

Annual Report 2025



SAMART
Digital

SAMART
Digital



Message from the Board of Directors

Thailand's economy in 2025-2026 is expected to recover gradually amid continued global economic volatility. GDP growth is projected to be approximately 2.4% in 2025, before moderating to around 1.5%-2.0% in 2026. Key growth drivers include the recovery of the tourism sector, private consumption, and public investment, particularly in large-scale infrastructure projects that play a vital role in enhancing the country's long-term economic competitiveness. At the same time, the global economy continues to face uncertainties stemming from geopolitical tensions and evolving global supply chains, requiring businesses to remain vigilant and adaptive.

In this context, digital technology has become a fundamental pillar of the modern economy and a key enabler of the Digital Economy. As a technology and digital solutions provider, Samart Digital Public Company Limited is committed to advancing Next-Generation Digital Infrastructure and delivering solutions in Data & Connectivity to support the transformation and operational efficiency of both public and private sector organizations.

The Company also places strong emphasis on leveraging advanced technologies to support AI-driven Transformation across organizations and industries. Through the development of digital platforms and innovative services, the Company aims to enhance operational efficiency, improve user experiences, and unlock new economic opportunities in the digital era.

The Board of Directors remains confident that, with its strong business foundation, forward-looking technology vision, and the capabilities of its people, Samart Digital Public Company Limited will continue to achieve sustainable growth while contributing to the development of Thailand's digital infrastructure and creating long-term value for shareholders and all stakeholders.



(Mr. Piyapan Champasut)
Chairman of the Board of Directors
Samart Digital Public Company Limited



(Mr. Watchai Vilailuck)
Executive Chairman
Samart Digital Public Company Limited

Board of Directors

as of December 31, 2025



**Mr. Piyapan
Champasut**

Chairman of the Board
of Directors
Independent Director
Audit Committee Member



**Mr. Kunthit
Arunyananda**

Independent Director
Audit Committee Member
Chairman of the Nominating and
Compensation Committee
Corporate Governance
Committee Member



**Dr. Chotivid
Chayavadhanangkur**

Independent Director
Chairman of the Audit Committee
Chairman of the Corporate
Governance Committee
Nominating and Compensation
Committee Member



**Mr. Watchai
Vilailuck**

Authorized Director
Chief Executive Officer
Executive Chairman
Chairman of the Risk
Management Committee



**Mr. Supavas
Prohmvitak**

Authorized Director
Executive Director
Risk Management Committee Member
Chairman of the Sustainable
Development Committee



**Mr. Charoenrath
Vilailuck**

Director
Risk Management
Committee Member



**Miss Boonrut
Mongkolratanakorn**

Authorized Director
Nominating and Compensation Committee Member
Corporate Governance Committee Member

Vision

Sustainable growth through Integrated Broadband Communication to ease everyday life

Mission

- Focusing on great customer experience on products through all touch points including software solutions and service to create beyond customer expectation
- Creating innovative content and application platform through various digital mediums in order to serve customer needs where as seeking for developing mutual sustainable growth with potential partners

Corporate Culture

- Think Ahead
- Customer Focus
- Team of Professionals
- Commit to excellence

Business Direction

Focusing on updated digital business development to harmonize consumer rapid trend with new distribution channel and new content media channel continuously

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Please find more details of the Company's information from the attachments shown on the website * www.samartdigital.com



- Attachment 1 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
- Attachment 2 Directors of Subsidiaries
- Attachment 3 Head of Internal Audit and Compliance Units
- Attachment 4 Assets used in Business Operation
- Attachment 5 Corporate Governance Policy, Business Ethics and Charter of the Board of Directors and Committees

* In case this Annual Report (Form 56-1 One Report) references information disclosed on the Company's website, the disclosed information shall be deemed to be part of Form 56-1 One Report. The Board of Directors certifies the correctness and completeness of disclosed information and annual information disclosure in Form 56-1 One Report.

Report of the Audit Committee

Dear Shareholders

The Audit Committee of Samart Digital Public Company Limited, which has been appointed by the Board of Directors, consisted of 3 independent directors and all audit committee members are fully qualified as specified in the Audit Committee Charter and pursuant to the regulations of the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

The Audit Committee has performed duties as specified in the Audit Committee Charter, regulations and operating guidelines specified by the SET. In 2025, the Audit Committee conducted 4 meetings, with all members attending every meeting. In addition, the Company's management, Internal Audit Unit and the auditor also participated in every meeting. The Audit Committee has also attended the meeting with the auditor without any participation of the management. Essence of the meetings were summarized below:

- **Review quarterly and annual financial statements**

The Audit Committee has reviewed accuracy, completeness and credibility of the quarterly and annual financial statements of the Company to ensure that they have been prepared pursuant to the Thai Financial Reporting Standards with adequate disclosure of information.

The Audit Committee deemed that material essence of such financial statements was correctly, reliably, and information has been adequately disclosed and beneficial to the shareholders.

- **Review related transactions or connected transactions**

The Audit Committee has reviewed related transactions or connected transactions on a quarterly basis for compliance with the laws and regulations specified by the Capital Market Supervisory Board and other relevant agencies.

The Audit Committee has an opinion that the connected transactions or the transactions which may have a conflict of interest with the Company passed transparent consideration processes and they were for the best interest of the Company with adequate and complete disclosure of information.

- **Review compliance with laws and regulations of the relevant agencies**

The Audit Committee has reviewed the Company's compliance with the laws of the SEC, regulations of the SET and other laws related to the Company's businesses.

The Audit Committee opined that the Company has strictly complied with the principles of the laws and regulations, as well as laws related to the Company's businesses with adequate and appropriate disclosure of information.

- **Review adequacy of internal control system**

The Audit Committee has reviewed the effectiveness and adequacy of the internal control system, and monitored results pertaining to the recommendations to prevent recurrence of deficiencies and ensure that the Company has adequate internal control system.

The Audit Committee concluded that the Company's overall internal control system were adequate, appropriate and effective with no significant deficiencies or irregularities found.

- **Review internal audit operations**

The Audit Committee has supervised operations of the Internal Audit Unit and acknowledged the audit result report every quarter by emphasizing on the internal control to prevent or minimize likelihood of risks. The Audit Committee has also provided recommendation for improving the internal audit systems to make them more efficacy and consistent with the International Standards for the Professional Practice of Internal Auditing.

The Audit Committee opined that performance of the Internal Audit Unit achieved the specified plan and efficiently as the international standards.

- **Compliance with Corruption Prevention Measures**

The Company has established the Corruption Prevention Policy and provided channels to send complaints and information on misconduct through the Company's website. The Internal Audit Department is responsible for preliminary investigating of offenses and following the steps of the policy and then propose to the Audit Committee. In 2024, there was no case of misconduct on the ethics and no matters violated the Company's Corruption Prevention Policy.

- **Consideration on selection and proposal on appointment of the Company's auditor**

The Audit Committee has considered on selection, proposal on appointment of the auditor and remuneration fee for 2025 to the Board of Directors for further propose to the shareholders' meeting by considering from the operating standard, experience and independence in auditing, provision of consultancy, suitable remuneration fee as well as auditing expertise of the Company's business.

The Audit Committee has considered and selected the auditors of EY Company Limited as the Company's auditor for 2025 by considering from knowledge, capability, experiences, independency and understanding of the Company's business.

- **Performance assessment of the Audit Committee**

The Audit Committee has assessed performance of the Committee every year. The evaluation results demonstrated that the Audit Committee has performed its duties and responsibilities with a commitment to accuracy, prudence, transparency and independence.

In overall, for the year 2025, the Audit Committee has completely performed duties as specified in the Audit Committee Charter approved by the Board of Directors. The Audit Committee was of the opinion that the financial reports have been prepared pursuant to the Thai Financial Reporting Standards, adequately disclosed and complied with the laws of the SEC, regulations of the SET and the laws related to the Company's businesses, and the internal control system was adequately circumspect.



(Dr. Chotivid Chayavadhanangkur)
Chairman of the Audit Committee
Samart Digital Public Company Limited

Report of the Executive Committee

Dear Shareholders

The Company strongly believes in the importance of managing the business operations according to the Company's business policies and plans, including any initiatives mandated by the resolutions of the Board of Directors and Shareholders meetings. All such implementations needed to be done have to be executed in strict adherence to the Company's Corporate Governance Policy and Business Ethics. Consequently, the Board of Directors appointed the Executive Committee to analyze and appraise numerous important issues prior to further consideration by the Board of Directors. Moreover, as a written guideline, the charter of the Executive Committee has been provided in order to clearly specify composition, qualification, term of post, roles and responsibilities of the Executive Board as well as details of meeting arrangement and report to the Board of Directors of the Company.

In 2025, the Executive Committee conducted 12 meetings. All members had attended every meeting to consider numerous matters concerning the Company. Results from the meeting, including the comments and recommendations, have been reported to the Board of Directors for consideration. The significant matters considered during the year were summarized below:

- Establish and review vision mission strategy and plan of the Company and its subsidiaries including problem resolution guidelines for each line of business operations on a quarterly basis. Every year, the Company arranges at least 2 management meetings where the participants are the manager level onwards to convey its operation plans and strategies to the management and the employees for their acknowledgement and compliance.
- Review and monitor business operations of the Company and its subsidiaries and provided advices for any problems may have to achieve business target.
- Analyze and assess annual salary increment and bonus. The salary increase and bonus allocation are in line with the Company's operating performance and commensurate with the industry's average remuneration. This recommendation was submitted to the Nominating & Compensation Committee for further consideration.
- Review the duties and responsibilities of the Executive Committee in accordance with the situation.
- Analyze and appraise numerous important issues mandated by the Board of Directors such as investment, fiscal year budget as well as consideration on promotion and new hire manpower.
- Revise the delegation of authorities to align with the changes in the Company structure and to enhance operational efficiency, for submission to the Board of Directors for approval.

The Executive Committee is intent to perform its duties to the utmost honesty, caution, and thoroughness with the objectives of ensuring the Company's highest benefits, equity and fairness to all shareholders and stakeholders. To be sure, the Executive Committee seeks monitors all company's systems to ensure the strictest adherence to all rules and regulations, Company's Objectives and Articles of Association, and comply with the good corporate governance principle in order to fulfill the targets on enhancement of stability and growth on continued basis which can further lead to the sustainable growth of business.



(Mr. Watchai Vilailuck)

Executive Chairman

Samart Digital Public Company Limited

Report of the Corporate Governance Committee

Dear Shareholders

The Company realizes on the importance and utmost emphasizes on corporate governance, code of business conduct, and Company's framework of sustainable development to improve corporate governance for greater efficiency. The Board of Directors has established written Corporate Governance Policy and Business Ethics for practices of directors, executives and employees in order to create more transparency, competitiveness and strengthen the confidence to shareholders, investors and all related parties. Hence, the Corporate Governance Committee, which the Chairman is an Independence Director, is assigned to oversee and monitor the business operations in compliance with the Corporate Governance Principles.

In 2025, the Corporate Governance Committee conducted 2 meetings. All members had attended every meeting to follow up and consider various matters to support and promote the Company's Good Corporate Governance Practices. The Corporate Governance Committee had subsequently reported to the Board of Directors, which could be summarized below:

- Review the Company's corporate governance policy and business ethics to comply with the Principle of Good Corporate Governance. The Corporate Governance Committee has considered and reviewed the appropriateness of applying good corporate governance principles by means that are suitable for the Company's business to ensure that the Corporate Governance Policy conforms to related rules, regulations and international corporate governance criteria as well as beneficial to creating value for sustainable business.
- Review all committee charters to comply with the Principle of Good Corporate Governance, other related regulations and the Company policies.
- Monitor performances of the Committees to ensure the compliance with the Company's corporate governance policy and the Principle of Good Corporate Governance by specifying that all Committees should from time to time report their performances to the Board of Directors and provide annual performances report to shareholders in the Annual Report.
- Encourage the minority shareholders to propose the agenda and submitted any enquiries for consideration in the Annual General Meeting of Shareholders to comply with the Securities and Exchange Act and the Principle of Good Corporate Governance.
- Encourage the Board of Directors to conduct self-assessment of the Board of Directors, individual director, committees including CEO assessment and Corporate Secretary Assessment annually. Results and recommendations from such assessments will be considered for further improvement.
- Review the Company's Corporate Governance Report disclosed in the Annual Report to comply with the regulations of the SEC and the SET.

The Corporate Governance Committee carries out duties and responsibilities as assigned by the Board of Directors, and continues to review, update and develop the Company's Corporate Governance as well as emphasizes and recognizes the importance of the rights of all stakeholders equitably to achieve the objective and target with accuracy and transparency. Due to the continual monitor and development of the Company's Corporate Governance Practices, the Company scored "Excellent" or "5 Stars" in the 2025 Corporate Governance Report surveyed by Thai Institute of Directors Association (IOD). In addition, the Company scored "Very Good" (4TIA) from the survey on quality in convening the 2025 AGM surveyed by Thai Investors Association.



(Dr. Chotivid Chayavadhanangkur)

Chairman of the Corporate Governance Committee
Samart Digital Public Company Limited

Report of the Nominating and Compensation Committee

Dear Shareholders

The Company realizes the importance of recruiting candidates to assume the positions of directors and top level executives as well as their appropriate remuneration packages. Consequently, the Board of Directors has appointed the Nominating and Compensation Committee, of which the Chairman is an Independence Director, to be responsible for screening and nominating candidates who are highly knowledgeable in their fields, capability, and have appropriate qualifications for director and top level executive positions, and setting policies and guidelines for remuneration package for directors, committee members and top executives.

In 2025, the Nominating and Compensation Committee conducted 3 meetings. All members had attended every meeting to consider numerous matters concerning the Company. The member who has an interest in any agenda shall be refrained from voting and not attend the meeting to consider that agenda. Results from the meeting, including the comments and recommendations, have been reported to the Board of Directors for consideration. The significant matters considered during the year were summarized below:

- Nominate and propose candidates who had knowledge and experience in business related to the Company's operation, and had full qualifications as the regulations of the SEC and the SET in order to assume the position of the Company's directors and committees in case of retiring by rotation and vacancy.
- Screen the remuneration packages for directors and committees, any directors who have been assigned to take more responsibilities in any committee would receive additional compensation as appropriated and in line with the industry rate.
- Consider criteria of annual salary increment and bonus in consultation with the Human Resource Department and the Executive Committee at an appropriate level and consistent with the strategy and goals of the Company including the Company's operating results and market conditions at all times to propose to the board for approval.
- Conduct self-assessment of the Nominating and Compensation Committee and reported to the Board of Directors for development.
- Review the duties and responsibilities of the Nominating and Compensation Committee in accordance with the situation.
- Review criteria and procedures for nominating directors, committees and executives including succession plan to propose to the board for approval.
- Report performance to the Board of Directors and provided annual performances report to shareholders in the Annual Report.

The Nominating and Compensation Committee performs duties carefully, prudently, reasonably, transparency and independence as well as a commitment based on principles of equality, justice, transparency and accountability for comply with the principles of good corporate governance and international recognition for the highest benefits to shareholders and all stakeholders. The remuneration of the directors and management is considered at the appropriate level to create incentive to obtain work efficiency as well as retain knowledgeable and capable persons to work with the Company. The consideration is based on the authority, assigned responsibility, and operating results, as well as growth and the Company's performance, business liquidity and factors which may affect the Company or overall economic situation. The methods are in accordance with the Charter and related regulations and be comparable to other companies in the same industry.



(Mr. Kunthit Arunyananda)

Chairman of the Nominating and Compensation Committee
Samart Digital Public Company Limited

Report of the Risk Management Committee

Dear Shareholders

The Company's Risk Management Committee, which has been appointed by the Board of Directors, comprised of the Company's Executive Chairman as the Chairman and 2 directors as the committee members. The Risk Management Committee has duties and responsibilities in formulating policies, risk management framework and supervise the operation of risk management in accordance with the Company's strategy and goals as well as provide recommendations for risk management guidelines to the Company's management. It is confident that the strategic operations of the Company move forward to the achievement of the objectives and goals and there is an efficient and effective prevention of potential losses.

The Risk Management Committee fulfilled its duties as mandated by the Risk Management Committee Charter. In 2025, the Risk Management Committee held 3 meetings. All members had attended every meeting to consider material matters as summarized below:

- Identified and analyzed main risks of the Company, i.e. financial risk, business risk and operational risk, which may impact to the Company's business operations in order to keep the Company's targets achieve as per specified.
- Supervise to ensure that the risk management policies are thoroughly communicated and employees have complied completely and continuously.
- Followed up and reviewed risk management to ensure that risk management plans and strategies could be able to manage risks at acceptable level, in time with the changing situations and conform to the Company's work plans.
- Support and encourage for improvement and development of internal risk management system so that the Company can manage material risks at acceptable level.

In 2025, the Risk Management Committee had the opinion that the Company has an effective risk management system and material risks have been supervised to ensure continuous risk management and consistent with the changing situations.



(Mr. Watchai Vilailuck)

Chairman of the Risk Management Committee
Samart Digital Public Company Limited

Report of the Sustainable Development Committee

Dear Shareholders

The Board of Directors of Samart Digital Public Company Limited recognizes the importance of sustainable development that will lead to the business' sustainable growth and must develop in parallel with the recognition of social and environmental responsibility as well as corporate governance taking into account the benefits of all groups of stakeholders. Thus, the Board of Directors has appointed the Sustainable Development Committee to formulate policy framework and operational guideline regarding social and environmental responsibility of the Company.

In 2025, the Sustainable Development Committee conducted 2 meetings. All members had attended every meeting to follow up and consider various matters to ensure the compliance with the sustainable development policy and charter of the committee by taking into account society, the environment and corporate governance (ESG). The significant matters considered during the year were summarized below:

- Review the Company's sustainable development policy.
- Build up corporate culture that could encourage all employees to had conscious mind and devoted their efforts and personal time for benefits of communities as a whole, and promoted and educated the employees at all levels on social and environmental awareness to serve as guidelines on social and environmental conservation and development throughout the organization.
- Follow up the Corporate Social Responsibility activities during the year.
- Conduct self-assessment of the Sustainable Development Committee and reported to the Board of Directors for development.
- Review the duties and responsibilities of the Sustainable Development Committee in accordance with the situation.
- Report performance to the Board of Directors and provided annual performances report to shareholders in the Annual Report.

The Sustainable Development Committee carries out the duties and responsibilities as assigned by the Board of Directors with utmost effort and focuses on developing the Corporate Social Responsibility activities coupled with managing the Company's business with the recognition of the Principles of Good Corporate Governance. The implementation of the sustainable development will not meet the target unless the valuable support from all stakeholders; shareholders, directors, management and employees including community and society associated with the operation of the Company ultimately leading to the sustainable growth of business.



(Mr. Supavas Prohmvitak)

Chairman of the Sustainable Development Committee
Samart Digital Public Company Limited

Industry and Competition

2025 stable global economic growth amid volatility and slower economic expansion in Thailand

In 2025, the global economy is projected to expand by 3.3 percent, maintaining a stable growth rate compared with 2024, despite facing multiple challenges. Key headwinds include geopolitical conflicts in several regions, changes in trade and tariff policies of major trading partners that affect global trade and supply chains, and China's economic slowdown. Nevertheless, supportive factors remain, such as increased global investment in technology particularly AI infrastructure, interest rate cuts and monetary easing by central banks in many countries, as well as declining inflation, which helps reduce pressure on the overall economy.

For Thailand in 2025, the economy is projected to grow by 2.4 percent, declining from 2.9 percent in 2024. This slowdown is driven by weaker growth in private and government consumption, expected at 2.7 percent and 0.6 percent, respectively, as well as a slower recovery in the tourism sector. However, private and public investments are projected to grow by 3.5 percent and 8.9 percent, respectively. Thailand is also expected to record a current account surplus of 3.1 percent of GDP, compared with 2.2 percent in 2024. In addition, headline inflation is projected at -0.1 percent, compared with an average of 0.4 percent in 2024.

The global economy is expected to grow steadily in 2026, while Thailand's economy remains sluggish.

In 2026, the global economy is forecast to grow by 3.3 percent (with 3.2 percent growth expected in 2027). Although, growth is expected to remain stable, several downside risks continue to weigh on the outlook, including uncertainties in trade and tariff policies among key economies, protectionist measures adopted by various countries, elevated debt levels in many economies, and prolonged geopolitical tensions. Supportive factors include fiscal stimulus measures in several countries, as well as continued investment in digital technologies and AI.

Thailand's economy in 2026 is expected to grow at a slower pace of 2.0 percent. Downside pressures include volatility in U.S. import tariff measures, persistently high household debt, and limited room for additional stimulus due to elevated public debt. Nonetheless, key supporting factors include private consumption growth of 2.1 percent, private investment growth of 1.9 percent, an increase of 7.9 percent in the fiscal year 2026 government expenditure framework, and continued recovery in tourism revenue. Headline inflation is expected to be around 0.4 percent.

Global IT spending growing faster than the overall economy, driven by investments in digital infrastructure and AI.

Regarding global spending on information technology (IT) products and services, including communications services, Gartner forecasts that in 2025, global IT spending will increase by 10.3% from 2024, reaching a total value of USD 5.55 trillion. This represents an accelerated growth rate compared with 2024. The increase is partly driven by rising costs of IT products and services, continued growth in cloud service adoption, as well as investments in digital infrastructure and the adoption of Generative AI (GenAI). Among the various segments, data center systems are expected to experience the highest growth rate, reaching USD 496 billion, an increase of 48.9%.

For 2026, Gartner projects that global IT spending will reach approximately USD 6.15 trillion, representing a 10.8% increase from the previous year. This growth reflects continued investment by organizations worldwide in developing digital infrastructure, particularly infrastructure related to AI. Global IT spending can be categorized into different segments, ranked by market size as follows:

- IT Services: USD 1.87 trillion, growth of 8.7 percent
- Software: USD 1.43 trillion, growth of 14.7 percent
- Communications Services: USD 1.36 trillion, growth of 4.7 percent
- Devices: USD 836 billion, growth of 6.1 percent (a slower growth rate)
- Data Center Systems: USD 653 billion, growth of 31.7 percent (the highest growth rate)

Gartner notes that software spending growth is driven partly by GenAI, which continues to expand rapidly at 80.8 percent, with GenAI expected to increase its share of the software market by an additional 1.8 percent in 2026. For devices, although spending continues to grow, the growth rate is slowing due to higher memory prices, which increase average selling prices and cause consumers to delay device replacement.

For key technology trends, in 2026, in addition to 6G wireless technology, which Krungsri Research identifies as an emerging technology offering faster and more secure communications, AI is expected to become more intelligent in learning and decision-making. In particular, the market is moving toward Agentic AI, which can autonomously plan, manage, and execute complex tasks end-to-end to achieve user-defined goals. Gartner also indicates that AI will no longer be merely an add-on to operations, but will become a foundational element of software systems and digital infrastructure. This creates a strategic challenge for organizations to align their digital strategies with organizational objectives, enabling AI scaling in a secure and responsible manner and supporting confident execution of Digital Transformation.

Gartner has also revealed the key strategic technology trends for 2026, including the following:

In terms of building AI platforms and infrastructure:

1. AI-Native Development Platforms are software development platforms that utilize Generative AI (GenAI) to accelerate the development process. By 2030, 40% of enterprise applications are expected to be generated by AI (up from 5% in 2025), and 80% of large enterprises will operate with smaller software teams working alongside AI.
2. AI Supercomputing Platforms refer to the growing demand among organizations for supercomputing capabilities to achieve significantly faster processing, as larger and more complex AI models require extensive resources for development, training, and inference.
3. Confidential Computing refers to secure processing conducted only within trusted environments and hardware known as Trusted Execution Environments (TEEs), in order to protect data from unauthorized access—even from cloud service providers. Gartner expects that 75% of computing workloads in untrusted environments will be protected by Confidential Computing by 2029.

In terms of technology convergence to create new value:

4. Multiagent Systems (MAS) are systems in which multiple AI models work collaboratively to perform complex tasks more effectively than a single AI model. This approach also enhances automation efficiency and supports better scalability.
5. Domain-Specific Language Models (DSLMS) are AI models trained with specialized datasets for particular industries or business functions, providing greater accuracy than general-purpose AI models. It is expected that by 2028, 60% of organizations will adopt DSLMS, and 30% will deploy them on-premises within their own systems.
6. Physical AI refers to integrating AI intelligence with robots, drones, vehicles, or other physical devices so that machines can perceive, make decisions, and perform tasks autonomously. Organizations are expected to increasingly adopt such applications, and by 2028, half of leading AI providers will be able to offer products and services related to Physical AI.

In terms of enhancing trust, governance, and security:

7. Preemptive Cybersecurity refers to security systems that use advanced AI to predict and close vulnerabilities or eliminate opportunities for cyberattacks before they occur. As AI-assisted cyberattacks are expected to increase significantly, Gartner predicts that by 2029, cybersecurity products without predictive AI capabilities will lose market share, and by 2030, 50% of cybersecurity spending will focus on proactive prevention.
8. Digital Provenance refers to technologies used to verify the origin and authenticity of digital content, software, and media. Tools such as verification registries or digital watermarking can help prevent tampering with code, software manipulation, and the spread of AI-generated deepfakes.
9. AI Security Platforms (AISP) are security platforms designed to protect AI systems themselves from threats that specifically target AI in order to attack systems or steal data. By 2028, 50% of organizations are expected to adopt AISP.
10. Geopatriation refers to the relocation of data and cloud-based operations back to domestic infrastructure to reduce risks arising from geopolitical conflicts. Gartner expects that 75% of organizations worldwide will implement such strategies by 2030.

Krungsri Research further states that global organizations are beginning to adopt Agentic AI. During 2025-2027, more than 82 percent of organizations plan to deploy Agentic AI in various functions such as data analytics, software coding, and drafting or responding to emails. The Agentic AI market, valued at USD 7.2 billion in 2025, is projected to grow at an average CAGR of 40 percent, reaching USD 27.7 billion by 2029.

IT spending in Thailand outpacing overall public and private investment

For Thailand, Gartner forecasts that IT spending in 2026 will reach approximately THB 1.1 trillion, increasing by 8.36 percent from 2025. Krungsri Research also estimates that during 2026-2028:

- Digital services will grow by 7.7 percent per year, driven by increasing online platform transactions, competition among digital service providers, and cloud-based services that expand customer reach for digital platform and digital service businesses.
- Software and software services revenue will grow by 6.3 percent, supported by increased adoption of Software-as-a-Service (SaaS) and smarter software services enabled by AI and machine learning.
- The data center industry in Thailand will grow at an average of 10.2-11.2 percent per year, driven by investment from domestic and international providers, demand for AI and cloud services from consumers and businesses, and growth in e-commerce and e-payment.
- Network infrastructure revenue will grow by 7.8-8.8 percent per year, driven by rising internet usage and continued development of 5G networks, as well as increasing demand for large-scale data connectivity among expanding data centers.

Meanwhile, digital content revenue is expected to grow at a relatively low rate of 2.0 percent. Although demand may gradually improve, pricing competition from neighboring countries with lower production costs is expected to remain a key constraint.

Growth Trends, Key Technologies, and Supporting Factors

Based on projected IT spending growth and technology adoption trends, Thailand's ICT and digital industry is expected to continue expanding strongly in 2026. Key drivers include the adoption of GenAI and Agentic AI, as organizations across industries accelerate deployments to become AI-driven organizations, improve operational efficiency, enhance competitiveness, and strengthen service delivery. Growth is also supported by the development of automation software used in business processes, adoption of immersive technologies, increasing demand for cloud services (with stronger environmental considerations), and rising requirements for massive data connectivity.

Furthermore, government policies and initiatives continue to support the industry, including Digital Government development, including e-document implementation to transform government paperwork into electronic formats, Cloud First Policy, Smart City development, adoption of AI to enhance inspection and service efficiency, development of learning platforms, integrated promotion of cybersecurity and data privacy, and policies supporting the Bio-Circular-Green (BCG) Economy to drive the digital economy and society and position Thailand as ASEAN's digital industry hub.

As technology adoption accelerates, data volumes expand, and reliance on digital infrastructure increases across sectors, investment in cybersecurity and personal data protection technologies is becoming increasingly strategic. Organizations are expected to strengthen proactive cyber defense measures to maintain stakeholder confidence and ensure the stability of digital systems.

At the same time, climate technology is gaining increasing importance, particularly among organizations pursuing net zero emissions or aiming to reduce environmental impacts. This includes energy management systems, greenhouse gas emission monitoring and reporting, and development and adoption of more environmentally friendly digital technologies to enhance resource efficiency. Integrating sustainability-oriented technologies into core operations is expected to become a more common standard across organizations. These factors will play an important role in sustaining long-term growth of Thailand's ICT and digital industry.

Intensifying and more complex competition driving business adaptation

In 2026, Thailand's ICT and digital industry is expected to face intense and increasingly complex competition, driven by both large and small domestic players and international technology developers and service providers expanding investments in Thailand. Competition is no longer limited to ICT service providers alone, but also includes companies from other industries such as banking, retail and e-commerce, transportation and logistics, media, and energy and utilities, which accelerate their transformation into technology companies.

The government continues to play a role in balancing competition by introducing procurement measures that support SMEs, helping expand business opportunities and increase competitive participation. However, despite these measures, overall industry competition is still expected to remain high.

To adapt strategically to this competitive and rapidly evolving environment, industry participants are accelerating efforts in several areas, including:

- Developing products and services tailored to specific customer needs
- Creating innovation and increasing value creation
- Enhancing service quality and strengthening operational excellence
- Adopting more diversified and flexible business models that respond rapidly to changes in technology and market conditions

In addition, many players are adopting strategies to build strategic partnerships and develop ecosystems with other stakeholders to strengthen core capabilities and expand technology capacities. Such collaboration supports faster development and deployment of new technologies, reduces development costs, and improves responsiveness to increasingly diverse customer needs.

Ultimately, these strategies aim to enhance customer experience, improve satisfaction, and strengthen long-term customer engagement—key success factors in a highly competitive environment—enabling companies to maintain and expand customer bases over the long term.

Factors to monitor affecting the industry outlook

Although Thailand's ICT and digital industry is expected to continue growing in 2026, the industry still faces several risks arising from global economic conditions and domestic structural factors that may impact industry performance and competitive dynamics. Key watch points include:

- Global economic uncertainty, financial market volatility, and high levels of private and public debt in many economies, along with changes in trade and tariff policies of key partners and prolonged geopolitical tensions, which may lead to delayed investment and spending, supply chain disruptions, equipment shortages, and higher costs.
- The U.S.-China technology trade war may intensify competition among service providers and product owners, increasing the entry of foreign providers into Thailand's ICT market-either directly or through partnerships with local firms.
- Rapid adoption of AI, cloud, cybersecurity, and advanced technologies is increasing demand for specialized digital talent, intensifying competition for skilled personnel and potentially affecting cost structures and scalability.
- Rising cybersecurity risks and regulatory requirements, driven by increased data usage and AI adoption, including AI-enabled cyber threats, ransomware attacks, data breaches, and deepfake-related threats. Updates to laws and standards on personal data protection, cybersecurity, and AI governance may increase compliance costs.
- Continuity and execution of government policies such as Digital Government, Cloud First Policy, and national digital infrastructure remain critical. Delays in project implementation, policy changes, or budget constraints could affect business opportunities for industry players.
- Slower-than-expected economic growth in Thailand may lead organizations to postpone large-scale technology investments or reduce ICT spending.

These factors may pressure industry growth and intensify competition, including price competition. Industry participants should therefore closely monitor key risks, strengthen risk management, diversify technology strategies, manage supply chain risks, and improve cost efficiency. These measures are essential for sustaining competitiveness and long-term resilience in the ICT and digital industry.

Section 1

Business Operation and Operating Results

1. Structure and Business Operation

1.1 Policy and Overview of Business

The Company is engaged in the distribution of communications and electronics equipment as well as provides integrated businesses in digital network and solution. In addition, the Company also provides interactive media and varieties of most updated information, news and edutainment contents in the form of voice and non-voice services. The Company has conducted 2 lines of business, Digital Network and Digital Content.

1.1.1 Vision, Mission, Corporate Culture and Business Direction

Vision

Sustainable growth through Integrated Broadband Communication to ease everyday life

Mission

- Focusing on great customer experience on products through all touch points including software solutions and service to create beyond customer expectation
- Creating innovative content and application platform through various digital mediums in order to serve customer needs where as seeking for developing mutual sustainable growth with potential partners

Corporate Culture

- Think Ahead
- Customer Focus
- Team of Professionals
- Commit to excellence

Business Direction

Focusing on updated digital business development to harmonize consumer rapid trend with new distribution channel and new content media channel continuously

1.1.2 Highlight of Change and Development

Samart Digital Public Company Limited (“SDC”), formerly known as Samart I-Mobile Public Company Limited, was established by Samart Corporation Public Company Limited (“SAMART”) in 1995 with a registered capital of Baht 50 million in the name of Samart Easy Pay Company Limited. The primary objective was to operate telecommunication business. The business operation of the Company has continually growth.

In 2003, the Company has changed the name to be Samart I-Mobile Company Limited and restructured its business and shareholding structures to facilitate the development to be fully integrated Mobile Multimedia services. On September 18, 2003, the Company’s par value was split from Baht 10 per share to Baht 1 per share. Additionally, the Company increased its registered capital of Baht 110 million by issuing 110 million new ordinary shares at a par value of Baht 1 totaling Baht 110 million for initial public offering. The new registered capital of the Company was Baht 430 million. The Company was approved to be a public company on September 30, 2003 and the Company’s ordinary shares were listed in the Stock Exchange of Thailand on December 9, 2003. On May 6, 2008, the Company approved the alteration of par value from par value of Baht 1.00 per share to Baht 0.10 per share in order

to achieve greater liquidity in the Company's stock trading as its price was higher than the other stocks in the same type of business. The Company also approved the increase of its registered capital of Baht 14 million from Baht 430 million to Baht 444 million for the issuance of warrants offering to the Company's directors and the employees of the Company and its subsidiaries.

Since 2016, the Company has reorganized management structure in order to be competitive under the transition to the digital era, reduced the size of handset business and finally closed down in 2018, and then shift to complete digital services. The digital services include Digital Trunked Radio System ("DTRS") of which the target clients are state-owned enterprises and government agencies, and Co-Tower rentals for Mobile Operators in the Nationwide National Parks. These 2 projects are in collaboration with CAT Telecom Public Company Limited (Currently known as National Telecommunication Public Company Limited or NT). For content business, the Company has changed towards digital platform. The Company changed its name to Samart Digital Public Company Limited ("SDC") in 2017.

To support business changes and new business operations, the shareholders' meeting approved the increase in its registered share capital to be offered to the existing shareholders of the Company in proportion to their respective shareholdings (Rights Offering) and to accommodate the exercise of the warrants. The Company received money from the capital increase totaling Baht 2,077 million, therefore, the Company's issued and paid-up capital increased from Baht 440 million to Baht 1,132 million with shares premium of Baht 1,385 million. The 1,731,043,303 units of warrants (SDC-W1) were issued in this regard. The exercise ratio is 1 warrant: 1 share, with an exercise price of Baht 0.50 per 1 ordinary share. The warrants have a life of 5 years and are exercisable on the last business day of the June and December of each year throughout the life of the warrants. The first and last exercise date was set on December 28, 2018 and June 1, 2023 respectively. Subsequently, the Board of Directors approved to change the exercise period to 15th of March, June, September and December of each year throughout the life of the warrants.

Due to the COVID-19 pandemic during 2020-2022, the demand for electronic devices has greatly increased. This causes a mismatch between production capacity and demand, leading to chip shortage or global shortage of electronic components. This event has a direct impact on the delay in sales and the installation of communication network equipment. In addition, political uncertainty during the past year has caused delays in government budget disbursement and government agency bidding processes. As a result, the budget disbursement rate did not meet the target and there was a delay in bidding on the Company's project. This caused the Company to have a continuous and significant impact on its financial position, performance and cash flow.

In the year 2019-2025, the Company has still focused on operating businesses with recurring income and closed down the business that do not generate income. The Company reorganized the workforce structure to be suitable for business operations and negotiated with various financial institutions for debt restructuring. In 2021-2024, the Company issued convertible debentures by private placement to specific investors who are not related persons of the Company. The purpose of this issuance is for working capital and operations of the Company, investment in project and repayment of loan from banks.

Change and development during the past 3 years

2025

On April 24, 2025, the Annual General Meeting of shareholders of the Company approved a reduction in the Company's registered capital in the amount of Baht 369,270,797.20, decreasing it from Baht 3,820,907,710.20 to Baht 3,451,636,913.00, through the cancellation of 3,692,707,972 unissued ordinary shares with a par value of Baht 0.10 per share. The purpose of this reduction is to eliminate the remaining shares previously reserved for the exercise of additional conversion rights of convertible debentures. In addition, the meeting approved an amendment of the Company's Articles of Association to reflect the reduction in registered capital. The Company registered the decrease in share capital with the Ministry of Commerce on April 30, 2025.

	Number of ordinary shares	Paid-up share capital	Share premium
	(Thousand shares)	(Thousand Baht)	(Thousand Baht)
<u>Issue and paid-up share capital</u>			
January 1, 2024	29,793,016	2,979,302	2,800,118
Increase (decrease) from exercise of convertible debentures	4,723,353	472,335	(349,335)
December 31, 2024	34,516,369	3,451,637	2,450,783
December 31, 2025	34,516,369	3,451,637	2,450,783

The Company has already registered the increase in paid-up share capital with the Ministry of Commerce.

2024

- On March 14, 2024, the Board of Directors of the Company passed a resolution to dissolve a non-operational subsidiary company, specifically Samart Mobile Services Co., Ltd. On April 30, 2024, the Annual General Meeting of shareholders of Samart Mobile Services Co., Ltd., a subsidiary company, passed a resolution to liquidate the company. On May 9, 2024, the subsidiary completed the registration of its dissolution with the Ministry of Commerce and distributing the remaining registered share capital to shareholders and its liquidation was registered with the Ministry of Commerce on December 12, 2024.
- On April 30, 2024, an Annual General Meeting of shareholders of Zecureasia Co., Ltd., a subsidiary company, passed a resolution to approve an increase in the share capital of Baht 6.50 million, from Baht 1.25 million (125,000 ordinary shares of Baht 10 each) to Baht 7.75 million (775,000 ordinary shares of Baht 10 each), by issuing 650,000 new ordinary shares with a par value of Baht 10 each. The shares were paid in full on May 3, 2024. The subsidiary company registered the increase of its issued and paid-up share capital with the Ministry of Commerce on May 9, 2024.
- On April 25, 2024, the Annual General Meeting of shareholders of the Company passed significant resolutions as follows:
 - To approve a decrease in the Company's registered capital of Baht 1,744,330,251.20, from Baht 5,065,958,253.40 to Baht 3,321,628,002.20, by cancelling unissued 17,443,302,512 ordinary shares with a par value of Baht 0.10 each. The purpose of the issuance is to accommodate (1) the conversion rights of the convertible debentures and (2) a rights offering to existing shareholders in proportion to their shareholdings.
 - To approve an increase in the Company's registered capital of Baht 499,279,708.00, from Baht 3,321,628,002.20 to Baht 3,820,907,710.20, by issuing 4,992,797,080 new ordinary shares with a par value of Baht 0.10 each. The purpose of the issuance is to accommodate the conversion rights of the convertible debentures and a rights offering to specific investors, namely Advance Opportunities Fund and Advance Opportunities Fund 1.
 - To approve the allocation of not exceeding 4,992,797,080 newly issued ordinary shares with a par value of Baht 0.10 each to accommodate the conversion rights of the convertible debentures and a rights offering to specific investors, namely Advance Opportunities Fund and Advance Opportunities Fund 1.

	Number of ordinary shares	Paid-up share capital	Share premium
	(Thousand shares)	(Thousand Baht)	(Thousand Baht)
<u>Issue and paid-up share capital</u>			
January 1, 2023	13,974,865	1,397,487	3,509,242
Increase (decrease) from exercise of convertible debentures	1,724,331	172,433	(4,433)
Issued additional shares	14,093,820	1,409,382	(704,691)
December 31, 2023	29,793,016	2,979,302	2,800,118
Increase (decrease) from exercise of convertible debentures	4,723,353	472,335	(349,335)
December 31, 2024	34,516,369	3,451,637	2,450,783

The Company has already registered the increase in paid-up share capital with the Ministry of Commerce.

2023

- On April 27, 2023, the Annual General Meeting of shareholders of the Company passed the following resolutions:
 1. Approving the issuance and offering of new convertible debentures of the Company, totaling not exceeding Baht 160 million, to specific investors, namely Advance Opportunities Fund and Advance Opportunities Fund 1, who are not considered connected persons. The purpose of this issuance is to secure working capital for the Company, invest in projects and repay loans from financial institutions. The convertible debentures are unsubordinated and unsecured, and will mature in 3 years with an interest rate of 0.50% per annum.
 2. Approving the increase in the Company's registered capital of Baht 309,434,611.40, from Baht 1,715,097,937.80 to Baht 2,024,532,549.20, by issuing 3,094,346,114 newly issued ordinary shares with a par value of Baht 0.10 each. The purpose of the issuance is to (1) accommodate the conversion rights of the convertible debentures and (2) allocate the newly issued ordinary shares by private placement. The Company has already registered the increase in share capital with the Ministry of Commerce on 19 May 2023.
 3. Approving the allocation of not exceeding 1,207,549,703 newly issued ordinary shares with a par value of Baht 0.10 each to accommodate the conversion rights of the convertible debentures and approve the Company determining the conversion price of convertible debentures to be issued in private placement, which may be lower than the par value but not less than Baht 0.01 per share.
 4. Approving the issuance and allocation of not exceeding 1,886,796,411 newly issued ordinary shares with a par value of Baht 0.10 each by way of private placement, to be offered to specific investors, including Echelon Capital Holdings Limited, who is not considered a connected person, and/or other investors as determined by the subsidiary for additional private placement. In addition, the resolution approved the subsidiary determining the offering price of the newly issued ordinary shares for private placement, which may be lower than the par value but not less than Baht 0.01 per share. The conversation price is not less than 90 percent of weighted average price of the subsidiary's share trading for not less than 7 consecutive business days but not more than 15 consecutive business days prior to the date the offering price is determined.
- On November 28, 2023, an extraordinary general meeting of the Company's shareholders passed the following resolutions:
 1. Approving the decrease of the Company's registered capital of Baht 361,783,921.40, from the existing registered capital of Baht 2,024,532,549.20 to the new registered capital of Baht 1,662,748,627.80 by canceling 3,617,839,214 unissued shares with a par value of Baht 0.10 per share, which remained from the share allocation to accommodate (1) the exercise of warrants to purchase ordinary shares of the Company (SDC-W1) allocated to existing shareholders who subscribed and had been allocated the newly

issued ordinary shares issued and offered to existing shareholders in proportion to their shareholding (Right Offering) per the resolution of the Annual General Meeting of Shareholders for the year 2018 held on April 27, 2018, and (2) the issuance and allocation of the newly issued ordinary shares through a private placement, i.e., Echelon Capital Holdings Limited, who is not considered a connected person, and/or other investors who are considered private placement, per the resolution of the Annual General Meeting of Shareholders for the year 2023. The Company registered the decrease in share capital with the Ministry of Commerce on November 29, 2023.

2. Approving the issuance and offering of newly issued convertible debentures for use as working capital of the Company for project investments and loan settlement with banks. The total offered value will not exceed Baht 650,000,000, and the offering will be made to specific investors that are Advance Opportunities Fund and Advance Opportunities Fund 1. These funds are identified as not being connected persons of the Company.
 3. Approving the increase of the Company's registered capital of Baht 3,403,209,625.60, from the existing registered capital of Baht 1,662,748,627.80 to the new registered capital of Baht 5,065,958,253.40 by issuing 34,032,096,256 ordinary shares with a par value of Baht 0.10 to accommodate (1) the conversion rights of the convertible debentures issued to specific investors, and (2) allocation the newly issued ordinary shares to the existing shareholders in proportion to their shareholding (Right Offering). The Company registered the increase in share capital with the Ministry of Commerce on November 30, 2023.
 4. Approving the allocation of newly issued ordinary shares not exceeding 2,855,926,276 shares with a par value of Baht 0.10 per share to accommodate the conversion rights of the convertible debentures issued and offered to Advance Opportunities Fund and Advance Opportunities Fund 1, which are not connected persons of the Company. Additionally, the Company is approved to designate the conversion price of the convertible debentures, which may be lower than the par value of the Company but not less than Baht 0.01 per share.
 5. Approving the allocation of the newly issued ordinary shares not exceeding 31,176,169,980 shares, with a par value of Baht 0.10 per share, to offer to existing shareholders in proportion to their shareholding (Right Offering), whether once or several times. The allocation ratio is set at 1 existing ordinary share to 2 newly issued ordinary shares, with fractions resulting from the calculation of such allocation being disregarded, at the offering price of Baht 0.05 per share.
 6. Approving the designation of the conversion price of the convertible debentures issued and offered in accordance with the resolution of the Extraordinary General Meeting of Shareholders held on March 18, 2022. The designated conversion price may be lower than the par value of the Company but not less than Baht 0.01 per share.
- On December 7, 2023, the Board of Directors' meeting of I-Sport Company Limited, a subsidiary company, approved the disposal of the entire investment in the ordinary shares of Siam Sport Television Company Limited to unrelated person. The subsidiary sold its entire investment in the ordinary shares of Siam Sport Television Company Limited to the aforementioned person, totaling 23.5 million shares, for total amount of Baht 0.2 million. The subsidiary registered the share transfer and received the payment in full on December 25, 2023.

1.1.3 The utilization of fundraising

In 2025, the Company did not raise funds through the issuance of debt or equity instruments.

1.2 Nature of Business

The revenue structure of the Company and subsidiaries as of December 31, 2023 - 2025 is as follows:

(Unit: Million Baht)

Revenue	Operated by	% of shareholding	2023		2024		2025	
			Revenue	%	Revenue	%	Revenue	%
Digital Network	SDC	100.00	1,796	94.58	562	86.73	440	81.63
	SMS	97.40						
	ZA, IMP, TBS	99.99						
Digital Content	SDM, LHH	99.99	103	5.42	86	13.27	99	18.37
	I-SPORT, SSTV	49.99						
	ENT	61.87						
Total Revenue from Sales and Services			1,899	100.00	648	100.00	539	100.00

SDC = Samart Digital Plc.⁽¹⁾

SDM = Samart Digital Media Co., Ltd.⁽²⁾

SMS = Samart Mobile Services Co., Ltd. ⁽⁵⁾

IMP = I-Mobile Plus Co., Ltd.

I-SPORT = I-Sport Co., Ltd.

ZA = ZECUREASIA Co., Ltd.

LHH = LUCKY HENG HENG Co., Ltd. ⁽³⁾

ENT = Entertainment Tree Co., Ltd.

TBS = Thai Base Station Co., Ltd.

SSTV = Siam Sport Television Co., Ltd.⁽⁴⁾

Remarks: ⁽¹⁾ Formerly known as Samart I-Mobile Public Company Limited, changed the Company's name to Samart Digital Public Company Limited on October 6, 2017.

⁽²⁾ Formerly known as Samart Multimedia Co., Ltd., changed its name to Samart Digital Media Co., Ltd. on February 20, 2018.

⁽³⁾ Formerly known as SIM2ASSET Co., Ltd. changed its name to LUCKY HENG HENG Co., Ltd on January 13, 2022.

⁽⁴⁾ I-SPORT holds 99.99% shares in SSTV, therefore, the Company holds 49.99% indirect shareholding in SSTV. In December 2023, I-SPORT sold its entire investment in SSTV.

⁽⁵⁾ Samart Mobile Services Co., Ltd. has been dissolved and liquidated in accordance with legal requirements on December 12, 2024.

The Company and subsidiaries have 2 lines of business as follows:

1. Digital Network

The Company is engaged in the distribution of communications and electronics equipment as well as provides integrated businesses in digital network and solution. Since 2017, the Company has transformed the business into a full digital service such as Digital Trunked Radio System (DTRS) services and Co-Tower rentals for Mobile Operators in the Nationwide National Parks in collaboration with CAT Telecom Public Company Limited (Currently, CAT Telecom Public Co., Ltd. has been merged with TOT Public Co., Ltd. into National Telecom Public Co., Ltd.). The Company still focuses on doing business with recurring income.

2. Digital Content

The Company provides varieties of most updated information, news and edutainment contents that address to everyone's need and fit with their lifestyles in the form of voice and non-voice including Multimedia in various forms of VDO Streaming, Real-time Service, and One-on-One Service through multi-channel communication devices. The sample of services are sports update reporting and fortune-teller and horoscope.

Business operations of each line of businesses**1. Digital Network****1.1 Products and services**

- **Digital Trunked Radio System**

On March 10, 2017, the Company entered into an agreement to enter into a consortium with Samart Communication Services Co, Ltd. named SISC Consortium, for the purpose of entering into an alliance service agreement for Digital Trunked Radio System with CAT Telecom Public Co., Ltd. (Currently, CAT Telecom Public Co., Ltd. has been merged with TOT Public Co., Ltd. into National Telecom Public Co., Ltd.). The Company was appointed as the lead company of SISC Consortium which is authorized to act on behalf of SISC Consortium. The agreement is effective from the date that the agreement is signed and will terminate when SISC Consortium has fully discharged its responsibilities under the agreement. The Company is obliged to comply with certain conditions and pay fees for the project as stated in the agreement.

Subsequently, on August 24, 2017, SISC Consortium entered into a business alliance agreement with CAT Telecom Public Co., Ltd. in order to increase its capability to provide Digital Trunked Radio System (DTRS) services. The agreement will terminate on July 31, 2025. Subsequently, on September 27, 2024, National Telecom Public Co., Ltd. announced the results of the consideration by the Office of The National Broadcasting and Telecommunications Commission (NBTC) regarding the renewal of the Digital Trunked Radio System services, granting an extension of the license for an additional 15 years from the expiration date of the original license.

On October 2, 2017, the Company entered into a three-year agreement with CAT Telecom Public Co., Ltd. to resell digital trunked radio system services to end-users. The term shall be automatically extended for another one-year term, unless either party provide the other with written notice of its election not to extend on before the date of expiration. Under the terms of the agreement, the Company is obliged to pay minimum wholesale service fees at a stipulated rate.

The Company provides digital services in the Digital Trunked Radio System Project (DTRS), which is a digital radio communication services in collaboration with National Telecommunications Public Company Limited (NT), the only and largest operator of digital trunked in Thailand. The Company has expected to install network stations of Digital Trunked covering most villages nationwide. Most of the target customers are regional agencies or local government agencies of the Government.

In 2025, the Company recognized an increased revenue from Airtime as a contracting party for business alliances to provide DTRS with NT from the delivery of projects to the Ministry of Interior. In addition, the Company has expanded its marketing efforts to target other groups such as emergency medical services, public safety, local government, and transportation.

- **Co Tower**

Co-Tower is a business under Thai Base Station Company Limited (TBS), a subsidiary of the Company. TBS was cooperated as a business alliance with CAT Telecom Public Company Limited (Currently, CAT Telecom Public Co., Ltd. has been merged with TOT Public Co., Ltd. into National Telecom Public Co., Ltd.) to provide telecommunication towers in various national parks throughout the country for a period of 10 years. Tourists in the national parks can use mobile phone signal to their full potential as well as reducing the duplication of investment in building telecommunication towers and the obscuring scenery in the national park area.

In 2025, the Company has recognized service revenue sharing as a contracting party for business alliances to develop the ability to provide telecommunications services in national park areas and other areas with NT. NT is in the process to sign additional service contracts in 2026.

1.2 Marketing and Competition

Marketing of products and services

1) Marketing policy in the past year

The Company has developed services in accordance with the current customers' behavior using the Digital Trunked Radio system to reach their customers that used for specific missions. The Company will create value added services by providing services along with radio communication equipment to customers.

The Company also build a good relationship with customers and selection of qualified business partners. Therefore, it is necessary to compete with other competitors. The Company must have good support from customers and partners to meet customers' needs with competitive prices and within the budget set by the customers.

2) Target customers

Digital Trunked Radio System

- Government organizations and state enterprises
- Private sector, Industry and service sector such as transport and travel, factory and industrial estates, hospital, oil business, etc.

Co Tower

- 2 Mobile operators such as TRUE and AIS
- Business alliances of NT

3) Distribution channels

- G2G : sell through business alliances of NT
- B2C : sell through dealers
- B2B : sell through dealers and sell directly to public and private customers

4) Competition

Digital Trunked Radio System

- There is no direct market competition because NT has been a sole authorized provider by NBTC to provide services in Thailand.
- The indirect market competition is quite high because the price of indirect competitors such as Huawei e-LTE, True SMART 4G Adventure is cheaper. It also has a function that can transmit images and sounds.

Co Tower

The construction of telecommunications towers in each area depends on the demand of only 2 major mobile operators, and the demand for telecommunications towers depends on the number of tourists in each park. Therefore, the competition in each area may vary to the number of tourists. There will have a high demand for telecommunication towers in tourist-heavy areas. Areas with few tourists or able to use telecommunication towers from outside the park will have low demand or no need at all.

5) Industry Trends and Future Competitive Conditions

Digital Trunked Radio System

With the market opportunity and outstanding features of the DTRS system, the Company is confident that this business will continue to grow and to be an important source of recurring revenue for the Company. After the network expansion to cover most of the country, this will allow the expansion of the use of DTRS services to be more comprehensive and widespread. The target customers will be government organizations, state enterprises, private businesses, industrial groups and service business groups such as

logistics business, Industrial estates, hospitals, rescue centers and security companies, etc. The Company is confident that these organizations still have need to use a large number of DTRS services.

Co Tower

It depends on the policy of the National Park and alliance service agreement with NT.

1.3 Procurement of products and services

Digital Trunked Radio System

For procurement of products, the Company has been appointed as the authorized distributor of Motorola, which are standardized and trusted by world-class organizations with expertise and long experience.

For after-sales service, the Company focuses on maintenance and system maintenance to ensure maximum stability. Therefore, the competitive strategy adopted by the Company is to establish a Service Level Agreement-SLA that is suitable for the customer's usage conditions and technology features. Customers can use the maximum service through service centers (Teleports) throughout the country, providing 24x7 services within the service quality standards ISO 9001 and ISO 20000 and Certification of Availability of the service system, etc.

Co Tower

The Company hired a tower manufacturer to carry out the design of the towers to suit each area including the installation and improvement of the landscape to suit that area.

2. Digital Content

2.1 Products and services

The Company offers digital services in the following areas:

- Samart Digital Media Co., Ltd. (SDM) provides various information services through mobile phone service providers, both in the form of SMS and 1900
- I-Sport Co., Ltd. (I-SPORT) provides various sports services in the form of digital
- Lucky Heng Heng Co., Ltd. (LHH) provides 4 astrological services as follows:
 1. Horoworld, a live horoscope application 24 hours a day.
 2. Thaimerit, an online merit-making application both domestically and internationally
 3. Mu-Commerce, an e-commerce business for various auspicious products
 4. Mu-Keting, offers marketing consulting services to companies with the science of astrology

In addition, the Company also has a television program production "Delicious with Khun Reed" that is managed by Entertainment Tree Co., Ltd. This television program focuses on selecting good restaurants recommended and guaranteed quality by Khun Reed or Ms. Rapeephan Lueangaramrat.

2.2 Marketing and Competition

Marketing of products and services

1) Marketing policy in the past year

The Company has mainly conducted online marketing activities for B2C businesses in line with the lifestyles of today's consumers. The Company also conducts marketing activities through various partners such as mobile phone service providers and banks in order to directly reach those partners' customers and use the budget efficiently

I-SPORT has expanded its live broadcasting service to other types of sports besides broadcasting football for the Football Association of Thailand. In addition, I-SPORT also presents new technology of the VAR system (Video Assistant Referee) to the association as well.

2) Target customers

The Company's target customers are users of all genders and ages who want to access news and information to meet daily use whether it is general information in the form of voice (Voice) and services in the form of text or images (Non-Voice) including Multimedia through multiple communication devices such as general sports reporting, fortunes through the center of forecasters and horoscopes. The Company believes that these information is of interest to all groups of customers not limited to occupation, income, or place of residence.

Target customers of LHH are consumers who have smart phones and interested in astrology. In this year, LHH has expand the target group to foreigners who have interests and beliefs, especially Buddhism. In addition, the Company will continue to expand cooperation with various partners in order to reach the customers of those partners as well.

I-SPORT has expand the target group of live sports broadcasting services to other sports by offering services to various sports associations or organizers of various sports competitions. In 2022, the Company provided live broadcasts for basketball and boxing. It is also in the process of studying VAR technology in other sports.

3) Distribution Channels

Due to the recognition that our customers have different needs for accessing information, the Company tries to offer its services through a variety of channels to access information as conveniently as possible as follows:

- BUG1900 is available through a telephone answering system and a multimedia service.
- LHH provides services through Mobile Application, Web-Based Application and LINE OA. LINE OA is a platform with a large number of users that makes it easier for users to access the Company's services.

4) Competition

There are many changes of industrial situation in the past year as the technology of mobile devices evolves, changing the market. Users can access similar information or services at a lower cost with more convenience. Thus, competition is not limited to compete between business units only but every company has to compete with changing consumer behavior, which rely less on traditional news sources but pay more attention to the movements on social media and opinions from the experience of users. These factors make every business try to adapt to the ever-changing consumer behavior.

Horoscope or astrology market is a big market, but LHH still has an advantage over competitors in the market as the following reasons:

1. HoroWorld is an expert in horoscope science for more than 25 years.
2. Provide one stop service for all periods of life from birth, growing up, making merit until the day of death according to HoroWorld's slogan "Every story is prophecy, complete at HoroWorld".
3. There are more than 200 fortune-tellers, all of the forecasting science that customers want. Most importantly, our forecasters are guaranteed by customers to be accurate and reliable and everyone has been certified by the Association of Astrologers of Thailand, International Astrology Society, the team of students Liam Petcharat and many other astrological associations.
4. Provide user friendly services and available 24 hours a day
5. Have online merit making service directly with the temple that meets the needs of users and differentiate from competitors
6. Have a good relationship with many places of merit with exclusive only LHH.

5) Industry Trends and Future Competitive Conditions

As mentioned above, today's communication technology has evolved by leaps and bounds, and enabling consumers to access information and entertainment in various forms more conveniently. They also have a much lower cost than before, causing businesses to adapt by creating value added services as well as creating new sources of income that rely less on direct income from consumers but developing new service models and building business alliances.

In addition to the adaptation in the service of LHH, the Company plans to find partners to do B2B2C in this business in order to compete with competitors and have sustainability in the long-term of LHH.

2.3 Procurement of products and services

The Company has developed their own content and collected from outside by purchasing a license or cooperation with partners. The Company collects data in the form of a large database and systematically compiled to be consistent with each service channel including a system to connect data with external service providers with specialized expertise to ensure that the information presented is as accurate as possible.

As the Company has expertise in the fortune-telling business for more than 25 years, giving enough data base to understand behavior and the needs of customers who have faith in horoscopes or astrology. Therefore, the information system has been continuously developed.

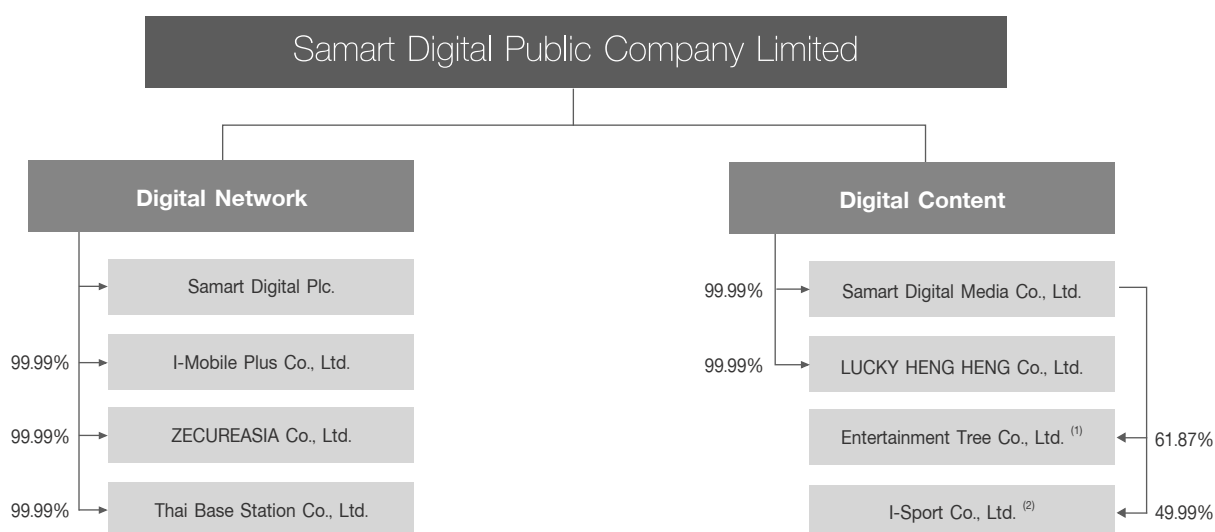
Assets used in Business Operation

Most of the assets used in business operation of the Company and its subsidiary companies are project equipment and assets under installation of the DTRS. Please see detail in the Attachment 4 disclosed at the Company's website (www.samartdigital.com).

1.3 Shareholding Structure of the Company and Subsidiaries

1.3.1 Shareholding Structure

As of December 31, 2025



Remarks: ⁽¹⁾ The remaining portion of 38.13% held by 2 ordinary persons who have business expertise in such company.

⁽²⁾ The remaining portion of 37.50% and 12.51% held by Siam Sport Syndicate Plc. and 11 ordinary persons respectively.

Information of Subsidiaries

As of December 31, 2025

Name of Company	Type of Business	Shareholder	Registered Capital	Total Ordinary Share	Company's shareholding	
					Number of shares	%
1. Samart Digital Media Co., Ltd. 99/10 Moo 4, Software Park, 26 th Fl., Chaengwattana Rd., Klong Gluar, Pak-kred, Nonthaburi 11120 Tel. 0-2502-6000	Provide content services via fully integrated wire and wireless technologies both voice services via Audiotext and Call Center, and non-voice services including content producer and developer.	SDC	200 Million Baht	2,000,000	1,999,997	99.99
2. I-Mobile Plus Co., Ltd. 99/10 Moo 4, Software Park, 26 th Fl., Chaengwattana Rd., Klong Gluar, Pak-kred, Nonthaburi 11120 Tel. 0-2502-6000	Temporarily ceased its business.	SDC	100 Million Baht	10,000,000	9,999,997	99.99
3. ZECUREASIA Co., Ltd. 99/10 Moo 4, Software Park, 26 th Fl., Chaengwattana Rd., Klong Gluar, Pak-kred, Nonthaburi 11120 Tel. 0-2502-6000	Temporarily ceased its business.	SDC	7.75 Million Baht	775,000	774,997	99.99

Name of Company	Type of Business	Shareholder	Registered Capital	Total Ordinary Share	Company's shareholding	
					Number of shares	%
4. LUCKY HENG HENG Co., Ltd. ⁽¹⁾ 99/10 Moo 4, Software Park, 26 th Fl., Chaengwattana Rd., Klong Gluar, Pak-kred, Nonthaburi 11120 Tel. 0-2502-6000	Provide all types of forecasting and astrology businesses.	SDC	5 Million Baht, Paid-up capital of 2.5 Million Baht	500,000	499,997	99.99
5. Thai Base Station Co., Ltd. 99/2 Moo 4, Software Park, 34 th Fl., Chaengwattana Rd., Klong Gluar, Pak-kred, Nonthaburi 11120 Tel. 0-2502-6000	Provide space rental and services as well as distributes telecommunication equipment and system.	SDC	10 Million Baht	100,000	99,998	99.99
6. Entertainment Tree Co., Ltd. 99/10 Moo 4, Software Park, 26 th Fl., Chaengwattana Rd., Klong Gluar, Pak-kred, Nonthaburi 11120 Tel. 0-2502-6000	Produce, distribute and provide variety of entertainment media through television, telephone, internet, satellite and others including provide installation of equipment, network, facilities and other related services.	SDM	8 Million Baht	800,000	495,000	61.87
7. I-Sport Co., Ltd. 99/37 Moo 4, Software Park, 2 nd Fl., Chaengwattana Rd., Klong Gluar, Pak-kred, Nonthaburi 11120 Tel. 0-2502-6000	Provide a full range of sport businesses from sport information services via digital channel, event organizer, e-commerce of sport products, sport technology and benefit management to sport athletes, sport clubs and associations.	SDM	120 Million Baht	12,000,000	5,999,996	49.99

Remarks : SDC = Smart Digital Plc.

SDM = Smart Digital Media Co., Ltd.

1.3.2 The Top 10 Shareholders as of December 30, 2025 are as follows:

No.	Shareholder's Name	Number of Shareholding	%
1.	Vilailuck Group ⁽¹⁾	23,310,641,800	67.54
	- Samart Corporation Public Company Limited ⁽²⁾	23,135,380,500	67.03
	- Samart Telcom Public Company Limited	85,861,200	0.25
	- Vilailuck International Holding Co., Ltd.	30,535,100	0.09
	- Mr. Watchai Vilailuck ⁽³⁾	23,343,000	0.07
	- Mrs. Sukanya Vanichjakvong ⁽³⁾	20,012,000	0.06
	- Samart U-Trans Co., Ltd.	15,160,000	0.04
	- Ms. Srintip Vilailuck	350,000	0.00
2.	Mrs. Charunee Chinwongvorakul	3,064,899,800	8.88
3.	Mr. Thararoj Phanthulap	284,100,000	0.82
4.	Mr. Nuttapol Jurangkool	220,594,700	0.64
5.	Ms. Chomkamol Poompanmoung	217,909,900	0.63
6.	Mr. Susitak Achariyasombat	215,084,100	0.62
7.	Mr. Suchart Wangsawangkul	199,916,800	0.58
8.	Pol. Gen. Somyot Poompanmoung	170,448,200	0.49
9.	Thai NVDR Co., Ltd.	151,281,561	0.44
10.	Mr. Thaveechat Jurangkool	106,234,600	0.31
	Total shares of top ten shareholders	27,941,111,461	80.95
	Total shares of the minority shareholders	6,575,257,669	19.05
	Grand total	34,516,369,130	100.00

Source: Thailand Securities Depository Co., Ltd. as of December 30, 2025

Remarks: ⁽¹⁾ Samart Corporation Public Company Limited, Samart Telcom Public Company Limited, Vilailuck International Holding Co., Ltd., Mrs. Sukanya Vanichjakvong, Mr. Watchai Vilailuck, Samart U-Trans Co., Ltd. and Ms. Srintip Vilailuck are acting in concert regarding the determination of the relationship or Behavior as an act with another person and comply with Section 246 and 247.

⁽²⁾ A holding company of which Vilailuck International Holding Co., Ltd. and Vilailuck family hold 14.87% and 27.31% of the total shares respectively.

⁽³⁾ Includes holding by spouse and minor children.

1.4 Registered and paid-up capital

Samart Digital Public Company Limited is a listed company in the Stock Exchange of Thailand. As of December 31, 2025, the Company has a registered capital of Baht 3,451,636,913 and has issued and paid-up capital of Baht 3,451,636,913 divided into 34,516,369,130 ordinary shares with a par value of Baht 0.10.

1.5 Issuance of other securities

The Company did not issue any other security in 2025.

1.6 Dividend Payment Policy

The Company has a policy to pay dividend to shareholders of no less than 50% of its net profit after deduction of all reserves as stated in the Company's Articles of Association and related laws. However, the dividend payment is subject to the Company's future investment plans and business expansion, including other necessity and suitability.

In consideration of dividend payment for profit from disposal of investment or fixed assets of the Company or subsidiaries, it is at the discretion of Management and the Board of Directors to consider whether or not to pay dividend or amount to be paid by taking into account the Company's future investment plans and business expansion, including other necessity and suitability.

The dividend payment of subsidiaries should base on policy of the Company.

Detail of dividend payment

Financial Ratio		2023	2024	2025
Earnings (Loss) per Share	(Baht)	(0.05)	0.0002	0.0018
Dividend per Share	(Baht)	-	-	-
Dividend Payout Ratio	(%)	-	-	-

2. Risk Management

2.1 Risk Management Policy and Plan

The Board of Directors has been appointed the Risk Management Committee in order to assess overall business situations and analyze risks both internally and externally, likelihood of risks which may impact the Company's main goals and stakeholders in order to specify risk reduction measures to keep such risk in the appropriate level. In addition, risks shall also be assessed by the Internal Audit Unit who will present the results to the Audit Committee and the management to jointly find guidelines to prevent such potential risk as well as to monitor and review the assessment results continually.

The Company has set risk management policy to keep up with the changing economic and political situation including the impact of the global financial crisis. The risk management policy includes measures to prevent and manage risks. The Risk Management Committee has supervised and monitored risks pursuant to the plans by cooperating and coordinating with various business units as follows:

1. Preparation of risk management plan by each department to follow the Company's master business plan and business risks that may occur in order that risk management plan can harmonize with Company's objectives, business plan, goals, strategies and the acceptable risks of the business operations;
2. Risk management will be carried according to the plan mentioned above. Each responsible department has prioritized the risks by evaluating the overall risk profile and its potential impact to the organization. The appropriate risk mitigation criteria shall be determined in conjunction with each department where as internal audit department undertaking role as risk coordinator and reviewer;
3. Risk Management countermeasures shall be implemented and regularly followed up by the risk management Committee which consists of management from all relevant departments in a quarterly meeting as outlined in the risk management plan. All countermeasures shall be followed and reviewed by internal audit department to ensure that the final outcome is agreeable with the Company's objectives.

In 2025, the Company has specified that each line of business must report its risk management performance 3 times a year so that the Company could be well-informed about risk issues and to make sure that each line of operations can actually and effectively manage risks. The Company reviewed risk management plans for business continuity management, and to prepare in case of uncontrollable events such as natural disaster, accidents and incidents which may cause interruption to the Company's main operations. Apart from risk management as per mentioned above, the Company also have personnel development policy to enhance skills of employees and to make them be able to adapt their operating procedures to catch up with technology which always change all the time. Moreover, the Company also regulated that risk management shall be a part of employee performance evaluation with aims to stimulate all departments on attainment of the Company's common objectives.

2.2 Risk Factors on Business Operation

The Company and subsidiaries are engaged in the distribution of communications and electronics equipment as well as provides integrated businesses in digital network and solution. In addition, the Company also provides interactive media and varieties of most updated information, news and edutainment contents in the form of voice and non-voice services. The Company has conducted 2 lines of business, Digital Network and Digital Content. Risk factors may have an impact on the Company's operation are as follows:

1. Business Risks

1.1 Risks from Digital Network

For the services of Digital Trunked Radio System, the Company is still exposed to the risk of counterparty's default in terms of delay in performance or the inability to complete the project operation, which will result in the Company's delay in operation. The Company may need to seek new project with the capability and readiness for operation. Furthermore, the Company's revenue depends on CAT's capacity to collect

payments from the users, which the Company will be affected in terms of payment collection from CAT, under the terms of the said agreement. However, the Company believes that this will not significantly affect the operation of the project because the majority of the users are government agencies, state-owned enterprises and large private entities.

1.2 Risks from Digital Content

Result from technological change and more influence in role of internet in consumer's daily life, they can easily data access with free of charge. Additionally, mobile operators set up mobile content service unit to serve their customers and the related government sectors increase more criteria to subscribe mobile content services. All the mentioned factors, the Company has transformed its services into new applications such as VDO streaming, real-time services, or one-on-one services of which the customer satisfaction feedback was very good. In order to match with consumer behavior change, the Company plans to develop new applications to serve needs of premium customers and find business partners to increase the potential of business operations. In addition, due to the growth of social media platforms, it has become more difficult to reach consumer groups. Therefore, the Company reduces risk by expanding the market to more corporate customers, such as mobile operator, banking, and real estate, etc.

2. Financial Risk

2.1 Foreign Currency Risk

The Company and subsidiaries have imports, which are denominated in foreign currencies that expose to the risk from foreign exchange fluctuation. However, the foreign exposures have been hedged under forward contracts. As of December 31, 2025, the Company and subsidiaries have no liabilities denominated in foreign currencies. Therefore, there are not subject to any material risk from changing in other foreign currency.

2.2 Interest Rate Risk

The fluctuation of interest rate in the market can affect cost of funds through the Company and subsidiaries' short-term and long-term loans from financial institutions that have the interest rate based on money market. As of December 31, 2025, the Company had total loans from financial institutions of Baht 1,333.32 million. However, the Company have closely monitored the interest rate in financial market. The Company is in the process of negotiation to revise these conditions with banks and to request a waiver of the repayment structure, which is currently in the process of consideration and approval by the bank.

2.3 Risk of expected credit losses

The Company and its subsidiaries may be exposed to risks from expected credit losses which arises from the default of the Company's trade accounts receivable. As of December 31, 2025, the Company has total trade accounts receivable of Baht 2,463.57 million of which overdue over 12 months amounting to Baht 2,179.06 million. However, the Company believes that they will receive repayments from debtors because they have been doing business together for a long time and the customers are trustworthy considering their continuing repayments. In addition, the Company also believed that the allowance for expected credit losses, considering the current situation, was sufficient and appropriate and it would be able to collect the remaining debt after deducting the allowance for expected credit losses. Although the Company has evaluated and exercised its best estimate, there is still uncertainty about the changing situation. The Company has a risk that it may not be able to collect debt and may affect the financial liquidity and profitability of the Company.

2.4 Risk from debt repayment ability

In 2025, the Company had net profit attributable to shareholders of the Company totaling Baht 61.56 million, which was better than in 2024 that the Company had net profit attributable to shareholders of the Company of Baht 5.04 million. For the financial ratios showing debt serviceability, in 2025, the Company's interest coverage ratio (ICR) and debt service coverage ratio (DSCR) are 3.51 times and 0.24 times

respectively, increasing from the end of 2024, which are 2.50 times and 0.20 times respectively. It indicates the Company's debt repayment ability is improving. As of December 31, 2025, the Company reported a net Interest bearing debt to equity ratio of 3.35 times, decreasing from the end of 2024 that was 4.92 times. As of December 31, 2025, the Company reported total liabilities of Baht 2,579.32 million, total current liabilities of Baht 2,484.45 million and total current assets of Baht 724.52 million or accounted for a liquidity ratio of 0.29 times, an increase from the end of 2024 that was 0.28 times. Due to the decline of liquidity ratio to below 1.00 times, it may represent the risk of short-term debt payments if the Company is unable to manage its internal liquidity. The Company's main current liabilities at the end of 2025 consist of current portion of long-term loans from financial institutions of Baht 1,333.32 million and trade and other payables of Baht 956.61 million. The Company has total interest-bearing liabilities of Baht 1,377.11 million.

2.5 Risk related to maintaining financial ratios

The Company was unable to maintain certain financial ratios as stipulated in the loan agreements with the financial institutions. Therefore, the loans of Baht 1,333.32 million may be payable on demand. The Company has classified this loan as current portion. However, the Company expects to receive waivers from the financial institutions. In addition, the Company received Letter of Intent from its parent company committing to providing continuous financial support to the Group. The negotiation outcome depends on the consideration for approval by the financial institutions. However, from experiences the Company has always received approval from the financial institutions for the amendment of the conditions and extension of the repayment periods of long-term loans.

3. Risk from major shareholders holding over 50% of the shares

As of December 31, 2025, Vilailuck Group including Samart Corporation Public Company Limited and its subsidiaries hold 23,310,641,800 shares or 67.54% of the Company's issued and paid-up capital. It can control most of the shareholders' resolutions on various important matters such as the appointment of directors, or other resolutions that need majority votes of the shareholders, except for those resolutions that require three-fourths of the shareholders' votes, as specified by the law or the Company's Articles of Association. As a result, other shareholders may not be able to gather enough votes to offset the major shareholders' influence. However, the Company appointed 3 independent directors to be the Audit Committee to review the connected transactions or the transactions that may lead to conflicts of interests to ensure that they are in compliance with the law and the regulations of the SET and the SEC, and are reasonable and for the highest benefit of the Company.

4. Social and Environmental Risks

In order to maintain the continuity and sustainability of the Company's operation, the Company is owing to the support from both community and society. The business operation, which results in negative impacts on society, community, and environment, will damage the image following by the poor performance of business in long term. The Company is well aware of the importance of social and environmental responsibility, the development of quality of life, and prosperity of the communities. Thus, the Company has set the policy and practical guideline regarding strengthen good relationship with the organizations both from public and private sectors, as well as community leaders for cooperation of sustainable and concrete community development. The Company provides technological innovation competitions, scholarship, library and playground development for rural schools. We also provide computers for students in remote areas, and training for knowledge accumulation in telecommunication technology in order to create quality personnel to Thai society. In addition, the Company operates with concern about environmental conservation and valuable utilization of available resources, with policies to promote knowledge and providing trainings in environment to motivate environmental concern during operation. We also create employee conscience through annual internal media and energy saving campaigns, with ongoing operation in compliance with social and environmental policies for living and to growing with community upon beneficence and sustainability.

5. Risk of legal dispute

Note 34.6 to the financial statements regarding a dispute of I-Mobile Plus Company Limited, a subsidiary, relating to breach of contract with respect to 3G mobile network service trial project with TOT Public Company Limited (Currently, CAT Telecom Public Company Limited has been merged with TOT Public Company Limited into National Telecom Public Company Limited). A subsidiary filed a claim for compensation amounting to Baht 1,941 million from such organization with the Civil Court since October 2018. Subsequently, on March 9, 2023, the Court of First Instance ruled that such organization made a payment to the subsidiary in the amount of Baht 748 million plus interest at the rate of 7.5% per annum of such principal counting from the date of filing (filing on October 4, 2018) until April 10, 2021 and a rate of 5% per annum. On September 5, 2023, the subsidiary filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the case and order the defendant to pay additional damages totaling Baht 812 million. Currently, the case is being considered by the Court of Appeal.

In 2020, such organization filed a suit against the Company and the subsidiary with the Central Administrative Court demanding payments of fees and interest with the amount in dispute of Baht 212 million. However, on April 30, 2021, the Company and the subsidiary filed the amended claim with the Central Administrative Court. Subsequently, the Company and its subsidiary filed an objection against the court jurisdiction. On May 27, 2021, the Committee on Jurisdiction of Courts decided that the case is in jurisdiction of the Court of Justice, not Administrative Court. On December 14, 2023, the Civil Court issued an order that both the Company and its subsidiary collectively pay Baht 137 million, along with an interest rate of 5% per annum, starting from December 20, 2017, until the complete settlement to such organization. As of December 31, 2025, the subsidiary has fully recorded the liability according to the judgement of the Court of First instance (under provision and other payable). On June 5, 2024, the subsidiary filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the dismissal of the claim by National Telecom Public Co., Ltd., based on the facts presented in a letter requesting a debt offset that the subsidiary submitted to TOT Public Co., Ltd. (currently known as National Telecom Public Company Limited). Later, on June 6, 2024, National Telecom Public Co., Ltd. filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the case adjudicating the default interest rate from 5% per annum to 1.25% per month. The case is currently under consideration by the Court of Appeal.

The legal advisor of the Group is of the opinion that TOT Public Co., Ltd. is in breach of the contract, resulting in substantial business damages to both the Company and its subsidiary. For the case filed by the subsidiary with the Civil Court, the Civil Court rules in favor of the subsidiary. The subsidiary will prevail at the conclusion of the case. Therefore, the management of the Group maintains confidence that the Group will not incur significant losses in connection with these two cases. However, as of now, the outcomes of these cases remain pending and are contingent upon future judicial procedures.

The subsidiary has exercised prudence in recognizing the aforementioned debt in accordance with accounting standards. This recognition does not alter the nature of the case and should not be construed as a waiver of legal rights. Additionally, the recording of this debt does not imply that the Company and its subsidiary will abstain from asserting their rights through the legal justice process in the future. The Company and the subsidiary maintain confidence in their legal position and are committed to pursuing the legal process until its conclusion.

3. Driving Business for Sustainability

3.1 Policy and objectives of sustainable management

Sustainable Development Policy

The Company recognizes that achieving and sustainably maintaining its vision and mission requires a commitment to conducting business that benefits stakeholders and minimizes its impact on the economy, society, and the environment. Therefore, to comprehensively address the needs of all stakeholders and foster sustainable growth, development in parallel with consideration for social and environmental responsibility, good corporate governance, and respect for human rights. This includes supporting the United Nations Sustainable Development Goals (UN SDGs) through a sustainability management structure accessed via the Board of Directors, the Sustainability Development Committee, and the working groups of the Sustainability Development Committee.



The Company has set the Sustainable Development Policy as follows:

1. To commit to develop the organization based on good governance by supervising the affiliated companies to conduct business with transparency, fairness, and effective risk management. Finding the opportunities for business expansion and investing in the new businesses, and returns benefits to the stakeholders effectively and sustainably.
2. To promote business operations with responsibility to customers, partners, communities, society, as well as employees of the organization by setting policies and practices to treat all parties in the business value chain with fairness and comply with human rights principles.
3. To promote environmental conservation and the efficient use of resources, as well as encourage subsidiary companies to develop and present the technologies which are friendly to the environment.

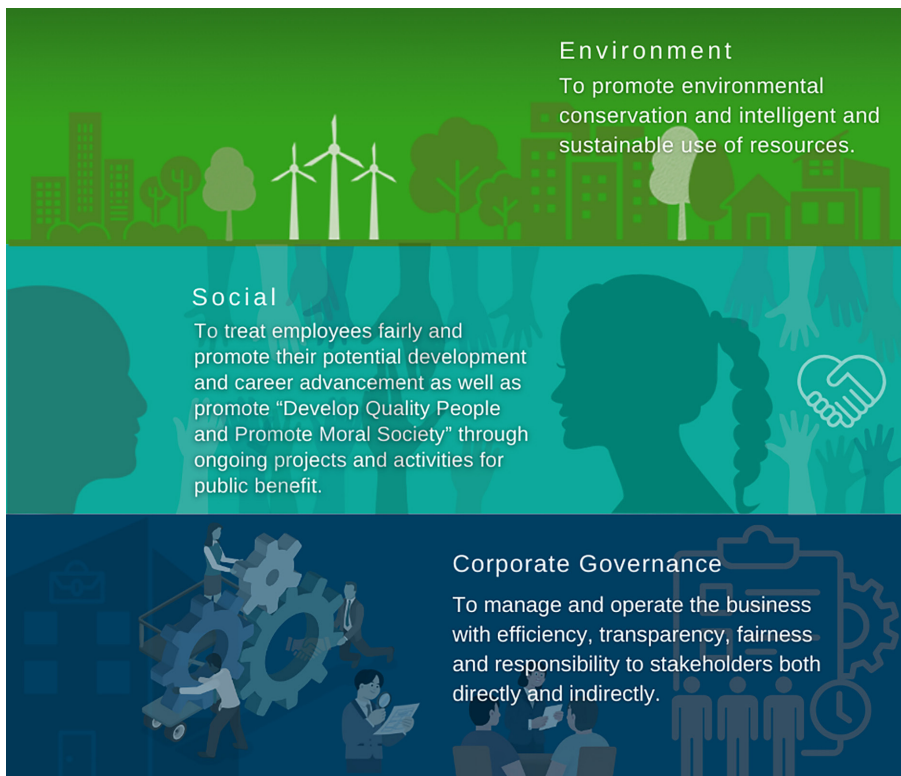
The policy and practice are disclosed as a part of the Ethics on the Company's website (www.samartdigital.com).

Business Sustainability Development’s Framework

The Company has included information on its sustainability drivers as part of this Annual Report in the topic “3. Driving Business for Sustainability”. This presentation highlights the Company’s key sustainability efforts in meeting stakeholder expectations across all sectors, encompassing its environmental, social, and corporate governance (ESG) performance of the Company and its subsidiaries located in its head office at the Software Park building, covers the period from January 1 to December 31, 2025. The Company has prepared the information based on the reporting guidelines in the Sustainability Reporting Guide for Listed Companies of the Stock Exchange of Thailand.

As Samart Group, Samart Digital Public Company Limited conducts business by considering on responsibility to society and environment as well as good corporate governance for the sustainable growth of both the Company’s business and society. The Company concretes more action by setting up working group on social and environmental responsibility for sustainability of the business. The quorum consists of directors, management and/or any qualified candidates to define policy framework and operational guideline on social and environmental responsibility so that they can use as guidelines on monitoring their progress and assessment of CSR operations to report to the Board of Directors. The Sustainable Development Committee shall convene the meeting at least twice a year.

For corporate sustainability goals, Samart Group operates within the framework of sustainable development by committing to offer technology products and services that promote corporate sustainability and enhance good quality of life. In addition, the Company also drives the business according to the Sustainable Development Policy in the environmental and social issues as well as respect for human rights and good corporate governance as follows:



Important developments from policy implementation

The Company continuously reviews and improves the sustainable development policy and then proposes to the Sustainable Development Committee and the Board of Directors’ meeting for consideration, annually. In 2021, the Company has revised its human rights policy to be effective in all companies in line with international principles and the Human Rights Declaration and other requirements by respecting for the human rights of all persons, treat everyone equally without discrimination, encourage employees to express their opinions, do not use child labor and comply with employment laws. The environmental policy has been revised to be in line with the Company’s business directions and strategies for sustainable growth and add value to the organization in order to build

confidence for shareholders and investors. In addition, the Sustainability Development Committee has reviewed the Sustainability Development Policy to be appropriate and consistent with the principles of sustainable business driving and proposed to the Board of Directors' meeting for approval on February 24, 2022.

Management Structure for Sustainable Development

The Company establishes the management structure for sustainable development. The Chairman has assigned the Sustainable Development Committee to drive the organization to the sustainable development. The Committee holds the meeting to determine the approaches and review, monitor and report the operating results to the Board of Directors. in order to achieve the sustainable development goals and satisfy the needs of all stakeholders.

Operating Performance

1. Environment

Goal	Operating Performance		
	2023	2024	2025
Reduce energy consumption within the organization			
1.1 Water consumption (Cubic Meter)	513.72	552.69	752.28
1.2 Electricity consumption (Kilowatt)	67,441.48	70,099.05	67,298.64
1.3 Fuel consumption and travel expenses (Baht)	250,586.52	246,956.24	287,527.40

Managing to reduce the greenhouse gas problem

Organize activities to raise awareness of the importance and take action to isolate the remainder, to pass on the benefits to society before it becomes waste, as well as to properly dispose of the waste, to reduce environmental pollution.




Operating performance in 2025

Organized environment activities under "SAMART save the world" project as published in the environment dimension section under the topic "Waste Reduction".

2. Social

Goal	Operating Performance		
	2023	2024	2025
2.1 Percentage of developed employees per total employees (>20%)	N/A	N/A	67% of the total employees
2.2 Average human resource development time not less than 6 hours/person/year	6 hours/ person/year	7 hours/ person/year	6 hours/ person/year
2.3 No case or complaint regarding to human rights violations and unfair treatment of workers by both inside and outside the organization	No cases or Complaints	No cases or Complaints	No cases or Complaints
2.4 No case or complaint or incident concerning occupational safety and health at workplace	No cases or Complaints	No cases or Complaints	No cases or Complaints
2.5 No cases or complaints concerning occupational health and safety (OH&S) in the Company	No cases or Complaints	No cases or Complaints	No cases or Complaints
2.6 No case or complaint for solving the problem of whistle blowing, complaints, unfair discipline and punishment.	No cases or Complaints	No cases or Complaints	No cases or Complaints
2.7 No cases or complaints about unfair termination from inside and outside the organization	No cases or Complaints	No cases or Complaints	No cases or Complaints

3. Corporate Governance

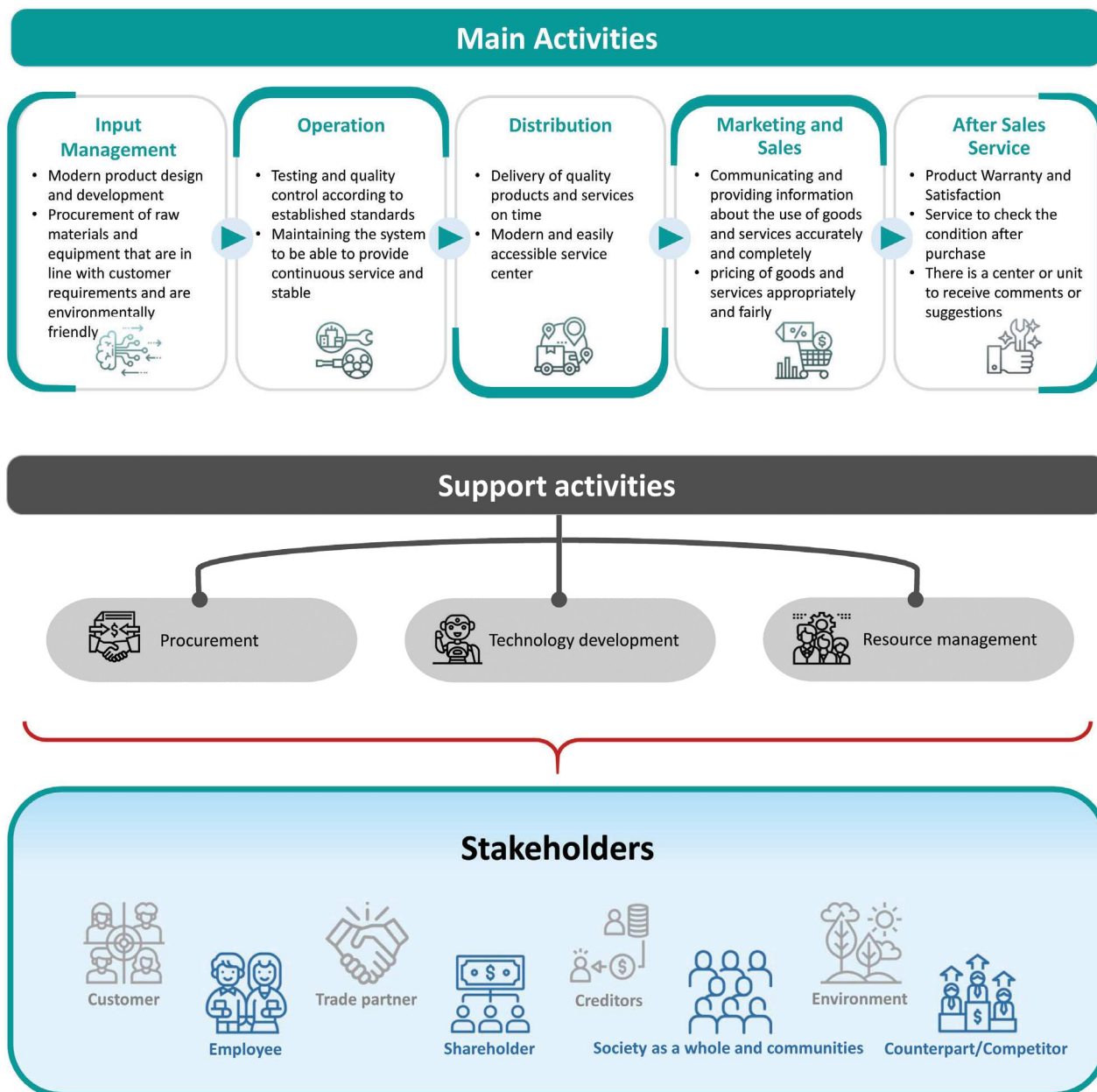
Goal	Operating Performance		
	2023	2024	2025
3.1 The assessment result of good corporate governance in Excellent level (5 stars)	 Excellent (Score 98)	 Excellent (Score 94)	 Excellent (Score 95)
3.2 New employees must train the Business Ethic and pass the test not less than 80%	100%	100%	100%
3.3 No significant warning issues or findings from a Compliance Unit	No significant warning issues or findings from a regulator.	No significant warning issues or findings from a regulator.	No significant warning issues or findings from a regulator.
3.4 No cases of operations that do not comply with various laws and regulations	No case	No case	No case
3.5 Risk and Crisis Management: <ul style="list-style-type: none"> • Risk management carried out based on COSO-ERM framework • All service operations have their business continuity plans reviewed and updated, and undergo crisis management plan drills once a year 	Processed	Processed	Processed

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain






The Company is committed to creating value for products and services to meet the expectations of stakeholders by considering the relationships of key stakeholders in various activities related to business operations from upstream to downstream as a component of the Company's sustainability strategy.




The Company divides its business operations into 2 business lines, Digital Network and Digital Content, with the activities on the value chain as follows:



3.2.2 Analysis of stakeholders in the business value chain

The Company has always realized that all stakeholders are the main factor in driving the business to be sustainable. Therefore, the stakeholder engagement was considered in material sustainable development issues to take appropriate action and effectively responding to the expectations of stakeholders as follows:

Stakeholders	Engagement Channels	Stakeholder Expectations	Response to Stakeholder Expectations
Customer 	<ul style="list-style-type: none"> • Provide customer service center • Conduct customer satisfaction survey of products and services on a regular basis • Visit customers to hear problems and suggestions • Customers can make suggestions or complaints through website, email and phone 	<ul style="list-style-type: none"> • Conducting business with fairness, honesty and transparency • Responding expectations with efficiency and effectiveness • Fast solving problems to customers • Getting good quality products and services at reasonable prices. 	<ul style="list-style-type: none"> • Provide trendy, high quality, reasonable price of product and service to meet the customers' diversity of needs • Strengthen and maintain the good relationship between customers and the Company
Employee 	<ul style="list-style-type: none"> • Communicate information regularly through online channels and others • Organize meetings to communicate with employees in each division or group. • Provide annual opinion survey • Communicate channels for receiving complaints, misconduct and corruption 	<ul style="list-style-type: none"> • Taking care of working environment, safety and property of employees • Opportunities for career advancement of employees, suitable welfare for future growth of the Company • Reasonable compensation and fair treatment • Good physical and mental health at work. 	<ul style="list-style-type: none"> • Respect for the individual privacy • Provide fairly employment • Develop the employees' skills and capability, provide both in-house and external training and educating course for more capability of employees • Be aware of occupational safety and health of employee • Provide appropriate compensation
Trade Partner 	<ul style="list-style-type: none"> • Talk via phone and email • Organize meetings between companies and partners • Partner Seminar • Complaints via email. and various channels • Annual partner meeting 	<ul style="list-style-type: none"> • Fair treatment and compensation. • Anti-Bribery and Corruption • Transparency, fairness, including clarity in the procurement process. 	<ul style="list-style-type: none"> • Provide goods and services with the highest standard based on trading condition, contract and business ethics
Shareholder 	<ul style="list-style-type: none"> • Annual Shareholders' Meeting • Provide channel to contact via investor relations • Shareholders can make suggestions or complaints via website, email and hotline • Online presentation of company information 	<ul style="list-style-type: none"> • Good performance • Dividend payment according to the Company's performance • Competitiveness of the Company and ESG management for long-term returns 	<ul style="list-style-type: none"> • Manage the organization with good corporate governance principles and comprehensive risk management • Regularly disclose information about business operations accurately and transparently • Create a concrete anti-corruption culture in the organization through the enforcement of anti-corruption policies
Creditors 	<ul style="list-style-type: none"> • Disclose company information through the website • Meet and provide information regularly. 	<ul style="list-style-type: none"> • Have ability to repay loans and interest on schedule • Payment of goods and services on time 	<ul style="list-style-type: none"> • Strictly follow to the agreements or any specific conditions

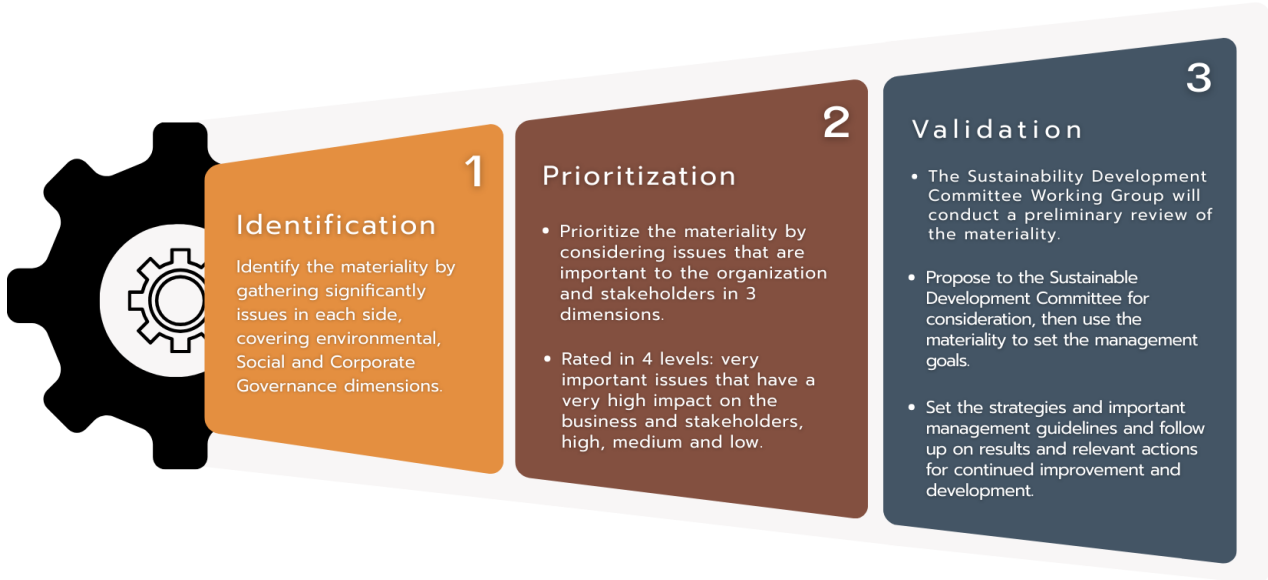
Stakeholders	Engagement Channels	Stakeholder Expectations	Response to Stakeholder Expectations
Society as a whole and communities 	<ul style="list-style-type: none"> • Disclose company information through the website • Provide channels for receiving complaints or suggestions through website, email and telephone • Annually disclose accurate and transparent information on business operations through Annual Report 	<ul style="list-style-type: none"> • Operate the business with safe in mind and non-affecting community • Support activities of community and social contribution 	<ul style="list-style-type: none"> • Support, promote and participate in activities that are beneficial to the community and society • Develop internal foundation called “Samart Foundation” to carry out social responsibility activities. • Organize activities to promote and develop potential in education and technology through various activities. • Recruiting and developing innovations to increase consumption • Support the efficient use of resources with low impact on society, environment, and the quality of life of community and society.
Environment 	<ul style="list-style-type: none"> • Disclose company information through the website • Annually disclose accurate and transparent information on business operations through Annual Report 	<ul style="list-style-type: none"> • Conduct the business operations by taking into account both direct and indirect environmental impacts 	<ul style="list-style-type: none"> • Operate the business by considering on environmental conservation and security standard • Support environment activities and conservation campaign • Provide knowledge and training to employees regarding environmental conservation
Counterpart/Competitor 	<ul style="list-style-type: none"> • Disclose company information through the website • Complaints can be made via website, email and telephone 	<ul style="list-style-type: none"> • Free and fair trade competition • Sustainable economic, social and country development. 	<ul style="list-style-type: none"> • Compliance with the legal framework for competition practice and rules for free and fair trade competition • Not seeking confidential information of competitors by dishonest means • Not destroying the reputation of competitors

3.2.3 Sustainability Materiality

The Company prioritizes stakeholders in order to allocate resources as the defined priority for the highest efficiency and effectiveness of sustainable growth of business. Stakeholders who directly affect from the Company’s operation are customers and employees. Therefore, the Company set Vision, Mission and Corporate Culture, focusing on the Company’s customers by providing trendy, high quality, reasonable price of products and services and select the integrated innovative products and services to meet the customers’ needs as normal operation of the Company. The later significant stakeholder is the Company’s employees. The Company realizes that all employees are valuable and crucial fundamental for the Company’s sustainable success and growth. Thus, the Company provides fairly employment, tries to improve the employees’ skills and capability, and provides both in-house and external training as well as educating course for more capability of employees. This includes educating and training courses related to CSR and Corruption Prevention, as well as setting up the Human Management and Development Policy.

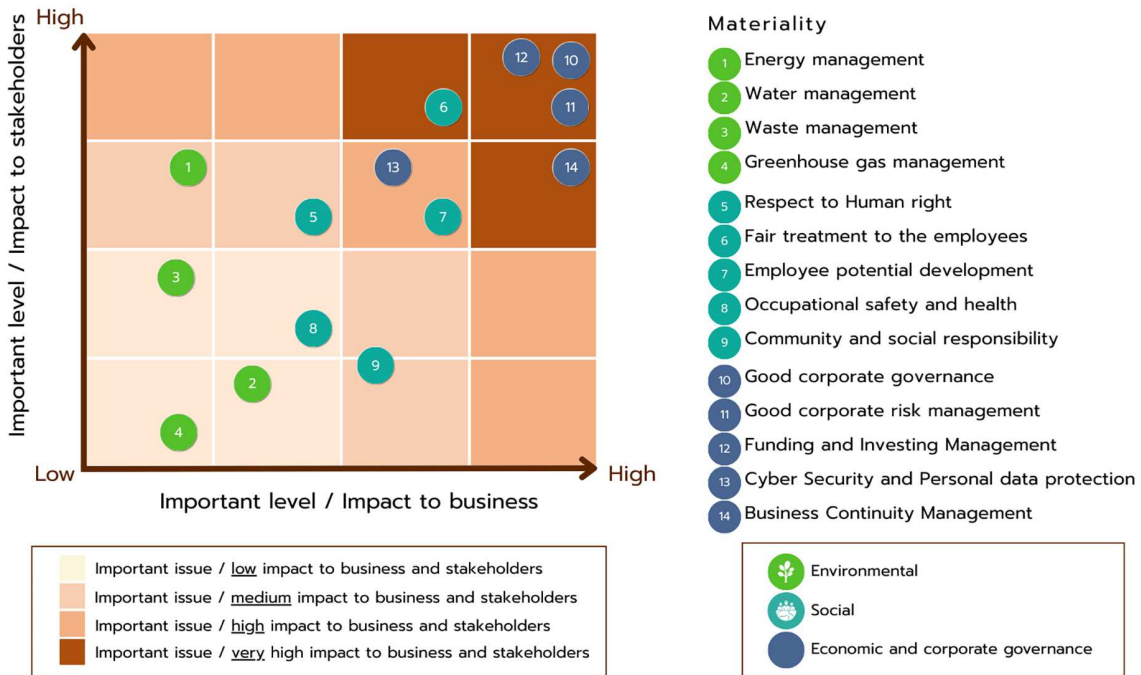
Analysis Process for Sustainability Materiality

The Company has analyzed and identified key issues crucial to sustainable development in the environmental, social, and Corporate Governance sectors, considering their impact on the organization and each group of stakeholders. This identification of key issues was carried out through surveys of organizational executives and relevant departments. The assessment results were then prioritized using three main steps as follows:



Materiality Assessment

Materiality Assessment



For the 2025 materiality assessment, a total of 14 issues were identified, with 5 of them being of very high importance. These issues are linked and responded to the United Nations Sustainable Development Goals (UN SDGs) as follows:

Sustainability Materiality	Respond to UN SDGs
1. Good corporate governance	
2. Good corporate risk management	
3. Funding and Investing Management	
4. Business Continuity Management	
5. Fair treatment to the employees	

Management approach for sustainability material issues

1. Good corporate governance

The Company is committed to developing its business based on good Corporate Governance, complying with the law, and strictly implementing the Company’s corporate governance policy and business ethics. The Company regularly monitors and evaluates the implementation results. The corporate governance policy demonstrated in the Annual Registration Statement / Annual Report (Form 56-1 One Report). In addition, the Company is committed the directors, managements, and employees strictly adhere to the Company’s manual in order to ensure that its operations are honest, upright, with standards, quality, and morality, covering the care of all stakeholders, transparency, and preventing the conflicts of interest. The Company’s Corporate Governance policy and Business Ethics are reviewed and updated annually and published on the Company’s website (www.samartdigital.com) under the topic “Good Corporate Governance”.

Performance results in 2025

The Company was rated in good corporate governance in “Excellent” (5 stars).

2. Good corporate risk management

The Board of Directors has appointed the Risk Management Committee to assess the overall business situation, analyze internal and external risks, the possibility of impacts on the achievement of the Company’s main goals and stakeholders, in order to determine measures to reduce the risks to an appropriate level. In addition, there is the risk assessment by the Internal Audit Division, which proposed to the Audit Committee and the management, jointly prevent the emerging risks, as well as monitoring and reviewing the assessment results, continuously.

The Company has established the risk management policy in order to keep up with changes in economic and political situations, including the impact of the global financial crisis. This risk management policy includes measures to prevent and resolve the risks, by the Risk Management Committee, overseeing and monitoring the risks according to the plan, with cooperation and coordination from various divisions.

Performance results in 2025

The Company has disclosed the corporate risk management in the Annual Registration Statement / Annual Report (Form 56-1 One Report) under the heading “Risk Management”.

3. Funding and Investing Management

The Company must efficiently secure funding for new projects or business expansion, considering the necessity and appropriateness of funding to meet the Company’s financial needs. We seek suitable funding sources that align with the business environment and financial market conditions, taking into account the financial costs and risks of such financing to maximize the Company’s benefits.

Performance results in 2025

The Company focuses on internal financing, primarily utilizing cash flow from operations to drive business growth. This strategy effectively reduces financial costs and maintains a capital structure, as evidenced by a consistent decline in the Debt-to-Equity (D/E) ratio. Nevertheless, the Company recognizes potential risks from future financial market volatility and continues to closely monitor interest rate trends. We also maintain strong relationships and backup credit facilities with leading financial institutions to preserve a favorable credit profile and ensure readiness to secure funding at optimal costs when required.

4. Business Continuity Management

The Company requires managements and employees to have a stake in business continuity management by conducting Business Impact Analysis (BIA) that affects the Company’s work processes and impacts business operations. They are also provided the Business Continuity Plan and Disaster Recovery Plan, annually to ensure it aligns and can respond to threats that cover potential new threats.

Performance results in 2025

The Company and its subsidiaries have reviewed and updated their business continuity plans and Disaster Recovery Plan, as well as practice the business continuity and Disaster Recovery Plan at least once a year.

5. Fair treatment to the employees

The Company highly regards all of the employees as invaluable resources and indispensable factor that propel the Company to meet all objectives and future successes. Henceforth, the Company is responsible to provide just opportunity, reasonable remuneration, promotion, transfer and development of potential. The Company has disclosed the employee policy in the Business Ethics and published on the Company’s website (www.samardigital.com) under the topic “Business Ethics”.

Performance results in 2025

No cases or complaints regarding unfair treatment of workers by inside and outside the organization. Moreover, the Company has disclosed the information about fair treatment in the Annual Registration Statement / Annual Report (Form 56-1 One Report) under the topic “Social sustainability management”.

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

The Company recognizes the importance to operate the business by considering environmental protection and using resources wisely and knowing their value as well as developing and introducing technology that is beneficial to the environment. The Company has supported various environmental projects and raising awareness among employees seriously and continuously to create participation in sustainable environmental stewardship. Therefore, the Company set the environmental policy for affiliated companies to adhere to and comply with as follows:

1. Policy for managing the use of resources with the most value and benefit covered the use of water supply, electricity, office equipment and vehicle fuel, etc.
2. Policy for the development of technology products and services to promote sustainable conservation of natural resources and the environment.
3. Policy for cultivating environmental sustainability awareness among employees and stakeholders of the Company's value chain through media and activities continuously.

However, the policy and practice are disclosed on the Company's website www.samartdigital.com in the part of "Corporate Governance" under topic "Environment policy".

3.3.2 Environmental operating results

As Samart Group, Samart Digital Public Company Limited recognizes the importance of environmental problems, which affects the way of life and business operations both directly and indirectly with consideration for preserving the environment and using resources wisely, appreciating its value.

Thus, Samart Group determined to manage and operate its business without causing negative impact on environment, community and society throughout the business value chain by adhering to sustainable development guidelines in three dimensions: economically, socially and environmentally. Policies and guidelines have been formulated for energy efficiency appreciating its value. Employees are encouraged to make optimum use of resources, aware of environmental conservation. Knowledge about environmental management is disseminated to groups of stakeholders and continued support given to environmental conservation activities. The environmental policy is published on the Company's website at www.samartdigital.com

The environmental management performance in 2025 according to the sustainability roadmap of the Company and its subsidiaries located in the Software Park building are as follows:

1. Energy Conservation

Samart Group attaches great importance to energy efficiency, appreciating its value. To make optimum use of energy, policies and work plans have been set with the concrete aim to reduce all types of energy and resources consumption in the value chain according to standards to reduce all types of energy. Related efforts have been made towards the aim of using resources for maximum efficiency in accordance with the Ministry of Industry's standards and the government's BCG policy (Bio-economy, Circular economy, Green economy). These standards and policy are also relevant and likely to meet target 12.5 of the UN SDGs (Sustainable Development Goals) to substantially reduce waste generation through prevention, reduction, recycling, and reuse by 2030. The 4Rs principle (Rethink, Reduce, Reuse, and Recycle) has been put into practice, thereby reducing the cost of energy and resources, while also alleviating the problems and the impact of climate change. The reduction in consumption of energy and resources is summarized below.

1.1 Water

Ongoing campaigns are run to encourage awareness in employees of the value of water so they use it sparingly. The adjusting - suitable flow water - saving approach has also been implemented. Equipment and sanitary ware are regularly checked and maintained. Faults are immediately repaired to avoid unnecessary water loss. Meanwhile, water-saving campaign are put up as reminders.

Water consumption of the Company and subsidiaries located in the Software Park building are as follows:

Year	2023	2024	2025
Water consumption (Cubic Meter)	513.72	552.69	752.28

1.2 Electricity

To manage energy consumption both for lighting and air conditioning systems efficiently, the Company has installed and maintained monitoring equipment to control the operation of related electrical systems, in accordance with the energy saving standards of the Energy Policy and Planning Office, Ministry of Energy, B.E. 2560. Campaigns are also run to encourage awareness in employees of smart use of electricity. This includes turning off lights in the office during lunch break and when not in use. In addition, office air conditioners are set to turn on at 8:00 a.m. and turn off at 5:30 p.m.

There has also been a policy to modify or replace various devices in the office with the aim to reduce power consumption continuously including the following.

1.2.1 Replacement with LED energy-saving bulbs: Following the sustainability development plan (SD Roadmap, all T8 bulbs were replaced with energy-saving T5 bulbs. Subsequently, the company gradually switched from T5 energy - saving bulbs to LED ones. This has helped save electricity by up to 50%. So far 85% of the bulbs have been replaced and the Company plans to continue using 100% of LED bulbs in the future.

1.2.2 Samart Group has been replacing personal computers with notebooks, starting the project in 2018. The objective is to increase work efficiency as well as to reduce electricity consumption. Compared to a PC computer which consumed 220 watts, it was found that a notebook consumed only nine watts. In addition, as a notebook uses less electricity, the heat build-up in the device also goes down, in turn reducing the heat emitted into the office space, thereby reducing the workload of the air conditioner at the same time.

Electricity consumption of the Company and subsidiaries located in the Software Park building are as follows:

Year	2023	2024	2025
Electricity consumption (KWh)	67,441.48	70,099.05	67,298.64

1.3 Fuel and travel expenses

Samart Group has a practice guideline for maximum efficiency with the aim to reduce vehicle fuel consumption, according to fuel economy standards of the Energy Policy and Planning Office, Ministry of Energy, B.E. 2017. Approaches in reducing vehicle fuel consumption and travel include car pooling and scheduling routine vehicle maintenance by mileage. Abiding by the policy, more meetings were held online instead of on site. In addition, the gradual replacement of senior executive cars of Samart Group with hybrid electric vehicles (HYDVs) starting in 2020 was finally completed this year. Currently, 100% of the vehicles have been replaced. This helped increase work efficiency while reducing the operational costs as well as reduce air pollution and the greenhouse effect caused by carbon monoxide (CO) and carbon dioxide (CO₂).

Fuel consumption and travel expenses of the Company and subsidiaries located in the Software Park building are as follows:

Year	2023	2024	2025
Cost (Baht)	250,586.52	246,956.24	287,527.40

2. Reducing the use of resources

“Paper” is a resource in the category of consumable office supplies, necessary for the operations in the organization. Considering important the concept of smart use of resources, Samart Group has embarked on the idea of paperless operations. Thus digital platforms, such as manuals or training materials, as well as online surveys for feedback, have been established for various work systems in order to reduce the use of paper in printing documents. This has added to convenience and work efficiency while also reducing the organization’s operating costs.

Paper consumption in business operations of the Company and subsidiaries located in the Software Park building are as follows:

Year	2023	2024	2025
Reams of paper	315	135	81

3. Waste reduction

Samart Group pays attention to management of waste from operations, in accordance with the standards for waste disposal set by the Pollution Control Department, Ministry of Natural Resources and Environment, to reduce environmental pollution problems. Reuse and recycling are promoted and employees are encouraged to be environmentally conscious both at work and in daily life in 57 news articles through public relations channels within the organization, including Facebook, E-mail, and Line regularly throughout the year. This is in order to enhance the employees’ knowledge, which is in line with the Company’s policies and guidelines on environmental management. It is hoped that the concept will rub off on the employees’ families and further on their communities.

Regarding this, the Company practices sorting waste into types as required by law, followed by waste management, including putting up a monthly internal waste management system. Waste is collected and processed by companies with eligibility standards. The purpose is to keep the offices and nearby areas hygienic, free of pollutants so the Company gets no complaints. In 2025, related efforts were made as follows:

1. Grease from wastewater

Grease traps are inspected to ensure normal working condition and cleaned weekly, totaling 52 times / year.

2. General waste (non-hazardous)

- **Paper and office documents**

According to the Company’s operational plan, office documents that are no longer valid or needed are cleared at scheduled times. They are then collected and forwarded to a company appointed to get them into recycling process.

- **Other types of waste**

Campaigns are continually organized every year to educate and raise awareness on proper waste separation and waste management for the purpose of waste reduction, based on the concept of 4Rs principle “Rethink, Reduce, Reuse, Recycle” under “SAMART Loves the Earth” project. Executives and employees are encouraged to realize the importance and the impact of waste on the environment in order to reduce the amount of waste from the beginning at its source. They are also invited to participate waste separation activities. Reusable items are shared with the underprivileged in society.

Surplus or expired items are sorted out and properly disposed of so they do not cause pollution to the environment. These efforts are reflected through various activities throughout the year including the following:

- Don't throw away the : 100 people donated 500 old calendars to be made into Braille valuable old desk calendars books for the blind; the leftover was sorted so it can be recycled or disposed of properly.
- 4R for Earth : With a campaign promoting the use of reusable cups, 1,000 disposable plastic cups and bowls were not used, thus reducing waste.
- Samart Go Green Market : The Go Green Market was an event organized for employees to meet and trade their goods and swap their hobbies, with the emphasis on environmentally friendly behavior according to the 4R principles.
- Waste sorting and distribution : This included sorting out tissue paper cores and old calendars This included sorting out tissue paper cores and old calendars scraps, items leftover and no longer usable. They were then forwarded to recycling and proper disposal.



3. Hazardous waste and electronic waste

- Old and faulty light bulbs and electronic devices are discarded at collection points designated by office buildings and the municipality, thus ensuring zero contamination of other wastes.
- How to Dispose of E-Waste: The project provides knowledge on the proper segregation of electronic waste, with a practical campaign on waste sorting according to the 4R principles, to encourage employees and the general public to recognize the importance of sorting electronic waste for efficient use of resources, and disposing of the e-waste properly to sustainably reduce environmental pollution.

E-waste collection points for communities are also set up. Collaboration was expanded to include service centers and branches nationwide (a total of 19 locations). In addition, partnering with AIS and 250 other organizations, the Company was involved in converting E-Waste into internet access to support education in schools in remote areas.



4. Climate and greenhouse gas management

Based on the environmental performance of Samart Group as reported above, it can be seen that the Company pays attention to activities in its value chain that affect the climate and greenhouse gas emissions throughout the work process. The Company supports customers' operations while also providing concrete knowledge for employees and stakeholders to promote understanding, awareness, and an environmental spirit in working towards the goal of becoming a low carbon organization in the following ways.

- **Fuel consumption and travel**

Regarding this, the Company carried out continuous vehicle maintenance as planned. There is a policy to use Thailand's standard fuel to help stabilize the price of palm oil while also reducing pollution. In addition, the car pooling arrangements for work helped reduce twice as much greenhouse gas emissions where the emission rate by a car is at 100 - 200 grams of CO₂e per kilometer. This includes the replacement of senior executive cars of Samart Group with 100% hybrid electric vehicles.

- **Electricity consumption and management**

Setting specific times for turning air conditioners on and off during the day helped reduce greenhouse gas emissions from electricity consumption. Furthermore, over 85% of light bulbs have been replaced with LED bulbs, resulting in energy saving and no carbon dioxide production.

In addition, Samart Group has established measures to manage and mitigate greenhouse gas emissions. This includes organizing project that drive actions, while enhancing knowledge and capabilities in greenhouse gas management among employees and local communities, including

- **Water consumption and management**

As regular inspections of water leakage points in the water supply system and sanitary ware, waste of water resources and greenhouse gas emissions were reduced.

- **"Samart Go Green Market"**

The Go Green Market was an event organized for employees to meet and trade their goods and swap their hobbies, with the emphasis on environmentally friendly behavior according to the 4R

principles. This included using reusable materials and containers, and sorting unused clothing for the Yuvabhadana Foundation, which exchanged it for educational funds for youth through their Pankan project. This event was able to reduce the use of plastic bags and single-use containers by over 1,000 pieces. It also reduced fast fashion clothing waste, promoting the most valuable use of resources and reducing pollution from unsorted waste by over 800 pieces.



- **The “Dare for Earth”**

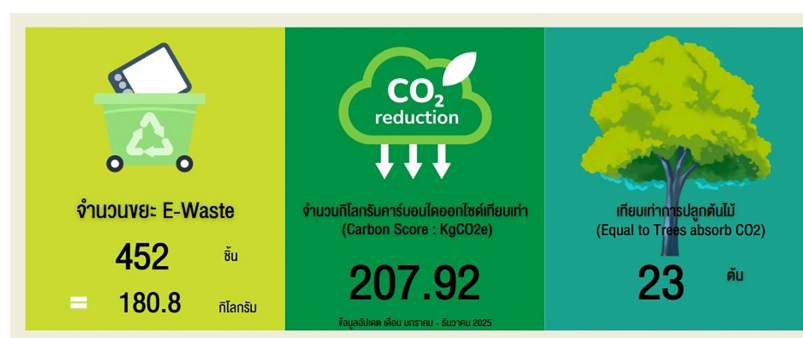
The project put forth efforts in collaboration with Pakkret Municipality to provide environmental knowledge and training for people in the community and employee representatives, highlighting the importance of sustainable green spaces. In the training, after learning about carbon credits, about 100 people who participated in the program were given saplings. They also planted medium-sized native durian trees in the community area and learned how to measure the trees and calculate carbon credits.



- **Waste management**

Based on various activities under the “Sustainability for All” concept through the “Samart Loves the World” project, executives and employees were invited to change their consumption habits by bringing reusable containers to reduce waste. The campaign promotes proper waste sorting, maximizing the benefits of recycling, donating to underprivileged individuals to create jobs and generate income, and disposing of hazardous waste properly to reduce environmental pollution. The following campaigns were carried out throughout the year.

- 500 old calendars were collected for recycling, while the unusable ones were disposed of properly to reduce environmental pollution.
- The use of reusable water bottles was promoted in the reuse campaign with a change in consumption behavior, resulting in less waste, by 1,000 plastic cups and bowls.
- How to Dispose of E-Waste. The e-waste was then forwarded to collaborating partners to be dismantled to maximize the use of resources and reduce pollution to the environment. by 452 pieces of e-waste. The effort resulted in a reduction of the cumulative CO₂ emission by 207.92 KgCO₂e, an equivalent of planting 23 trees.



Green Procurement

The Company promotes environmentally friendly procurement (Green Procurement) with the following categories of products:

1. Environmentally Friendly Products

1.1 Multifunctional Machine - Copy, Print, and Scan

- The Company leases copiers that are ENERGY STAR certified, ensuring environmental friendliness.
- These copiers are compatible with 70 grams paper.
- They support recycled paper (double-sided paper) with a low jam rate.
- Employees receive training on using the copiers to minimize waste.

1.2 Personal Computers (PC Desktops) and Laptops (Notebooks)

- Must meet quality standards such as Thai Industrial Standards (TIS), ISO 9000, or ISO 14000, or be certified products.
- Must have an Energy Star label or environmental certification from the manufacturing country or the Thai Green Label.
- The backup battery of a notebook must have at least a one-year warranty.

1.3 A4 Paper (70 Grams and 80 Grams)

- Must meet quality standards such as TIS, ISO 9000, or ISO 14000, or be an environmentally certified product.
- Must be made from virgin pulp sourced from sustainable forests or recycled pulp.

1.4 Split-Type Air Conditioners

Must have an energy-saving label and use R32 refrigerant, which does not contribute to global warming.

2. **The Company collaborates with business partners that meet environmental quality standards, including SICPA SA, Huawei, Cisco and Oracle / SAP.**

3. Environmentally Friendly Work Systems

- 3.1 The Company utilizes an online system for procurement-related documentation to reduce paper usage, such as PR Online and AVL online registration.
- 3.2 Online meetings with suppliers are encouraged to reduce travel, conserving fuel and minimizing PM 2.5 emissions and air pollution.
- 3.3 Office supplies and consumables are procured on a monthly basis to streamline processes and reduce transportation, leading to energy savings.
- 3.4 The Company has switched to water filtration systems instead of bottled water to reduce transportation costs and plastic bottle usage.

3.4 Social sustainability management

3.4.1 Social policy and guidelines

The Company always regards that our employees are the most valuable and crucial fundamental for the Company's sustainable success becoming a leading Telecommunication Technology and Digital Technology company in the competitive industry. Samart group practically initiated corporate HRM & HRD policy and build 4 strategic corporate cultures including of Think Ahead, Customer Focus, Team of Professional, and Commit to Excellence to suit business operations in the digital era. However, the Company adheres and follows with human rights policy in business operations in accordance with the Universal Declaration of Human Rights ("UDHR"), fair treatment of labor and labor law which disclosed at the Company's and HR website. In addition, especially in the year 2025, the Company also regards to the occupational health policy, safety and hygiene in various operations in order to implement human resource management and development policies and support all business processes to be continued with maximum efficiency and effectiveness to create success and growth of the Company sustainably.

The Company has determined policies and practice guidelines related to social management within its business ethics, which are disclosed on the Company's website www.samartdigital.com under the topic "Corporate Governance".

Fair Labor Practices

The Company always realizes that all employees are the most valuable assets of the Company and they are the successful factors in making the Company achieve its objectives. The Company must respect and obey the laws and ethics in order to establish justice, stability and peace in the society. Therefore, the Company takes good care of and equally treats them with regarding to the opportunity, compensation, appointment, transfer including fair and appropriated welfares in various aspects as well as complying labor law as follows:

- 1. Respect for the right to work pursuant to the fundamental human right principles.
- 2. Specify to have "Compensation & Benefit Policy" regarding to employee motivation, internal impartiality and compensation standards, and job value to company, Company essentially determines corporate compensation, benefit and welfare policy being compatible to position accountability, knowledge, and competence with business operation and up-to-date compare to leading companies in industrial competition. In the other hand, Company certainly ensures compensation, benefit and welfare policy aligned to new wage of legal regulation. Propose reasonable remuneration packages according to market situations, business competitions, job descriptions, work qualities including assessment of company's performance on short term and long term based on Company's capability to pay for that remuneration packages. And provide opportunities for employees to express opinions and file complaints related to their jobs. Those suggestions and complaints will be seriously taken into consideration for formulating solutions. This important policy is meant to draw benefits to all parties and spawn camaraderie in the office.

For welfare to the employees, the Company has group health insurance (in case of in-patient) for the Company's employees as well as group life insurance which covers all kinds of death, accident, and disability, social security system, health services in addition to annual health check, medical consult as project "Doctor consultation" for employees at all levels, special health services such as "Heart Disease Clinic" by expertise doctor etc., financial services for employee including of provident fund setting up to allow employees to select their own accumulation rate and investment alternative policy, as well as to closely monitor investment performance at all times to secure their owned life fund. The Company also has company urgent loan in case of the accident or sickness and multi-purpose loan welfare to the employees, financial assistance in the event of the death of an employee or family member, company fitness center and other project or activities for escalating employee engagement and company job satisfaction.

3. Specify to have "Safety and Health Policy", the Company develops policy and system of safety and health of employees in accordance with the requirements of law and performs all necessary measures to ensure the safety of life and health of employees including of strengthening health, provide the medical care and basic medical services, serving modern medicine as well as annual vaccination service and annual health check-up with medical consult as project "Doctor consultation for employees at all levels.

Furthermore, the Company also has the practical guidelines concretely by appointment of the safety officers, training and cultivate consciousness of safety, occupational health and working environment for the employees, the annual evacuation drill in case of fire, the fingerprint and face scanning system in addition to developing knowledge by training courses since new employees orientation, company e-learning systems, internal and external training to build awareness of safety and healthy as an important policy and publish on the company and HR website.

4. Specify to have "Human Resources Management and Development Policy" as below:

- 1) Human Resources Management Policy

For responding to Corporate HR Policy, Human Resources Management Policy has mainly been concentrated on the following:

- **Manpower planning Policy**

To support all lines of business in Samart group, the Company has applied a variety of HR indicators and tools in optimizing manpower planning also balancing among functional workloads to increase HRM & HRD policy more efficiencies. These would enhance organizational design and restructuring as well as enable HR manpower policy and costing most effective to company leading to success in both current and new company business meeting company's vision and mission sustainably.

- **Recruitment & Selection Policy**

Proactive recruitment approaches have been applied in acquiring capable people at all careers, levels and positions including of sourcing and attracting all levels of candidates by launching Campus Tour and Activities Programs in leading universities, coordinating with business recruitment agency and allied business network to build SAMART group's branding to all external candidates. In Selection Policy, the Company places importance on the selection process, focusing on the most appropriate knowledge, ability and attribute by which their virtues recruitment & selection combines cooperation among original affiliation, expertise in various careers and human resources department to ensure the process of recruitment & selection the most equitable and best efficiency. Thus, the selection of employees is transparent, appropriate and support the Company's business situation to lead to the sustainable success.

- **Performance Management and Development Policy**

The Company has a policy of fair employee performance evaluation, in accordance with the policies and strategies of all business lines. This involves implementing a Key Performance Indicator (KPI) system that cascades organizational goals down to the departmental and individual levels, aligned with business plans, and coupled with assessments of competencies at all levels (Corporate Competency). This includes implementing a modern and standardized performance management system within the organization to control, monitor, and manage the performance of executives and employees at all levels. The results will be used for continuous personnel development, leading to the sustainable achievement of the Company's mission.

- **Human Resources Management and Development Information Technology Policy**

The Company conducts information technology developed by Human Resources Information Systems to support both HRM & HRD functions through "HRIS Applications" and HR website for all digital platforms by increasing speed of work, data accuracy, decreasing operation cost, and applying digital technology to HR procedures by portal services. Furthermore, the Company would fully utilize HRIS data to support in HRM & HRD Policy decision making for sustainable organization achievement.

- **Compensation & Benefit Policy**

The Company wisely formulates compensation, benefit and welfare scheme by job analyzing and evaluating all positions, responsibilities and their performances at all levels throughout the Company to determine corporate compensation, benefit and welfare policy being compatible to organizational position including of skill, accountability, knowledge, and competence related to business operation and economic situation with comparative analysis among related businesses as well as strictly complying to labor law and compliance. These might ensure that our employees would be in the appropriate and equitable compensation, benefit and welfare package being competitive in labor market or among leading companies in the industry.

- **Employee Relation & Engagement Policy**

The Company places strong emphasis on building and escalating employee relationship among company, top executives, and employees as well as two-way communication as a mean to communicate top management direction to all employees closely and directly for exchanging employee's innovative, improvement and other open-mind ideas to enhance the Company business operations and other processes including of synergy and culture cultivation activities, known as project "Lunch & Learn" and "Open mind box". This includes establishing a DNA Culture Counsel team, comprised of employee representatives, to advise on various projects and activities, and conducting employee satisfaction and engagement surveys. The Company's retention and turnover rate are closely monitored in relation to employee performance. Moreover, the Company has promoted and developed work practices, skills, career advancement, compensation, and benefits, improving work environments, quality of life, mental well-being, finance and health; and organizing projects or activities on various occasions to foster a professional work culture (Team of Professionals), develop employee engagement, and retain employees.

2) **Human Resources Development Policy**

The Company has a consolidated HRD policy to continuously develop the knowledge and ability of employees being appropriate to their owned position at all levels for leading them to success their owned career at the Company and also achieving business's needs and preparing staff for domestic and oversea digital business expansion to "professional" and opportunities for advancement of employees. Therefore, the Company aspires to develop employees in all careers at all levels by harmonizing a wide range of development tools for increasing their owned skill, knowledge, capability through corporate culture and code of conduct according with the Company strategy and operation not only for present day but the future business as well.

- **Career Development Policy**

The Company defines career development policy by which the Company further supports employees in all careers to be continuously developed in their qualifications, knowledge and abilities. Particularly, competency approach has been applied to categorize required business capabilities to Generic competency, Managerial Competency and Functional Competency for analyzing, planning, and leading to individual competency development with diversified development tools for all executives and all employee levels. Thus, our employees might be developed to create their high potential specified by both corporate and Line of business (LOB) levels to prepare for business expansion.

- **Employee Training & Development Policy**

The Company regards the employees as a key success factor and fundamental to success as “Learning & Growth Aspect” in order to achieve business strategies and goals, resulting in corporate sustainable growth and business competitive advantage. Hence, the Company has HRD policy to continuously develop all employees among qualifications, knowledge and ability in parallel with the human resources development system at all levels as summarized below;

- **In-house Training**

To encourages and develop the employees to facilitate the organization’s strategies and goals most effectively and efficiently. The Company therefore conducts standardized training courses matching the company and recruiting career expertise to be coach or instructor deem necessary to achieve business goal and support sustainable growth of the Company.

For top and management executives

The managerial competency program, courses have been designed for management level in order to develop in managerial competency to strengthen leadership and management skills for executives as well as prepare promotion qualification in the future for pre-executive or talent employees. Moreover, this program would elaborately lead executives to support organization’s business growth and prepare the Company to become business leader in the industry existed. These courses provide innovated and practical knowledge to be applied to arrange managerial work such as Creating & Strategic Implementation Plan, Modern Supervisory, etc.

For operational staffs

The Company develops professional skills, knowledge, and abilities to enhance job performance in areas such as risk management, financial and accounting standards, legal knowledge, computer and technology skills, marketing and sales skills, IT and ISO standards, administrative management, training, and labor skills testing, etc.

For all employees

The Generic Competency Program, courses have been designed to ensure that the employees could perform their work in accordance with their owned career and the corporate culture at the most efficiency such as Orientation course for new employees, Effective communication, Courses for corporate culture, etc.

Furthermore, to accommodate business expansion, develop employee in English communication skill and achieve their competence continuously, the Company thus developed English communication skills standardized and modernized among classroom training, e-learning and V-Learn (Internal Online Training of the Company) being used to support a large group of learner both new and current employees. This has enabled employee at all levels developing for this skill more conveniently at anywhere and anytime to achieve business goal.



- **External Training**

In addition to In-house Training, the Company supports all executives and employees to acquire external standard knowledge and skill from training certified courses conducted or instructed by external reputable institutes standardized and modernized both local and international in form of classroom training and external E-Learning. These will enhance their expertise, knowledge, ability, updating and exchanging new aspect with other organizations to apply some appropriate approach to organization relevantly regarding to achieving sustainable business goal.

• **Knowledge Management**

For human resources developing in long term and adding business value, the Company thus considers information technology as an important tool for improving staff management efficiency, Project “SAMART knowledge sharing”, V-Learn (Internal Online Training of the Company) and e-library has been implemented, this promotes knowledge management throughout organization and responds to business’ mission continuously and sustainably.

• **Talent Management Policy and Succession Planning**

The Company designed special HRM & HRD programs and tools to prepare excellent performance and high potential employee (talent) for their succession planning including of Job rotation, Job Enlargement & Enrichment, Job assignment, Talent monitoring, and fast-track program preparation. By encouraging them through employee engagement programs as well, these would motivate talent to full utilize their owned skill, knowledge, competence and potential to dedicate performing all missions to achieve SAMART’s goals most efficiently.

Furthermore, the Company always recognizes the importance of having a succession plan, especially at the top management level with Career Path Development Plan, to ensure continuity when there is a vacancy or to support expansion of business.

The Company has provided the training continuously and systematically in order to promote opportunities for them to have knowledge, management skill, problem solving skill and making effective decision. In addition, the Company has arranged internal and external training course.

• **Environment Management Policy**

The Company places great significance on the use of energy and resources consciously for maximum benefits. Consequently, the policy has been planned to encourage employees to have knowledge and to practice in managing environmental management of the Company through training courses, public relations, campaign, and activities. Example activities include organizing training courses in classrooms and online, and disseminating campaigns for 5S activities, energy and resource conservation projects of the Company consisting of reducing the use of water resources, electricity, air conditioning, fuel, paper, waste donation project, waste reduction project. The Company also provide knowledge, training and development program starting from new employee orientation, including e-learning both internal and external training to raise awareness of the Company’s environmental management incorporated into key policies and disseminated on the Company and HR website through various activities of the Company, etc.

• **Disabilities and disadvantaged employment policy**

The Company respects all human rights principles equally without discrimination. For the disabled and underprivileged groups, the Company supports by giving opportunities to the disabled and underprivileged groups employing and/or paying subsidies to the Fund for Empowerment of Persons with Disabilities in accordance with the law as well as supporting the underprivileged groups through the Company’s donation and social assistance projects.

- **Fair termination policy**

In case of necessity to lay off employees, the Company places importance on both guilty and non-guilty with equality and fairness, procedures, actions and payment of compensation in accordance with the law.

Human Rights Policy

The Company adheres and follows with human rights policy in business operations in accordance to the Universal Declaration of Human Rights (UDHR) to ensure that the Company's operations are free from human rights violation. The Company deem it appropriate to formulate policies and guidelines to prevent human rights violation in all business activities of the Company, business partner in business value chain and business associates are aware of the policies in the same principles and practices. The policies and guidelines included Employees treatment with equality, Equal treatment and indiscriminate of the Company's stakeholders, Human Rights Risk and Impact Assessment, and Suggestions and complaints of human rights violation. Any person who violated this human rights policy are considerate violating against the Company's business ethics and shall be disciplined in accordance of the Company's regulation. In addition, violators may be penalized legal punishment if such action is illegal. The Human rights policies has been published at www.samartdigital.com in the part of "Corporate Governance" under topic "Human Rights Policy".

Customer Policy

The Company places strong emphasis on its customers, key stakeholders, by addressing issues related to customer and consumer responsibility, which are considered significant sustainability issues. The Company therefore strives to ensure that customers receive the highest level of satisfaction and good experience from the company, from consultation to after-sales service. The Company set a customer policy and practices in its business ethics, disclosed on its website at www.samartdigital.com under the heading "Corporate Governance". The Company aims to source, develop, and deliver quality and up-to-date products; select environmentally friendly products and equipment manufactured by factories or product owners certified for quality manufacturing according to international standards at fair prices; provide accurate information to customers; and provide channels and processes for reporting problems to be resolved quickly. All employees are required to place great importance on the confidentiality of customer information, supported by systems and processes helping protect important data, preventing cyber threats, and complying with personal data protection policies to ensure continuous customer trust.

Counterparts/Competitor Policies

The Company has policy to conduct all business affairs under fair competition and free trade, operating under business ethics guidelines that emphasize transparency and integrity. The Company does not seek confidential information about competitors through dishonest means, nor does it distort or damage their reputation. Additionally, it refrains from any covert actions that may negatively impacting counterparts/competitors. Furthermore, the Company respects intellectual property rights of others and its competitors, ensuring that no violations or improper exploitation occurs. This commitment fosters a fair and constructive competition, ultimately contributing to sustainable business growth.

In 2025, the Company and its subsidiaries had no disputes or lawsuits with their competitors.

Partner policies

The Company has a policy of treating trade partners equitably and fairly by taking into consideration of the Company's interest and on mutual benefits basis and such practices have been disclosed in the Company's Business Ethics. The Company has clearly defined in evaluation and selection of trade partners as well as developing and maintaining good relationship between all partners with trust and confidence. The Company regularly visits partners to exchange opinions and they must trust with each other. It will not take personal benefits from business partner

or partner of contract and it will not publicize a false advertisement to mislead business partner including avoid purchasing product and/or service with business partner which violates human rights or intellectual property and monitor the news to check whether any partner violates human right or intellectual property rights. If it found that any partner has such behavior, the Company shall avoid purchasing the product and/or service from such partner who is deemed to have an illegal behavior.

Enhancing Partner Capabilities and Competencies

1. The Company provides training to share knowledge about products, services, and innovations with partners, including suppliers, customers, and company personnel, to enhance overall capabilities.
2. Application Development Partner working on company projects must undergo training on work procedures, safety standards.
3. Application Development Partner receive training to ensure their work aligns with customer requirements and standards, thereby minimizing errors in their work.
4. The Company evaluates the performance of its Application Development Partner upon project completion. If performance does not meet standards, the Company will notify the application development partner to improve the work and further develop their capabilities.

3.4.2 Social operating results

Social performance related to employees and employment

The Company highly regards all of the employees as invaluable resources and indispensable factor that propel the Company to meet all objectives and future successes. Henceforth, the Company treats all employees and workers regarding human right by responsible to provide just opportunity, reasonable remuneration, promotion, appointment, transfer, cultivating organizational culture, developing employee engagement and satisfaction, managing occupational health and safety including working environment, developing potential, as well as effectively and promptly managing various situations. In 2025, there were no cases or complaints about human rights violations, unfair of workers, and other cases of complaints both inside and outside the Company. The results of social activities related to employees and employment are as follows:

1. Employment of the Company and its subsidiaries during 2023-2025 are as follows:

Classified by gender	Number of Employees		
	2023	2024	2025
Male	40	12	11
Female	37	27	24
Total	77	39	35

Employment of disabled persons

SAMART Group has supported the importance of elevating the quality of disabled person’s life according to the Empowerment of Persons with Disabilities Act., B.E. 2550 and its amendments. In order to promote such concept, SAMART Group had contributed money to the Fund for Empowerment and Development of Persons with Disabilities in accordance with the law. Moreover, the Group of Company had also hired disabled person, so that they could demonstrate their abilities and gain income.

2. Training

The Company concentrated on continuous developing potential employee knowledge and competence at all levels to professionalism and increase opportunities for employee career development by combining both skill and knowledge development as well as cultivating corporate culture and ethics altogether in accordance with the Company’s business strategy and guidelines preparing for now and future regarding to sustainable company success.

Summary of training to management and employees of the Company and its subsidiaries in 2025 are as follows:

Training	Frequency	Number of Participants
<u>In-House Training</u>		
Management	23	24
Employees	25	34
Total	48	58
<u>External Training</u>		
Management	1	1
Employees	5	5
Total	6	6
Grand Total	54	64

Number of training hours and expenses of executives and employees

	2023	2024	2025
Average number of training hours of employees (Hours/Person/Year)	6.00	7.00	6.00
Expenses for training and development (Baht)	14,288.00	29,539.43	15,162.30

In 2025, the Company organized 54 training courses for permanent and contract employees, with a total of 388 hours per year, an average 6 hours/person/year complies with the standard hours specified by the Department of Skill Development with total expenses of Baht 15,162.30. The sample in-house and external training programs for 2025 are as follows:

In-House Training Programs

- Business Ethics
- Using the Power BI System
- ISMS Awareness for User
- Corruption Prevention Policy and Business Ethics
- Effective Cross Functional Collaboration
- Human Rights
- Enhancing the efficiency of electronic government procurement for government vendors
- Techniques to use AI to manage your money smarter
- Orientation Samart Group

External Training Programs

- A Significant step towards transparent and sustainable business
- Preparation of the invitation letter for the shareholder meeting
- Focus Group: Guidelines for improving the SETLink system in 2025
- Best Practices in Determining Director Compensation
- A sustainable future driven by e-service technology
- Disclosure of information on the SETLink system
- Preparation of One-Report on the SETLink system
- Lessons learned from the preparation of e-One Report to Annual Report
- Preparing to endorse the 71 and 17 points checklist
- Samart Management Meeting
- Preparation of e-One Report (Phase1) on the SETLink system
- Seminar to clarify the guidelines for the CGR project survey in 2027
- Prevention is key: The role of the Company Secretary in preventing insider trading

- Summary of key points regarding guidelines for improving sustainability disclosure
- Guidelines for improving the procedures for capital increase and linking paid-up capital with the Department of Business Development (DBD) on the SETLink system
- Governance and risk management of AI usage
- Intensive tutoring to get 100% for Listed Companies
- Preparation of e-Proxy Voting
- Carbon Credit
- Data Leak Protection Basic
- Presenting items in financial statements in accordance with the Financial Reporting Standards
- The professional reconciling revenue in accounting and taxes
- Social Security Information and Awareness Meeting Project
- Video AI Mastery

In addition, the Company has communicated Business Ethics including knowledge of business and human rights, conflict of interest, Corruption Prevention, the use of insider information and environmental responsibility via e-mail to all executives and employees to foster understanding and establish good standards within the organization. The objective is to raise awareness of the need for ethical conduct within the organizations, the roles and responsibilities of employees in creating ethical practices, and to enable employees to cultivate their own sense of organizational loyalty. In 2025, the employees have acknowledged their awareness to the course at 72%

3. Safety, Occupational Health and Working Environment

In 2025, the Company strives to carry out all-round work safety and enhance safety systems and control policy for continuous maximum efficiency to reduce the risk of accidents caused employees injury and death as well as strengthened sustainable business stability. The Company also focuses on safety, occupational health, working environment and sanitation, through training for all permanent and contract employees. Measures are in place requiring all new employees to undergo a health check before commencing work to ensure that all employees are in good health and ready to perform their duties effectively, thereby reducing the risk of accidents leading to injury and fatalities.

Furthermore, the Company also followed such practical guidelines concretely as follows:

- Appoint the safety officers and the relevant persons in all levels to take responsibility, supervise and monitor the strictly compliance with safety, occupational health and working environmental policy.
- Fortify the employees at all levels with knowledge, consciousness and joint responsibility, for instance, to arrange for the training and cultivate consciousness on safety, occupational health and working environment for the employees, as well as to arrange for the training on health by arranging the Healthy Week and the Safety Week and etc.
- Conduct the annual evacuation drill in case of fire as well as to designate the assembly points of all offices.
- Use the fingerprint scanning system so only the eligible persons can enter and exit the office building for safety of life and properties of the employees and the Company.
- Organize a training course on first aid and life support (First Aid & CPR) and install an AED defibrillator at the office.
- Provide the medical treatment, modern medicine provision service and basic medical service in all offices.
- Arrange annual health check along with the employee health consultation in the project “Doctor Consultation” for employees at all levels.
- Provide a fitness center and encourage sport competition both inside and outside the Company to promote employees health.

In addition, the Company determines the welfare to employees fairly. i.e. there is always be the nurse(s) stationed in the infirmary everyday at the Company’s office building and the doctor shall visit and treat sick employees twice a week. The Company also has the medical treatment welfare for the employees (in case of out-patient) who are treated at the government and private hospitals. The employees shall be entitled to the annual medical treatment fee pursuant to their level. In 2025, total amount of medical treatment fee reimbursed by the employees of the Company and its subsidiaries amounted to Baht 126,612.00. Furthermore, the Company also provides group health insurance (for inpatient care) for its employees through Thai Life Insurance Public Company Limited. In addition, the Company provides group life insurance for employees, covering death from any cause, annual health check-ups, and health consultation program called “Doctor Consultation” for employees at all levels. There is also a provident fund to ensure financial security in employment, named “The Registered Samart Group Provident Fund”. The Company provides social security insurance for employees, loans in case of accidents or illness, bereavement assistance for employees or family members, sick leave visits, maternity leave visits, a fitness center, and discounts on company products.

Record on the 2023-2025 accident, absence and illness at work of the Company and its subsidiaries

Line of business	year	Lost Time at work								
		Accident			Absence			Illness		
		2023	2024	2025	2023	2024	2025	2023	2024	2025
1. Digital Network		-none-	-none-	-none-	-none-	-none-	-none-	-none-	-none-	-none-
2. Digital Content		-none-	-none-	-none-	-none-	-none-	-none-	-none-	-none-	-none-
3. Support Business		-none-	-none-	-none-	-none-	-none-	-none-	-none-	-none-	-none-

Measures to prevent and reduce the risk of accidents from work

The Company had provided professional safety officers to take responsibility in order to supervised and follow up in accordance with the safety, occupational health and working environment policies strictly by providing training courses about safety to employees before start working such as wearing gloves and helmet to prevent accidents leading to injury and death of employees.

4. Employee Relation & Engagement Policy

The Company places great importance on building and developing relationships between top management and employees at all levels, emphasizing two-way internal communication to explore and listen to diverse opinions, exchange ideas and perspectives, encourage the presentation of creative new ideas from employees, and use the results to improve and develop operational methods and processes for greater efficiency. Examples include management meetings held twice a year, projects to gather employee feedback at all levels through “Lunch & Learn” and the “Open Mind Box” project, surveys job satisfaction to improve and develop the organization. The Company has also promoted and developed work performance, skills, working style and pattern, corporate culture, team and synergy skill (Team of Professional), career development, performance evaluation and promotion, remuneration and welfare, development standardized and modernized training at all levels and requirements, orientation for new employees, and support company academic scholarship.

In addition, there are various activities and projects to improve the quality of life, mental well-being, financial and health, or work-life balance of employees through various programs. These include participating in charitable activities on various occasions, such as blood donation and donation of various items, as well as collaborating with various organizations and foundations to help society, organizing the annual Kathina ceremony, and participating in merit-making activities and paying respects to sacred objects within the Company on various occasions. The Company also provide flexible working hours allow employees to enhance organizational efficiency, employee shuttle services, various employee activities such as exercise and sports, employee birthday celebrations, New



Year and other festival activities, and developing and improving company benefits to provide timely assistance to employees. Activities include financial and legal consulting services for employees, investment selection in provident fund benefits, special emergency loans and multipurpose loans from both the Company and external accredited financial institutions at special interest rates, on-site medical services, annual health check-ups, annual vaccinations, and consultations with doctors and specialists. The Company provides fitness center services and various club activities, such as D-Club and others, to develop employee engagement and retention. The results show that these initiatives, aimed at improving and resolving work-related issues, as well as the quality of life, mental well-being, and health of employees, have led to enhanced relationships, engagement, and retention, resulting in sustained job satisfaction and a positive relationship with the organization. According to the 2025 annual employee engagement and retention survey, which showed a 90% satisfaction rate, and the 2025 annual satisfaction survey across various aspects of human resource improvement and development, which showed a 72.2% satisfaction rate, employees are satisfied with management and job assignments, company policies and measures, as well as the work environment and organizational culture. These results in a low voluntary employee turnover rate compared to similar businesses.

Voluntary employee turnover during the year 2023 - 2025 are as follows:

	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Voluntary employee turnover (%)	18.52	9.88	6.98	4.65	10.26	2.56
Total	28.40		11.63		12.82	

Significant labor disputes during the year 2023 - 2025 are as follows:

	2023	2024	2025
Significant labor disputes	-none-	-none-	-none-

5. Fair Termination

Results from complying the employee termination policy for guilty and non-guilty as required by law, there were no cases of complaints in case of unfair termination of employment from both within and outside the organization.

Social performance related to Community and Society

1. Upgrading and improving people's quality of life with information technology and digital services

Samart Group develops products and services with the aim to help improve the quality of life, promote understanding and access to information technology and digital services for people. The products and services developed with the said objectives included the following:

- Direct Coding System service
Providing installation and service of packaging control code printing system technology on beer cans produced in the country so that tax collection by the Excise Department becomes more comprehensive and efficient.
- Samart Group implemented project to promote learning about digital technology, artificial intelligence, and ICT skills to young people and students in various higher education institutions. The objective is to enhance the readiness of the new generation to enter technology careers as well as to promote equal access to digital knowledge in society by collaboration with leading IT educational institutions and universities as follows:
 - o Bangkok University
Samart Group, in collaboration with the Faculty of Information Technology and Innovation, Bangkok University, organized lectures for students focusing on career opportunities as developers,

AI engineers, data scientists, and data engineers. The students learned about modern technology trends, real-world work experiences, and skill development strategies for industry entry. Over 200 students from various disciplines, including Information Technology, Computer Science, Data Science, and Cybersecurity, attended the lectures, along with the Dean and faculty members with keen interest in the topics.

o Chulalongkorn University

Samart Group, in collaboration with the Faculty of Engineering, Chulalongkorn University, organized a special lecture on “The Path to an ICT Career” to students. Key topics included career paths in AI, Cybersecurity and Data, current demands for ICT skills in the job market, real-world work experiences and self-development, and career growth guidance in technology. Over 40 students, first to third years in Computer Engineering attended the lecture, getting to exchange ideas and learn from professionals in the industry.



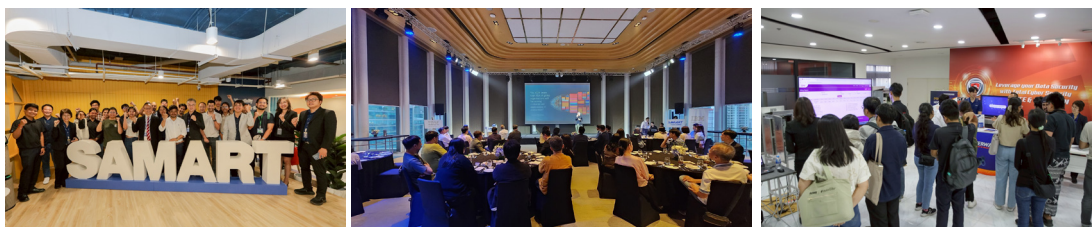
The programs attracted over 240 participants, reflecting the growing interest of Thai youth in the technology industry as well as the key role of Samart Group in promoting access to digital knowledge for sustainable social development.

2. Activities to Promote Knowledge and Understanding of Information Technology and Digital Services

Samart Group have organized various activities to disseminate knowledge on digital technology, AI, cybersecurity, and sustainable technologies. These include academic seminars, technology exhibitions, educational outreach to institutions, and personnel development programs for the business sector. Program details are as follows:

o “Smart Banking Foundation” Seminar

Samart Group organized the “Smart Banking Foundation” seminar to enhance technological knowledge for financial institutions and banks in the digital age. The seminar focused on improving infrastructure efficiency and data security. This seminar helped improve the capacity of the financial business sector to apply new technologies in providing secure and stable digital services.



o AIT Faculty and Students’ Company Visit

Samart Group welcomed faculty and students from the Faculty of Environment, Resource and Development (SERD), Asian Institute of Technology in their visit to learn about the Group of Company’s operational processes and digital sustainability solutions. Presentations were made for the visitors about various technologies including:

- SAFE Cloud & Smart Digital Workplace Platform
- AI for Smart City

- Cybersecurity as a Foundation of Sustainability
- AMI / AMR Solutions for Sustainable Power Management

The visitors also had the opportunity to try out the various solutions at the demonstration booths, helping them understand the role of technology in developing a sustainable society and environment.



o Power School Innovation in Education Summit 2025

Samart Group, in collaboration with PowerSchool, organized an academic seminar for school administrators, teachers, and educational personnel related to the theme of “Personalized Learning in Action: What It Is & How to Achieve It.” Key presentation topics included:

- Transforming Classrooms: How AI Enhances Learning
- Personalizing Education with Teacher Support Systems
- Empowering Education: School’s Journey to Success

The aim was to promote knowledge in educational technology or EdTech for the Thai education sector, demonstrating the role of AI in developing personalized classrooms and learning experiences.

o Participated in “DigiTech ASEAN Thailand 2025”

Samart Group participated in “DigiTech ASEAN Thailand 2025” from November 19-21, 2025 at IMPACT Muang Thong Thani, to showcase its AI capabilities under the concept of “Smarterware:Your AI Partner”. Innovations presented at the event included the following:

- AI Computer Vision: Real-time image and video analysis
- Custom Agentic AI: Intelligent AI agent system for organizations
- Super App Solutions: Integrating digital services into a single platform
- AI-LAB & AI50902: Enterprise-level AI computing technology

The event provided valuable knowledge and information about AI to a large number of its attendees.



3. Articles and information on technology

Samart Group provides interesting knowledge and information regarding technology and digital services through articles and video clips on a regular basis, with the aim to promote awareness and better understanding of information technology and digital services among Thai people. These articles and video clips are published on the Facebook page of Samart Group, (www.facebook.com/SamartCompany), which has over 6,900 followers.

Community and social activities under the concept of “Developing quality people and promoting a moral society”

Samart Group places importance on improving the quality of life as well as participating in the development of prosperity for the community and society by establishing policies and guidelines under the concept of “Developing quality people and promoting a moral society.”

Developing quality people

Human resources are the key driving force behind the progress of society, economy and the nation. Samart Group therefore focuses on “Developing quality people” both within and outside the organization, providing support of several kinds through various projects and activities as follows:

1. Smart Workshop

- **Brain Booster activities were organized to provide knowledge and intellectual nourishment to employees within SAMART group.** Qualified speakers with specialized knowledge and experience were invited to share their expertise and experiences with employees, providing opportunities for exchanging ideas and getting their questions answered. Programs arranged included the following:

“**Canva Program Usage Techniques**”: This training program aimed to enhance employees’ skills in creating engaging presentations that clearly reach target audiences. The emphasis was on hands-on practice to learn how to use the various tools effectively. The program was held twice, on June 13, 2025 and July 9, 2025, with 90 employee participants. A satisfaction survey indicated that over 90% of employees benefited from the program.



“**Fine Financial**” by Mr. Thanathon Karnjanisakorn: The aim of the talk was to strengthen financial literacy through knowledge of financial planning for salaried employees and systematic debt management.

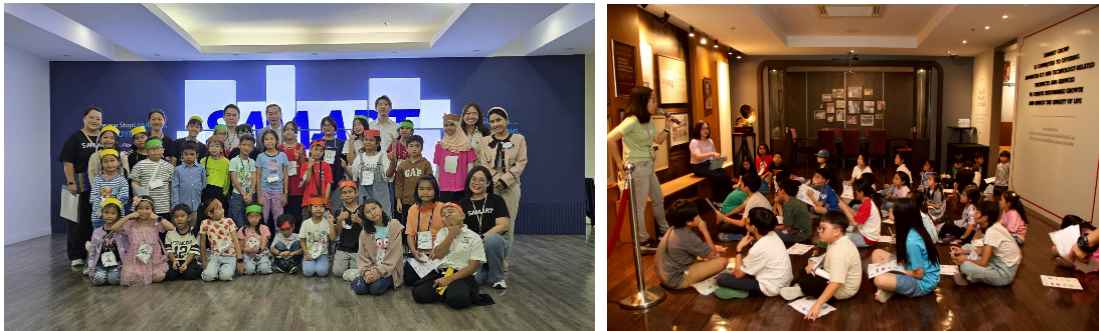


2. Money Camp & SAMTEL OPEN HOUSE:

The program provided knowledge on technology and aimed to instill good financial habits in the children of employees. The young participants were taught to be technology literate, knowing how to use devices properly. Speakers included those from leading training institutions as well as executives and staff. The program featured two main topics:

1. Dealing with money: saving, spending, planning, and investing, e.g.
 - Managing daily income and expenses, e.g. developing discipline in managing daily allowance money
 - Understanding investment, e.g. long-term saving, and building on investment
 - Understanding financial planning, e.g. setting future savings goals
 - Managing future risks, e.g. determining the savings percentage and diversifying savings portfolios
2. AI Technology and Online Scams:
 - AI for Kids: Understanding how AI works, writing command prompts, and distinguishing between real content and AI-generated content.
 - Staying informed about technology (financial apps, online games)
 - Using technology safely
 - How to make use of technology

Thirty young people aged 6-12 years attended this program. In program evaluation, a number of the parents who responded stated that it was definitely beneficial, giving it a 100% satisfaction score.



3. Strong Kids Camp

- In collaboration with the Thai Health Promotion Foundation, the program provided training in Critical Survival Skills, i.e. emergency response, survival, and self-defense skills to 30 young people aged 7-12 years, who are children of employees. This reflects the commitment to caring for employees' families.

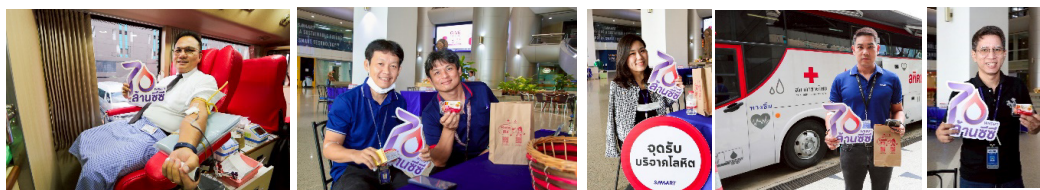


Promoting a moral society

Samart Group earnestly encourages employees to take initiatives for the benefit of society, stimulating their volunteer spirit to help, share, and do good deeds for society, through the “Dee Club”, formed by a group of volunteering employees. Other activities beneficial to society are also held and contributions to various public charitable activities continuously made by “Samart Foundation as follows:

1. Volunteering power contributing to social development

- o “Give Blood, Save more Lives, Happiness to All”, a blood drive project, is run annually in cooperation with Thai Red Cross Society at Software Park Building. Run three times in March, July, and November 2025, the campaign achieved a collection of 199,200 CC. of blood donated by employees and members of communities nearby.



- o **Spreading Happiness**

This is a project aimed at creating a happy society by organizing activities for employees to work together with the company in sharing and supporting youth and those in need in society.

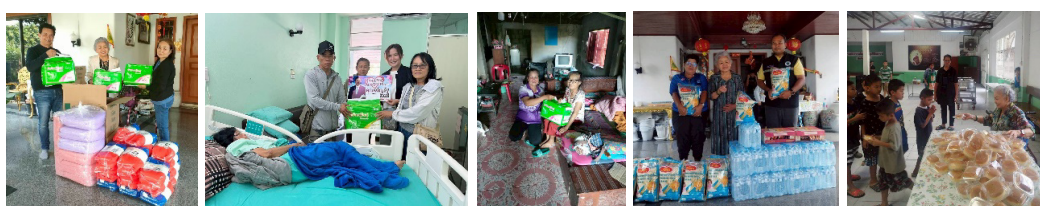
- **Spreading Happiness to Children:** Samart Group and its employees organized activities to share happiness, donating gifts and school supplies to over 200 underprivileged children at the Pakkret Boys’ Shelter (Baan Phumivet) and Baan Krettrakarn.



- **Spreading Happiness to People with Disabilities:** Samart Group and its employees provided materials and equipment for artists with disabilities through the Art No Hand Foundation, as well as supported the artwork created by artists in the project.



- **Spreading Happiness to the Poor:** With donations of consumer goods, help was provided for the poor and the elderly in need through volunteers who work in various communities.



o **Disaster Relief Project:**

Essential goods were provided for people affected by floods in the South. Donations were also made to help with post-disaster recovery through the Thai Red Cross Society.

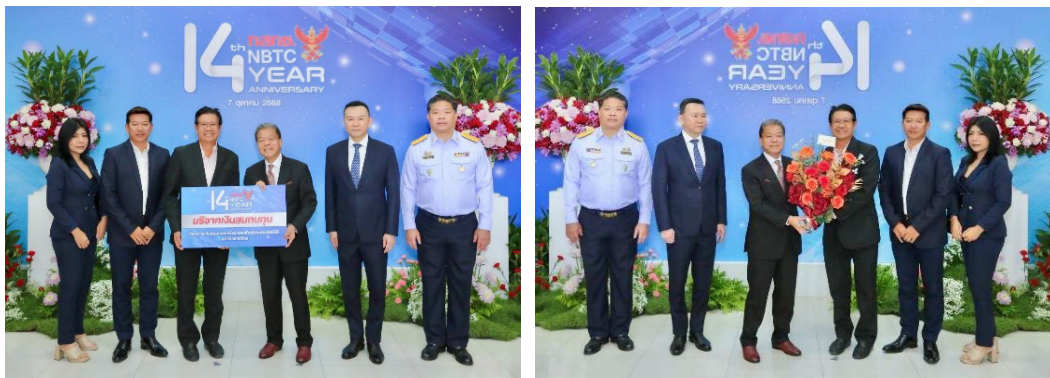


o **“Knit for Merit” Project:**

In this project organized consecutively for the 11th year by Samart Group, this year, its employees finished knitting over 100 woolen hats and gave them to Buddhist monks as well as those people affected by the cold weather in remote areas.



2. Collaborating with government agencies for charity activities, contributions were made as follows:



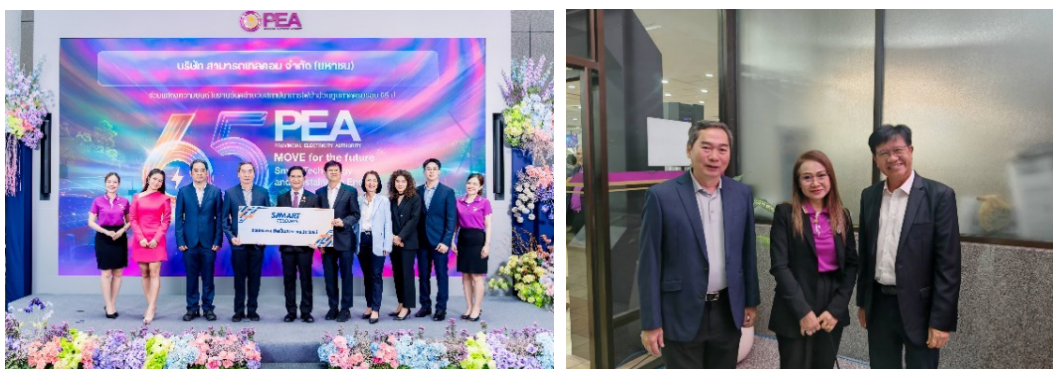
- o Samart Group in celebrating the National Broadcasting and Telcommunications Commission (NBTC)'s 14th anniversary, made a donation to the Thai Red Cross Society's "Emergency Fund for Disaster Relief."



- o Samart Group, in celebrating the Metropolitan Waterworks Authority (MWA)'s 58th anniversary, made a donation to the Phra Mae Thorani Charity Fund.



- o Samart Group, in celebrating the Metropolitan Electricity Authority (MEA)'s 67th anniversary, made a donation to the Rural Development Foundation of Thailand under the Royal Patronage and the Sirindhorn International Environmental Park Foundation under the Royal Patronage of HRH Princess Maha Chakri Sirindhorn.



- o Samart Group, in celebratin the Provincial Electricity Authority (PEA)'s 65th anniversary, made a donation to the Neuroscience Research Foundation under the Royal Patronage, the Chaipattana Foundation, the Ratchasuda Foundation, and the PEA's Saiyai Faifa Foundation.

3. Supporting Sports and Other Charitable Activities

- Samart Group, in collaboration with the Government Savings Bank, contributed scholarships and prizes for the 8th GSB’s “Development for Children” volunteering activity, in providing opportunities for underprivileged students at Wat Bang Thalu School and Hat Chao Samran School in Mueang District, Phetchaburi Province.



- Samart Group supported the PEA-Partner Basketball 2025 competition arranged by the Provincial Electricity Authority (PEA) Basketball and Netball Club, with the objective to promote exercise, foster unity, and promote good relationships between business partners and the Provincial Electricity Authority (PEA).



- Samart Group supported the 14th PEA Mini Marathon 2025, a walk/run event organized by the Athletics and Running-for-health Club of the Provincial Electricity Authority Association, to promote exercise for health among employees and the general public. Net proceeds go to charity.



- Samart Group helped with the expenses and prizes and participated in the “PEA 3x3 Amateur 2025” basketball tournament, organized by the Provincial Electricity Authority (PEA) Basketball and Netball Club, with the objective to promote exercise, foster unity, and promote good relationships between the Provincial Electricity Authority and the private sector.

- Smart Group provided support for Phrae United Football Club in competing in the Thai League, 2025-2026 season.
- Smart Group provided support for Buriram United Football Club in competing in the Thai League, 2024-2025 and 2025-2026 Seasons.
- Smart Group provided support for the Thailand Polo Association in organizing the Polo's horse-riding competition, 2025 season.



4. Promoting Buddhism

- Organizing alms-giving and Dhamma talk sessions for employees and interested members of the public on New Year's Day
- Holding a ceremony to offer rains cloth and lent candles for the Buddhist Lent to monks for employees
- Supporting a project where employees knitted over 50 woolen hats and donated rice, dried food, and other necessities to monks in remote areas affected by the cold weather.



Social performance related to Customer

In 2025, Samart Group undertook the following operations:

1) Personal data protection

The Company recognizes the importance of personal data and has updated its policy to comply with the Personal Data Protection Act BE. 2562. The Company has announced a privacy policy for customers and comply with personal data protection measures by restricting the rights to access the data allowing only the authorized personnel only on necessity and only for the purposes notified to the owner of the personal data. The Company has established a data access audit and data security measures in compliance with internationally standards both in process and technical aspects. A central supervisory department was established responsible for enforcing the personal data protection policy, arranges training, managing risks, evaluating impacts, improving practices, and reviewing policies according to situations and emerging risks.

2) Cyber security

The Company provides regular annual training to raise awareness among employees regarding information security and consistently disseminates relevant news to employees and stakeholders. In 2025, the Company enhanced its processes and upgraded its cyber security systems to be more modern and secure. The Company also arranges Cyber Threat Monitoring 24 hours a day from the Cyber Security Operations Center of SecureInfo Co., Ltd, continuously certifying ISO/IEC 27001 (Surveillance Annually Audit) in 2025.

3) Product development and quality improvement

With responsibility towards customers, the Company is committed to continuously developing and improving quality of its products and services. In 2025, the Company and subsidiaries undertook activities to enhance efficiency and increase customer confidence, including:

- Samart Digital PLC. is constantly improving the quality of its Digital Trunked Radio network to provide excellent and high-quality service to its customers. This includes researching and introducing new telecommunication products to better serve its customers.
- Samart Digital Media Co., Ltd. studies and develops various cutting-edge solutions that help clients improve their efficiency in various aspects of their work.
- I-Sport Co., Ltd. conducts research into sports technology in order to offer it to customers, thereby maximizing their operational efficiency.
- LUCKY HENG HENG Co., Ltd. studies and develops the use of AI for application in the Company's products and services.

4) Development of safety products and services

The Company focuses on delivering high-quality products and services that meet the needs of customers, while placing importance on selecting environmentally-friendly products. The Company also prioritizes developing products and services that are safe for the health of customers and users. This is accomplished by ensuring that:

- All equipment installed and delivered to customers must meet electrical safety standards and must be installed safely passing electrical safety test.
- All radio communication equipment that uses radio frequency must meet the safety standards for human health from the use of radio communication equipment, according to the regulation specified by the National Broadcasting and Telecommunications Commission.

5) Customer Relationship Management

The Company has conducted business with customer responsibility, one of the key sustainability issues. Customer relationship management is implemented to meet customer expectations and create positive experiences, leading to customer satisfactions. Customers expect the Company to deliver quality products and services that meet their requirements, delivered under standards, on timely manner, and with great after-sales

services. Additionally, they expect the Company to be capable of providing knowledge and consultancy in technology areas. As a business partner and ally, the Company has developed and implemented plans for sustainable customer relationship management by:

- Studying customers operations, industry of customers, market, technologies, and more to gain insight of customer needs supporting to persistent changes in order to seek solutions and services satisfying the needs efficiently.
- Meeting for discussion and providing advices in aligning technologies or solutions to elevate services and improve efficiency of customers' organization.
- Improving, testing, researching and developing to increase quality and values in products and services delivered to customers.
- Maintaining standards in delivery of products and services with efficient project management.
- Preserving operations and services in compliant with international standards for after-sales service quality.

Additionally, all operations are conducted adhering to data protection policy and privacy policy for customers.

Social Operating Result about Partner

The Company strictly adheres to its policy of treating business partners with high standards. Furthermore, the Company has a strict policy against fraud, extortion, embezzlement, or allowing such activities to occur. Business partners are also prohibited from offering or accepting any illegal bribes or compensation from the Company. The business partners shall not give gifts or offer personal benefits of any kind to employees as a result of dealings with these partners. This policy is reviewed by management under supporting documentation and has also been audited by internal and external auditors.

In addition, the Company requires its partners to conduct self-assessments on sustainability, covering environmental, social, and governance (ESG) dimensions, as well as standards for quality control processes and products. These services demonstrate that the Company's partners, in addition to maintaining high standards of product and service, also prioritize safety, occupational health, and a positive working environment. They possess ethical business practices, and demonstrate social and environmental responsibility. Furthermore, the Company has conducted site visits to some key business partners at their respective locations and verified relevant information through various channels, including internet searches.

The procurement process is systematic, adhering to standards and principles. Clear regulations and procedures are established to ensure fair competition based on data, with criteria for evaluating and selecting business partners. Contracts are drafted fairly, strictly adhering to agreed-upon terms and conditions, maintaining confidentiality of business partners, and undergoing follow-up to ensure full compliance. Corruption and misconduct are prevented at every stage.

As part of its business partner policy, the Company promotes the development of sustainable relationships with partners, encourages partners throughout the value chain to adhere to the Company's sustainable business practices, and avoids doing business with partners who engage in human rights violations, intellectual property infringement, or other illegal activities. Furthermore, the Company collaborates with partners to enhance each other's capabilities and potential. The Company has a plan and implements various training programs, seminars, and demonstrations through multiple channels, both online and in person, at individual, team, and management levels, in both short-term and long-term formats. These programs cover knowledge and best practices in the Company's areas of expertise, ranging from customer needs and market trends to solutions and technical expertise. From standardized installation to after-sales service and maintenance, we provide support to our partners, including service providers and product owners. We also collaborate on improving and developing solutions, products, and services to create value added and jointly seek innovation, thereby benefiting all parties involved. This includes value delivered to customers or end-users, which may contribute to social development and reduce environmental impact.

In 2025, there was no lawsuit between the Company and its subsidiaries with partner.

Development of products and services with impact on society and the public for corporate customer

Samart Group focuses on developing products and services with environmental conservation in mind, enhancing and establishing environmental safety standards, as well as offering environmentally conscious Telecommunication services. It also promotes the responsible use of energy among stakeholders, such as customers and partners in the public and state enterprises that share our vision. Services provided in 2025 include the following:

- **Project for contracting services for reading equipment for the remote pollution monitoring and warning system**

Samart Group provides maintenance services for 233 sets of Pollution Online Monitoring System Box to the Map Ta Phut Industrial Estate, Industrial Estate Authority of Thailand.

Benefits for the Client:

1. A pollution monitoring system that provides accurate and precise readings is in place. Data cannot be altered during online transmission, allowing for immediate awareness of pollution levels.
2. Alerting of pollution levels exceeding standards is possible, enabling effective monitoring of pollution levels.
3. A database of air pollution monitoring results can be created. Industrial plants can then be informed and alerted, and then take a timely corrective action, reducing complaints and minimizing impacts on the public and the environment.

Benefits for the Public and Surrounding Communities:

The monitoring and alerting becomes more effective, fostering cooperation in timely pollution control efforts, and reducing pollution levels that pose a health risk to people living in the neighborhood of factories and industrial estates.

- **Project for Leasing a System for Monitoring Air Quality, Particulate Matter, and Pollutants**

Samart Group provides air quality monitoring and surveillance services in the area surrounding the Map Ta Phut Industrial Estate, under the supervision of the Industrial Estate Authority of Thailand (IEAT). The system, with a 60-month implementation period, can measure particulate matter of various sizes, including PM10, PM4, PM2.5, PM1, and total suspended particulate matter (TSP). Monitoring stations are installed in 37 community areas to report and provide real-time air quality alerts 24 hours a day through the PR and Emergency Broadcasting Center, ensuring that the public have rapid access to information.

Benefits for the Client:

1. The IEAT's safety and environmental management efforts are upgraded with a real-time air quality monitoring and alert system that can be integrated with other security systems.
2. The system supports emergency management, alerting, and evacuating residents in the event of accidents.
3. The system enhances investor and business confidence and supports sustainable area management.

Benefits for the Public and Surrounding Communities:

1. The health and safety of people living in the communities surrounding industrial estates is enhanced, with the system providing timely information on air quality and alerts regarding particulate matter and pollutants.
2. The system allows people to take protective action upon alerts against the impacts of PM2.5 and other pollutants on their health.
3. The system helps promote transparency, trust and mutual understanding among industrial estates, communities, and society.

4. Management Discussion and Analysis

4.1 Operation Overview

In 2025, the Company conducted business under sustainability development practice with good corporate governance and prioritized three dimensions of sustainability: economy, society, and environment. The Company operated business with enterprise risk management and business continuity under efficient standards, elevated cyber security measures and personal data protection, conducted business with responsibility of customers, society, and stakeholders together with reduction of environmental impact. Furthermore, the Company, in collaboration with partners, increased values in products and services altogether gaining trusts from customers, resulting in consolidated revenues of Baht 543 million.

In 2025, the Company and subsidiaries reported total revenue of Baht 543 million, a decrease of Baht 112 million or 17.0% compared with 2024. As considering operating profit of 2025, the Company reported Baht 157 million. Net profit attributable to equity holders of the Company was Baht 62 million, which was better than the previous year that the Company reported operating profit of Baht 133 million, and the net profit attributable to equity holders of Baht 5 million.

Results of Operation of the Company and Subsidiaries

Sales and service income including gross profit

(Unit: Million Baht)

	Digital Network		Digital Content		Total	
	2025	2024	2025	2024	2025	2024
Sales and service income	440	562	99	86	539	648
Cost of sales and services	(261)	(397)	(64)	(56)	(325)	(453)
Gross profit	179	165	35	30	214	195
Other income					4	6
Selling and distribution expenses					(8)	(9)
Administrative expenses					(44)	(52)
Impairment for loss and other expenses					(9)	(7)
Finance income					1	3
Finance cost					(96)	(131)
Loss on financial assets					(1)	-
Income tax income					1	1
Non-controlling interests of the subsidiaries					-	(1)
Net profit					62	5

Digital Network

Revenue of Digital Network Business, including selling and service income, was Baht 440 million, decreased by Baht 122 million or 21.7% compared with 2024. This was mainly decreased from the revenue of trading business reported Baht 122 million. Gross profit reported was Baht 179 million mainly due to gross profit of the Airtime revenue.

Digital Content

Revenue of Digital Content Business was Baht 99 million, an increase of Baht 13 million or 14.6% compared with 2024. This was mainly increased from the revenue of SMS Service. Gross profit reported was Baht 35 million, an increase of Baht 5 million or 16.7%.

Other Income

Other income was Baht 4 million, representing 0.7% of total revenue in 2025, a decrease of Baht 2 million or 36.6% compared with the previous year.

Selling and Administration Expenses including Other Expenses

Selling and administration expenses including other expenses were Baht 61 million, a decrease of Baht 7 million or 10.0% compared with 2024. This was mainly decreased from the salary and consultant expenses.

Finance Cost

Finance cost was Baht 96 million, a decrease from 2024 of Baht 35 million. The decrease of finance cost resulted from the interest expense decreased due to the bank loan repayment during the year of 2025, as well as the lower interest rates.

Income Tax Income

Income tax income were totally Baht 1 million, resulting from the Company was recorded a reversal of temporary differences of deferred tax amounting to Baht 1 million.

Financial Position

Assets

As of December 31, 2025, total assets were Baht 2,947 million, a decrease of Baht 245 million or 7.7% compared with the end of 2024. Total current assets were Baht 724 million and total non-current assets were Baht 2,223 million, representing of 24.6% and 75.4% of total assets respectively.

Trade Receivables

As of December 31, 2025, trade receivables-net were Baht 291 million, an increase of Baht 103 million or 54.9% compared with the end of 2024. This was mainly increased from the trade accounts receivable of the airtime revenue for The Ministry of Interior of the Kingdom of Thailand (MOI) Project in Digital Network Business.

Inventories

As of December 31, 2025, net inventories were Baht 86 million, decreased by Baht 3 million or 3.5% compared with the end of 2024. This was mainly contributed by a decrease in finished goods of Digital Trunked Radio System project (DTRS).

Other Current Assets

As of December 31, 2025, other current assets were Baht 202 million, a decrease of Baht 203 million or 50.0% compared with the end of 2024.

Non-Current Assets

As of December 31, 2025, non-current assets were Baht 2,223 million, representing 75.4% of total assets. Comparing December 31, 2024, the non-current assets decreased by Baht 180 million or 7.5%. The decrease was mainly contributed by the depreciation of equipment.

Liquidity

As of December 31, 2025, cash and cash equivalents were Baht 145 million, an increase of Baht 37 million or 34.2% compared with the end of 2024. Sources and uses of fund are as follows:

- Net cash flows from operating activities of Baht 336 million.
- Net cash flows use in investing activities of Baht 57 million was mainly attributed to cash paid for equipment in Digital Trunked Radio System project (DTRS).
- Net cash flows use in financing activities of Baht 242 million was mainly attributed to cash paid for loans from financial institutions.

Compared with 2024, the Company's liquidity ratio increased from 0.28 times to 0.29 times, quick ratio increased from 0.14 times to 0.22 times, while cash turnover decreased from 0.22 times to 0.13 times.

Sources of Funds

As of December 31, 2025, total shareholders' equity was Baht 368 million, an increase of Baht 61 million or 20.0% compared with the end of 2024.

Total liabilities as of December 31, 2025 were Baht 2,579 million, decreased by Baht 307 million or 10.6% compared with the end of 2024. Total liabilities consist of current liabilities of Baht 2,484 million, and non-current liabilities of Baht 95 million, representing 84.3% and 3.2% of total assets respectively. The key components are as follows:

- Trade payables and other payables were Baht 957 million, representing 37.1% of total liabilities or 32.5% of total assets, decreased by Baht 65 million or 6.4% compared with the end of 2024.
- Bank overdrafts, loans from financial institutions, short-term loans, and lease liabilities were totally Baht 1,377 million, representing 53.4% of total liabilities or 46.7% of total assets, a decrease of Baht 240 million or 14.8% compared with the end of 2024.

4.2 Factors Affecting Financial Status or Performance Significantly in the Future

In providing services for the Digital Trunked Radio System (DTRS) for the Ministry of Interior's command-and-control communication network, which is a core project of the Group and is scheduled to reach the end of its service term in November 2026, the renewal process requires the user agency to prepare detailed budget requests. These documents will then be submitted to the relevant authority for review and approval in accordance with the procedures for preparing the Fiscal Year 2027 annual expenditure budget.

The Company plan to bid many large projects in year 2026, which would generate impressive revenue recognitions in the future, nevertheless the project also needed a large amount of working capital, therefore the Company has been strictly and cautiously negotiated and agreed with financial institutions and business partners to ensure that a cash cycle have been match and have least affects the Company's liquidity. For supporting operation of the large projects, there would be an issue about the Company's debt-to-equity ratio that could be gone temporally high over a short period of time. However if the Company's debt-to-equity ratio been high over a long period of time, the Company may have to consider a capital increasing as an alternative to reduce risks from having a relatively high D/E ratio.

4.3 Financial Statements

Summary of financial positions and operating results of Samart Digital Public Company Limited and its subsidiaries are as follows:

(Unit: Million Baht)

Item	As of December 31		
	2023	2024	2025
Cash and cash equivalents	66	108	145
Account receivables - net	1,455	188	291
Inventories	98	89	86
Equipment - net	2,275	2,161	1,993
Total assets	4,600	3,193	2,947
Overdrafts, loans from financial institutions, lease liabilities and convertible debentures	2,045	1,607	1,367
Long-term loans from related company	-	-	-
Trade and other payable	2,270	1,022	957
Total liabilities	4,409	2,886	2,579
Paid up capital	2,979	3,452	3,452
Deficit	(5,580)	(5,574)	(5,513)
Non-controlling interests of the subsidiaries	(9)	(21)	(21)
Shareholders' equity	190	307	368
Revenue from sales, services and contract work	1,899	648	539
Total revenue	1,965	654	543
Cost of sales, services and contract work	1,922	453	325
Selling and Administrative expenses including other expenses	607	68	61
Finance Cost	182	131	96
Net profit (loss)	(739)	6	62
Earnings (loss) per share (Baht)	(0.05)	0.0002	0.0018
Cash flow from operating activities	50	794	336
Cash flow used in investing activities	(131)	(427)	(57)
Cash flow used in financing activities	(66)	(325)	(242)
Net increase (decrease) in cash and cash equivalents	(147)	42	37
Par value per share (Baht)	0.10	0.10	0.10
Ordinary shares outstanding (Million shares)	29,793.02	34,516.37	34,516.37
Weighted average number of ordinary shares (Million shares)	15,065.02	32,231.52	34,516.37
Book value per share (Baht)	0.006	0.009	0.011
Dividend per share (Baht)	-	-	-

Financial ratios of Samart Digital Public Company Limited and its subsidiaries are as follows:

Financial Ratio	As of December 31		
	2023	2024	2025
LIQUIDITY RATIO			
Current ratio (Times)	0.48	0.28	0.29
Quick ratio ⁽¹⁾ (Times)	0.38	0.14	0.22
Cash turnover (Times)	0.01	0.22	0.13
Account receivable turnover (Times)	2.46	0.79	2.26
Average collection period (Days)	148	462	162
Finished goods turnover (Times)	12.05	4.82	3.70
Average sale (finished goods) period (Days)	30	76	99
Inventory turnover (Times)	12.04	4.82	3.70
Average sale (inventory) period (Days)	30	76	99
Account payable turnover (Times)	2.60	0.52	0.69
Average payment period (Days)	140	708	532
Cash cycle (Days)	38	(170)	(271)
PROFITABILITY RATIO			
Gross profit margin (%)	(1.25)	30.15	39.73
Operating profit margin (%)	(29.24)	20.96	28.99
Other profit margin (%)	3.40	0.91	0.69
Operating cash flow to profitability (%)	(9.08)	583.92	215.20
Net profit margin (%)	(38.34)	0.77	11.34
Return on equity (%)	(535.17)	1.91	17.17
EFFICIENCY RATIO			
Return on assets (%)	(17.03)	0.13	2.01
Return on fixed assets (%)	(23.52)	8.58	11.33
Total asset turnover (Times)	0.44	0.17	0.18
FINANCIAL POLICY RATIO			
Debt to equity ratio (Times)	23.18	9.40	7.01
Interest coverage ratio (Times)	(2.11)	2.50	3.51
Interest bearing debt to EBITDA ratio (Times)	(5.35)	4.95	4.10
Commitment coverage ratio (Times)	(0.19)	0.20	0.24
Dividend payout ratio (%)	-	-	-

Remarks ⁽¹⁾ Quick ratio was calculated by including restricted cash deposits.

5. General and important information

5.1 General information

Samart Digital Public Company Limited

Company	:	Samart Digital Public Company Limited
Head Office	:	99/2 Moo 4, Software Park, 34 Fl., Chaengwattana Rd., Klong Gluar, Pak-kred, Nonthaburi 11120
Registration No.	:	0107546000318
Home Page	:	www.samartdigital.com
Telephone	:	0-2502-6000
Registered Capital	:	Baht 3,451,636,913
Paid-up Capital	:	Baht 3,451,636,913
Number of Issued Shares	:	34,516,369,130 shares
Par Value	:	Baht 0.10 per share

Other References

Company Registrar	:	Thailand Securities Depository Company Limited
Head Office	:	93 The Stock Exchange of Thailand Building, Rachadapisek Road, Dindaeng, Bangkok 10400
Telephone	:	0-2009-9000
Fax.	:	0-2009-9991
Auditor	:	Mr. Piya Chaipruckmalakarn
		Certified Public Accountant (Thailand) No. 7544
Head Office	:	EY Office Limited 1875 One Bangkok Tower 3, Level 34 - 37 Rama 4 Road, Kwang Lumpkini, Khet Pathumwan, Bangkok 10330
Telephone	:	0-2264-9090
Fax.	:	0-2264-0789-90
Company Secretary	:	Ms. Boonrut Mongkolratanakorn
Email	:	CorporateSecretary@samartdigital.com
Telephone	:	0-2502-6871
Internal Audit	:	Mr. Wichai Rongkawilit
Email	:	InternalAudit@samartdigital.com
Telephone	:	0-2502-6190

5.2 Legal disputes

Legal disputes whereby Samart Digital Public Company Limited or its subsidiaries are the parties or parties in court without the final resolution and the lawsuit that negatively affect the assets of the Company or its subsidiaries at an amount higher than 5 percent of the shareholders' equity as of December 31, 2025 are as follows:

On November 27, 2009, the Company entered into a Memorandum of Understanding with TOT Public Company Limited for a 3G mobile phone network trial project. Subsequently, on March 29, 2011, the Company entered into an agreement to transfer rights and obligations as per to the Memorandum of Understanding for the trial of the 3G mobile phone network service to I-Mobile Plus Co., Ltd., a subsidiary.

On February 22, 2017, TOT Public Co., Ltd. (now merged with CAT Telecom Public Co., Ltd. to form National Telecom Public Co., Ltd.) submitted a letter to the Office of National Broadcasting and Telecommunications Commission (NBTC) to notify the NBTC of the cancellation of the cooperation under the Memorandum of Understanding with respect to 3G mobile network service trial project prior to notifying of such cancellation to I-Mobile Plus Co., Ltd., a subsidiary company. On March 1, 2017, the subsidiary company submitted a letter to TOT Public Co., Ltd. and the NBTC to notify of the termination of i-mobile 3GX service because the 3GX cellular phone system was frequently disrupted and TOT Public Co., Ltd. was unable to permanently fix the problem. In addition, TOT Public Co., Ltd. had not expanded its base station following its business plan in order to expand the coverage across the country. Subsequently, on June 22, 2017, the NBTC submitted to the subsidiary a letter regarding an approval of the termination of the Telecommunications Business License type 1 and agreed with the company's recovery plan for the users of i-mobile 3GX. Subsequently, the subsidiary submitted a letter notifying the NBTC that it had mutually agreed with TOT Public Company Limited that the date of discontinuing the i-mobile 3GX service would be July 18, 2017.

Later, the subsidiary company has been notified by TOT Public Co., Ltd. demanding the payment for Home Location Register (HLR) amounting to Baht 19 million. However, the management and the legal department of the subsidiary company were of the opinion that the subsidiary company was not liable to such payment because the data storage on HLR did not reach the quota specified in the agreement. The subsidiary company filed a plaint for compensation with TOT Public Co., Ltd. to the Civil Court since October 2018 amounting to Baht 1,941 million. Subsequently, on March 9, 2023, the Court of First Instance ruled that TOT Public Company Limited (currently a National Telecommunications Public Company Limited) made a payment to the subsidiary in the amount of Baht 748 million plus interest at the rate of 7.5% per annum of such principal counting from the date of filing (filing on October 4, 2018) until April 10, 2021 and a rate of 5% annum, which is the rate under the Civil and Commercial Code from April 11, 2021 onwards until payment is made to the subsidiary. On September 5, 2023, the subsidiary filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the case and order the defendant to pay additional damages totaling Baht 812 million. Currently, the case is being considered by the Court of Appeal.

In addition, TOT Public Co., Ltd. submitted a letter to the subsidiary demanding the payment for accrued service fee totaling Baht 137 million (including, Home Location Register, mentioned above). Subsequently, the subsidiary submitted a letter requesting to offset the service fee with prepaid bulk or package that the subsidiary had purchased from TOT Public Co., Ltd. with the balance of Baht 70 million.

Subsequently, during 2020, TOT Public Co., Ltd. filed a suit against the Company and the subsidiary with the Central Administrative Court for breach of an administrative contract with an amount in dispute of Baht 212 million (including interest thereon). The Central Administrative Court issued an order not to accept the specific plaint regarding the service fee payment for preparing and storing data in the Home Location Register (HLR) from April 2011 to October 2014.

with interest and VAT. Subsequently, during 2021, the Supreme Administrative Court reversed the order of the Central Administrative Court requiring the Central Administrative Court to accept the plaintiff. On April 30, 2021, the Company and the subsidiary filed an amended plaintiff with the Central Administrative Court.

While the case is under the consideration of the Administrative Court, on October 21, 2020, the Company and its subsidiaries filed an objection against the jurisdiction and requested a court decision per the Act on the Determination of the Powers and Duties among Courts. Subsequently, on May 27, 2021, the Committee on Jurisdiction of Courts decided that the case is in jurisdiction of the Court of Justice, not the Administrative Court. Subsequently, on November 12, 2021, the Administrative Court issued a letter notifying of an order to transfer the case to the Civil Court. On January 12, 2022, the Civil Court notified the Company that the case had been transferred from the Administrative Court. On December 14, 2023, the Civil Court issued an order that both the Company and its subsidiary collectively pay Baht 137 million, along with an interest rate of 5% per annum, starting from December 29, 2017, until the complete settlement to TOT Public Co., Ltd. (now known as National Telecom Public Company Limited). As of December 31, 2025, the subsidiary has fully recorded the liability according to the judgement of the Court of First instance (under provision and other payable). On June 5, 2024, the subsidiary filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the dismissal of the plaintiff by National Telecom Public Co., Ltd., based on the facts presented in a letter requesting a debt offset that the subsidiary submitted to TOT Public Co., Ltd. (currently known as National Telecom Public Company Limited). Later, on June 6, 2024, National Telecom Public Co., Ltd. filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the case adjudicating the default interest rate from 5% per annum to 1.25% per month. The case is currently under consideration by the Court of Appeal.

The legal advisor of the Group is of the opinion that TOT Public Co., Ltd. is in breach of the contract, resulting in substantial business damages to both the Company and its subsidiary. For the case filed by the subsidiary with the Civil Court, the Civil Court rules in favor of the subsidiary. The subsidiary will prevail at the conclusion of the case. Therefore, the management of the Group maintains confidence that the Group will not incur significant losses in connection with these two cases. However, as of now, the outcomes of these cases remain pending and are contingent upon future judicial procedures.

The subsidiary has exercised prudence in recognizing the aforementioned debt in accordance with accounting standards. This recognition does not alter the nature of the case and should not be construed as a waiver of legal rights. Additionally, the recording of this debt does not imply that the Company and its subsidiary will abstain from asserting their rights through the legal justice process in the future. The Company and the subsidiary maintain confidence in their legal position and are committed to pursuing the legal process until its conclusion.

Section 2

Corporate Governance

6. Corporate Governance Policy

The Board of Directors realizes on the importance of the Good Corporate Governance that is the fundamental factor to enhance business operational standard to create transparency, competitiveness and strengthen the confidence of all shareholders, investors and other related parties for sustainable growth of business. Thus, the Company sets the written Corporate Governance Policy and Business Ethics manual comply with the SET's Principles of Good Corporate Governance for listed companies and CSR Concept to business as the general practices guidelines for directors, management and employees under the principle of being a good corporate citizen, who is accountable to employees, customers, shareholders and support to society. In addition, the Company continuously reviews the Corporate Governance Policy and Business Ethics and discloses the latest version on the website at www.smartdigital.com. The Company Secretary Division take a responsibility as a compliance unit to supervise and oversee the operation of the Company, directors and executives to ensure that they are correctly complied with the regulations of the SET, the SEC, the Public Company Limited Act., and other related laws. The results from intention to carry on Good Corporate Governance for sustainable growth, the Company got the highest score "Excellent" or "5 Stars" in the 2025 Corporate Governance Report.

In 2017, the SEC issued the Principles of Good Corporate Governance for Listed Companies or Corporate Governance Code (CG Code) as practice principles for the Board of Directors, the leader or governing person of the organization, to apply the CG Code to the Company's business in the interest of long-term sustainable value creation and fulfil all stakeholders' expectation. Therefore, the Corporate Governance Committee conducted self-assessment of the Company's Corporate Governance Practices compared to the CG Code to apply appropriate practices in the Company's business before proposing to the Board of Directors' Meeting for approval. The Corporate Governance Committee considered and reviewed the appropriateness of applying good corporate governance principles by means that are suitable for the Company's business to ensure that the Corporate Governance Policy conforms to the related rules, regulations and international corporate governance criteria as well as beneficial to creating value for sustainable business.

6.1 Overview of Corporate Governance Policy and Practices

The Board of Directors realizes on the importance of Good Corporate Governance that will create transparency, competitiveness and strengthen the confidence to shareholders, investors and all related parties. The written Corporate Governance Policy has been provided in both Thai and English since 2006 and posted on the Company's website at www.smartdigital.com for acknowledgement of employees and publics. The policy focuses on internal control and internal audit system, and the overseeing of the operation of the management to comply with policy effectively for long-term benefits of shareholders under the terms of the law and business ethics. The Corporate Governance Committee strictly oversees the employees to comply with the policy and also reviews and revises the policy annually to comply with the new regulations and the Principles of Good Corporate Governance for listed companies of the SEC. Moreover, the Company has complied with the assessment criteria for survey on listed company corporate governance of IOD and survey on quality in convening the shareholders' meeting of the Thai Investors Association.

6.1.1 Policy and Practices for the Board of Directors

As the Board of Directors is the key success of Corporate Governance practice for the highest benefit of the Company, thus, the Company sets policies relating to responsibilities of the Board i.e. composition, qualification of directors including roles and responsibilities of the Board of Directors in order that the Board performs duty effectively in the following details:

1. Composition of the Board of Directors

The Board of Directors comprise of directors who have various knowledge, experience, transparent working background, nobility and integrity and have occupational diversification. In addition, they have the skills that are beneficial to the Company's business operation, such as accounting & finance, management, strategic planning, laws and corporate governance and other without any gender discrimination. The Board will also have leadership and vision to carry on the Company's business and achieve its objectives. The Company has 7 directors who complied with the qualification that been described under the Charter of the Board of Directors posted on the Company's website at www.samartdigital.com.

2. Nomination of Directors and Management

Nomination of Directors

The Nominating and Compensation Committee has been appointed by the Board of Directors in order to select, and nominate appropriate candidates for positions of Chairman of the Boards, members of the Boards and other committees and Executive Chairman as well as consider the appropriate remuneration for such directors and management with the following criteria and procedures:

1. The Nominating and Compensation Committee will select and nominate the appropriate candidate with regard to qualifications, experience, knowledge, ability that will beneficial to the Company and consider the diversification in the board's structure, including gender, age, ethnicity and nationality. The Nominating and Compensation Committee will also consider the necessary skills that are still lacking to achieve the Company's business strategy and using the database of IOD. The appropriate candidates, who have qualifications as specified by the relevant laws, will propose to the Board of Directors' or the Shareholders' Meeting for approval in accordance with the Company's Articles and Association.
2. For election of independent directors, the Nominating and Compensation Committee will nominate any person who is fully complied with the qualifications of Independent Directors under the Company's policy and requirements of the SEC and the SET to propose to the Board of Directors' and/or the Shareholders' Meeting for approval in case of rotation or others.
3. Determining whether to recommend a director for re-election, the Nominating and Compensation Committee will consider relevant factors such as past performance, directors' dedication, history of attendance and participation in meeting, number of listed companies that each director holds tenure in of not exceeding five listed companies, and other contributions to the activities undertaken by the Board of Directors. In the case of independent directors, their respective independent qualifications shall also be considered.
4. The appointment of the Board members shall comply with the Company's Articles of Association and all relevant laws. Selection of the directors shall be transparent and clear through initially consider of the Nominating and Compensation Committee with the following criteria and procedures in the shareholders' meeting:
 - (1) Each shareholder shall have one vote on each share.
 - (2) In voting, a shareholder shall vote in accordance with the number of votes each shareholder has under (1) for one or several directors. The said shareholder may not allot any number of his votes to any person.

- (3) The person obtaining the highest and higher votes respectively shall be elected as directors equal to the number of directors required or ought to be elected at such a meeting. In the event that persons receiving votes in respective orders receive equal votes and the number of directors exceeds the positions required or ought to be, the Chairman of the meeting shall have a casting vote.

The Company proposed shareholders to elect the directors on an individual basis to allow shareholders to elect the desirable directors.

In case a directorship becomes vacant by any reason other than the expiration of the term, the Board of Directors shall elect a person possessing the qualifications and being under no prohibitions under the relevant laws as a replacing director at the Board of Directors' Meeting, unless the remaining term of such director is less than two months. The replacing director shall hold office only for the remaining term of the replaced director. The resolution of the Board of Directors' Meeting must be passed by votes of not less than three-fourths of the remaining directors.

5. For nomination of committee, the Nominating and Compensation Committee will consider appropriate knowledge and ability, composition of the entire committees, criteria of directorship and independence of director prior to propose to the Board of Directors for approval.

Nomination of Management

The Company has criteria and procedures for nomination of the Executive Chairman who is the top management of the Company with the process start from recruiting internal and external persons who have leadership skills, ability to manage the organization and good understanding of company's products and services. The Nominating and Compensation Committee will select and nominate appropriate candidates to be top management and propose to the Board of Directors for approval. For recruiting of key executive, the Board of Directors assigns the Executive Committee to consider qualified persons to appoint as key executive and report to the Board of Directors for acknowledgment.

Executive Succession Plan

The Company is aware of the importance of executive successors for top management and key executive positions. In case any position is vacant, apart from the appointment of the Nominating and Compensation Committee to select and nominate appropriate candidates for directors and top management, the Company also provides executive succession plan for top management and key executive positions. The executive succession included the specifying key positions in the Company's business and determining criteria for selecting of the successors by considering knowledge, ability, experience, potential of each position and management vision in order to select the qualified executives as specified in the criteria. In addition, the Company also set up a development plan to prepare them to be able to support their positions in the future. This is to build confidence among investors, shareholders and employees that the Company's operations will be carried out in a timely manner. The Company reviews the succession plan for top management and key executive on an annual basis.

In addition, the Company should encourage the Executive Chairman to invite key executive to attend the Board of Directors' meetings and/or the Executive Committee's meetings to present details on the agenda items related to matters that they are directly responsible for, and to allow the board to gain familiarity with key management and assist succession planning.

Ethics of the Directors and the Executives

The Company wishes its directors and executives to express their intentions on performing the Company's business operations with transparently and morally as well as perform their duties pursuant to the ethical

standards on integrity, with carefulness and cautiously for benefits of the shareholders and the stakeholders. Hence, the ethics used as operating guidelines for the directors and the executives specified as follows:

1. To perform duties by compliance with laws, rules and regulations concerning business operation
2. To perform the Company's business operations with integrity, fairness, transparency and morality
3. To perform their duties with fullest capacity to maximize benefits of the Company
4. To have the independence in making decision and their actions must be based on the righteousness basis
5. To perform duties by avoiding the conflicts of their own interests with the Company's benefits so that the management tasks can be effectively achieved
6. Must not have any benefits or interests in any business made with the Company or in any business which is regarded as the competition with the Company, irrespective of directly or indirectly
7. To keep the confidential information of the Company and the stakeholders from leaking to non-relevant people that might cause damages to the Company of the stakeholders

3. Remuneration Policy for Directors and Management

Directors' Remuneration Policy

Policy of Directors' remuneration has been clearly and transparent set to be comparable to the general practice in same industry consistent with the Company's strategies and long-term objective, and be appealing enough to attract and retain qualified directors. The directors who also be appointed to be the member of any Committee will be paid appropriately more in accordance with the extra work. The Nominating and Compensation Committee will consider the remuneration and propose for consideration of the Board of Directors prior to further approval from the shareholders.

Management's Remuneration Policy

Remuneration of top management shall be in accordance with principles and policies specified by the Nominating and Compensation Committee. Such remuneration is in the appropriated level and can be comparable with the rate of the same industry by taking into consideration duties, responsibilities and performance of the Company as well as performance of each top management. In addition, it must be able to motivate and retain the qualified and capable personnel.

Annual remuneration and bonus of the top managements shall have the fixed consideration criteria by based on performance of the Company, overall economic conditions and performance of each top managements. These criteria shall be explained in advance before they can be used for the assessment at the end of the year. The Nominating and Compensation Committee shall consider prior propose to the Board of Directors for approval.

Executive Chairman's Remuneration Policy

Remuneration of the Executive Chairman, who is the top management of the Company, is not only consideration in accordance with Management's Remuneration Policy, but the Board of Directors also set the performance evaluation of the Executive Chairman annually by each Director in order to be a reference for remuneration consideration. The policy of remuneration are as follows:

Category		The purpose & link to the principle of remuneration
Fixed Pay	Salary & other benefits, such as, Provident fund	To motivate and retain the competent Executive Chairman.
Short Term Incentive	Annual bonus	To reward for the success of achieving the goals as defined for each year.
Long Term Incentive	Compensation according to Stock Option* & provident fund in the part that the Company contributes and increases according to year of work experience	<ul style="list-style-type: none"> To motivate and retain the competent Executive Chairman. To ensure alignment between interests of Executive Chairman and shareholder. To promote the growth and value to shareholders in long term.

Remark : * The Stock Option will be depend on the Board of Directors' consideration which will be based on the appropriate time and situation.

4. The Independent of the Board of Directors

Separation of the Chairman and the Executive Chairman

For the best benefit of shareholders and balance of power within the Company, the Chairman of the Board of Directors is not the same person as the Executive Chairman. The Company's Chairman of the Board of Directors is an independent director who has the qualifications of independent director in accordance with the SET's notification and has no business relation with any management of the Company.

Roles and Responsibilities of the Board of Directors and the Executive Chairman

The Company has clearly set the separate roles and responsibilities of the Board of Directors and the Executive Chairman. The Board of Directors will focus and ensure that the Company's business will achieve its target and in the direction that create value and best benefit to the shareholders as well as all stakeholders. Any conflict of interest with the Company and its subsidiaries will be prohibited. The Board will also comply with the Company's Ethics with responsibility, due care, and integrity to ensure all Company's businesses are run under the Company's objectives, the Articles of Association, resolutions of the Board of Directors' and shareholders' meetings as well as laws and regulations of the SET, the SEC and other related laws. At the same time, the Executive Chairman who is the management's leader will focus on general management of the Company.

Balance between members

More than half of the members of the Board of Directors are not a part of executive team. Within this half, one third of the directors and shall at least 3 members are independent members who have no relations, business or personal, with the Company's executives. Free from executives' influences, they oversee the Company's direction with neutrality and pay careful attention to the rights of shareholder and stakeholder. To strike a balance of power within the Company, the positions of Chairman of the Board of Directors and the Executive Chairman must not be the same person. The Chairman of the Board of Directors should be an independent member.

Policy for being Directors in other Listed Companies

Policy for directors to serve as directors in other listed companies

For efficiency in performing duties as a director, the Board of Directors has set a policy for all directors to serve as directors in other listed companies no more than 5 companies. However, none of the existing 7 directors of the Company holds directorships in other listed companies more than 5 companies, which shows that the Board of Directors could participate and contribute to the Company with efficiency of which better than the policy.

Policy for top management and senior management to serve as directors in other companies

The top management and senior management of the Company will also be obtained approval from the Executive Committee prior to be a director in any companies of which are not have either similar business or being the Company's competitors.

5. Development of Directors and Management

Development of Directors

The Company will provide orientation program to new directors. Information on the Company's business and directions as well as Corporate Governance Policy and Business Ethics of the Company will be advised. The Directors' Manual will comprise of the following:

- Related Laws and Regulations
- Company's Businesses
- Roles and Responsibilities of Directors of Listed Companies
- Corporate Governance Policy and Business Ethics

Development of Management

The managerial competency program, courses have been designed for management level in order to develop in managerial competency to strengthen leadership and management skills for executives as well as prepare promotion qualification in the future for pre-executive or talent employees. Moreover, this program would elaborately lead executives to support organization's business growth and prepare the Company to become business leader in the industry.

6. The assessment of the Board of Directors

Board Self-Assessment and Director Self-Assessment

The Corporate Governance Committee is responsible for self-assessment of the Board of Directors and individual director to annually review and evaluate directors' performance to comply with Corporate Governance of the Company. Comments and recommendations from the assessments are considered in the Board of Directors' Meeting for improvement.

Committee Self-assessment

The Corporate Governance Committee conducts the self-assessment of committees annually. The criteria for self-assessment of Executive committee, Corporate Governance Committee, Nominating and Compensation Committee, Risk Management Committee and Sustainable Development Committee covered the subject of structure & qualifications, meeting, roles & responsibilities and development & training. For the Audit Committee, The criteria for self-assessment covered the subject of board structure & qualifications, meeting, roles & responsibilities, development & training, auditing activities and relationship between head of internal audit, external auditors and the Company's executives. Results of the self-assessment of each committee will use to develop working performance of them for more efficiency and to be in line with the responsibilities assigned from the Board of Directors.

Executive Chairman Assessment

The Corporate Governance Committee conducts Executive Chairman Assessment annually in subjects of leadership, strategy formulation, financial planning and performance, board relations, risk management and internal control, human resources management, succession, product and service knowledge and good corporate governance and code of business conduct for consideration of his remuneration.

7. Supervision on Operation of the Subsidiaries and the Associated Companies

The Company has supervised on operations of its subsidiaries and affiliated companies which have the Board of Directors as the direction leader and the overall strategic goals of the business group. The operating procedures are as follows:

- 1) Before establishment of any new company, the Executive Committee of each line of business shall propose such matter to the meeting of the Board of Directors of each line of business for consideration and approval before the registration of the new company. The Board of Directors shall consider on appointment of the executives who shall hold positions of director and management of such subsidiaries and affiliated companies including scope of authority and responsibility of the directors and the management who shall be the Company's representatives in such company and report to the Board of Director for further acknowledgement.
- 2) The appointment of additional new director or director in replacement of the vacant position from any reason other than retirement, the Board of Directors has assigned the Executive Committee to consider and appoint the director in replacement and report to the Board of Directors for acknowledgment.
- 3) The management of the subsidiaries and affiliated companies shall report business performance of the company they are responsible to the Executive Committee every month. Any investments or substantial operations as per specified in the delegation of authorities must be performed pursuant to the specified policies and they must be presented to the meeting of the Executive Committee as well.
- 4) The management of the subsidiaries and affiliated companies must present the annual business plan to the meeting of Executive Committee and the Board of Directors for consideration and approval every year. If performance of any company has not achieved as per the targeted plan, the management must clarify to the meeting of Executive Committee. In case business operation encountered a lot of problems, the management is required to clarify to the Executive Committee as the watch list so that precaution and corrective measures can be closely monitored and taken.
- 5) The subsidiaries and affiliated companies must have the internal control system or measure that the Company's Internal Audit Department can audit and report to the Audit Committee and the Executive Committee. If internal control system of any company is defective which may likely cause risks and damage to the Company, the Executive Committee shall order such company to make good and rectify defects in such internal control system immediately. In addition, if the subsidiary has to conduct any transaction which is required to comply with the regulations of the Company or of the relevant laws and which is required to be approved from the shareholders' meeting of such subsidiary, i.e. capital increase, capital decrease or dissolution of subsidiary and etc. Such transaction shall be proposed for the Executive Committee's consideration and approval on voting guideline during the shareholders' meeting of such subsidiary.
- 6) When a new company is established or has significant investment in other businesses, such as having a percentage of shares with voting rights ranging from 20% but not over 50% and the amount of investment or may require significant additional investment to the Company. The Board of Directors will consider to provide shareholders' agreement or other agreements that is obviously about the power of management and participation in making important decisions, performance tracking to be able to used as information in the preparation of the Company's financial statements in accordance with standards and schedules.
- 7) In the event where the subsidiary performs any transaction about acquisition or disposal of assets, the Company shall treat the same way as criteria on acquisition and disposal of assets of its own which must be pursuant to criteria on undertaking the significant transaction on asset acquisition or disposal as per specified by the Capital Market Supervisory Board. In case the subsidiary has performed any transaction with its related persons, the Company shall not involve in such matter, except the subsidiary has performed any transaction with the related person of the Company, then the Company shall comply with the criteria on related transaction announced by the Capital Market Supervisory Board.

6.1.2 Policy and Practices for Shareholders and Stakeholders

1. Rights of Shareholders

The Company emphasizes and recognizes the importance of the rights of all shareholders equitably; minority shareholders, major shareholders, institutional investors or foreigners. The Company does not hinder or create barriers to allow shareholders to communicate with each other.

All rights that the Company's shareholders obtained in 2025 were as follows:

1) Rights to get share certificate, sell, purchase or transfer the Company's shares

Thailand Securities Depository Co., Ltd. ("TSD") has been appointed as the Company's registrar to provide all services for all transactions related to registration of the Company's shares.

2) Rights to propose agenda and send question in advance of the Shareholders' Meeting

The Company is aware of the shareholders' rights and equitable treatment to the shareholders under the good corporate governance and comply with laws. It is the Company policy to allow the shareholders to propose agenda of the shareholders' meeting and submit the enquiries concerning the Company's operation prior to the meeting date. They must comply with criteria on proposing of meeting agenda for shareholders' meeting as specified by the Board of Directors.

In the 2025 Annual General Meeting of Shareholders, the Company allowed shareholders to propose agenda or submit the enquiries at least 3 months in advance prior to the end of the fiscal year from September 30, 2024. The period time for proposing agenda ended December 31, 2024. Any questions can send to the Company prior to the date of the 2025 General Meeting of Shareholders. The Company notified and disclosed contact channels and period for proposing agenda and enquiries via the SET on September 30, 2024 and also provided details of the procedures on the Company's website, under "Investor Relation" on the topic "Proposal question and additional agenda concerning the Company's operation in advance of the AGM".

3) Participation in the Shareholders' Meeting

The Company is aware of the shareholders' rights and equitable treatment to participate in the shareholders' meeting, be informed conditions and procedures of meeting as well as having proxy to vote and comment in the meeting on behalf of the shareholders. With realize on convenience to shareholders and to encourage them to attend the shareholders' meeting, the Company is prior to notify and specify date, time and place that comfort the shareholders to participate in the meeting.

There was a shareholders' meeting in 2025, the 2025 Annual General Meeting of Shareholders held on April 24, 2025 respectively, at Meeting Room, 16th Floor, Software Park Building, 99/20 Moo 4, Chaengwattana Road, Klong Gluar, Pak-Kred, Nonthaburi 11120. The meeting place is convenient for transportation and able to accommodate the shareholders who attend the meeting. The Company prior notified date, time and place that comfort the shareholders to participate in advance of the meeting. In addition, the Company scored "Very Good" (4TIA) from the survey on quality in convening the 2025 AGM by Thai Investors Association. The rights of shareholders to participate in the meeting are as follows:

Before the Meeting Date

In convening of the 2025 Annual General Meeting of Shareholders, the shareholders would be informed the date and agenda of the shareholders' meeting via the SET's communication system 63 days prior to the meeting date. The Company disclosed the notice of shareholders meeting, supporting document including Annual Report 34 days prior to the meeting date on the Company's website on the section "Investor Relations" under the topic "Financial information" for the shareholders to have sufficient time for consideration. The Notice were directly delivered to the shareholders by TSD, the Company's registrar, 24 days prior to the meeting date of which better than what required by laws. The notice of shareholders meeting contain fact, rationales, an

opinion of the Board of Directors for each agenda, conditions and procedures of meeting as well as other related document with sufficient information for shareholders' consideration. Moreover, the notice of shareholders meeting was published according to the method under the Public Limited Companies Act and other related laws for 3 consecutive days and 15 days prior to the meeting date of which better than what required by laws.

To facilitate the institutional investors to participate in the shareholders' meeting, the Company tries to contact them in advance to assist them in proxy preparation and registration.

On the Meeting Date

Meeting procedures has been set to conform to laws and considering on shareholders' convenience. The Company is aware of the equitable of shareholders' right and their comfort to participate in the shareholders' meeting. Appropriated technology and equipment are sufficient for registration to review on required documents more than 1 hour prior to commencement of the meeting by arrangement of Barcode system in vote counting for faster voting result. All directors attended in both the 2025 Annual General Meeting of Shareholders. Moreover, Chairman of all committees, the Company's management and external auditors were also present in the meeting in order that the shareholders could ask questions during the meeting. The Chairman of the Board of Directors was Chairman of the meeting introduced all Board members and management, total shareholders attending in the meeting both in person and by proxy and total shares that entitled to vote to the shareholders for acknowledgement. In the 2025 Annual General Meeting of Shareholders, there were 27 shareholders attending the meeting classified to 9 shareholders in person and 18 shareholders by proxy. The Company held the meeting in accordance with the measures notified to the shareholders in advance. In addition, the Company asked for volunteer from shareholders or proxy to be the counting vote inspector. The Chairman declared vote casting, counting procedures and other related matters for shareholder's acknowledgement before commencement of the meeting including the results of an invitation to propose agenda of the 2025 AGM and sending question prior to the 2025 AGM. In addition, the directors who were the Company's shareholders requested for abstention their vote in the agendas they had interest therein. Then, the Chairman proceeded the meeting to be in line with the agenda without any additional topic from the invitation letter. Voting cards were provided for significant agenda. Voting result in term of approval, disapproval, abstain and voided ballot for each agenda were transparently presented to the meeting. In the Meeting, the shareholders were encouraged to express their opinions and raise questions either in the agenda or other questions related to the Company's business. All questions and replies included significant opinions and suggestions from the shareholders were recorded in the minutes of Meeting. After the meeting, the shareholders were requested to return the voting cards to keep as evidence.

After the Shareholders' Meeting

Resolution of the meeting was publicized via the SET portal with all voting details in approval, disapproval, abstain and voided ballot, of each agenda on the meeting date. The Full Minutes of the Shareholders' Meeting, of which disclosed the attendance and absence of directors and management, summary of significant questions and answers during the meeting in both Thai and English, has been sent to the SET and related parties by 14 days after the meeting date. It was also posted on the Company's website for consideration of shareholders.

4) Appointment / Dismissal of Directors of the Company and Approve their Remuneration

According to the Company's Articles of Association, at the Annual General Meeting of Shareholders, one-third (1/3) of the Directors has to be retired by rotation. Election for replacement is required. The retired directors are eligible to be re-elected for another term. The election of the Board of Directors shall be in accordance with the rules and procedures as follows:

- Each shareholder shall have one vote on each share.
- In voting, a shareholder shall vote in accordance with the number of votes each shareholder for one or several directors. The said shareholder may not allot any number of his/her votes to any person.

- The person obtaining the highest and higher votes respectively shall be elected as directors equal to the number of directors required or ought to be elected at such a meeting. In the event that persons receiving votes in respective orders receive equal votes and the number of directors exceeds the positions required or ought to be, the Chairman of the meeting shall have a casting vote.

Apart from the appointment of Directors, the shareholders also have rights to remove any director from the office before the expiration of his/her term of office by having votes of not less than three quarters (3/4) of the number of shareholders attending the meeting and having the rights to vote. The aggregate number of shares shall be not less than one half (1/2) of the shares held by all the shareholders attending the meeting and having the rights to vote.

In every General Meeting of Shareholders, the shareholders have the rights to consider and approve the remuneration for all directors and members of Committees. Adequate information of all candidates were delivered to shareholders for consideration.

5) Appointment of Auditors and approval of their remuneration

In every Annual General Meeting of Shareholders, one of the agenda is the appointment of Company's auditors and consideration of their remuneration. The Company will propose name of the auditors with sufficient details and remuneration for consideration of the shareholders.

6) Regularly and timely obtained adequate information, business performance and management policy

The Company concerns on Shareholders' rights and not only disclosed Company's information via the SET's communication system but also posted all significant and updated information on the Company's website at www.samartdigital.com.

7) Profit Sharing

The Company has a policy to pay dividend to shareholders of no less than 50% of its net profit after deduction of all reserves as stated in the Company's Articles of Association and related laws. However, the dividend payment is subject to the Company's future investment plans and business expansion, including other necessity and suitability.

In consideration of dividend payment for profit from disposal of investment or fixed assets of the Company or subsidiaries, it is at the discretion of Management and the Board of Directors to consider whether or not to pay dividend or amount to be paid by taking into account the Company's future investment plans and business expansion including other necessity and suitability.

The dividend payment of subsidiaries should base on policy of the Company.

Details of dividend payment policy of the Company and subsidiaries including dividend payment in the past 3 years were shown in the section "Dividend Payment Policy".

2. Equitable Treatment of Shareholders

The Company realizes to protect and due care for the interests of all major and minor shareholders as fairly basis. In addition, the Company sets policy for equitably treatment to all shareholders for attending and vote in the shareholders' meetings, sharing in profits, regularly and timely obtained adequate information, business performance and management policy. In the shareholders' meeting, each shareholder shall have one vote on each ordinary share. Proxy form and requiring documents are delivered together with the invitation letter for shareholders who would like to appoint a proxy. Proxy form, which contains detail of voting as approve, disapprove or abstain, as well as details of 3 independent directors also are attached for shareholders consideration as alternative proxy and also required document, evidence and proxy method, has been prepared in Thai and English for convenience of the shareholders.

In the 2025 Annual General Meeting of Shareholders there were 7 shareholders, respectively assigned the Company's independent directors to be their proxy to attend and vote in the meeting. In addition, voting cards were provided for each agenda, especially, the agenda of appointment of directors of which been appointed by individual. In every shareholders meeting, the meetings will conduct to be in line with the agenda without any additional topic from the invitation letter in order to prevent the restraining rights of the shareholders who could not participate in the meeting by themselves. In addition, the Company set criteria about Inside Information Monitoring of which details shown in the section "Inside Information Control".

3. Attention to Stakeholders

The Company is aware that the support from each stakeholder should increase the competitiveness and ability to generate more benefit for long-term success and also realizes the importance of all stakeholders i.e. shareholders, employees of the Company and its subsidiaries, customers, competitors, trade partners, lenders, societies and environment. Therefore, the Company provides more channels for the stakeholders to contact directly to the Company in order to provide either comments or recommendations of which will be benefit to the Company. Thus, general rules and practices have been set for directors, management and employees in the Company's Business Ethics to cover rights and equitable benefits to all stakeholders and posted on the Company's website at www.samartdigital.com.

4. Disclosure and Transparency

The Company has strong determination to reveal accurate complete, consistent and updated information, both financial and general information that related to Company's business. The complete, consistent and updated information will truly reflect the Company's financial performance and future business direction. The Company has a policy to disclose information of any significant and future business directions, so that shareholders and stakeholders can access information comfortably and speedily as follows:

- To submit the financial report and Management Discussion and Analysis (MD&A) to the Stock Exchange of Thailand ("SET") and the Securities and Exchange Commission Thailand ("SEC") within the specified timeframe. The financial report did not have any transactions where the auditor opinioned with qualified, the financial statement has also never been revised under the order of the SET and the SEC. In order to make the investors are more well informed and understand the changes occurred to the financial position and operating results of the Company in each quarter and post it on the Company's website at www.samartdigital.com and the SET's communication system.
- Criteria on provision of remuneration to directors and executives have been clearly disclosed.
- Details on connected transactions have been clearly disclosed to prevent a conflict of interest. More details were shown in "Connected Transactions".
- Shareholding information of directors and executives has been disclosed in the Annual Report and the Annual Disclosure information. In addition, the Company has a policy requiring directors and executives to report the change in their securities holding within 3 business days from the date the securities have been purchased, sold, transferred or accepted transfer. The Company Secretary unit shall coordinate on submission of such report to the SET and the SEC. Moreover, directors and executives should report their securities holding in every board's meeting.

Furthermore, the Company also has a policy to report the transaction may has conflict of interest of directors and executives as follows:

- 1) Director and executive shall submit their first report on transaction with interest within 30 days from the date of appointment as director or executive pursuant to the specified report form.
- 2) Director and executive shall report a change of transaction with interest within 30 days from the date of such change pursuant to the specified report form.
- 3) Report on transaction may has conflict of interest shall be kept at the Company Secretary and the Company secretary shall arrange to submit a copy of such report to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date of receipt such report.

The Company discloses to shareholders, investors and any related parties via the SET's Communication system, the Company's website at www.samartdigital.com, Annual Report, press release and the Opportunity Day.

The Board of Directors has supervised to ensure that any person involved in the preparation and disclosure of any information of the Company has relevant knowledge, appropriate skills and experience needed for their responsibilities, and sufficient resources as well as ensure that the Company's disclosures are transparency and strictly complied by laws, the Company's and any related regulations. In the past year, the SEC or the SET have never accused the Company from non-disclose of information in accordance with the regulation. The Board of Directors has major concerned on transparency and disclosure in the following area:

- **Information Disclosure Policy**

The Company appreciates on management and business operations in accordance with the principles of good corporate governance. In order to ensure that the information disclosure is accurate, complete transparency and equal, complied with laws and the relevant regulations. Therefore, the Company has established information disclosure policy to be a guideline for directors and employees as follows:

1. Information disclosure in both financial and non-financial should be accurate, complete, sufficient, reliable and on time to ensure that shareholders and stakeholders of the Company receive the information equally.
2. Information disclosure of the Company must be prepared carefully, clearly, accurately and transparently.
3. Be careful to disclose important information that affects the price or value of the Company's securities and complying with the regulations and announcement of the SET.
4. Clearly appoint a responsible person to disclose the Company's information to public.

The persons who have the right to disclose important information not yet disclosed to the public are as follows:

1. Executive Chairman
2. Chief Executive Officer (CEO) or President
3. Manager of Investor Relation of the Company
4. Authorized person from Executive Chairman or Chief Executive Officer or President

Those who do not relevant or assigned duties cannot provide information or interview to the media or public about the Company's business.

- **Provide multi channels for disclosure of information apart from the SET's communication system**

- **Annual Report**

The Board of Directors has to ensure that Annual Report contains adequate information with accuracy, clarity and could create understanding to the shareholders and related parties on the Company's operation and its performance for the previous year. The information will included management structure, nature of business, financial status and operating result, structure of the Board of Directors and performance of the Board of Directors and all Committees.

- **Company's website**

The Board of Directors is aware of the efficiency of website disclosure to the shareholders and related persons as well as equitably and easily of getting information. The Board of Directors therefore ensures the Company not only provides all significant information of the Company in the Company's Annual Report but also on the Company's website at www.samartdigital.com in both Thai and English. The disclosed information comprised of Corporate Governance Policy, Business Ethics, Press Release, Financial Statement as well as Annual Report, etc.

The Board of Directors also set out and maintained for the efficiency of the Company's internal control system to ensure that the financial information had been correctly and accurately booked and sufficient to maintain the Company's assets and be aware of weak points in order to prevent whether from any dishonesty or significant error. The Board of Directors had appointed the Audit Committee of which comprised independent directors to be responsible for the quality of the financial statements and the internal control system and disclosed such opinion in the Annual Report under the Report of the Audit Committee. Moreover, Report of the Board of Directors' responsibility on the Company's Financial Statements was also attached in the Company's Annual Report.

- **Conflict of Interest**

To prevent conflict of interest, the Company has drawn out guidelines for directors, managements and employees in the Company's Business Ethics to follow:

1. Avoid all actions that may cause conflicts of interest with the Company.
2. In case that directors, managements or employees commit any action related to the Company, the particular director, management or employee will be treated like an outsider, and will play no part in decision-making process.
3. Refuse to use Company's information obtained in directors, managements or employees posts for an opportunity to derive personal benefits by creating rivalry with the Company or involving in related businesses.
4. Refuse to use Company's information for securities purchase for personal benefits or to leak Company's information to outsiders for their benefits. Any trading of the Company's securities within 1 month prior to disclosure of either the Company's financial performance or any other information that may affect securities' price is prohibited.
5. Refuse to reveal Company's classified information e.g. electronic information, financial situation, work's plans, business information and Company's future plans during and after directors, managements and employees posts.

On any conflict of interest transaction, before entering into the transaction, the Company specified that the Board of Directors, Managements, Employees and relevant parties must disclose the transactions with interest to the Audit Committee to consider the appropriateness of such transactions. The Audit Committee will carefully review prior to submit with opinion on such conflict or connection to the Board of Directors for further review and to ensure that the transaction has to be complied with the SET's regulations. Information and value of the transaction, party involved and necessity have been disclosed in the Company's Annual Report and the auditor's notes to the financial statements. Any consideration of the connected transaction, the directors who may have conflict of interest will neither participate nor vote in such meeting both the meeting of the Board of Directors Shareholders.

- **Inside Information Control**

The Board of Directors oversees the use of inside information in accordance with the law and the Principles of Good Corporate Governance. The Company has established various measures to prevent directors, managements and employees from using inside information which has not been disclosed to the public for the benefit of oneself or others in the wrong way as follows:

1. The Company will inspect to ensure no inside information of which is material, undisclosed and confidential leak to public or be used from unauthorized for personal benefit. Any trading of The Company's securities within 1 month prior to disclosure of either Company's financial performance or any other information that may affect securities' price is prohibited. The directors and management of the Company according to the definition of the SEC had been informed on their duties and punishment regarding to report on securities and derivatives holdings of themselves, spouse, cohabiting couple and any minor children as well as juristic person holding shares in an amount of exceeding 30% of the total number of voting right of such person,

including the securities and derivatives held by spouse or cohabiting couple and minor children to the SEC within 3 business days from the date of securities' change, except in cases the value of each transaction is less than Baht 3 million, it can be reported within 3 business days from the cumulative transaction value reaches Baht 3 million or reaches 6 months from the date of the first transaction, whichever comes first together with the penalty of the Securities and Exchange Act B.E. 2535. Any change in securities and derivatives holdings, such directors and managements have to report the Company Secretary for proposing the agenda to the Board of Director's in the next meeting and coordination as well as preparing report submit to the SEC.

2. The Company has set as a policy for the directors and the managements according to the definition of the SEC to notify the Company about the purchase, sale or transfer the Company's securities and contracts at least 1 day in advance before making the transaction through the Company Secretary. Then, the Company Secretary has to report the changes on such securities holdings of directors and managements in every Board of Directors' Meeting.
3. In case of conflict of interest, it is the Company's Policy to have the directors, management, employees and related parties to disclose such interests to the Audit Committee for consideration of the transaction to be complied to SET's regulations and any governing laws and regulations prior to further submit for consideration of either the Board of Directors or the Shareholders' meeting. The directors who have conflict of interest will not participate in any agenda that they have conflict of interest. Moreover, any conflict of interest transactions with the connected persons will be disclosed in the Company's Annual Report.
4. The Company has been implemented for a secure access for all users inside and outside the firewall in conjunction with the Company's own user authentication and security system.
5. The Company sets as policy that all employees shall acknowledge and sign the agreement of non-disclosure confidential information, non-violation of concealment of computer related and non-infringement of intellectual property. New employee shall sign this agreement together with employment contact, including directors, managements and employees of the Company to refuse using Company's inside information for personal benefits.
6. General practices for conflict of interest protection have been set in the Company's Business Ethics. Such practices have been delivered to all directors, managements and employees. The Corporate Governance Committee will monitor and ensure that Company's regulations, Corporate Governance Policy and Business Ethics have been strictly and continually complied.

Moreover, the Corporate Governance Committee has been established to ensure that good corporate governance is being conducted continuity at all levels in accordance to legal requirement and the Company's Articles of Association.

- **Information Security Management on Information Systems**

Samart Group has obtained ISO/IEC 27001:2022 accreditation for information security management on information systems, demonstrating a commitment to information security. The organization constantly strives for improvement in this area, adopting the latest technology and information management methods, including centralized information technology operations and backup centers, and implementing information technology standards. The organization employs ITIL to manage the provision of information technology services effectively and exercise annual business continuity drill tests as per the business continuity plan to guarantee the continuity of business operations.

- **Compliance to Personal Data Protection Act B.E. 2562 (PDPA)**

Samart Group manages personal data usage through an Information Security Management System (ISMS) and additional policies to improve operational processes and ensure compliance with the Personal Data Protection Act.

- **Corruption Prevention Policy**

Samart Digital Public Company Limited and its subsidiaries operates business in accordance with the corporate values, business code of conduct and the principles of good corporate governance, including compliance with laws related to the prevention of corruption and all forms of direct and indirect corruption. To ensure that Samart Digital Public Company Limited and its subsidiaries has a policy to define the responsibilities, practices and requirements for appropriate operations to prevent corruption, a written corruption prevention policy has been established for the directors, managements, employees and all relevant stakeholders to seriously comply with the corruption prevention policy.

Definition

Fraud means committing an act in order to procure, for himself/herself or another person, any advantage to which he/she is not entitled by law, which includes the following actions;

1. Asset Misappropriation means possessing property belonging to another person, or of which the other person is a co-owner, and dishonestly converting such property for himself/herself or a third person.
2. Embezzlement means the act of deceiving a person with the assertion of a falsehood or the concealment of facts which should be revealed with honestly causing such deception obtain property or the person who has been deceived or a third person to execute, revoke, or destroy any document of right.
3. Corruption means demanding, accepting, or agreeing to accept, offering, requesting, or promising to give property or other benefits to government officials, government agencies, private sector officials, private agencies, to allow individuals or agencies to use their existing powers to act or not act, to hasten or delay an action that is inappropriate for their duties. These cause the acquisition of improper benefits, whether for oneself or others, or the maintenance of improper business or benefits.

Property means money, things, gifts, or other benefits that may be calculated in monetary terms, including the granting of special rights that are not reserved for the general public in the matter of receiving discounts on goods, receiving services or entertainment, and paying for travel or tourism, accommodation, food, providing employment, or anything of a similar nature, whether given in the form of cards, tickets, or other evidence, advance payment, or refund later.

The Company means Samart Digital Public Company Limited and its subsidiaries

Personnel means directors, managements, employees and stakeholders of Samart Digital Public Company Limited and its subsidiaries.

Duties and Responsibilities**1. The Board of Directors**

- 1.1 Consider and approve the Corruption Prevention Policy
- 1.2 Supervise to ensure that there was an effective corruption prevention support system.
- 1.3 Promote and support an organizational culture of operating with honesty.

2. The Managements

- 2.1 Set the rules and measures for employees, including disciplinary punishments.
- 2.2 Arrange the working system that promotes and supports the prevention of corruption, as well as review the appropriateness of the system and various measures.
- 2.3 Support and communicate this policy to the employees and concerned persons from all departments for understanding.
- 2.4 Provide channels for whistleblowing, also the measures to protect the whistleblower.
- 2.5 Report the operating results to the responsible committees.
- 2.6 Review / improve the various concerned policies about the corruption prevention.

3. The Compliance

Review, monitor and consider the compliance with the corruption prevention policy, annually and report the operating results to the Board of Directors, regularly.

4. The Employees

Understand and follow the corruption prevention policy which must not be involved in the corruption, both directly and indirectly.

Guidelines for practice

1. The procurement must be conducted in accordance with the criteria or procedures specified in the regulations, which must be fair and transparent in the operation, taking into account the reasonable price, quality, and after-sales service, as well as taking into account the standards that the seller of the goods or services should have. In addition, the staffs must not engage in business that may lead to personal benefits by relying on their position in procurement, whether directly or indirectly, also must not use the information obtained from the procurement to seek personal benefits or others.
2. The Company has no policy of paying facilitation fees in any case, both directly or indirectly. It will not engage in fraud and will not accept any action in exchange for facilitating business operations.
3. The Company has the policy to conduct business with political impartially and compliance with the laws as well as democratic form of government with the King as Head of State. The directors, the executives, and employees shall have political rights and liberty pursuant to the law, however, they shall not perform any act which can make the Company lose impartiality or damage from involvement in the political activities as well as usage of any resources of the Company for such act.
4. The Company supports for community and social development for better quality of life including enhancement of economy of the community and society through business processes or donation for charity of which the proceed shall be used for public charity only as well as supports for the Company's business with clear evidences and in line with the Company's regulations.
5. Receiving or giving any benefits as tradition and morality to express gratitude or maintaining business relation as usual should be done with appropriateness. The Company will not encourage or expect the receiving person to ignore his/her duty and/or return favor from giving inappropriate present, property or other benefits with the following practices:
 - 1) Receiving and giving property or other benefits that could improperly influence decision making:
 - The employee of Company shall not receive or give money, property, merchandise or any benefits involving anyone whose intention is to persuade the employee to commit or omit anything contrary to duty.
 - Receiving present or property shall be compliance with morals, and shall not be illegal as well as such gift or property shall not be illegal.
 - Paying for business expenses such as meals and other forms of hospitality that are directly connected to performance of business commitments is acceptable, but such expenses must be reasonable.
 - Giving present, property or other benefits to government officer in Thailand and other countries must be sure that it shall not against the law and local tradition.
 - 2) Receiving or giving present and the memento:
 - Receiving or giving present or memento, should make sure that such an action does not violate the law, and the Company's rules and regulations.
 - Avoid receiving or giving present or memento that could unfairly influence a decision in the performance of one's duties. If it is necessary to receive a gift of unusually high value from someone doing business with the Company, report the matter to the superior.

- Keep records of expenses as evidence of the value of present or memento given, so that can be examined later.
 - If the employee has been assigned or permitted by the superior to assist an outside agency, the employee may receive money, item, or present according to the guidelines or standards that agency has set.
- 3) Transactions with the government sector:
- Conduct properly and honestly when in contact with government officials or agencies.
 - Always remember that the laws, rules, and customs of each place may have diverse conditions, procedures, or methods of proceeding.
 - Comply with the laws of each country or locality in matters pertaining to hiring government employees as consultants or employees of the Company. Such hiring must be transparent and appropriate.
6. The Company has the risk assessment and risk management by Internal Audit Department to audit operations which may tend to have risks of all departments of each company, including the risks from corruption to ensure that all departments have appropriate internal control system in place, both on preventive control and detective control. If it is found that any department does not have adequate internal control system or there is a corruption case, such matter shall be reported to the Audit Committee and the high level executives. Preventive guidelines must have also been reported in order to improve the internal control system.
7. The Company considers employees' remuneration fairly to ensure the remuneration provided to the employees is adequate, focused on creation of consciousness and it must not be the source for corruption. The Human Resource Department shall compile the survey results report on wage adjustment in each year from the well-known institutes, both domestically and internationally as well as exchange information with the Human Resource Department of other companies in the telecommunication and computer businesses. The information gained shall be used for consideration on provision of remuneration to the employees.
8. The personnel must strictly comply with the Company's Corruption Prevention Policy.
9. The personnel must not ignore any acts when encountering to the act that may be caused corruption by informing to the Managements or responsible person and cooperate in the investigation of the facts.
10. The personnel must avoid any act that may lead to the conflict of interest. If any act or behavior occurs that may lead to the conflict of interest with the Company, such personnel are required to report such conflict of interest through the specified channels.

Publication of the Corruption Prevention Policy

In order to be aware of the corruption prevention policy of the personnel, the Company will take the following actions as below;

1. Announce the Corruption Prevention Policy in an observable place for everyone in the organization's acknowledgements.
2. Publish the Corruption Prevention Policy through various channels of the Company, such as, the intranet system, the Company's website, and the Annual Registration Statement / Annual Report (Form 56-1 One Report), etc.
3. The Corruption Prevention Policy has reviewed annually or when there are significant changes.

Training

Provide orientation, training, meetings or various activities that are appropriate regarding the Corruption Prevention Policy and related knowledge for the Company's Directors, managements, employees and stakeholders, continuously.

Whistleblowing or Complaints

The Company adheres to good corporate governance principles and encourages the staffs and the stakeholders to examine and oversee any action which is illegal, fraud, or any action which might cause damages to the

Company. As well as violating the rules, regulations, and code of conduct or violating this policy both directly and indirectly. The employees and stakeholders can notify the clue on misconduct behavior to the Company by sending information and/or document and/or concerned evidence to the Internal Audit Department. If the name and surname of the informant is specified, it will be more beneficial to the Company for convenience on enquiry and/or contact for more information. Those channels consist of direct mail or E-mail as informed at the Company's website (www.samartdigital.com) under "Contact Us" with the following details:

Mailing Address: Head of Internal Audit Department
 Samart Digital Public Company Limited
 99/2 Moo 4, Software Park Building, 34th floor, Chaengwattana Road,
 Klong Gluar, Pak-kred, Nonthaburi 11120
or E-mail address: InternalAudit@samartdigital.com

The Head of Internal Audit Department will collect the information of whistleblowing or Complaints, then, inspect and analyze the information according to the following procedures:

The Head of the Internal Audit Department is initially responsible for investigating the alleged misconduct using documentary and witness evidence. If there is sufficient grounds for wrongdoing, the matter will be submitted to the Executive Chairman for consideration the appointment of the investigation committee.

The investigation committee consists of supervisor or representative from Internal Audit Department, Legal Department, and Human Resources Department, responsible for investigating the facts, including collecting all evidences in order to know details of the damage and impact to the Company.

The investigation committee will propose the results of the investigation to the Executive Chairman to consider and proceed and then the Internal Audit Department will propose the matter to the Audit Committee and the Company's Board of Directors for acknowledgement, respectively.

However, the whistleblower or complainant will be protected by the Company and the information will be kept confidential by not disclosing the name of the whistleblower to any person and does not affect the position during the investigation and after the end of the process.

Penalties

Personnel who do not adhere to this policy must be considered for disciplinary punishment as determined by the Company. In addition, legal penalties may apply if the action is illegal.

6.2 Business Ethics

As the Company conducts the business with great awareness in ethical issues, the Board of Directors has provided the written Thai-English Business Ethics for directors, management and employees of the Company and subsidiaries since 2005. It is set as the practical working guidelines with honesty, to be in standard, quality and integrity which including an attention of all stakeholders, related transaction, compliance with the laws, assets prevention and conflict of interest. The Company's directors, management and employees must perform and comply with strictly. It is also posted on the Company's website for employees and public acknowledgement. The Company reviews Business Ethics annually. In addition to monitor the proceeding with the general practices as stipulated in the Business Ethics, the Company also provided the business ethics assessment. The senior management level were requested to perform self-assessment to evaluate on proceed with the business ethics. The result of the evaluation concluded that the Company and management completely complied with the Business Ethics and Code of Conducts. The latest issue of the Company's Business Ethics has been approved by the Board of Directors' Meeting No.1/2026 on February 26, 2026 posted on the Company's website at www.samartdigital.com covered the following topics:

1. Code of conduct
2. Corruption Prevention policy
3. Employee policies
4. Customer policies
5. Trade partner policies
6. Creditors policies
7. Counterpart/Competitor policies
8. Money Laundering policy
9. Tax policy
10. Sustainable Development policy
11. Human Rights policy
12. Operating policy and practice on non-infringement of intellectual property or copyright
13. Conflict of interest
14. Responsibilities to Shareholder

The Company has disclosed the Corporate Governance Policy and Business Ethics manual on the Company's website at www.samartdigital.com.

6.3 Major Changes and Developments in Policy, Practices and Corporate Governance in the past year

In 2017, the SEC issued the Principles of Good Corporate Governance for Listed Companies or Corporate Governance Code (CG Code) to develop the sustainability of Listed Companies. It aims for listed companies to comply with the CG Code in accordance with the "Apply or Explain" principle. Part 1 are practices that the Board of Directors can apply as appropriate to the context of the company's business, while Part 2 are guidelines and explanations of the implementation to be in accordance with the Code of Practice in Part 1. The Board of Directors may use other practices to achieve the intent of the Code. If other practices are considered more appropriate, reasons and actions should also be recorded.

6.3.1 Major Movements and Developments of Policies' Review

The Board of Directors has reviewed the implementation of the Corporate Governance Code (CG Code) of the SEC annually, at least 1 time per year, by means that are suitable for the Company's business. Moreover, the Company has complied with the assessment criteria for survey on listed company corporate governance of IOD and survey on quality in convening the shareholders' meeting of the Thai Investors Association. In addition, the Thai Institute of Directors Association announced new CG assessment criteria to be used in the year 2023 to raise the overall corporate governance of listed companies to be up to date in line with the changing trends in corporate governance. Therefore, the Corporate Governance Committee brought the aforementioned criteria into consideration in review this year before proposing the issues to the Board of Directors' meeting for consideration.

In 2025, the Board of Directors reviewed the Corporate Governance Policy, Business Ethics and Charter of the Board of Directors and Committees in accordance with the Principles of Good Corporate Governance (CG Code) and other related principles. The Board of Directors was of the opinion that the Company has implemented all 8 principles of the practices and chosen appropriate guidelines according to the context of the Company's business. The Board of Directors approved to amend the Corporate Governance Policy, Business Ethics and Charter of the Board of Directors and Committees and other related areas to be appropriate and consistent with the following topics:

1. The Corporate Governance Policy
 - Topic “Rights to attend shareholder meetings” about “On the Meeting Date” and “After the Shareholders’ Meeting”
 - Topic “Meeting of The Board of Directors”
2. The Business Ethics topic “Conflict of Interest”
3. Charter of the Board of Directors, topic “Meeting”

6.3.2 CG Code practices that the Company still has not applied

The Board of Directors No. 5/2024, held on November 12, 2024, has considered that the Company has applied all 8 CG Code practices as appropriate to the Company’s business context. However, any practices in the CG Code that are not suitable for the Company’s business operations, the Board of Directors’ meeting has assigned the Corporate Governance Committee to review such matters, annually and propose the appropriate replacement measures, respectively.

6.3.3 The Compliance with the Principles of Good Corporate Governance in Other Areas

The Company conducts the business in comply with the Principles of Good Corporate Governance of the SEC. and best practices in the international standard as well as ASEAN CG Scorecard criteria. Moreover, the Company has complied with the assessment criteria for survey on listed company corporate governance of IOD and survey on quality in convening the shareholders’ meeting of the Thai Investors Association. For some areas that the Company has not yet followed such regulations, the Company applies principles or other practices to suitable for the Company’s business as the following areas:

Section I. Right of Shareholders and Equitable Treatment of Shareholders

1. The Company has not yet allowed the minority shareholders to nominate candidates for directorship. However, the Board of Directors has appointed the Nomination Committee and Compensation Committee to recruit and nominate the qualified candidate to be director by taking into consideration from IOD’s Director Pool. The Nomination Committee and Compensation Committee also considers qualification as the relevant laws and regulations, experience, knowledge and ability that is advantage and needed to the Company of the candidate to propose to the Board of Directors’ and/or the Shareholder’s Meeting for further approval.
2. The Company has not yet determined to perform the election of directors by cumulative voting. However, the Company entitled the shareholders to vote for the election of directors individually. Each shareholder shall have one vote for each share as stipulated by the Company’s Articles of Associations so that the shareholders shall truly elect their desired director.
3. The Company has not yet held a shareholder’s meeting in e-meeting. However, the shareholder’s meeting was held in a physical meeting, so that shareholders had the opportunity to meet with the Directors and the Managements of the Company. The meeting was held at the Company’s office building. The shareholders can conveniently travel to the meeting by the MRT (Pink Line), private vehicles, or buses, etc.

Section II: Consideration of the stakeholders’ roles and Business Development for sustainability

The Company has not yet prepared a Corporate Social Responsibility Report under the framework of the Global Reporting Initiative (GRI). However, the Company has prepared a Business Drive for Sustainability Report in accordance with the criteria of the Stock Exchange of Thailand as part of the Annual Report, topic “3. Driving Business for Sustainability”.

Section IV: Responsibilities of the Board

1. The Company has no policy for executive directors to serve as directors of not exceeding 2 listed companies in the other business group. However, the Company has set the policy for all directors not to hold director position of not exceeding 5 companies. In addition, top executives of the Company will also be obtained approval from the Executive Committee prior to hold director position in any companies of which

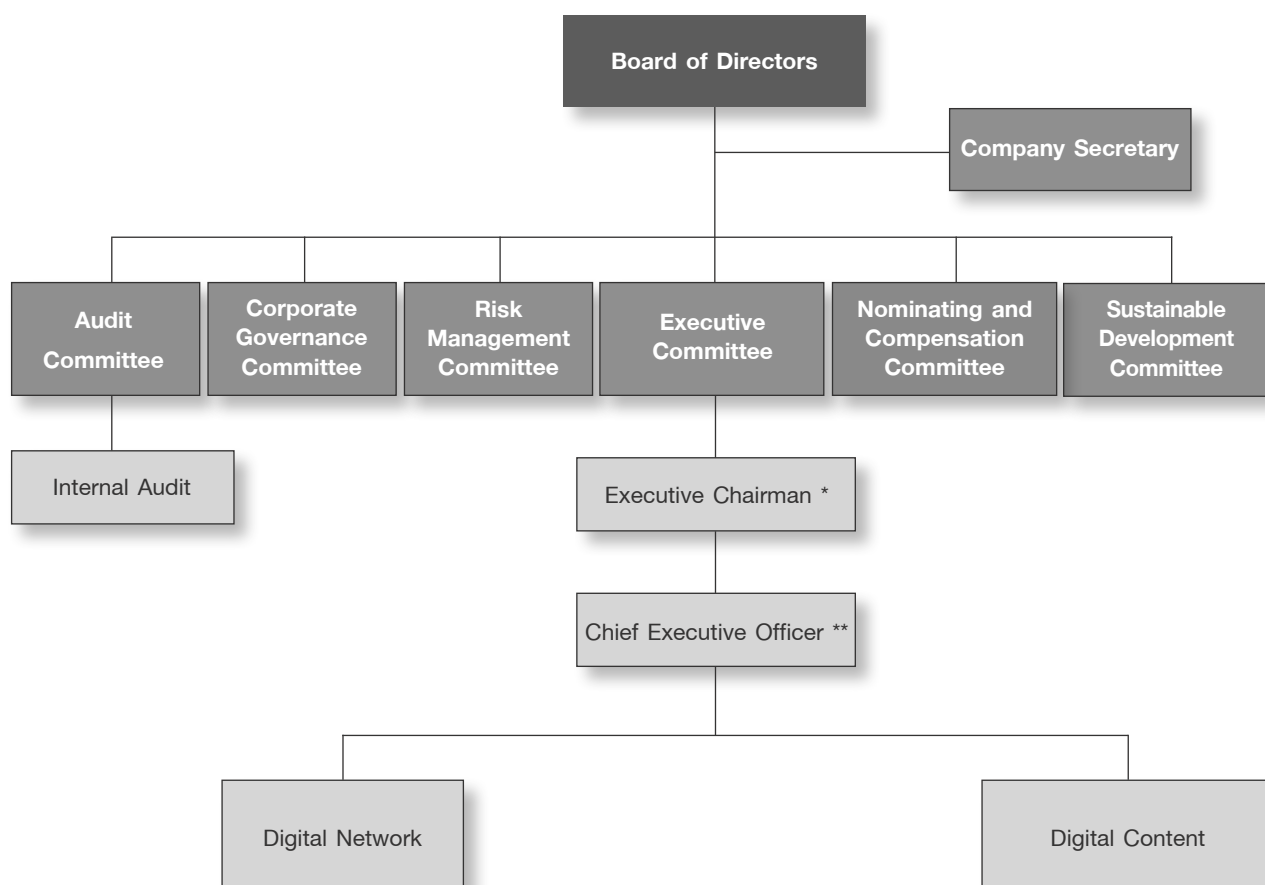
are not have either similar business or being the Company's competitors. The Nomination Committee and Compensation Committee are responsible to consider and nominate the candidate by taking into consideration of knowledge, capability and adequate time to perform his duty.

2. There is no independent woman director in the Company's Board of Directors. However, one of the Company's Executive and Director is a woman. The Company does not have gender discrimination in any way.
3. As of December 31, 2025, the portion of independent directors in the Board of Directors are equivalent to 42.86% of total number of directors less than the Principles of Good Corporate Governance as stipulated at more than 50% of total number of directors. While the proportion of Non-Executive Directors are 57.15% less than the the Principles of Good Corporate Governance stipulated at 66%.
4. The Company has not yet participated in Thailand's Private Sector Collective Action Coalition against Corruption (CAC). However, the Company has joined the Partnership against Corruption for Thailand (PACT) to attend the training course and gather recommendation on anti-corruption procedures.
5. The Board of Directors did not set the policy for the term of the independent directors that has not exceed 9 years without exception. The Company has a policy that If the independent director holds the position for more than 9 years, the directors should get an unanimous approval from the Nominating & Compensation Committee that the director could perform duties and feel free to give opinions or report work performance as required by the Board of Directors of the Company, without any influence or control by management or major shareholders of the Company including any related person or relatives of such parties. In addition, they should have qualifications as the Independent Directors Qualification of the Securities and Exchange Commission.

7. Governance Structure and Key Information of the Board of Directors, Committees, Management, Employees and Others

7.1 Governance Structure

The management structure of the Company as of December 31, 2025 consisted of the Board of Directors and 6 Committees; Audit Committee, Corporate Governance Committee, Risk Management Committee, Executive Committee, Nominating and Compensation Committee, and Sustainable Development Committee, to oversee management and internal control systems to be comply with the Company's policy as follows:



Remark: * Executive Chairman is the top management of the Company
 ** Head of Accounting and Finance are under Chief Executive Officer

7.2 Board of Directors

7.2.1 Composition of the Board of Directors

The Board of Directors comprise of directors who have various knowledge, experience, transparent working background, nobility and integrity and have occupational diversification. In addition, they have the skills that advantage to the Company's business, such as accounting & finance, management, strategic planning, laws, corporate governance and other without gender discrimination. The composition of the Board of Directors are as follows:

1. The Board of Directors shall have the number as specified by the shareholders' meeting at least 5 persons and not less than one half of the total number of directors shall have residence in the Kingdom.
2. The Board of Directors must be at least one-third of independent director out of total number of directors, and at least 3 persons.
3. The Board of Directors may elect one of the directors as Chairman. When considering appropriate, the Board of Directors may elect one or many directors to be Vice-Chairman.
4. The Board of Directors should consist of at least 3 persons experiencing in the Company's business and at least 1 person with experience in accounting and finance.

Qualifications of Director

1. Have qualifications and not being under any of the prohibitions under the Public Company Act B.E.2535 (including amendments) or other relevant laws as well as not lacking trustworthiness in accordance with the announcement of the Securities and Exchange Commission (the SEC), including the Company's Articles of Association.
2. Not undertaking any business, being a partner or a shareholder of other juristic persons of the same nature and in competition with the Company's business whether doing it for the benefit of itself or others, except for the notification to the shareholders' meeting before the appointment.
3. Have leadership, vision, and independent consideration for best benefit of the Company and the shareholders.
4. Have various knowledge, experience, and specific skill that suitable for the Company business.
5. Have responsibility, carefulness, integrity, and business ethics.
6. Have sufficient time for fully participated as a Director of the Company.

Terms of positions

Pursuant to the Public Company Acts B.E. 2535, at first Annual General Meeting of Shareholders after the registration of the Company and at the first Annual General Meeting of Shareholders in every subsequent year one-third of the directors, who have been longest in office, shall retire. The retired directors are eligible to be re-elected for another term by obtaining majority vote from the Nominating and Compensation Committee. However, the independent directors shall be in post no longer than 3 consecutive terms except getting a unanimous approval from the Nominating and Compensation Committee due to his/her contribution to the Company. In addition, the Committee ensures that the extra term will not cause or has an impact to the independent of such director, and shall be approved from the resolution of the Board of Directors' and/or the shareholders' meetings.

The Board Diversity

The Board of Directors of the Company as of December 31, 2025 comprised of 7 members with various qualifications, skills, experience and expertise. Composition of the members is as follows:

- 3 Independent Directors (equal to 42.86% of the Board of Directors)
- 3 Executive Directors (1 Executive Director is a representative from major shareholders)
- 1 Non-Executive Director (A representative from major shareholders)

The Board of Directors had specified the Board Diversity Policy which (Board Diversity) consists of 10 directors, 4 persons are Independent directors, 4 persons are Executive Directors and 2 persons are Non-Executive Directors, that one Director is female. The Board of Directors has diversity, whose skills are in line with the Company's business strategies. Through the creation of a Board Skills Matrix and diversity in educational background, experience,

without limiting any other differences. The detail is in “Attachment 1 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” which is published at the Company’s website (www.samartdigital.com).

The Board Diversity Policy

Target	Indicator	Executed (Persons)
The number of Independent Directors.	At least one-third of independent director out of total number of directors, and at least 3 persons.	3
The Board of Directors should experience in At least 3 persons. 5 the Company’s business.	At least 3 persons.	3
The Board of Directors should experience in Accounting and Finance.	At least 1 person.	3

Each director has experience, knowledge and expertise from various proficiencies as follows:

Proficiency	Directors							Total
	1. Mr. Piyapan Champasut	2. Dr. Chotivid Chayavadhanangkur	3. Mr. Kunthit Arunyananda	4. Mr. Charoenrath Vilailuck	5. Mr. Watchai Vilailuck	6. Miss Boonrut Mongkolratanakorn	7. Mr. Supavas Prohmvitak	
Business Administration				✓	✓		✓	3
Law	✓							1
Strategic Management				✓	✓	✓		3
Corporate Management	✓	✓	✓	✓				4
Finance			✓		✓	✓		3
Sustainability	✓						✓	2
Governance / Compliance	✓						✓	2
Accounting			✓		✓	✓		3
Leadership				✓	✓			2
Engineering		✓		✓				2
Funds and Securities				✓				1
Information & Communication Technology					✓			1
Marketing							✓	1
Data Analysis							✓	1
Digital Marketing							✓	1

The 3 Independent Directors have working experience relating to the Company’s business.

The shareholders could have confidence that the directors as representatives of the shareholders could perform their duty without any influence or control by management of the Company by the above structure.

7.2.2 Board of Directors and the Controlling Person of the Company

As of December 31, 2025, the Board of Directors comprised of 7 members as the following details:

Directors	Position	Date of appointment	Term of position (year/ month)
1. Mr. Piyapan Champasut	Chairman of the Board of Directors / Independent Director / Audit Committee Member	March 1, 2016	9/10
2. Dr. Chotivid Chayavadhanangkur	Independent Director / Chairman of the Audit Committee / Chairman of the Corporate Governance Committee / Nominating and Compensation Committee Member	September 30, 2003	22/3
3. Mr. Kunthit Arunyakanda	Independent Director / Audit Committee member / Chairman of the Nominating and Compensation Committee / Corporate Governance Committee Member	September 30, 2003	22/3
4. Mr. Charoenrath Vilailuck ⁽¹⁾	Director / Risk Management Committee Member	September 30, 2003	22/3
5. Mr. Watchai Vilailuck ⁽¹⁾	Authorized Director / Executive Chairman / Chief Executive Officer / Chairman of the Risk Management Committee	September 30, 2003	22/3
6. Miss Boonrut Mongkolratanakorn	Authorized Director / Corporate Governance Committee Member / Nominating and Compensation Committee Member	August 10, 2021	4/4
7. Mr. Supavas Prohmvitak	Authorized Director / Executive Director / Risk Management Committee Member / Chairman of the Sustainable Development Committee	April 27, 2023	2/8

Remark: ⁽¹⁾ Representative Directors from Samart Corporation Plc., a major shareholder, with 67.03% stake holding.

The number of directors is in line with the Company's Articles of Association that the Board of Directors should have at least 5 members. Not less than one a half of such members shall have residence within the Kingdom and the directors of the Company shall have qualification as specified by law. All 3 members of the Audit Committee have adequate knowledge and experience to review creditability of the Company's financial statements.

Education and working experience of each director including position in subsidiaries and related companies as of December 31, 2025 were disclosed in the attachment 1 "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".

Authorized Directors as of December 31, 2025:

Mr. Watchai Vilailuck signed with Miss Boonrut Mongkolratanakorn or Mr. Supavas Prohmvitak and affixed with the Company's seal.

7.2.3 Roles and Responsibilities of the Board of Directors

The Board of Directors will focus and ensure that the Company's business will achieve its target and in the direction that create value and best benefit to the shareholders as well as all stakeholders. Any conflict of interest with the Company and its subsidiaries will be prohibited. The Board will also comply with the Company's Ethics with responsibility, due care, and integrity to ensure all Company's businesses are run under Company's objectives, Articles of Association, resolutions of the Board of Directors' and shareholders' meetings as well as laws and regulations of the SET, the SEC and other related laws. Their duties include:

1. Conduct business with responsibility, due care, and integrity, and ensure the Company's operations in accordance with the law, objectives, Articles of Association of the Company as well as the resolution of the Board of Directors' and shareholders' meeting to protect the rights and interests of the Company and shareholders.
2. Formulate policies and directions of the Company's operations including supervising the management to proceed in accordance with the specified policies and strategies with efficiency and effectiveness.
3. Establish and review the Company's vision, mission and strategy by prioritize and promote appropriate and safe innovation and technology to increase business opportunities, and ensure effective communication throughout the Company in order to drive the business in the same direction.
4. Approve annual budget and investment of the Company as well as ensure proper resource allocation and effective systems and controls, and monitor the implementation of the Company's strategies and annual plans.
5. Appoint directors to replace of those who retire by rotation as well as consider the remuneration package for directors and committee members proposed by the Nominating and Compensation Committee for further consideration of the shareholders' meeting. The Board of Directors also consider the appointment of directors in case of vacancy due to any reason other than the expiration of the term unless the remaining term of office of the director is less than 2 months. The replacing director shall hold office only for the remaining term of the replaced director.
6. Appoint committees to oversee administrative process and internal system to be in accordance with the specified policy and approve the charters of all committees.
7. Appoint Executive Chairman and define its roles and responsibilities as well as ensure that Executive Chairman perform its duties as assigned.
8. Appoint Company Secretary and define its roles and responsibilities as well as ensure that Company Secretary perform its duties as assigned.
9. Approve policy, structure, criteria of remuneration for directors, committees, Executive Chairman, key executive, management and employees as well as propose remuneration for directors and committees for further approval from the shareholders' meeting.
10. Prepare quarterly and annual financial statements to disclose or propose to the shareholders' meeting for approval, as the case may be, as well as supervise to disclose important information accurately, sufficiently and on time to comply with the relevant rules and regulations.
11. Nominate appropriated auditor and its remuneration from proposal of the Audit Committee for further consideration of the Annual General Meeting of Shareholders.
12. Provide written Corporate Governance Policy and Business Ethic, and ensure that the Company has effective internal control and risk management system to prevent conflict of interest.
13. Ensure that good corporate governance is implemented to demonstrate the Company's commitment to operate the business with ethics and to bring fair treatment to all stakeholders.
14. In case of entering into any direct or indirect transaction with the Company and subsidiaries, such director should immediately inform his/her or related parties' interest to the Company.
15. Supervise to ensure that succession plans for the Executive Chairman and key executives are in place.
16. Encourage and promote innovation including social and environmental responsibilities.
17. Approve interim dividend payment to the Company's shareholders and report the interim dividend payment in the next shareholders' meeting.

18. Approve the acquisition or disposal of the Company's assets according to the rules of the Capital Market Supervisory Board.
19. Approve the connected transactions of the Company according to the rules of the Capital Market Supervisory Board.
20. Organize an annual general meeting of shareholders within 4 months from the end of the Company's fiscal year.
21. Continuously monitor performance of the Company and subsidiaries to comply with the operation plans and budgets of the Company.
22. Supervise subsidiary and affiliate to comply with the Company's policy.

Delegation of Authorities of the Board of Directors

The Board of Directors has the authorities to approve various matters of the Company according to the scope of duties prescribed by law, the Company's Articles of Association, the Charter of the Board of Directors, and the resolutions of the shareholders' meeting includes setting and reviewing the Company's vision, mission, and strategies, approving the Company's annual budget and investments, approving the undertaking of financial obligations of the Company, i.e. execution of loan agreement, loan guarantee, and the matters that the managements deems appropriate to propose for approval in accordance with the rules or criteria which were set by the Board of Directors.

The Company conducted business and manage the Company's operation ethically and transparently with honesty and due care for the benefit of shareholders and all stakeholders. The Board of Directors has provided the Business Ethics manual for the Company's directors and executives to adhere as their practical guidelines and posted on the Company's website at www.samartdigital.com.

The Board of Directors also has duties to approve other transactions pursuant to the notification of the Office of the Securities and Exchange Commission, the Stock Exchange of Thailand and other related laws.

Delegation of Authorities between the Board of Directors and the Management

The Company has specified the delegation of authorities clearly which have been firstly applied since 1995 by specifying approval authority on credit line of the Board of Directors and the Management pursuant to the transaction types, such as finance/accounting/budget, human resources, procurement, general management/administration, marketing and public relations. However, the Company revised such policies and operating guidelines to make them more appropriated with the current situation. Therefore, the latest policies and operating guidelines on delegation of authorizes has been approved from the Board of Directors' meeting No.4/2025 on August 14, 2025 effective on September 1, 2025 onwards.

Roles and Responsibilities of the Chairman of the Board of Directors

The Chairman of the Board of Directors has an important role in supervising and supporting the Board of Directors to be able to perform their duties in accordance with the direction and strategy for the best benefit of the Company and all shareholders. Moreover, the Chairman of the Board of Directors has to lead the Board of Directors as the Chairman of the Board of Directors' Meeting, Shareholders' Meeting and Non-Executive Directors' Meeting which covers the following areas:

1. Oversee, monitor, and ensure that the Board of Directors efficiently carries out its duties to achieve the Company's objectives.
2. Ensure that all directors contribute to the Company's ethical culture and good corporate governance.
3. Set the board meeting agenda by discussing with the Executive Chairman which important matters should be included.
4. Allocate sufficient time for management to propose topic, and for directors to debate important matters thoroughly. Encourage directors to exercise independent judgement in the best interest of the Company.

5. Promote a culture of openness and debate through ensuring constructive relations between executive and non-executive directors, and between the board and management.

Roles and Responsibilities of the Executive Chairman

1. Manage and control general business operation of the Company to comply with its objectives, policy and the Articles of Association.
2. Consider investment plans before proposing to the Executive Board and the Board of Directors for further approval.
3. Consider the criteria and procedures for nomination and recruiting person to be top management together with the Nomination and Compensation Committee.
4. Act on behalf or in the name of the Company as delegation of authorities defined in the Company's policy and practice.
5. Carry out any assignment from the resolutions of the Board of Directors and/or the Company's shareholders meetings.

The delegation of authorities, duties and responsibilities of the Executive Chairman shall not be delegated or further assigned that authorize the Executive Chairman or its attorney to approve any transactions that the Executive Chairman or connected persons or any persons who may have conflict of interest have done with the Company or its subsidiaries unless such transactions are complied with the Company's policy or principle approved by the Board of Directors. Such connected transactions shall be proposed to the meeting of the Board of Directors and/or shareholders for approval to comply with the notification of the Stock Exchange of Thailand, the Securities and Exchange Commission or related law.

7.3 Committees

For governing the management to comply with the approved policies and having better efficiency, the Board of Directors appointed the following 6 committees to help the Board for consideration in significant matters:

- Audit Committee
- Executive Committee
- Corporate Governance Committee
- Nominating and Compensation Committee
- Risk Management Committee
- Sustainable Development Committee

The Charters of all Committees have been set and disclosed on the Company's website at www.samartdigital.com. Detail of qualifications, terms of positions, and roles and responsibilities of each committee are as follows:

1) Audit Committee as of December 31, 2025:

- | | | |
|----|--------------------------------|---------------------------------|
| 1. | Dr. Chotivid Chayavadhanangkur | Chairman (Independent Director) |
| 2. | Mr. Piyapan Champasut | Member (Independent Director) |
| 3. | Mr. Kunthit Arunyananda | Member (Independent Director) |
| | Mr. Wichai Rongkawilit | Secretary |

All 3 members of the Audit Committee have adequate knowledge and experience to review creditability of the Company's financial statements.

Qualifications of the Audit Committee

1. The Audit Committee members shall be appointed by the Board of Directors' and/or Shareholders' Meetings.
2. All members of the Audit Committee should be Independent Directors with the qualifications as specified in the announcement of the Securities and Exchange Commission, the Capital Market Supervisory Board and the Stock Exchange of Thailand.

3. Not being a director assigned by the Board of Directors to take part in the business decision of the Company, parent company, subsidiary, affiliate, same-level subsidiary, major shareholder or controlling person of the Company.
4. Not being a director of parent company, subsidiary, and same-level subsidiary that is a listed company.
5. Having sufficient knowledge, experience, and time to perform duties as the Audit Committee members.
6. At least 1 member of the Audit Committee shall have sufficient knowledge and experience in accounting and finance to review the reliability of financial statements. The Company should specify name of the Audit Committee member who has that qualification in Annual Report, and define his/her qualification in the certification of the Audit Committee profile sent to the SET.

Terms of positions

Term of the Audit Committee member is 3 years. All members shall be in post no longer than 3 consecutive terms except getting an unanimous votes from the Nominating and Compensation Committee and the Committee ensures that the extra term will not cause or impact to the independent of such director, and shall be approved from the Board of Directors's and/or the shareholders' meetings.

Roles and Responsibilities of the Audit Committee

1. Review the Company's financial report to ensure its accuracy with adequate, reliable and timely disclosure.
2. Review the Company's internal control, and internal audit systems to ensure that they are suitable and efficient, and consider the independence of internal audit unit, as well as to propose the appointment, transfer and dismissal of the head of internal audit or any other unit in charge of internal audit.
3. Consider and approve the manpower and necessary resources for working process of the internal audit unit, approve the annual audit plan including significant changes in the audit plan.
4. Review the Company's compliance with the Securities and Exchange Act, the regulations of the SET and the laws relating to the Company's business.
5. Propose for consideration and approval of the Board of Directors' and shareholders' meeting on the selection, appointment, termination of the external auditors including propose their remuneration for further consideration.
6. Arrange the Audit Committee's meeting with auditors without management of the Company at least once a year.
7. Review the connected transactions or the transactions that may lead to conflicts of interests to comply with the Securities and Exchange Act, and the regulations of the SET and the SEC, including the related laws which are effectively with the Company and/or the Company's business to ensure that the transactions are reasonable with the highest benefit of the Company.
8. Prepare report of the Audit Committee to disclose in the annual report with at least information defined in the regulations of the SET.
9. Review the scope of authorities, roles and responsibilities of the Audit Committee in accordance with the situation.
10. Audit and investigate concerned persons in order to gain the clearly information within the scope of authority.
11. Engage the specialist for competent advice and assistance auditing as considered by the Audit Committee with Company's expenses.
12. Perform any other activities as assigned by the Board of Directors.

2) Executive Committee as of December 31, 2025:

- | | |
|---------------------------|------------------------------------|
| 1. Mr. Watchai Vilailuck | Chairman / Chief Executive Officer |
| 2. Mr. Supavas Prohmvitak | Member |
| 3. Mrs. Sumonthip Srimek | Member |
| 4. Mr. Hiran Phanbanlaem | Member |
| Mr. Wichai Rongkawilit | Secretary |

Terms of positions

Term of each member is 1 year. The Nominating and Compensation Committee will annually consider and select appropriate persons from the members of the Board of Directors and management for further consideration and appointment from the Board of Directors in the first board meeting after the Annual General Meeting of Shareholders. However, the retired members are eligible to be re-elected for another term.

Roles and Responsibilities of the Executive Committee

1. Set and review Company's vision, mission, strategies and business plan as well as the Company's management structure and delegation of authorities for further approval from the Board of Directors.
2. Supervise the subsidiary and associated companies to be in accordance with the Company's policy including review and monitor the operating performance of the Company and subsidiaries to achieve the goal.
3. Audit, monitor and implement the Company's policies and management practices to conform to the assignment from the Board of Directors efficiently.
4. Consider and approve annual budget and investment of the Company for further approval from the Board of Directors.
5. Determine policy, structure, criteria for remuneration of employees and management together with the Executive Chairman and propose to the Nominating and Compensation Committee for consideration prior to further approval from the Board of Directors.
6. Consider and appoint qualified persons as key executive and report to the Board of Directors for acknowledgment.
7. Consider entering into any transactions binding the Company as delegation of authorities defined in the Company's policy and practice.
8. Report the significant performance of the Executive Committee to the Board of Directors on a regular basis.
9. Review the roles and responsibilities of the Executive Committee in accordance with the situation.
10. Perform any other activities as assigned by the Board of Directors.

Roles and Responsibilities of the Executive Chairman

1. Manage and control general business operation of the Company to comply with its objectives, policy and the Articles of Association.
2. Consider investment plans before proposing to the Executive Board and the Board of Directors for further approval.
3. Consider the criteria and procedures for nomination and recruiting person to be top management together with the Nomination and Compensation Committee.
4. Act on behalf or in the name of the Company as delegation of authorities defined in the Company's policy and practice.
5. Carry out any assignment from the resolutions of the Board of Directors and/or the Company's shareholders meetings.

The delegation of authorities, duties and responsibilities to the Executive Committee shall not be delegated or further assigned that authorize the Executive Committee or its attorney to approve any transactions that the Executive Committee or connected persons or any persons who may have conflict of interest have done with the Company or its subsidiaries unless such transactions are complied with the Company's policy or principle that is approved by the Board of Directors. Such connected transactions shall be proposed to the Board of Directors' and/or Shareholders' Meetings for approval to comply with the notification of the Stock Exchange of Thailand, the Securities and Exchange Commission (SEC) or related law.

3) Corporate Governance Committee as of December 31, 2025:

1. Dr. Chotivid Chayavadhanangkur Chairman (Independent Director)
2. Mr. Kunthit Arunyananda Member (Independent Director)
3. Miss Boonrut Mongkolratanakorn Member and Secretary

Terms of positions

Term of each member is 1 year. The Nominating and Compensation Committee will annually consider and select appropriate persons from the members of the Board of Directors and/or any qualified candidates for further consideration and appointment from the Board of Directors in the first board meeting after the Annual General Meeting of Shareholders. The Chairman of the Committee has to be nominated from the Company's Independent Director. However, the retired members are eligible to be re-elected for another term.

Roles and Responsibilities of the Corporate Governance Committee

1. Responsible for governing and monitoring business operation and performance of committees, management and employees of the Company to comply with the principles of good corporate governance, Company's policies and related laws.
2. Establish corporate governance policy including sustainability development and anti-corruption.
3. Establish and review the Company's significant procedures and practices to comply with the good corporate governance policy.
4. Regularly review the Company's policies, principles and practices.
5. Provide suggestions relevant to business ethics and best practices to the Company's directors, management and employees.
6. Ensure that the good corporate governance policy are performed in practice continuously and appropriately.
7. Review the roles and responsibilities of the Corporate Governance Committee in accordance with the situation.
8. Report to the Board of Directors regarding the Company's good corporate governance with comments and recommendations for appropriate improvements.
9. Perform any other activities as assigned by the Board of Directors.

4) Nominating and Compensation Committee as of December 31, 2025:

1. Mr. Kunthit Arunyananda Chairman (Independent Director)
2. Dr. Chotivid Chayavadhanangkur Member (Independent Director)
3. Miss Boonrut Mongkolratanakorn Member and Secretary

Terms of positions

One-third of the Nominating and Compensation Committee, who have been longest in office, shall retire by rotation every year. The retired directors are eligible to be re-elected for another term by obtaining majority vote from the Board of Directors. In case of vacancy, the Nominating and Compensation Committee will consider an appropriate person from the members of the Board of Directors and/or any qualified candidates for further appointment from the Board of Directors.

Roles and Responsibilities of the Nominating and Compensation Committee

1. Determine and review the criteria and procedures for nomination of directors, committees, Executive Chairman and senior management to propose for approval from the Board of Directors' meeting.
2. Recruit, select, and nominate appropriate candidates for the position of independent directors, Chairman of the Board of Directors and directors, and propose for consideration and approval from the Board of Directors' and/or the shareholders' meetings when those positions are vacant due to termination of terms or other reasons.
3. Recruit, select, and nominate appropriate candidates for position members of each committee and Executive Chairman proposed for consideration of Board of Directors when such position is vacant as well as propose and review criteria for selecting candidates of top management and senior management for the succession plan, annually.

4. Determine policy, structure and criteria for remuneration, whether in cash, securities or otherwise, of directors, committees, Executive Chairman, key executives, management and employees in accordance with the Company's strategy, goal and operating results as well as market conditions to propose for further approval from the Board of Directors.
5. Review the roles and responsibilities of the Nominating and Compensation Committee in accordance with the situation.
6. Perform any other activities as assigned by the Board of Directors.

5) Risk Management Committee as of December 31, 2025:

- | | | |
|----|---------------------------|-----------|
| 1. | Mr. Watchai Vilailuck | Chairman |
| 2. | Mr. Charoenrath Vilailuck | Member |
| 3. | Mr. Supavas Prohmvitak | Member |
| | Mr. Wichai Rongkawilit | Secretary |

Terms of positions

Term of each member is 1 year. The Nominating and Compensation Committee will annually consider and select appropriate persons from the members of the Board of Directors for further consideration and appointment from the Board of Directors in the first board meeting after Annual General Meeting of Shareholders. However, the retired members are eligible to be re-elected for another term.

Roles and Responsibilities of the Risk Management Committee

1. Set clear business directions, identify, analyze and investigate significant risk factors as well as determine strategy for managing those risks to the Company's acceptable risk level.
2. Set the risk management policy and propose for approval from the Board of Directors to use as guideline for each division according to its responsibility with the following 4 aspects:
 - 1) Financial Risk
 - 2) Operational Risk
 - 3) Strategic Risk
 - 4) Compliance Risk
3. Supervise to ensure effective communication of such measures thoroughly the Company and employees continuously comply with those measures.
4. Review the roles and responsibilities of the Risk Management Committee in accordance with the situation.
5. Provide efficiently assessment and review of possible damage that may occur to ensure that risk exploration covers all processes of business operations.
6. Support and develop risk management to cover throughout the organization and ensure that it is complied with the international standard.
7. Provide professional opinions from external consultants as necessary with company's expense.
8. Perform any other activities as assigned by the Board of Directors.

In addition, the Company has set the Risk management working team of which members consisted of the Company's directors and management to take responsibilities as follows:

1. Classify the significant risk and provide the effectively and efficiently method to control all company's risks to the appropriate level.
2. Monitor and follow up all practices to comply with the risk management policy and general guideline as approved by the Board of Directors.
3. Regularly report to the Board of Directors regarding the Company's risk management, general practices, action plan, status of risk and any changes including corrective and preventive measures to comply with the specified policy and strategy.

6) Sustainable Development Committee as of December 31, 2025:

- | | |
|---------------------------|-----------|
| 1. Mr. Supavas Prohmvitak | Chairman |
| 2. Mrs. Sumonthip Srimek | Member |
| 3. Mr. Hiran Phanbanlaem | Member |
| Miss Pornpan Wongketsada | Secretary |

Terms of positions

Term of each member is 1 year. The Nominating and Compensation Committee will annually consider and select appropriate persons from the members of the Board of Directors and management and/or any qualified candidates for further consideration and appointment from the Board of Directors in the first board meeting after the Annual General Meeting of Shareholders. However, the retired members are eligible to be re-elected for another term.

Roles and Responsibilities of the Sustainable Development Committee

1. Set policy, strategy and action plan for sustainable development to comply with the Company's business operation in term of economy, society and environment for further approval from the Board of Directors.
2. Encourage and support the Company's activities to achieve the SD policy such as labor and employee management, Employee welfare, employee development, training and promotion, and development of communities and society around the Company's area.
3. Monitor, review, follow up the operational progress and evaluate the effectiveness of SD policy implementation.
4. Review the roles and responsibilities of the Sustainable Development Committee in accordance with the situation.
5. Perform any other activities as assigned by the Board of Directors.

All Committees carry out their duties and convene the meeting with written minutes regularly. The Company has disclosed the essence of the meeting in the previous year in the report of each committee.

Moreover, the full Charters of the Board of Directors and all Committees were disclosed in the Attachment 5.

7.4 Management

7.4.1 Management as of December 31, 2025:

- | | |
|-----------------------------------|--|
| 1. Mr. Watchai Vilailuck | Executive Chairman / Chief Executive Officer |
| 2. Mr. Supavas Prohmvitak | General Manager |
| 3. Mrs. Sumontip Srimek | Vice President - Accounting |
| 4. Mr. Hiran Phanbanlaem | Assistant Vice President - Finance |
| 5. Miss Boonrut Mongkolratanakorn | Assistant Vice President - Corporate Secretary |

Details of Education, working experience including and position in subsidiaries and related company as of December 31, 2025 were disclosed in the attachment 1 "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".

7.4.2 Policy for Remuneration of Executive Directors and Management

Remuneration of Executive Directors and Management shall be in accordance with the principles and policies specified by the Nominating and Compensation Committee. Such remuneration is in the appropriated level and can be comparable with the rate of the same industry by taking into consideration duties, responsibilities and performance of the Company as well as performance of each top management. In addition, it must be able to motivate and retain the qualified and capable personnel.

Annual remuneration and bonus of Executive Directors and Management shall have the fixed consideration criteria by based on performance of the Company, overall economic conditions and performance of each top managements. These criteria shall be explained in advance before they can be used for the assessment at the end of the year. The Nominating and Compensation Committee shall consider prior propose to the Board of Directors for approval.

7.4.3 Monetary Remuneration of Executive Directors and Management

Monetary Remuneration of 5 Executive Directors and Management in 2025 are as follows:

Type of Remuneration	Amount (Baht)		
	Company	Subsidiaries	Total
Salary and Bonus	2,454,700	2,917,525	5,372,225
Other Remuneration *	133,620	58,680	192,300

Remark: ⁽¹⁾ The Company contributes to the provident fund at the rate of 3-10% of salary related to year of services.

7.5 Employees

Number of employees of the Company and subsidiaries classified by line of business for the past 3 years are as follows:

Number of Employees (persons) Line of business	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1. Digital Network	2	3	5	2	0	2	1	0	1
2. Digital Content	34	20	54	6	16	22	7	16	23
3. Support Business	4	14	18	4	11	15	3	8	11
Total	40	37	77	12	27	39	11	24	35

Remark: The number of employees decreased, due to the changes in structure and business operation. In addition, the number of employees has been reduced to suit the current business operation.

The remuneration of employees of the Company and subsidiaries for the past 3 years which comprise of salary, bonus, provident fund, and other remuneration are as follows:

Type of Remuneration	Amount (Million Baht)		
	2023	2024	2025
Salary and Bonus ⁽¹⁾	35.05	23.87	21.25
Other Remuneration ^{(1) (2)}	1.77	1.20	0.09

Remark: ⁽¹⁾ This excludes remuneration of Executive Directors and Managements.

⁽²⁾ The Company contributes to the provident fund at the rate of 3-10% of salary related to year of services.

Compensation ratio of female to male employees

	Unit	2026
Total compensation of all employees	Million Baht	27.96
Total compensation of male employees	Million Baht	10.96
Total compensation of female employees	Million Baht	17.01
Average compensation of male employees	Million Baht	0.84
Average compensation of female employees	Million Baht	0.65
Compensation ratio of female to male employees	Ratio	0.78 : 1

Provident Fund

The Company has established a provident fund under the management of 2 security companies as TISCO Asset Management Company Limited under the name “Samart Group Registered Provident Fund” and Bangkok Capital Asset Management Company Limited under the name “The Registered Provident Fund of Bualuang Submungkung” had already registered with The Securities and Exchange Commission, Thailand. Such fund managers be in accordance with the Investment Governance Code: I Code.

The Company will contribute 3-10% of the employee’s salary to the provident fund. The contributions will be paid according to the years of membership as follows:

Year of membership	Contribute payment rate
Under 5 years	3%
From 5 years and up but less than 10 years	5%
From 10 years and up but less than 15 years	7%
From 15 years and up	10%

The proportion of members participating in the Company and its subsidiaries’ provident fund as of December 31, 2025 is as follows:

Company / Subsidiaries	Total number of all employees	Number of employees who are eligible to be members of PVD	Number of employees who are members of PVD	Proportion of employees who are members of PVD / total employees	Proportion of employees who are members of PVD / employees who are eligible to be members of PVD
	(person)	(person)	(person)	(%)	(%)
Samart Digital Public Company Limited	10	9	7	70.00	77.78
Subsidiaries	29	28	28	96.55	100.00

The Fund has promoted investment by realizing the duty of investment management for the best benefit to the fund members, unit holders (Investors’ First), the Company believes that businesses that the Fund invests in, have good corporate governance strategies and responsible for society, environment and good governance (“ESG”) It will bring good and sustainable returns together with the management company, determine the policy and assign to the fund manager to invest in organizations that have decision-making and follow up closely and actively monitor investment. There is a principle about the investment decisions both quantitative and qualitative

analysis, such as, business growth trends, business competition and considering the sustainability of long-term investments by taking social, environment and governance (ESG) factors to involve in making appropriate decisions and established corporate governance criteria for selecting securities to be in the investment portfolio to ensure that the Fund has invested in businesses honestly in accordance with good governance practice. The fund committees has required the fund manager to display a list of currently invested securities by comparing with the list of securities in the SETTHSI index (Thailand Sustainability Investment) of the Stock Exchange of Thailand, in order to know the proportion of securities compared to the list of sustainable stocks that have reported the fund performance.

7.6 Other Information

7.6.1 The person assigned to take direct responsibility for accounting supervision, Company Secretary and Head of Internal Audit and Compliance Unit

The person assigned to take direct responsibility for accounting supervision

The person assigned to take direct responsibility for accounting supervision is Mrs. Sumonthip Srimek appointed on September 30, 2003. She has qualifications as an accountant under the criteria set by the Department of Business Development. Profile and experience of the person assigned to take direct responsibility for accounting supervision in the attachment 1 “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”.

Company Secretary

The Board of Directors will consider and appoint a potential and experienced person proposed by management as the Company Secretary. The Board of Directors has appointed Miss Boonrut Mongkolratanakorn as Company Secretary and secretary to Committees since October 31, 2003. The Company has specified qualifications, roles and responsibilities of Company Secretary as follows:

Qualifications of Company Secretary:

1. Have well-rounded knowledge and understanding of the Company’s businesses.
2. Understand roles and duties of Company Secretary.
3. Have knowledge and understanding concerning legal matters, regulations of the SEC and the SET.
4. Do not exploit the Company’s business opportunity for personal benefits as well as preserve the confidential information of the Company.
5. Have good human relationship and can coordinate and contact with other agencies inside and outside the Company.
6. Possess English proficiency.
7. Have working experiences on Company Secretary at least 3-5 years.

Roles and responsibilities of Company Secretary:

1. Perform his/her duty with accountability, duty of care and duty of loyalty as well as has to comply by laws and any other related regulation.
2. Support the Board of Directors for their activities included providing consultation in related to the Company’s Articles of Association, and any other regulations from related authorities.
3. Arrange meetings for the Board of Directors, Committees and Shareholders as well as coordinate to ensure all resolutions have been implemented complying with the Company’s Objectives, the Articles of Association and the resolutions of the Board of Directors’ and the shareholders’ meetings as well as laws and related regulations.

4. Prepare and keep the Company's documents such as register of directors, notice calling directors' and shareholders' meetings as well as the minutes of such meetings and the annual report, etc.
5. Keep a report on interest filed by a director and executive as well as submit a copy of the report to the Chairman of the Board of Directors and Audit Committee within 7 business days from the date on which the Company has received such report.

In addition, Company Secretary Division is assigned to be compliance unit to supervise and oversee the operation of the Company, directors and executives to ensure that they been correctly complied with the regulations of the SET, the SEC, the Public Company Limited Act., and other related laws.

In case Company Secretary vacates the position or incapable to perform duty, the Board of Directors shall select a candidate proposed by management to appoint as a new Company Secretary within 90 days from the date on which the Company Secretary has vacated the position or has been incapable to perform duty. In this regards, the Board of Directors shall be empowered to assign any director to perform the duty as the substitutes during such period.

Profile and experience of Miss Boonrut Mongkolratanakorn was shown in the attachment 1 "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". During the past year, Company Secretary has attended the training courses and seminars to strengthen knowledge as follows:

- Prevention is key: The role of the Company Secretary in preventing insider trading
- The Carbon Credit Market: A New Global Trend that we, as global citizens, should be aware of
- Providing Knowledge on the Rights and Duties of Shareholders in Class Action Lawsuits
- CS Knowledge Sharing 4/2025: Preparation of the invitation letter for the shareholder meeting
- CGR Workshop 2/2025: Seminar to clarify the guidelines for the CGR project survey in 2027
- CS Knowledge Sharing 3/2025: Best Practices in Determining Director Compensation
- Disclosure of information on the SETLink system, 4/2025
- Empowering Future Sustainability through TSD e-Services: A sustainable future driven by e-service technology
- Preparation of e-One Report (Phase 2) on the SETLink system
- Road to Certify with Thai CAC 4/2025: Preparing to endorse the 71 and 17 points checklist
- IR & CS Networking: Lessons learned from preparation of e-One Report to Annual Report
- Road to Join with CAC & SME Briefing 4/2025
- Best Start with CAC: A significant step towards transparent and sustainable business
- Focus Group: Guidelines for improving the SETLink system in 2025.
- Preparation of e-One Report (Phase 1) on the SETLink system

Head of Internal Audit Unit

The Audit Committee proposed to the Board of Directors' meeting to appoint Mr. Wichai. Rongquilit as the head of the internal audit unit of the Company on August 13, 2019. The Audit Committee considered the qualifications of the head of the internal audit unit in terms of educational qualifications, work experience and training history is of the opinion that he is qualified. Profile, experience and training history of the head of internal audit unit are disclosed in the Attachment 3 "Head of Internal Audit and Compliance Units".

Head of Compliance Unit

The Company has assigned the head of the internal audit unit as head of compliance unit with cooperation and support from legal department and company secretary. Compliance unit is responsible for supervising the operation of the Company, directors and executives to ensure that they have been correctly complied with policy, procedure and other related laws, including reviewing, monitoring, and considering compliance with the corruption prevention policy annually and report operating results to the Board of Directors regularly.

Details of education and working experience of the head of the internal audit unit are disclosed in the attachment 3: “Heads of the Internal Audit and Compliance Units”.

7.6.2 Head of Investors Relation and contact

Corporate Secretary is responsible to supervise and coordinate Investors Relation function. Investors can contacted Investor Relations at telephone number 0-2502-6871, 0-2502-6766 or send inquiries through the Company’s website at www.samartdigital.com or e-mail address: InvestorRelations@samartdigital.com.

7.6.3 Remuneration of the Auditors

1) Audit Fee

In 2025, the Company and subsidiaries paid audit fees to the Company’s auditor, EY Office Limited comprised of following details:

- Audit fees for the year ended December 31, 2025 of the Company was Baht 2,750,000 of which excluded other miscellaneous payment of Baht 65,881.82 (i.e. traveling expenses, photo copy expenses etc.).
- Audit fees for the year ended December 31, 2025 of the subsidiaries pay to audit firm or other persons or firms that related to the audit firm were Baht 1,980,000 of which excluded other miscellaneous payment of Baht 24,900 (i.e. traveling expenses, photo copy expenses etc.).

2) Non-Audit Fee

In 2025, there was no non-audit fee paid to the Company and subsidiaries’ auditors from EY Office Limited.

8. Report on Key Performance in Corporate Governance

8.1 Performance of the Board of Directors

- **Set Policy and Business Direction**

The Board of Directors reviews, revises and approve the Company's vision, mission, Corporate Governance Policy, Business Ethics annually and co-considers in strategies, goal, direction, business plan, budget, internal control and internal audit systems, and risk management. The Audit Committee will follow up progress of such matters regularly reports to the Board of Directors. The Board of Directors also governs the management to follow such business plan and budget with efficiency and profitability for the highest economic value to the Company and the best stability to the shareholders. The Board of Directors has not only ensure the Company and its management to oversee the value of all stakeholders, neither derive personal benefit nor create any competition with the Company and its subsidiaries. The Board of Directors also conduct the business with great awareness in ethical, moral and compliance to the Company's Articles of Associations, laws and regulations of the SET and the SEC. The Board of Directors has provided effective internal control system, internal auditing and risk management measures for the Company, and assigned the Audit Committee to monitor and regularly report to the Board of Directors.

The Company's vision, mission, business direction, Corporate Governance Policy, Risk Management Policy and Business Ethics have been posted on the Company's website at www.samartdigital.com and disclosed in the Annual Report under the governance of the Corporate Governance Committee to have all employees to strictly conform and practice.

In addition, the Company has communicated vision, mission, objective and business goals throughout the Company in order to drive the business in the same direction. The Company has organized management meeting for manager level up twice a year and communicated the matters to all employees in the organization through various media such as e-mail, computer screen saver, message on public relations board and company's elevator and other online media in the Company.

In 2025, the Board of Directors' Meeting No. 5/2025 held on November 13, 2025 reviewed vision, mission, Corporate Governance Policy and Business Ethics to be consistent with the goals and business strategy of the Company.

- **Monitoring on Business Ethics**

The Company conveyed business ethics practices via various channels and the Company also specified that all directors, executives and employees have responsibility to acknowledge and comply with the Company's policies and regulations. The supervisors or the superior officers at all level have to monitor the compliance with the business ethics as well as to give recommendation and advise in case there is a problem on making decision or performing the works concerning the business ethics which have not been specified elsewhere. However, such recommendation must be based on the legal rules and it must not against the policy or business ethics of the Company, must not have negative impact to the Company's image including must not cause negative effect to the Company's stakeholders. The Company shall revise and improve its business ethics policy continually to make it always appropriate and up-to-date.

In the event that it is found that there is a violation of the business ethics, the supervisor shall undertake the necessary measures to solve or make good of such action or may issue a warning notice, as the case may be. The wrongdoer shall be subject to disciplinary penalty and may also be faced with legal penalty, if such action is against the law.

Moreover, to comply with the principle of the sufficient internal control assessment and accordance with good corporate governance of the Company. The Company conducted self-assessment of the Company's business ethic for executive to evaluate the proceeds of the business ethic and reported to the Audit Committee.

From the above self-assessment show that the Company's executive completely proceeds to the defined business ethic.

In addition, the Company has provided ethical communication to employees at all levels for their acknowledgment and understanding. In 2025, the Company has arranged the following actions:

- Send the Business Ethics Manual to employees at all levels by E-mail to study and understand.
- Train on Business Ethics to 100% of new employees.

In the past year, there is no any misconduct regarding the Company's Business Ethics.

Moreover, the Company also has one more channel to receive the misconduct information or complaint or opinion on violation of law or ethics including on the behavior which may lead to the corruption or inequality treatment. Details on procedures and methods on informing such information, as well as the protection of the informant can be found in "Corruption Prevention Policy"

8.1.1 Nomination, Development and Performance of the Board of Directors

(1) Independent Director

The Board of Directors has set the definition of Independent Director which is more stringent than the regulations of the SEC and the SET as follows:

Qualifications of Independent Director

1. Holding no more than 0.5% of total voting shares of the Company, parent company, subsidiary, affiliate, major shareholder or controlling person of the Company, including shares held by any related person of such independent director.
2. Not being or ever been an executive director, worker, employee, salaried consultant, or controlling person of the Company, parent company, subsidiary, affiliate, same-level subsidiary, major shareholder or controlling person of the Company unless the foregoing status has ended for at least 2 years prior to the date of appointment.
3. Not being a person related by blood or legal registration as father, mother, spouse, sibling and child, including the spouse of the child, of other director, executive, major shareholder, controlling person, or person nominated as a director, executive, or controlling person of the Company or subsidiary.
4. Not having or ever had business relationship with the Company, parent company, subsidiary, affiliate, major shareholder or controlling person of the Company in a manner that may obstruct his/her independent judgement, and not being or ever been a significant shareholder or controlling person of person having a business relationship with the Company, parent company, subsidiary, affiliate, major shareholder or controlling person of the Company, unless the foregoing relationship has ended for at least 2 years prior to the date of appointment. The aforementioned business relationship is inclusive of any normal business transaction, rental or lease of property, transaction relating to assets or services, or grant or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, including any other similar actions. These result in the Company or counterparty being liable to indebtedness payable to the other party in the amount from 3% of net tangible assets of the Company or from Baht 20 million, whichever is lower. The amount of indebtedness, included the obligation incurred during 1 year prior to the date of having a business relationship with the same person, is determined by the calculation method for value of connected transactions under the Notification of the Capital Market Supervisory Board concerning regulations in respect of an entering into connected transaction mutatis mutandis.
5. Not being or ever been an auditor of the Company, parent company, subsidiary, affiliate, major shareholder or controlling person, and not being a significant shareholder, controlling person of the Company, or partner of the audit firm that employs auditors of the Company, parent company, subsidiary, affiliate, major shareholder or controlling person of the Company, unless the foregoing relationship has ended for at least 2 years prior to the date of appointment.

6. Not being or ever been a professional services provider, including legal advisor or financial advisor who receives service fee more than Baht 2 million per year from the Company, parent company, subsidiary, affiliate, major shareholder or controlling person of the Company, and not being a significant shareholder, controlling person, or partner of such professional service provider unless the foregoing relationship has ended for at least 2 years prior to the date of appointment.
7. Not being a director who has been appointed as a representative of the Company's director, major shareholder, or shareholder who is a connected person of major shareholder.
8. Not undertaking any business of the same nature and in significant competition with business of the Company or subsidiary or not being a significant partner in the partnership or executive director, worker, employee, salaried consultant, or shareholder holding more than 1% of total voting shares of another company undertaking any business of the same nature and in significant competition with business of the Company or subsidiary.
9. Not having any other characteristic that cause the inability to express independent opinions.

(2) Nomination of Directors and Top Management

Nomination of Directors

The Nominating and Compensation Committee will select, and nominate appropriate candidates for the positions of Chairman of the Board, members of the Board and other committees and Executive Chairman. The Nominating and Compensation Committee also consider the appropriate remuneration for the duties responsibility to propose to the Board of Directors' meeting and/or the shareholders' meeting to consider and appoint with criteria and methods of recruiting set out in the Company's policy.

In 2025, the Company has nominated and appointed the directors who retire by rotation in the 2025 Annual General Meeting of Shareholders, named Mr. Watchai Vilailuck and Mr. Kunthit Arunyananda, to re-elect as directors for another term and appointed Mr. Kunthit Arunyananda to be an independent director and the Audit Committee.

In this regard, the recruited and appointed directors and committee members have knowledge, capability and experience in the business relating to the Company's operation where such experience can apply to enhance the Company's operation efficiency and consistent with the Company's business strategy. In addition, they have satisfactory performance throughout their tenure.

Nomination of Top Management

The Nominating and Compensation Committee will select internal and external persons who have leadership skills, ability to manage the organization and good understanding of company's products and services to propose to the Board of Directors for appointment. During the year, the Company has implemented according to the Company's policy.

(3) Development of Directors and Management

Development of Directors

The Company supports and increases knowledgeable of directors, and also encourages all directors to strengthen their skills and knowledge for performing their duties including knowledge and understanding of relevant law and standards, and other applicable obligations, risk factors, and the Company's business environment. The board should receive accurate, timely and clear information, including timely and regular updates. As of December 31, 2025, 2 directors had joined DCP program, 4 directors had joined DAP program and 1 directors had joined both DCP and DAP program. IOD training course of each director was shown in the attachment 1 "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". Each year, the Company submits training courses arranged by various institutes to directors for their own consideration on attendance.

In 2025, the following 7 directors attended the training courses as shown below:

No.	Director	Training course
1.	Mr. Piyapan Champasut	- In-depth analysis of expectations regarding the appropriate roles and responsibilities of the Audit Committee (AC) and the Chief Audit Officer (CAE), the Stock Exchange of Thailand and the Federation of Accounting Professions, 2025
2.	Dr. Chotivid Chayavadhanangkur	- In-depth analysis of expectations regarding the appropriate roles and responsibilities of the Audit Committee (AC) and the Chief Audit Officer (CAE), the Stock Exchange of Thailand and the Federation of Accounting Professions, 2025 - Hot issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency (2 nd Class), Thai Institute of Directors (Thai IOD), 2025
3.	Mr. Kunthit Arunyananda	- In-depth analysis of expectations regarding the appropriate roles and responsibilities of the Audit Committee (AC) and the Chief Audit Officer (CAE), the Stock Exchange of Thailand and the Federation of Accounting Professions, 2025 - Hot issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency (2 nd Class), Thai Institute of Directors (Thai IOD), 2025
4.	Mr. Charoenrath Vilailuck	- Advanced Executive Training Course in Justice Administration, 29 th Class (AETC 29), from the Judicial Civil Service Development Institute, September 2024 - July 2025 - Understanding and Appreciating the Global and Thai Economies By Associate Professor Dr. Thanawat Polvichai, President of the University of Thai Chamber of Commerce, 2025
5.	Mr. Watchai Vilailuck	- The Rule of Law for Democracy Course (RLD) Class 13, Constitutional Court College, 2025 - Understanding and Appreciating the Global and Thai Economies By Associate Professor Dr. Thanawat Polvichai, President of the University of Thai Chamber of Commerce, 2025
6.	Miss Boonrut Mongkolratanakorn	- Best Start with CAC: A Crucial Step towards Transparent and Sustainable Business By Phin Siraprasiri, Manager, Thai Private Sector Anti-Corruption Coalition - Providing Knowledge on the Rights and Duties of Shareholders in Class Action Lawsuits By Assoc. Prof. Dr. Prapin Nuchpiam, Deputy Dean for Academic Affairs and International Relations, Faculty of Law, National Institute of Development Administration - The Carbon Credit Market: A New Global Trend that we, as global citizens, should be aware of By Anothai Sangthong, Director of the Carbon Credit Communication and Registration Office, Thailand Greenhouse Gas Management Organization (Public Organization) or TGO, Ministry of Natural Resources and Environment
7.	Mr. Supavas Prohmvitak	- 5 Techniques to use AI to manage your money smarter, 2025 - Understanding and Appreciating the Global and Thai Economies By Associate Professor Dr. Thanawat Polvichai, President of the University of Thai Chamber of Commerce, 2025

Development of Management

The managerial competency program, courses have been designed for management level in order to develop in managerial competency to strengthen leadership and management skills for executives as well as prepare promotion qualification in the future for pre-executive or talent employees. Moreover, this program would elaborately lead executives to support organization's business growth and prepare the Company to become business leader in the existing and future. The program includes TLCA CFO CPD Program No.3/2025: Update! IFRS 18 IFRS 19, TLCA CFO CPD Program No.4/2025: Climate-Related Risks, TLCA CFO CPD Program No.5/2025: Accounting System, TLCA CFO CPD Program No.6/2025: Green Bond and ESG, TLCA CFO CPD Program No.7/2025: IFRS Sustainability Disclosure Standards IFRS S1/IFRS S2, TLCA CFO CPD Program No.8/2025: Three Lines of Defense model with the work of CFO, Data Leak Protection Basic (Class 1), Presenting Financial Statements in accordance with Financial Reporting Standards for non - public interest entities, and updating tax law, Advanced Technology Ep: 8 Enhance Accounting and Auditing with Technology and AI, AI Governance and Risk Management.

(4) The Assessment of the Board of Directors, Committees, Executive Chairman, Company Secretary and Head of Internal Audit

The Corporate Governance Committee is responsible for self-assessment of the Board of Directors and individual director, Committee Self-Assessment and initiated Executive Chairman Assessment, Company Secretary Assessment and Head of Internal Audit Assessment annually to review and evaluate the efficiency of operation to comply with the good corporate governance. The assessment criteria have been adapted from the SET's guideline and approved by the Board of Directors' Meeting No. 5/2025 on November 13, 2025.

Board Self-Assessment The questionnaire covered the following areas:

1. Structure and qualifications
2. Roles, duties and responsibilities
3. Meeting
4. Performance
5. Relationship with management
6. Director's self-development and management training

The 2025 Board Self-Assessment, evaluated by 7 directors in the above 6 areas, has an excellent evaluation by obtaining average score of 95.69%.

Director Self-Assessment The questionnaire covered the following areas:

1. Structure and qualifications
2. Meeting
3. Roles, duties and responsibilities
4. Self-development

The 2025 Director Self-Assessment, evaluated by 7 directors in the above 4 areas, has an excellent evaluation by obtaining average score of 96.83%.

The Audit Committee Self-Assessment The questionnaire covered the following areas:

1. Structure and qualifications
2. Meeting
3. Roles, duties and responsibilities
4. Development and training
5. Activities of the Audit Committee
6. Relationship between head of internal audit, external auditors and executives

The 2025 The Audit Committee Self-Assessment, evaluated by 3 directors in the above 6 areas, has an excellent evaluation by obtaining average score of 94.15%.

Committee Self-Assessment

The consisted of Executive committee, Corporate Governance Committee, Nominating and Compensation Committee, Risk Management Committee and Sustainable Development Committee covered the following areas:

1. Structure and qualifications
2. Meeting
3. Roles, duties and responsibilities
4. Development and training

The results of each Committee Self-Assessment were shown below:

	Result	Average Score (%)
1. Executive Committee	Excellent	94.74
2. Risk Management Committee	Excellent	98.51
3. Nominating and Compensation Committee	Excellent	94.58
4. Corporate Governance Committee	Excellent	95.61
5. Sustainable Development Committee	Very Good	89.58

Executive Chairman Assessment The questionnaire covered the following areas:

1. Leadership
2. Strategy formulation
3. Financial planning and performance
4. Board relations
5. Risk management and internal control
6. Human resources management
7. Succession Plan
8. Product and service knowledge
9. Good corporate governance and code of business conduct

The 2025 Executive Chairman Assessment, evaluated by the Company's 6 directors in the above 9 areas, has an excellent evaluation by obtaining average score of 95.29%.

Company Secretary Assessment The questionnaire covered the following areas:

1. Knowledge
2. Compliance
3. Communication and Coordination
4. Documentation
5. Meeting
6. Corporate Governance

The 2025 Company Secretary Assessment, evaluated by 6 directors in the above 6 areas, has an excellent evaluation by obtaining average score of 97.98%.

Head of Internal Audit Assessment The questionnaire covered the following areas:

1. Purpose, Authority and Responsibility
2. Independence and Objectivity
3. Qualification and Professional
4. Continuous Improvement
5. Internal Audit Office Management
6. Knowledge and Competency

The 2025 Head of Internal Audit Assessment, evaluated by 3 Audit Committee members in the above 6 areas, has an excellent evaluation by obtaining average score of 93.56%.

8.1.2 Meeting of attendance and Remuneration to Director Self-Assessment

(1) Meeting of The Board of Directors

The Board of Directors' meeting schedule has been set at least 5 times a year with certain agenda. The Company Secretary proposes the meeting schedule and agenda for next year to the Board of Directors for consideration and approval in November of each year. Typically, the Board of Directors' meeting are held in February, April, May, August, and November, with the possibility of changes or additional meetings as needed. Once the meeting dates has been set and the agenda has been approved, the Company Secretary will inform the directors in advance at the end of the year before the next year's meeting to allow directors to manage their schedules for attending the meetings. The notice of the Board of Directors' meeting specify the agenda and includes a regular item for considering and monitoring business performance. However, additional unscheduled board meetings may be called upon appropriate notice at any time to address specific needs of the Company. The operating results will be regularly reviewed. The notice of the Board of Directors' meeting with the meeting materials will be delivered by Company Secretary to all directors at least 5 working days prior to the meeting date for consideration. While the Company's Articles of Association stipulate that the notice should be sent to directors no less than 7 days before the meeting date except in urgent cases. In addition, if directors would like to propose the agenda, they will inform prior to the meeting date or propose as other matters in the meeting.

At a meeting of the Board of Directors, the presence of not less than one-half of the total number of directors is required to constitute a quorum. In the event the chairman is not present or is unable to discharge his duties, the vice-chairman, if any, shall serve as a chairman. If there is no vice-chairman or such vice-chairman is unable to discharge his duties, the directors present shall elect one of their members as a chairman of the said meeting. The Company set a minimum quorum at the time of voting to be at least two-thirds of all directors attending the meeting. All resolutions of the Board of Directors' meeting shall be passed by the majority vote of the directors presented at the meeting. Each director shall have one vote, however, the director who has interest in any matter cannot exercise the right of such voting. In case of equality votes, the chairman shall have a casting vote.

The average length of the meeting is approximately 2 hours. In 2025, numbers of each meeting and time attendance of each member were summarized below:

Directors	Position	Number of Attendance / Total Number of Meeting	
		Meeting of the Board of Directors	Meeting of AGM 2025
1. Mr. Piyapan Champasut	Chairman of the Board of Directors / Independent Director / Audit Committee Member	5/5	1/1
2. Dr. Chotivid Chayavadhanangkur	Independent Director / Chairman of the Audit Committee / Chairman of the Corporate Governance Committee / Nominating and Compensation Committee Member	5/5	1/1
3. Mr. Kunthit Arunyananda	Independent Director / Audit Committee member / Chairman of the Nominating and Compensation Committee / Corporate Governance Committee Member	5/5	1/1
4. Mr. Charoenrath Vilailuck ⁽¹⁾	Director / Risk Management Committee Member	5/5	1/1
5. Mr. Watchai Vilailuck ⁽¹⁾	Authorized Director / Executive Chairman / Chief Executive Officer / Chairman of the Risk Management Committee	5/5	1/1
6. Miss Boonrut Mongkolratanakorn	Authorized Director / Corporate Governance Committee Member / Nominating and Compensation Committee Member	5/5	1/1
7. Mr. Supavas Prohmvitak	Authorized Director / Executive Director / Risk Management Committee Member / Chairman of the Sustainable Development Committee	5/5	1/1

Remark : ⁽¹⁾ Representative Directors from Samart Corporation Plc., a major shareholder, with 67.03% stake holding

(2) Meeting of Committees

In 2025, numbers of each meeting and time attendance of each member were summarized below:

Directors	Number of Attendance / Total Number of Meeting					
	Audit Committee	Executive Committee	Corporate Governance Committee	Nominating and Compensation Committee	Risk Management Committee	Sustainable Development Committee
1. Mr. Piyapan Champasut	4/4					
2. Dr. Chotivid Chayavadhanangkur	4/4		2/2	3/3		
3. Mr. Kunthit Arunyananda	4/4		2/2	3/3		
4. Mr. Charoenrath Vilailuck					3/3	
5. Mr. Watchai Vilailuck		12/12			3/3	
6. Miss Boonrut Mongkolratanakorn			2/2	3/3		
7. Mr. Supavas Prohmvitak		12/12			3/3	2/2
8. Mrs. Sumonthip Srimek		12/12				2/2
9. Mr. Hiran Phanbanlaem		12/12				2/2

(3) Meeting among members of non-executive directors

In 2025, the non-executive directors held one meeting without management on November 13, 2025 to discuss the interested issues, and the results of the meeting were reported to the Board of Directors for acknowledgment.

Remuneration of Directors

Remuneration of directors consists of Meeting allowance and bonus without other benefits. Meeting allowance will be approved by shareholders' meeting and will be paid to the director who attends in the meeting. All members in the Board of Directors and the Audit Committee will have the same rate of meeting allowances. The meeting allowance rate for the Chairman of the 2 mentioned committees shall be 2 times higher than the other directors. The meeting allowance rate for the Chairman of Nominating and Remuneration Committee and the Corporate Governance Committee shall be 1.33 times higher than the other committee member. There is no consideration of meeting allowance for the Executive Committee, the Risk Management Committee and the Sustainable Development Committee since all members are the Company's executives. Remuneration of directors will be consideration based on the suitability of various reasons and to be comparable to the general practice in same industry as well as the Company's operating result, roles & responsibilities of the Board of Directors and the overall business.

The remuneration of Directors and Committees' members of the Company was approved from the 2025 Annual General Meeting at the amount of not exceeding Baht 4 million which consists of meeting allowance and bonus without other benefits. The meeting allowance for each meeting participated of Directors and Committees was shown below:

The Board of Directors and the Audit Committee

- Chairman Baht 30,000 per time
- Member Baht 15,000 per time

The Nominating and Compensation Committee and the Corporate Governance Committee

- Chairman Baht 20,000 per time
- Member Baht 15,000 per time

In 2025, the Company paid remuneration to directors and committee' members as follows:

Item	Directors	Monetary (Baht)								
		Company							Subsidiaries	Grand Total
		Meeting Allowance ⁽¹⁾					Bonus	Total		
		Board of Directors	Audit Committee	Corporate Governance Committee	Nominating and Compensation Committee	Total				
1	Mr. Piyapan Champasut Chairman / Independent Director	150,000	60,000	-	-	210,000	120,000	330,000	-	330,000
2	Dr. Chotivid Chayavadhanangkur Independent Director	75,000	120,000	40,000	45,000	280,000	100,000	380,000	-	380,000
3	Mr. Kunthit Arunyananda Independent Director	75,000	60,000	30,000	60,000	225,000	100,000	325,000	-	325,000
4	Mr. Charoenrath Vilailuck Director	75,000	-	-	-	75,000	100,000	175,000	-	175,000
5	Mr. Watchai Vilailuck Director	75,000	-	-	-	75,000	100,000	175,000	-	175,000
6	Miss Boonrut Mongkolratanakorn Director	75,000	-	30,000	45,000	150,000	100,000	250,000	-	250,000
7	Mr. Supavas Prohmvitak Director	75,000	-	-	-	75,000	100,000	175,000	-	175,000
	Grand Total	600,000	240,000	100,000	150,000	1,090,000	720,000	1,810,000	-	1,810,000

Remark: ⁽¹⁾ Meeting allowance shall not be paid to the Executive Board, Risk Management Committee and Sustainable Development Committee because all members of such Committees are the managements who have remuneration as the executives already.

8.1.3 Governance of the Subsidiary and the Associated Company

In 2025, there is no case where the subsidiary or associated company does not comply with the policy of supervising the subsidiary and associated company and no actions that cause conflicts of interest. The Company prepares and discloses financial reports and important transactions completely and accurately within the specified time.

8.1.4 Corporate Governance Policy and Guideline Compliance Control

The Company's Board of Directors oversees the use of inside information in accordance with the law and Good Corporate Governance. The Company realized on the importance of Good Corporate Governance. The relevant policies and guidelines have been set in the Corporate Governance Policy and Business Ethics as well as promoting real practice to build confidence in all groups of stakeholders.

In 2025, the Company has followed up to ensure compliance with the Company's Corporate Governance Policy and Business Ethics in various matters as follows:

(1) Conflict of Interest

The Company's Board of Directors oversees the use of inside information in accordance with the law and Good Corporate Governance. The Company has established guidelines to prevent conflict of interest in the Company's Business Ethics Manual and disclosed in the section 6.1.2 Policy and Practices for Shareholders and Stakeholders under the topic "Conflict of Interest". The Company has informed the guidelines for everyone

in the organization to follow. The Corporate Governance Committee is responsible for monitoring compliance with rules, regulations, and Corporate Governance Policies and Business Ethics of the Company regularly and strictly.

In 2025, the Company sent the Business Ethics Manual to employees at all levels to study and understand via e-mail with 100% acknowledgment.

In the past year, there is no conflict of interest with the Company's directors, executives, employees and related persons.

(2) Inside Information Control

The Company sets as policy that all employees shall acknowledge and sign in the agreement of non-disclosure confidential information, non-violation of concealment of computer related and non-infringem of intellectual property. New employees shall sign this agreement together with employment contact. It was also set forth in the Company's Business Ethics to refuse the directors, management and employees of the Company to use Company's inside information for personal benefits. Any trading of the Company's securities within one month prior to disclosure of either Company's financial performance or any other information that may affect securities' price is prohibited. To ensure that the policy is acknowledge and complied, the Company will notify the year plan schedule of such periods in advance to all directors and executives. Every quarter, the Company has also delivered such notice to directors and executives to acknowledge.

However, the Company has set as a policy for the directors and the managements according to the definition of the SEC to notify the Company about the purchase, sale or transfer the Company's securities and contracts at least 1 day in advance before making the transaction through the Company Secretary. Then, the Company Secretary has to report the changes on such securities holdings of directors and managements in every Board of Directors' Meeting.

Securities holding information of the directors and the executives in 2025 were as follows:

Director / Executive	1/1/2025 or Appointment Date	Acquisition / (Disposal) during the year	31/12/2025 or Resignation Date	Increase / (Decrease)
1. Mr. Piyapan Champasut Spouse and minor children	- -	- -	- -	- -
2. Dr. Chotivid Chayavadhanangkur Spouse and minor children	9,000,000 -	- -	9,000,000 -	- -
3. Mr. Kunthit Arunyananda Spouse and minor children	2,400,000 -	- -	2,400,000 -	- -
4. Mr. Charoenrath Vilailuck Spouse and minor children	- -	- -	- -	- -
5. Mr. Watchai Vilailuck Spouse and minor children	23,343,000 -	- -	23,343,000 -	- -
6. Miss Boonrut Mongkolratanakorn Spouse and minor children	70,000 -	- -	70,000 -	- -
7. Mr. Supavas Prohmvitak Spouse and minor children	- -	- -	- -	- -
8. Mrs. Sumonthip Srimek Spouse and minor children	- -	- -	- -	- -
9. Mr. Hiran Phanbanlaem Spouse and minor children	20,000 -	- -	20,000 -	- -

In 2025, the Company has organized the following activities:

- Send Business Ethics Manual to employees at all levels by E-mail to study and understand.
- Notify by E-mail to relevant persons of the prohibited trading period of the Company's securities one month prior to the disclosure of the financial statements. There is no case of insider trading found from the Company's directors and executives.

In addition, in the past year, the Company had no instances of unfair actions or exploitation of investors using insider information from the Company's directors or managements.

(3) Corruption Prevention

The Company conducts all business affairs under principles of good corporate governance. Corruption Prevention Policy is set to prevent all corruptions that may arise from operating activities and contacts with stakeholders. Directors, executives and employees of the Company, its subsidiaries and associated companies must strictly adhere. The Company has disclosed in the Company's code of Business Ethics, so that the employees shall use it as the practical guidelines. In addition, details on Corruption Prevention policy, guidelines for practice on corruption prevention, publication of the policy, training, penalties and operating results on compliance with such policy have been disclosed in "6.1.2 Policies and Practice related to Shareholders and stakeholders".

In addition, the Company had provided knowledge about the corruption prevention and environmental responsibility through the intranet system to the directors, managements, and employees. The directors and managements have acknowledged their awareness to the course at 100%. Moreover, the employees have acknowledged their awareness to the course at 72%.

During the past year, the Company did not find any employees' misconducts, only the case where the employee failed to comply with the Company's rules and regulations, and the Company has explained the correct rules and regulations to such employee already.

The Company did not find any directors and managements' misconducts or any resignation due to breach of the corporate governance principles as well as any case which may damage the Company from performing duty within the Company.

(4) Whistleblowing or Complaints

The Company adheres to good corporate governance principles and encourages employees and stakeholders to report any illegal, fraud, or potential damage to the Company as well as violating the Company's rules and regulations, code of conduct or violating the Corruption Prevention Policy both directly and indirectly. The employees and stakeholders can notify the clue on misconduct behavior to the Company. The Company has disclosed the procedures and methods for reporting clues or complaints in the Corruption Prevention Policy.

The Company has complied with the Corruption Prevention Policy, which includes reporting or making complaints. During 2025, there were no reports or complaints sent through various channels.

(5) Information Security Management on Information Systems

The Company has always strictly complied with the Information Security Management Policy on Information Systems. As a result, there was no issue affected the information security on the information systems of the companies in the Samart Group in 2025.

8.2 Report on Performance of All Committees

All Committees carried out their duties assigned by the Board of Directors, regularly report the performance to the Board of Directors, and provide annual performances report to shareholders in the Annual Report.

9. Internal Control and Connected Transactions

9.1 Internal Control

The Company has established a strict internal control system according to the internal control framework or COSO (The Committee of Sponsoring Organizations of the Treadway Commission), which comprises 5 components and 17 principles. The purpose of the system is to achieve key objectives in business operations, financial reporting, and compliance with relevant regulations. It also supports the enhancement of business performance and safeguards shareholder investments and company assets.

The Board of Directors' Meeting No.1/2026 on February 26, 2026, in which all 3 Audit Committee members attended, assessed the Company internal control system in accordance with the assessment guidelines from the Securities and Exchange Commission (SEC) based on documentation prepared by management and reviewed by the Audit and Risk Committee. The Board of Directors concluded that the Company has appropriate and adequate internal controls, where by and adequate number of competent employees have been assigned to perform duties to ensure efficient operations. The Company also established and deployed internal control systems to oversee its subsidiaries so as to safeguard assets from misuses and to prevent engagement in business that could cause a conflict of interest. The Company significant internal control activities can be summarized as follows:

1) **Control Environment**

The Company set out work plans and business goals as the annual plan with aims to make the employees having clear guidelines and working targets. Key performance indicator (KPI) has been specified to consider and measure their performance.

The Company has structured lines of reports, authority, responsibility, and communication in the delegation of authority and the work procedures, so that the works can be managed effectively and appropriately.

2) **Risk Assessment**

The Company has the policy that the management of the Company and its subsidiaries must be assigned to prepare risk management plans for operating business of their own department, and present to the meeting of the Risk Management Committee to find the guidelines on managing risks and monitoring activities.

The Company has careful and effective internal control measures appropriated with the changing risks to minimize likelihood of risks. Risks have been regularly presented to the meeting of the Risk Management Committee for consideration and finding risk management measures 3 times a year.

3) **Control Activities**

The Company has suitable policies and regulations for controlling risks associated with activities, duties, and work processes to minimize risks exposed by the organization. In addition, the Audit Committee, internal and external auditors also followed up and monitored on compliance with rules, regulations, and delegation of authority manual including the procedure manual on continued basis.

The Company's Executive Board has duties to supervise operations of the Company and its subsidiaries to ensure that they complied with the policy every month. In case any factors impacted the operations and made them unable to achieve the targets, the Executive Board would give advice to each relevant company for purpose of speedily management.

4) Information and Communication

The Company has arranged the information technology system and communicated information continually to ensure that information conveyed was qualified and adequate for the Board of Directors, the shareholders, the investors, and the relevant persons on making decision.

The Company communicated internal information via website, email, public broadcasting system and computer system, etc., so relevant works can be instantly communicated and obtained from the Company.

5) Monitoring Activities

The Company placed strong emphasis on internal control. In case any material defect was found, the administration team and the management team of the Company must be immediately notified to consider, seek for preventive and corrective measures including specify rectification completion period. The rectification results have been followed-up by the Internal Audit Unit and reported to the Audit Committee for their acknowledgement. The Company specified that the Company's Internal Audit Unit must directly report to the Audit Committee and has duty to audit and assess internal control system of the Company and its subsidiaries pursuant to the work plans approved in each year.

The Company followed-up the operating results to check whether they achieve the planned targets or not. The Executive Board Meeting has been arranged every month to monitor performance of the Company and its subsidiaries, as well as to solve possible problems and adjust the operation plans to make them consistent with the changing situations.

Internal Audit

The Head of Audit Business Unit reports directly to the Audit Committee, which ensures that the Office of Internal Audit performs its duty with independence, objectivity, integrity, and professionalism in adherence to the internal audit standards. The Head of Audit Business Unit reports administratively to the Chief Executive Officer. Approval, appointment, dismissal, or transfer of the Head of Audit Business Unit must be concurred by the Audit Committee.

The Head of Internal Audit acts as the secretary to the Audit Committee to enhance the effective achievement of its responsibilities and ensure accountability as assigned by the Board of Directors and also provide recommendations and suggestions in various aspects which are beneficial to the organization. Moreover, the Audit Committee also emphasized quality and development of internal audit task and also encouraged the internal audit personnel to develop themselves on continued and regular basis.

The Office of Internal Audit operates independently under the Internal Audit Charter, which clearly specifies the internal audit mission, scope, authority, responsibilities, and procedures in accordance with the International Professional Practice Framework for internal audit. The Internal Audit Charter is revised periodically for appropriacy. The Office of Internal Audit's duties include provision of independent, objective assurance and consulting services designed to add value and improve the organization's operations through the evaluation of effectiveness and adequacy of internal control, risk management, and governance processes in order to support the Company's business objectives and targets. In addition, based on the findings of the aforementioned evaluation, the Office of Internal Audit makes recommendations the Management for improving internal control processes, risk prevention measures, and governance processes in order to put adequate controls.

The Audit Committee also considers the independence of the internal audit unit as well as the appointment, transfer and dismissal of the head of the internal audit unit or any other unit responsible for internal audit. Based on the results of the performance appraisal of the head of the internal audit unit in 2025, the Audit Committee is of the opinion that the head of the Company's internal audit unit can perform his duties efficiently. He is able to give useful information and advice to any department in the Company regarding general practice in accordance with the law, rules and regulations. During the year, the internal audit unit performed the following duties:

1. Propose the 2025 audit plan to the Audit Committee for approval.
2. Supervise the work of internal auditor and review their operations to ensure compliance with standards.
3. Provide advice and guidance to the audited department to ensure compliance with regulations, orders and internal controls.
4. Audit revenue collection and expense disbursement, manage and control equipment disbursement, supervise the operations of various departments to ensure they align with the established plans and clearly define the roles and responsibilities of employees.
5. Audit as assigned by the Board of Directors and the Audit Committee.

Details about education, experience and training of the head of internal audit are shown in the Attachment 3 “Head of Internal Audit and Compliance Units”.

9.2 Connected Transactions

Connected transactions which might have conflict of interest for the year ended December 31, 2023-2025 are as follows:

1. Sale of products and services

Related Parties	Transaction Type	Value of Transaction (Million Baht)		
		2023	2024	2025
1. Samart Corporation Plc.	Samart Digital Plc. and its subsidiaries sold products and provided services to Samart Corporation Plc. and its subsidiaries as follows:			
A Major shareholder of Samart Digital Plc. with 67.03% stake owner				
<u>Related Directors</u>				
1. Mr. Charoenrath Vilailuck	- Samart Corporation Plc.	0.357	0.061	0.342
	- Samart Engineering Co., Ltd.	-	-	0.003
2. Mr. Watchai Vilailuck	- Vision and Security System Co., Ltd.	0.015	-	-
	- Samart U-Trans Co., Ltd.	0.035	0.005	0.024
	- Teda Co., Ltd.	39.411	126.403	25.568
	- Cambodia Air Traffic Services Co., Ltd.	-	-	-
	- Samart Aviation Solutions Plc.	0.013	-	-
	- Samart Telcoms Plc.	0.299	0.027	0.067
	- Samart Communication Service Co., Ltd.	4.027	2.541	7.782
	- Samart Comtech Co., Ltd.	1.401	0.009	1.230
	- Samart Ed Tech Co., Ltd.	0.011	0.003	-
	- Smarterware Co., Ltd.	0.018	-	-
	- Samart Infonet Co., Ltd.	0.015	-	0.002
	- Posnet Co., Ltd.	0.019	0.002	-
	- Thai Trade Net Co., Ltd.	0.008	-	-
	- Secure info Co., Ltd.	0.015	0.002	-
	- Net service Co., Ltd.	0.018	0.001	-
	- Lim Fun Co., Ltd.	0.001	-	-
	Account receivable as of December 31	0.410	9.635	3.269
	Samart Digital Plc. and its subsidiaries sold equipments for project to subsidiaries of Samart Corporation Plc. as follows:			
	- Samart Comtech Co., Ltd.	-	-	0.007
	- Samart Communication Service Co., Ltd.	0.117	2.691	0.120
	Account receivable as of December 31	0.304	0.327	-

Related Parties	Transaction Type	Value of Transaction (Million Baht)		
		2023	2024	2025
	Samart Digital Plc. and its subsidiaries sold equipment to Samart Corporation Plc. and its subsidiaries as follows: - Samart Corporation Plc. - Samart Engineering Co., Ltd. - Teda Co., Ltd. - Samart Comtech Co., Ltd. Account receivable as of December 31	- 0.030 0.010 0.026 -	- - - - -	0.005 0.003 0.010 - -
	Samart Digital Plc. and its subsidiaries bought products and received services from subsidiaries of Samart Corporation Plc. as follows: - Samart Corporation Plc. - Samart Comtech Co., Ltd. - Samart Engineering Co., Ltd. - Samart Infonet Co., Ltd. - Samart Communication Service Co., Ltd. Account payable as of December 31	504.045 237.402 - 1.446 - 709.520	- 0.533 - 1.446 11.509 755.459	- 7.618 0.002 1.446 14.729 690.381
	Samart Digital Plc. and its subsidiaries paid Information Technology fee and related services to Samart Corporation Plc. Account payable as of December 31	5.054 -	5.239 -	4.081 2.340
	Samart Digital Plc. bought equipments for project from subsidiaries of Samart Corporation Plc. as follows: - Samart Comtech Co., Ltd. - Samart Communication Service Co., Ltd. Account payable as of December 31	397.486 9.485 1,147.454	51.015 - 396.734	- - -
	Siam Sport Television Co., Ltd. paid interest on car according to the hire purchase contract to Samart Comtech Co., Ltd., a subsidiary of Samart Corporation Plc. Account payable as of December 31	5.177 -	- -	- -
	Samart Digital Plc. and its subsidiaries paid space rental, utility service fees and related expenses to Samart Corporation Plc. Account payable as of December 31	3.596 0.965	3.598 1.294	3.545 7.378
2. Vilailuck International Holding Co., Ltd. A major shareholder of Samart Corporation Plc. with 14.79% stake owner and SAMART is the major shareholder of Samart Digital Plc. <u>Related Directors</u> 1. Mr. Charoenrath Vilailuck 2. Mr. Watchai Vilailuck	Samart Digital Plc. and its subsidiaries paid space rental, utility service fees and related expenses to Vilailuck International Holding Co., Ltd. and its subsidiaries as follows: - Vilailuck International Holding Co., Ltd. - Vilailuck Development Co., Ltd. - Lim Fun Co., Ltd. Account payable as of December 31	2.755 0.056 0.056 0.529	2.827 0.056 0.077 0.789	2.837 0.056 0.061 0.263

Related Parties	Transaction Type	Value of Transaction (Million Baht)		
		2023	2024	2025
3. Phuphatara Co., Ltd. whose indirect shareholder of 42.38% is Vilailuck International Holding Co., Ltd. (VIH), (VIH is a major shareholder of SAMART and SAMART is a major shareholder of SDC)	Lucky Heng Heng Co., Ltd. Horoscope services to Phuphatara Co., Ltd.	-	0.008	-
<u>Related Directors</u> 1. Mr.Charoenrath Vilailuck 2. Mr.Watchai Vilailuck	Account receivable as of December 31	-	-	-
4. Le Votel Khaoyai Co., Ltd. whose indirect shareholder of 21.02% is Vilailuck International Holding Co., Ltd. (VIH), (VIH is a major shareholder of SAMART and SAMART is a major shareholder of SDC)	Lucky Heng Heng Co., Ltd. Horoscope services to Le Votel Khaoyai Co., Ltd.	-	0.008	-
<u>Related Directors</u> 1. Mr.Watchai Vilailuck	Account receivable as of December 31	-	-	-
5. CSV Asset Co., Ltd. whose major shareholder of 99.97% is Vilailuck International Holding Co., Ltd., (VIH), (VIH is a major shareholder of SAMART and SAMART is a major shareholder of SDC)	Samart Digital Plc. paid space rental, services, utility service fees and related expenses to CSV Asset Co., Ltd.	2.523	0.039	0.057
<u>Related Directors</u> 1. Mr. Charoenrath Vilailuck 2. Mr. Watchai Vilailuck	Account payable as of December 31	-	-	-
6. Win Performance Co., Ltd. Mr. Watchai Vilailuck, a director of Samart Digital Plc., is a major shareholder with 25.00% stake owner of Win Performance Co., Ltd.	Samart Digital Plc. and its subsidiaries sold equipments and provided services to Win Performance Co., Ltd.	3.660	3.816	3.751
	Account receivable as of December 31	0.281	0.324	0.703

2. Loans from persons who may have conflict of interest

Related Parties	Transaction Type	Value of Transaction (Million Baht)		
		2023	2024	2025
1. Samart Corporation Plc. A Major shareholder of Samart Digital Plc. with 67.03% stake owner <u>Related Directors</u> 1. Mr. Charoenrath Vilailuck 2. Mr. Watchai Vilailuck	Samart Digital Plc. borrowed money from Samart Corporation Plc. with interest and fees as agreed. <u>Loan</u>			
	Balance beginning the year	322.305	-	-
	Repayment during the year	322.305	-	-
	Additional during the year	-	-	-
	Balance at end of the year	-	-	-
	<u>Interest</u>			
	Balance beginning the year	33.816	-	-
	Interest for the year	15.182	-	-
	Interest paid during the year	48.998	-	-
	Balance at end of the year	-	-	-
	<u>Guarantee fee and others</u>			
	Balance beginning the year	0.098	0.098	1.213
	Guarantee fee and others for the year	1.189	2.774	3.056
	Guarantee fee and others paid during the year	(1.189)	(1.659)	(0.735)
Balance at end of the year	0.098	1.213	3.534	
2. Samart Engineering Co., Ltd. whose major shareholder of 99.99% stake owner is SAMART and SAMART is a major shareholder of Samart Digital Plc. and Samart Digital Plc. is a major shareholder of Thai Base Station Co., Ltd. with 99.99% stake owner <u>Related Directors</u> 1. Mr. Charoenrath Vilailuck 2. Mr. Watchai Vilailuck	Samart Digital Plc. borrowed money from Samart Corporation Plc. with interest and fees as agreed. <u>Loan</u>			
	Balance beginning the year	-	-	-
	Repayment during the year	-	-	(60.000)
	Additional during the year	-	-	60.000
	Balance at end of the year	-	-	-
	<u>Interest</u>			
	Balance beginning the year	-	-	-
	Interest for the year	-	-	0.050
	Interest paid during the year	-	-	(0.050)
	Balance at end of the year	-	-	-

Summary of criteria for considering the connected transactions that may have conflict of interest
Necessity and Rationale of transactions

From consideration and review of the connected transactions as the above table, the Audit Committee expressed an opinion that the transactions are reasonable, beneficial and necessary for the Company's business operations with general trading conditions. The financial assistance transactions are fair and beneficial to the Company, and comply with the group's policy. The Company has operated in accordance with the Securities and Exchange Act and regulations, announcements or notifications of the Capital Market Supervisory Board and the Stock Exchange of Thailand as well as the Disclosure of Information concerning the Connected Transactions.

Measures and Steps of Approval for Connected Transactions

The Audit Committee will review the connected transactions to prevent conflict of interest and propose to the Board of Directors and Shareholders' meetings for approval respectively depended on conditions and values of transactions. Meanwhile, the directors, management and the stakeholders who have conflict of interest will not participate in approving such transactions. The approval on the connected transaction will be in accordance with the Securities and Exchange Act and the regulations, announcements or notifications of the Capital Market Supervisory Board and the Stock Exchange of Thailand as well as comply with the Disclosure of Information concerning the Connected Transactions and the Company's Articles of Association. Principles on entering into the normal business transactions with general trading conditions and without general trading conditions are as follows:

- **Normal business transactions with general trading conditions**

Normal business transactions with general trading conditions that may occur in the future are required to have an approval in principle from the Board of Directors. The management can approve such transaction if it has trading conditions in the same manner that any person should do with general contracting parties in the same situation on the basis of bargaining power without any influence in their status as a director, executive or related person.

Additionally, the Company shall summarize such transactions and report at the meeting of the Audit Committee and the meeting of the Board of Directors on quarterly basis.

- **Normal business transactions without general trading conditions**

Normal business transactions without general trading conditions are required to have an opinion from the Audit Committee before proposing to the Board of Directors and/or the shareholders' meeting for further consideration. In addition, it must be complied with the Securities and Exchange Act as well as regulations, notifications, orders and requirements of the Capital Market Supervisory Board and the Stock Exchange of Thailand including the regulations on Disclosure of Information concerning the Connected Transactions and the Company's Articles of Association.

In the case where the Audit Committee does not have expertise in considering any connected transaction, the Company will appoint independent experts or the Company's auditor to express opinion on the transaction. The opinion will be proposed for consideration of the Audit Committee and/or the Board of Directors and/or shareholders, as the case may be, to ensure that the transaction is necessary and reasonable by taking into account the interests of the Company. Moreover, the Company shall disclose the connected transactions in the annual information disclosure form and the notes to the Company's audited/reviewed financial statement.

Policy and Trend in Future Connected Transactions

The Company may have any connected transaction as appropriate based on normal business conditions and can be referred the same transaction made with outside parties with the necessity and the maximized benefit to the Company. However, the Company will strictly comply with the Securities and Exchange Act and the regulations, announcements or notifications of the Capital Market Supervisory Board and the Stock Exchange of Thailand as well as the Disclosure of Information concerning the Connected Transactions and the Company's Articles of Association. In case of any future conflict of interest transaction, opinion from the Audit Committee on its necessity and appropriateness will be required and disclosed in the notes to the Company's audited/reviewed financial statement.

Report of the Board of Directors’ Responsibilities for the Financial Reports

Dear Shareholders

The Company’s Board of Directors is responsible for the financial statements of Samart Digital Public Company Limited and the consolidated financial statements of the Company and its subsidiaries as well as the information that appears in the Annual Report. The financial statements are prepared in accordance with Thai Financial Reporting Standards. Appropriate accounting policies have used and practiced regularly. Careful consideration and best estimates have made with sufficient disclosure of information in the notes to the financial statements. This is to ensure transparency and benefits to the shareholders and investors.

The financial statements of Samart Digital Public Company Limited and its consolidated financial statements were audited by EY Office Limited, the Company’s auditor. During the audit, the Board of Directors supported the auditor with various information and documents so that the auditor could audit and express its opinions according to the accounting standards. The opinions of the auditor appear in the Report of Independent Auditor in this Annual Report.

In this regard, the Board of Directors had appointed the Audit Committee of which comprised 3 independent directors with qualification according to the SET and the SEC regulations and notification for being the Audit Committee’s members to examine the accounting policies and the quality of the financial reports as well as the internal control and internal audit systems. The opinions of the Audit Committee on these matters appear in the Report of the Audit Committee in this Annual Report.

The Board of Directors has provided for and maintained appropriate and effective internal control system to obtain reasonable assurance that the accounting information is accurate, complete and sufficient to maintain the Company’s assets and to prevent fraud or significant unusual transactions.

The Board of Directors was of the opinion that the overall internal control system of the Company was at a satisfactory level. The financial statements of Samart Digital Public Company Limited and its consolidated financial statement as of December 31, 2025 was creditable presentation in accordance with Thai Financial Reporting Standards and compliance with related laws and regulations.



(Mr. Watchai Vilailuck)

Director

Samart Digital Public Company Limited



(Mr. Supavas Prohmvitak)

Director

Samart Digital Public Company Limited

Independent Auditor's Report

To the Shareholders of Samart Digital Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Samart Digital Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Samart Digital Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Samart Digital Public Company Limited and its subsidiaries and of Samart Digital Public Company Limited as at 31 December 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Material Uncertainty Related to Going Concern

I draw attention to Note 1.2 to the financial statements regarding the ability of the Group to continue as a going concern. As at 31 December 2025, the Group's current liabilities exceeded its current assets by Baht 1,760 million (the Company only: Baht 1,696 million). Additionally, it had a deficit of Baht 5,557 million. In addition, since 27 February 2023, the Company's securities were flagged with a "C" (Caution) sign and were updated to "CB" (Caution - Business) on 25 March 2024. However, the Company entered into business alliance agreements with a group of customers in order to increase its capability to provide Digital Trunked Radio System (DTRS) services, which is a business in which it possesses expertise and experience. Furthermore, the Company is currently negotiating with other customer groups to offer its services.

In providing services for the Digital Trunked Radio System (DTRS) for the Ministry of Interior's command-and-control communication network, which is a core project of the Group and is scheduled to reach the end of its service term in November 2026, the renewal process requires the user agency to prepare detailed budget requests. These documents will then be submitted to the relevant authority for review and approval in accordance with the procedures for preparing the Fiscal Year 2027 annual expenditure budget.

The Group's management has carefully evaluated the matter and remains highly confident that the service renewal will proceed without interruption. Historically, the DTRS network has been utilised for emergency alerts and coordination in disaster relief operations, such as earthquake and flood incidents, which has enabled command instructions to be communicated with stability and efficiency. This has also supported rapid and unified field-level operations, resulting in high user satisfaction and confidence in the DTRS system. Given its proven capabilities, the Ministry of Interior's command network requires the continued use of the DTRS to ensure readiness for responding to all types of crisis situations in the future.

In addition, as mentioned in Note 19 to the financial statements, the Company was unable to maintain certain financial ratios as stipulated in the loan agreements with financial institutions. Therefore, the loans of Baht 1,333 million may be payable on demand. However, the Company expects to receive waivers from the financial institutions. In addition, the Company received Letter of Intent from its parent company committing to providing continuous financial support to the Group. The management therefore believes that the Group will be able to continue as a going concern.

The above circumstances indicate that there are material uncertainties that may cast significant doubt about the Group's ability to continue as a going concern. This will depend on the Group's ability to manage cash flows to be adequate for debt repayments, the success of negotiations with the financial institutions to amend the conditions and extend the repayment period of its long-term loans, and the success of its plans to enhance future operations.

My opinion is not modified in respect of this matter.

Emphasis of Matter

I draw attention to Note 34.6 to the financial statements regarding a dispute of I-Mobile Plus Co., Ltd., a subsidiary, relating to breach of contract with respect to 3G mobile network service trial project with an organisation. In October 2018, a subsidiary filed a claim claiming compensation from such organisation with the Civil Court amounting to Baht 1,941 million. On 9 March 2023, the Court of First Instance issued a judgment ordering such organisation to pay the subsidiary Baht 748 million in compensation, plus interest from the date of filing until the debt is fully paid. On 5 September 2023, the subsidiary filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the case and order the defendant to pay additional damages totaling Baht 812 million. Currently, the case is being considered by the Court of Appeal. However, in 2020 such organisation filed a suit against the Company and the subsidiary with the Central Administrative Court demanding payments of fees and interest thereon amounting to Baht 212 million (including interest thereon).

On 14 December 2023, the Civil of First Instance issued an order that both the Company and its subsidiary collectively pay Baht 137 million to such organisation, along with an annual interest, starting from 20 December 2017, until the complete settlement. On 5 June 2024, the subsidiary filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the dismissal of the claim by the organisation mentioned above, based on the facts presented in a letter requesting a debt offset that the subsidiary submitted to such organisation. Later, on 6 June 2024, such organisation filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the case adjudicating the default interest rate from 5% per annum to 1.25% per month. As of 31 December 2025, the subsidiary has fully recorded the liability according to the judgment of the Court of First Instance (under provision and other current payable). The case is currently under consideration by the Court of Appeal.

Based on the opinion of the legal advisor and the Group's management, it is believed that the Group will not incur significant losses related to the two disputes. Nevertheless, the outcomes of these disputes are currently pending finalisation and are contingent upon the judicial proceedings in the future.

The subsidiary has exercised prudence in recognising the aforementioned debt in accordance with accounting standards. This recognition does not alter the nature of the case and should not be construed as a waiver of legal rights. Additionally, the recording of this debt does not imply that the Company and its subsidiary will abstain from asserting their rights through the legal justice process in the future. The Company and the subsidiary maintain confidence in their legal position and are committed to pursuing the legal process until its conclusion.

My opinion is not modified in respect of this matter.

Key Audit Matter

Key audit matter is the matter that, in my professional judgement, was of most significance in my audit of the financial statements of the current period. This matter was addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to this matter. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

In addition to the matter described in the Material Uncertainty Related to Going Concern section, key audit matter and how audit procedures respond to this matter are described below.

Compliance with loan covenants

As disclosed in Note 19 to the financial statements, as at 31 December 2025 the Company has long-term loans amounting to Baht 1,333 million. Under the loan agreements, the Company has to comply with certain conditions including maintaining financial ratios as stipulated in the agreements. As the long-term loan has significant balances in the financial statements (accounting for 52% and 53% of total liabilities in the consolidated and separate financial statements, respectively), there is a risk that the Company could not comply with the certain conditions or maintain financial ratios in accordance with the loan covenants. This could result in the loan becoming payable on demand and reclassification from non-current liabilities to current liabilities and also the going concern of the Company.

I have checked the conditions and loan covenants as stipulated in the agreements and tested the correctness of the calculation of financial ratios whether they were complied with the loan covenants. I have inquired with the management regarding the process for tracking the condition and loan covenants as well as the process of the waiver in case of breaching the loan covenants. In addition, I have reviewed the appropriateness of the classification of loans and assessed the adequacy of information disclosed in notes to the financial statements with respect to the compliance with the loan covenants, as well as the appropriateness of the going concern basis used in preparing the financial statements of the Company.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine this matter that was of most significance in the audit of the financial statements of the current period and are therefore the key audit matter. I describe this matter in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.



Piya Chaipruckmalakarn
Certified Public Accountant (Thailand) No. 7544

EY Office Limited
Bangkok: 26 February 2026

Financial Statements

Samart Digital Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalents	7	145,142,327	108,158,153	117,842,884	85,059,090
Trade and other current receivables	8	290,583,533	187,550,476	312,043,249	212,013,926
Short-term loans	6	-	-	-	6,286,275
Short-term loans to employee		74,417	-	74,417	-
Inventories	9	86,225,182	89,339,032	86,225,182	89,298,297
Other current assets	10	202,495,319	405,250,426	182,180,264	381,816,521
Total current assets		724,520,778	790,298,087	698,365,996	774,474,109
Non-current assets					
Restricted bank deposits	7, 11	103,013,500	103,119,270	102,713,500	102,819,270
Other non-current financial assets	12	5,301,941	3,037,495	4,619,639	2,341,131
Investments in subsidiaries	13	-	-	68,282,597	67,866,209
Equipment	14	1,992,641,164	2,160,693,422	1,992,041,403	2,158,116,969
Right-of-use assets	20	5,313,599	4,285,577	1,967,988	2,558,385
Intangible assets	15	27,327,380	43,037,654	-	-
Deferred tax assets	30	17,674,281	16,723,771	18,364,117	18,364,117
Other non-current assets		71,655,415	71,655,415	-	-
Total non-current assets		2,222,927,280	2,402,552,604	2,187,989,244	2,352,066,081
Total assets		2,947,448,058	3,192,850,691	2,886,355,240	3,126,540,190

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

Financial Statements

Samart Digital Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Liabilities and shareholders' equity					
Current liabilities					
Bank overdrafts and short-term loans					
from financial institutions	16	26,956,109	35,336,505	26,956,109	34,336,505
Trade and other current payables	17	956,611,584	1,021,609,093	834,627,151	899,381,131
Current portion of long-term loans					
from financial institutions	19	1,333,321,928	1,565,714,927	1,333,321,928	1,565,714,927
Current portion of lease liabilities	20	1,787,149	1,587,852	754,274	570,044
Short-term borrowings	18	10,378,560	10,378,560	44,000,000	40,000,000
Unearned revenue	25.1	153,469,698	162,368,274	152,600,407	160,097,998
Other current liabilities		1,926,982	1,914,655	2,209,666	1,469,146
Total current liabilities		2,484,452,010	2,798,909,866	2,394,469,535	2,701,569,751
Non-current liabilities					
Lease liabilities, net of current portion	20	4,663,568	3,865,612	2,110,303	2,864,577
Non-current provision for employee benefits	21	5,980,388	5,829,733	1,738,414	2,158,945
Non-current provision		84,222,298	77,384,387	-	-
Liabilities for investment in subsidiaries					
under equity method	13	-	-	98,781,832	92,049,354
Total non-current liabilities		94,866,254	87,079,732	102,630,549	97,072,876
Total liabilities		2,579,318,264	2,885,989,598	2,497,100,084	2,798,642,627

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

Financial Statements

Samart Digital Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

Note	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Liabilities and shareholders' equity (continued)				
Shareholders' equity				
Share capital	22			
Registered				
34,516,369,130 ordinary shares of Baht 0.1 each (2024: 38,209,077,102 ordinary shares of Baht 0.1 each)	3,451,636,913	3,820,907,710	3,451,636,913	3,820,907,710
Issued and fully paid up (2024:34,516,369,130 ordinary shares of Baht 0.1 each)	3,451,636,913	3,451,636,913	3,451,636,913	3,451,636,913
Share premium	2,450,783,314	2,450,783,314	2,450,783,314	2,450,783,314
Deficit on changes in percentage of shareholding in subsidiary	(206,369)	(206,369)	(206,369)	(206,369)
Retained earnings				
Appropriated - statutory reserve	23	44,400,000	44,400,000	44,400,000
Unappropriated (deficit)	(5,557,358,702)	(5,618,716,295)	(5,557,358,702)	(5,618,716,295)
Equity attributable to owners of the Company	389,255,156	327,897,563	389,255,156	327,897,563
Non-controlling interests of the subsidiaries	(21,125,362)	(21,036,470)	-	-
Total shareholders' equity	368,129,794	306,861,093	389,255,156	327,897,563
Total liabilities and shareholders' equity	2,947,448,058	3,192,850,691	2,886,355,240	3,126,540,190

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

Financial Statements

Smart Digital Public Company Limited and its subsidiaries

Income statement

For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Revenues					
Sales		60,689,473	177,500,446	51,737,570	174,210,958
Service income	24	468,755,250	468,434,824	372,768,093	373,538,497
Revenue from contract work		9,620,310	2,465,759	9,620,310	2,465,759
Gain on exchange		259,788	10,151	259,788	10,151
Other income	26	3,497,421	5,914,781	11,556,279	11,204,198
Total revenues		542,822,242	654,325,961	445,942,040	561,429,563
Expenses	27				
Cost of sales		54,231,383	173,702,257	47,244,606	171,209,884
Cost of services		261,329,937	276,830,422	187,501,345	205,368,362
Cost of contract work		9,309,108	2,385,996	9,309,108	2,385,996
Selling and distribution expenses		8,358,059	9,489,920	147,889	633,178
Administrative expenses		43,748,617	51,561,686	22,809,233	26,603,990
Other expenses	28	9,282,267	7,142,324	144,223	247,211
Total expenses		386,259,371	521,112,605	267,156,404	406,448,621
Operating profit		156,562,871	133,213,356	178,785,636	154,980,942
Share of loss from investments in subsidiaries	13.2	-	-	(37,425,645)	(37,690,251)
Finance income		1,060,835	2,706,667	16,928,589	19,801,533
Finance cost	29	(95,625,736)	(130,923,195)	(95,694,818)	(133,272,625)
Impairment loss on financial assets	8	(1,338,104)	-	(1,029,944)	-
Profit before income tax income		60,659,866	4,996,828	61,563,818	3,819,599
Income tax income	30	844,680	1,170,349	-	1,217,558
Profit for the year		61,504,546	6,167,177	61,563,818	5,037,157
Profit attributable to:					
Equity holders of the Company		61,563,818	5,037,157	61,563,818	5,037,157
Non-controlling interests of the subsidiaries		(59,272)	1,130,020		
		61,504,546	6,167,177		
Basic earning per share	31				
Profit attributable to equity holders of the Company		0.0018	0.0002	0.0018	0.0002
Weighted average number of ordinary shares (shares)		34,516,369,130	32,231,519,158	34,516,369,130	32,231,519,158

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

Financial Statements

Samart Digital Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2025

(Unit: Baht)

Note	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Profit for the year	61,504,546	6,167,177	61,563,818	5,037,157
Other comprehensive income:				
Item not to be reclassified to profit or loss in subsequent periods:				
Remeasurement gain (loss) on defined benefit plan	(250,655)	899,962	(213,630)	947,826
Income tax effect 30	14,810	19,146	7,405	9,573
	(235,845)	919,108	(206,225)	957,399
Item not to be reclassified to profit or loss in subsequent periods - net of income tax	(235,845)	919,108	(206,225)	957,399
Other comprehensive income (loss) for the year	(235,845)	919,108	(206,225)	957,399
Total comprehensive income for the year	61,268,701	7,086,285	61,357,593	5,994,556
Total comprehensive income attributable to:				
Equity holders of the Company	61,357,593	5,994,556	61,357,593	5,994,556
Non-controlling interests of the subsidiaries	(88,892)	1,091,729		
	61,268,701	7,086,285		

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

Samart Digital Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements							
	Equity attributable to owners of the Company						Non-controlling interests of the subsidiaries	Total shareholders' equity
	Issued and paid-up share capital	Share premium	Deficit on changes in percentage of shareholding in subsidiary	Retained earnings		Total equity attributable to owners of the Company		
				Appropriated - statutory reserve	Unappropriated (deficit)			
Balance as at 1 January 2024	2,979,301,567	2,800,118,660	(206,369)	44,400,000	(5,624,710,851)	198,903,007	(8,705,389)	190,197,618
Profit for the year	-	-	-	-	5,037,157	5,037,157	1,130,020	6,167,177
Other comprehensive income for the year	-	-	-	-	957,399	957,399	(38,291)	919,108
Total comprehensive income for the year	-	-	-	-	5,994,556	5,994,556	1,091,729	7,086,285
Decreased from the dissolution of the subsidiary	-	-	-	-	-	-	(13,422,810)	(13,422,810)
Debentures converted to ordinary shares	472,335,346	(349,335,346)	-	-	-	123,000,000	-	123,000,000
Balance as at 31 December 2024	3,451,636,913	2,450,783,314	(206,369)	44,400,000	(5,618,716,295)	327,897,563	(21,036,470)	306,861,093
Balance as at 1 January 2025	3,451,636,913	2,450,783,314	(206,369)	44,400,000	(5,618,716,295)	327,897,563	(21,036,470)	306,861,093
Profit for the year	-	-	-	-	61,563,818	61,563,818	(59,272)	61,504,546
Other comprehensive loss for the year	-	-	-	-	(206,225)	(206,225)	(29,620)	(235,845)
Total comprehensive income for the year	-	-	-	-	61,357,593	61,357,593	(88,892)	61,268,701
Balance as at 31 December 2025	3,451,636,913	2,450,783,314	(206,369)	44,400,000	(5,557,358,702)	389,255,156	(21,125,362)	368,129,794

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

Samart Digital Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity (continued)
For the year ended 31 December 2025

(Unit: Baht)

	Separate financial statements					
	Issued and paid-up share capital	Share premium	Deficit on changes in percentage of shareholding in subsidiary	Retained earnings		Total shareholders' equity
				Appropriated - statutory reserve	Unappropriated (deficit)	
Balance as at 1 January 2024	2,979,301,567	2,800,118,660	(206,369)	44,400,000	(5,624,710,851)	198,903,007
Profit for the year	-	-	-	-	5,037,157	5,037,157
Other comprehensive income for the year	-	-	-	-	957,399	957,399
Total comprehensive income for the year	-	-	-	-	5,994,556	5,994,556
Debentures converted to ordinary shares	472,335,346	(349,335,346)	-	-	-	123,000,000
Balance as at 31 December 2024	3,451,636,913	2,450,783,314	(206,369)	44,400,000	(5,618,716,295)	327,897,563
Balance as at 1 January 2025	3,451,636,913	2,450,783,314	(206,369)	44,400,000	(5,618,716,295)	327,897,563
Profit for the year	-	-	-	-	61,563,818	61,563,818
Other comprehensive loss for the year	-	-	-	-	(206,225)	(206,225)
Total comprehensive income for the year	-	-	-	-	61,357,593	61,357,593
Balance as at 31 December 2025	3,451,636,913	2,450,783,314	(206,369)	44,400,000	(5,557,358,702)	389,255,156

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

Financial Statements

Samart Digital Public Company Limited and its subsidiaries

Statement of cash flows

For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Cash flows from operating activities					
Profit before tax		60,659,866	4,996,828	61,563,818	3,819,599
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:					
Increase in allowance for expected credit losses					
- trade accounts receivable		1,338,104	-	1,029,944	-
Reversal of reduction cost of inventory to net realisable value	9	(5,674)	(518,747)	(934)	(327)
Write-off of withholding tax deducted at sources	10.1	144,356	57,202	144,223	-
Loss from dissolution of a subsidiary		-	51,645	-	51,645
Share of loss from investments in subsidiaries	13.2	-	-	37,425,645	37,690,251
(Gain) loss on disposal of equipment		(186,390)	5,861,302	(140,053)	6,084,760
Decrease in allowance for impairment of other non-current assets	26	-	(1,067,500)	-	-
Increase (decrease) in allowance for impairment of equipment	14	2,246,835	(8,307,407)	(48,205)	(8,307,407)
Depreciation on equipment	14	160,977,644	171,282,145	160,874,383	171,139,515
Depreciation on right-of-use assets	20	1,557,085	1,557,085	590,397	590,396
Transfer equipment to expenses		-	1,655,714	-	1,655,579
Write-off of equipment		1,691,364	1,010,946	1,686,393	1,010,946
Amortisation of intangible assets	15	16,768,474	18,140,163	-	-
Amortisation of deferred interests under lease agreements	20	246,587	327,929	164,661	193,404
Provision for employee benefits		592,000	578,205	144,151	226,543
Loss on non-current provision	28	6,837,911	6,837,911	-	-
Finance income		(1,060,835)	(2,706,667)	(16,928,589)	(19,801,533)
Finance cost		83,965,722	119,249,191	84,177,923	121,996,700
Profit from operating activities before changes in operating assets and liabilities		335,773,049	319,005,945	330,683,757	316,350,071

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

Financial Statements

Samart Digital Public Company Limited and its subsidiaries

Statement of cash flows (continued)

For the year ended 31 December 2025

(Unit: Baht)

Note	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from operating activities (continued)				
Operating assets (increase) decrease				
Trade and other current receivables	(104,369,292)	1,267,325,291	(115,496,944)	1,276,939,684
Inventories	6,695,518	5,050,974	6,650,043	4,548,682
Other current financial assets	-	425,000	-	-
Other current assets	23,141,288	47,286,923	18,494,016	48,415,562
Other non-current financial assets	(2,264,446)	(100)	(2,278,508)	(100)
Operating liabilities increase (decrease)				
Trade and other current payables	(8,395,080)	(882,217,155)	(7,734,444)	(884,284,693)
Other current liabilities and unearned revenue	(8,886,249)	159,521,020	(6,757,071)	157,612,555
Cash flows from operating activities				
Cash paid for interest expenses	(84,052,277)	(120,068,622)	(84,279,685)	(142,993,608)
Cash paid for corporate income tax	(9,982,855)	(20,065,325)	(7,538,301)	(16,970,676)
Cash received from withholding tax refundable 10.1	21,224,386	4,317,608	20,399,407	685,870
Cash received from value added tax refundable	168,136,912	15,078,913	168,136,912	15,078,913
Cash paid for employee benefit 21	(692,000)	(1,995,373)	(692,000)	(1,995,373)
Net cash flows from operating activities				
	336,328,954	793,665,099	319,587,182	773,386,887
Cash flows from investing activities				
Net cash flows from dissolution of a subsidiary				
	-	(13,474,455)	-	504,366,887
Cash received from short-term loan to related parties 6				
	-	-	60,000,000	2,200,000
Cash paid to provide short-term loans to related parties 6				
	-	-	(60,000,000)	(1,500,000)
Cash received for interest income				
	1,060,835	2,706,667	6,465,948	3,187,899
Cash paid to provide short-term loans to employees				
	(94,000)	-	(94,000)	-
Cash received from short-term loans to employees				
	19,583	70,833	19,583	70,833
Increase (decrease) in restricted bank deposits				
	105,770	(324,214)	105,770	(24,214)
Cash paid for acquisition of equipment				
	(57,089,012)	(416,095,554)	(57,064,012)	(416,017,749)
Proceeds from disposal of equipment				
	318,080	791,368	271,423	567,827
Cash paid for acquisition of intangible assets				
	(1,058,200)	(200,000)	-	-
Cash paid for addition investment in a subsidiary				
	-	-	-	(6,500,000)
Net cash flows from (used in) investing activities				
	(56,736,944)	(426,525,355)	(50,295,288)	86,351,483

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

Financial Statements

Samart Digital Public Company Limited and its subsidiaries

Statement of cash flows (continued)

For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Cash flows from financing activities					
Decrease in bank overdrafts		(7,380,396)	(28,723,256)	(7,380,396)	(28,723,256)
Proceeds from short-term loans from banks	16	500,000	6,900,000	-	-
Repayment of short-term loans from banks	16	(1,500,000)	(8,600,000)	-	-
Proceeds from short-term loans from related party	6	60,000,000	-	4,000,000	-
Repayment of short-term loans from related party	6	(60,000,000)	-	-	(496,500,000)
Repayment of long-term loans from financial institutions	19	(232,392,999)	(385,102,737)	(232,392,999)	(385,102,737)
Proceed from issuance of convertible debentures		-	92,000,000	-	92,000,000
Repayment of principal portion of lease liabilities		(1,587,854)	(1,506,511)	(570,044)	(541,300)
Repayment of interest expense of lease liabilities	20	(246,587)	(327,929)	(164,661)	(193,404)
Net cash flows used in financing activities		(242,607,836)	(325,360,433)	(236,508,100)	(819,060,697)
Net increase in cash and cash equivalents		36,984,174	41,779,311	32,783,794	40,677,673
Cash and cash equivalents at beginning of year		108,158,153	66,378,842	85,059,090	44,381,417
Cash and cash equivalents at end of year		145,142,327	108,158,153	117,842,884	85,059,090
Supplemental disclosures of cash flows information					
Non-cash items for investing activities					
Accounts payable for purchases of equipment		264,007,089	320,522,963	263,605,189	320,522,963
Accounts receivable from disposals of equipment		1,869	-	1,869	-
Accounts payable for purchases of intangible assets		4,849,725	4,849,725	-	-
Increase in right-of-use assets from lease liabilities	20	2,585,107	-	-	-
Transfer equipment to inventories		4,313,162	98,499	4,313,162	98,499
Transfer inventories to equipment		737,168	4,662,540	737,168	4,662,540
Transfer equipment to intangible assets	15	-	4,685,000	-	-
Transfer other non-current assets to intangible assets	15	-	1,067,500	-	-
Non-cash items for financing activities					
Debentures converted to ordinary shares		-	123,000,000	-	123,000,000

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

Samart Digital Public Company Limited and its subsidiaries**Notes to consolidated financial statements****For the year ended 31 December 2025****1. General information****1.1 Corporate information**

Samart Digital Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. Its parent company of the Group is Samart Corporation Public Company Limited, which was incorporated in Thailand. The Company is principally engaged in the distribution of telecommunications equipment and providing integrated business in digital network and solution. Its registered address is 99/2, Moo 4, Software Park Building, 34th Floor, Chaengwattana Road, Klong Gluar, Pak-kred, Nonthaburi.

1.2 Fundamental accounting assumptions

As at 31 December 2025, the Group’s current liabilities exceeded its current assets by Baht 1,760 million (the Company only: Baht 1,696 million). Additionally, it had a deficit of Baht 5,557 million. In addition, since 27 February 2023, the Company’s securities were flagged with a “C” (Caution) sign were updated to “CB” (Caution Business) on 25 March 2024. However, the Company entered into business alliance agreements with a group of customers in order to increase its capability to provide Digital Trunked Radio System (DTRS) services, which is a business in which it possesses expertise and experience. Furthermore, the Company is currently negotiating with other customer groups to offer its services. In addition, its parent company continues to provide support to the Group. The management therefore believes that the Group will be able to continue as a going concern. The assets and liabilities are recorded on a basis whereby the Group will be able to realise its assets and meet its obligations in the ordinary course of business.

In providing services for the Digital Trunked Radio System (DTRS) for the Ministry of Interior’s command-and-control communication network, which is a core project of the Group and is scheduled to reach the end of its service term in November 2026, the renewal process requires the user agency to prepare detailed budget requests. These documents will then be submitted to the relevant authority for review and approval in accordance with the procedures for preparing the Fiscal Year 2027 annual expenditure budget.

The Group’s management has carefully evaluated the matter and remains highly confident that the service renewal will proceed without interruption. Historically, the DTRS network has been utilised for emergency alerts and coordination in disaster relief operations, such as earthquake and flood incidents, which has enabled command instructions to be communicated with stability and efficiency. This has also supported rapid and unified field-level operations, resulting in high user satisfaction and confidence in the DTRS system. Given its proven capabilities, the Ministry of Interior’s command network requires the continued use of the DTRS to ensure readiness for responding to all types of crisis situations in the future.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Samart Digital Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Subsidiaries directly held by the Company

Company’s name	Nature of business	Country of incorporation	Percentage of shareholding	
			2025 Percent	2024 Percent
Samart Digital Media Co., Ltd.	Provision content services via audiotext and call center	Thailand	100	100
I-Mobile Plus Co., Ltd.	Temporarily ceased its business	Thailand	100	100
Zecureasia Co., Ltd.	Temporarily ceased its business	Thailand	100	100
Lucky Heng Heng Co., Ltd.	Operate all kinds of forecasting and astrology	Thailand	100	100
Thai Base Station Co., Ltd.	Provision space rental and other service and distribute telecommunication equipment and systems	Thailand	100	100

Indirect subsidiaries held by the Company’s subsidiaries

Company’s name	Nature of business	Country of incorporation	Percentage of indirect shareholding	
			2025 Percent	2024 Percent
Investments through Samart Digital Media Co., Ltd.				
I-Sport Co., Ltd.	Provision of information of sports via full option interactive multimedia	Thailand	50	50
Entertainment Tree Co., Ltd.	Production, sale and provision of all kinds of entertainment-related content through multiple channels	Thailand	61.87	61.87

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) Material balances and transactions between the Group has been eliminated from the consolidated financial statements.
- f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.
- g) In recording the acquisition of additional shares of subsidiaries (repurchase of shares from non-controlling interests) when the fair value of the net assets acquired is higher than the cost of the investment the difference has been presented in shareholders’ equity under the caption of “Surplus (deficit) on change in percentage of shareholding in subsidiary”.

2.3 The separate financial statements present investments in subsidiaries under the equity method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2 Financial reporting standard that will become effective for fiscal years beginning on or after 1 January 2026

The Federation of Accounting Professions issued a revised financial reporting standard, which is effective for fiscal years beginning on or after 1 January 2026. This financial reporting standard was aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns and discounts.

Rendering of services

Service revenue is recognised at a point in time upon completion of the service or recognised over time when services have been rendered taking into account the stage of completion.

The obligation to transfer goods or services to a customer for which the Group has received consideration from the customer is presented under the caption of "Unearned revenue" in the statement of financial position. Contract liabilities are recognised as revenue when the Group performs under the contract.

Revenue from contract work

Revenues from long-term contracts, excluding value added tax, are recognised over time by reference to the stage of completion which is measured by reference to the proportion that actual construction costs incurred up to the end of the period to total anticipated construction cost to be incurred to completion. Provision for the total anticipated loss on the projects will be made in the accounts as soon as the possibility of loss is ascertained.

The likelihood of contract variations, claims and liquidated damages, delays in delivery, contractual penalties or possible losses on long-term contracts is taken into account in determining the revenue to be recognised, such that revenue is only recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur.

When the value and stage of completion of the contract cannot be reasonably measured, revenue is recognised only to the extent of contract costs incurred that are expected to be recovered.

The service-type warranties provided customers with a service in addition to the assurance that the product complies with agreed-upon specifications are recognised as revenue over the periods in which the service is provided.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Inventories are valued at the lower of cost (under the average method) and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

Reduce cost of inventories to net realisable value will be set up for old, obsolete, slow moving or deteriorated inventories.

4.4 Investments in subsidiaries

Investments in subsidiaries are accounted for in the separate financial statements using the equity method.

4.5 Equipment/Depreciation

Condominium and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of condominium and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Condominium	-	20 years
Network equipment and network improvement	-	5 years
Project equipment	-	5 - 15 years
Furniture, fixture and office equipment	-	3 - 10 years
Motor vehicles	-	5 and 7 years
Equipment for rent	-	3 years

Depreciation is included in determining income.

No depreciation is provided on assets under installation.

An item of equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.6 Intangible assets

Intangible assets acquired through business combination are initially recognised at their fair value on the date of business acquisition while intangible assets acquired in other cases are recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

	<u>Useful lives</u>
Computer software	- 5 years and agreement term
Right for telecommunication tower service	- 10 years and agreement term

4.7 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease, and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Right-of-use building space	4 - 10 years
Motor vehicles	5 and 7 years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

4.8 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

4.9 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.10 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the condominium, equipment, right-of-use assets and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining 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. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment, if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss unless the asset is carried at a revalued amount, in which case the reversal, which exceeds the carrying amount that would have been determined, is treated as a revaluation increase.

4.11 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Company, its subsidiaries and their employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Company's and its subsidiaries' contributions are recognised as expenses when incurred.

Defined benefit plans

The Group has obligations in respect of the severance payments they must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

Provision for vacation

The Group sets up provision for vacation which is calculated in accordance with the Group's policy and formula, taking into consideration the employee's salary, the number of service years and the unused vacation days.

4.12 Provisions

Provisions are recognised 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.

4.13 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current income tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.14 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. 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 the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due, and considers a financial asset as credit impaired or default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.15 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

5.1 Revenue from contracts with customers

Identification of performance obligations

In identifying performance obligations, the management is required to use judgement regarding whether each promise to deliver goods or services is considered distinct, taking into consideration terms and conditions of the arrangement. In other words, if a good or service is separately identifiable from other promises in the contract and if the customer can benefit from it, it is accounted for separately.

Determination of timing of revenue recognition

In determining the timing of revenue recognition, the management is required to use judgement regarding whether performance obligations are satisfied over time or at a point in time, taking into consideration terms and conditions of the arrangement. The Group recognises revenue over time in the following circumstances:

- the customer simultaneously receives and consumes the benefits provided by the entity's performance as the entity performs
- the entity's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- the entity's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point in time, the management is required to determine when the performance obligation under the contract is satisfied.

In calculating the revenue recognised over time, the management is required to use judgement regarding measuring progress towards complete satisfaction of a performance obligation.

5.2 Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

5.3 Reducing cost to net realisable value of inventories

Determining the reduce cost to net realisable value of inventories requires management to exercise judgement in term of estimating losses on outstanding inventories, based on the selling price expected in the ordinary course of business less the estimated additional costs to be incurred in preparing the inventory for sale; and reduce cost of inventories for obsolete, slow-moving and deteriorated inventories, and taking into account the approximate useful life of each type of inventory and current changes in technology.

5.4 Depreciation of equipment and right-of-use assets

In determining depreciation of equipment and right-of-use assets, the management is required to make estimates of the useful lives and residual values of the equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review impairment of equipment and right-of-use assets on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

5.5 Intangible assets

The initial recognition and measurement of intangible assets, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

5.6 Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

5.7 Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

5.8 Contingent liabilities

The Group has contingent liabilities as a result of claims for payment. The management has exercised judgement to assess the situation and believes that no liabilities will result. Therefore, no contingent liabilities are recorded as at the end of reporting period.

6. Related party transactions

During the years, the Group had significant business transactions with related parties, principally in respect of the purchase and sales of goods, provision of services, purchase of equipment and loans. Such transactions were concluded on terms and bases agreed upon between the Group and its related parties. The pricing policies for these related party transactions are summarised as follows:

1. Sales prices are determining at market price, if there is unknown market price, sales price will be determined at cost plus a margin not over 15 percent. However, the pricing policy is subject to change depending on the type of business and market competition at the time being.
2. Rental expenses are charged at the amount stated in the agreement.
3. Management service income is charged at the amount stated in the agreement.
4. Other service income and expenses are charged at a mutually agreed price.
5. Interest on loans to the subsidiary companies are charged at cost of fund plus 0.25 percent per annum.
6. Interest on loans from subsidiary companies are charged at average 12-month fixed deposit rate of the big five commercial banks plus 0.25 percent per annum.
7. IT service fees expenses to parent company are charged at the amount stated in the agreement which parent company sets based on cost plus a margin not over five percent.
8. Fixed assets are sold and purchased at their net book value plus a margin, depending on the condition of assets.
9. Guarantee fee charged between the parties is calculated based on the bank guarantee fee rates paid monthly by the guarantee to the issuing bank (as actually incurred).
10. Directors and management's benefit expenses are charged as approved by the shareholders' meeting or contractually agreed price.

Significant business transactions between the Group and its related parties were summarised below.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Transactions with parent company				
IT service fee expense	4	5	1	1
Rental and other expenses	7	6	6	6
Transactions with subsidiary companies (eliminated from the consolidated financial statements)				
Management fee income	-	-	9	9
Interest income	-	-	16	17
Interest expenses	-	-	-	3
Transactions with related companies				
Service income	7	6	3	3
Sales	32	126	32	126
Sale of equipment	-	3	-	3
Purchase of equipment	-	51	-	51
Service of project fee	22	11	22	11
Rental and other expenses	4	5	-	1

As at 31 December 2025 and 2024, the balances of the accounts between the Group and those related parties were as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade accounts receivables - related parties (Note 8)				
Parent company	-	16	-	-
Subsidiary companies	-	-	1,800	1,800
Related companies (related by shareholder)	3,267	9,619	2,564	9,568
Total	3,267	9,635	4,364	11,368
Accrued service income (Note 8)	-	314	-	-
Less: Allowance for expected credit losses (Note 13)	-	-	(1,800)	(1,800)
Total trade accounts receivables - related parties - net	3,267	9,949	2,564	9,568

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Amounts due from and advance to related parties (Note 8)				
Subsidiary companies	-	-	128,442	112,972
Related companies (related by shareholder)	2	-	2	-
Total	2	-	128,444	112,972
Less: Allowance for expected credit losses (Note 13)	-	-	(88,782)	(63,879)
Total amounts due from and advance to related parties - net	2	-	39,662	49,093
Trade accounts payable - related parties (Note 17)				
Parent company	349,387	349,387	349,387	349,387
Related companies (related by shareholder)	53,629	53,654	53,629	53,654
Total trade accounts payable - related parties	403,016	403,041	403,016	403,041
Amounts due to and advance from related parties (Note 17)				
Parent company	9,718	4,141	8,709	3,088
Subsidiary companies	-	-	27	42
Related companies (related by shareholder)	287,627	348,278	287,238	347,360
Total amounts due to and advance from related parties	297,345	352,419	295,974	350,490
Accrued expenses - related parties (Note 17)				
Related companies (related by shareholder)	65,960	57,888	65,960	57,888
Total accrued expenses - related parties	65,960	57,888	65,960	57,888
Unearned revenue - related parties				
Parent company	-	41	-	-
Related companies (related by shareholder)	5,251	2,264	5,251	2,247
Total unearned revenue - related parties	5,251	2,305	5,251	2,247
Lease liabilities				
Parent company	3,563	4,271	2,864	3,435
Related companies (related by shareholder)	2,888	1,183	-	-
Total	6,451	5,454	2,864	3,435
Less: Portion due within one year	(1,787)	(1,588)	(754)	(570)
Total lease liabilities - net of current portion	4,664	3,866	2,110	2,865

Loans to related parties and loans from related parties

As at 31 December 2025 and 2024, the balances of loans between the Company and those related parties and the movements were as follows:

(Unit: Thousand Baht)

Short-term loans to related parties	Separate financial statements			
	Balance as at 31 December 2024	Increase during the year	Decrease during the year	Balance as at 31 December 2025
Subsidiaries				
Thai Base Station Co., Ltd.	128,500	60,000	(60,000)	128,500
I-Mobile Plus Co., Ltd.	123,000	-	-	123,000
Lucky Heng Heng Co., Ltd.	24,000	-	-	24,000
Total	275,500	60,000	(60,000)	275,500
Less: Allowance for expected credit losses (Note 13)	(269,214)			(275,500)
Short-term loans to related parties - net	6,286			-

(Unit: Thousand Baht)

Short-term loans from related party	Consolidated financial statements			
	Balance as at 31 December 2024	Increase during the year	Decrease during the year	Balance as at 31 December 2025
Related party				
Samart Engineering Co., Ltd.	-	60,000	(60,000)	-
Total	-	60,000	(60,000)	-

(Unit: Thousand Baht)

Short-term loans from related parties (Note 18)	Separate financial statements		
	Balance as at 31 December 2024	Increase during the year	Balance as at 31 December 2025
Subsidiary			
Samart Digital Media Co., Ltd.	40,000	4,000	44,000
Total	40,000	4,000	44,000

Directors and management's benefits

During the years ended 31 December 2025 and 2024, the Group had employee benefit expenses payable to their directors and management as below.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Short-term employee benefits	7.4	7.8	4.4	4.6
Post-employment benefits	0.1	0.1	-	-
Total	7.5	7.9	4.4	4.6

Significant agreements with related parties
Service and management agreements

- a) In January 2025, the Group entered into one-year information technology management agreements with Samart Corporation Public Co., Ltd., the parent company. The Group has to pay a monthly service fees totaling approximately Baht 0.3 million (Separate financial statements: Baht 0.1 million).
- b) In May 2020, the Group entered into the three-years facility service agreements with Samart Corporation Public Co., Ltd., the parent company, under which it has to pay monthly facility service fees at the rates stipulated in the agreements. Subsequently, the Group renewed the agreements for a period of three years expiring in April 2026.
- c) In May 2020, a subsidiary entered into the three-years facility service agreement with Vilailuck International Holding Co., Ltd., a related company, under which it has to pay monthly facility service fees at the rates stipulated in the agreement. Subsequently, the subsidiary renewed the agreement for a period of three years expiring in April 2026.

Guarantee obligations with related parties

The Company has outstanding guarantees obligations with its related parties as described in Note 34.2.2 to the financial statements.

7. Cash and cash equivalents

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash	179	232	125	154
Bank deposits	247,977	211,045	220,432	187,724
Total cash and bank deposits	248,156	211,277	220,557	187,878
Less: Restricted bank deposits	(103,014)	(103,119)	(102,714)	(102,819)
Total cash and cash equivalents	145,142	108,158	117,843	85,059

As at 31 December 2025, bank deposits carried interests between 0.15 and 0.3 percent per annum (2024: between 0.15 and 0.75 percent per annum).

8. Trade and other current receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade accounts receivables - related parties (Note 6)				
<i>Aged on the basis of due dates</i>				
Not yet due	3,267	9,635	2,564	9,568
Past due				
Over 12 months	-	-	1,800	1,800
Total	3,267	9,635	4,364	11,368
Accrued service income (Note 6)	-	314	-	-
Less: Allowance for expected credit losses (Note 13)	-	-	(1,800)	(1,800)
Total trade accounts receivables - related parties - net	3,267	9,949	2,564	9,568
Total trade accounts receivables - unrelated parties				
<i>Aged on the basis of due dates</i>				
Not yet due	15,629	17,774	10,714	14,289
Past due				
Up to 3 months	4,479	13,044	-	207
3 - 6 months	1,738	22	-	-
6 - 12 months	59	11	-	-
Over 12 months	2,178,285	2,178,113	2,177,924	2,177,805
Total	2,200,190	2,208,964	2,188,638	2,192,301
Accrued service income				
<i>Aged on the basis of due dates</i>				
Not yet due	34,004	35,544	28,749	32,056
Past due				
Up to 3 months	85,992	96,944	84,993	95,263
3 - 6 months	83,726	4,411	83,726	3,446
6 - 12 months	55,620	3,016	55,620	1,630
Over 12 months	770	360	770	295
Total	260,112	140,275	253,858	132,690
Grand total	2,460,302	2,349,239	2,442,496	2,324,991
Less: Allowance for expected credit losses	(2,173,105)	(2,171,767)	(2,172,797)	(2,171,767)
Total trade accounts receivables - unrelated parties, net	287,197	177,472	269,699	153,224
Total trade accounts receivables - net	290,464	187,421	272,263	162,792
Other current receivables				
Amounts due from and advance to related parties (Note 6)	2	-	128,444	112,972
Other current receivables - unrelated parties	118	129	118	129
Total	120	129	128,562	113,101
Less: Allowance for expected credit losses (Note 13)	-	-	(88,782)	(63,879)
Total other current receivables - net	120	129	39,780	49,222
Total trade and other current receivables - net	290,584	187,550	312,043	212,014

The normal credit term is 30 days.

As at 31 December 2025, the Company had accrued service income from airtime services under the Digital Trunked Radio System (DTRS) business amounting to Baht 250 million. Such income was generated from services rendered from April 2025 to December 2025 and remains outstanding as it is pending document verification and approval for disbursement in accordance with the internal procedures of the relevant government agency. The Company expects to receive payment for this amount within the second quarter of 2026 (2024: Baht 111 million such income was generated from service rendered from September 2024 to December 2024).

Set out below was the movements in the allowance for expected credit losses of trade receivables:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance	2,171,767	2,171,767	2,173,567	2,177,137
Allowance for expected credit losses	1,338	-	1,030	
Amount recovered	-	-	-	(3,570)
Ending balance	2,173,105	2,171,767	2,174,597	2,173,567

9. Inventories

(Unit: Thousand Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Inventories-net	
	2025	2024	2025	2024	2025	2024
Finished goods	86,311	89,431	(86)	(92)	86,225	89,339

(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Inventories-net	
	2025	2024	2025	2024	2025	2024
Finished goods	86,276	89,350	(51)	(52)	86,225	89,298

During the current year, the Group reversed the write-down of cost of inventories by Baht 0.01 million (2024: Baht 0.5 million) and reduced the amount of inventories recognised as expenses during the year (Separate financial statements: Nil (2024: Nil)).

10. Other current assets

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Input tax refundable	29,361	211,640	25,800	207,516
Advance for purchase of inventories	123,743	124,754	123,743	124,615
Undue input tax	29,388	31,758	20,219	22,579
Withholding tax deducted at sources (Note 10.1)	17,321	28,798	10,453	23,459
Prepaid expenses	2,189	7,716	1,962	3,645
Advance to employee	-	3	-	3
Others	493	581	3	-
Total other current assets - net	202,495	405,250	182,180	381,817

10.1 Withholding tax deducted at sources

The balances of withholding tax deducted at sources as at 31 December 2025 and 2024, aged on years, were summarised below.

(Unit: Thousand Baht)

Year	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
2011	226	226	-	-
2012	356	356	-	-
2014	2,398	2,398	-	-
2022	3,417	3,417	2,915	2,915
2023	-	3,573	-	3,573
2024	1,032	18,828	-	16,971
2025	9,892	-	7,538	-
Total	17,321	28,798	10,453	23,459

The Group regards withholding tax deducted at sources as an asset since they have the right to claim for refund of it. However, the net realisable value of withholding tax depends on the exercise right to claim it, and the results of any tax audit by the Revenue officers.

During the year 2025, the Group received the refund of the withholding tax of 2023 - 2024 totaling approximately Baht 21.2 million (Separate financial statements: Baht 20.4 million) (2024: received the refund of the withholding tax of 2021 - 2023 totaling approximately Baht 4.3 million (Separate financial statements: Baht 0.7 million)) and wrote off the withholding tax deducted at sources of 2024 amounting to Baht 0.1 million (Separate financial statements: Baht 0.1 million) (2024: withholding tax deducted at sources of 2023 amounting to Baht 0.1 million (Separate financial statements: Nil)). However, the management has used judgement to assess the outcome of the refund claims and believes that no loss will result. Therefore, no allowance for diminution in value of withholding tax deducted at sources is recorded as at the end of reporting period.

11. Restricted bank deposits

These represent fixed deposits pledged with the banks to secure credit facilities.

12. Other non-current financial assets

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Financial assets at amortised cost				
Deposits	5,302	3,037	4,620	2,341
Total other non-current financial assets	5,302	3,037	4,620	2,341

13. Investments in subsidiaries

13.1 Details of investments in subsidiaries

Details of investments in subsidiaries as presented in separate financial statements are as follows:

(Unit: Thousand Baht)

Company's name	Paid-up capital		Shareholding percentage		Cost		Net book value under equity method	
	2025	2024	2025 Percent	2024 Percent	2025	2024	2025	2024
Samart Digital Media Co., Ltd.	200,000	200,000	100	100	219,525	219,525	68,283	67,866
I-Mobile Plus Co., Ltd.	100,000	100,000	100	100	100,000	100,000	(286,101)	(272,194)
Lucky Heng Heng Co., Ltd.	2,500	2,500	100	100	2,500	2,500	(33,071)	(31,088)
Zecureasia Co., Ltd.	7,750	7,750	100	100	6,525	6,525	(1,550)	(1,446)
Thai Base Station Co., Ltd.	10,000	10,000	100	100	50,000	50,000	(144,142)	(122,214)
Net					378,550	378,550	(396,581)	(359,076)
Less: Deficit of investment in subsidiaries under equity method								
I-Mobile Plus Co., Ltd.							286,101	272,194
Lucky Heng Heng Co., Ltd.							33,071	31,088
Zecureasia Co., Ltd.							1,550	1,446
Thai Base Station Co., Ltd.							144,142	122,214
Total							464,864	426,942
Investment in subsidiaries							68,283	67,866

As at 31 December 2025, investments in four subsidiaries (31 December 2024: four subsidiaries) have deficit net book value under equity method. The excess losses are therefore adjusted to short-term loans and trade and other current receivables and the remaining presented under caption “liabilities for investments in subsidiary companies under equity method” in the statement of financial position as follows:

(Unit: Thousand Baht)

	2025	2024
Presented as allowance for expected credit losses, net from related party transactions (Note 6)		
Trade receivables	1,800	1,800
Other current receivables	88,782	63,879
Short-term loans	275,500	269,214
	366,082	334,893
Liabilities for investments in subsidiaries under equity method		
I-Mobile Plus Co., Ltd.	97,232	90,603
Zecureasia Co., Ltd.	1,550	1,446
	98,782	92,049
Total	464,864	426,942

13.2 Share of other comprehensive income

During the years, the Company recognises share of profit (loss) from investments in subsidiaries in the separate financial statements as follows:

(Unit: Thousand Baht)

Subsidiary companies	For the year ended 31 December			
	Separate financial statements			
	Share of profit (loss) from investments in subsidiaries		Share of other comprehensive income (loss) from investments in subsidiaries	
	2025	2024	2025	2024
Samart Digital Media Co., Ltd.	479	(1,585)	(62)	266
I-Mobile Plus Co., Ltd.	(13,907)	(12,539)	-	-
Samart Mobile Services Co., Ltd.	-	(1,392)	-	-
Lucky Heng Heng Co., Ltd.	(1,968)	(8,187)	(15)	(73)
Zecureasia Co., Ltd.	(104)	(147)	-	-
Thai Base Station Co., Ltd.	(21,926)	(13,840)	(2)	336
Total	(37,426)	(37,690)	(79)	529

13.3 Details of investments in subsidiaries that have material non-controlling interests

(Unit: Million Baht)

Company's name	Proportion of equity interest held by non-controlling interests		Accumulated balance of non-controlling interests		Profit/loss allocated to non-controlling interests during the year	
	2025	2024	2025	2024	2025	2024
	(Percent)	(Percent)				
I-Sport Company Limited and its subsidiaries (Subsidiary companies of Samart Digital Media Co., Ltd.)	50	50	50	50	(0.2)	1

13.4 Summarised financial information that based on amounts before inter-company elimination about subsidiaries that have material non-controlling

Summarised information about financial position

(Unit: Million Baht)

	I-Sport Company Limited	
	2025	2024
Current assets	13	19
Non-current assets	4	2
Current liabilities	61	67
Non-current liabilities	5	3

Summarised information about comprehensive income

(Unit: Million Baht)

	I-Sport Company Limited	
	For the year ended 31 December	
	2025	2024
Revenue	43	42
Profit (loss)	(0.3)	2
Total comprehensive income (loss)	(0.3)	2

Summarised information about cash flows

(Unit: Million Baht)

	I-Sport Company Limited	
	For the year ended 31 December	
	2025	2024
Cash flows from (used in) operating activities	2	(1)
Cash flows from (used in) financing activities	(3)	1
Net decrease in cash and cash equivalents	(1)	-

13.5 Cancellation of the plan for I-Sport Co., Ltd. to register on the Market for Alternative Investment (MAI)

On 29 July 2015, the Extraordinary General Meeting of shareholders of I-Sport Co., Ltd., a subsidiary company, passed a resolution to approve the plan to list the company on the Market for Alternative Investment (MAI) with the following details.

1. To transform the company into a public limited company for the issuance and the initial public offering (IPO) of its shares and to list on the MAI Stock Exchange.
2. To increase the registered share capital from Baht 120 million (12 million ordinary shares of Baht 10 each) to Baht 160 million (16 million ordinary shares of Baht 10 each) through an issuance of additional 4 million ordinary shares of Baht 10 each to offer 3 million shares to the initial public offering (IPO) and offer 1 million shares to the existing shareholders which are the Company and Siam Sport Syndicate Public Co., Ltd. In addition, Siam Sport Syndicate Public Co., Ltd. intends to offer 1 million shares to the initial public offering (IPO).
3. To change the par value of ordinary shares from Baht 10 per share to Baht 0.25 per share. However, the changing of the par value does not affect to the portion of the issuance of its shares.

Subsequently, on 11 September 2025, the Extraordinary General Meeting of shareholders of I-Sport Co., Ltd., a subsidiary company, passed a resolution to cancel the plan to list the company on the Market for Alternative Investment (MAI) as its current financial performance does not meet the MAI listing criteria.

13.6 Dissolution of subsidiary company

On 11 October 2006, an Extraordinary Meeting of the shareholders of I-Mobile (Cambodia) Co., Ltd., a subsidiary company, passed a resolution to liquidate the company. The process of registering that company's dissolution and its subsequent liquidation are in progress.

13.7 Approval to dissolve a non-operational subsidiary company

On 14 March 2024, the Board of Directors of the Company passed a resolution to dissolve a non-operational subsidiary company, specifically Samart Mobile Services Co., Ltd. On 30 April 2024, the Annual General Meeting of shareholders of Samart Mobile Services Co., Ltd., a subsidiary company, passed a resolution to liquidate the company. On 9 May 2024, the subsidiary completed the registration of its dissolution with the Ministry of Commerce and distributing the remaining registered share capital to shareholders and its liquidation was registered with the Ministry of Commerce on 12 December 2024.

13.8 Change in investment in a subsidiary company

On 30 April 2024, an Annual General Meeting of shareholders of Zecureasia Co., Ltd., a subsidiary company, passed a resolution to approve an increase in the share capital of Baht 6.50 million, from Baht 1.25 million (125,000 ordinary shares of Baht 10 each) to Baht 7.75 million (775,000 ordinary shares of Baht 10 each), by issuing 650,000 new ordinary shares with a par value of Baht 10 each. The shares were paid in full on 3 May 2024. The subsidiary company registered the increase of its issued and paid-up share capital with the Ministry of Commerce on 9 May 2024.

14. Equipment

(Unit: Thousand Baht)

	Consolidated financial statements						
	Condominium	Network equipment and network improvement	Project Equipment	Furniture, fixture and office equipment	Motor vehicles	Assets under installation	Total
Cost							
1 January 2024	11,512	528,784	2,108,023	929,908	34,563	1,217,320	4,830,110
Additions	-	-	-	111	-	57,738	57,849
Disposals/Write-off	-	(764)	-	(470,731)	(2,654)	(1,011)	(475,160)
Transfer in (out)	-	-	1,040,403	4,663	-	(1,042,355)	2,711
31 December 2024	11,512	528,020	3,148,426	463,951	31,909	231,692	4,415,510
Additions	-	25	-	94	-	454	573
Disposals/Write-off	-	(362,006)	-	(272,234)	-	(1,350)	(635,590)
Transfer in (out)	-	-	16,524	737	-	(20,837)	(3,576)
31 December 2025	11,512	166,039	3,164,950	192,548	31,909	209,959	3,776,917
Accumulated depreciation							
1 January 2024	7,864	528,548	263,415	916,050	34,563	-	1,750,440
Depreciation for the year	572	30	169,434	1,246	-	-	171,282
Accumulated depreciation of assets disposed and write-off	-	(764)	-	(459,591)	(2,654)	-	(463,009)
31 December 2024	8,436	527,814	432,849	457,705	31,909	-	1,458,713
Depreciation for the year	572	13	159,113	1,280	-	-	160,978
Accumulated depreciation of assets disposed and write-off	-	(362,006)	-	(271,760)	-	-	(633,766)
31 December 2025	9,008	165,821	591,962	187,225	31,909	-	985,925
Allowance for impairment loss							
1 January 2024	-	191	96,600	7,856	-	699,764	804,411
Increase (decrease) during the year	-	-	567,512	(6,919)	-	(568,900)	(8,307)
31 December 2024	-	191	664,112	937	-	130,864	796,104
Increase (decrease) during the year	-	-	9,530	(53)	-	(7,230)	2,247
31 December 2025	-	191	673,642	884	-	123,634	798,351
Net book value							
31 December 2024	3,076	15	2,051,465	5,309	-	100,828	2,160,693
31 December 2025	2,504	27	1,899,346	4,439	-	86,325	1,992,641
Depreciation for the year							
2024 (Baht 170 million included in cost of services, and the balance in selling and distribution expenses and administrative expenses)							171,282
2025 (Baht 160 million included in cost of services, and the balance in selling and distribution expenses and administrative expenses)							160,978

(Unit: Thousand Baht)

	Separate financial statements					
	Condominium	Project Equipment	Furniture, fixture and office equipment	Motor vehicles	Assets under installation	Total
Cost						
1 January 2024	11,512	2,108,022	849,363	16,784	1,214,215	4,199,896
Additions	-	-	34	-	57,738	57,772
Disposals/Write-off	-	-	(440,679)	-	(1,011)	(441,690)
Transfer in (out)	-	1,040,404	4,663	-	(1,041,551)	3,516
31 December 2024	11,512	3,148,426	413,381	16,784	229,391	3,819,494
Additions	-	-	94	-	52	146
Disposals/Write-off	-	-	(270,996)	-	(1,350)	(272,346)
Transfer in (out)	-	16,524	737	-	(20,837)	(3,576)
31 December 2025	11,512	3,164,950	143,216	16,784	207,256	3,543,718
Accumulated depreciation						
1 January 2024	7,864	263,414	839,828	16,784	-	1,127,890
Depreciation for the year	572	169,435	1,133	-	-	171,140
Accumulated depreciation of assets disposed/ write-off	-	-	(433,420)	-	-	(433,420)
31 December 2024	8,436	432,849	407,541	16,784	-	865,610
Depreciation for the year	572	159,113	1,189	-	-	160,874
Accumulated depreciation of assets disposed/ write-off	-	-	(270,526)	-	-	(270,526)
31 December 2025	9,008	591,962	138,204	16,784	-	755,958
Allowance for impairment loss						
1 January 2024	-	96,600	7,710	-	699,764	804,074
Increase (decrease) during the year	-	567,512	(6,919)	-	(568,900)	(8,307)
31 December 2024	-	664,112	791	-	130,864	795,767
Increase (decrease) during the year	-	9,530	(48)	-	(9,530)	(48)
31 December 2025	-	673,642	743	-	121,334	795,719
Net book value						
31 December 2024	3,076	2,051,465	5,049	-	98,527	2,158,117
31 December 2025	2,504	1,899,346	4,269	-	85,922	1,992,041
Depreciation for the year						
2024 (Baht 169 million included in cost of services, and the balance in selling and distribution expenses and administrative expenses)						171,140
2025 (Baht 159 million included in cost of services, and the balance in selling and distribution expenses and administrative expenses)						160,874

The Company's project equipment and assets under installation

The Company has invested in the main equipment (Digital Trunked Radio Network) and the supporting systems that provide joint services as follows:

1. The host station control center consists of a set of hardware and software with various functions and is linked together to control connection, channel switching, processing, call control, signaling, and resource and number management within the system. It also manages all Base Stations and Radio Subscribers within the system. It operates in conjunction with a collaborative support system that includes Network management systems, Conversation recording systems, Vehicle tracking systems, Push to talk application support systems, Call detail recording systems, etc. The installation and distribution of the center's equipment and system control base stations by region can provide continuous services and effectiveness in meeting the customer demands in the field of communication groups with a wide area and keeping up with changing situations.
2. The base stations that provide services will be installed in conjunction with the outdoor antenna installed on building or telecommunication towers which functions as limbs of the network scattered across the country, allowing various walkie-talkies to communicate with each other within the service range of the host station. Currently, there are service areas in 77 provinces.

Active customer groups include government customers, such as the disaster prevention and mitigation group, energy and utilities business group, transportation business group, logistics business group, etc.

- a) As at 31 December 2025, certain equipment items of the Group companies were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation and allowance for impairment loss of those assets amounted to approximately Baht 386 million (2024: Baht 1,123 million) (separate financial statements: Baht 154 million (2024: Baht 424 million)).
- b) As at 31 December 2025, the Group had an allowance for impairment loss on equipment amounting to Baht 798 million (2024: Baht 796 million), and had Baht 796 million (2024: Baht 796 million) in the separate financial statements.

During the year 2025 the Company measured the recoverable amount of its equipment for the Digital Trunked Radio System (DTRS) services, with total cost as at 31 December 2025 amounting to Baht 3,372 million (2024: Baht 3,378 million), based on its value in use by discounting future cash flows. The recoverable amount is lower than its carrying amount due to a lower number of expected users in the future. The Company therefore had an allowance for impairment loss on equipment for Digital Trunked Radio System (DTRS) services as at 31 December 2025, amounting to Baht 795 million (2024: Baht 795 million). Although the Group has conducted an evaluation and exercised its best estimate based on technologies and the number of users, the actual results in the future may differ from expectations.

The key assumption used in the calculation of value in use was a pre-tax discount rate of 10 percent per annum (2024: 11 percent per annum).

15. Intangible assets

(Unit: Thousand Baht)

	Consolidated financial statements		
	Computer software	Right for telecommunication tower service	Total
Cost			
1 January 2024	102,825	122,846	225,671
Additions	200	2,046	2,246
Transfer in	4,685	1,068	5,753
31 December 2024	107,710	125,960	233,670
Additions	-	1,058	1,058
31 December 2025	107,710	127,018	234,728
Accumulated amortisation			
1 January 2024	101,417	71,075	172,492
Amortisation for the year	1,496	16,644	18,140
31 December 2024	102,913	87,719	190,632
Amortisation for the year	1,052	15,717	16,769
31 December 2025	103,965	103,436	207,401
Net book value			
31 December 2024	4,797	38,241	43,038
31 December 2025	3,745	23,582	27,327

Right for telecommunication tower service

On 1 September 2017, the Company purchased shares of Thai Base Station Co., Ltd. (a subsidiary company) with mutually agreed price. As a result of the purchase of investment under the acquisition method, the Company recorded the right for telecommunication tower service as intangible assets with ten years useful lives.

16. Bank overdrafts and short-term loans from financial institutions

(Unit: Thousand Baht)

	Interest rate (percent per annum)		Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024	2025	2024
Bank overdrafts	MOR	MOR	26,956	34,337	26,956	34,337
Short-term loans from banks	MMR	MMR	-	1,000	-	-
Total			26,956	35,337	26,956	34,337

Movement in the short-term loans accounts during the years ended 31 December 2025 and 2024 were summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	
	2025	2024
Balance at beginning the year	1,000	2,700
Add: Addition	500	6,900
Less: Repayments	(1,500)	(8,600)
Balance at end of the year	-	1,000

Bank overdrafts are secured by the pledge of some bank deposits and short-term loans from banks of I-Sport Co., Ltd., a subsidiary company, secured by the Company and Siam Sport Syndicate Public Co., Ltd. (another shareholder).

17. Trade and other current payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade payables				
Trade payables - related parties (Note 6)	403,016	403,041	403,016	403,041
Trade payables - unrelated parties	62,251	79,118	57,504	72,563
Total trade payables	465,267	482,159	460,520	475,604
Other current payables				
Amount due to and advance from related parties (Note 6)	297,345	352,419	295,974	350,490
Other current payables - unrelated parties	127,719	128,736	11,852	14,992
Accrued expenses - related parties (Note 6)	65,960	57,888	65,960	57,888
Other accrued expenses	321	407	321	407
Total other current payables	491,345	539,450	374,107	423,777
Total trade and other current payables	956,612	1,021,609	834,627	899,381

18. Short-term loans

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Short-term loans from related parties (Note 6)	-	-	44,000	40,000
Short-term loan from unrelated parties	10,379	10,379	-	-
Total short-term loans	10,379	10,379	44,000	40,000

Short-term loan from unrelated parties

Short-term loans as at 31 December 2025 amount to Baht 10.4 million (2024: Baht 10.4 million) are loans from Siam Sport Syndicate Public Co., Ltd., carrying interest at the average 12-month fixed deposit rate of the big five commercial banks plus 0.50 percent per annum.

19. Long-term loans from financial institutions

(Unit: Thousand Baht)

No.	Credit facilities	Significant terms and conditions of loan agreements		Consolidated financial statements/Separate financial statements	
		Repayment schedule	Interest rate	2025	2024
The Company			(Percent per annum)		
1.	493,000	Repayment of the first installment in March 2018, with quarterly payment of principal and monthly payment of interest to be completed within the 33th installment. (i.e. within January 2026) - Installment 1 - 4 : Baht 0.05 million each - Installment 5 - 8 : Baht 7.4 million each - Installment 9 March 2020 : Baht 7.4 million May 2020: Baht 12.3 million - Installment 10 - 14 : Only interest - Installment 15 : Baht 8.87 million - Installment 16 December 2021 : Baht 4.9 million January 2022 : Baht 2.5 million - Installment 17 - 23 : Baht 7.4 million each - Installment 24 December 2023 : Baht 52.1 million - Installment 25 March 2024 : Baht 7.4 million - Installment 26 - 27 : Baht 14.8 million each - Installment 28 : Baht 15 million - Installment 29 - 32 : Baht 7.8 million each - Installment 33 : The remaining principal and interest	MLR minus fixed rate per annum	179,981	211,353
2.	358,854	Repayment on a quarterly basis within November 2026 - Year 2018 : quarterly installments of Baht 0.04 million - Year 2019 : quarterly installments of Baht 5.4 million - Year 2020 : quarterly installments of Baht 14.3 million (June 2020 : moratorium on principal payment) - Year 2021 March : moratorium on principal payment June : Baht 1.08 million September : Baht 5.38 million December : Baht 5.38 million - Year 2022 : quarterly installments of Baht 5.38 million	MLR minus fixed rate per annum	131,029	153,868

No.	Credit facilities	Significant terms and conditions of loan agreements		Consolidated financial statements/Separate financial statements	
		Repayment schedule	Interest rate	2025	2024
3.	199,940	<ul style="list-style-type: none"> - Year 2023 <ul style="list-style-type: none"> March : Baht 5.38 million June : Baht 5.38 million September : Baht 5.38 million December : principal at least Baht 38.01 million - Year 2024 <ul style="list-style-type: none"> March : Baht 5.38 million June : Baht 10.77 million September : Baht 10.77 million December : Baht 10.93 million - Year 2025 <ul style="list-style-type: none"> March : Baht 5.71 million June : Baht 5.71 million September : Baht 5.71 million December : Baht 5.71 million - Year 2026 <ul style="list-style-type: none"> March : Baht 5.38 million June : Baht 5.38 million September : Baht 5.38 million November : The remaining principal and interest <p>Repayment on a quarterly basis within the 30th installment within March 2026</p> <ul style="list-style-type: none"> - Installment 1 : Baht 0.02 million - Installment 2 - 5 : Baht 3 million each - Installment 6 : Baht 3.3 million - Installment 7 - 10 : moratorium on principal payment - Installment 11 : Baht 0.6 million - Installment 12 - 20 : Baht 3 million each - Installment 21 : Baht 21.18 million - Installment 22 : Baht 3 million - Installment 23 - 25 : Baht 6 million each - Installment 26 - 29 : Baht 3.2 million each - Installment 30 : The remaining principal and interest 	MLR minus fixed rate per annum	73,053	85,781

(Unit: Thousand Baht)

No.	Credit facilities	Significant terms and conditions of loan agreements		Consolidated financial statements/Separate financial statements	
		Repayment schedule	Interest rate	2025	2024
6.	179,940	Repayment on a quarterly basis within the 22nd installment within 31 January 2026, the first installment in last business day of December 2020 - Installment 1 : Baht 24.32 million - Installment 2 - 3 : moratorium on principal payment - Installment 4 : Baht 3.6 million - Installment 5 - 12 : Baht 3 million each - Installment 13 December 2023 : Baht 21.20 million - Installment 14 March 2024 : Baht 3 million - Installment 15 - 17 : Baht 6 million each - Installment 18 - 21 : Baht 3.2 million each - Installment 22 January 2026 : The remaining principal and interest	MLR minus fixed rate per annum	73,024	85,751
Total long-term loans from financial institutions				1,333,322	1,565,715
Less: Current portion				(1,333,322)	(1,565,715)
Long-term loans from financial institutions - net of current portion				-	-

Movements in the long-term loans account during the years ended 31 December 2025 and 2024 were summarised below.

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
Beginning balance	1,565,715	1,950,818
Repayments	(232,393)	(385,103)
Ending balance	1,333,322	1,565,715

Under the Company's loan agreements and memorandum, the Company must comply with certain conditions which, among other things, require the Company to maintain a shareholding percentage and financial ratios.

Upon reviewing the Company's financial statements as of 31 December 2025, it was noted that the Company was unable to maintain the financial ratios as stipulated in the loan agreements with the aforementioned financial institutions. As a result, the loan of Baht 1,333 million became repayable at call. The Company has classified these loans as current portion.

The Company has engaged in negotiations with financial institutions to amend the terms and extend the repayment period for its long-term loans totaling Baht 253 million and Baht 803 million. The loan repayments have been extended from January 2026 to October 2026 and January 2027, respectively, with the amendments approved by the financial institutions in the first quarter of 2026. In addition, the Company has engaged in negotiations with another financial institution to amend the terms and extend the repayment period for its long-term loan of Baht 73 million, scheduled for repayment in January 2026. The Company is currently in the process with the financial institution to align the payment terms. However, the Company has received a letter from the financial institution regarding the aforementioned loan balance, requesting payment of only the interest due in January 2026.

The Company expects to receive waivers from the financial institutions, and the outcome of the negotiations will depend on their consideration for approval. Based on past experience, the Company has always received approval from financial institutions for amendments to loan conditions and extensions of repayment periods of long-term loans. In addition, the Company has received a Letter of Intent from its parent company committing to providing continuous financial support to the Group.

20. Leases

The group as a lessee

The group has lease contracts for various items of property, plant, and equipment used in its operations. leases generally have lease terms between 7 and 10 years.

a) Right-of-use assets

Movements of right-of-use assets for the years ended 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements
	Right-of-use building space
1 January 2024	5,843
Depreciation for the year	(1,557)
31 December 2024	4,286
Increase	2,585
Depreciation for the year	(1,557)
31 December 2025	5,314

(Unit: Thousand Baht)

	Separate financial statements
	Right-of-use building space
1 January 2024	3,149
Depreciation for the year	(591)
31 December 2024	2,558
Depreciation for the year	(590)
31 December 2025	1,968

b) Lease liabilities

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Lease payments	6,964	6,035	3,131	3,866
Less: Deferred interest expenses	(513)	(581)	(267)	(431)
Total	6,451	5,454	2,864	3,435
Less: Portion due within one year	(1,787)	(1,588)	(754)	(570)
Lease liabilities - net of current portion	4,664	3,866	2,110	2,865

Movements of the lease liabilities account during the years ended 31 December 2025 and 2024 were summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Balance at beginning the year	5,454	6,960	3,435	3,976
Increase	2,585	-	-	-
Increase in interest during the year	247	328	165	193
Lease payments	(1,835)	(1,834)	(736)	(734)
Balance at end of the year	6,451	5,454	2,864	3,435

A maturity analysis of lease payments is disclosed in Note 35.1 under the liquidity risk.

c) Expenses relating to leases that are recognised in profit or loss

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Depreciation expense of right-of-use assets	1,557	1,557	590	591
Interest expense on lease liabilities	247	328	165	193

d) Other

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 2 million, including the cash outflow related to short-term lease, leases of low-value assets (2024: Baht 2 million) (Separate financial statements: Baht 1 million (2024: Baht 1 million)).

21. Non-current provision for employee benefits

Non-current provision for employee benefits, which represents compensation payable to employees after they retire, was as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Non-current provision for employee benefits at beginning of year	5,830	8,147	2,159	4,355
Included in profit or loss:				
Current service cost	475	523	109	165
Interest cost	117	157	35	62
Employee transferal	-	(102)	-	-
Included in other comprehensive income:				
Remeasurement (gain) loss arising from				
Financial assumptions changes	250	205	127	89
Experience adjustments	-	(1,105)	-	(517)
Benefits paid during the year	(692)	(1,995)	(692)	(1,995)
Non-current provision for employee benefits at end of year	5,980	5,830	1,738	2,159

The Group expects to pay Baht 1.2 million of long-term employee benefits during the next year (Separate financial statements: Nil) (2024: Baht 0.2 million and Separate financial statements: Baht 0.2 million).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit is 9 - 35 years (Separate financial statements: 10 years) (2024: 9 - 35 years and separate financial statements: 10 years).

Significant actuarial assumptions are summarised below.

(Unit: Percent per annum)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Discount rate	1.61 - 2.66	2.2 - 3.4	1.7
Salary increase rate	3.0 - 4.5	3.0 - 4.5	3.0 - 4.5	3.0 - 4.5
Turnover rate	0 - 23	0 - 23	0 - 23	0 - 23

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2025 and 2024 are summarised below.

(Unit: Million Baht)

	Consolidated financial statements				Separate financial statements			
	Liability increase (decrease)				Liability increase (decrease)			
	Increase 1%		Decrease 1%		Increase 1%		Decrease 1%	
	2025	2024	2025	2024	2025	2024	2025	2024
Discount rate	(0.4)	(0.4)	0.5	0.5	(0.1)	(0.1)	0.2	0.2
Salary increase rate	0.5	0.5	(0.5)	(0.4)	0.2	0.2	(0.2)	(0.1)
	Increase 20%		Decrease 20%		Increase 20%		Decrease 20%	
	2025	2024	2025	2024	2025	2024	2025	2024
Turnover rate	(0.5)	(0.4)	0.6	0.5	(0.2)	(0.2)	0.2	0.2

22. Share capital

	Number of ordinary shares	Registered share capital
	(Thousand shares)	(Thousand Baht)
<u>Registered share capital</u>		
1 January 2024	50,659,583	5,065,958
Decrease in registered share capital	(17,443,303)	(1,744,330)
Increase in registered share capital	4,992,797	499,280
1 January 2025	38,209,077	3,820,908
Decrease in registered share capital	(3,692,708)	(369,271)
31 December 2025	34,516,369	3,451,637

Year 2024

On 25 April 2024, the Annual General Meeting of shareholders of the Company passed significant resolutions as follows:

- 1) To approve a decrease in the Company's registered capital of Baht 1,744,330,251.20, from Baht 5,065,958,253.40 to Baht 3,321,628,002.20, by cancelling unissued 17,443,302,512 ordinary shares with a par value of Baht 0.10 each. The purpose of the issuance is to accommodate (1) the conversion rights of the convertible debentures and (2) a rights offering to existing shareholders in proportion to their shareholdings.
- 2) To approve an increase in the Company's registered capital of Baht 499,279,708.00, from Baht 3,321,628,002.20 to Baht 3,820,907,710.20, by issuing 4,992,797,080 new ordinary shares with a par value of Baht 0.10 each. The purpose of the issuance is to accommodate the conversion rights of the convertible debentures and a rights offering to specific investors, namely Advance Opportunities Fund and Advance Opportunities Fund 1.
- 3) To approve the allocation of not exceeding 4,992,797,080 newly issued ordinary shares with a par value of Baht 0.10 each to accommodate the conversion rights of the convertible debentures and a rights offering to specific investors, namely Advance Opportunities Fund and Advance Opportunities Fund 1.

Year 2025

On 24 April 2025, the Annual General Meeting of shareholders of the Company approved a reduction in the Company's registered capital in the amount of Baht 369,270,797.20, decreasing it from Baht 3,820,907,710.20 to Baht 3,451,636,913.00, through the cancellation of 3,692,707,972 unissued ordinary shares with a par value of Baht 0.10 per share. The purpose of this reduction is to eliminate the remaining shares previously reserved for the exercise of additional conversion rights of convertible debentures. In addition, the meeting approved an amendment of the Company's Articles of Association to reflect the reduction in registered capital. The Company registered the decrease in share capital with the Ministry of Commerce on 30 April 2025.

	Number of ordinary shares	Paid-up share capital	Share premium
	(Thousand shares)	(Thousand Baht)	(Thousand Baht)
<u>Issue and paid-up share capital</u>			
1 January 2024	29,793,016	2,979,302	2,800,118
Increase (decrease) from exercise of convertible debentures	4,723,353	472,335	(349,335)
31 December 2024	34,516,369	3,451,637	2,450,783
31 December 2025	34,516,369	3,451,637	2,450,783

The Company has already registered the increase in paid-up share capital with the Ministry of Commerce.

23. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution.

24. Service income

Service income for the years ended 31 December 2025 and 2024 was summarised as followings:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Service income under telecommunication service license - Type 1	11,526	2,375	2,796	2,375
Other service income	457,229	466,060	369,972	371,163
Total service income	468,755	468,435	372,768	373,538

Samart Digital Media Co., Ltd., a subsidiary company has been granted Type One License for telecommunications business operation by the National Broadcasting and Telecommunications Commission (NBTC), No. TEL1/2568/019, authorising it to operate as a provider of Short Message Service (SMS) or as a reseller of SMS services. The license is effective for a five-year period from 2 July 2025 to 2 July 2030.

25. Revenues from contract work

25.1 Contract balances

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Contract liabilities				
Unearned revenue	(153,470)	(162,368)	(152,600)	(160,098)
Total contract liabilities	(153,470)	(162,368)	(152,600)	(160,098)

25.2 Revenue to be recognised for the remaining performance obligations

As at 31 December 2025, revenue aggregating to Baht 185 million (2024: Baht 195 million) is expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) of contracts with customers (Separate financial statements: Baht 185 million (2024: Baht 195 million)). The Group expects to satisfy the performance obligations within 2026 (2024: within 2025).

26. Other income

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Gain on sales of equipment	186	509	140	286
Reversal of impairment loss on non-current assets	-	1,068	-	-
Management fee income	-	-	9,120	9,120
Others	3,311	4,338	2,296	1,798
Total other income	3,497	5,915	11,556	11,204

27. Expenses by nature

Significant expenses classified by nature were as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Purchase finished goods for sales	48,720	170,893	42,219	168,341
Changes in inventories	3,114	9,096	3,073	9,112
Depreciation and amortisation	179,304	190,979	161,464	171,730
Salaries and wages and other employee benefits	30,005	34,727	8,614	12,550
Marketing expenses	2,953	3,814	-	95
Rental expenses from operating lease and services agreements	4,595	4,634	2,242	2,236

28. Other expenses

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Loss from long-term provision	6,838	6,838	-	-
Impairment loss on equipment	2,300	-	-	-
Write-off of fixed assets	-	195	-	195
Others	144	109	144	52
Total other expenses	9,282	7,142	144	247

29. Finance cost

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Interest expenses on:				
Bank loans	83,460	109,520	83,445	109,417
Convertible debentures	-	9,178	-	9,178
Loans from related parties	173	169	400	3,021
Lease liabilities	247	328	165	193
Overdraft interests	333	382	333	382
Total interest expenses	84,213	119,577	84,343	122,191
Bank charges	11,413	11,346	11,352	11,082
Total finance cost	95,626	130,923	95,695	133,273

30. Income tax

Income tax revenues for the years ended 31 December 2025 and 2024 were made up as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Current tax				
Current income tax charge	91	980	-	-
Deferred tax				
Relating to origination and reversal of temporary differences	(936)	(2,150)	-	(1,218)
Income tax income reported in profit or loss	(845)	(1,170)	-	(1,218)

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Deferred tax relating to remeasurement loss on defined benefit plan	(15)	(19)	(7)	(10)
Income tax income reported in other comprehensive income	(15)	(19)	(7)	(10)

The reconciliation between accounting profit and income tax expenses was shown below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Accounting profit before tax	60,660	4,997	61,564	3,820
Applicable tax rate	15% and 20%	15% and 20%	20%	20%
Accounting profit before tax multiplied by income tax rate	12,230	1,409	12,313	764
Share of loss from investment in subsidiaries	-	-	7,485	7,538
Effects of:				
Utilisation of tax loss carry forward	(5,759)	(91,527)	(5,630)	(91,527)
Non-deductible expenses	1,431	2,274	54	617
Additional expenses deductions allowed	(14,458)	(10,960)	(14,458)	(10,746)
Difference between accounting and taxation in the recognition of gain from disposal of subsidiary	-	92,089	-	92,089
Total	(18,786)	(8,124)	(20,034)	(9,567)
Deferred tax assets not recognised	5,711	5,545	236	47
Income tax income reported in profit or loss	(845)	(1,170)	-	(1,218)

The components of deferred tax assets and deferred tax liabilities were as follows:

(Unit: Thousand Baht)

	Statement of financial position			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Deferred tax assets				
Non-current provision for employee benefits	599	545	-	-
Unused tax loss	18,364	18,364	18,364	18,364
Total	18,963	18,909	18,364	18,364
Deferred tax liabilities				
Accumulated amortisation - intangible assets	(1,289)	(2,185)	-	-
Total	(1,289)	(2,185)	-	-
Deferred tax, net	17,674	16,724	18,364	18,364

Deferred tax assets and liabilities in statement of financial position were as follows:

(Unit: Thousand Baht)

	Statement of financial position			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Deferred tax assets	17,674	16,724	18,364	18,364
Deferred tax, net	17,674	16,724	18,364	18,364

As at 31 December 2025, the Group has Baht 18 million (Separate financial statement: Baht 18 million) (2024: Baht 18 million (Separate financial statement: Baht 18 million)) deferred tax assets in relation to tax loss carried forward deductible against future profit in tax calculation if the Company has sufficient profit.

The Company has signed for a business under the expertise and experience of the Company. The Company expects to gain sufficient profit to utilise tax loss carried forward. It therefore believes that it will benefit from the recorded deferred tax assets, considering the current situation. Although the Company has evaluated and exercised its best estimate, there is still uncertainty regarding the current situation and future changes in circumstances, which is normal for future events that have not yet occurred.

As at 31 December 2025, the Group has deductible temporary differences Baht 3,065 million and separate financial statements: Baht 3,011 million (2024: Baht 3,077 million and separate financial statements: Baht 3,026 million) and unused tax losses which will expire in 2026 - 2030 totaling Baht 866 million and separate financial statements: Baht 712 million (2024: unused tax losses which will expire in 2025 - 2029 totaling Baht 1,197 million and separate financial statements: Baht 977 million), on which deferred tax assets have not been recognised as the Group believes that the future taxable profits may not be sufficient to allow utilisation of the temporary differences and unused tax losses.

31. Basic earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

32. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

For management purposes, the Group is organised into business units based on their products and services. The Group have two business segments as follows:

1. Digital Network segment
Provision Digital Trunked Radio systems and distribution equipment, audio - visual equipment network and software systems and a mobile antenna services provider (Mobile Virtual Network Operator).
2. Digital Content segment
 - 2.1 Provision of information services in the form of voice services, voice messages, images, multimedia, and infotainment services via mobile phones
 - 2.2 Development and production of news, information, and entertainment content (Content Provider) across various media platforms
 - 2.3 Production and contract-based production of television programs
 - 2.4 Operation of media businesses and provision of infotainment programs that allow audience interaction (Interactive Media)
 - 2.5 Operation of website-related businesses
 - 2.6 Operation of entertainment businesses integrated with innovation marketing strategies

No operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting for any transactions between reportable segments is set out in Note 6 to the financial statements.

The following tables present revenue and profit and total assets/total liabilities information regarding the Group' operating segments for the years ended 31 December 2025 and 2024, respectively.

(Unit: Million Baht)

	Digital network		Digital content		Adjustments and eliminations		Consolidated	
	2025	2024	2025	2024	2025	2024	2025	2024
Sales and service income								
Sales and service income from third parties	405	431	95	82	-	-	500	513
Sales and service income from related parties	35	131	4	10	-	(6)	39	135
Total sales and service income	440	562	99	92	-	(6)	539	648
Cost of sales and service	256	393	64	62	5	(2)	325	453
Gross profit	184	169	35	30	(5)	(4)	214	195
Unallocated income (expenses):								
Other income							4	6
Selling and distribution expenses							(8)	(9)
Administrative expenses							(44)	(52)
Other expenses							(9)	(7)
Finance income							1	3
Finance cost							(96)	(131)
Impairment loss on financial assets							(1)	-
Income tax income							1	1
Non-controlling interests of the subsidiaries							-	(1)
Profit for the year							62	5

(Unit: Million Baht)

	Digital network		Digital content		Adjustments and eliminations		Consolidated	
	2025	2024	2025	2024	2025	2024	2025	2024
Assets								
Trade receivables - net	276	178	16	11	(2)	(2)	290	187
Inventories - net	86	89	-	-	-	-	86	89
Equipment - net	1,992	2,161	1	-	-	-	1,993	2,161
Deferred tax assets	18	18	1	1	(1)	(2)	18	17
Others	534	722	74	77	(48)	(60)	560	739
Segment total assets	2,906	3,168	92	89	(51)	(64)	2,947	3,193
Segment total liabilities	2,952	3,244	78	73	(451)	(431)	2,579	2,886
Increase (decrease) to non-current assets other than financial instruments and deferred tax assets	(180)	(121)	2	(1)	(5)	(4)	(183)	(126)

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Revenue from contracts with customers				
Sales	61	178	52	174
Service income	469	468	373	374
Revenue from contract work	9	2	9	2
Total	539	648	434	550
Timing of revenue recognition:				
Revenue recognised at a point in time	61	178	52	174
Revenue recognised at over time	478	470	382	376
Total revenue from contracts with customers	539	648	434	550

Geographic information

The Group operates in Thailand only. As a result, all the revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

Major customers

For the year 2025, the Group had revenue from 2 major customers in amount of Baht 385 million and Baht 26 million, arising from services and product sales (2024: the Group had revenue from 2 major customers in amount of Baht 381 million and Baht 45 million, arising from services and product sales).

33. Provident fund

The Company, subsidiary companies and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The Company and subsidiary companies contribute to the fund monthly at the rate of 3 - 10 percent of basic salary. Their employees contribute to the fund monthly at the rate of 3 - 15 percent of basic salary. The fund, which is managed by Bangkok Bank Public Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2025 amounting to approximately Baht 1 million (Separate financial statements: Baht 0.4 million) (2024: Baht 1 million, Separate financial statements: Baht 1 million) were recognised as expenses.

34. Commitments and contingent liabilities

The Group has commitments and contingent liabilities other than those disclosed in other notes to financial statements as follows:

34.1 Lease commitments and service agreements

As at 31 December 2025 and 2024, the Group has future lease payments required under short-term leases, leases of low-value assets and service agreements as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Within up to 1 year	12	6	5	2
Over 1 and up to 3 years	-	2	-	1
Total	12	8	5	3

34.2 Guarantees

34.2.1 Bank guarantees

As at 31 December 2025 and 2024, there were outstanding bank guarantees issued by banks on behalf of the Group, in respect of the normal course of certain performance bonds as required in their business.

The details of bank guarantees are as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Performance guarantees	393.49	402.49	393.49	393.49

34.2.2 Guarantees to related parties

The Company has contingent liabilities in respect of the guarantees of subsidiaries' credit facilities provided to banks as follows:

(Unit: Million Baht)

	Guaranteed facilities	
	2025	2024
I-Sport Co., Ltd.	-	0.5

These guarantees are effective for as long as the underlying obligations have not been discharged by those subsidiaries.

34.3 Commitments in uncalled portions of investments

As at 31 December 2025, the Company has outstanding commitment in respect of uncalled portions of investment in its local subsidiary of approximately Baht 3 million (2024: Baht 3 million).

34.4 Other commitments

34.4.1 The Group entered into the service agreements with various companies between 1 and 3 years. The Group has to pay a monthly facility service fee at the rate stipulated in the agreements.

34.4.2 On 10 March 2017, the Company entered into an agreement to enter into a consortium with Samart Communication Services Co, Ltd. named SISC Consortium, for the purpose of entering into an alliance service agreement for Digital Trunked Radio System with CAT Telecom Public Co., Ltd. (Currently, CAT Telecom Public Co., Ltd. has been merged with TOT Public Co., Ltd. into National Telecom Public Co., Ltd.). The Company was appointed as the lead company of SISC Consortium and is authorised to act on behalf of SISC Consortium. The agreement is effective from the date that the agreement is signed and will terminate when SISC Consortium has fully discharged its responsibilities under the agreement. The Company is obliged to comply with certain conditions and pay fees for the project as stated in the agreement.

Subsequently, on 24 August 2017, SISC Consortium entered into a business alliance agreement with CAT Telecom Public Co., Ltd. in order to increase its capability to provide Digital Trunked Radio System (DTRS) services. The agreement will terminate on 31 July 2025. Subsequently, on 27 September 2024, National Telecom Public Co., Ltd. announced the results of the consideration by the Office of The National Broadcasting and Telecommunications Commission (NBTC) regarding the renewal of the Digital Trunked Radio System services, granting an extension of the license for an additional 15 years from the expiration date of the original license.

On 2 October 2017, the Company entered into a three-year agreement with CAT Telecom Public Co., Ltd. to resell digital trunked radio system services to end-users. The term shall be automatically extended for another one-year term, unless either party provide the other with written notice of its election not to extend on before the date of expiration. Under the terms of the agreement, the Company is obliged to pay minimum wholesale service fees at a stipulated rate.

34.4.3 As at 31 December 2025, the Company has commitment to a company of approximately USD 18 million or equivalent to Baht 556 million and Baht 34 million (2024: USD 18 million or equivalent to Baht 601 million and Baht 42 million) relating to the purchase of inventory for Digital Trunked Radio System (DTRS) services.

34.5 Capital commitment

As at 31 December 2025, the Company has capital commitment of approximately Baht 31 million (2024: Baht 31 million) regarding the purchases of equipment for Digital Trunked Radio System (DTRS) services.

As at 31 December 2025, Thai Base Station Co., Ltd., a subsidiary company, has capital commitment of approximately Bath 90 million (2024: Bath 90 million) regarding the purchases of equipment and installation for telecommunication tower service for Tower-Co project.

34.6 Litigation and claims

On 27 November 2009, the Company entered into a Memorandum of Understanding with TOT Public Company Limited for a 3G mobile phone network trial project. Subsequently, on 29 March 2011, the Company entered into an agreement to transfer rights and obligations as per to the Memorandum of Understanding for the trial of the 3G mobile phone network service to I-Mobile Plus Co., Ltd., a subsidiary.

On 22 February 2017, TOT Public Co., Ltd. (now merged with CAT Telecom Public Co., Ltd. to form National Telecom Public Co., Ltd.) submitted a letter to the Office of National Broadcasting and Telecommunications Commission (NBTC) to notify the NBTC of the cancellation of the cooperation under the Memorandum of Understanding with respect to 3G mobile network service trial project prior to notifying of such cancellation to I-Mobile Plus Co., Ltd., a subsidiary company. On 1 March 2017, the subsidiary company submitted a letter to TOT Public Co., Ltd. and the NBTC to notify of the termination of i-mobile 3GX service because the 3GX cellular phone system was frequently disrupted and TOT Public Co., Ltd. was unable to permanently fix the problem. In addition, TOT Public Co., Ltd. had not expanded its base station following its business plan in order to expand the coverage across the country. Subsequently, on 22 June 2017, the NBTC submitted to the subsidiary a letter regarding an approval of the termination of the Telecommunications Business License type 1 and agreed with the company's recovery plan for the users of i-mobile 3GX. Subsequently, the subsidiary submitted a letter notifying the NBTC that it had mutually agreed with TOT Public Company Limited that the date of discontinuing the i-mobile 3GX service would be 18 July 2017.

Later, the subsidiary company has been notified by TOT Public Co., Ltd. demanding the payment for Home Location Register (HLR) amounting to Baht 19 million. However, the management and the legal department of the subsidiary company were of the opinion that the subsidiary company was not liable to such payment because the data storage on HLR did not reach the quota specified in the agreement. The subsidiary company filed a plaint for compensation with TOT Public Co., Ltd. to the Civil Court since October 2018 amounting to Baht 1,941 million. Subsequently, on 9 March 2023, the Court of First Instance ruled that TOT Public Company Limited (currently a National Telecommunications Public Company Limited) made a payment to the subsidiary in the amount of Baht 748 million plus interest at the rate of 7.5% per annum of such principal counting from the date of filing (filing on 4 October 2018) until 10 April 2021 and a rate of 5% per annum, which is the rate under the Civil and Commercial Code from 11 April 2021 onwards until payment is made to the subsidiary. On

5 September 2023, the subsidiary filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the case and order the defendant to pay additional damages totaling Baht 812 million. Currently, the case is being considered by the Court of Appeal.

In addition, TOT Public Co., Ltd. submitted a letter to the subsidiary demanding the payment for accrued service fee totaling Baht 137 million (including, Home Location Register, mentioned above). Subsequently, the subsidiary submitted a letter requesting to offset the service fee with prepaid bulk or package that the subsidiary had purchased from TOT Public Co., Ltd. with the balance of Baht 70 million.

Subsequently, during 2020, TOT Public Co., Ltd. filed a suit against the Company and the subsidiary with the Central Administrative Court for breach of an administrative contract with an amount in dispute of Baht 212 million (including interest thereon). The Central Administrative Court issued an order not to accept the specific plaint regarding the service fee payment for preparing and storing data in the Home Location Register (HLR) from April 2011 to October 2014 with interest and VAT. Subsequently, during 2021, the Supreme Administrative Court reversed the order of the Central Administrative Court requiring the Central Administrative Court to accept the plaint. On 30 April 2021, the Company and the subsidiary filed an amended plaint with the Central Administrative Court.

While the case is under the consideration of the Administrative Court, on 21 October 2020, the Company and its subsidiaries filed an objection against the jurisdiction and requested a court decision per the Act on the Determination of the Powers and Duties among Courts. Subsequently, on 27 May 2021, the Committee on Jurisdiction of Courts decided that the case is in jurisdiction of the Court of Justice, not the Administrative Court. Subsequently, on 12 November 2021, the Administrative Court issued a letter notifying of an order to transfer the case to the Civil Court. On 12 January 2022, the Civil Court notified the Company that the case had been transferred from the Administrative Court. On 14 December 2023, the Civil Court issued an order that both the Company and its subsidiary collectively pay Baht 137 million, along with an interest rate of 5% per annum, starting from 20 December 2017, until the complete settlement to TOT Public Co., Ltd. (now known as National Telecom Public Company Limited). As of 31 December 2025, the subsidiary has fully recorded the liability according to the judgement of the Court of First instance (under provision and other payable). On 5 June 2024, the subsidiary filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the dismissal of the plaint by National Telecom Public Co., Ltd., based on the facts presented in a letter requesting a debt offset that the subsidiary submitted to TOT Public Co., Ltd. (currently known as National Telecom Public Company Limited). Later, on 6 June 2024, National Telecom Public Co., Ltd. filed an appeal against the judgment of the Court of First Instance, requesting the Court of Appeal to consider the case adjudicating the default interest rate from 5% per annum to 1.25% per month. The case is currently under consideration by the Court of Appeal.

The legal advisor of the Group is of the opinion that TOT Public Co., Ltd. is in breach of the contract, resulting in substantial business damages to both the Company and its subsidiary. For the case filed by the subsidiary with the Civil Court, the Civil Court rules in favor of the subsidiary. The subsidiary will prevail at the conclusion of the case. Therefore, the management of the Group maintains confidence that the Group will not incur significant losses in connection with these two cases. However, as of now, the outcomes of these cases remain pending and are contingent upon future judicial procedures.

The subsidiary has exercised prudence in recognising the aforementioned debt in accordance with accounting standards. This recognition does not alter the nature of the case and should not be construed as a waiver of legal rights. Additionally, the recording of this debt does not imply that the Company and its subsidiary will abstain from asserting their rights through the legal justice process in the future. The Company and the subsidiary maintain confidence in their legal position and are committed to pursuing the legal process until its conclusion.

35. Financial instruments

35.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade receivables, loans, investments, and short-term and long-term loans. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade accounts receivable, loans, deposits with banks and financial institutions and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored. In addition, the Group does not have high concentrations of credit risk since it has a large customer base in various industries.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The calculation reflects the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off according to the Group's policy determining the appropriateness.

Market risk

The Group has a market risk, which is an interest rate risk.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to their cash at banks, short-term and long-term borrowings. Most of the Groups' financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

Significant financial assets and liabilities classified by type of interest rates are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date.

(Unit: Million Baht)

	Consolidate financial statements							
	Fixed interest rates		Floating				Total	
	Within 1 year		interest rate		Non-interest bearing			
	2025	2024	2025	2024	2025	2024	2025	2024
Financial assets								
Cash and cash equivalents	-	-	145	108	-	-	145	108
Trade and other current receivables	-	-	-	-	291	188	291	188
Restricted bank deposits	103	103	-	-	-	-	103	103
Other financial non-current assets	-	-	-	-	5	3	5	3
	103	103	145	108	296	191	544	402
Financial liabilities								
Bank overdrafts	-	-	27	34	-	-	27	34
Short-term loans from banks	-	1	-	-	-	-	-	1
Trade and other current payables	-	-	-	-	957	1,022	957	1,022
Short-term loans from unrelated parties	-	-	10	10	-	-	10	10
Long-term loans from financial institutions	-	-	1,333	1,566	-	-	1,333	1,566
	-	1	1,370	1,610	957	1,022	2,327	2,633

Effective interest rates of financial assets and liabilities were separately shown in related notes to financial statements.

(Unit: Million Baht)

	Separate financial statements							
	Fixed interest rates		Floating				Total	
	Within 1 year		interest rate		Non-interest bearing			
	2025	2024	2025	2024	2025	2024	2025	2024
Financial assets								
Cash and cash equivalents	-	-	118	85	-	-	118	85
Trade and other current receivables	-	-	-	-	312	212	312	212
Short-term loans	-	-	-	6	-	-	-	6
Restricted bank deposits	103	103	-	-	-	-	103	103
Other financial non-current assets	-	-	-	-	5	2	5	2
	103	103	118	91	317	214	538	408
Financial liabilities								
Bank overdrafts	-	-	27	34	-	-	27	34
Trade and other current payables	-	-	-	-	835	899	835	899
Short-term loans from related parties	-	-	44	40	-	-	44	40
Long-term loans from financial institutions	-	-	1,333	1,566	-	-	1,333	1,566
	-	-	1,404	1,640	835	899	2,239	2,539

Effective interest rates of financial assets and liabilities were separately shown in related notes to financial statements.

Interest rate sensitivity analysis

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in interest rates on that portion of floating rate loans and borrowings affected as at 31 December 2025 and 2024, with all other variables held constant.

Currency	Increase / decrease (%)	Consolidated financial statements		Separate financial statements	
		Effect on loss before tax/ increase (decrease)		Effect on loss before tax increase/(decrease)	
		2025	2024	2025	2024
		(Thousand Baht)	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)
Baht	+0.10	(1,371)	(1,577)	(1,129)	(1,330)
	-0.10	1,371	1,577	1,129	1,330

The above analysis has been prepared assuming that the amounts of the floating rate borrowings and all other variables remain constant over one year. Moreover, the floating legs of these borrowings are assumed to not yet have set interest rates. As a result, a change in interest rates affects interest payable for the full 12-month period of the sensitivity calculation. This information is not a forecast or prediction of future market conditions and should be used with care.

Liquidity risk

The Group has a policy to control the risk of a shortage of liquidity by maintaining an adequate level of cash and cash equivalents for the Group's operation. As at 31 December 2025, approximately 96% (2024: 97%) of the Group's debt will mature in less than one year (The Company only: 96% (2024: 97%)) based on the carrying value of borrowings reflected in the financial statements. The Group has assessed risk with respect to refinancing its debt and concluded that the Group has access to a source of funding, and the Group can request for roll over debt maturing within 12 months with existing lenders.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities and derivative financial instruments as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2025			
	On demand	Less than 1 year	1 to 5 years	Total
Non-derivatives				
Bank overdrafts	27	-	-	27
Short-term loans	10	-	-	10
Trade and other current payables	957	-	-	957
Lease liabilities	-	2	5	7
Long-term loans	1,346	-	-	1,346
Total non-derivatives	2,340	2	5	2,347

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2024			
	On demand	Less than 1 year	1 to 5 years	Total
Non-derivatives				
Bank overdrafts	34	-	-	34
Short-term loans from financial institutions	-	1	-	1
Short-term loans	10	-	-	10
Trade and other current payables	1,022	-	-	1,022
Lease liabilities	-	2	4	6
Long-term loans	1,574	-	-	1,574
Total non-derivatives	2,640	3	4	2,647

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2025			
	On demand	Less than 1 year	1 to 5 years	Total
Non-derivatives				
Bank overdrafts	27	-	-	27
Short-term loans from related parties	44	-	-	44
Trade and other current payables	835	-	-	835
Lease liabilities	-	1	2	3
Long-term loans	1,346	-	-	1,346
Total non-derivatives	2,252	1	2	2,255

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2024			
	On demand	Less than 1 year	1 to 5 years	Total
Non-derivatives				
Bank overdrafts	34	-	-	34
Short-term loans from related parties	40	-	-	40
Trade and other current payables	899	-	-	899
Lease liabilities	-	1	3	4
Long-term loans	1,574	-	-	1,574
Total non-derivatives	2,547	1	3	2,551

35.2 Fair value of financial instrument

Since the majority of the Groups' financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

36. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2025, the Group's debt-to-equity ratio was 7.0:1 (2024: 9.4:1) and the Company's was 6.4:1 (2024: 8.5:1).

37. Event after the reporting period

On 26 February 2026, the Board of Directors' Meeting of the Company considered and sought solutions to address the situation where shareholders' equity is less than 50% of paid-up capital and to ensure compliance with the regulations of the Stock Exchange of Thailand, particularly in the event that the Company's securities remain marked with the "CB" (Caution - Business) sign. The Company will present its remedial action plan at the meeting and provide information to investors and related parties through a public presentation.

38. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 26 February 2026.

SAMART *Digital*



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