related person. All persons responsible in every step must keep the information they known confidential at the highest level, and shall not disclosed to others, failure to comply with shall be considered a disciplinary offense.
- The Board of Directors, Chief Executive Officer or person assigned may consider and determine the measures to protect the complainant as appropriate if it is deemed that it is likely to cause damage or insecurity to the complainant as a result of the complaint.
- Any employee who treats others with unfair means, discriminates by inappropriate means or causes damage to others with the motive from the complaint or whistleblowing of that people about the corruption or non-compliance with laws, the Company's rules, regulations or business practices and business ethics including the fact that that person prosecutes, witnesses, gives statements or cooperates to a court or government agency shall be considered a disciplinary offense that must be punished. However, if the act is the lawful offense, the punishment according to the law shall be applicable.
- Those who are suffered and damage shall be relieved of damage by means or procedures that are appropriate and fair.

In 2024, the Company did not receive any complaints regarding fraud or non-compliance with laws, regulations, corporate policies, or the Company's business practices and code of business ethics.

8.2 Report on performance of the Audit Committee

8.2.1 Number of meetings and meeting attendance of individual members of the Audit Committee

In 2024, the Company held meetings of the Audit Committee and the details of meeting attendance of each member of the Audit Committee are as follows:

Audit Committee	Number of Meetings Attended / Total Number of Meetings
1) Dr. Julaporn Namchaisiri	4/4
2) Ms. Pensri Suteerasarn	4/4
3) Ms. Chamaiporn Pornpruethianan	4/4

The Audit Committee has consistently performed its duties in accordance with the roles and responsibilities outlined by the Stock Exchange of Thailand. These duties include but are not limited to:

- (1) Overseeing the operations of internal auditors and reviewing the adequacy and appropriateness of the internal control system.
- (2) Supervising the preparation of financial reports, consulting with management on the appropriateness of financial statements, and providing recommendations to ensure the Company's readiness for sustainable growth, as well as reviewing the Company's future operational plans.
- (3) Facilitating communication on significant matters between the Audit Committee and the external auditor.

Further details on the Audit Committee's performance report are provided in Attachment 6: Audit Committee Report.

8.3 Summary of the Performance of Other Sub-Committees

8.3.1 Number of Meetings and Attendance of the Audit Committee

In 2024, the Company held meetings of the Audit Committee. Details regarding the meeting attendance of each Audit Committee member have been reported under the section “8.1.2 Individual Meeting Attendance and Remuneration of Directors”

8.3.2 Number of Meetings and Attendance of the Nomination and Remuneration Committee

In 2024, the Company convened meetings of the Nomination and Remuneration Committee. Details regarding the meeting attendance of each Nomination and Remuneration Committee member have been reported under the section “8.1.2 Individual Meeting Attendance and Remuneration of Directors.”

8.3.3 Number of Meetings and Attendance of the Executive Committee

In 2024, the Company convened meetings of the Executive Committee. The meeting attendance details of each Executive Committee member can be summarized as follows:

Executive Committee	Number of Meetings Attended / Total Number of Meetings
1) Mr. Songyot Kanthamanon	12/12
2) Mr. Burin Kledmanee	12/12
3) Ms. Ananya Sangratanach	11/12
4) Mr. Paradorn Sujarit-apirak	11/12

8.3.4 Number of Meetings and Attendance of the Risk Management Committee

In 2024, the Company convened meetings of the Risk Management Committee. The meeting attendance details of each Risk Management Committee member can be summarized as follows:

Risk Management Committee	Number of Meetings Attended / Total Number of Meetings
1) Mr. Songyot Kanthamanon	4/4
2) Mr. Burin Kledmanee	4/4
3) Ms. Ananya Sangratanach	4/4
4) Mr. Paradorn Sujarit-apirak	4/4
5) Mr. Saran Tiengsakul	4/4

Risk Management Committee	Number of Meetings Attended / Total Number of Meetings
6) Ms. Narisa Ronra	4/4
7) Ms. Roongrath Watthanakosit	3/4

8.3.5 Performance of Other Sub-Committees

The other sub-committees have performed their duties in accordance with the responsibilities assigned by the Company. Key matters considered and actions undertaken by the sub-committees are as follows:

1) Audit Committee

1.1) Oversaw the operations of internal auditors and reviewed the adequacy and appropriateness of the internal control system.

1.2) Supervised the preparation of financial reports, consulted with management on the appropriateness of financial statements, and provided recommendations to ensure the Company's readiness for sustainable growth, including reviewing the Company's future operational plans.

1.3) Facilitated communication on significant matters between the Audit Committee and the Financial Auditor.

2) Nomination and Remuneration Committee

2.1) Reviewed and proposed the nomination and appointment of directors to replace those whose terms had expired, including members of the Board of Directors, independent directors, and other sub-committees. The assessment considered qualifications such as knowledge, experience, and expertise relevant to the assigned positions, as well as the ability to enhance the Board's decision-making and operational prudence. Additional considerations included strategic thinking, sound business judgment, leadership experience, high-level professional expertise, integrity, and other appropriate personal qualities.

2.2) Reviewed and determined the remuneration for the Board of Directors, sub-committees, and senior executives for 2024. The assessment was based on comparisons with similar industries and positions, taking into account factors such as experience, scope of responsibilities, and duties. The proposed remuneration was then submitted to the Board of Directors and the shareholders' meeting for approval.

3) Executive Committee

3.1) Reviewed and screened the business plan and annual budget, considering economic and industry conditions, and presented them to the Board of Directors.

3.2) Monitored and supervised the Company's management to ensure alignment with the policies, operational plans, and annual budgets established and approved by the Board of Directors, and reported progress to the Board.

3.3) Considered and approved the appointment, dismissal, and reassignment of senior employees at the level of Deputy Managing Director or equivalent positions, including the approval of salary levels, remuneration, or other benefits for such individuals.

3.4) Approved financial and asset-related matters within the delegated authority.

3.5) Monitored and supervised the operations of the Risk Management Committee.

4) Risk Management Committee

4.1) Reviewed, revised, and improved the Company's risk management system, conducted assessments, and monitored risk management to ensure alignment with the Company's policies, strategic direction, objectives, and business plans.

4.2) Conducted systematic and continuous evaluations and analyses of key risks across various aspects to align with current circumstances. This ensures that risk assessments comprehensively cover all stages of business operations and includes recommendations for prevention or mitigation to maintain risks at an acceptable level.

4.3) Monitored and reviewed the organization's risk management plans, covering at least six key risk areas including Financial Risk, Commercial Risk, Strategic Risk, Technology Risk, Operational Risk, Legal and Regulatory Risk

4.4) Reported risks and provided recommendations to the Board of Directors.

9. Internal Controls and Related Transactions

9.1 Internal Control

9.1.1 Opinion of the Board of Directors on the Company's Internal Control System

The Board of Directors has realized the importance of a good internal control system, and it is important to ensure that the Company has appropriate and adequate internal control and internal audit systems to ensure that its operations are in line with the objectives, goals, strategies, as well as relevant laws and regulations to cover the entire organization.

The Board of Directors' Meeting No. 1/2025 held on 24 February 2025 with the members of the Audit Committee who are 3 independent directors attending the said meeting. The Board of Directors considered and evaluated the adequacy of the Company's internal control system through referring with the internal audit report prepared by Miss Narisa Ronra, Assistant Manager of the Internal Control Department ("Internal Auditor"), and inquiries from management team based on the guideline of The Committee of Sponsoring Organizations of Treadway Commission (COSO) as follows:

- 1) Control Environment
- 2) Risk Assessment
- 3) Control Activities
- 4) Information and Communication
- 5) Monitoring Activities

The Board of Directors is of the view that the Company's internal control system is adequate and in line with the Company's business operations. The Company has effective processes which can supervise the operations to be in line with the goals, objectives, relevant laws and requirements, controls and protects its assets from being lost or used by unauthorized persons. The Company has sufficient number of personnel for efficiently complying with the internal control system, and supervises the preparation of the Company's financial reports to be accurate and reliable.

9.2 Related Transactions

9.2.1 Related Parties and Nature of Relationships

The Company and its subsidiaries have related transactions with juristic persons and persons who may have conflict of interest, with relationship summary as follows:

Related Person or Parties	Nature of Relationship
1. Humanica Public Company Limited ("HUMAN") Engaged in providing human resource services and accounting and financial management services.	- HUMAN is a company where Mr. Soontorn Dentham serves as both a director and an executive, and is a major shareholder holding 30.14% of the issued and paid-up registered capital as of August 29, 2023, while maintaining his role as a director of the Company.
2. Tiger Soft (1998) Co., Ltd. ("TIGER") Engaged in implementing human resource and payroll software systems and selling access control equipment.	- TIGER is a wholly-owned subsidiary of HUMAN, holding 100.00% of its issued and paid-up registered capital as of November 14, 2023.
3. Professional Outsourcing Solutions Co.,Ltd. ("POS") Engaged in providing payroll processing services.	- POS is a wholly-owned subsidiary, holding 100.00% of its issued and paid-up registered capital as of November 14, 2023, by HUMAN.

Related Person or Parties	Nature of Relationship
<p>4. Meesize Co., Ltd. (“MES”) Engaged in the food and beverage business, including all types of food products, restaurants, and dining establishments.</p>	<p>- MES is a company with Mrs. Janisara Kanthamanon serving as a director and shareholder, holding 100.00% of its issued and paid-up registered capital as of February 6, 2025.</p>
<p>5. Mr. Burin Kledmanee</p>	<p>- The Company’s executive, shareholder and director.</p>
<p>6. Mrs. Janisara Kanthamanon</p>	<p>- The Company’s shareholder and director.</p>

The Company and its subsidiaries have related transactions with juristic persons and persons who may have conflict of interest in 2021 and in 2022 as follows:

Related Person or Parties	Nature of Transactions	Amount (Baht)		Necessity and Appropriateness of Related Parties Transactions	The Audit Committee's Opinion
		2023	2024		
1. Humanica Public Company Limited ("HUMAN")	<u>Contract liabilities</u> The Company records advance payments received for online advertising management services as contract liabilities and recognizes revenue progressively based on the volume of advertising usage.	24,000	24,000	Contract liabilities consist of fees for online advertising management services that HUMAN pays in advance before the commencement of services, with revenue recognized progressively based on the volume of the advertising budget used.	This transaction is part of the Company's ordinary business operations. The Audit Committee has opined that it is reasonable, with pricing and terms consistent with those of transactions conducted with external parties.
	<u>Administrative expenses</u> The Company incurs expenses for the installation and maintenance of SAP Business One and ESSPACE for internal use.	342,949	423,633	Since the Company has engaged HUMAN for the implementation of SAP Business One and ESSPACE, it incurs annual fees for maintenance and consulting services to ensure the proper operation of these systems. The pricing and service terms set by HUMAN are consistent with those offered by other service providers in transactions with the Company.	
	<u>Other current receivable - prepaid expenses</u> The Company records the maintenance expenses for SAP Business One and ESSPACE on an annual basis and allocates them as monthly expenses over the service period.	340,053	347,390	Prepaid expenses consist of consulting and maintenance fees for SAP Business One and ESSPACE that the Company pays annually to HUMAN, which are amortized as monthly expenses over the service period	

Related Person or Parties	Nature of Transactions	Amount (Baht)		Necessity and Appropriateness of Related Parties Transactions	The Audit Committee's Opinion
		2023	2024		
	<u>Intangible assets</u> It represents the value of the additional development work undertaken on SAP Business One, as engaged by the Company.	-	312,000	The intangible asset is recorded at the value of the additional development work on SAP Business One engaged by the Company, and is subsequently amortized over the service life.	
2. Tiger Soft (1998) Co., Ltd. ("TIGER")	<u>Revenue from rendering of services</u> The Company generates revenue from providing online advertising management and Search Engine Optimization (SEO) services.	1,012,311	720,623	The Company provides online advertising management and Search Engine Optimization services to TIGER under service terms, including fees, that are consistent with those offered to other customers using similar services.	This transaction is part of the Company's ordinary business operations. The Audit Committee has opined that it is reasonable, with pricing and terms consistent with those of transactions conducted with external parties.
	<u>Trade receivables</u> The Company records revenue for online advertising management services provided to TIGER that remains uncollected.	14,917	13,356	Trade receivables represent the fees for online advertising management services that the Company is due to collect from TIGER.	
	<u>Contract liabilities</u> The Company records advance payments for its Search Engine Optimization services as contract liabilities and recognizes revenue progressively over the service period.	397,326	2,142	Contract liabilities represent the fees for Search Engine Optimization services that TIGER paid in advance, with revenue recognized progressively over the service period	

Related Person or Parties	Nature of Transactions	Amount (Baht)		Necessity and Appropriateness of Related Parties Transactions	The Audit Committee's Opinion
		2023	2024		
3. Professional Outsourcing Solutions Co., Ltd. ("POS")	<u>Revenue from rendering of services</u> The Company generates revenue from providing online advertising management and Search Engine Optimization (SEO) services. <u>Contract liabilities</u> The Company records advance payments for its online advertising management and Search Engine Optimization services as contract liabilities, and recognizes revenue systematically over the service period.	14,897 279,103	318,103 -	<p>The Company provides online advertising management and Search Engine Optimization services to POS under service terms, including pricing, that are consistent with those offered to other customers utilizing similar services.</p> <p>Contract liabilities represent the fees for online advertising management and Search Engine Optimization services that POS paid in advance, with revenue recognized progressively over the service period.</p>	This transaction is part of the Company's ordinary business operations. The Audit Committee has opined that it is reasonable, with pricing and terms consistent with those of transactions conducted with external parties.
4. Meesize Co., Ltd. ("MES")	<u>Revenue from rendering of services</u> The Company generates revenue from providing its Pointspot loyalty system.	-	12,081	The Company provides its Pointspot loyalty system to MES under service conditions, including pricing, that are consistent with those offered to other customers using similar services.	This transaction is part of the Company's ordinary business operations. The Audit Committee has opined that it is reasonable, with pricing and terms consistent with those of transactions conducted with external parties.
5. Khun Burin Kledmanee	<u>Revenue from rendering of services</u> The Company generates revenue from its domain name services.	3,600	-	The Company provides domain name services to Mr. Burin Kledmanee under service terms, including fees, that are consistent with those offered to other customers using similar services.	This transaction is part of the Company's ordinary business operations. The Audit Committee has opined that it is reasonable, with pricing and terms consistent with those of transactions conducted with external parties.

Related Person or Parties	Nature of Transactions	Amount (Baht)		Necessity and Appropriateness of Related Parties Transactions	The Audit Committee's Opinion
		2023	2024		
6. Khun Janisara Kanthamanon	<u>Revenue from rendering of services</u> The Company generates revenue from its website building platform and domain name services.	7,140	10,456	The Company provides its website building platform and domain name services to Ms. Janisara Kanthamanon under service terms, including fees, that are consistent with those offered to other customers utilizing similar services.	This transaction is part of the Company's ordinary business operations. The Audit Committee has opined that it is reasonable, with pricing and terms consistent with those of transactions conducted with external parties.
	<u>Contract liabilities</u> The Company records advance payments for its website builder platform as contract liabilities and recognizes revenue systematically over the service period.	6,216	5,660	Contractual liabilities represent the advance payment made by Ms. Janisara Kanthamanon for the use of the website building platform, with revenue recognized progressively over the service period.	

Guaranteeing Credit Facilities for the Company and Its Subsidiaries

- None -

9.2.2 Measures or approval process for related party transactions and policy on future related party transactions

In entering into related party transactions, the Company will comply with the Company's Articles of Association, the Securities and Exchange Act B.E. 2535 (1992) (and amendments), regulations, notifications, orders or requirements of the Securities and Exchange Commission, of the Capital Market Supervisory Board and of the Stock Exchange of Thailand (“SET”) and comply with the requirements for disclosure of related party transactions in accordance with the rules set forth under the regulations, notifications, orders or requirements thereof, including financial reporting standards prescribed by the Federation of Accounting Professions Under the Royal Patronage of His Majesty the King (“Federation of Accounting Professions”) and other relevant rules. Any person with conflict of interest shall not involve in the approval of such transactions, the Company requires all related party transactions to be approved by the Board of Directors' meeting and/or the shareholders' meeting, and the Company has established the Audit Committee to attend the meeting for consideration and giving opinions on the necessity of transactions and reasonableness of such transactions prior to the Board of Directors' meeting and/or the shareholders' meeting.

The Company has established the policy of related party transactions that the transactions made between the Company and related person or person who may have conflict of interest must be fair and at arm length basis or must be the transaction that is a commercial agreement of the same nature under reasonable conditions, verifiability, and it must not cause any transfer of benefits, there are 2 cases for related party transactions:

Case 1: Related party transactions which are normal trade transactions and normal business support transactions

These are the goods and services trading transactions which the Company is a distributor or service provider or which are normal business support transactions, etc. The Company can make such transactions with person who may have conflict of interest. If such transaction has a trade agreement with general trading conditions in the manner that a reasonable person shall act with general counterparty in similar situation, with commercial bargaining power and without the influence of their status as a director, executive or related person and the remuneration can be calculated from reference assets or values. The Company shall prepare a summary of such transactions for the Audit Committee and the Board of Directors for acknowledgment at least quarterly.

Case 2: Other related party transactions other than Case 1

The Company has assigned the Audit Committee to consider and give opinions on the necessity of entering into the transaction and the appropriateness of the price of that transaction, by considering that the conditions are in accordance with the nature of normal trading operations in the market which can be compared with the price for third parties and in line with fair price, reasonableness and verifiability. In the event that the Audit Committee is not skillful in considering related party transactions that may occur, the Company will assign the Company's independent experts or accounting

auditor to comment on such related party transactions to be used for decision making by the Board of Directors or shareholders, as the case may be. Entering into the related party transactions between the Company and person who may have conflict of interest must be considered by the Audit Committee and must be approved by the Board of Directors' meeting with the attendance of the Audit Committee. Any director with interest in such transaction shall not exercise the voting rights in that meeting.

Part 3

Financial Statements

READYPLANET PUBLIC COMPANY LIMITED
AND SUBSIDIARIES

Financial Statements

Year ended December 31, 2024

Deloitte.

บริษัท ดีลอยท์ ทูเช่ โรดแมตส์ จำกัด
สอบบัญชี จำกัด
อาคาร เอไอเอ สาทิร์น ทาวเวอร์ ชั้น 23-27
11/1 ถนนสาทรใต้
แขวงยานนาวา เขตสาทร
กรุงเทพฯ 10120
โทร +66 (0) 2034 0000
แฟกซ์ +66 (0) 2034 0100

Deloitte Touche Tohmatsu Jayos
Audit Co., Ltd.
AIA Sathorn Tower, 23rd - 27th Floor
11/1 South Sathorn Road
Yannawa, Sathorn
Bangkok 10120, Thailand
Tel: +66 (0) 2034 0000
Fax: +66 (0) 2034 0100
www.deloitte.com

REPORT OF THE INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

TO THE SHAREHOLDERS AND BOARD OF DIRECTORS
READYPLANET PUBLIC COMPANY LIMITED

Opinion

We have audited the consolidated financial statements of Readyplanet Public Company Limited and its subsidiaries (the “Group”) and the separate financial statements of Readyplanet Public Company Limited (the “Company”), which comprise the consolidated and separate statements of financial position as at December 31, 2024, and the related consolidated and separate statements of profit or loss and other comprehensive income, changes in shareholders’ equity and cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policy information.

In our opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of Readyplanet Public Company Limited and its subsidiaries and of Readyplanet Public Company Limited as at December 31, 2024, and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards (“TFRSs”).

Basis for Opinion

We conducted our audit in accordance with Thai Standards on Auditing (“TSAs”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of our report. We are independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to our audit of the consolidated and separate financial statements, and we have fulfilled our other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Touche Tohmatsu Jaiyos Audit
ดีลอยท์ ทูเช่ ไชยโยส ออดิท

- 2 -

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matters	Audit Responses
<p>Revenue recognition</p> <p>The Group enters into contracts with its customers that may include promises to transfer multiple services. The Group recognizes revenue upon the transfer of control of promised services to customer in an amount that reflects the consideration the Group expects to receive in exchange for those services. Revenue recognition on each service varies according to the nature of services and the conditions in the agreement. The Group determined the appropriateness of the revenue recognition by ensuring the actual occurrence and recognizing revenue when the performance obligation is satisfied.</p> <p>We focus on the revenue recognition because it is material to the financial statements and significant judgement may be required by the Group when the conditions in the agreement and the performance obligation are satisfied.</p> <p>Accounting policy and detail of revenue recognition were disclosed in Notes 3.17 and 26 to the financial statements, respectively</p>	<p>Key audit procedures were included:</p> <ul style="list-style-type: none"> • Understanding and evaluating the design and implementation as well as perform operating effectiveness testing of internal controls over the Group's accounting for revenue recognition including controls related to the relevant IT systems. • Evaluating accounting policies specific to revenue recognition relating to the distinct performance obligations on whether the Group's policy is in accordance with TFRS. • Assessing management's judgments used to determine the appropriate revenue recognition policies. • Assessing management's evaluation relating to the revenue recognition by considering performance obligations and the accuracy of amount of revenue recognition. • Testing on a sample basis on the revenue recognized to evaluate whether the conditions in the agreement and the performance obligation are satisfied. • Testing on a sample basis the completeness and accuracy of the underlying data as well as mathematical accuracy of revenue calculation if amounts recognized as revenue or recorded in deferred revenue. • Evaluating the adequacy and accuracy of the financial statements' disclosures in accordance with TFRS.

Deloitte Touche Tohmatsu Jaiyos Audit
ดีลอยท์ ทูเช่ โตมatsu จัยโยส ออดิท

- 3 -

Other Information

Management is responsible for the other information. The other information comprises information in the annual report, but does not include the consolidated and separate financial statements and our auditor's report thereon, we have received such other information prepared for issuance in the annual report before the date of this auditors' report.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information identified and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs and for such internal control as management determines is necessary to enable the preparation of the consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Deloitte Touche Tohmatsu Jaiyos Audit
ดีลลิตท์ ทูเช่ โทมัทสு ไชยโยส สอบบัญชี

- 4 -

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our 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 our 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, we exercise professional judgment and maintain professional skepticism throughout the audit. We 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 our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our 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.

Deloitte Touche Tohmatsu Jaiyos Audit
ดีลิตต์ ทูเช่ โตหมัตสุ ไจยออส ออดิท

- 5 -

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we 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 our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we 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. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Wee Sujarit

Certified Public Accountant (Thailand)

Registration No. 7103

BANGKOK

February 24, 2025

DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT CO., LTD.

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2024

UNIT : BAHT

	Notes	CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
		2024	2023	2024	2023
ASSETS					
Current Assets					
Cash and cash equivalents	5	67,655,146	169,522,481	63,706,809	157,386,975
Trade and other current receivables	6	34,042,256	39,752,753	31,249,647	37,482,180
Other current financial assets	7	124,768,757	33,660,206	108,068,757	25,160,206
Other current assets	8	2,244,678	3,250,349	2,224,669	3,227,902
Total Current Assets		228,710,837	246,185,789	205,249,882	223,257,263
Non-current Assets					
Other non-current financial assets	9	30,100,000	100,000	30,100,000	100,000
Investments in subsidiaries	10	-	-	38,782,052	38,782,052
Investment properties	12	8,530,509	9,289,195	-	-
Equipment	13	7,265,351	8,033,783	7,263,693	7,987,597
Right-of-use assets	14	6,024,434	6,316,257	6,024,434	6,316,257
Goodwill	11	2,702,669	2,702,669	-	-
Other intangible assets other than goodwill	15	104,337,733	95,027,970	99,261,515	89,034,433
Deferred tax assets	16	4,721,727	4,915,738	4,280,220	4,558,028
Other non-current assets	17	4,502,435	7,960,445	3,861,805	7,319,815
Total Non-current Assets		168,184,858	134,346,057	189,573,719	154,098,182
TOTAL ASSETS		396,895,695	380,531,846	394,823,601	377,355,445

Notes to the financial statements form an integral part of these statements.

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION (CONTINUED)
AS AT DECEMBER 31, 2024

UNIT : BAHT

		CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	Notes	2024	2023	2024	2023
LIABILITIES AND SHAREHOLDERS' EQUITY					
Current Liabilities					
Trade and other current payables	18	46,143,889	51,888,889	45,227,993	50,590,958
Current contract liabilities	19	61,171,630	60,538,509	60,171,582	59,797,517
Cash received from advertising		9,993,823	8,758,167	9,845,318	7,433,033
Current portion of lease liabilities	33	2,030,290	1,604,023	2,030,290	1,604,023
Corporate income tax payable		720,297	413,260	-	-
Other current liabilities		4,246,838	5,949,124	4,045,878	5,773,484
Total Current Liabilities		124,306,767	129,151,972	121,321,061	125,199,015
Non-current Liabilities					
Non-current contract liabilities	19	5,063,882	6,367,486	5,063,882	6,367,486
Lease liabilities	33	3,957,728	4,824,300	3,957,728	4,824,300
Deferred tax liabilities	16	-	321,126	-	-
Non-current provisions for employee benefits	20	22,602,475	23,830,685	20,394,942	22,032,897
Provision for dismantling		1,920,232	1,522,830	1,920,232	1,522,830
Total Non-current Liabilities		33,544,317	36,866,427	31,336,784	34,747,513
TOTAL LIABILITIES		157,851,084	166,018,399	152,657,845	159,946,528

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION (CONTINUED)
AS AT DECEMBER 31, 2024

UNIT : BAHT

	Notes	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2024	2023	2024	2023
Shareholders' Equity					
Share capital	21				
Authorized share capital					
120,000,000 ordinary shares of Baht 0.50 each		60,000,000		60,000,000	
100,000,000 ordinary shares of Baht 0.50 each			50,000,000		50,000,000
Issued and paid-up share capital					
119,999,977 ordinary shares of Baht 0.50 each		59,999,989		59,999,989	
100,000,000 ordinary shares of Baht 0.50 each			50,000,000		50,000,000
Share premium on ordinary shares	21	122,882,778	122,882,778	122,882,778	122,882,778
Surplus on share based payment	22	4,527,138	4,527,138	4,527,138	4,527,138
Deficit arising from change in ownership interest in subsidiaries	23	(13,703,370)	(13,703,370)	-	-
Retained earnings (deficits)					
Appropriated					
Legal reserve	24	4,431,892	2,393,454	4,431,892	2,393,454
Unappropriated		60,906,184	48,413,447	50,323,959	37,605,547
Total Shareholders' Equity		239,044,611	214,513,447	242,165,756	217,408,917
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		396,895,695	380,531,846	394,823,601	377,355,445

Notes to the financial statements form an integral part of these statements.

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2024

UNIT : BAHT

		CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	Notes	2024	2023	2024	2023
REVENUES					
Revenue from rendering of services	26	195,189,280	187,118,303	176,071,967	167,463,185
Other incomes	27	838,267	854,169	7,887,367	9,534,337
Total Revenues		196,027,547	187,972,472	183,959,334	176,997,522
EXPENSES					
Cost of rendering services		62,172,319	63,086,566	57,135,670	57,302,183
Distribution costs		30,990,486	31,622,709	30,219,314	30,752,602
Administrative expenses		56,853,139	55,336,847	51,266,210	48,489,922
Total Expenses	28	150,015,944	150,046,122	138,621,194	136,544,707
Profit from operating activities		46,011,603	37,926,350	45,338,140	40,452,815
Finance incomes		3,767,949	1,921,770	3,382,333	1,753,396
Finance costs		347,236	387,367	347,236	387,367
Profit before income tax		49,432,316	39,460,753	48,373,237	41,818,844
Income tax expense	30	8,839,913	9,366,512	7,604,477	8,373,204
Profit for the years		40,592,403	30,094,241	40,768,760	33,445,640
Profit attributable to:					
Owners of the Company		40,592,403	30,094,241	40,768,760	33,445,640
Non-controlling interests		-	-	-	-
		40,592,403	30,094,241	40,768,760	33,445,640
Basic earnings per share					
Basic earnings per share (baht)	31	0.34	0.25	0.34	0.28
The number of weighted average ordinary shares used in computation earnings per share (share)					
	31	119,999,977	118,068,470	119,999,977	118,068,470

Notes to the financial statements form an integral part of these statements.

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31, 2024

		UNIT : BAHT			
		CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	Notes	2024	2023	2024	2023
Profit for the years		40,592,403	30,094,241	40,768,760	33,445,640
Other comprehensive income:					
Items that will be reclassified subsequently to profit or loss that will not be reclassified to profit or loss					
Gains on re-measurements of defined benefit plans	20	4,923,462	-	4,985,113	-
Income tax relating to components of other comprehensive income that will not be reclassified to profit or loss		(984,690)	-	(997,023)	-
Total components of other comprehensive income (loss) that will not be reclassified to profit or loss, net of tax		3,938,772	-	3,988,090	-
Other comprehensive income for the years, net of tax		3,938,772	-	3,988,090	-
Total comprehensive income for the years		44,531,175	30,094,241	44,756,850	33,445,640
Total comprehensive income attributable to:					
Owners of the Company		44,531,175	30,094,241	44,756,850	33,445,640
Non-controlling interests		-	-	-	-
		44,531,175	30,094,241	44,756,850	33,445,640

Notes to the financial statements form an integral part of these statements.

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2024
CONSOLIDATED FINANCIAL STATEMENTS

UNIT : BAHT									
		Issued and paid-up share capital	Share premium on ordinary shares share capital	Surplus on share based payment	Deficit arising from in owner ship interest in subsidiaries	Retained earnings	Other components of shareholders' equity	Total shareholders' equity	
						Appropriated - Legal reserve	Unappropriated		
								Other comprehensive income (loss)	
								Exchange differences on translating financial statements	
Notes									
Year 2023									
Beginning balances, January 1, 2023		42,500,000	28,128,011	4,527,138	(13,703,370)	721,172	19,991,488	(142,819)	82,021,620
Transactions with owners, recorded directly in shareholders' equity									
<i>Contributions by and distributions to owners of the Company</i>									
	21	Share subscription received	7,500,000	94,754,767	-	-	-	-	102,254,767
	24	Legal reserve	-	-	-	1,672,282	(1,672,282)	-	-
<i>Total contributions by and distributions to owners of the Company</i>		7,500,000	94,754,767	-	-	1,672,282	(1,672,282)	-	102,254,767
Profit or loss and other comprehensive income for the year									
		Profit for the year	-	-	-	-	30,094,241	-	30,094,241
		Other comprehensive income for the year	-	-	-	-	-	142,819	142,819
Total profit and other comprehensive income for the year		-	-	-	-	-	30,094,241	142,819	30,237,060
Ending balances, December 31, 2023		50,000,000	122,882,778	4,527,138	(13,703,370)	2,393,454	48,413,447	-	214,513,447
Year 2024									
Beginning balances, January 1, 2024		50,000,000	122,882,778	4,527,138	(13,703,370)	2,393,454	48,413,447	-	214,513,447
Transactions with owners, recorded directly in shareholders' equity									
<i>Contributions by and distributions to owners of the Company</i>									
	21	Increase in ordinary shares	9,999,989	-	-	-	-	-	9,999,989
	24	Legal reserve	-	-	-	2,038,438	(2,038,438)	-	-
	25	Dividends	-	-	-	-	(30,000,000)	-	(30,000,000)
<i>Total contributions by and distributions to owners of the Company</i>		9,999,989	-	-	-	2,038,438	(32,038,438)	-	(20,000,011)
Profit or loss and other comprehensive income for the year									
		Profit for the year	-	-	-	-	40,592,403	-	40,592,403
		Other comprehensive income for the year	-	-	-	-	3,938,772	-	3,938,772
Total profit and other comprehensive income for the year		-	-	-	-	-	44,531,175	-	44,531,175
Ending balances, December 31, 2024		59,999,989	122,882,778	4,527,138	(13,703,370)	4,431,892	60,906,184	-	239,044,611

Notes to the financial statements form an integral part of these statements.

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31, 2024
SEPARATE FINANCIAL STATEMENTS

UNIT : BAHT								
		Issued and paid-up share capital	Share premium on ordinary shares	Surplus on share based payment	Retained earnings		Total shareholders' equity	
	Notes				Appropriated - Legal reserve	Unappropriated		
Year 2023								
Beginning balances, January 1, 2023		42,500,000	28,128,011	4,527,138	721,172	5,832,189	81,708,510	
Transactions with owners, recorded directly in shareholders' equity								
<i>Contributions by and distributions to owners of the Company</i>								
Share subscription received		21	7,500,000	94,754,767	-	-	102,254,767	
Legal reserve		24	-	-	-	1,672,282	(1,672,282)	-
<i>Total contributions by and distributions to owners of the Company</i>			7,500,000	94,754,767	-	1,672,282	(1,672,282)	102,254,767
Profit or loss and other comprehensive income for the year								
Profit for the year			-	-	-	-	33,445,640	33,445,640
Comprehensive income for the year			-	-	-	-	-	-
Total profit and other comprehensive income for the year			-	-	-	-	33,445,640	33,445,640
Ending balances, December 31, 2023			50,000,000	122,882,778	4,527,138	2,393,454	37,605,547	217,408,917
Year 2024								
Beginning balances, January 1, 2024			50,000,000	122,882,778	4,527,138	2,393,454	37,605,547	217,408,917
Transactions with owners, recorded directly in shareholders' equity								
<i>Contributions by and distributions to owners of the Company</i>								
Increase in ordinary shares		21	9,999,989	-	-	-	-	9,999,989
Legal reserve		24	-	-	-	2,038,438	(2,038,438)	-
Dividends		25	-	-	-	-	(30,000,000)	(30,000,000)
<i>Total contributions by and distributions to owners of the Company</i>			9,999,989	-	-	2,038,438	(32,038,438)	(20,000,011)
Profit or loss and other comprehensive income for the year								
Profit for the year			-	-	-	-	40,768,760	40,768,760
Comprehensive income for the year			-	-	-	-	3,988,090	3,988,090
Total profit and other comprehensive income for the year			-	-	-	-	44,756,850	44,756,850
Ending balances, December 31, 2024			59,999,989	122,882,778	4,527,138	4,431,892	50,323,959	242,165,756

Notes to the financial statements form an integral part of these statements.

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2024

UNIT : BAHT

	Notes	CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS	FINANCIAL STATEMENTS	FINANCIAL STATEMENTS	FINANCIAL STATEMENTS
		2024	2023	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit for the years		40,592,403	30,094,241	40,768,760	33,445,640
Adjustments to reconcile profit (loss) to cash provided from (used in) operations					
Income tax expense	30	8,839,913	9,366,512	7,604,477	8,373,204
Depreciation of equipment	13	2,409,998	2,059,652	2,371,055	2,019,325
Depreciation of investment properties	12	758,686	758,686	-	-
Depreciation of right-of-use assets	14	1,409,194	1,430,002	1,409,194	1,430,002
Amortization of other intangible assets other than goodwill	15	17,595,007	16,023,243	15,421,485	13,261,023
Increase in expected credit loss of withholding tax		-	48,081	-	48,082
Write-off withholding tax		-	445,026	-	445,026
Loss on sales and disposal of equipment		-	2,439	-	2,431
Loss on disposal of equipment		493	-	493	-
Loss on disposal of other intangible assets other than goodwill		-	45,522	-	45,522
Unrealized (gain) loss on exchange rate		(26,408)	657,693	2,078	404,844
Share of profit from a liquidated subsidiary	27	-	-	-	(7,782,121)
Dividend income	10	-	-	(5,999,600)	-
Finance income		(3,767,949)	(1,921,770)	(3,382,333)	(1,753,396)
Finance cost		347,236	387,367	347,236	387,367
Long-term employee benefit expenses	20	3,695,252	4,042,860	3,347,158	3,718,309
Provision for dismantling cost		397,402	78,484	397,402	78,484
Profit from operation before changes in operating assets and liabilities items		72,251,227	63,518,038	62,287,405	54,123,742

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CASH FLOWS (CONTINUED)

FOR THE YEAR ENDED DECEMBER 31, 2024

UNIT : BAHT

	Notes	CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
		2024	2023	2024	2023
Changes in operating assets (increase) decrease					
Trade and other current receivables		6,120,093	(7,678,300)	6,601,881	(7,827,101)
Other current assets		814,651	(247,455)	812,212	(256,303)
Other non-current assets		(1,706,071)	(209,018)	(1,706,071)	(209,018)
Changes in operating liabilities increase (decrease)					
Trade and other current payables		(5,742,143)	(2,648,807)	(5,388,593)	(11,080,419)
Current contract liabilities		633,121	1,680,862	374,065	1,662,433
Cash received from advertising		1,235,656	(3,079,656)	2,412,285	(3,069,898)
Other current liabilities		(1,702,286)	(354,064)	(1,727,607)	(326,559)
Non-current contract liabilities		(1,303,604)	(5,950,122)	(1,303,604)	(5,950,122)
Non-current provisions for employee benefits	20	-	(184,764)	-	-
Net cash provided from operation		70,600,644	44,846,714	62,361,973	27,066,755
Income tax expenses paid		(10,040,503)	(11,641,808)	(8,719,509)	(9,890,731)
Proceeds from income tax refund		5,750,919	6,435,332	5,750,919	6,435,332
Net cash provided from operating activities		66,311,060	39,640,238	59,393,383	23,611,356
CASH FLOWS FROM INVESTING ACTIVITIES					
Increase in other financial assets		(121,108,551)	(33,335,176)	(112,908,551)	(24,835,176)
Cash paid for purchase of equipment	4.1	(2,511,202)	(2,854,327)	(2,511,202)	(2,854,327)
Cash paid for purchase of other intangible assets other than goodwill		(25,672,598)	(21,719,136)	(24,421,982)	(20,672,122)
Cash received from a liquidated subsidiary		-	7,705,036	-	7,705,036
Dividend received		-	-	5,999,600	-
Interest received		3,358,354	1,356,475	3,012,984	1,222,615
Net cash used in investing activities		(145,933,997)	(48,847,128)	(130,829,151)	(39,433,974)
CASH FLOWS FROM FINANCING ACTIVITIES					
Dividend paid	25	(30,000,000)	-	(30,000,000)	-
Cash paid for lease liabilities	4.3	(1,898,778)	(1,203,178)	(1,898,778)	(1,203,178)
Share subscription received, net		9,999,989	102,254,767	9,999,989	102,254,767
Interest paid	4.3	(345,609)	(376,669)	(345,609)	(376,669)
Net cash provided from (used in) financing activities		(22,244,398)	100,674,920	(22,244,398)	100,674,920
Net increase (decrease) in cash and cash equivalents		(101,867,335)	91,468,030	(93,680,166)	84,852,302
Cash and cash equivalents as at January 1,		169,522,481	78,054,451	157,386,975	72,534,673
Cash and cash equivalents as at December 31,		67,655,146	169,522,481	63,706,809	157,386,975

Notes to the financial statements form an integral part of these statements.

READYPLANET PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2024

1. GENERAL INFORMATION

Readyplanet Public Company Limited (the “Company”), is incorporated in Thailand on August 1, 2000 and has its registered office at 51 Major Tower Rama 9 - Ramkumhang, 17th Floor, Unit 1701 - 1706, Rama 9 Road, Huamak, Bangkok, Thailand 10240. The principal business operations of the Company are providing All-in-One Sales and Marketing Platform which is covered website, online advertising and customer relationship management systems. These services are provided through a platform which is developed by the Company with expert team to provide advice. The Company was listed on The Stock Exchange of Thailand on February 22, 2023.

The Company and its subsidiaries together referred to as the “Group”.

Details of the Group’s subsidiaries as at December 31, 2024 and 2023 are as follows:

	Type of business	Country of incorporation	Group ownership interest (%)	
			2024	2023
1. Readyplanet TravelTech Company Limited	Hotel direct booking platform for hotels and resorts.	Thailand	100	100
2. Readyplanet Max Company Limited ⁽¹⁾	Digital advertising services	Thailand	100	100

(1) As at December 31, 2024 and 2023, Readyplanet Max Company Limited has ceased its operation.

The Company has extensive transactions and relationships with its related parties. Accordingly, the accompanying financial statements may not necessarily be indicative of the conditions that would have existed or the results of operations that would have occurred had the Company operated without such affiliations.

2. BASIS FOR PREPARATION AND PRESENTATION OF FINANCIAL STATEMENTS

2.1 The Group maintains its accounting records in Thai Baht and prepares its statutory financial statements in the Thai language in conformity with Thai Financial Reporting Standards and accounting practices generally accepted in Thailand.

2.2 The Group’s financial statements have been prepared in accordance with the Thai Accounting Standard (TAS) No. 1 “Presentation of Financial Statements” and the Regulation of The Stock Exchange of Thailand (SET) dated October 2, 2017, regarding the preparation and submission of financial statements and reports for the financial position and results of operations of the listed companies B.E. 2560 and the Notification of the Department of Business Development regarding “The Brief Particulars in the Financial Statement B.E. 2566” dated November 17, 2023.

- 2 -

- 2.3 The financial statements have been prepared under the historical cost convention except as disclosed in the significant accounting policies (see Note 3).
- 2.4 Material intercompany transactions between the Company and its subsidiaries have been eliminated from the consolidated financial statements.
- 2.5 The English version of the consolidated and separate financial statements have been prepared from the Thai version of the consolidated and separate financial statements prepared by law. In the event of any conflict or different interpretation of the two different languages, the Thai version consolidated and separate financial statements in accordance with the Thai law is superseded.
- 2.6 Thai Financial Reporting Standards affecting the presentation and disclosure in the current period financial statements.

During the year, the Group has adopted the revised financial reporting standards issued by the Federation of Accounting Professions which are effective for fiscal years beginning on or after January 1, 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, which the changes are to amend the accounting requirements, as follows:

- Thai Accounting Standard No.1 “Presentation of Financial Statements”, require to disclose the material accounting policy information.
- Thai Accounting Standard No.8 “Accounting Policies, Changes in Accounting Estimates and Errors”, amend the definition of accounting estimates.
- Thai Accounting Standard No.12 “Income Taxes”, add the requirements for the initial recognition of deferred tax which give rise to equal taxable and deductible temporary differences, and also add the exemption for the deferred tax recognition related to International Tax Reform - Pillar Two Model.

The adoption of these financial reporting standards does not have any significant impact on the Group’s financial statements.

- 2.7 Thai Financial Reporting Standards announced in the Royal Gazette but not yet effective.

The revised TFRSs were announced in the Royal Gazette which will be effective for the financial statements for the period beginning on or after January 1, 2025 onwards. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, which the changes are to amend the accounting requirements, as follows:

Thai Accounting Standard No. 1 “Presentation of Financial Statements”

- Classification of liabilities as current or non-current

The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of “settlement” to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

- 3 -

- Non-current liabilities with covenants

The amendments specify that only covenants that an entity is required to comply with on or before the end of the reporting period affect the entity's right to defer settlement of a liability for at least twelve months after the reporting period and therefore must be considered in assessing the classification of the liability as current or non-current.

Such covenants affect whether the right exists at the end of the reporting period, even if compliance with the covenant is assessed only after the reporting period. For example, a covenant based on the entity's financial position at the reporting period that is assessed for compliance only after the reporting period.

The amendments are applied retrospectively for annual reporting periods beginning or after January 1, 2025. Earlier application of the amendments is permitted.

Thai Accounting Standard No. 7 "Statement of Cash Flows" and Thai Financial Reporting Standard No. 7 "Financial Instruments: Disclosures" - Supplier Finance Arrangements

The amendments add a disclosure objective to TAS 7 stating that an entity is required to disclose information about its supplier finance arrangements that enables users of financial statements to assess the effects of those arrangements on the entity's liabilities and cash flows. In addition, TFRS 7 was amended to add supplier finance arrangements as an example within the requirements to disclose information about an entity's exposure to concentration of liquidity risk.

The term "supplier finance arrangements" is not defined. Instead, the amendments describe the characteristics of an arrangement for which an entity would be required to provide the information.

To meet the disclosure objective, an entity will be required to disclose in aggregate for its supplier finance arrangements, as follows:

- The terms and conditions of the arrangements
- The carrying amount, and associated line items presented in the entity's statement of financial position, of the financial liabilities that are part of the arrangements
- The carrying amount, and associated line items for which the suppliers have already received payment from the finance providers
- Ranges of payment due dates for both those financial liabilities that are part of a supplier finance arrangement and comparable trade payables that are not part of a supplier finance arrangement
- Liquidity risk information

The amendments, which contain specific transition reliefs for the first annual reporting period in which an entity applies the amendments, are applicable for annual reporting periods beginning on or after January 1, 2025. Earlier application of the amendments is permitted.

Thai Financial Reporting Standard No. 16 “Leases” – Lease Liability in a Sale and Leaseback

The amendments add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements in TFRS 15 to be accounted for as a sale. The amendments require the seller-lessee to determine “lease payments” or “revised lease payments” such that the seller-lessee does not recognize a gain or loss that relates to the right of use retained by the seller-lessee, after the commencement date.

The amendments do not affect the gain or loss recognized by the seller-lessee relating to the partial or full termination of a lease. Without these new requirements, a seller-lessee may have recognized a gain on the right of use it retains solely because of a remeasurement of the lease liability (for example, following a lease modification or change in the lease term) applying the general requirements in TFRS 16. This could have been particularly the case in a leaseback that includes variable lease payments that do not depend on an index or rate.

A seller-lessee shall apply these amendments for annual reporting periods beginning on or after January 1, 2025. Earlier application is permitted. If a seller-lessee applies these amendments for an earlier period, the seller-lessee shall disclose such fact.

The Group’s management will adopt such TFRSs in the preparation of Group’s financial statements when it becomes effective. The Group’s management is in the process to assess the impact of this TFRSs on the financial statements of the Group in the period of initial application.

3. ACCOUNTING MATERIAL POLICIES INFORMATION

The financial statements have been prepared under the measurement basis of historical cost except as disclosed in the accounting material policies information as follows:

3.1 Basis of preparation of the consolidation financial statements

The Consolidated financial statements comprise the Company and its subsidiaries’ financial statements.

Business combinations

The Group applies the acquisition method for all business combinations except for the business combination under common control.

The Group’s control is achieved when the Group (1) has power over the investee (2) is exposed, or has rights, to variable returns from its involvement with the investee and (3) has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

- 5 -

Goodwill is measured at the fair value of the consideration transferred including the recognized amount of any non-controlling interest in the acquiree, less the net recognized amount (generally fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. If the net realized amount (fair value) of identifiable assets acquired and liability assumed is higher than the fair value of the consideration transfer, the Group will recognize the surplus as gain in statement of profit or loss and other comprehensive income.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, and equity interests issued by the Group. Consideration transferred also includes the fair value of any contingent consideration and share-based payment awards of the acquiree that are replaced mandatorily in the business combination. If a business combination results in the termination of pre-existing relationships between the Group and the acquiree, then the lower of the termination amount, as contained in the agreement, and the value of the off-market element is deducted from the consideration transferred and recognized as other expenses.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

The Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree or measures using the fair value.

Transaction costs that the Group incurs in connection with a business combination, such as legal fees, and other professional and consulting fees are recognized as expenses when incur.

Business combinations arising from transfers of interests in entities that are under the control of the shareholder that controls the Group are accounted for as if the acquisition had occurred at the beginning of the earliest comparative period presented or, at the date that common control was established; for this purpose comparatives are revised. The assets and liabilities acquired are recognized at the carrying amounts recognized previously in the Group controlling shareholder's consolidated financial statements. Surplus arising from business combination under common control represents the difference between the cost of the combination and the carrying amounts of net identifiable assets at the date of combination. The difference arising from common control transactions is recognized under shareholders' equity until disposal of the investment.

Non-controlling interests

At the acquisition date, the Group measures any non-controlling interests at its proportionate interest in the identifiable net assets of the acquiree.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Transactions eliminated on consolidation financial statements

Significant intra-group balances and transactions have been eliminated in the preparation of the consolidated financial statements. The consolidated financial statements for the years ended December 31, 2024 and 2023 were prepared by using the financial statements of its subsidiaries as of the same date.

3.2 Cash and cash equivalents

Cash and cash equivalents comprise cash balances, all deposits at banks with the original maturities of three months or less and highly liquid short-term investments, excluding cash at banks used as collateral.

3.3 Financial Assets

Classification and measurement

All financial assets are recognized under a contract whose terms require delivery of the financial asset within the timeframe established by the market concerned, and are initially measured at fair value, plus transaction fees and costs, except for those financial assets classified as at fair value through profit or loss ("FVTPL"). Transaction fees and costs directly attributable to the acquisition of financial assets classified as at FVTPL are recognized immediately in profit or loss. The financial assets are required to be subsequently measured at amortized cost or fair value on the basis of the business model for managing the financial assets and the contractual cash flow characteristics of the financial assets as follows:

3.3.1 Debt instruments at amortized cost

Debt instruments that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest ("SPPI"), are subsequently measured at amortized cost.

3.3.2 Debt instruments at fair value through other comprehensive income ("FVOCI")

Debt instruments that are held within a business model whose objective is both to collect the contractual cash flows and to sell the debt instruments, and that have contractual cash flows that are SPPI, are subsequently measured at FVOCI.

3.3.3 Debt instruments at FVTPL

Debt instruments measured at FVTPL are financial assets that do not meet the criteria for amortized cost or FVOCI which are presented as Financial assets measured at FVTPL in the statement of financial position. After initial recognition, debt instruments at FVTPL are measured at fair value. Any gains or losses from changes in fair value of the financial assets are recognized in profits or loss.

3.3.4 Equity instruments

Equity instruments are subsequently measured at fair value through profit or loss which are presented as Financial assets measured at FVTPL in the statement of financial position. Except where the Company has elected, at initial recognition, to irrevocably designate an equity instrument at FVOCI.

Modification and derecognition of financial assets

A modification of a financial asset occurs when the contractual terms governing the cash flows of a financial asset are renegotiated or otherwise modified between initial recognition and maturity of the financial asset. A modification affects the amount and/or timing of the contractual cash flows either immediately or at a future date.

A financial asset is derecognized when the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognized in other comprehensive income is recognized in profit or loss.

Modification without derecognition means the non-substantial modification arising from renegotiation or modification of the contractual cash flows of financial assets that has not resulted in derecognition (Modified financial assets). In this case, a modification gain or loss which is the difference between the existing gross carrying amount and the present value of the renegotiated or modified contractual cash flows discounted by the original effective interest rate ("OEIR"). Any costs of fees incurred as part of the modification shall be adjusted to the carrying amount of the modified financial assets and amortized over the remaining term of the modified financial asset.

Impairment of financial assets

The Group recognizes a loss allowance for expected credit losses on investments in debt instruments that are measured at amortized cost or at FVTOCI, lease receivables, trade receivables and contract assets, as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting period date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognizes lifetime ECL for lease receivables trade receivables, contract assets and financial guarantee. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the counterparty, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

- 8 -

For all other financial instruments, the Group recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

3.4 Trade receivable, other current receivables and allowance for expected credit loss

Trade receivable and other current receivables are stated at their invoice value less allowance for expected credit losses.

The accounting policies for allowance for expected credit loss is disclosed in Note 3.3.

3.5 Investments in subsidiaries

Subsidiaries mean those companies in which the parent company, directly or indirectly, has power more than one half of the total voting rights or power to govern the financial and operating policies of subsidiaries. Investments in subsidiaries for the separate financial statements are presented by the cost method net after the allowance for impairment of investments, if any.

3.6 Investment properties

Investment properties mean properties which are held to earn rental income, for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purpose.

Investment properties include land and building

Land is measured at cost less impairment losses, if any.

Building is measured at cost less accumulated depreciation and impairment losses, if any.

Depreciation is charged as an expense to the statement of profit or loss and other comprehensive income on a straight-line basis over the estimated useful life of each property. The estimated useful life of assets is within 20 years.

An investment property is derecognized upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits. Any gain or loss arising on derecognition of the property calculated as the difference between the net disposal proceeds and the carrying amount of the asset is included in profit or loss in the statement of profit or loss and other comprehensive income in the period in which the property is derecognized.

When the Group changes the purpose of use, the Group uses the cost method to transfer between investment property and owner-occupied property.

3.7 Equipment

Equipment is stated at cost less accumulated depreciation and impairment losses, if any.

Depreciation is charged as an expense to the statement of profit or loss and other comprehensive income on a straight-line basis over the estimated useful life of each component of an item of assets. The estimated useful life are as follows:

	Useful life (year)
Office furniture and equipment	5
Computer and equipment	3 – 5

Gains or losses on disposal of equipment are determined by comparing the proceeds from disposal with the carrying amount of equipment, and are recognized net as profit or loss in the statement of profit or loss and other comprehensive income.

3.8 Right-of-use asset

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognizes a right-of-use asset and corresponding lease liability with respect to all lease arrangements in which it is the lease, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leases assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date
- Amount expected to be payable by the lease under residual value guarantees
- Exercise price of purchase options, if the lease is reasonably certain to exercise the options
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

The lease liability presented in the consolidated and separate financial statement.

- 10 -

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a yield interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognized and measured under TAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

Right-of-use assets presented in the consolidated and separate financial statement.

The Group applies TAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the "Equipment" policy.

Variable rents that do not depend on an index or rate are not included in the measurement the lease liability and the right-of-use asset. The related payments are recognized as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line "expenses" in the statement of profit or loss and other comprehensive income.

3.9 Goodwill

Goodwill is the consideration transferring amount is higher than the fair value of the Group share in the identifiable assets and liabilities, and contingent liabilities of the subsidiaries combined with the fair value of non-controlling interests of subsidiaries as at the date of acquisition of the subsidiary. Goodwill from acquisition of subsidiaries was shown as the separate transaction in consolidated statements of financial position.

Goodwill recognition has to test impairment annually and was shown at cost which less accumulated allowance for impairment. Allowance for impairment of goodwill was recognized and will not be reversal. The residual book value of goodwill is calculated combine in gain or loss from business disposal.

In the goodwill impairment testing, goodwill is allocated to the unit that create the cash flow, which the unit may be a single unit or multiple units combined are expected to benefit from the business combination, which goodwill is occurred from the identifiable operating segments.

3.10 Impairment

The carrying amounts of the Group's assets are reviewed at the end of the reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amounts are estimated. For goodwill, the recoverable amount is estimated each year at the same time.

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognized as an expense in the statement of profit or loss and other comprehensive income unless it reverses a previous revaluation credited to equity and it subsequently impairs in which case it is charged to statement of profit or loss and other comprehensive income.

Calculation of recoverable amount

The recoverable amount of a non-financial asset is the higher of the asset's value in use or fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment

An impairment loss in respect of goodwill is not reversed.

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognized as an expense in the statement of profit or loss and other comprehensive income.

Impairment losses recognized in prior periods in respect of other non-financial assets are assessed at the end of the reporting period for any indications of impairment the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, as if no impairment loss had been recognized.

3.11 Other intangible assets other than goodwill

Intangible assets consist of computer software and software development costs.

Computer software is stated at cost less accumulated amortization. Amortization is calculated by the straight-line method based on the estimated useful life of 5 years.

Software development costs regarding of salaries, welfare of employees of developers and other expenses related to the development of software. The Group recognized intangible assets when it is probable that the project will be a success considering its technological feasibility for use have been established, and only if the cost can be measured reliably. Other research and development cost is recognized as an expense as incurred in the statement of profit or loss and other comprehensive income. Research and Development costs previously recognized as an expense are not recognized as an asset in a subsequent period.

Development costs that have been capitalized are amortized from the commencement of the commercial production of the product by using the straight-line method based on the estimated useful life of 10 years.

Intangible assets acquired through business combination are customer relationship which are initially recognized at their fair value on the date of business acquisition, stated at fair value of assets less accumulated amortization and accumulated allowance for impairment, if any. Amortization is calculated by the straight-line method on the estimated useful life of 7 years.

3.12 Disposal asset group classified as held for distribution to owners and discontinued operations

Non-current assets or disposal asset group are classified as held for distribution to owners if the entity is committed to distribute the asset or disposal group to the owners. For this to be the case, the assets must be available for immediate distribution in their present condition and the distribution must be highly probable.

When the Group is committed to a sale plan of disposal assets group involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for distribution to owners when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the distribute.

Non-current assets or disposal assets groups classified as held for distribution to owners is measured at the lower of their carrying amount and fair value less costs to distribute.

3.13 Financial Liabilities

Financial liabilities are initially recognized at fair value plus transaction costs, and are subsequently measured at amortized cost using the effective interest method.

Interest expense and effective interest rate ("EIR") amortization as well as foreign exchange gains or losses on financial liabilities measured at amortized cost are recognized in the statement of profit or loss and other comprehensive income.

A financial liability is derecognized when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amount is recognized in profit or loss.

3.14 Provision

Provisions are recognized when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

3.15 Employee benefits

Short-term employee benefits

The Group recognized salaries, wages, bonuses and contributions to the social security fund as expenses when incurred.

Long-term employee benefits

3.15.1 Defined contribution plan

The Group provides a provident fund which is a defined contribution plan, the assets of which are held in a separate trust fund and managed by the external fund manager. Such provident fund is contributed by payments from employees and the Company. Contributions to the provident fund are charged to operation during the years in the incurred period.

3.15.2 Defined benefit plan

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Group's net obligation in respect of defined benefit pension plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value based on salary, mortality rate, service period and other factors. The discount rate used in determining post-employment benefit obligation is the yield of the government bond.

- 14 -

When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognized on a straight-line basis until the benefits become vested. To the extent that the benefits is vested, the expense is recognized immediately in the statement of profit or loss and other comprehensive income.

The Group recognizes all actuarial gains and losses arising from defined benefit plans in other comprehensive income and all expenses related to defined benefit plans in the statement of profit or loss and other comprehensive income.

Past service cost related to the plan amendment is recognized as an expense in the income statement when the plan amendment is effective.

3.16 Share-based payment transactions

Equity-settled share-based payments to executives and employees are measured at the fair value of the equity instruments at the grant date.

The fair value determined at the grant date of the equity instrument is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest.

At the end of each reporting period, the Group revises its estimation of the number of expected vest equity instruments. If the subsequent information indicates that the number of equity instruments that are expected vest equity instruments differs from previous estimates, change in value is recognized in the statement of comprehensive income and adjusted to shareholder's equity.

3.17 Revenues and expenses recognition

The Company recognized revenues and expenses from the following bases:

Revenue from services comprise of;

- Software authorization income and management fee income on online advertising and income from hotel booking system are recognized as a performance obligation is satisfied over time.

When an amount of consideration is received under the contractual term prior to the service is rendered to customer, it is presented as "Contract liability" in the statement of financial position.

- Website design income, training income and agent income are recognized when performance obligations are satisfied.

Costs to obtain contracts relate to commission fees paid to employee as a result of obtaining contracts with customer. The commission fees are the only cost that the group would not have incurred if the contract had not been obtained. Whilst the group incurs other costs that are necessary to facilitate a sale, those costs would have been incurred even if the customer decided not to execute the contract and therefore have not been capitalised.

- 15 -

These costs are amortised on a straight-line basis over the period (in general, 1-3 years). The amortisation recognised as part of distribution costs in the statement of profit or loss. There was no impairment loss in relation to the costs capitalised.

Dividend income is recognized when the shareholder's right to receive is established.

Interest income is recognized on the accrual basis based on effective interest rate.

Other income and expenses are recognized on the accrual basis.

3.18 Finance costs

Finance costs comprise interest expense on borrowings and contingent consideration.

Finance costs are recognized in the statement of comprehensive income using the effective interest method.

3.19 Income tax expense

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognized as income or expenses in the statement of comprehensive income except to the extent that they relate to a business combination, or items recognized directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable derived from a computation of profit or loss using tax rates enacted and any adjustment to tax payable in respect of previous years.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for the following temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction in the consolidated financial statement that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and jointly-controlled entities to the extent that it is probable that they will not reverse in the foreseeable future.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Group to change its judgment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period when such a determination is made.

Deferred tax assets and liabilities are offset when they relate to income tax levied by the same taxation authority and the Group intend to settle its current tax assets and liabilities on a net basis.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at the end of the reporting period and reduced to the extent that it is no longer probable that the related tax benefit will be realized. The Group recognizes deferred tax liabilities for all taxable temporary differences in the consolidated and separate financial statements.

3.20 Earnings per share

Basic earnings per share is calculated by dividing profit for the year with the number of ordinary shares held by outsiders during the year by the weighted average method.

In case of share split, the number of share outstanding before share split is adjusted for the proportionate change in number of share outstanding as if the share split had occurred at the beginning of the earliest period presented.

3.21 Fair value measurements

Fair value is the price that would be received from selling an asset or paid to transfer a liability in an ordinary transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability as market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis.

In addition, fair value measurements are categorized into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs are unobservable inputs for the asset or liability.

3.22 Foreign currency transactions

Transactions in foreign currencies

Transactions in foreign currencies are translated to Thai Baht at the foreign exchange rates ruling at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to Thai Baht at the foreign exchange rates ruling at that date. Foreign exchange differences arising on translation are recognized as profit or loss in statement of profit or loss and other comprehensive income.

- 17 -

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to Thai Baht using the foreign exchange rates ruling at the dates of the transactions.

Monetary assets and liabilities for which settlement is neither planned nor likely to occur in a foreseeable future is treated as part of net investment in the foreign operation of the Group. Exchange differences arising on a monetary item that forms part of a reporting entity's net investment in a foreign operation shall be recognized in profit or loss in the separate financial statements of the reporting entity or the individual financial statements of the foreign operation, as appropriate. In the financial statements that include the foreign operation and the reporting entity (e.g. consolidated financial statements when the foreign operation is a subsidiary), such exchange differences shall be recognized initially in other comprehensive income and reclassified from equity to profit or loss on a disposal of the net investment.

Foreign entities

The assets and liabilities of foreign entities are translated to Thai Baht at the foreign exchange rates ruling at the reporting date.

The revenues and expenses of foreign entities are translated to Thai Baht at rates approximating the foreign exchange rates ruling at the dates of the transactions.

Foreign exchange differences arising on translation are recognized as other comprehensive income in the statement of other comprehensive income and presented as the foreign currency translation reserve in equity until a disposal of the investment.

3.23 Significant accounting estimates and judgments

Financial statements preparation in accordance with generally accepted accounting principles requires management to use judgments on various estimates and assumptions that will affect the reported amounts of revenues, expenses, assets and liabilities including the disclosure of contingent assets and liabilities. Actual results may differ from those estimates.

Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

- 18 -

The estimates and assumptions of significant accounting policies effect to the amount recognized in the financial statements are as follow;

Items	Estimation and underlying assumptions
Trade and other current receivables Financial assets	The expected credit losses on the financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the counterparty, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.
Investment properties Equipment Right-of-use assets Other intangible assets other than goodwill	Estimation of useful lives of investment properties, equipment, right-of-use assets and other intangible assets other than goodwill. Impairment testing – Measurement of recoverable amount is estimated on the lower of fair value less cost to sell and the future cash flows discounted to their present value using an appropriate discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.
Investment in subsidiaries Goodwill	Determining whether goodwill is impaired requires an estimation of the fair value of assets or the value in use of the cash-generating units to which goodwill has been allocated. The value in use calculation requires the Group's management to estimate the fair value of assets or the future cash flows expected to arise from the cash-generating unit and use the judgment to determine a suitable discount rate and terminal value growth rate in order to calculate present value.
Deferred tax assets/liabilities	Significant assumption for is determine the probable that future taxable profits will be available against which the temporary differences can be utilized.
Non-current provisions for employee benefits	Measurement of non-current provisions for employee benefits base on actuarial assumption such as discount rate, salary increase rate, employee turnover rate and demographic assumptions.
Revenue from rendering of services	The Group recognizes revenue upon the transfer of control of promised services to customer in an amount that reflects the consideration the Group expects to receive in exchange for those services. Judgement may be required by the Group in determining revenue recognition in identifying distinct performance obligations that should be accounted for separately or combined as one unit of accounting and determining when to recognize revenue of each performance obligation.

4. ADDITIONAL CASH FLOW INFORMATION

4.1 Non-cash transactions of equipment for the years ended December 31, are as follows:

Note	Consolidated financial statements		Unit : Baht Separate financial statements	
	2024	2023	2024	2023
Other payables for purchasing equipment as at January 1,	59,200	524,561	59,200	524,561
<u>Add</u> Purchase of equipment	2,452,002	2,388,966	2,452,002	2,388,966
<u>Less</u> Cash paid for purchase of equipment	(2,511,202)	(2,854,327)	(2,511,202)	(2,854,327)
Other payables for purchasing equipment as at December 31,	-	59,200	-	59,200

Remark The above does not include the VAT effect.

- 19 -

4.2 Significant non-cash items for the years ended December 31, are as follows:

	Consolidated financial statements		Unit : Baht Separate financial statements	
	2024	2023	2024	2023
Transferred to cost of other intangible assets other than goodwill	1,151,046	930,019	1,145,461	925,818

4.3 Reconciliation of liabilities arising from financing activities

Changes in the liabilities arising from financing activities, including both cash and non-cash changes classified as financing activities in the statements of cash flows, are as follows:

As at December 31, 2024	Balance as at January 1, 2024	Consolidated and Separate financial statements		Unit : Baht Balance as at December 31, 2024
		Financing cash flows ⁽¹⁾	Other changes ⁽²⁾	
Lease liabilities	6,428,323	(2,244,387)	1,804,082	5,988,018
Total	6,428,323	(2,244,387)	1,804,082	5,988,018

As at December 31, 2023	Balance as at January 1, 2023	Consolidated and Separate financial statements		Unit : Baht Balance as at December 31, 2023
		Financing cash flows ⁽¹⁾	Other changes ⁽²⁾	
Lease liabilities	7,631,501	(1,579,847)	376,669	6,428,323
Total	7,631,501	(1,579,847)	376,669	6,428,323

(1) Financing cash flows included net proceed and repayment cash transactions in the statements of cash flows.

(2) Other changes were arisen from the increasing in deferred interest expenses.

(3) Other changes were arisen from the increasing in lease contract and deferred interest expenses.

5. CASH AND CASH EQUIVALENT

Cash and cash equivalents as at December 31, are as follows:

	Consolidated financial statements		Unit: Baht Separate financial statements	
	2024	2023	2024	2023
Cash on hand	36,945	43,083	24,465	29,834
Cash at banks				
Current accounts	2,106,788	306,108	2,006,274	30,000
Savings accounts	27,250,486	26,250,213	23,415,143	22,161,110
Fixed deposit not exceeding 3 months	38,260,927	142,923,077	38,260,927	135,166,031
Total	67,655,146	169,522,481	63,706,809	157,386,975

As at December 31, 2024 and 2023, savings accounts and fixed deposit not exceeding 3 months bear interest at the rates between 0.25% - 2.00% per annum and 0.15% - 2.25% per annum, respectively.

- 20 -

6. TRADE AND OTHER CURRENT RECEIVABLES

Trade and other current receivables as at December 31, are as follows:

		Unit : Baht			
	Note	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
Trade receivables - other companies					
Current		7,121,381	13,081,798	6,948,350	12,808,355
Overdue within 3 months		6,938,396	13,713,408	6,300,142	13,164,740
Over 3 - 6 months		-	17,334	-	17,334
Total trade receivables - other companies		14,059,777	26,812,540	13,248,492	25,990,429
<u>Less</u> Allowance for expected credit loss		-	-	-	-
Total trade receivables - other companies - net		14,059,777	26,812,540	13,248,492	25,990,429
Trade receivables - related companies					
Current	32	-	-	69,497	97,173
Total trade receivables - related companies - net		-	-	69,497	97,173
Total trade receivables - net		14,059,777	26,812,540	13,317,989	26,087,602
Current contract assets					
Current contract assets - related companies	32	12,948,796	6,831,320	10,886,871	5,312,826
Post Date Cheque		13,356	14,917	13,356	14,917
Other current receivables		49,712	60,840	-	-
Other current receivables - related companies	32	6,623,225	5,619,402	6,477,207	5,513,987
Total other current receivables - net		347,390	413,734	554,224	552,848
Total other current receivables - net		6,970,615	6,033,136	7,031,431	6,066,835
Total trade and other current receivables - net		34,042,256	39,752,753	31,249,647	37,482,180

Contract assets are balances due from customers under contracts that arise. Any amount previously recognized as a contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer. Contract assets will be invoiced and reclassified to trade receivables within 1 year.

The average credit term of trade and other current receivables is 7 - 30 days. No interest is charged on outstanding receivables.

The Group always measures the loss allowance for trade receivables at an amount equal to lifetime ECL. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. The Group has recognized a loss allowance of 100% against all receivables over 365 days past due because historical experience has indicated that these receivables are generally not recoverable.

The following table details the risk profile of trade receivables based on the Group's provision matrix. As the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the provision for loss allowance based on past due status is not further distinguished between the Group's different customer segments.

- 21 -

							Unit : Baht
Consolidated financial statements							
As at December 31, 2024	Not past due	Days past due				Total	
		Within 3 months	Over 3 months but less than 6 months	Over 6 months but less than 12 months	Over 12 months		
Trade receivables - other companies							
Expected credit loss rate	0%	0%	0%	0%	100%		
Expected total gross carrying amount at default	7,121,381	6,938,396	-	-	-	14,059,777	
Allowance for expected credit loss	-	-	-	-	-	-	
Total trade receivables - other companies	7,121,381	6,938,396	-	-	-	14,059,777	
							Unit : Baht
Consolidated financial statements							
As at December 31, 2023	Not past due	Days past due				Total	
		Within 3 months	Over 3 months but less than 6 months	Over 6 months but less than 12 months	Over 12 months		
Trade receivables - other companies							
Expected credit loss rate	0%	0%	0%	0%	100%		
Expected total gross carrying amount at default	13,081,798	13,713,408	17,334	-	-	26,812,540	
Allowance for expected credit loss	-	-	-	-	-	-	
Total trade receivables - other companies	13,081,798	13,713,408	17,334	-	-	26,812,540	
							Unit : Baht
Separate financial statements							
As at December 31, 2024	Not past due	Days past due				Total	
		Within 3 months	Over 3 months but less than 6 months	Over 6 months but less than 12 months	Over 12 months		
Trade receivables - other companies							
Expected credit loss rate	0%	0%	0%	0%	100%		
Expected total gross carrying amount at default	6,948,350	6,300,142	-	-	-	13,248,492	
Allowance for expected credit loss	-	-	-	-	-	-	
Total trade receivables - other companies	6,948,350	6,300,142	-	-	-	13,248,492	
							Unit : Baht
Separate financial statements							
As at December 31, 2023	Not past due	Days past due				Total	
		Within 3 months	Over 3 months but less than 6 months	Over 6 months but less than 12 months	Over 12 months		
Trade receivables - other companies							
Expected credit loss rate	0%	0%	0%	0%	100%		
Expected total gross carrying amount at default	12,808,355	13,164,740	17,334	-	-	25,990,429	
Allowance for expected credit loss	-	-	-	-	-	-	
Total trade receivables - other companies	12,808,355	13,164,740	17,334	-	-	25,990,429	

- 22 -

7. CURRENT FINANCIAL ASSETS

Other current financial assets as at December 31, are as follows:

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Fixed deposit exceeding 3 months but not over 12 months	124,768,757	33,660,206	108,068,757	25,160,206
Total	<u>124,768,757</u>	<u>33,660,206</u>	<u>108,068,757</u>	<u>25,160,206</u>

8. OTHER CURRENT ASSETS

Other current assets as at December 31, are as follows:

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Withholding tax	395,816	588,984	395,816	588,984
Undue input VAT receivables	1,848,862	2,661,365	1,828,853	2,638,918
Total	<u>2,244,678</u>	<u>3,250,349</u>	<u>2,224,669</u>	<u>3,227,902</u>

9. OTHER NON-CURRENT FINANCIAL ASSETS

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Deposits at bank as collateral	30,100,000	100,000	30,100,000	100,000
Total	<u>30,100,000</u>	<u>100,000</u>	<u>30,100,000</u>	<u>100,000</u>

- 23 -

10. INVESTMENT IN SUBSIDIARIES

Investments in subsidiaries as at December 31, and dividends received from those investments for the years then ended are as follows:

												Unit : Baht	
Subsidiaries	Shareholding percentage (%)		Paid-up capital		Separate financial statement						Dividend received		
					Cost method		Impairment		At cost-net				
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	
Readyplanet TravelTech Company Limited	100	100	3,000,000	3,000,000	32,880,752	32,880,752	(5,980,000)	(5,980,000)	26,900,752	26,900,752	5,999,600	-	
Readyplanet Max Company Limited	100	100	1,000,000	1,000,000	112,931,300	112,931,300	(101,050,000)	(101,050,000)	11,881,300	11,881,300	-	-	
Total					<u>145,812,052</u>	<u>145,812,052</u>	<u>(107,030,000)</u>	<u>(107,030,000)</u>	<u>38,782,052</u>	<u>38,782,052</u>	<u>5,999,600</u>	<u>-</u>	

Unit : Baht

As at December 31, 2024 and 2023, Readyplanet Max Company Limited has ceased its operation.

- 24 -

11. GOODWILL

The Company has goodwill from the acquisition of investments in subsidiaries as follows:

	Unit : Baht	
	Consolidated	
	financial statements	
	2024	2023
Cost		
As at January 1,	92,702,669	92,702,669
<u>Less Impairment loss</u>	<u>(90,000,000)</u>	<u>(90,000,000)</u>
As at December 31,	2,702,669	2,702,669

Remark Impairment loss consists of Readyplanet TravelTech Company Limited and Readyplanet Max Company Limited.

Impairment testing for carrying amount of goodwill

The recoverable amount was measured on its value in use, determined by discounted future cash flows from Readyplanet TravelTech Company Limited.

The assumptions determination of management assesses from the trends in the relevant industries in the future and the historical data from external and internal sources. The key assumptions used in the estimation of the recoverable amount are as follows:

Discount rate

The discount rate was based on weighted average cost of capital, with average cost of debt and equity, which consisted of risk free rate from 10-year government bond, market risk premium and average industry beta.

Forecasted earnings before interest, income tax expense, depreciation and amortization ("EBITDA") growth rate

Forecasted EBITDA growth rate was based on expectations of future outcomes taking into the past experience, adjusted for the anticipated revenue growth from rendering service. Revenue growth was projected from past experience.

The assumptions used in management assessment as at December 31, are as follow:

	(%per annum)	
	Readyplanet TravelTech Company Limited	
	2024	2023
Discount rate	12.00	14.00

- 25 -

12. INVESTMENT PROPERTIES

Investment properties as at December 31, are as follow;

	Consolidated financial statements		Unit : Baht
	Land	Building	Total
<i>Cost</i>			
December 31, 2023	3,305,276	15,173,735	18,479,011
December 31, 2024	3,305,276	15,173,735	18,479,011
<i>Accumulated depreciation</i>			
January 1, 2023	-	8,431,130	8,431,130
Depreciation for the year 2023	-	758,686	758,686
December 31, 2023	-	9,189,816	9,189,816
Depreciation for the year 2024	-	758,686	758,686
December 31, 2024	-	9,948,502	9,948,502
<i>Net book value</i>			
December 31, 2023	3,305,276	5,983,919	9,289,195
December 31, 2024	3,305,276	5,225,233	8,530,509
<i>Fair value</i>			
December 31, 2023			14,990,000
December 31, 2024			16,100,000

As at December 31, 2024 and 2023, Fair value is measured by an independent professional appraiser, using market price for land and building.

Items recognized in the statements of profit or loss and other comprehensive income arising from investment properties for the years ended December 31, 2024 and 2023 consist of following (separate financial statements : Nil) :

	Consolidated financial statements		Unit : Baht
	2024	2023	
Direct operating expenses arising from investment properties	758,686	758,686	

- 26 -

13. EQUIPMENT

Equipment as at December 31, are as follows:

	Consolidated financial statements		Unit : Baht
	Office furniture and equipment	Computer and equipment	Total
Cost			
January 1, 2023	11,916,128	8,200,498	20,116,626
Purchase	914,151	1,474,815	2,388,966
Disposal/Unused	(115,179)	(304,542)	(419,721)
December 31, 2023	12,715,100	9,370,771	22,085,871
Purchase	1,470,887	981,115	2,452,002
Disposal/Unused	(512,674)	(52,508)	(565,182)
December 31, 2024	13,673,313	10,299,378	23,972,691
Accumulated depreciation			
January 1, 2023	4,463,307	7,286,177	11,749,484
Depreciation for the year 2023	1,523,482	536,170	2,059,652
Disposal/Unused	(115,157)	(302,125)	(417,282)
Transferred to cost of other intangible assets other than goodwill*	493,407	166,827	660,234
December 31, 2023	6,365,039	7,687,049	14,052,088
Depreciation for the year 2024	1,662,838	747,160	2,409,998
Disposal/Unused	(512,195)	(52,494)	(564,689)
Transferred to cost of other intangible assets other than goodwill*	564,075	245,868	809,943
December 31, 2024	8,079,757	8,627,583	16,707,340
Net book value			
December 31, 2023	6,350,061	1,683,722	8,033,783
December 31, 2024	5,593,556	1,671,795	7,265,351

	Separate financial statements		Unit : Baht
	Office furniture and equipment	Computer and equipment	Total
Cost			
January 1, 2023	11,207,617	6,728,012	17,935,629
Purchase	914,151	1,474,815	2,388,966
Disposal/Unused	(71,426)	(214,421)	(285,847)
December 31, 2023	12,050,342	7,988,406	20,038,748
Purchase	1,470,887	981,115	2,452,002
Disposal/Unused	(512,674)	(52,508)	(565,182)
December 31, 2024	13,008,555	8,917,013	21,925,568
Accumulated depreciation			
January 1, 2023	3,754,813	5,904,396	9,659,209
Depreciation for the year 2023	1,523,482	495,843	2,019,325
Disposal/Unused	(71,407)	(212,009)	(283,416)
Transferred to cost of other intangible assets other than goodwill*	493,407	162,626	656,033
December 31, 2023	5,700,295	6,350,856	12,051,151
Depreciation for the year 2024	1,662,838	708,217	2,371,055
Disposal/Unused	(512,195)	(52,494)	(564,689)
Transferred to cost of other intangible assets other than goodwill*	564,075	240,283	804,358
December 31, 2024	7,415,013	7,246,862	14,661,875
Net book value			
December 31, 2023	6,350,047	1,637,550	7,987,597
December 31, 2024	5,593,542	1,670,151	7,263,693

* For the years ended December 31, 2024 and 2023, the Group and the Company capitalized depreciation expense as software development costs under other intangible assets other than goodwill.

- 27 -

As at December 31, 2024 and 2023, the Group had certain items of equipment that are fully depreciated but are still in use. The gross carrying amounts before deducting accumulated depreciation of those assets amounted to approximately Baht 9,337,314 and Baht 9,039,490, respectively, and the Company had certain items of equipment that are fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 7,423,792 and Baht 7,125,967, respectively.

14. RIGHT-OF-USE ASSETS

Right-of-use assets as at December 31, are as follows:

	Unit : Baht Consolidated and separate financial statements
<i>Cost</i>	
January 1, 2023	10,109,409
Increase	-
Decrease	-
December 31, 2023	10,109,409
Increase	1,458,474
Decrease	-
December 31, 2024	11,567,883
<i>Accumulated depreciation</i>	
January 1, 2023	2,093,365
Depreciation for the year 2023	1,430,002
Decrease	-
Transferred to cost of other intangible assets other than goodwill*	269,785
December 31, 2023	3,793,152
Depreciation for the year 2024	1,409,194
Transferred to cost of other intangible assets other than goodwill*	341,103
December 31, 2024	5,543,449
<i>Net book value</i>	
December 31, 2023	6,316,257
December 31, 2024	6,024,434

* For the years ended December 31, 2024 and 2023, the Group and the Company capitalized depreciation expense as software development costs under other intangible assets other than goodwill.

The Group leases several assets with the average lease term is 3 - 6 years (2023: 3 - 6 years).

Amount recognized in profit or loss for the years ended December 31, are as follows:

	Unit : Baht Consolidated and separate financial statements	
	2024	2023
Depreciation expense on right-of-use assets	1,409,194	1,430,002
Interest expense on lease liabilities	264,386	308,884

The maturity analysis of lease liabilities is disclosed in Note 33.

- 28 -

15. OTHER INTANGIBLE ASSETS OTHER THAN GOODWILL

Other intangible assets other than goodwill as at December 31, are as follows:

	Consolidated financial statements					Unit : Baht
	Computer software	Software development costs	Intangible assets under installation	Software development costs in process	Customer relationship	Total
Cost						
January 1, 2023	3,585,284	128,313,042	-	689,966	15,773,522	148,361,814
Purchases	228,000	19,414,463	1,029,660	1,047,013	-	21,719,136
Unused	-	(227,266)	-	-	-	(227,266)
Transferred from equipment*	-	656,033	-	4,201	-	660,234
Transferred from right-of-use assets*	-	269,785	-	-	-	269,785
Capitalized interest expenses	-	67,785	-	-	-	67,785
Transferred to/from	-	1,141,252	-	(1,141,252)	-	-
December 31, 2023	3,813,284	149,635,094	1,029,660	599,928	15,773,522	170,851,488
Purchases	-	19,766,361	4,655,622	1,250,618	-	25,672,601
Unused	-	-	-	-	-	-
Transferred from equipment*	-	804,358	-	5,585	-	809,943
Transferred from right-of-use assets*	-	341,103	-	-	-	341,103
Capitalized interest expenses	-	81,123	-	-	-	81,123
Transferred to/from	-	1,856,131	-	(1,856,131)	-	-
December 31, 2024	3,813,284	172,484,170	5,685,282	-	15,773,522	197,756,258
Accumulated amortization						
January 1, 2023	3,314,759	44,751,221	-	-	11,916,039	59,982,019
Amortized for the year 2023	161,323	13,610,068	-	-	2,251,852	16,023,243
Unused	-	(181,744)	-	-	-	(181,744)
December 31, 2023	3,476,082	58,179,545	-	-	14,167,891	75,823,518
Amortized for the year 2024	147,392	15,841,984	-	-	1,605,631	17,595,007
Unused	-	-	-	-	-	-
December 31, 2024	3,623,474	74,021,529	-	-	15,773,522	93,418,525
Net book value						
December 31, 2023	337,202	91,455,549	1,029,660	599,928	1,605,631	95,027,970
December 31, 2024	189,810	98,462,641	5,685,282	-	-	104,337,733

- 29 -

	Separate financial statements				Unit : Baht
	Computer software	Software development costs	Intangible assets under installation	Software development costs in process	Total
Cost					
January 1, 2023	3,339,940	123,815,942	-	-	127,155,882
Purchases	228,000	19,414,462	1,029,660	-	20,672,122
Unused	-	(227,266)	-	-	(227,266)
Transferred from equipment*	-	656,033	-	-	656,033
Transferred from right-of-use assets*	-	269,785	-	-	269,785
Capitalized interest expenses	-	67,785	-	-	67,785
December 31, 2023	3,567,940	143,996,741	1,029,660	-	148,594,341
Purchases	-	19,766,361	4,655,622	-	24,421,983
Unused	-	-	-	-	-
Transferred from equipment*	-	804,358	-	-	804,358
Transferred from right-of-use assets*	-	341,103	-	-	341,103
Capitalized interest expenses	-	81,123	-	-	81,123
December 31, 2024	3,567,940	164,989,686	5,685,282	-	174,242,908
Accumulated amortization					
January 1, 2023	2,972,613	43,508,016	-	-	46,480,629
Amortized for the year 2023	161,323	13,099,700	-	-	13,261,023
Unused	-	(181,744)	-	-	(181,744)
December 31, 2023	3,133,936	56,425,972	-	-	59,559,908
Amortized for the year 2024	147,392	15,274,093	-	-	15,421,485
December 31, 2024	3,281,328	71,700,065	-	-	74,981,393
Net book value					
December 31, 2023	434,004	87,570,769	1,029,660	-	89,034,433
December 31, 2024	286,612	93,289,621	5,685,282	-	99,261,515

* For the years ended December 31, 2024 and 2023, the Group and the Company capitalized depreciation expense of equipment and right-of-use assets as software development costs under other intangible assets other than goodwill.

As at December 31, 2024 and 2023, the Group had certain items of other intangible assets other than goodwill that are fully amortized but are still in use. The gross carrying amounts before deducting accumulated amortization of those assets amounted to approximately Baht 3,295,041 and Baht 2,872,041, respectively, and the Company had certain items of other intangible assets other than goodwill that are fully amortized but are still in use. The gross carrying amount before deducting accumulated amortization of those assets amounted to approximately Baht 2,980,891 and Baht 2,557,891, respectively.

- 30 -

16. DEFERRED TAXES

Deferred tax assets and liabilities as at December 31, are as follows:

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Deferred tax assets	4,721,727	4,915,738	4,280,220	4,558,028
Deferred tax liabilities	-	(321,126)	-	-
Deferred tax net	4,721,727	4,594,612	4,280,220	4,558,028

Deferred tax assets and liabilities are offset when such deferred tax assets and liabilities related to the same fiscal authority. Deferred tax assets and deferred tax liabilities in the consolidated financial positions are presented at net amount of assets and liabilities incurred in each entity.

Movements of deferred tax assets and liabilities during the years are as follows:

As at December 31, 2024	Consolidated financial statements				Unit : Baht
	As at January 1, 2024	Recognized in profit or loss	Recognized in other comprehensive income	Transfer out	As at December 31, 2024
Deferred tax assets					
Non-current provisions for employee benefits	4,588,760	740,895	(984,690)	-	4,344,965
Lease liabilities	1,946,427	58,364	-	-	2,004,791
Other provision	304,566	79,480	-	-	384,046
Total	6,839,753	878,739	(984,690)	-	6,733,802
Deferred tax liabilities					
Fair value adjustment of subsidiaries' assets regarding business combinations	321,127	(321,127)	-	-	-
Right-of-use assets	1,924,014	88,061	-	-	2,012,075
Total	2,245,141	(233,066)	-	-	2,012,075
Deferred tax - net	4,594,612	1,111,805	(984,690)	-	4,721,727

As at December 31, 2023	Consolidated financial statements				Unit : Baht
	As at January 1, 2023	Recognized in profit or loss	Recognized in other comprehensive income	Transfer out	As at December 31, 2023
Deferred tax assets					
Lease liabilities	457	(457)	-	-	-
Non-current provisions for employee benefits	3,818,988	769,772	-	-	4,588,760
Lease liabilities	1,526,300	420,127	-	-	1,946,427
Other provision	288,869	15,697	-	-	304,566
Total	5,634,614	1,205,139	-	-	6,839,753
Deferred tax liabilities					
Fair value adjustment of subsidiaries' assets regarding business combinations	771,497	(450,370)	-	-	321,127
Right-of-use assets	1,603,209	320,805	-	-	1,924,014
Total	2,374,706	(129,565)	-	-	2,245,141
Deferred tax - net	3,259,908	1,334,704	-	-	4,594,612

- 31 -

					Unit : Baht
As at December 31, 2024	Separate financial statements				As at December 31, 2024
	As at January 1, 2024	Recognized in profit or loss	Recognized in other comprehensive income	Transfer out	
Deferred tax assets					
Non-current provisions for employee benefits	4,231,049	669,432	(997,023)	-	3,903,458
Lease liabilities	1,946,427	58,364	-	-	2,004,791
Other provision	304,566	79,480	-	-	384,046
Total	6,482,042	807,276	(997,023)	-	6,292,295
Deferred tax liabilities					
Right-of-use assets	1,924,014	88,061	-	-	2,012,075
Total	1,924,014	88,061	-	-	2,012,075
Deferred tax - net	4,558,028	719,215	(997,023)	-	4,280,220

					Unit : Baht
As at December 31, 2023	Separate financial statements				As at December 31, 2023
	As at January 1, 2023	Recognized in profit or loss	Recognized in other comprehensive income	Transfer out	
Deferred tax assets					
Contract liabilities	457	(457)	-	-	-
Non-current provisions for employee benefits	3,487,387	743,662	-	-	4,231,049
Lease liabilities	1,526,300	420,127	-	-	1,946,427
Other provision	288,869	15,697	-	-	304,566
Total	5,303,013	1,179,029	-	-	6,482,042
Deferred tax liabilities					
Right-of-use assets	1,603,209	320,805	-	-	1,924,014
Total	1,603,209	320,805	-	-	1,924,014
Deferred tax - net	3,699,804	858,224	-	-	4,558,028

17. OTHER NON-CURRENT ASSETS

Other non-current assets as at December 31, are as follows:

				Unit : Baht
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Withholding tax over 1 year	2,171,065	6,460,455	1,531,634	5,821,024
Prepaid expense over 1 year	683,031	223,939	683,031	223,939
Deposits	1,648,339	1,276,051	1,647,140	1,274,852
Total	4,502,435	7,960,445	3,861,805	7,319,815

18. TRADE AND OTHER CURRENT PAYABLES

Trade and other current payable as at December 31, are as follows:

					Unit : Baht
Note	Consolidated financial statements		Separate financial statements		
	2024	2023	2024	2023	
Trade payables - other companies	35,800,574	42,320,964	35,686,184	42,205,766	
Trade payables - related companies	32	-	-	112,350	
Other current payables - other companies	10,343,315	9,504,581	9,541,809	8,208,146	
Other current payables - related companies	32	-	-	1,352	
Payables for purchasing assets	-	63,344	-	63,344	
Total	46,143,889	51,888,889	45,227,993	50,590,958	

- 32 -

19. CONTRACT LIABILITIES

Contract liabilities which are unearned revenue as at December 31, are as follows:

	Consolidated financial statements		Unit : Baht Separate financial statements	
	2024	2023	2024	2023
Unearned revenue	66,235,512	66,905,995	65,235,464	66,165,003
<u>Less</u> Current portion	<u>(61,171,630)</u>	<u>(60,538,509)</u>	<u>(60,171,582)</u>	<u>(59,797,517)</u>
	<u>5,063,882</u>	<u>6,367,486</u>	<u>5,063,882</u>	<u>6,367,486</u>

The following table shows the revenue amounts recognized in the current reporting period related to the beginning balances of contract liabilities. The Group had no revenue recognized in the current reporting period that related to performance obligations that were satisfied in a prior year.

	Consolidated financial statements		Unit : Baht Separate financial statements	
	2024	2023	2024	2023
Unearned revenue as at January 1,	66,905,995	71,175,255	66,165,003	70,452,692
<u>Plus</u> Increase during the year	<u>176,655,082</u>	<u>163,870,069</u>	<u>173,347,334</u>	<u>160,749,881</u>
<u>Less</u> Revenue amounts recognized in the current reporting year related to the beginning balances of contract liabilities	<u>(61,274,984)</u>	<u>(55,300,583)</u>	<u>(60,510,195)</u>	<u>(54,608,948)</u>
<u>Less</u> Revenue amount recognized in the current reporting year related to the increased during the year	<u>(116,050,581)</u>	<u>(112,838,746)</u>	<u>(113,766,678)</u>	<u>(110,428,622)</u>
	<u>(177,325,565)</u>	<u>(168,139,329)</u>	<u>(174,276,873)</u>	<u>(165,037,570)</u>
Unearned revenue as at December 31,	<u>66,235,512</u>	<u>66,905,995</u>	<u>65,235,464</u>	<u>66,165,003</u>

Contract liabilities classified by revenue recognition period as at December 31, are as follows:

	Consolidated financial statements						Unit : Baht
	2024			2023			
	Within 1 year	Over 1 year but not over 5 years	Total	Within 1 year	Over 1 year but not over 5 years	Total	
Unearned revenue	61,171,630	5,063,882	66,235,512	60,538,509	6,367,486	66,905,995	

	Separate financial statements						Unit : Baht
	2024			2023			
	Within 1 year	Over 1 year but not over 5 years	Total	Within 1 year	Over 1 year but not over 5 years	Total	
Unearned revenue	60,171,582	5,603,882	65,235,464	59,797,517	6,367,486	66,165,003	

- 33 -

20. NON-CURRENT PROVISION FOR EMPLOYEE BENEFITS

Non-current provisions for employee benefits as at December 31, are as follows:

	Consolidated		Unit : Baht	
	financial statements		Separate	
	2024	2023	2024	2023
<i>Non-current provisions for employee benefits</i>				
Beginning balances	23,830,685	19,972,589	22,032,897	18,314,588
Add Current service cost	3,164,276	3,493,113	2,862,114	3,212,827
Interest cost	530,976	549,747	485,044	505,482
Less -Benefits paid during the period	-	(184,764)	-	-
-Gains on re-measurements of defined benefit plans	(4,923,462)	-	(4,985,113)	-
Ending balances	22,602,475	23,830,685	20,394,942	22,032,897

The Group and the Company recognized these expenses in the statements of profit or loss and other comprehensive income for the years ended December 31, are as follows:

	Consolidated		Unit : Baht	
	financial statements		Separate	
	2024	2023	2024	2023
Cost of services	856,555	1,483,268	660,748	1,313,656
Distribution costs	960,635	852,111	930,370	828,033
Administrative expenses	1,878,062	1,707,481	1,756,040	1,576,620
Total	3,695,252	4,042,860	3,347,158	3,718,309

The principal assumptions used in determining the non-current provisions for employee benefits are shown as follows:

	Consolidated		(% per annum)	
	financial statements		Separate	
	2024	2023	2024	2023
Discount rate	2.54 - 2.56	2.67 - 2.76	2.56	2.76
Salary increase rate (depends on the age range)	4.4 - 6.5	5 - 6	4.4 - 6.3	5.5 - 6
Employee turnover rate (depends on the age range)	0 - 30	0 - 34	0 - 30	0 - 34

Significant actuarial assumptions for the determination of the defined employee benefit obligations were discount rate and expected salary increase rate. The sensitivity analysis below was determined based on reasonably possible changes of the respective assumption occurring at the end of the reporting period, while holding all other assumptions constant.

The impact on the employee benefit obligations increased/(decreased) as at December 31, were as follows:

- 34 -

	Consolidated financial statements		Unit : Baht	
			Separate financial statements	
	2024	2023	2024	2023
Discount rate decrease 1%	3,053,602	3,127,355	2,782,044	2,889,218
Discount rate increase 1 %	(2,588,935)	(2,666,988)	(2,354,287)	(2,462,676)
Salary increase rate decrease 1%	(2,641,295)	(3,106,252)	(2,401,443)	(2,860,247)
Salary increase rate increase 1%	3,056,661	3,628,187	2,784,416	3,340,865
Employee turnover rate (depends on the age range) decrease 10%	1,171,270	1,234,728	1,051,189	1,120,128
Employee turnover rate (depends on the age range) increase 10%	(1,047,327)	(1,082,221)	(940,071)	(980,913)

The sensitivity analysis presented above might not be representative of the actual change in the defined employee benefit obligations as it was unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions might be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation was calculated using the Projected Unit Credit Method at the end of the report period, which was the same as that applied in calculating the post-employment benefit obligations liability recognized in the statement of financial position.

Maturity analysis of the benefit payments of the provision for employee benefits obligation as at December 31, are as follows:

	Consolidated financial statements		Unit : Baht	
			Separate financial statements	
	2024	2023	2024	2023
Over 1 to 5 years	-	-	-	-
Over 5 to 10 years	16,810,987	20,312,948	15,618,904	19,161,850
Over 10 years	56,477,107	54,213,889	51,779,418	49,879,975
Total	<u>73,288,094</u>	<u>74,526,837</u>	<u>67,398,322</u>	<u>69,041,825</u>

21. SHARE CAPITAL AND SHARE PREMIUM ON ORDINARY SHARES

During the year ended December 31, 2023, the Company had changed in share capital as follows:

The Company has called up on the newly issued ordinary shares from initial public offering of 15,000,000 shares at Baht 7.30 per share for the totaling of Baht 109,500,000. The Company has registered those issued and paid-up ordinary shares with Department of Business Development on February 17, 2023. In addition, the Company has recorded such transaction as share premium on ordinary shares netting of transaction costs directly attributable to the equity transaction during the year ended December 31, 2023 in amount of Baht 94,754,767. As such, as at December 31, 2023 and 2024, the Group had share premium on ordinary shares at Baht 122,882,778.

- 35 -

During the year ended December 31, 2024, the Company had changed in share capital as follows:

On April 24, 2024, the 2024 Annual General Meeting of Shareholders had approved the appropriation of the legal reserve of Baht 1,672,282 and the dividend payment from the results of the operations for the year ended December 31, 2023 to the shareholders. The dividends are divided into the dividend payment in cash at the rate of Baht 0.20 per share with the total amount of Baht 20 million, and the dividend payment in a form of ordinary shares of the Company in the ratio of 5 of current shares for 1 dividend share with the total amount of Baht 10 million (20,000,000 ordinary shares with a par value of Baht 0.50 per share) which is equivalent to the amount of dividend at the rate of Baht 0.30 per share. The determination of the list of shareholders entitled to receive dividend payment (Record date) shall be March 8, 2024. The dividend payments are scheduled to be made on May 21, 2024, and consider and approve an increase in the Company's authorized share capital in relation to the dividend payment in a form of ordinary shares.

On April 29, 2024, the Company registered an additional 20,000,000 ordinary shares with a par value of Baht 0.50 per share, totaling Baht 10 million, to be issued as stock dividends. The Company registered the issued and paid-up ordinary shares with Department of Business Development on May 23, 2024, amounting to 19,999,977 ordinary shares with a par value of Baht 0.50 per share, totaling Baht 9,999,989, and registered those shares with the Stock Exchange of Thailand on May 28, 2024. As such, as at December 31, 2024, the Group had issued and paid-up ordinary shares totaling Baht 59,999,989.

On May 21, 2024, the Company paid a dividend consisting of 19,999,977 ordinary shares and cash totaling Baht 20,000,000. In the event that any shareholder has a fraction of a share remaining after the allocation of the dividend shares, pay the dividend in cash instead of issuing dividend shares, amounting to a total distribution of Baht 30,000,000.

22. SURPLUS ON SHARE BASED PAYMENT

As at December 31, 2024 and 2023, the Company has surplus on share based payment of Baht 4,527,138, pertain to the existing shareholders of the Company sold 10,000 ordinary shares to its employees at price of Baht 10 per share with par value of Baht 10. The shares are conditioned to remain in employment until the Company completes its listing on the Stock Exchange of Thailand.

23. DEFICIT ARISING FROM CHANGE IN OWNERSHIP INTEREST IN SUBSIDIARIES

As at December 31, 2024 and 2023, the Group had deficit arising from change in ownership interest in subsidiaries at Baht 13,703,370.

- 36 -

24. LEGAL RESERVE

Section 116 of the Public Limited Companies Act B.E. 2535 requires that a company shall allocate not less than 5% of its annual net profit less the accumulated losses brought forward, if any, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered capital. The legal reserve is not available for dividend distribution.

25. DIVIDEND PAYMENT

On April 24, 2024 the Annual General Meeting of Shareholders passed a resolution to pay annual dividends to ordinary shareholders at Baht 0.30 per share, totaling of Baht 30 million, and to make appropriation of the legal reserve in the amount of Baht 2.04. Such dividends have been paid on May 21, 2024.

26. REVENUE FROM RENDERING SERVICES

Revenue from rendering services for the years ended December 31, are as follow;

Consolidated financial statements							Unit : Baht
	2024			2023			
	Timing of revenue recognition			Timing of revenue recognition			
	Point in time	Overtime	Total	Point in time	Overtime	Total	
Revenue from rendering services	13,127,137	182,062,143	195,189,280	10,404,381	176,713,922	187,118,303	

Separate financial statements							Unit : Baht
	2024			2023			
	Timing of revenue recognition			Timing of revenue recognition			
	Point in time	Overtime	Total	Point in time	Overtime	Total	
Revenue from rendering services	11,894,099	164,177,868	176,071,967	8,621,678	158,841,507	167,463,185	

27. OTHER INCOME

Other income for the years ended December 31, are as follows:

	Consolidated financial statements		Separate financial statements		Unit : Baht
	2024	2023	2024	2023	
Dividend income	-	-	5,999,600	-	
Rental income	-	-	274,800	535,200	
Other service income	-	-	808,800	426,000	
Gain on translation of foreign currencies	809	291,346	-	290,335	
Share of profit from a liquidated subsidiary	-	-	-	7,782,121	
Others	837,458	562,823	804,167	500,681	
Total	838,267	854,169	7,887,367	9,534,337	

- 37 -

28. EXPENSES BY NATURE

The analysis of expenses by nature for the years ended December 31, are as follows:

	Consolidated		Unit : Baht	
	financial statements		Separate	
	2024	2023	2024	2023
Cost of services and commissions	29,927,812	29,359,176	28,716,266	27,929,892
Director and management benefit expenses	12,139,136	18,826,975	12,139,136	18,826,975
Employee expenses	68,298,702	62,174,129	61,935,140	55,277,192
Depreciation	4,581,239	4,248,340	3,780,249	3,449,327
Amortization	17,590,948	16,023,243	15,421,484	13,261,023
Advertising expenses	526,707	2,048,308	476,050	1,535,092
Service rental fee	1,556,523	1,435,568	2,196,750	1,894,066
Professional service expense	953,001	1,357,500	588,001	992,500
Repair and maintenance expense	145,390	94,114	136,849	88,637
Insurance premium	2,166,006	1,717,778	2,086,164	1,665,267
Bank and other related fee	909,256	935,837	900,927	929,089
Other expenses	11,221,224	11,825,154	10,244,178	10,695,647
Total	150,015,944	150,046,122	138,621,194	136,544,707

29. PROVIDENT FUND

The Group has set up and registered provident fund in accordance with the Provident Fund Act B.E. 2530 (1987), in order to be the savings and welfare promotion, as well as the fringe benefits upon resignation or retirement to its employees according to the Company's regulation. The fund is partly contributed by the employees and another part by the Company at the rate of 3% on their basic salaries. Hereby, the Company has appointed the TISCO Asset Management Company Limited to be the fund manager.

Provident fund contributions made by the Company and its subsidiaries for their employees and recorded as expenses in the statements of profit or loss and other comprehensive income for the years ended December 31, 2024 and 2023 are as follows:

	Consolidated		Unit : Baht	
	financial statements		Separate	
	2024	2023	2024	2023
Registered Provident Fund	1,323,960	1,260,923	1,209,089	1,143,729

30. INCOME TAX

Corporate income taxes of the Group for the years ended December 31, 2024 and 2023 are calculated from the accounting profit or loss and adjusted with other revenues and some expenses which are exempted from income tax, such as dividend income, or being disallowable expenses in income tax computation purposes such as doubtful debt and loss on impairment, etc.

- 38 -

The corporate income tax of the Company is calculated at the rate of 20 percent.

The corporate income taxes of subsidiaries established under Thai law are calculated at the rate of 15 and 20 percent.

Income tax expense (income) recognized in the statement of profit or loss and other comprehensive income for the year ended December 31, are as follow:

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Unit : Baht				
Current income tax expense (income)				
Current year	9,951,718	10,701,216	8,323,692	9,231,427
Deferred tax				
Temporary difference	(1,111,805)	(1,334,704)	(719,215)	(858,223)
Total income tax expense (income)	<u>8,839,913</u>	<u>9,366,512</u>	<u>7,604,477</u>	<u>8,373,204</u>

Reconciliation of effective tax rate

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Unit : Baht				
	Tax rate (%)	Amount Baht	Tax rate (%)	Amount Baht
Profit for the year		40,592,403		30,094,241
Income tax expense		8,839,913		9,366,512
Profit before income tax		<u>49,432,316</u>		<u>39,460,753</u>
Income tax using applicable tax rate	15.00 - 20.00	11,212,589	15.00 - 20.00	9,805,273
Tax effect of non-deductible expense (benefit)				
- Incomes that are exempt from taxation		(1,199,920)		-
- Expenses not deductible for tax purposes		(221,028)		(378,207)
- Expenses for tax incentives		(5,570)		(60,554)
- Other		(946,158)		-
Income tax expense	17.88	<u>8,839,913</u>	23.74	<u>9,366,512</u>

	Separate financial statements		Separate financial statements	
	2024	2023	2024	2023
Unit : Baht				
	Tax rate (%)	Amount Baht	Tax rate (%)	Amount Baht
Profit for the years		40,768,760		33,445,640
Income tax expense		7,604,477		8,373,204
Profit before income tax		<u>48,373,237</u>		<u>41,818,844</u>
Income tax using applicable tax rate	20.00	9,674,647	20.00	8,363,769
Tax effect of non-deductible expense (benefit)				
- Incomes that are exempt from taxation		(1,199,920)		-
- Expenses not deductible for tax purposes		8,943		33,036
- Expenses for tax incentives		(4,502)		(23,601)
- Other		(874,691)		-
Income tax expense	15.72	<u>7,604,477</u>	20.02	<u>8,373,204</u>

31. EARNINGS PER SHARE

Basic earnings per share for the years ended December 31, 2024 and 2023 are calculated by dividing profit for the years attributable to equity holders of the parent with the number of common stocks held by outsiders by the weighted average method as follows:

	Consolidated financial statements	
	2024	2023
Basic earnings per share from continuing operation		
Profit attributable to ordinary share owners (Baht)	40,592,403	30,094,241
Number of ordinary shares outstanding as at January 1, (Share)	100,000,000	85,000,000
Balance after change in par value of ordinary shares (Share)	119,999,977	100,000,000
Weighted average number of ordinary shares (Share)	119,999,977	118,068,470
Basic earnings per share (Baht/Share)	0.34	0.25
	Separate financial statements	
	2024	2023
Profit attributable to ordinary share owners of the parent company (Baht)	40,768,760	33,445,640
Number of ordinary shares outstanding as at January 1, (Share)	100,000,000	85,000,000
Balance after change in par value of ordinary shares (Share)	119,999,977	100,000,000
Weighted-average number of ordinary shares (Share)	119,999,977	118,068,470
Basic earnings per share (Baht/Share)	0.34	0.28

During the year ended December 31, 2023, the Group has newly issued ordinary shares from initial public offering of 15,000,000 was resulting in the change in the number of shares from 85,000,000 to 100,000,000 shares (see note 21). For the basic earnings per share to be comparable, the weighted average number of ordinary shares in issue for the year ended December 31, 2023 was revised as if the change in par value occurred at the beginning of the year.

During the year ended December 31, 2024, the Group has newly issued ordinary shares of 19,999,977 as a dividend was resulting in the change in the number of shares from 100,000,000 to 119,999,977 (see note 21). For the basic earnings per share to be comparable, the weighted average number of ordinary shares in issue for the year ended December 31, 2024 was revised as if the change in par value occurred at the beginning of the year.

- 40 -

32. TRANSACTIONS WITH RELATED PERSONS AND PARTIES

The Group have certain transactions with the related persons and parties which are related through directorship or shareholding or having shareholders or co-directors.

Transactions with related person or parties are conducted at market prices or, where no market price exists, at contractually agreed prices.

Relationships with related person or parties as at December 31, 2024 and 2023 are as follows:

Related person or parties	Nature of relationships
1. Subsidiaries	See Note 10
2. Related companies	
2.1 Humanica Public Company Limited	Co-directors
2.2 Tiger Soft (1998) Co., Ltd.	Humanica Public Company Limited is major shareholder
2.3 Professional Outsourcing Solutions Co., Ltd.	Humanica Public Company Limited is major shareholder
2.4 Meesize Co., Ltd.	Co-directors
3. Related persons	Executives, shareholders and co-directors

Balances with related persons and parties are as follow:

					Unit : Baht	
Balances in statements of financial position	Notes	Consolidated financial statements		Separate financial statements		
		2024	2023	2024	2023	
<i>Trade receivables</i>						
- Subsidiaries	6	-	-	69,497	97,173	
<i>Current contract assets</i>						
- Related companies	6	13,356	14,917	13,356	14,917	
<i>Other current receivables</i>						
- Subsidiaries		-	-	206,835	139,114	
- Related companies		347,390	413,734	347,390	413,734	
Total	6	347,390	413,734	554,225	552,848	
<i>Intangible assets other than goodwill</i>						
- Related companies		312,000	-	312,000	-	
<i>Trade payables</i>						
- Subsidiaries	18	-	-	-	112,350	
<i>Other current payables</i>						
- Subsidiaries	18	-	-	-	1,352	
<i>Current contract liabilities</i>						
- Subsidiaries		-	-	46,828	48,911	
- Related companies		26,142	443,898	26,142	443,898	
- Related persons		5,660	6,216	5,660	6,216	
Total		31,802	450,114	78,630	499,025	

- 41 -

Transactions in statement of profit or loss and other comprehensive income	Consolidated financial statements		Unit : Baht	
			Separate financial statements	
For the year ended December 31	2024	2023	2024	2023
<i>Revenue from rendering services</i>				
- Subsidiaries	-	-	985,987	1,013,418
- Related companies	1,050,807	1,041,136	1,050,807	1,041,136
- Related persons	10,456	10,740	10,456	10,740
Total	<u>1,061,263</u>	<u>1,051,876</u>	<u>2,047,250</u>	<u>2,065,294</u>
<i>Dividend income</i>				
- Subsidiaries	-	-	5,999,600	-
<i>Other income</i>				
- Subsidiaries	-	-	7,083,200	961,200
<i>Cost of rendering services</i>				
- Subsidiaries	-	-	454,211	141,064
<i>Administrative expenses</i>				
- Related companies	423,633	619,971	423,633	619,971

Transactions in statement of profit or loss and other comprehensive income	Consolidated financial statements		Unit : Baht	
			Separate financial statements	
For the year ended December 31,	2024	2023	2024	2023
<i>Key management personnel compensation</i>				
- Short-term benefits	14,262,257	16,570,209	14,262,257	16,570,209
- Post-employment benefits	1,038,223	1,521,766	1,308,223	1,521,766

The key management compensation comprises the remuneration paid to the directors and management of the Group in terms of salary, bonus, special benefits and others including provident fund contribution that the Group paid to management as an employee.

Significant agreements with related parties

Management agreement

The Company entered into the management agreement with its subsidiaries to provide management and administrative services to its subsidiaries under the price and conditions stated in the agreements.

Online advertising service agreement

The Company subcontract the online advertising service agreement with its subsidiary under the price and conditions stated in the agreements.

- 42 -

33. LEASE LIABILITIES

Maturity analysis of lease liabilities as at December 31 are as follow;

	Unit : Baht	
	Consolidated and separate financial statements	
	2024	2023
Lease liabilities	6,480,095	7,100,076
Less Deferred interest	(492,077)	(671,753)
Lease liabilities - net	<u>5,988,018</u>	<u>6,428,323</u>
Maturity analysis:		
Within 1 year	2,030,290	1,604,023
Over 1 year within 5 years	3,957,728	4,824,300
Total	<u>5,988,018</u>	<u>6,428,323</u>

The Group and the Company enter into significant building lease agreement. The rental payment is on a monthly basis at the contractual rate. The terms of the agreements are generally 3 years with the option to renew the lease term.

The Group and the Company do not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored by management of the Group and the Company.

34. COMMITMENTS AND CONTINGENT LIABILITIES

The Group had commitments on short-term and/or low value leases and services agreement as at December 31 as follows:

	Unit: Baht			
	Consolidated financial statements		Separate financial statements	
Transactions	2024	2023	2024	2023
Current portion				
- Office rental	384,384	-	384,384	-
- Common service fee	3,555,704	2,250,641	3,555,704	2,250,641
- Cleaning, call center and messenger services	2,007,000	-	2,007,000	-
- Office equipment rental and internet services	48,000	60,000	48,000	60,000
- Assets warehouse rental	127,800	15,680	97,560	5,600
Over 1 year but not over 5 years				
- Office rental	733,824	-	733,824	-
- Common service fee	5,435,234	502,272	5,435,234	502,272
- Cleaning service fee	96,000	-	96,000	-
- Assets warehouse rental	42,600	-	32,520	-

- 43 -

For the year ended December 31, 2024 and 2023, the Group recognized expenses under short-term and/or low value leases and services agreement in the consolidated statement of profit or loss and other comprehensive income at amounting to Baht 4,876,975 and Baht 2,201,946, respectively. The Company recognized expenses under short-term and/or low value leases and services agreement in the separate statement of profit or loss and other comprehensive income at amounting to Baht 4,846,735 and Baht 2,171,706, respectively.

35. FINANCIAL INFORMATION BY SEGMENT

Segment information is presented in respect of the Group's business segments. The primary format in segment information report is based on the Group's management and internal reporting structure. The internal report is regularly reviewed by the chief operating decision maker in order to make decision about allocation of resources to the segment and evaluate its performance. The chief operating decision maker has been identified as the Board of Directors.

The accounting policies of the operating segments are the same as those described in Note 3.

The Group comprises the following main business segments:

Segment 1	All-in-One Sales and Marketing Platform
Segment 2	Hotel Direct Booking Platform

During the years ended December 31, 2024 and 2023, there are no revenues from sales and services with a single external customer contributed to 10% or more to the Group's total revenues.

- 44 -

Operating segment by business in the consolidated financial statements of the Group for the years ended December 31, 2024 and 2023 are as follows:

	All-in-One Platform		Hotel Direct Booking Platform		Consolidated financial statements		Unit : Baht
	2024	2023	2024	2023	2024	2023	
<i>For the years ended December 31,</i>							
Revenue from rendering services	175,085,980	166,449,766	20,103,300	20,668,537	195,189,280	187,118,303	
Cost of rendering services	56,681,459	57,161,119	5,490,860	5,925,447	62,172,319	63,086,566	
Gross profit by segments	118,404,521	109,288,647	14,612,440	14,743,090	133,016,961	124,031,737	
Non-allocation expenses					87,843,625	86,959,556	
Operating profit					45,173,336	37,072,181	
Other income					838,267	854,169	
Finance income					3,767,949	1,921,770	
Finance costs					347,236	387,367	
Income tax expense					8,839,913	9,366,512	
Profit for the periods					40,592,403	30,094,241	
							Unit : Baht
					As at	As at	
					December 31,	December 31,	
					2024	2023	
Total assets for reportable segments					396,895,695	380,531,846	
Total liabilities for reportable segments					157,851,084	166,018,399	

- 45 -

During the year ended December 31, 2024, the Group has changed the structure of its internal organization that causes the changes in the composition of its reportable segments by converting self services segment and managed services segment to All-in-One Platform segment and Hotel Direct Booking Platform segment. The Group has restated the corresponding information the year ended December 31, 2023 to conform with the reporting segment used in current period's financial statements. Such changes affects the revenue and costs from rendering services as following:

Revenue from rendering services under the self services segment was changed to All-in-One Platform segment and Hotel Direct Booking Platform segment at amounting to Baht 50,939,647 and Baht 18,861,483, respectively.

Revenue from rendering services under the managed services segment was changed to All-in-One Platform segment and Hotel Direct Booking Platform segment at amounting to Baht 115,510,119 and Baht 1,807,054, respectively.

Cost from rendering services under the self services segment was changed to All-in-One Platform segment and Hotel Direct Booking Platform segment at amounting to Baht 23,024,273 and Baht 5,464,580, respectively.

Cost from rendering services under the managed services segment was changed to All-in-One Platform segment and Hotel Direct Booking Platform segment at amounting to Baht 34,136,846 and Baht 460,867, respectively.

36. DISCLOSURE OF FINANCIAL INSTRUMENTS

The Group have information relating to financial instruments both in and off statements of financial position, as follows:

36.1 Risk from breach of contracts

- Due to the contracting parties do not follow the requirement in the contract which caused damage to the Group.
- Risk from concentration of credit is minimal. Due to businesses of the Group spread through out the industries and not concentrated within any particular customers or group of customers and the Group has closely monitored each trade receivable business. Thus, the Group does not expect any material damage from this kind of risk.
- Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on customers requiring credit over a certain amount. At the reporting date, there is no significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position. However, the Group does not anticipate material losses from its debt collection.

36.2 Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

- 46 -

36.3 Risk relating to interest rate

Risk from the fluctuation of interest rate from borrowings may have negative effect to the Group for the current and the following years. The Group expect that they can manage the contingent risk, due to they have set up a plan and follow up the situation closely.

The effective interest rates of financial liabilities as at December 31, 2024 and 2023 and the periods in which the borrowings mature or re-price are as follows:

					Unit : Baht
<i>As at December 31, 2024</i>					
	Effective interest rate	Consolidated financial statements Outstanding balance maturing			Total
		Within 1 year	Over 1 year but not over 5 years	More than 5 years	
	(% per annum)				
Trade and other current payables	-	46,143,889	-	-	46,143,889
Lease liabilities	4.69% - 6.93%	2,030,290	3,957,728	-	5,988,018
Corporate income tax payable	-	720,297	-	-	720,297
Other current liabilities	-	4,246,838	-	-	4,246,838
<i>As at December 31, 2023</i>					Unit : Baht
	Effective interest rate	Consolidated financial statements Outstanding balance maturing			Total
		Within 1 year	Over 1 year but not over 5 years	More than 5 years	
	(% per annum)				
Trade and other current payables	-	51,888,889	-	-	51,888,889
Lease liabilities	4.69% - 5.50%	1,604,023	4,824,300	-	6,428,323
Corporate income tax payable	-	413,260	-	-	413,260
Other current liabilities	-	5,949,124	-	-	5,949,124
<i>As at December 31, 2024</i>					Unit : Baht
	Effective interest rate	Separate financial statements Outstanding balance maturing			Total
		Within 1 year	Over 1 year but not over 5 years	More than 5 years	
	(% per annum)				
Trade and other current payables	-	45,227,993	-	-	45,227,993
Lease liabilities	4.69% - 6.93%	2,030,290	3,957,728	-	5,988,018
Other current liabilities	-	4,045,878	-	-	4,045,878
<i>As at December 31, 2023</i>					Unit : Baht
	Effective interest rate	Separate financial statements Outstanding balance maturing			Total
		Within 1 year	Over 1 year but not over 5 years	More than 5 years	
	(% per annum)				
Trade and other current payables	-	50,590,958	-	-	50,590,958
Lease liabilities	4.69% - 5.50%	1,604,023	4,824,300	-	6,428,323
Other current liabilities	-	5,773,484	-	-	5,773,484

- 47 -

Interest rate sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to interest rates for floating rate liabilities. The analysis is prepared assuming the amount of liability outstanding at the reporting date was outstanding for the whole year and an increase or decrease is used when reporting interest rate risk internally to assessment of the reasonably possible change in interest rates.

The effect of changes in interest rates on profit or loss as at December 31, are as follows:

	Unit : Baht	
	Consolidated financial statements	
	2024	2023
Interest rate - increases by 0.25	(14,970)	(16,071)
Interest rate - decreases by 0.25	14,970	16,071

	Unit : Baht	
	Separate financial statements	
	2024	2023
Interest rate - increases by 0.25	(14,970)	(16,071)
Interest rate - decreases by 0.25	14,970	16,071

36.4 Risk from exchange rate

The Group have risk from the fluctuation of foreign exchange rates, due to some debtors and creditors arisen from the trading in foreign currencies. The Group will make the forward exchange contract, in case of Baht currency is highly fluctuated and it is appropriate for the situation.

The Group has outstanding assets and liabilities denominated in foreign currency as at December 31, as follow:

	2024		2023	
	Foreign currency	Translated to Thai Baht	Foreign currency	Translated to Thai Baht
<i>Liabilities</i>				
US Dollar	8,431	287,886	7,015	241,235

Foreign currency sensitivity analysis

The following table details the Group's sensitivity to increase and decrease in Thai Baht against the relevant foreign currencies. The sensitivity rate used when reporting foreign currency. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for change in foreign currency rates as follows.

- 48 -

The impact on change in currency exchange to profit or loss as at December 31, are as follows:

Foreign currency	Changes in currency exchange rates (%)	2024 Increase (decrease) in profit (Baht)	2023 Increase (decrease) in profit (Baht)
US Dollar	+1	2,899	2,385
	-1	(2,899)	(2,385)

36.5 Determination of Fair values

The Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. The fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

The Group have used the following methods and assumptions to estimate the fair value of financial assets and liabilities:

Financial assets and liabilities of the Group consist of cash and cash equivalents, trade and other current receivables, other current financial assets, assets included within a disposal group classified as held for distribution to owners, other non-current financial assets, trade and other current payables, current portion of lease liabilities, corporate income tax payable and liabilities included within a disposal group classified as held for distribution to owners.

Since the majority of the Group's financial assets and liabilities are short-term in nature or carrying interest at rates close to the market interest rates, their fair value of financial assets and liabilities determining based on the discounted cash flow method is not expected to be materially different from the amounts presented in the statement of financial position. The fair value measurement is based on fair value hierarchy level 3.

37. CAPITAL MANAGEMENT

The management of the Group has the capital management policy to maintain a strong capital base by emphasis on planning and determining the operating strategies resulting in good business's performance and sustained good cash flows management. In addition, the Group considers maintaining a strong financial position and appropriate investment structure as to maintain sustained future operations of the business and to maintain shareholders, investors, creditors and others interest's confidence.

38. EVENTS AFTER THE REPORTING PERIOD

On February 24, 2025, the Board of Directors' Meeting No.1/2025 had passed the resolutions to propose to the Annual General Meeting of Shareholders to consider and approve the appropriation of the legal reserve of Baht 2,038,438 and the dividend payment from the results of the operations for the year ended December 31, 2024 to the shareholders. The dividend payment is at the rate of Baht 0.30 per share with the total amount of Baht 36 million. The determination of the list of shareholders entitled to receive dividend payment (Record date) shall be April 30, 2025. The dividend payments are scheduled to be made on May 20, 2025.

Board of Directors' Meeting No.1/2025 had passed the resolutions to propose to the Annual General Meeting of Shareholders to consider and approve to reduce the registered share capital that has not been paid up of Baht 11.50 by reducing the number of shares by 23 ordinary shares at par value of Baht 0.50 each.

39. FINANCIAL STATEMENTS APPROVAL

These financial statements are duly approved by the Company's directors on February 24, 2025.

Part 4

Attachments

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 and Company Secretary

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 and Company Secretary

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
1. Mr. Viwat Phongsathorn - Chairman of the Board of Directors (Appointed on 1 April 2022) - Independent Director (Appointed on 1 April 2022)	67	- Bachelor of Science (Computer Science), University of Florida, USA - Certificate of Thai Institute of Directors (IOD), Director Certification Program (DCP) Class 96	0.15	– None –	Listed Company		
					2023 - Present	Chairman of the Board of Directors / Independent Director	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Non-Listed Company		
					2022 - 2023	Chairman of the Board of Directors / Independent Director	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2018 - 2022	Chairman of the Board of Directors / Independent Director	Readyplanet Company Limited / All-in-One Sales and Marketing Platform provider
					2010 - Present	Managing Director	Enterprise Solutions and Service Co., Ltd. / Software

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
							Solutions and Services Business
					2010 - Present	Managing Director	Professional Training Service Co., Ltd. / Human Resource Development Business
					2010 - 2024	Advisor	Datapro Computer Systems Co., Ltd. / Information Technology Business
2. Dr. Julaporn Namchaisiri - Director (Appointed on 1 April 2022) - Independent Director (Appointed on 1 April 2022) - Chairman of the Audit Committee (Appointed on 1 April 2022) - Nomination and Remuneration Committee	67	<ul style="list-style-type: none"> - Doctor of Philosophy (Organizational Development) Assumption University - Master of Arts (Economics), Stanford University, USA - Bachelor of Arts (Economics), Stanford University, USA - Certificate of Thai Institute of Directors (IOD), Director Certification Program (DCP) Class100/2551 - Certificate of Thai Institute of Directors (IOD), 	0.25	– None –	Listed Company		
					2024 - Present	Director / Independent Director / Chairman of the Audit Committee / Nomination and Remuneration Committee Member	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					2023	Director / Independent Director / Chairman of the Audit Committee	

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
Member (Appointed on 8 May 2024)		Advanced Audit Committee Program (AACP), Class 32/2019 - Financial Advisor (FA) License Program, 2006 - Certified Compliance Officer, Approved by the Securities and Exchange Commission (SEC), Thailand - The Executive Program in Energy Literacy for a Sustainable Future (TEA12) - Capital Market Leader Program (CMA 30) - Thai-Chinese Leadership Studies (TCL 5) - Vitality Enhancement and Longevity Academy (VELA 2) - Board Orientation for New Listed Companies, Topic: “Business Sustainability			2020 – Present	Independent Director / Chairman of the Nomination and Remuneration Committee / Audit and Corporate Governance Committee Member	Boutique Corporation Public Company Limited / Real Estate and Construction
					Non-Listed Company		
					2022 - 2023	Board of Director / Independent Director / Chairman of the Audit Committee	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2018 - 2022	Board of Director / Independent Director / Chairman of the Audit Committee	Readyplanet Company Limited / All-in-One Sales and Marketing Platform provider

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
		Based on Good Corporate Governance” - Hot Issue for Directors หัวข้อ Empowering Boards: Enhancing Governance, Standards and Financial Insights - Hot Issue for Directors, Topic: “Empowering Boards: Enhancing Governance, Standards, and Financial Insights”			2018 - Present	Board of Director	Bangkok Sahasethakarn Co., Ltd. / Investment
					2009 - Present	Managing Partner	Vitisa Ltd., Part. / business consultant
					2016 - Present	Board Director	Numchai Siri Holding Co., Ltd. / Investment
3. Ms. Pensri Suteerasarn) - Director (Appointed on 1 April 2022) - Independent Director (Appointed on 1 April 2022) - Audit Committee Member	56	- Master of Business Administration (Finance), California State University, USA - Bachelor of Accountancy (Commerce and Accountancy), Chulalongkorn University - Certificate of Thai Institute of Directors (IOD), Director Certification Program (DCP) Class 86	0.17	– None –	Listed Company		
					2024 - Present	Director / Independent Director / Audit Committee / Chairman of the Nomination and Remuneration Committee	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					2019 - Present	Independent Director / Audit Committee Member	Sabina Public Company Limited / Manufacturer and distributor of women's underwear

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
(Appointed on 1 April 2022) - Chairman of the Nomination and Remuneration Committee (Appointed on 1 April 2022)		- Certificate of Thai Institute of Directors (IOD), Advanced Audit Committee Program (AACP) Class 39/2021 - Certificate of Thai Institute of Directors (IOD) Successful Formulation and Exchange Strategy (SFE) Program, Class 6 - Breakthrough Program for Senior Executives (BPSE), IMD Business School - People, Culture and Performance; Strategies for Silicon Valley - People, Culture and Performance Program; Strategies for Silicon Valley, Stanford University - Leading Disruptive Innovation with Design Thinking, Stanford for Professional Development			2020 - Present	Independent Director/ Audit Committee Member/ Nomination and Remuneration Committee Member	Precious Shipping Public Company Limited / Ship owner and international shipping operator
					Non-Listed Company		
					2022 - 2023	Board of Director / Independent Director / Audit Committee / Chairman of the Nomination and Remuneration Committee	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2018 - 2022	Board of Director / Independent Director / Audit Committee / Chairman of the Nomination and	Readyplanet Company Limited / All-in-One Sales and Marketing Platform provider

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
		<ul style="list-style-type: none"> - Leading Disruptive Innovation with Design Thinking, Stanford for Professional Development Program - Proteus Program; Creative Encounters to Inspire Leaders, London Business School - Board Orientation for New Listed Companies - Topic: “Business Sustainability Based on Good Corporate Governance” 				Remuneration Committee	
					2022 – Present	Director	Thailand Development Research Institute (TDRI)
					2022 – Present	Advisor	Thai Listed Companies Association
					2007 – Present	Subcommittee on Securities Consideration for Equity Instrument Issuance, Offering, and Corporate Governance of Issuing Companies	Securities and Exchange Commission (SEC), Thailand
					2006 - 2021	Director and Secretary	Thai Listed Companies Association (TLCA) / Non-Profit Organization
4. Mr. Soontorn Dentham - Director (Appointed on 1 April 2022)	67	- Bachelor of Accountancy (Commerce and Accountancy), Thammasat University	0.17	– None –	Listed Company		
					2024 - Present	Director / Independent Director	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
- Independent Director (Appointed on 1 April 2022)		<ul style="list-style-type: none"> - Advanced Certificate in Auditing, Chulalongkorn University - Certificate of Thai Institute of Directors (IOD), Director Certification Program (DCP) - Executive Program organized by Capital Market Academy (CMA) Class 26 - Executive Program: Strategic Planning – Sasin & University of Michigan - Leading in Disruptive World Program, Stanford University - E Business Program, University of Melbourne - Role of the Chairman Program (RCP), Class 46/2020 - IT Security Awareness Program 			2003 - Present	Vice Chairman and Chief Executive Office	Humanica Public Company Limited / Corporate Software and Payroll Services
					Non-Listed Company		
					2022 - 2023	Board of Director / Independent Director	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2561 – 2565	Director	Readyplanet Company Limited / All-in-One Sales and Marketing Platform provider
					2023 - Present	Director	HRM Consulting Co., Ltd. / Human Resources Consulting and Training Services
					2023 - Present	Director	Humanica Consulting Service Co., Ltd. / Human Resources Consulting Services in Thailand
					2023 - Present	Director	Sunfish DataOn Philippines, Inc. / Enterprise Software and Payroll Services

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
		<ul style="list-style-type: none"> - Personal Data Protection Program (PDPA for Everyone) - Board Orientation for New Listed Companies, Topic: “Business Sustainability Based on Good Corporate Governance” 			2023 - Present	Director	DataOn International Co., Ltd. / Human Resource Management Software
					2021 - Present	Director	Zenite Co., Ltd. / Financial Management
					2021 - Present	Director	TBN Corporation Public Company Limited / Comprehensive Digital System Design and Development Services
					2021 - Present	Director	Farmcare Group Co., Ltd. / Medical Personnel and Pharmacy Consultation Platform
					2021 - Present	Director	Humanica EEC Co., Ltd. / Accounting and Payroll Services
					2021 - Present	Director	Care 24 (Thailand) Co., Ltd. / Training Services for Patient and Elderly Care
					2021 - Present	Director	Tankunthai Co., Ltd. / Chemical Fertilizer Manufacturing

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
					2020 - Present	Director	Pragma & Will Group Co., Ltd. / Business and Management Consulting
					2020 - Present	Director	Humanchase Capital Co., Ltd. / Financial Services
					2020 - Present	Director	Benedix Co., Ltd. / Life and Non-Life Insurance Brokerage Services
					2019 - Present	Director	Tiger Soft (1998) Co., Ltd. / Enterprise Software and Payroll Services
					2018 - Present	Director	Konikle Co., Ltd. / Enterprise Software
					2017 - Present	Director	Humanica Sdn. Bhd. / Payroll Services
					2016 - Present	Director	Humanica Asia Pte. Ltd. / Payroll Services
					2016 - Present	Director	Professional Outsourcing Solutions Co., Ltd. / Payroll Services

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
					2016 - Present	Director	Humanica FAS Co., Ltd. / Accounting and Payroll Services
5. Mr. Songyot Kanthamanon - Director (Appointed on 1 April 2022) - Nomination and Remuneration Committee Member (Appointed on 1 April 2022)) - Chairman of the Executive Committee (Appointed on 21 February 2019)	54	- Bachelor of Engineering (Computer Engineering) King Mongkut's Institute of Technology Ladkrabang; - Certificate of Thai Institute of Directors (IOD), Director Certification Program (DCP) Class 98 - IPO Roadmap Program, Class 3 organized by TSI - TLCA Executive Development Program (EDP) Class 11 organized under the cooperation between Thai Listed Companies Association (TLCA)	24.75	Spouse of Mrs. Janisara Kanthamanon	Listed Company		
					2023 - Present	Director /Nomination and Remuneration Committee Member/ Chairman of the Executive Committee/Chair man of the Risk Management Committee/ Chief Executive Officer	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Non-Listed Company		
					2022 - 2023	Director /Nomination and	(All-in-One Sales and Marketing Platform)

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
<ul style="list-style-type: none"> - Chairman of the Risk Management Committee (Appointed on 21 February 2019) - Chief Executive Officer (Appointed on 1 August 2000) 						Remuneration Committee Member/ Chairman of the Executive Committee/Chairman of the Risk Management Committee/ Chief Executive Officer	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2018 - 2022	Director /Nomination and Remuneration Committee Member/ Chairman of the Executive Committee/Chairman of the Risk Management Committee/ Chief Executive Officer	Readyplanet Co., Ltd./ All-in-One Sales and Marketing Platform Service Provider

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
					2000 - 2018	Director/ Chief Executive Officer	Readyplanet Co., Ltd./ All-in-One Sales and Marketing Platform Service Provider
					2016 - Present	Director	Readyplanet TravelTech Co., Ltd. / Hotel Direct Booking Platform Provider for hotels and resorts wishing to acquire online customers through their official website.
					2017 - Present	Director	Readyplanet Max Co., Ltd. / Digital marketing service provider for online advertising management services on various advertising platforms.
6. Mr. Burin Kledmanee - Director (Appointed on 1 April 2022) - Vice Chairman of the Executive Committee (Appointed on 21 February 2019)	54	<ul style="list-style-type: none"> - Master of Business Administration (Commerce and Accountancy), Thammasat University - Bachelor of Engineering (Industrial Engineering) Chulalongkorn University - Certificate of Thai Institute of Directors (IOD), Director 	7.65	– None –	Listed Company		
					2023 - Present	Director/ Executive Vice President/ Vice Chairman of the Executive Committee/ Risk Management	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
- Risk Management Committee Member(Appointe d on 21 February 2019) - Executive Vice President (Appointed on 1 February 2019)		Accreditation Program (DAP) Class 156/2019 - IPO Focus Program organized by Stock Exchange of Thailand No. 1/201 - IPO Roadmap Program organized by TSI Class 5 - Investor Relations Professional Development Program 2023 by the Thai Listed Companies Association - Strategic CFO in Capital Markets Program, Class 11				Committee Member	
					Non-Listed Company		
					2022 - 2023	Director/ Executive Vice President/ Vice Chairman of the Executive Committee/ Risk Management Committee Member	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					บริษัทจำกัด /องค์กรอื่นๆ Limited Company / Other Organizations		
					2016 - 2022	Director/ Executive Vice President	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					2008 – 2019	Chief Operating Officer (COO)	
					2016 - Present	Director	Readyplanet TravelTech Co., Ltd. / Hotel Direct Booking Platform Provider for hotels and resorts wishing to acquire online customers through their official website.

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
					2017 - Present	Director	Readyplanet Max Co., Ltd. / Digital marketing service provider for online advertising management services on various advertising platforms.
7. Mrs. Janisara Kanthamanon - Director (Appointed on 1 April 2022)	52	<ul style="list-style-type: none"> - Bachelor of Science (Computer Science) University of the Thai Chamber of Commerce - Certificate of Thai Institute of Directors (IOD), Director Accreditation Program (DAP) Class 156/2019 	6.83	Spouse of Mr. Songyot Kanthamanon	Listed Company		
					2023 - Present	Director	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Non-Listed Company		
					2022- 2023	Director	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2010 - 2016	Director/ Chief Financial Officer	Readyplanet Co., Ltd./ All-in-One Sales and Marketing Platform Service Provider
					2016 - 2022	Director	Readyplanet Co., Ltd./ All-in-One Sales and Marketing Platform Service Provider

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
					2023 - Present	Director	MeSize Co., Ltd. / Food and Beverage Trading, Restaurant, and Dining Business
8. Mr. Siras Sombatsiri - Director (Appointed on 1 April 2022)	41	<ul style="list-style-type: none"> - Master of Business Administration (Business Administration), University of California USA - Bachelor of Business Administration (Finance and Accountancy), Thammasat University - Certificate of Thai Institute of Directors (IOD), Director Accreditation Program (DAP) Class 156/2019 - Certificate of Thai Institute of Directors (IOD), Director Certification Program (DCP), Class 358/2024 	0.17	– None –	Listed Company		
					2023 - Present	Director	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Non-Listed Company		
					2022 - 2023	Director	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2018 – 2022	Director	Readyplanet Co., Ltd./ All-in-One Sales and Marketing Platform Service Provider
					2011 - Present	Partner	Lakeshore Capital Partner Co, Ltd. / Consulting services
					2021 - 2024	Director	NBD Healthcare Co., Ltd. / Distributor of Dietary Supplements and Cosmeceuticals

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
					2021 – Present	Director	Verde Capital Co., Ltd. / Investment Business
					2018 - Present	Director	Pharma Management Co., Ltd. / Investment Business
					2024 - Present	Director	Pet Club Co., Ltd. / Retail Business for Pet Products
9. Ms. Chamaiporn Pornpruethianan - Director (Appointed on 24 April 2024) - Independent Director (Appointed on 24 April 2024) - Audit Committee Member (Appointed on 8 May 2024)	66	<ul style="list-style-type: none"> - Master's Degree in Management (Executive Program), Nova Southeastern University, Florida, USA - Bachelor's Degree in Business Computer, Assumption University - Certificate of Thai Institute of Directors (IOD), Director Accreditation Program (DAP), Class 219/2024 - Hot Issue for Directors, Topic: "Empowering Boards: Enhancing Governance, Standards, and Financial Insights" - Insight in SET AC Focus 	- None -	- None -	Listed Company		
					2024 – Present	Director / Independent Director / Audit Committee Member	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2021 - 2024	Director	Digital Council of Thailand
					2019 - 2021	Board Director and Secretary-General (13th Term)	Federation of Information Technology and Communication Industry of Thailand
					2016 - 2018	Director	Thai Software Industry Association

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
10. Miss Ananya Sangratanadech - Executive Committee Member (Appointed on 21 February 2019) - Risk Management Committee Member (Appointed on 21 February 2019) - The Person Assigned to Take the Highest Responsibility in Accounting and Finance (Appointed on 16 July 2016) - Company Secretary (Appointed on 1 January 2021)	42	- Master of Accountancy (Commerce and Accountancy), Thammasat University - Bachelor of Accountancy (Commerce and Accountancy), Thammasat University - Certified Public Accountant (CPA) of the Federation of Accounting Professions Year 2009 - Business and Management English Course, Thammasat University - Company Secretary Program (CSP) by Thai Institute of Directors (IOD) Class 117/2021 - Strategic CFO in Capital Markets Training Course, Class 4/2017 by the Thailand Securities	0.76	– None –	Listed Company		
					2023 - Present	Executive Committee Member / Risk Management Committee Member/ Senior Vice President – Finance and Accounting Unit/ Company Secretary/ Investor Relations	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Non-Listed Company		
					2022 - 2023	Executive Committee Member / Risk Management Committee Member/ Senior Vice President – Finance and Accounting Unit/ Company	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
- Investor Relations (Appointed on 13 Feb 2023)		Institute, Stock Exchange of Thailand - Company Secretary Professional Development Program 2023 by the Thai Listed Companies Association - The Art of CFO Leadership 2023 - Insight in SET: Comprehensive Knowledge for Growth and Sustainability in the Capital Market (Class 2/2024) - The mai CFO 2024: Growth & AI Chapter				Secretary/ Investor Relations	
					Limited Company / Other Organizations		
					2021 - 2022	Company Secretary	Readyplanet Company Limited / All-in-One Sales and Marketing Platform provider
					2019 - 2022	Executive Committee Member / Risk Management Committee	
					2016 - 2022	Senior Vice President – Finance and Accounting Unit	
					2009 - 2016	Associate/Legal Entity Controller	JP Morgan Chase Bank,N.A., Bangkok Branch/ Financial and Banking Services
					2007 - 2009	Assistant Accounting Manager	PCC Capital Co., Ltd. / Investment Business
					2005 - 2007	Accounting Specialist	Shin Satellite Public Company Limited / Commercial Satellite Services

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
					2002 - 2005	Senior Audit Assistant	EY Office Company Limited / Accounting and auditing services business
11. Miss Churai Thongsen - The Person Assigned to Take Direct Responsibility for Accounting Supervision (Appointed on 1 April 2017)	52	<ul style="list-style-type: none"> - Bachelor of Business Administration in Accounting, St. John's University - Professional Accountant Training Program, Class 5, Dharmniti Institute of Management Development - Key Course summarizing key operating statistics and financial statement analysis to present executives in 1 paper in 2020 - Financial Reporting Standards Overview Course, Class 2/2020 - Income and Expense Accounting, Impact on Net Profit Calculation Course Year 2021 	- None -	- None -	Listed Company		
					2017 – Present	Assistant Accounting Manager	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Non-Listed Company		
					2022 - 2023	Assistant Accounting Manager	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Company / Other Organizations		
					2017 – 2022	Assistant Accounting Manager	Readyplanet Company Limited / All-in-One Sales and Marketing Platform provider
					2016 – 2017	Senior Accountant	Readyplanet TravelTech Co., Ltd. / Hotel Direct Booking Platform Provider for hotels and resorts wishing to acquire online customers through their official website.
					2013 – 2016	Accounting Manager	Teletech Intertrade Co., Ltd. / Transportation and Warehousing Business

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
		<ul style="list-style-type: none"> - Course on problem solving in accounting preparation in accordance with financial reporting standards Year 2021 - All TFRS Course, Year 2022, Class 1/2022, Sub-course 301, Year 2022 - TFRS 16 Lease and Transaction Recognition Course according to Financial Reporting Standards Year 2022 			1992 – 2013	Assistant Accounting Manager	Sanitaryware Center Group Co., Ltd. / Supplier of Piping Equipment and Sanitary Ware
12. Mr. Paradorn Sujarit-apirak <ul style="list-style-type: none"> - Executive Committee Member (Appointed on 2 March 2021) - Risk Management Committee Member (Appointed on 21 February 2019) 	43	<ul style="list-style-type: none"> - Master of Business Administration, Chulalongkorn University - Bachelor of Engineering, Chulalongkorn University 	0.10	- None -	List Company		
					2023 - Present	Executive Committee Member/ Vice President/ Risk Management Committee Member	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
					Non-Listed Company		
					2022 - 2023	Vice President/ Risk Management Committee Member	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform provider
					Limited Companies / Other Organizations		
					2021 - 2022	Executive Committee Member	Readyplanet Company Limited / All-in-One Sales and Marketing Platform provider
					2020 - 2022	Vice President	
					2019 - 2022	Risk Management Committee Member	
					2015 - 2019	General Manager	
					2011 - 2015	Product Manager	
					2006 - 2011	Technical Manager	Openface (Thailand) Co., Ltd. / Custom Software Design and Development Services
					2004 - 2006	Senior Analyst Programmer	DST (Thailand) Co., Ltd. / Financial Software Development and Sales
					2002 - 2004	Software Engineer	Motive Technology Co., Ltd. / IT Consulting, Network

Name-surname / Position	Age (years)	Educational qualifications / Training history	Proportion of shareholding in the Company (%)	Family relationship between directors and executives	Working Experience		
					Period	Position	Agency/Company Name / Type of Business
							System Design, and Software Development

2. Scope of duties and responsibilities of the Company Secretary

The Board of Directors Meeting No. 4/2020 held on 10 November 2020 resolved to appoint Miss Ananya Sangratanadech as the Company Secretary, and effective on 1 January 2021 in order to comply with Section 89/15 and Section 89/16 of the Securities and Exchange Act B.E. 2535 (1992) (and amendments), with following duties and responsibilities:

- 1) To prepare and maintain the director registration, meeting notices and minutes of the Board of Directors' meetings and Shareholders' meetings and the Company's Annual Report.
- 2) To retain the interest report of directors or executives, and submit a copy of the interest report to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 working days from the date the Company received that report.
- 3) Other tasks as specified by the Capital Market Supervisory Board.

In addition, the Company Secretary also has following duties:

- 1) To provide primary advice on legal provisions and the Company's regulations that the Board of Directors would like to know and monitor to ensure that they are correctly and consistently complied with, and to report changes to requirements and/or laws that are significant to the Company's business operations to the Board of Directors for acknowledgement.
- 2) To arrange shareholders' meetings and the Board of Directors' meetings in accordance with laws, the Company's Articles of Association, and related practices.
- 3) To record the minutes of the shareholders' meetings and the Board of Directors' meetings, and also monitor to ensure the compliance with the resolutions of the shareholders' meetings, and of the Board of Directors' meetings.
- 4) To ensure the disclosure of information and information reports of responsible parts to relevant organizations in accordance with the regulations and requirements of such organizations.
- 5) To supervise the activities of the Board of Directors and any other actions in accordance with the laws and/or as prescribed and notified by the Capital Market Supervisory Board and/or as assigned by the Board of Directors.

Miss Ananya Sangratanadech completed the Company Secretary Program (CSP) in 2021 organized by the Thai Institute Of Directors.

The Company has determined the qualifications of the Company Secretary by considering following qualifications: age, education qualifications, foreign language knowledge, communication ability, good

interpersonal relationship, ability to act as a coordinator both inside and outside the organization, public relation and taking care of the Company's image to the third parties, etc. In the event that the Company Secretary is retired or unable to perform the duties, the Board of Directors shall appoint a new Company Secretary within ninety (90) days since the date the former Company Secretary retired from office or unable to perform duties. The Board of Directors has the power to assign any director to perform the duties on his or her behalf during that period in accordance with the Securities and Exchange Act B.E. 2535 (1992) (and amendments)

Attachment 2: Details of Directors and Executives of the Company and its Subsidiaries

Tenure of Directors and Executives of the Company and its Subsidiaries

List of Directors	Company	The Company's Subsidiaries	
		RPTT	RPMAX
1) Mr. Viwat Phongsathorn	CD/ ID		
2) Dr. Julaporn Namchaisiri ¹	AC/ ID/ NRC		
3) Ms. Pensri Suteerasarn	AC/ ID/ NRC		
4) Mr. Soontorn Dentham	ID		
5) Mr. Songyot Kanthamanon	D/ NRC/ M	D	D
6) Mr. Burin Kledmanee	D / M	D	D
7) Mrs. Janisara Kanthamanon	D		
8) Mr. Siras Sombatsiri	D		
9) Ms. Chamaiporn Pornpruethianan ²	AC/ ID		
10) Ms. Ananya Sangratanadech	M		
11) Mr. Paradorn Sujarit-aphirak	M		

Remark: ¹ At the Board of Directors' Meeting No. 2/2024, held on May 8, 2024, a resolution was passed to appoint Dr. Julaporn Namchaisiri as a member of the Nomination and Remuneration Committee and Ms. Chamaiporn Pornpruethianan as a member of the Audit Committee, replacing Dr. Tanai Charinsarn, who expressed his intention not to extend his term as a director. The appointments took effect on May 8, 2024.

² At the 2024 Annual General Meeting of Shareholders held on April 24, 2024, a resolution was passed to appoint Ms. Chamaiporn Pornpruethianan as a director of the Company, replacing Dr. Tanai Charinsarn, who expressed his intention not to extend his term as a director. The appointment took effect on April 24, 2024.

CD = Chairman of Director
D = Director
ID = Independent Director
AC = Audit Committee
NRC = Nomination and Remuneration Committee
M = Management

Attachment 3: Details of the Heads of the Internal Audit and Compliance Units

Name/ Position	Age (Year)	Education / Training	Shareholding of the Company (Percent)	Family relationship with directors and executives	Professional Experiences in the 5 Preceding Years		
					Time Period	Position	Organization/ Company/ Business Type
Ms. Narisa Ronra	44	Bachelor's Degree in Statistics and Business Information Technology, Faculty of Commerce and Accountancy, Chulalongkorn University	-None-	-None-	2022 - Present	Assistant Manager, Internal Control Department DPO - Data Protection Officer ISMR - Information Security Management Representative (ISO 27001:2022)	Readyplanet Public Company Limited / All-in-One Sales and Marketing Platform services provider
					2021 - 2022	Assistant Manager, Human Resources and Administration Department	
					2012 - 2020	Assistant Manager, Sales Management Department	Readyplanet Company Limited

Attachment 4: Assets Used in Business Operations and Details of Asset Appraisal

1) Investments in Subsidiaries

Company Name	Paid-up Capital (Million Baht)	Shareholding ratio (%)	Book value by cost method (Million Baht)	Status
Readyplanet Traveltech Co., Ltd.	3.00	99.99%	26.90	Operate the Business
Readyplanet Max Co., Ltd.	1.00	100%	11.88	Cease Operations
Total			38.78	

2) Equipment, Right-of-use Assets, and Goodwill

As of 31 December 2024, the Company has equipment, right-of-use assets and goodwill at 7.27 million Baht, 6.02 million Baht , and 2.70 million Baht , respectively, with following details:

Type of Assets	Net book value as of 31 December 2024 (Million Baht)	Ownership	Obligations
1. Equipment	7.27	Group of Companies	- None-
2. Right-of-use assets	6.02	Under Leasing Contract	-None-
3. Goodwill ^{1/}	2.70	The Company	-None-
Total	15.99		

Remark : 1/ The Company's goodwill arises from its investments in Readyplanet Traveltech Co., Ltd. and Readyplanet Max Co., Ltd. in the consolidated financial statements for the fiscal year ended December 31, 2020, the Company recognized an impairment loss of THB 90 million, leaving a remaining goodwill balance of THB 2.70 million as of December 31, 2020.

3) Other Intangible Assets other than Goodwill

The Company's primary operating asset is its intangible asset, which consists other intangible assets other than goodwill, with details as of December 31, 2024, as follows:

Type of Assets	Net book value as of 31 December 2024 (Million Baht)	Ownership	Obligations
1. Computer Software	0.19	Group of Companies	- None-
2. Software Development Costs	98.46	Group of Companies	-None-
3. Intangible Assets under Installation	5.69	Group of Companies	-None-
Total	104.34		

4) Trademark

Trademark	Application Date - Expiration Date of Protection	Register Number/ Application Number	Explanation
	26 Sep 2012 - 25 Sep 2022*	U61749/ 863908	Design of Ready-Made Computer Software
	30 Sep 2013 – 29 Sep 2023*	U64948/ 911256	Company Name
	14 Oct 2013 – 13 Oct 2023*	U66160/ 913177	Name of Online Advertising Management Service
	18 Aug 2014 - 17 Aug 2024	U69004/ 949929	Online Social Network and Communication System
	12 Jan 2017 – 11 Jan 2027	191102517/ 170101024	Name of the Platform for Analyzing Store Visitor Statistics
	23 Aug 2017 - 22 Aug 2027	231123273/ 170129806	Providing software and application services via the Internet.
	22 Apr 2019 – 21 Apr 2029	221104913/ 190114959	Name of the Loyalty Points Service via Phone Number

Remark : *It is currently in the process of filing for trademark renewal.

Property Appraisal Details

– None –

Attachment 5: Corporate Governance and Business Ethics Policy and Practices

The Board of Directors has established a Corporate Governance Policy and Business Code of Conduct to serve as a guideline for managing the organization, ensuring that the Company's operations are conducted fairly and with due consideration for the best interests of shareholders and all stakeholders.

The full details of the Company's Corporate Governance Policy and Business Code of Conduct are available on the Company's website at <https://cg.readyplanet.com/>.

Attachment 6: Report of the Audit Committee

2024 Audit Committee Report

The Audit Committee of Readyplanet Public Company Limited (“the Company”) consists of three (3) qualified Independent Directors who have knowledge and experience in accounting, economics, business administration, finance, and information technology, as follows:

- | | |
|-----------------------------------|---------------------------------|
| 1. Dr. Julaporn Namchaisiri | Chairman of the Audit Committee |
| 2. Ms. Pensri Suteerasarn | Audit Committee Member |
| 3. Ms. Chamaiporn Pornpruethianan | Audit Committee Member |

The Audit Committee performs its duties as assigned by the Board of Directors and in accordance with the Charter of the Audit Committee which is in line with the best practices of the Securities and Exchange Commission, by emphasizing the compliance with the Corporate Governance Code, having effective risk management system and reviewing to ensure appropriate and efficient internal audit, so that the Company operates with transparency, integrity and fairness to create sustainability for the organization and maximize the benefits of shareholders and all stakeholders. The Company has been received good corporations from executives, employees, external auditors and external accounting auditors.

In 2024, the Audit Committee held 4 meetings attended by all 3 members of the Audit Committee. There was a meeting with internal auditors, external accounting auditors, executives from Accounting and Finance Department. The Audit Committee reported and presented the results of the Audit Committee’s meetings to the Board of Directors for acknowledgment. The performance of the Audit Committee can be materially summarized as follows:

1) Review of Financial Reports

The Audit Committee reviewed the annual financial statement for the year 2024 of the Company including the consolidated financial statements of the Company and its subsidiaries to ensure that the financial statements of the Company and its subsidiaries, the disclosure of financial statements, special transactions, accounting adjustments and significant estimates are disclosed in full, adequate and reliable under the clarifications of accounting auditors, management team and internal auditors until it is satisfactory that the preparation of financial statements are in accordance with legal requirements and financial reporting standards, reliable and timely. Additionally, the disclosures in the notes to financial statements are sufficient and beneficial to the shareholders and investors.

The Audit Committee is of view that such financial reports are materially accurate in accordance with financial reporting standards and have fully, sufficiently and timely disclosed in financial statements, notes to financial statements are complete, and are beneficial to the shareholders and investors and those using financial statements.

2) Supervision of Internal Controls Internal Audit Oversight

The Audit Committee has approved and regularly reviewed the Internal Audit Charter as well as the Annual Audit Plan to ensure alignment with corporate governance best practices. The Committee has also acknowledged and reviewed the internal audit reports of the Company and its subsidiaries, providing recommendations and follow-ups on significant findings to enhance governance effectiveness. Additionally, the Committee has provided guidance on the adoption of tools and technologies to improve the efficiency and effectiveness of internal audit operations.

3) Review of related party transactions or transactions that may have conflicts of interest.

The Audit Committee has reviewed and provided its opinion on related party transactions or transactions involving conflicts of interest in accordance with the relevant regulatory requirements before presenting them to the Board of Directors and/or shareholders. This is to ensure transparency and reasonableness in the transactions. In 2024, the Company had related party transactions that were normal commercial transactions.

4) Consideration on the appointment of accounting auditor and annual audit fee

The Audit Committee is responsible for the annual review, selection, and nomination of the external auditor and audit fees, which are then presented to the Board of Directors for approval before being proposed at the Annual General Meeting of Shareholders. The committee resolved to appoint Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. as the Company's auditor. Additionally, the Audit Committee holds an annual meeting with the external auditor without the presence of management to discuss the audit scope, approach, and plan, as well as to assess the auditor's independence and opinions. The committee places significant emphasis on ensuring the accuracy, completeness, and adequacy of financial reporting.

5) Risk Management

The Audit Committee has reviewed the Company's risk management framework to ensure that management has implemented appropriate risk management practices. It regularly assesses risk-related issues, including evaluating the adequacy and effectiveness of the risk management process. In 2024, the Risk Management Working Group ranked risks comprehensively across various dimensions, including Financial, Commercial, Operations, Business Strategy, Legal & Regulatory, and Technology. The risk levels are assessed based on impact evaluation and likelihood/frequency of occurrence, leading to risk evaluation and subsequent risk treatment processes. The progress of risk mitigation and control measures is monitored quarterly. Further details on the Company's risk management practices are disclosed under the Risk Management section.

6) Corporate Governance

The Audit Committee has reviewed the appropriateness of the Company's key policies and regularly assessed its charter to ensure that the Company maintains an effective and appropriate corporate governance framework. This process aims to enhance stakeholder confidence and ensure alignment with good corporate governance principles.

7) Sustainability Management

The Audit Committee has monitored the Company's sustainability initiatives to ensure that policies and targets comprehensively cover the three key dimensions of Environment, Social, and Governance (ESG). This oversight aims to reinforce the Company's commitment to responsible business practices in alignment with sustainable development principles and good corporate governance, ultimately creating long-term value for all stakeholders. The Company's sustainability performance details are disclosed under the Driving Business for Sustainability section.

In conclusion, The Audit Committee has fulfilled its duties and responsibilities as outlined in its charter, which was approved by the Board of Directors. It has carried out its work with expertise, prudence, independence, and diligence, providing opinions and recommendations to ensure fairness and benefit all stakeholders equitably. The Committee concludes that the Company has established an appropriate risk management framework, an effective internal control system, and a robust audit process. The Company's financial reporting is materially accurate, reliable, and in compliance with generally accepted accounting standards, with adequate disclosure. Moreover, the Company has consistently adhered to laws and regulations relevant to its business operations.

Additionally, the Audit Committee acknowledges the dedicated performance of senior management and employees under the corporate governance framework, which has significantly contributed to the Company's sustainable and satisfactory growth, ensuring long-term value for all stakeholders.

On behalf of the Audit Committee

(Dr. Julaporn Namchaisiri)
Chairman of the Audit Committee

Attachment 7: Sustainability Disclosure in Accordance with the Stock Exchange Manual

Environmental Operating Results

Indicator	Description	Page No.	Unit	2022	2023	2024
E1: Environmental Management Policies and Compliance						
E1.1C	Environmental management policy and practices disclosure		Available/Not Available	เปิดเผยบนเว็บไซต์บริษัท		
E1.2C	Number of legal violations or environmental impact incidents (cases)	-	Number of Cases	0	0	0
E1.2C	Number of legal violations or environmental impact incidents (corrective measures)	-	Number of Cases	0	0	0
E1.3R	Value of damages or fines due to environmental law violations or impact	-	Baht	0	0	0
E1.4R	Compliance with international energy management standards	-	Available/ Not Available	Not Available	No action taken in 2023 in 2024, the company is studying relevant international standards with a plan to review measures aligning with operations in 2025.	
E1.5R	Compliance with international water management standards	-	Available/ Not Available	Not Available		
E1.6R	Compliance with international waste and waste management standards	-	Available/ Not Available	Not Available		
E1.7R	Compliance with international greenhouse gas or climate change management standards	-	Available/ Not Available	Not Available		
E2: Energy Management						
E2.1C	Energy management plan	89-90	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
E2.2C	Total energy consumption (organization-wide)	89-90	kWh	129,622.58	152,582.64	157,020.52
	Electricity consumption	89-90	kWh	129,622.58	152,582.64	157,020.52
	Other energy sources	89-90	kWh	0	0	0
	Non-renewable energy consumption					
	Diesel consumption	89-90	Liters	n/a	11,929.05	7,451.85
	Gasoline consumption	89-90	Liters	n/a	536.86	47.32
	Other non-renewable energy	89-90	Liters	n/a	11,392.19	7,404.53

Environmental Operating Results

Indicator	Description	Page No.	Unit	2022	2023	2024
E2.3C	Total renewable energy consumption	89-90	kWh	0	0	0
	Solar energy	89-90	kWh	0	0	0
	Other renewable energy sources	89-90	kWh	0	0	0
E2.4R	Energy management targets	89-90	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
E2.5R	Energy intensity per employee	89-90	kWh/person	946.15	1,074.53	1,129.64
E3: Water Management						
E3.1C	Water Management Plan	92-93	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
E3.2C	Total Water Consumption (organization-wide)	92-93	m ³	131	158	134
	Water Consumption from Third-party Sources	92-93	m ³	131	158	134
E3.3R	Water Consumption Target	92-93	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
E3.4R	Water Intensity (per capita consumption)	92-93	m ³ /Employee	0.96	1.11	0.96
E3.5R	Percentage of Wastewater Treated Before Discharge	92-93	%	100	100	100
E4 : waste and waste materials Management						
E4.1C	Waste and waste management plan	90-91	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
E4.2C	Total waste and waste materials	90-91	Kilograms	n/a	14,732.54	10,146.86
	Hazardous waste	90-91	Kilograms	n/a	0	0
	Non-hazardous waste (including recyclable waste)	90-91	Kilograms	n/a	14,732.54	10,146.86
E4.3R	Waste and waste management targets	90-91	Kilograms	Not Available	Not Available	Disclosed in the Annual Report
E4.4R	Amount of waste processed through reuse and/or recycling	90-91	Kilograms	n/a	0	0

Environmental Operating Results

Indicator	Description	Page No.	Unit	2022	2023	2024
E5: Greenhouse Gas (GHG) Management						
E5.1C	GHG management plan	86-87	Available /Not Available	Not Available	Not Available	Disclosed in the Annual Report
E5.2C	Total GHG emissions (Scope 1 & Scope 2)	86-87	tCO ₂ e	n/a	102	96
	Scope 1 GHG emissions	86-87	tCO ₂ e	n/a	25	19
	Scope 2 GHG emissions	86-87	tCO ₂ e	n/a	77	79
E5.3C	External verification of GHG emissions data	86-87	Available /Not Available	Not Available	Available	Disclosed in the Annual Report
E5.4R	GHG reduction targets	86-87	Available /Not Available	Not Available	Not Available	Disclosed in the Annual Report
E5.5R	Total GHG emissions (Scope 1, Scope 2, and Scope 3)	86-87	tCO ₂ e	n/a	n/a	n/a
	Scope 3 GHG emissions (if applicable)	86-87	tCO ₂ e	n/a	n/a	n/a
E5.6R	Carbon intensity (GHG emissions per unit area)	86-87	tCO ₂ e/m ²	n/a	0.104	0.098

Social Operating Results

Indicator	Description	Page No.	Unit	2022	2023	2024
S1 : Human Rights						
S1.1C	Human Rights Policy and Practices		Available/ Not Available	Published on the company website		
S1.2R	Comprehensive Human Rights Due Diligence (HRDD) Risk Assessment and Preventive Measures	92-93	Available/ Not Available	Not Available	Not Available	Planned for study and implementation in 2025
S1.3R	Number of Human Rights Violation Incidents	92-93	Number of Cases	0	0	0
S1.3R	Remedial and Corrective Measures for Human Rights Violations	92-93	Available/ Not Available	Not Available	Not Available	Not Available
S2 : Fair Labor Practices						
S2.1C	Total Number of Employees		Number of People	Female 98 / Male 39	Female 97 / Male 45	Female 98 / Male 41
	Employee Statistics by Age Group					
	-Employees under 30 years		Number of People	Female 24 / Male 11	Female 22 / Male 16	Female 22 / Male 13
	-Employees aged 30 - 50 years		Number of People	Female 70 / Male 26	Female 70 / Male 27	Female 73 / Male 26
	-Employees over 50 years		Number of People	Female 4 / Male 2	Female 5 / Male 2	Female 3 / Male 2
	Employee Statistics by Position Level					
	-Operational Level		Number of People	Female 73 / Male 19	Female 68 / Male 26	Female 69 / Male 23
	-Management Level		Number of People	Female 23 / Male 17	Female 27 / Male 16	Female 28 / Male 15
	-Executive Level		Number of People	Female 2 / Male 3	Female 2 / Male 3	Female 1 / Male 3
	Employee Statistics by Location					
	-Bangkok and Metropolitan Area		Number of People	Female 48 / Male 28	Female 50 / Male 32	Female 52 / Male 30
	-Northern Region		Number of People	Female 11 / Male 2	Female 11 / Male 2	Female 9 / Male 2
	-Central Region		Number of People	Female 11 / Male 2	Female 10 / Male 2	Female 9 / Male 2

Social Operating Result

Indicator	Description	Page No.	Unit	2022	2023	2024
	-Eastern Region		Number of People	Female 3 / Male 1	Female 3 / Male 3	Female 4 / Male 3
	-Southern Region		Number of People	Female 6 / Male 2	Female 5 / Male 2	Female 6 / Male 1
	-Northeastern Region		Number of People	Female 19/ Male 4	Female 18 / Male 4	Female 18 / Male 3
S2.2C	Number of Employees with Disabilities		Number of People	0	0	0
S2.3C	Total Employee Compensation		Baht	91,979,037	101,822,626	102,098,271
S2.4C	Percentage of Employees Participating in PVD		%	66.42	61.27	59.71
S2.5R	Gender Pay Gap (Female to Male Ratio)		Ratio	0.64	0.73	0.60
S2.6C	Employee Development Plan		Available/ Not Available	Annual Plan	Annual Plan	Annual Plan
S2.7C	Average Training Hours per Employee		AverageHours	8.23	22.17	12.35
S2.8R	Integration of Employee Development into Performance Evaluations		Available/ Not Available	Available	Available	Available
S2.9R	Employee Development Goals	90	Available/ Not Available	Not Available	Available	Disclosed in the Annual Report
S2.10R	Employee Development Expenditure		Baht	125,170.34	136,975.66	118,016
S2.11R	Employee Development Benefits for Employees and/or the Organization	91-92	Available/ Not Available	Not Available	Available	Disclosed in the Annual Report
S2.12C	Occupational Health, Safety, and Workplace Environment Programs/Activities	93-98	Available/ Not Available	n/a	Available	Disclosed in the Annual Report
S2.13C	Number of Work-Related Injury Cases Resulting in Leave	94	Number of Cases	0	0	0
S2.14C	Workplace Safety Goals	93	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
S2.15R	Lost Time Injury Frequency Rate (LTIFR)	94	Ratio	0	0	0

Social Operating Result

Indicator	Description	Page No.	Unit	2022	2023	2024
S2.16R	Employee Engagement Development Plan	93	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
S2.17R	Voluntary Employee Turnover Rate	94	%	30.66	19.01	13.67
S2.18C	Number of Significant Labor Disputes and Corrective Measures	94	จำนวน	0	0	0
S2.19R	Employee Engagement Development Goals	93	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
S2.20R	Employee Engagement Survey Results	93	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
S2.21R	Employee Collective Bargaining for Employee Benefits	-	Available/ Not Available	Not Available	Not Available	Not Available
S3 : Customer/Consumer Responsibility						
S3.1C	Policy and Practices for Customer Personal Data Protection		Available/ Not Available	Published on the company website		
S3.2C	Number of Customer Data Breach Incidents	99	Number of Cases	0	0	0
S3.3C	Number of Consumer Rights Violation Complaints and Corrective Measures	99	Number of Cases	0	0	0
S3.4R	Customer Complaint Handling Channels	99	Available/ Not Available	Available	Available	Available
S3.5R	Customer Satisfaction Improvement Plan	99	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
S3.6R	Customer Satisfaction Improvement Goals	98	Available/ Not Available	Not Available	Not Available	
S3.7R	Customer Satisfaction Evaluation Results	98	%	Available	Available	
S3.8R	Responsible Marketing and Advertising Practices	98	Available/ Not Available	Not Available	Not Available	Under study for best practices, planned for implementation in 2025
S3.9R	Communication Practices on Product and Service Impact for Customers/Consumers	98	Available/ Not Available	Not Available	Not Available	

Social Operating Result

Indicator	Description	Page No.	Unit	2022	2023	2024
S4 : Community/Society Responsibility						
S4.1C	Policy on Community/Society Development and Engagement for Potentially Affected Communities		Available/ Not Available	Published on the company website		
S4.2C	Plan for Promoting Community/Society Development and Engagement for Potentially Affected Communities	100	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
S4.3R	Number of Community/Society Disputes and Corrective Measures	100	Number of Cases	0	0	0
S4.4R	Community/Society Development and Engagement Goals	100	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
S4.5R	Benefits Derived from Community/Society Development and Support Projects	101-106	Available/ Not Available	Not Available	Available	Disclosed in the Annual Report
S4.6R	Total Expenditure on Community/Society Development and Support Projects	100	บาท	n/a	n/a	11,390

Sustainability Management of Economic and Corporate Governance Operating Result

Indicator	Description	Page No.	Unit	2022	2023	2024
G1 : Corporate Governance Policy and Structure						
G1.1C	Individual Board Member Profiles	274	Available/ Not Available	Available	Available	Available
G1.2C	Total Number of Board Members	157	Number of People	9	9	9
G1.3C	Total Independent Directors	157	Number of People	9	9	9
G1.4C	Number of Non-Executive Directors	157	Number of People	7	7	7
G1.5C	Number of Female Directors	156	Number of People	3	3	4
G1.6C	Chairman is an Independent Director	157	Yes/No	Yes	Yes	Yes
G1.7C	Chairman and CEO are the Same Person	157	Yes/No	No	No	No
G1.8C	Number of Independent Directors in Each Board Committee	167-169	Number of People	3	3	3
G1.9C	Chairpersons of Board Committees are Independent Directors	167-169	Yes/No	Yes	Yes	Yes
G1.10C	Years of Individual Board Members' Tenure	274	Number of year	4	5	6
G1.11C	Number of Board Meetings	187	Number of Meetings	4	4	4
G1.12C	Board Performance Results	174	Available/ Not Available	Available	Available	Available
G1.13C	Number of Audit Committee Meetings	187	Number of Meetings	4	4	4
G1.14C	Audit Committee Performance Results	196	Available/ Not Available	Available	Available	Available
G1.15C	Number of Board Sub-Committee Meetings	187	Number of Meetings	4	4	4
G1.16C	Sub-Committee Performance Results	196-199	Available/ Not Available	Available	Available	Available

Sustainability Management of Economic and Corporate Governance Operating Result

Indicator	Description	Page No.	Unit	2022	2023	2024
G1.17R	Succession Planning Implementation Results	-	Available/ Not Available	Not Available	Not Available	Not Available
G1.18C	Board Nomination Policy and Criteria Aligned with Corporate Strategy	175	Available/ Not Available	n/a	n/a	Disclosed in the Annual Report
G1.19C	Board Skill Matrix Analysis	156	Available/ Not Available	Not Available	Not Available	
G1.20C	Newly Appointed Board Member Profiles	274-289	Available/ Not Available	Available	Available	
G1.21C	Board Remuneration Policy and Criteria	188-189	Available/ Not Available	Available	Available	
G1.22C	Individual Board Member Remuneration	189	Baht	530,000	850,000	745,000
G1.23C	Non-Monetary Board Member Compensation	189	Available/ Not Available	Available	Not Available	Not Available
G1.24C	Senior Executive Remuneration Policy and Criteria	169	Available/ Not Available	Available	Available	Disclosed in the Annual Report
G1.25C	Total Senior Executive Remuneration	170	Baht	16,002,655.70	16,570,209.27	16,570,209.27
G1.26R	Other Long-Term Compensation and Benefits for Senior Executives	170	Baht	Available	Not Available	Not Available
G1.27C	Board Development Policy	150	Available/ Not Available	Available	Available	Disclosed in the Annual Report
G1.28R	Individual Board Member Development Performance Results	181	Available/ Not Available	Available	Available	
G1.29C	Board Performance Evaluation Criteria	182-183	Available/ Not Available	Available	Available	
G1.30C	Board Committee Performance Evaluation Results	183-186	Available/ Not Available	Available	Available	
G1.31C	Sub-Committee Performance Evaluation Results	185-186	Available/ Not Available	Available	Available	
G1.32R	Individual Board Member Performance Evaluation Results	184	Available/ Not Available	Available	Available	

Sustainability Management of Economic and Corporate Governance Operating Result

Indicator	Description	Page No.	Unit	2022	2023	2024
G1.33R	CEO Performance Evaluation Criteria		Available/ Not Available	Not Available	Not Available	Not Available
G1.34R	Business Ethics		Available/ Not Available	Published on the company website		
G1.35C	Anti-Corruption and Anti-Bribery Policy and Practices		Available/ Not Available	Published on the company website		
G1.36C	Number of Business Ethics or Corruption Violation Cases		Number of Cases	0	0	0
G1.37C	Whistleblowing Policy and Practices		Available/ Not Available	Published on the company website		
G1.38R	Measures to Prevent Business Ethics Violations		Available/ Not Available	Published on the company website		
G2 : Sustainability Policies and Strategies						
G2.1C	Corporate Sustainability Policy and Goals	70-72	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
G2.2C	Key Organizational Sustainability Issues (Material Topics)	73	Available/ Not Available	Not Available	Not Available	
G2.3R	Sustainability Report		Available/ Not Available	Not Available	Not Available	Not Available
G2.4R	Sustainability Performance Disclosure Standards (e.g., GRI Standards)		Available/ Not Available	Not Available	Not Available	Not Available
G3 : Sustainability Risk Management						
G3.1C	Policy and Practices on Sustainability Risk Management	113-114	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
G3.2C	ESG Risks and Opportunities	113-114	Available/ Not Available	No Plan for Implementation		Planned for study and implementation in 2025
G3.3C	Emerging Risks with Potential Business Impact	113-114	Available/ Not Available	No Plan for Implementation		
G3.4C	Business Continuity Plan (BCP)		Available/ Not Available	Available	Available	Available
G3.5R	ESG Risk Management Measures	113-114	Available/ Not Available	No Plan for Implementation		Planned for study and implementation in 2025

Sustainability Management of Economic and Corporate Governance Operating Result

Indicator	Description	Page No.	Unit	2022	2023	2024
G4 : Sustainable Supply Chain Management						
G4.1C	Policy and Practices for Sustainable Supply Chain Management		Available/ Not Available	No Plan for Implementation		Planned for study and implementa tion in 2025
G4.2C	Sustainable Supply Chain Management Plan		Available/ Not Available			
G4.3R	Percentage of New Suppliers Screened for Sustainability Criteria		%			
G4.4R	Supplier Code of Conduct		Available/ Not Available			
G4.5R	Percentage of Key Suppliers Signing and Complying with the Supplier Code of Conduct		%			
G5 : Innovation Development						
G5.1C	Corporate Innovation Development Policy and Practices	108-111	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report
G5.2C	Processes for Fostering Innovation Culture within the Organization	108-111	Available/ Not Available	Not Available	Not Available	
G5.3C	R&D and Innovation Expenditure		Baht	14,564,497	17,589,022	18,163,270
G5.4R	Benefits Derived from Innovation Development	108-111	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report

Information and Communication Technology (ICT) Operating Result

Indicator	Description	Page No.	Unit	2022	2023	2024
Environmental Operating Results						
ICT-E2 : Electronic Waste Management and End-of-Life Product Disposal						
ICT-E2.1	Policy and Practices for Electronic Waste and End-of-Life Product Management		Available/ Not Available	Published on the company website		
ICT-E2.2	Total Electronic Waste, Categorized by Disposal Method	85-87	Kilograms	0	0	50
	-Recycled Electronic Waste (Reprocessed into New Products)	85-87	Kilograms	0	0	0
	-Reused Electronic Waste (Direct Reuse of Components)	85-87	Kilograms	0	0	50
	-Recovered Electronic Waste (Extracted Components for Reuse)	85-87	Kilograms	0	0	0
	-Electronic Waste Disposed via Landfill	85-87	Kilograms	0	0	0
	-Electronic Waste Disposed via Other Methods	85-87	Kilograms	0	0	0
ICT-E2.3	Percentage of Products with Disposal Guidelines on Labels	85-87	%	100	100	100
ICT-E3 : Climate Change Risk Management						
ICT-E3.1	Climate Change Risk Assessment and Impact Analysis on Business Operations	113-114	Available/ Not Available	Not Available	Not Available	Planned for Implementation in 2025
ICT-E3.2	Climate Change Risk Mitigation Goals, Plans, and Measures	82	Available/ Not Available	Not Available	Not Available	Disclosed in the Annual Report

Information and Communication Technology (ICT) Operating Result

ตัวชี้วัด	รายละเอียด	หน้า รายงาน	หน่วย	2565	2566	2567
Social Operating Results						
ICT-S1 : Digital Technology Accessibility						
ICT-S1.1	Policy and Practices to Promote Digital Technology Accessibility	108-111	Available/ Not Available	Available	Available	Disclosed in the Annual Report
ICT-S1.2	Digital Technology Accessibility Promotion Projects		Number of Projects per Year	0	1	1
ICT-S3 : Promotion of Women in the Workforce						
ICT-S3.1	Policy and Practices for Promoting Gender Equality in the Workplace	90	Available/ Not Available	Available	Available	Disclosed in the Annual Report
ICT-S3.2	Number of Female Employees by Position Level		Number of People	98	97	98
	-Senior Executives		Number of People	Female 2 / Male 3	Female 2 / Male 3	Female 1 / Male 3
	-Managers		Number of People	Female 23 / Male 17	Female 27 / Male 16	Female 28 / Male 15
	-General Employees		Number of People	Female 73 / Male 19	Female 68 / Male 26	Female 69 / Male 23
ICT-S4 : Child Labor Prevention						
ICT-S4.1	Policy and Practices for Child Labor Prevention within the Organization	90	Available/ Not Available	Available	Available	Disclosed in the Annual Report
ICT-S4.2	Policy and Practices for Child Labor Prevention in the Supply Chain	90	Available/ Not Available	Available	Available	Disclosed in the Annual Report
ICT-S4.3	Number of Reported or Identified Child Labor Cases within the Organization and Supply Chain, Including Corrective and Remedial Measures	90	Number of Cases	0	0	0

Information and Communication Technology (ICT) Operating Result

ตัวชี้วัด	รายละเอียด	หน้า รายงาน	หน่วย	2565	2566	2567
Economic and Corporate Governance Operating Results						
ICT-G1 : Cybersecurity and Personal Data Protection						
ICT-G1.1	Policy and Practices for Cybersecurity and Personal Data Protection		Available/ Not Available	Published on the company website		
ICT-G1.2	Percentage of IT Infrastructure Certified for Cybersecurity Standards (e.g., ISO 27001)	112-113	%	87	87	87
ICT-G1.3	Measures and Guidelines for Personal Data Usage	112-113	Available/ Not Available	Available	Available	Disclosed in the Annual Report
ICT-G1.4	Percentage of Employees Trained in Cybersecurity and Personal Data Protection	112-113	%	100	100	100
ICT-G1.5	Number of Cybersecurity Attack Incidents and Corrective Measures	112-113	Number of Cases	0	0	0
ICT-G1.6	Number of Personal Data Breach Incidents and Corrective Measures	112-113	Number of Cases	0	0	0
CT-G2 : IT System and Technology Security						
ICT-G2.1	Policy and Practices for IT System and Technology Security	112-113	Available/ Not Available	Available	Available	Disclosed in the Annual Report
ICT-G2.2	Number of IT System and Technology Tests for Emergency Preparedness	112-113	Number of Cases	1	1	1
ICT-G2.3	Number of IT System Failures Affecting Business Operations and Corrective Measures	112-113	Number of Cases	0	0	0



Readyplanet Public Company Limited

51 Major Tower Rama 9 - Ramkumhang 17th Floor Unit 1701 - 1706

Rama 9 Road, Huamak, Bangkapi, Bangkok 10240, Thailand

Tel: +66 026 6789