



Annual Registration Statement / Annual Report

Form 56-1 One Report

(e-One Report)

AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 28 February 2025



# Table of Contents

	Page
<b>Part 1 Business Operations and Performance</b>	
<b>1. Organizational structure and operation of the group of companies</b>	
1.1 Policy and business overview	1
1.2 Business Operations	9
1.3 Shareholding structure	30
1.4 Number of registered capital and paid-up capital	35
1.5 Issuance of other securities	36
1.6 Dividend payment policy	37
<b>2. Risk management</b>	
2.1 Risk mgmt policy and plan	38
2.2 Risk factors	41
<b>3. Business sustainability development</b>	
3.1 Sustainability Management Policy and Targets	56
3.2 Management of impacts on stakeholders in the business value chain	59
3.3 Management of environmental sustainability	70
3.4 Social sustainability management	82
<b>4. Management Discussion and Analysis (MD&amp;A)</b>	
4.1 Operation, financial condition and material changes, accompanied by the causes or factors contributing thereto during the past year	102
4.2 Potential factors or incidents that may materially affect the financial condition or the operating results	105
4.3 Disclose information from the financial statements and significant financial ratios	107
<b>5. General information and other material facts</b>	

## Table of Contents (continued)

	Page
5.1 General information	121
5.2 Other material facts	123
5.3 Legal disputes	124
5.4 Secondary market	125
5.5 Financial institution with regular contact (only in case of debt securities offeror)	126
 <b>Part 2 Corporate Governance</b>	
 <b>6. Corporate governance policy</b>	
6.1 Corporate Governance Policy	127
6.2 Business code of conduct (if any)	145
6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year	150
 <b>7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others</b>	
7.1 Corporate Governance Structure	152
7.2 Information on the Board of Directors	153
7.3 Information on subcommittees	167
7.4 Information on executives	176
7.5 Information on employees	182
7.6 Other significant information	184
 <b>8. Report on key operating results on corporate governance</b>	
8.1 Summary of duty performance of the Board of Directors in the past year	187
8.2 Report on the results of duty performance of the Audit Committee in the past year	209
8.3 Summary of the results of duty performance of subcommittees	211

## Table of Contents (continued)

	Page
<b>9. Internal control and related party transactions</b>	
9.1 Internal control	218
9.2 Related party transactions	221
<b>Part 3 Financial Statement</b>	
Board of Directors' Responsibility Statement for the Financial Report	235
Auditor's Report	237
Financial Statements	244
Notes to the Financial Statements	254
<b>Back up attachment</b>	
Attachment	357



## Part 1 Business Operations and Performance

# 1. Organizational structure and operation of the group of companies

## 1.1 Policy and business overview

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

#### Message from the chairman

##### Message from the Management

To Shareholders,

In the past year, global economy transformed through geopolitical tensions across various countries and continued to cause instability in this year. Thailand's economy grew slightly by 2.5% lagging behind other nations in the region. The growth was driven by tourism, export recovery, and fiscal stimulus measures but consumer confidence remained weak due to higher living costs and household debts which tighten lending curbed outstanding and caused uneven economic rebound.

Bank of Thailand cut the policy rate to 2.25% in October 2024 and to 2.00% in February 2025 to stimulate the spending. The consumer loan market faced contraction, especially in personal loans, credit card and auto loans with the rate 3-5%. Amid these opportunities and challenges, we adjusted the strategies, balancing growth with prudent risk management. We tapped into a new customer segment- the young generation-through the successful launch of our AEON PRIMO Digital Credit Card in November 2024, designed to align with their purchasing behavior. While the auto loan market struggled and lenders grew cautious, we took an opportunity to gain more market share with controlled risk exposure, making our used car hire purchase and title Loan portfolios.

Early in the 1Q2024, NPLs saw a modest increase, partly reflecting the transition period following increased the minimum credit card payment rate from 5% to 8%, though it was temporarily impacted the customer's payment. We have supported customers by offering restructuring programs and improved collection process, causing NPLs declined in the second half of the year. Despite this, asset quality and credit costs steadily improved, reflecting our proactive efforts in collection performance and participation in the Bank of Thailand's 'You Fight, We Help' initiative. Lastly, we successfully expanded our fee-based income streams, resulting in increasing of bad debt recovery by 14.3% from the previous year, reducing reliance on interest revenue and strengthening our business for long-term sustainability.

The Thai economy is set to gain momentum in 2025, driven by private consumption, tourism, and fiscal stimulus measures. We are looking towards the possibility of achieving the plan's financial targets by growth in high profit areas and maintaining disciplined cost management and asset quality. Recognizing these challenges, we developed strategic initiatives and drive sustainable growth in the coming year.

Building on the lessons and challenges of 2024, our strategic focus for 2025 will accelerate digital adoption to attract younger generation customers, leveraging the AEON Thai Mobile app to enhance accessibility and engagement. In parallel, we will also continue expanding our hire purchase and title loan portfolio and strengthen fee-based income streams to reduce reliance on interest revenue. To enhance asset quality, we will enhance NPL reduction efforts and refine recovery strategies. Additionally, we will scale AI-driven credit scoring to optimize lending decisions and serve customers' need. As part of our commitment to innovation, we will modernize customer engagement, revamping branch operations and transforming our flagship Theatre at Siam Paragon to create a more seamless and interactive experience. Lastly, we are committed to advancing ESG and sustainable finance initiatives by leveraging our 500 MB sustainability loan to promote responsible lending and financial inclusion. This approach ensures that our growth remains both inclusive and aligned with long-term sustainability objectives. Additionally, we have recently received the carbon footprint certification in November 2024, from the Thailand Greenhouse Gas Management Organization (TGO), a public organization. It highlights our dedication to environmental responsibility, underscoring our commitment to sustainability.

As we move into 2025, we are prepared to navigate challenges and seize new opportunities with confidence. With a clear strategy and strong execution, we will continue driving sustainable growth. We sincerely thank our employees for their dedication and our shareholders, customers and partners for their trust and support. Together, we will move forward, strengthening our business and making a positive impact on society and the economy.

#### Vision

## AEON Group Future Vision

### Create a future lifestyle that leads to a smile for each and every person

The future that the AEON group wishes to realize is one in which customers can feel a **"brighter society"** and **"happiness that is uniquely their own,"** creating a future that is fulfilling and full of smiles.

The AEON group wishes to be a group that leads the **co-creation of lifestyles**, enriching each individual and society as a whole.

## Objectives

The company is committed to being a leader in retail lending and financial services that are accessible, convenient, and secure. We enhance customer experiences through innovation and modern technology while conducting business responsibly, transparently, and with good governance. Adhering to ESG principles, we strive for sustainable development to create long-term value and contribute to the stable growth of the Thai economy.

## Goals

Our goal is to enhance financial service accessible to everyone, with a commitment to building confidence and bringing smiles to everyday life.

- **Loan Business** We aim to provide convenient and accessible loan services to meet the financial needs of all customer segments. Our products and services are designed to adapt to changing lifestyles. We are committed to becoming the market leader in retail lending within the country and expanding to international markets in the future, fostering strength and sustainable growth.
- **Debt Collection Business** We conduct debt collection with professionalism, focusing on responsibility and transparency to maintain positive relationships between customers and the organization. We ensure fairness and respect for customer rights throughout the process.
- **Insurance Brokerage Business** We promote access to a wide range of insurance products that suit customers' needs, offering straightforward advice to enhance financial security and manage everyday risks.
- **Asset Management Business** We focus on being the leading organization in debt management, purchasing and transferring from financial institutions regulated by Bank of Thailand. Our role includes providing consultancy, emphasizing restructuring negotiations tailored to each debtor, to help debtors return to the economic system in a sustainable way.

## Business strategies

### Operational Strategies

#### 1. Strengthen Core Business

- **Financial Inclusion:** Promote financial inclusion by focusing on providing comprehensive financial services that meet the needs of all customer segments, including untapped markets that have not yet accessed financial services.
- **Personalization of Product & Localization of Service:**
  - **Localization of Service:** Adapt products and services to meet the needs of customers in each area.
  - **Personalization of Product:** Offer customized products tailored to individual customer preferences.
- **Sustainable Growth:** Strengthen the core business while demonstrating responsibility towards society, the environment, and the community, ensuring long-term and balanced sustainability for stakeholders.
  - **Technology and Innovation Development:** Continuously enhancing the AEON Thai Mobile App to ensure ease of use while supporting new functions, fostering digital sustainability that improves service efficiency and meets customer demands.
  - **Green and Sustainable Product Support:** Offering products that promote clean energy usage, reducing environmental impact and aligning with the Green Finance concept.

#### 2. Innovation & Expansion of Income Opportunities

- **Digital Adoption:** Focusing on leveraging innovative technologies to expand revenue opportunities by emphasizing digital adoption to attract younger customer segments through the AEON Thai Mobile App.
- **Fee-Based Income:** Expanding revenue potential through sustainable business development, including insurance brokerage offering a wide range of insurance products, debt collection services that optimize debt management, and Asset Management Company (AMC) operations.
- **Cross Selling:** Broadening revenue opportunities through cross-selling strategies by offering products or services that comprehensively meet customer needs.

#### 3. Operational Efficiency

- **People & Culture:** Developing personnel and organizational culture to support operational efficiency by focusing on enhancing employee skills and competencies through continuous training and development. Building a collaborative, flexible, and

open work culture while fostering the effective use of technology to create a team that is ready to adapt to future changes.

- **Digital Technology:** Enhancing operational efficiency through digital technology, particularly data utilization and credit scoring, optimization of lending processes with precise and rapid risk assessment.

## Mission

### Mission

"Committed to providing reliable and secure services to build customer confidence, conducting business with ethics, transparency, and fairness, while promoting social and environmental responsibility to create sustainable value."

## 1.1.2 Material changes and developments

### Details regarding material changes and developments

Year	Material changes and developments
2025	<ul style="list-style-type: none"> <li>• <b>January</b> - Launching the first AEON University Roadshow at Prince of Songkla University which aiming to provide financial education to university students.</li> <li>• <b>February</b> - The Company has joined the “You Fight, We Help” Program by the Bank of Thailand. The company has received low-interest loans (Soft loans) from the Government Savings Bank to support its debtors through various measures, such as reducing installment amounts and interest rates. <ul style="list-style-type: none"> <li>- The Company has signed a 500-million-baht Sustainability Loan with Mizuho Bank, Ltd., Bangkok Branch, which marking a significant milestone in the Company’s commitment to sustainable finance. A 500 million-baht will be used to expand lending to enhance financial accessibility for underserved communities through products, for example, “Digital Your Cash” personal loans, “AEON Happy Pay” installment loans and “AEON Auto Quick Cash” vehicle title loans.</li> </ul> </li> </ul>
2024	<ul style="list-style-type: none"> <li>• <b>January</b> - The Company Launched First Digital Credit Card “Aeon Next Gen” which came as virtual credit card (no physical card) by offer 5% cash back for on-line transaction and also implemented for new function “Scan to pay” in order to create more convenience for customer’s payment with QR code via Aeon Mobile Application. <ul style="list-style-type: none"> <li>- The Company has expanded the channels for selling life insurance products of FWD Life Insurance Public Company Limited by adding sales channels at branches of AEON nationwide. The company also offers comprehensive coverage that meets the increased needs of customers by introducing the FWD Big 3, which covers three critical illness groups: cancer, heart and blood vessel diseases, and brain and nervous system diseases. Additionally, FWD Easy Cancer provides coverage for all types of cancer. All FWD products can also be used for tax deductions.</li> </ul> </li> <li>• <b>April</b> - On April 11, 2024, AEON Asset Management (Thailand) Co., Ltd. which is a subsidiary of the Company, received a license to operate an asset management business from the Bank of Thailand (BOT). This license authorizes the Company to conduct financial asset management activities in compliance with the laws and regulations of the Bank of Thailand.</li> <li>• <b>June</b> - The Company has revamped the card design of the AEON M GEN VISA Card and added new benefits for cardholders. These benefits include privileges at Major Cineplex, McDonald’s, Blu-O Rhythm &amp; Bowl, Sub-Zero Ice Skate Club, and We Society.</li> <li>• <b>August</b> - Approval of The Employee Joint Investment Program (EJIP2). The Employee Joint Investment Program 2 (EJIP2) of the Company is a form of employee compensation designed to foster a sense of ownership among participating employees. This program serves as a motivational tool to enhance work performance and retain talent within the Company in the long term.</li> <li>• <b>September</b> - In September 2024, the Company received an upgrade in its MSCI ESG Rating from BBB to A, reflecting the Company’s capability to operate in accordance with international ESG standards. This recognition underscores AEON’s commitment to sustainable business practices, emphasizing environmental, social and governance (ESG) management. The achievement results from the company’s dedication to fostering business growth alongside social and environmental responsibility. <ul style="list-style-type: none"> <li>- The Company has revamped the card design of both the Big C Credit Card and the</li> </ul> </li> </ul>

Year	Material changes and developments
2024	<p>Big C Exclusive card to give them a more modern. The cards still offer many benefits for spending at Big C, such as up to 7% discount or 0% installment for up to 10 months.</p> <ul style="list-style-type: none"> <li>- The Company has launched a campaign "Shop to Win with AEON" for AEON credit cardholders, running from September 2024 to November 2024. Cardholders have the chance to win prizes including Tesla Model 3 RWD 2024 cars, Deco Super Ace electric motorcycles, Samsung Galaxy S24 smartphones, Samsung Galaxy Tab S9 FE+ tablets, and other prizes. The total value of the prizes throughout the campaign is over 10 million baht.</li> <li>• <b>October</b> - The Company was launched New Partner "Thai Paiboon Insurance" to offer personal insurance and cancer insurance product to AEON customers through Tele Marketing channels.</li> <li>• <b>November</b> - On November 26, 2024, the Company received the Carbon Footprint Certification for the Fiscal Year ended February 29, 2024, from the Thailand Greenhouse Gas Management Organization (TGO), a public organization. This certification verifies that the Company's greenhouse gas emissions have been assessed by Bureau Veritas Certification (Thailand) Ltd. This recognition underscores the Company's commitment to environmental responsibility.</li> <li>- On November 8, 2024, the Board of Directors' Meeting of the Company had the resolutions to approve the sale of all shares of AEON Microfinance (Myanmar) Co., Ltd., a subsidiary, for a consideration of Baht 186.85 million. The shares sale has been completed on November 29, 2024.</li> <li>- The Company introduces the new product, "AEON PRiMO Digital Credit Card", designed for those who prefer online spending and seek digital convenience. The card is entirely digital, eliminating the need for a physical plastic card and allowing immediate use through the mobile application. It also offers a range of benefits, including cashback, reward points accumulation, and exclusive privileges, all without any annual fees.</li> <li>- The Company expand new partner "Thai Paiboon Insurance" for the online channel in the AEON Thai Mobile Application the products available for sale include Travel insurance, Car insurance and Cancer insurance and Big Care channel the products available for sale include Cancer insurance, cyber insurance and Loan protection insurance.</li> </ul>
2023	<ul style="list-style-type: none"> <li>• <b>January</b> - The Company merged eService Mobile application for applying credit card, loan under supervision and digital of using biometric technology for e-KYC to AEON MOBILE APP to achieve a better customer experience. We adjust the interest ceiling of Hire-Purchase (UHP, MHP, BHP) according to the OCPB announcement.</li> <li>• <b>February</b> - The Company expands collaboration with Siam Commercial Bank with service "Cardless Cash Withdrawal" via the AEON MOBILE app at over 10,000 Siam Commercial Bank ATMs nationwide in order to increase convenience for credit card holders and AEON member cards.</li> <li>- The Company succeeded in offering unsubordinated debentures No. 1/2023, unsecured and with debenture holder representative, offering to institutional investors and high net worth investors (II/HNW). There are 2 tranches, consisting of 2-year debentures with an interest rate of 2.99% per annum in the amount of 1,000 million baht and 3-year debentures with an interest rate of 3.18% per annum in the amount of 1,700 million baht, total issuing amount of 2,700 million baht. The bond issuance date was on February 24, 2023.</li> <li>• <b>March</b> - The Company expanded to service of E-Acquisition to all acquisition channels for that customer can apply Credit card, Personal loan under supervision and digital lending application through tablet at Branch, Direct Sales, Booth and event by using biometric technology for electronic Know your Customer (e-KYC) with National Digital ID (NDID).</li> <li>• <b>May</b> - The Company launch new hire-purchase service "MTC EV" hire-purchase for motorcycle EV is providing credit services to customers in the form of renting goods with certain payment conditions. Customers can</li> </ul>

Year	Material changes and developments
2023	<p>pay for products in installments starting from 24, 30, 36 months during the period that customers pay for products in installments with the company. When the customer has paid for the product and has completely complied with the conditions specified in the hire-purchase agreement, ownership of such products will then completely belong to the customer.</p> <ul style="list-style-type: none"> <li>• <b>June</b> - The Company has collaborated with FWD Life Insurance to offer life insurance product via The Big Care counter in Big C. The life insurance product from FWD called FWD Max Protect, which comprehensively covers 50 serious illnesses and accidents, all within a single policy.</li> <li>• <b>October</b> - The Company launch new business “AEON AUTO QUICK CASH” loan for car registration book, with a maximum credit limit of 100% of the appraised value. Quick approval within 30 minutes, installments up to 60 months, interest starting at 0.69% per month and receive money transferred into the account on the day you apply for the loan and receive immediate approval. Another option to enhance financial liquidity. It is also an expansion of the customer base to cover those who own cars and have access to stable, reliable and safe financial services.</li> <li>• <b>November</b> - The Company has expanded the sales channels for Type 2 and Type 3 car insurance of Thai Paiboon Insurance Public Company Limited and LMG Insurance Public Company Limited through all 101 branches nationwide.</li> <li>• <b>December</b> - The Company have launched “Aeon Gift Y2024” which was the biggest spending campaign of company by offer iPhone 15 Pro Max, iPhone 15 Pro, and e-voucher Starbucks voucher up to 33,000 baht for credit card customers who spend reach up to certain amount.</li> </ul>
2022	<ul style="list-style-type: none"> <li>• <b>January</b> - The Company got permission from Bank of Thailand (“BOT”) to expand scope of test biometric technology under BOT’s regulatory sandbox from Bank of Thailand from 50 Branches to 85 Branches (Bangkok and Vicinity 30 Branches and Upcountry 55 Branches).</li> <li>• <b>February</b> - The Company got permission from Bank of Thailand to expand scope of testing biometric technology under BOT’s regulatory sandbox to mobile application platform (e-Service) for customer apply credit cards and loans through customers’ device and customer can process e-KYC with NDID (National Digital ID) by using Public IDP service through the commercial bank which customer already eKYC. The customer also provides additional supporting document through e-Service application by More-Document feature to shorten process for customer. <ul style="list-style-type: none"> <li>- The Company launched new segmentation Credit Card “AEON Wellness Platinum Credit Card”, which aims for customer who are health conscious and looking for their wellbeing. This credit card offers various of privileges: 5% cashback when spending at hospital, 3% cashback at pharmacy, 1% cashback for insurance premiums, discount up to 15% or exclusively privileges at participated hospitals, pharmacy, wellness center and spa*, discount 10% for ambulance service* and every 0.1% of spending amount will be donated to “The Thai Red Cross Society”.</li> </ul> </li> <li>• <b>March</b> - The Company launched the biggest lucky draw promotional campaign during Mar, 2022 – December, 2022 in celebration of Aeon’s 30th Anniversary by giving prizes to the lucky wines who are Aeon’s customers with total prize valued at 41 million baht which consisted of; Monthly Lucky Draw Prizes: In addition, in collaboration with new e-commerce business partners namely Shopee and Lazada, as well as food delivery service providers, namely Grabfood and Foodpanda, the Company launched promotional activities offering privileges to credit card customers in the "Aeon" promotion 365 Days of Happiness with Every Spending” where customers receive a 100 baht discount when spending via participating credit cards by receiving rights through AEON THAI MOBILE Application between 1 Mar 22 - 28 Feb 23.</li> <li>• <b>May</b> - The Company collaborates with Big C Supercenter Public Company Limited, a retail store in the BJC group to launch financial and insurance services at more than 150 new "Big Care" counters nationwide, including Big C credit card Big-C Exclusive Card application along with a variety of insurance products such as car insurance, accident insurance and life insurance to meet customer need for the financial flexibility and looking for life and property protection plans.</li> <li>• <b>June</b> - The Company collaborate with Shopee, the leading e-commerce platform in Southeast Asia and Taiwan, providing installment payment via online shopping. With an online installment program at Shopee 0% for up to 10 months, which is another option that increases convenience and safety in spending using "AEON Happy Pay" and "AEON Happy Plan", AEON credit card holders and AEON member card will receive many benefits and receive instant discounts when spending according to participating conditions.</li> </ul>

Year	Material changes and developments
2022	<ul style="list-style-type: none"> <li>• <b>July</b> - The Company added new channels for purchasing online insurance through AEON MOBILE application and customer can pay by 0% installments for up to 10 months.</li> <li>• <b>August</b> - The Company terminated 300 units of NCR ATMs for cost saving due to the Promptpay service taking the majority of cash out volume from our customers. <ul style="list-style-type: none"> <li>- Board of Directors resolved to approve the Employee Joint Investment Program (EJIP) in accordance with the announcement of the SEC, which is the Company's periodically share purchase investment program as a form of remuneration for employees, to retain talent employees to work with the Company in the long term by managing employee benefits through the joint stock accumulation program with the Company as well as promoting ideas and participation of employees in joint ownership of the business with other shareholders of the Company.</li> </ul> </li> <li>• <b>September</b> - The Company have successfully passed the experiment in a BOT regulatory sandbox of using biometric technology for electronic Know your Customer (e-KYC) to apply Credit card, Personal loan under supervision and digital lending by expansion service to 102 Branches.</li> <li>• <b>October</b> - The Company collaborates with Bangkok Bank launch the "Cardless Cash Withdrawal" service via the AEON MOBILE app at every Bangkok Bank ATM to increase convenience for credit card holders and AEON member cards.</li> <li>• <b>December</b> - The Company have launched "Aeon Gift Y2023" which was the biggest spending campaign of company by offer Iphone 14 Pro Max, Iphone 14 Pro, Iphone 14 and Big C gift voucher up to 20,000 baht for credit card customers who spend reach up to certain amount.</li> </ul>

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

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

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

List of spending of the money obtained from each offering of equity or debt securities			
Item 1			
Types of securities used for fundraising			Amount of funds raised
Debt Instruments			1,700.00 Million Baht
Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
1. To repay loans from financial institutions, including some bond underwriters.	Feb 2026	1,700.00	1,700.00
<b>Implementation according to objectives</b>  Achieve objectives  <b>Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives</b>  The Company has fully utilized the raised capital in accordance with the intended use of proceeds as disclosed in the Debt Securities Offering Memorandum.  <b>Related links</b>  -			

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

The company has strictly complied with the loan conditions as agreed upon, including agreements, contracts, or conditions, and the duties owed to creditors such as financial institutions, business creditors, and bondholders. Additionally, the company has emphasized the responsibility to comply with commitments under the law on special purpose vehicles for securitization (1997) as established by the company and has used special purpose vehicles to raise funds by issuing bonds.

Are there any issued securities with obligations or conditions? : Yes

The company has made commitments or obligations in the registration statement to comply with relevant legal requirements and practices. The main commitments include:

1. The company must maintain a Debt-to-Equity Ratio not exceeding 10:1 throughout the loan agreement period.
2. The AEON Group must be the major shareholder of the company.
3. The bond issuer will not sell or transfer any significant assets used in the issuer's business operations, either in whole or in part, except (a) in the ordinary course of the issuer's business, or (b) through securitization under the securities and exchange law and/or other relevant laws, provided that the total value of the assets to be sold or transferred does not exceed 20% of the issuer's total assets. Actions under (a) or (b) must not have a materially adverse effect on the issuer's ability to repay the bonds.

### 1.1.5 Company information

Company name	: AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED
Symbol	: AEONTS
Address	: EXCHANGE TOWER, FLOOR 27, 388 SUKHUMVIT ROAD, KHLONG TOEI
Province	: Bangkok
Postcode	: 10110
Business	: Credit Card, Personal Loan and Hire Purchase
Registration number	: 0107544000078
Telephone	: 0-2665-0123;0-2302-4400
Website	: www.aeon.co.th
Email	: ir@aeon.co.th
<b>Total shares sold</b>	
Common stock	: 250,000,000
Preferred stock	: 0

Diagram of organization's logo





## 1.2 Nature of business

### 1.2.1 Revenue structure

#### Revenue structure by product line or business group

	2022	2023	2024
<b>Total revenue from operations (thousand baht)</b>	22,331,665.00	21,965,263.00	22,101,767.00
Credit Card (thousand baht)	7,641,755.00	7,818,745.00	7,361,439.00
Loan (thousand baht)	10,384,552.00	9,950,408.00	9,739,320.00
Hire-purchase (thousand baht)	1,028,530.00	997,868.00	1,269,478.00
Others (thousand baht)	3,276,828.00	3,198,242.00	3,731,530.00
Others (thousand baht)	N/A	N/A	0.00
<b>Total revenue from operations (%)</b>	100.00%	100.00%	100.00%
Credit Card (%)	34.22%	35.60%	33.31%
Loan (%)	46.50%	45.30%	44.07%
Hire-purchase (%)	4.61%	4.54%	5.74%
Others (%)	14.67%	14.56%	16.88%
Others (%)	N/A	N/A	0.00%

#### By geographical area or market

	2022	2023	2024
<b>Total revenue (thousand baht)</b>	22,331,665.00	21,965,263.00	22,101,767.00
<b>Domestic (thousand baht)</b>	21,044,419.00	20,623,468.00	20,360,149.00
<b>International (thousand baht)</b>	1,287,246.00	1,341,795.00	1,741,618.00
Myanmar (thousand baht)	9,549.00	31,460.00	86,711.00
Cambodia (thousand baht)	1,170,877.00	1,188,407.00	1,521,673.00
Laos (thousand baht)	106,820.00	121,928.00	133,234.00
Others (thousand baht)	0.00	0.00	0.00
<b>Total revenue (%)</b>	100.00%	100.00%	100.00%
<b>Domestic (%)</b>	94.24%	93.89%	92.12%
<b>International (%)</b>	5.76%	6.11%	7.88%
Myanmar (%)	0.74%	2.34%	4.98%
Cambodia (%)	90.96%	88.57%	87.37%
Laos (%)	8.30%	9.09%	7.65%
Others (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2022	2023	2024
Total other income (thousand baht)	3,276,828.00	3,198,242.00	3,731,530.00
Other income from operations (thousand baht)	3,015,395.00	2,880,034.00	3,113,765.00
Other income not from operations (thousand baht)	261,433.00	318,208.00	617,765.00

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

	2022	2023	2024
Share of profit (thousand baht)	0.00	0.00	0.00

## 1.2.2 Information on products and services

### 1.2.2.1 Product/service information and business innovation development

#### Credit Card Business

The credit card business represents one of the Company's core operations and plays a pivotal role in supporting its financial strategy. It focuses on providing convenience and security in cashless spending, thereby helping to shape consumer spending behavior to become more efficient and well-organized.

By offering flexible and convenient payment options, the Company has developed a wide range of credit card products designed to enhance customer access to goods and services without the need for immediate payment. These products come with a variety of benefits, such as exclusive discounts and rewards programs, enabling customers to spend more cost-effectively. The Company's credit cards are available under various networks, including Visa, MasterCard, JCB, and UnionPay, and are accepted at numerous locations worldwide.

#### Types of Credit Cards Offered by the Company

The Company offers a diverse range of credit card products designed to meet the needs of various customer segments. Each type of credit card is tailored with distinct features and benefits to suit different spending habits and lifestyles, as outlined below:

##### 1. Generic Credit Cards

This type of credit card is suitable for individuals seeking convenience in their everyday spending. Customers can use their cards to pay for goods and services instead of cash at merchants displaying the VISA, MasterCard, JCB, or UnionPay symbols both in Thailand and abroad. Additionally, they can also withdraw cash in advance.

##### 2. Co-branded Credit Cards

This type of credit card is co-designed with business partners such as Retail, airlines, or various retailers to provide customers with exclusive privileges when purchasing goods and services from those partners.

##### 3. Corporate Credit Cards

This type of credit card is designed for managing employee or corporate spending. It typically includes functions to control business-related expenses such as travel costs and other operational expenditures.

For individual applicants, eligible customers must be at least 20 years of age, with a minimum monthly income of 15,000 baht and at least 4 months of employment. Credit limits for card applicants are determined based on their income. Applicants with an income of less than 30,000 THB will receive a credit limit not exceeding 1.5 times their income. Those with an income between 30,000 and 50,000 THB will receive a credit limit not exceeding 3 times their income. For applicants with an income of 50,000 THB or more, the credit limit will not exceed 5 times their income, as stipulated by the Bank of Thailand. Cardholders may request a credit limit increase by submitting proof of increased income or demonstrating a good spending history.

For corporate credit card applications, the applicant must be a legally registered company that has been in operation for no less than 2 years, with fully paid-up registered capital of not less than 3 million baht.

#### Types of the Company's Credit Card Products

- Virtual Credit Card
  - AEON PRIMO Digital Credit Card
  - AEON NextGen Digital Credit Card
- AEON Credit Cards
  - AEON Gold Card
  - AEON Classic Card
  - AEON Wellness Platinum Card
- AEON-UnionPay Platinum Card
  - AEON-UnionPay Platinum Card
- AEON J-Premier Platinum Card
  - AEON J-Premier Platinum Card
- AEON Co-Branded Cards
  - AEON Rabbit Platinum Card
  - AEON M GEN VISA Card

- B-Quik Visa Card
- Club Thailand Card
- AEON Royal Orchid Plus Cards
  - AEON Royal Orchid Plus World Mastercard
- AEON Royal Orchid Plus Platinum CardBig C Credit Card/Sales Finance Card
  - Big C World Mastercard
  - Big C Platinum Visa Card
- AEON Corporate Card
  - AEON Corporate Visa Card

## Personal Loan Business

The Company offers personal loans under supervision, which are unsecured loan products designed to meet the financial needs of customers. These loans aim to enhance liquidity during emergencies or support everyday expenses, with flexible conditions and an efficient credit assessment process.

The Company's personal loan products are tailored to suit the target customer segments, taking into account income levels, debt repayment capacity, and financial behavior. This ensures responsible lending that allows customers to access credit appropriately without creating an excessive financial burden.

The Company places great emphasis on responsible lending practices and operates in compliance with the guidelines set forth by the Bank of Thailand (BOT).

### Types of the Company's Personal Loan Products

The company offers various types of personal loan products to meet the diverse needs of customers. These can be classified into two main categories as follows:

#### **1. Happy Loan**

This is a digital personal loan with fixed installment payments and a defined repayment period. The interest rate remains fixed throughout the loan term. It is suitable for customers who need a lump sum of money for planned purposes and are capable of managing repayments under the specified conditions. Common uses include medical expenses, educational costs, or investment in small businesses.

#### **2. Your Cash Personal loan**

This type of loan is offered in the form of revolving credit, where customers are granted a credit line that can be drawn upon as needed and reused continuously. Interest is charged only on the amount used and for the actual duration of usage. It is suitable for customers seeking financial liquidity and flexibility in fund usage.

Currently, the company's digital loan product "Your Cash" allows customers to withdraw cash and make installment payments for products or services

2.1 Cashing: Customers can withdraw cash from ATMs of other commercial banks or transfer money to a PromptPay account using the AEON MOBILE APP

2.2 Installment loan (AEON Happy Pay): This is an installment loan service designed to meet customer needs in purchasing goods and services, offering the convenience of paying in fixed installments over a specified period. It helps reduce the financial burden on a monthly basis and enhances spending flexibility through the approved credit line from the digital revolving credit product "Your Cash." Customers can more easily access the desired goods or services by choosing to pay in installments at AEON's partner merchants.

The Company is committed to providing personal loan services under principles of transparency and fairness, with a primary focus on the customer's repayment ability. Beyond continuously developing and refining its products to meet the diverse financial needs of consumers, the Company integrates alternative data and artificial intelligence (AI) into its credit analysis and assessment processes. This enables a more accurate and comprehensive evaluation of customers' financial capabilities. Such technologies enhance the speed of loan approvals, expanding customer access to financial resources, while maintaining high standards of risk management and responsible lending practices.

Through this approach, the Company is able to offer flexible and tailored credit solutions that align with individual customer needs, while promoting sound financial discipline and effective debt management. This ensures that customers can access credit with confidence and achieve sustainable financial growth.

## Hire Purchase Business

The Company operates a hire purchase financing business for customers seeking vehicle ownership, with a primary focus on used cars and new motorcycles, which constitute the Company's key target markets.

Hire purchase is a form of medium- to long-term financing, under which customers make installment payments in accordance with the terms of the hire purchase agreement. Legal ownership of the asset is transferred to the customer only upon full payment and fulfillment of contractual obligations.

Since 2023, the Company has recognized the importance of operating in line with sustainable business practices (ESG principles), particularly in the area of environmental responsibility. In support of efforts to reduce greenhouse gas emissions and transition towards clean energy, the Company has launched electric motorcycle (EV) hire purchase financing.

This new product offering provides an alternative for consumers seeking to reduce energy-related expenses, while also aligning with Thailand's national environmental goals to reduce fossil fuel consumption and lower air pollution. The Company has designed this loan product with accessible terms and affordability in mind, aiming to encourage broader adoption of environmentally friendly vehicles.

This initiative marks a significant step toward responsible business practices and reaffirms the Company's commitment to promoting economic growth alongside long-term environmental sustainability.

## **Vehicle Title Loan Business**

The Company offers vehicle title loan services under the name AEON Auto Quick Cash, providing secured loans to individuals who own a car. This product is designed as a financing alternative for customers in need of cash by using their fully owned vehicles as collateral.

Under this arrangement, the Company holds the vehicle registration book along with other supporting documents or evidence that would enable the Company to transfer ownership of the vehicle in the event of default. However, customers retain full possession and ownership of their vehicles under normal conditions.

This loan product falls under the supervision of the Bank of Thailand, which stipulates specific regulations for vehicle title loan businesses to ensure fairness and transparency for consumers.

AEON's vehicle title loan offers financing of up to 100% of the vehicle's value without requiring a guarantor, thereby simplifying the application process. Customers may apply for the loan at AEON branches nationwide or through digital channels such as the AEON Thai Mobile App.

## **Debt Collection Business**

### **Debt Collection Service Business**

AEON Thana Sinsap (Thailand) Public Company Limited ("AEON") is the parent company of ACS Servicing (Thailand) Company Limited ("ACSS") (holding 100% of shares), which provides debt collection and asset management services. The business is operated under Debt Collection Act B.E. 2558 (2015), regulation of the Bank of Thailand, and the regulations of the Debt Collection Supervisory Committee to ensure that the debt collection process is conducted accurately and fairly. Furthermore, the company places great emphasis on the protection of customers' personal data in accordance with the Personal Data Protection Act B.E. 2562 (2019) (PDPA), by implementing appropriate measures for the collection, use, and disclosure of data to maintain customer privacy and rights.

ACSS's main revenue is derived from providing debt collection services, which involves assisting clients in collecting overdue debts. The revenue structure is divided into two main parts. The first part is the debt collection fee, which is calculated based on the amount of debt successfully collected, either as a fixed rate or as a percentage of the collected debt amount, depending on the agreement between the company and the client. The second part is the legal and enforcement service fee, which arises from conducting legal proceedings and enforcement actions according to legal processes to reclaim overdue debts as specified in the agreements and conditions. ACSS provides debt collection services to financial institutions, banks, insurance companies, leasing companies, and consumer credit businesses and account receivables that require debt management solutions for overdue debts, as well as companies looking to sell distressed assets to reduce accounting burdens.

ACSS offers comprehensive debt collection services through systematic and internationally standardized processes, divided into three main approaches as follows:

#### **1. Phone Collection**

ACSS utilizes an efficient debt tracking system where officers contact and negotiate with debtors based on the information provided by clients, to inform them of the outstanding debt amount, payment schedule, and suitable repayment options. Additionally, officers collect further information about the debtor, such as income, workplace, current address, or alternative

phone numbers, to use as reference data for subsequent debt collection.

## 2. Field Collection

For debtors who cannot be contacted by phone or when direct contact is necessary, ACSS has a team of field officers who are well-trained and operate according to business ethics standards. The officers visit the debtors in person to follow up on the debt, verify information, and facilitate payment acceptance. Field operations are primarily focused on high-balance debtors, debtors who are uncontactable, or cases requiring verification of the debtor's financial status or assets to ensure data accuracy and completeness.

## 3. Legal and Enforcement Process

If a debtor refuses to pay or is unable to settle the debt within the specified period, ACSS will consult with the client to determine the appropriate legal approach, which may include having legal counsel draft and file a lawsuit in court. Once a court judgment is issued and the debtor remains unresponsive, ACSS will proceed with enforcement processes as prescribed by law, such as salary seizure or asset seizure, to recover the outstanding debt on behalf of the creditor.

## Insurance Brokerage Business

The Company operates as an insurance broker, serving as a link between customers and leading insurance companies. It offers both non-life and life insurance products, along with consultation and insurance planning services to help customers effectively manage and mitigate risks. Services are provided through multiple channels, including telephone consultations by professional advisors, direct sales through face-to-face meetings with customers, and online platforms that allow customers to conveniently compare and purchase insurance products—catering to the needs of modern consumers across all dimensions.

The Company's customer base includes both individual clients—seeking coverage for health, accidents, property, or long-term financial planning—and corporate clients, such as companies, legal entities, cooperatives, government agencies, and business sectors requiring coverage for property, employees, or business liability.

Revenue from the insurance brokerage business comprises commissions from insurance companies, consulting fees, and additional support service fees, all of which fall within the defined scope of the Company's insurance brokerage operations.

The Company offers a wide range of insurance products and services, as follows:

### 1. Car Insurance

- Provides coverage for loss of or damage to the insured vehicle, as well as bodily injury, death, and property damage to third parties (other involved parties), including other coverages specified in the insurance policy.

### 2. Compulsory Motor Insurance (Act Insurance)

- A type of insurance mandated by law, requiring all vehicles of every type to be insured in order to provide coverage and assistance to individuals injured or affected by road accidents.

### 3. Golf Insurance

- Provides coverage for loss or damage resulting from accidents occurring during the playing of golf.

### 4. Health Insurance

- Provides coverage for general medical expenses, including various medical treatment benefits.

### 5. Travel Insurance

- Provides coverage for accidents occurring during travel.

### 6. Personal Accident Insurance

- Provides 24-hour coverage for loss or damage resulting from accidents.

### 7. Fire Insurance

- Provides coverage for damage to insured property, including buildings, furniture, and other assets, resulting from covered perils.

### 8. Small Business Insurance

- Provides coverage for damage to buildings and business assets of various small enterprises, such as restaurants, hotel dining rooms, coffee shops, internet cafes, beauty salons, and spas.

### 9. Group Employee Benefits Insurance

- Provides life and health insurance coverage for employees of corporate clients under a group policy, as an additional welfare benefit beyond the legal requirements of the Workmen's Compensation Fund and Social Security scheme.

### 10. Individual Life Insurance

- Provides coverage for death and pays benefits to the designated beneficiary as specified in the insurance policy.

### 11. Goods-in-Transit Insurance

- Provides coverage for loss or damage to goods resulting from various accidents, designed for exporters and importers engaged in international trade, as well as domestic cargo transport businesses.

## 12. Miscellaneous Insurance

- Policies that provide coverage for damages caused by all types of external accidental factors, including third-party liability insurance, professional liability insurance, and others.

## Asset Management Business

### Asset management business

AEON Asset Management (Thailand) Co., Ltd. (of which the Company holds 99.9999% of the shares) operates its core business in the management of non-performing loans (NPLs) and non-performing assets (NPAs). The Company plays a significant role in acquiring assets from financial institutions in order to rehabilitate, restructure, and restore their value back into the economic system efficiently. At present, the Company continues to focus on the management of non-performing assets, with an emphasis on negotiation, restructuring, and financial rehabilitation of debtors. The Company prioritizes solutions that are appropriate and balanced for both borrowers and the overall financial system. As such, its operations go beyond mere financial asset management, aiming to support economic recovery, strengthen financial sector stability, and enable businesses and individuals to regain their footing sustainably within the economy. The Company operates under the Asset Management Company Act B. E. 2541 (1998) and is regulated by the Bank of Thailand. In April 2024, the Company was officially granted a license by the Bank of Thailand to operate as an asset management company and has commenced investment in non-performing assets since the past year.

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

### Innovation and Digitalization Policy and Guidelines

The Company emphasizes the use of innovation and digital technology to enhance customer experience through convenient services that appropriately meet customer needs in various forms. The goal is to increase business efficiency and reduce operating costs in the long term.

The Company has set a digital development plan to set the direction for driving the organization, covering the development of digital loans, online sales channels and payment channels, as well as cooperation with partners in the online business group and leaders in the E-Commerce Platform business.

#### Innovation development guidelines

- **Development of the loan approval process with technology and alternative data**

The Company is committed to improving the loan granting process by using advanced information technology and alternative data, to increase the accuracy of assessing the debt repayment ability of a wider range of customers. The proportion of automatic loan consideration has been continuously increasing and the cost of the approval process has decreased because the BOT allows the use of e-KYC to verify customer identities. Customers can apply for loans by themselves via the AEON Thai Mobile application or apply online at the Company's service centers. Loan consideration using AI technology and alternative data helps control loan approval standards, as well as increase efficiency and shorten the loan approval period to meet customer needs to be able to use the service immediately.

- **Innovation development for responsible lending services**

The Company emphasizes the development of innovations for careful lending, especially the loan approval process and product design that is consistent with customers' repayment ability and the current economic context under the principles of responsible lending.

The Company has developed a data analysis system to assess customers' risks and behaviors to support loan consideration, which is an important part of preventing customers from over-indebtedness and promoting sustainable financial management capabilities.

The Company emphasizes the development of businesses for continuous and efficient growth through the development of products that meet customer needs, technology to create security in financial transactions, as well as convenience, speed, and efficiency in accessing credit services that are widespread, equal, and fair with responsibility. In addition, the Company has applied the concept from Japan, the Kaizen process, to improve and develop innovations, especially the work process, to increase efficiency and reduce costs systematically.

Research and development (R&D) policy : Yes

### R&D expenses in the past 3 years



	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	3.64	4.07	1.73

## Additional explanation about R&D expenses in the past 3 years

### Results of Innovation and Digitalization Development

The Company has established a Kaizen Committee, which consists of working groups from all units of the Company. Its duties include considering, supporting, giving advice, evaluating suggestions, considering project approval, and selecting Kaizen projects that the committee and personnel in the company have assessed and seen as having the best potential, benefits, and value in a tangible manner. Working groups from each unit will present problems, weaknesses, and shortcomings in related work processes and present projects for development, improvement, and resolution of issues through integrated activities in the annual Kaizen training curriculum to encourage the exchange of opinions from various perspectives, with different knowledge and experiences, until new elements of becoming an innovation are obtained.

In addition to organizing annual training courses, the Kaizen Committee has organized internal communication, training, and activities to stimulate participation and a culture of using creativity to propose solutions to problems, which may lead to new innovations. Using the Kaizen principle as a guideline not only helps promote the development of experience and enhance the potential of the organization's personnel, but also creates awareness and supports employees to be creative and be able to apply new ideas or technologies to reduce work steps while maintaining or increasing the quality of their own and the organization's work. This is to prepare personnel to be able to adapt to changes that may occur at all times.

There were total of 9 successful projects last year, which were beneficial in increasing efficiency. Reduce work steps, reduce errors and reduce the use of natural resources.

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

### Credit Card Business

To effectively reach a broad range of both existing and potential new customers, the Company utilizes a variety of channels to promote its credit card products. These efforts are aimed at meeting diverse customer needs and maximizing the efficiency of outreach to target segments, as follows:

#### 1. Digital Marketing and Online Advertising

The Company leverages various digital channels—such as its corporate website, social media platforms, and email marketing—to share promotional updates, special offers, and usage tips, aiming to highlight the value of using the Company's credit cards. In the past year, the Company launched two digital credit cards: AEON Primo and AEON NextGen, accompanied by promotional campaigns to encourage spending through online channels.

#### 2. Direct Sales and In-Store Engagement

The Company's sales representatives engage directly with customers at various locations, such as department stores and shopping malls, allowing for convenient credit card applications and personalized consultations from knowledgeable staff. Additionally, the Company conducts promotional activities and offers customer service via telephone channels, enabling tailored offers and direct communication with individual customers.

#### 3. Business Partnership and Collaborations

The Company collaborates with partners across various industries—such as department stores, retailers, and airlines—to offer exclusive benefits to its credit cardholders. This strategic approach enables the Company to reach a wide and diverse customer base effectively through both online and offline channels.

## The industry competition during the preceding year

### Overview of the Credit Card Industry

In 2024, Thailand's credit card industry is undergoing significant changes driven by various internal and external factors. The key factors influencing the industry are as follows:

#### 1. The Growth of Online Spending and Digital Commerce

The growth of e-commerce and online payment systems has elevated the importance of credit cards in financial transactions. As consumers increasingly turn to digital platforms for purchasing goods and services, credit card payments have become a fast and convenient method.

This shift has compelled credit card companies to adapt by enhancing their support for online transactions and developing more

secure and user-friendly technologies. These include innovations such as contactless payment systems and biometric authentication methods—such as facial recognition and fingerprint scanning—to ensure greater transaction security and convenience.

## 2. Debt Management and Responsible Lending

Credit card debt and disorganized repayment behavior remain critical concerns within the industry, particularly among low-income customers and first-time credit card users.

Credit card companies must implement effective and transparent risk management practices to ensure that customers are not exposed to long-term debt issues. Providing accurate information and guidance on debt management is also essential in helping customers maintain financial stability and make informed financial decisions.

## 3. Government Support and Financial Technology (FinTech)

The government plays a key role in promoting the adoption of financial technology, such as the development of digital financial infrastructure, the expansion of financial access for people in remote areas, and the encouragement of secure and transparent financial services for consumers.

Such support from the public sector fosters trust among both companies and consumers, contributing to a more sustainable and stable growth of the market.

## 4. Adapting Strategies to Meet the Needs of Digital-Age Consumers

Credit card companies must adjust their strategies to meet the evolving needs of digital-age consumers. This includes developing user-friendly mobile applications for financial management and providing services that cater to customer needs in real-time—such as personalized promotions or digital customer service channels that are accessible anytime, anywhere.

In addition, the credit card industry continues to face intense competition in attracting new customer segments, especially those whose spending behavior differs from that of traditional users. To appeal to these groups, companies are offering special incentives such as reward points that can be redeemed for gifts, and launching co-promotional campaigns with partner businesses, including exclusive offers from popular brands.

## 5. Support from the Government and the Bank of Thailand

In 2024, the government and the Bank of Thailand (BOT) implemented several policies that have impacted the credit card industry. Among these are key initiatives aimed at promoting sustainability within the credit card market, including the following:

- The “Khun Soo Rao Chuay” (You Fight, We Help) programme is an initiative aimed at supporting individuals facing debt problems. Backed by the government and the Bank of Thailand, the programme seeks to reduce debt burdens and help restore the financial stability of debtors.
- Inflation targeting is a key measure implemented to maintain price stability in goods and services, contributing to overall economic stability and preserving consumers’ purchasing power. The Bank of Thailand has set an inflation target of 2% (+/- 1%), aiming to limit excessive increases in prices. This measure helps ensure that credit cardholders can maintain their level of spending without being heavily impacted by rising costs.
- The Bank of Thailand has mandated that credit card companies increase the minimum payment requirement from 5% to 8% of the outstanding balance. This policy aims to help borrowers repay their debts more quickly, reduce long-term debt accumulation, and enhance the overall financial stability of consumers.

As of the end of 2024, the total number of credit card accounts held with commercial banks and non-bank credit card companies declined by 0.90% compared to the previous year, representing a decrease of approximately 0.24 million accounts. At year-end, the total number of credit card accounts stood at 26.04 million. Of these, 16.67 million accounts were issued by non-bank credit card companies, reflecting a modest growth of 0.91% from the previous year. Meanwhile, credit card accounts held with commercial banks totalled 9.38 million, marking a 3.95% decline year-on-year. The outstanding credit card balance from non-bank credit card companies was THB 258.99 billion, an increase of 2.83% from the previous year. In contrast, the outstanding balance from commercial banks stood at THB 238.27 billion, a 3.53% decrease from the previous year. Non-bank credit card companies accounted for 62.82% of total credit card accounts and 50% of total outstanding credit card balances—an increase from 39.00% at the end of 2023.

According to data from the Bank of Thailand, the total number of credit cards in the industry stood at 26.04 million as of the end of 2024, representing a 0.90% decline compared to the end of 2023. The total outstanding credit card balance across the industry amounted to THB 497.26 billion. As for the Company, the outstanding balance of credit card receivables as of the fiscal year-end 2024 was THB 37.28 billion, a decrease from THB 41.16 billion in the previous year, or a 9.4% year-on-year decline. Based on this figure, the Company’s estimated market share by outstanding balance was approximately 7.5% of the industry.

## Competitive Landscape of credit card business

### 1. Competition Within the Credit Card Industry

Within the credit card market, there is intense competition among credit card issuers. New credit card issuance is currently dominated by non-bank financial institutions, which account for 64% of new cards, compared to 36% from large commercial banks.

This competitive landscape has driven companies to continuously develop products that cater to the needs of digital-age consumers. These efforts include enhanced cardholder benefits, attractive promotional campaigns, and the development of financial applications with new, user-friendly features that differentiate their offerings from competitors.

Such developments have led to increased competition not only in terms of product variety and appeal but also in service excellence, as providers seek to meet the growing expectations of customers in the digital era.

## 2. Competition Between Credit Card Businesses and Other Financial Services with Similar Functions

In addition to competition within the credit card industry itself, businesses offering similar financial functions have emerged as strong competitors. Notable among these are Buy Now, Pay Later (BNPL) services, which have gained popularity among consumers seeking installment payment options without incurring interest—provided payments are made within a specified period. These services are often simple, transparent, and easily managed through mobile applications.

FinTech applications offering personal loans or online payment services also pose a significant challenge, as they often provide lower interest rates or more flexible terms than traditional credit cards. These platforms allow consumers to access financial services instantly via smartphone apps.

Furthermore, digital wallets have become a widely adopted method for making transactions. Consumers value the convenience, speed, and accessibility of being able to make payments anytime and anywhere via digital wallet platforms.

These alternative financial services present increasing challenges for the credit card industry, particularly among customers seeking convenient installment options without the burden of interest charges.

Despite facing intense competition from new market entrants and rapidly shifting consumer behaviors, the credit card business continues to demonstrate strong growth potential. The core revenue model for the credit card industry remains centered on interest income from revolving credit, along with various service fees—both of which serve as key long-term revenue drivers. In addition, income from personal loans and related financial products further reinforces the strength and resilience of the business.

The Company has identified significant opportunities amid the prevailing economic uncertainty and rising cost of living. In particular, the increasing purchasing power among middle- to lower-income salaried individuals has led to greater demand for credit and financial products. In response, the Company has developed targeted strategies to address the specific needs of digital-era consumers by offering credit card products aligned with their preferences and lifestyles—such as online shopping, travel, and health and wellness. These products are designed to deliver highly personalized customer experiences and true satisfaction.

Furthermore, tailored installment plans are offered to suit each customer segment's repayment capacity, along with expanded access to services for those seeking greater flexibility in managing their debt.

At the same time, the Company continues to enhance its mobile application, ensuring ease of use and incorporating features that empower customers to manage their finances independently. Special digital promotions are also launched to stimulate card usage, reinforcing the integration of digital functionalities into financial services and promoting more efficient spending and money management.

True to its ongoing commitment to customer experience, the Company continuously invests in creating accessible and responsive service channels—such as AEON Lounge and AEON Theater—while also collaborating with partners to offer exclusive benefits. These efforts contribute to increased customer satisfaction and loyalty, as well as expanding the customer base through an enhanced and differentiated experience.

## Overview of the Personal Loan Industry

The personal loan industry in Thailand plays a significant role in enhancing household liquidity and stimulating consumer spending, particularly among individuals who require financing for daily expenses, small business investments, or debt management. The growth of personal loans has been driven by several factors, including rising living costs, increasing consumer reliance on credit, and the expansion of financial technologies that make credit more accessible.

Although the personal loan market continues to grow, it also faces structural challenges that affect borrowing behavior. One key issue is the household debt-to-GDP ratio, which, although it declined to 88% at the end of 2024—the lowest level in four years—remains elevated and may limit long-term credit growth. The slowdown in household lending has been partly due to the cautious lending stance of financial institutions and the incomplete recovery of consumers' repayment capacity.

Nonetheless, consumer confidence has gradually improved over the past year. As of December 2024, Thailand's overall Consumer Confidence Index stood at 51.6, showing steady improvement compared to the end of 2023.

The approval trend for personal loans under the supervision of the Bank of Thailand (BOT) remains cautious. In Q4/2024, despite an increase in household credit demand—particularly for auto hire-purchase loans driven by promotional campaigns—overall

consumer loan volumes continued to decline. Financial institutions have maintained strict credit approval standards, especially for low-income borrowers or those with high debt burdens. At the same time, the banking system continues to exhibit high excess liquidity, indicating that lenders have capacity to expand credit further if economic risks subside.

According to data from the Bank of Thailand as of December 2024, the outstanding balance of regulated personal loans without vehicle registration as collateral amounted to THB 482.65 billion, representing a year-on-year contraction of 5.4%. Of this total, THB 177.62 billion came from commercial banks, and THB 305.03 billion from non-bank financial institutions—accounting for 63.20% of total regulated unsecured personal loans.

Non-performing loans (NPLs) in this segment totalled THB 18.84 billion, comprising THB 8.45 billion from commercial banks and THB 10.39 billion from non-bank providers. The NPL ratio stood at approximately 3.9%, down from 4.4% the previous year, but still indicative of the inherent risks in personal lending that require prudent credit management.

To mitigate the impact of NPLs and support financial sustainability for consumers, the Bank of Thailand introduced several relief measures in 2024. These include assistance for borrowers with persistent debt, by extending the debt resolution period from 5 to 7 years and capping the interest rate at 15% per annum, as well as the “Khun Soo, Rao Chuai” (“You Fight, We Help”) programme, aimed at supporting retail borrowers with debt balances below THB 5,000 per account and over 90 days past due as of 31 October 2024.

### Comparison of the Company’s Personal Loan Business with the Industry

According to data from the Bank of Thailand, as of the end of 2024, the outstanding balance of regulated personal loans without vehicle registration as collateral totaled THB 482.65 billion. In comparison, the Company’s outstanding personal loan receivables at the end of the 2024 fiscal year amounted to 42.55 billion baht, representing a decrease from THB 43.42 billion in the previous year, or a decline of 2.0%. Based on this, the Company’s estimated market share, in terms of outstanding loans, is approximately 8.8% of the industry.

### Competitive Landscape of the Personal Loan Market

Regulated personal loans without vehicle registration as collateral are unsecured loans granted to individuals without a specified purpose of use. Applicants for this type of loan are generally required to demonstrate sufficient financial capacity to repay the debt. For borrowers with an average monthly income of less than THB 30,000, the credit limit for non-purpose personal loans (not intended for business use) is capped at no more than 1.5 times their average monthly income. For those with an average monthly income of THB 30,000 or more, the credit limit may be up to 5 times their average monthly income.

The personal loan market in Thailand comprises a diverse customer base, which can generally be classified into key segments based on income level and borrowing behavior, as follows:

1. Salaried Employees with Stable Income – This group has a higher likelihood of loan approval from both commercial banks and non-bank financial institutions. With stable repayment capacity, they typically use personal loans to improve quality of life, such as investing in education or purchasing high-quality products.
2. Self-employed Individuals and Small Business Owners – These customers often have irregular income and may find it difficult to access credit from banks. They tend to rely on non-bank lenders and digital lending platforms that assess creditworthiness based on online spending behavior and digital transaction history.
3. Daily Wage Earners and Low-Income Individuals – With limited access to bank loans, this group commonly uses non-bank credit or digital loans with more flexible approval criteria. Loans are often used to support short-term liquidity needs or cover emergency expenses.
4. Young Adults and First Jobbers – Typically exhibiting high spending behavior, this segment tends to rely on personal loans to support their desired lifestyle. They prefer loans with easy application processes via online channels.
5. Middle-Aged Borrowers Managing Debt Obligations – These customers commonly use personal loans for refinancing or debt consolidation, aiming to streamline repayments and manage their financial obligations more efficiently.

According to demographic data, the personal loan market in Thailand has seen increasing growth among digital users, particularly within the 25–45 age group. This working-age segment represents the highest demand for credit. However, Thailand is entering an aging society, which may directly impact financial behavior and pose challenges to the growth potential of the personal loan industry.

- Declining Birth Rates and a Growing Elderly Population
  - According to data from the National Statistical Office, as of 2024, 20% of Thailand’s population is aged 60 and above. This figure is projected to rise to 28% by 2030, marking Thailand’s transition into a super-aged society.
  - The declining number of young workers has led to a shrinking customer base for the personal loan industry, as most elderly individuals lack regular income and have limited borrowing capacity.
- Changes in Borrowing Behavior

- Working-age individuals aged 25–45, who form the core customer segment of the personal loan industry, are increasingly focusing on financial planning and saving for retirement. In response to this shift, the Company has adopted a strategy to expand its business into neighboring countries with a growing proportion of working-age populations.

- **Rising Household Debt Among the Working-Age Population**

- The working-age group is increasingly burdened with the responsibility of caring for elderly parents, often referred to as the “sandwich generation.” This has led to greater financial obligations and a growing demand for credit. However, it also raises the risk of loan repayment difficulties within this segment.

Personal loan providers must adapt by developing products that align with the evolving demographic landscape. At the same time, they must comply with increasingly stringent regulatory measures and manage non-performing loan (NPL) risks with caution in order to ensure sustainable long-term operations.

Despite these challenges, the personal loan industry in Thailand still holds growth potential driven by positive factors such as the advancement of financial technology, the expansion of digital lending, and the emergence of niche loan products. As a result, new market players—particularly during the COVID-19 period—have entered the competitive landscape.

Currently, Thailand’s personal loan market is primarily served by two main groups of providers:

1. **Commercial Banks** – Provide personal loans in the form of lump-sum loans, revolving credit, and cash cards. These institutions typically target salaried customers with stable income and good credit history. Interest rates offered by commercial banks are generally lower than those of non-bank providers, but they also impose stricter documentation requirements and lending conditions.

2. **Non-Bank Financial Service Providers** – Play an increasingly important role in the industry, focusing on serving customers who may have limited access to bank loans—such as individuals with irregular income or no collateral for loan applications.

In addition, Thailand’s personal loan market is undergoing significant transformation driven by structural technological changes and evolving consumer behavior. The issuance of new business licenses is also paving the way for new entrants into the industry—particularly digital platforms, FinTech companies, virtual banks (expected to commence operations in 2025), and Buy Now, Pay Later (BNPL) providers.

These players are leveraging technology to enhance the lending process, making access to financing faster and more convenient. This is expected to improve financial inclusion by extending credit products to a broader range of underserved or unbanked consumers who may not qualify for loans from traditional commercial banks.

### **Overview of the Hire Purchase Loan Industry**

At present, the Company’s hire purchase business operates under regulatory oversight. The Contract Committee has declared automobile and motorcycle hire purchase as a contract-controlled business, requiring that interest rates be calculated on a declining balance basis. Under this regulation, the effective annual interest rate must not exceed 15% for used cars and 23% for motorcycles. These requirements were officially announced in the Royal Gazette and became effective on 10 January 2023.

According to statistical data from the Department of Land Transport, 2.61 million vehicles were newly registered under the Motor Vehicle Act in 2024, reflecting a 12.3% year-on-year decline. These included 510,000 personal passenger cars (up to 7 seats), 120,000 personal pickup trucks, and 1.90 million motorcycles. In addition, 70,137 electric vehicles (EVs) were registered in 2024, marking an 8.1% decline from the previous year.

The overall vehicle market in 2024 experienced slower growth compared to the previous year due to several factors: stricter loan approval processes driven by persistently high household debt, weaker-than-expected performance in the manufacturing sector, and the impact of the Loan-to-Value (LTV) ceiling regulation, which has constrained hire purchase financing offered by financial institutions.

Looking ahead to 2025, the government has introduced several economic stimulus measures, including policies to boost new vehicle purchases. One such measure involves the Thai Credit Guarantee Corporation (TCG) providing loan guarantees for auto financing, particularly for pickup trucks, to facilitate credit access and stimulate domestic consumption.

### **Competitive Landscape of the Hire Purchase Loan Market**

The hire purchase loan business in Thailand remains highly competitive, particularly in the new motorcycle and used car segments, which are the core markets for both non-bank providers and subsidiaries of major financial institutions. This competition takes place amid challenges such as rising financial costs, persistently high household debt, and shifting consumer

behaviors. In the used car and new motorcycle markets—where customer segments are diverse and require flexible credit solutions—non-bank operators continue to dominate the market share. However, commercial banks also maintain a presence, primarily targeting mid- to high-income customers and new car financing, which generally carries lower credit risk. Looking ahead, the competitive landscape is expected to evolve into a hybrid model, combining the strengths of both sectors: banks, with their lower funding costs, and non-banks, known for their speed and operational flexibility.

### **Overview of the Vehicle Title Loan Industry**

The vehicle title loan industry is one of the steadily growing segments in Thailand's lending market. It serves as an important source of short-term revolving credit or emergency funding for individuals, using fully owned vehicles—such as cars or motorcycles—as collateral.

As of December 2024, there were a total of 77 registered operators providing vehicle title loan services, comprising both commercial banks and non-bank financial service providers. Under the supervision of the Bank of Thailand, regulatory efforts are focused on ensuring that operators comply with established guidelines, enabling consumers to access credit at reasonable rates and receive fair treatment.

The key drivers of this market include persistently high levels of household debt. Although this debt is on a declining trend, many individuals still rely on short-term loans. The primary target customers of title loan providers are those with irregular income—such as freelancers, small traders, and informal workers—who may not have sufficient proof of income to qualify for personal loans from traditional banks. For these individuals, vehicle title loans offer a more accessible financing alternative.

The industry is also experiencing intense competition among commercial banks, non-bank providers, and small-scale operators. This has led to more competitive interest rates and more flexible lending terms. Moreover, advancements in credit assessment processes have resulted in faster loan approvals and enabled access to borrowers without formal credit bureau records.

However, the industry also faces several challenges. One of the key issues is the tightening of regulatory oversight. The Bank of Thailand has introduced measures to promote transparency and fairness, such as setting interest rate ceilings and regulating the advertising of loan terms. Additionally, there is rising concern over default risk among vulnerable borrower segments with unstable incomes, particularly during periods of economic slowdown.

According to data from the Bank of Thailand, as of December 2024, the outstanding balance of regulated personal loans secured by vehicle registration totaled THB 375.32 billion, reflecting a year-on-year growth of 11.3%. The total amount of non-performing loans (NPLs) in this segment was THB 10.37 billion, representing an NPL ratio of 2.8%, which is an increase from 2.2% in the previous year.

### **Competitive Landscape of the Title Loan Market**

In 2024, the vehicle title loan business in Thailand continued to face intense competition from both established players and new entrants operating under the regulatory framework of the Bank of Thailand.

The competitive strategies adopted by vehicle title loan providers have evolved in response to various factors, including economic conditions, consumer purchasing power, and regulatory guidelines issued by the Bank of Thailand. A summary of key developments is as follows:

#### **1. Enhancing Customer Accessibility Through Physical and Digital Channels**

This remains a core strategy among major players in the market—aggressively expanding branch networks, particularly in rural areas and secondary cities, to reach customers who are less familiar with online transactions.

At the same time, providers are also investing in the development of online platforms and mobile applications to enhance convenience in loan application and tracking processes, especially targeting younger, tech-savvy customer segments.

#### **2. Competition Through Promotions and Loan Conditions**

Although competition in the vehicle title loan market has not yet escalated to direct interest rate cuts across the board, providers are actively offering special interest rates for new customers or during specific promotional periods.

In addition, some operators offer fee waivers or instant disbursement upon approval to incentivize customer decision-making. Certain providers also promote refinancing options, offering higher credit limits and lower interest rates compared to existing contracts, in an effort to attract customers away from competitors.

#### **3. Branding & Trust Building**

Many operators have adopted broad-based brand communication strategies to build brand awareness, particularly among new customers who may have previously used this type of loan.

These campaigns often emphasize the brand image of “support” or “financial empowerment”, aiming to foster a positive emotional connection with the brand.

#### **4. Competition in Customer Experience and Technology**

The integration of artificial intelligence (AI) and the use of alternative data in credit assessment processes. Companies are also enhancing their platforms to be more user-friendly, streamlining application procedures and reducing approval times.

Technologies such as electronic Know Your Customer (e-KYC) systems and electronic signature (e-Signature) solutions are being adopted to improve customer convenience and simplify the onboarding experience.

Competition in the vehicle title loan business is expected to shift from a focus on market share acquisition to a focus on quality-driven competition, contributing to more sustainable industry growth. This shift is partly due to tighter regulatory constraints that may limit price-based competition.

As a result, future strategies are likely to center on customer experience and service flexibility (personalization). There is also an increasing trend toward technological competition for credit scoring models and data analytics to enhance credit assessment accuracy, reduce non-performing loan (NPL) ratios, and improve loan approval rates.

Moreover, the development of fully integrated digital lending platforms is expected to become a key tool in expanding the customer base without relying on physical branch expansion.

Another emerging trend is cross-industry collaboration, where title loan providers may begin to partner with EV platforms, logistics service providers, or used car dealers to offer integrated services. Collaboration with retail operators or e-commerce platforms is also seen as a way to broaden the customer base through shared data ecosystems.

At the same time, entry barriers into the vehicle title loan industry remain significant. New entrants face challenges such as licensing requirements, stricter qualifications, and the time- and cost-intensive nature of building a brand and service network. Established players also benefit from lower funding costs and greater economies of scale compared to smaller or new operators.

Additionally, risk management and debt collection capabilities are critical success factors. New entrants lacking experience in portfolio management may face difficulties in growing their loan portfolios sustainably.

### **Industry Overview of Debt Collection Business**

The debt collection business plays a crucial role in driving the country's financial system, acting as an intermediary between creditors and debtors to efficiently manage outstanding debts. During periods of economic fluctuation, Thailand's household debt remains at a high level. According to the Bank of Thailand, at the end of year 2024, the household debt-to-GDP ratio stood at 88%, reflecting an increasing debt burden driven by the expansion of household credit and consumer credit. The industry is supported by financial institutions aiming to reduce non-performing loans (NPLs) efficiently by outsourcing debt collection to external agencies or selling debt portfolios to asset management companies to manage risk and maintain liquidity. However, the business faces challenges from increasingly strict regulations, such as the Debt Collection Act B.E. 2558 (2015) and the Personal Data Protection Act B.E. 2562 (2019) (PDPA), which require operators to adapt and develop their business practices to comply with legal standards. The debt collection industry continues to demonstrate growth potential due to the increasing demand for debt management and the expansion of household credit. Nonetheless, businesses must continuously adapt to comply with legal requirements and develop modern technological capabilities to maintain credibility and operational efficiency over the long term.

### **Competitive Landscape in the Debt Collection Industry**

The debt collection business in Thailand is currently facing a high level of competition as both financial and non-financial (Non-Bank) service providers continuously enter the market. The competition is not limited to debt collection efficiency but also encompasses the use of technology to improve data management and debtor behavior analysis.

Companies that are able to integrate modern technologies, such as Artificial Intelligence (AI) and Big Data Analytics, to forecast repayment trends and adjust collection strategies, will have a clear competitive advantage. These technologies help increase efficiency with cost optimization, and enhance the accuracy of data analysis, enabling debt collection to be more effective and faster. Moreover, providing comprehensive services, such as phone collection, field collection, and digital operations, is a strength that helps differentiate a company from its competitors.

Despite the aggressive competition, the debt collection business still has growth opportunities driven by the expansion of household credit after the COVID-19 pandemic. This has significantly increased the expansion of personal loans and credit cards in Thailand, resulting in a high household debt-to-GDP ratio and a rising demand for debt collection services.

Furthermore, the main purpose for reducing non-performing loans (NPLs) among financial institutions is another factor driving growth in the industry. Financial institutions focus on managing distressed assets (Non-Performing Loans: NPLs) efficiently by outsourcing debt collection services to external agencies or selling debt portfolios to asset management companies to mitigate risks and reduce the burden of direct debt collection.

Another factor driving the industry is the growth of retail credit businesses and the increasingly popular Buy Now Pay

Later (BNPL) model, which has been well received by consumers. As a result, the demand for debt collection from such credit types is expected to increase.

Additionally, the emergence of virtual banks presents a new opportunity as digital banks can quickly issue credit and cover new customer segments, resulting in increased demand for debt collection among these customers.

Despite promising market opportunities, the debt collection business still faces high entry barriers due to strict regulatory requirements and legal compliance, which, if not properly managed, may result in legal risks and reputational damage. Furthermore, increasing credibility and trust with clients remains crucial, as debt collection businesses must maintain high ethical standards level and transparency to gain and sustain both creditor and debtor trust.

Technology, while essential for growth, also presents challenges for new entrants, as investments in AI, Big Data Analytics, and automated systems require significant funding and expertise, making it challenging for small businesses or new players to enter the market.

ACSS, as a leader in the debt collection business, has adapted and developed its operations to respond to these challenges by leveraging digital technology to enhance debt collection efficiency. By utilizing AI and Big Data Analytics to forecast repayment trends and optimize collection plans, ACSS maximizes effectiveness. The company strictly adheres to legal standards and conducts its operations with transparency and professionalism, earning client trust and maintaining competitiveness in the industry.

The adoption of technology and automation has helped improve efficiency, reduce costs, and increase data accuracy. Additionally, obtaining ISO certification further reinforces the company's credibility and service quality, enabling ACSS to compete sustainably and efficiently in the industry.

### **Overview of the Insurance Brokerage Industry**

The insurance brokerage business plays a vital role in the current economic system, acting as an intermediary between insurance companies and customers by offering insurance products that effectively meet consumer needs. The industry is influenced by several factors, such as economic growth, regulatory changes, technological advancement, and shifting consumer behavior with increasing focus on risk protection.

The insurance brokerage market in Thailand shows a continued growth trend, driven by rising demand for life, health, and non-life insurance, as well as government policies promoting compulsory insurance in certain categories, such as motor insurance. In addition, the development of digital channels and online platforms has enabled customers to access services more conveniently and rapidly. As a result, insurance brokers must adapt to meet the evolving needs of modern consumers.

### **Competitive Landscape of the Industry**

The insurance brokerage business in Thailand is currently facing a highly competitive environment due to the presence of a wide range of market players. These include large brokerage firms with nationwide networks, mid-sized brokers focusing on niche markets, and small-scale operators offering personalized services to their clients. Moreover, the rise of digital platforms has intensified the competition, as brokers who utilize digital channels can reach target customers more quickly and at a lower cost.

Competition in this industry is also driven by the need to offer diverse insurance products, deliver excellent service, and build trust with customers. In the digital era, where consumers expect fast and transparent services, insurance brokers must continuously develop innovations and leverage technology to enhance service efficiency.

Nevertheless, intense competition also reflects the growing market opportunities. The insurance market is expanding steadily, as consumers place greater importance on risk management—whether it be life, health, or property insurance. There has been a notable increase in demand for life and health insurance due to heightened awareness of personal well-being. At the same time, economic uncertainty has made protection for life and property increasingly essential. Changing consumer behavior, with a preference for speed and convenience in purchasing insurance, has driven the popularity of online insurance sales and Insurtech solutions. These include insurance comparison tools that help customers select the most suitable plans and digital transaction systems that offer speed and security.

As an insurance brokerage provider, the Company continues to face competitive challenges from nationwide firms, niche-service brokers, and digitally driven small operators. Additionally, rapid technological changes and consumer demand for convenience and speed in insurance purchasing require the Company to adapt and enhance its services constantly.

The Company is committed to developing products and services that comprehensively meet customer needs while improving operational efficiency through the adoption of digital technologies. This includes using digital tools for data management and service process optimization, enabling more accurate and efficient operations. The Company also employs digital support systems for customer data analysis to better meet specific needs in a modern and timely manner.



In addition, the Company places strong emphasis on building and expanding business partnerships to broaden the range of insurance products offered and better respond to the diverse needs of its customer base. It remains focused on providing service through face-to-face consultations and telesales, supported by professional advisors who offer close guidance and information to build confidence and trust with customers.

The Company also prioritizes credibility and transparency in service delivery, with strict compliance to legal and regulatory standards, in order to maintain high operational standards and enhance the overall customer experience.

Amidst growing market opportunities driven by rising demand for risk management and insurance solutions, the Company focuses on strengthening its service capabilities, offering a wide range of insurance products, and differentiating itself from competitors through the application of digital technology and continuous development of strategic partnerships—aiming to sustain its competitive advantage and ensure long-term success in the insurance brokerage industry.

### **Overview of the Asset Management Industry**

The asset management industry in Thailand plays a vital role in handling non-performing loans (NPLs) and non-performing assets (NPAs), thereby strengthening financial stability and supporting economic recovery. Key industry players include both public and private sector operators. In 2024, the trend and outlook for NPL prices remain stable to slightly declining, due to persistently high levels of bad debts in the financial system, particularly in the unsecured lending segment. For instance, the NPL ratio for credit cards stood at 2.6%, and for personal loans at 3.4% as of the end of 2024, mainly driven by elevated household debt levels. Although asset management companies (AMCs) still have demand for acquiring NPLs, the purchase prices tend to be lower. Meanwhile, the prices of NPAs in the Thai market, especially second-hand residential properties such as landed houses and condominiums, have remained stable or slightly increased. This is due to continued demand from real homebuyers, supported by government measures to reduce property transfer fees. Furthermore, the expected temporary relaxation of the Loan-to-Value (LTV) regulatory framework by the Monetary Policy Committee (MPC) and the Financial Institutions Policy Committee (FIPC) – effective for loan agreements made between 1 May 2025 and 30 June 2026 – is anticipated to boost demand for second-hand homes from the NPA pool and drive property prices upward. On the other hand, the outlook for used car prices remains slightly weak. This is attributed to subdued demand due to constrained purchasing power and continued high household debt, coupled with supply-side pressures. In addition to a surplus of repossessed vehicles, the influx of competitively priced Chinese electric vehicles (EVs) has significantly impacted the resale value of used combustion engine cars, accelerating their depreciation—especially in terms of collateral value. Changing consumer preferences are also rapidly shifting demand from used internal combustion engine vehicles to new EVs. As a result, AMCs must urgently adjust their valuation strategies for NPAs in the used car segment to mitigate collateral valuation risks.

### **Competitive Landscape of the Asset Management Business**

In 2024, the asset management industry continues to face intensifying competition from both public and private sector players, particularly in the unsecured non-performing loan (NPL) segment, such as credit card and personal loans. These asset types offer attractive returns if managed and collected efficiently. As such, the competitiveness of asset management companies no longer depends solely on portfolio size or capital readiness, but also on the efficiency of debt management systems, access to in-depth debtor information, asset valuation capabilities, and the ability to diversify asset sales through multiple distribution channels.

While entering the asset management business remains restricted by legal requirements and licensing regulations—posing a major barrier for new entrants—technological advancement and shifts in debt structures within the economy have created opportunities for newcomers to compete in specific segments, particularly in small-sized, unsecured debts. These require proactive and flexible collection strategies—an area in which the Company has built considerable expertise.

Additionally, the Company has long maintained access to a broad base of retail customers, its primary target segment. This enables the Company to effectively analyse repayment behaviour, monitor financial status, and manage risk. Furthermore, the Company benefits from diverse collection channels and robust internal support systems, which help optimise management costs—ultimately enhancing its sustainable competitiveness in an industry that continues to evolve rapidly.

### **Diagram of the industry competition during the preceding year**

**Credit Card Business** Table Showing the Number of Credit Card Accounts and Outstanding Loan Balances

Total Number of Accounts (Million Accounts)	2020	2021	2022	2023	2024
Commercial Banks	11.73	12.10	9.79	9.76	9.38
Non-Bank Financial Institutions	12.43	12.75	15.95	16.51	16.67
<b>Total</b>	<b>24.16</b>	<b>24.85</b>	<b>25.74</b>	<b>26.28</b>	<b>26.04</b>

Outstanding Loan Balance (THB Billion)	2020	2021	2022	2023	2024
Commercial Banks	272.92	278.74	242.17	247.00	238.27
Non-Bank Financial Institutions	176.81	179.44	240.80	251.86	258.99
<b>Total</b>	<b>449.73</b>	<b>458.18</b>	<b>482.97</b>	<b>498.86</b>	<b>497.26</b>



Source: Bank of Thailand

Note: - Total number of accounts refers to the number of credit card accounts with outstanding balances as of the end of the reporting month.

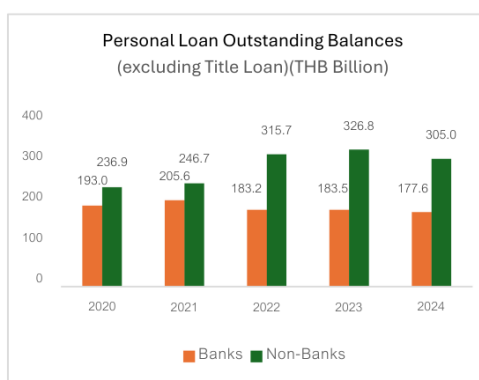
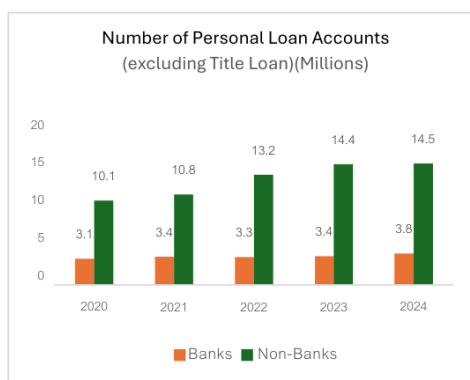
- Outstanding balance refers to the amount remaining at the end of the period.

**Personal Loan Business** Table Showing the Number of Accounts and Outstanding Loan Balances of Regulated

Personal Loans (Excluding Those Secured by Vehicle Registration)

Number of Accounts (Million Accounts)	2020	2021	2022	2023	2024
Commercial Banks	3.11	3.40	3.32	3.42	3.76
Non-Bank Financial Institutions	10.10	10.83	13.16	14.42	14.53
<b>Total</b>	<b>13.21</b>	<b>14.23</b>	<b>16.49</b>	<b>17.84</b>	<b>18.29</b>

Outstanding Loans (Billion Baht)	2020	2021	2022	2023	2024
Commercial Banks	193.04	205.58	183.22	183.48	177.62
Non-Bank Financial Institutions	236.86	246.73	315.74	326.82	305.03
<b>Total</b>	<b>429.90</b>	<b>452.30</b>	<b>498.96</b>	<b>510.30</b>	<b>482.65</b>



Source: Bank of Thailand

Note: - Total number of accounts refers to the number of credit card accounts with outstanding balances as of the end of the reporting month.

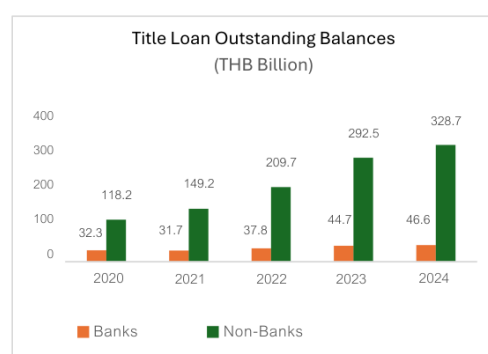
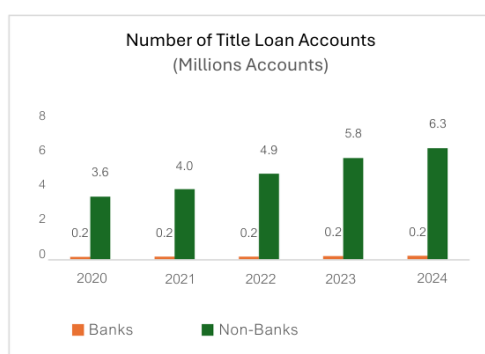
- Outstanding balance refers to the amount remaining at the end of the period.

### Vehicle Title Loan Business

Table Showing the Number of Accounts and Outstanding Balances of Regulated Personal Loans Secured by Vehicle Registration

Number of Accounts (Million Accounts)	2020	2021	2022	2023	2024
Commercial Banks	0.17	0.18	0.19	0.21	0.22
Non-Bank Financial Institutions	3.58	4.00	4.88	5.76	6.32
<b>Total</b>	<b>3.75</b>	<b>4.18</b>	<b>5.07</b>	<b>5.97</b>	<b>6.54</b>

Outstanding Loans (Billion Baht)	2020	2021	2022	2023	2024
Commercial Banks	32.28	31.66	37.81	44.74	46.63
Non-Bank Financial Institutions	118.19	149.19	209.70	292.45	328.69
<b>Total</b>	<b>150.48</b>	<b>180.85</b>	<b>247.52</b>	<b>337.19</b>	<b>375.32</b>



Source: Bank of Thailand

### 1.2.2.3 Procurement of products or services

For financial service business, source of funding are a critical factor in driving growth and ensuring the stability of the company. They play a key role in business expansion, risk management, and the provision of sustainable services. A stable and diversified funding based enhances the confidence of both investors and customers, while also enabling the Company to manage its financial costs effectively. This, in turn, supports, the company's ability to set competitive and appropriate interest rates, allowing it to perform efficiently in a highly competitive lending market.

The Company's source of funds as of February 28, 2025 can be summarized as follows:

Type of credit: Overdraft and Short-term loans

- USD 73 million
- THB 1,570 million
- LAK 226,016 million

Type of credit: Current portion of long-term loan and debenture

- JPY 18,399 million
- USD 259 million
- THB 8,656 million

Type of credit: Long-term loans and debenture

- JPY 12,500 million
- USD 418 million
- THB 15,500 million

Shareholders' equity THB 27,054 million

Note: The amounts shown for short-term and long-terms loan represented loan outstanding amount, and not net settled by loan issuance cost of 25 million baht and debenture issuance cost of 15 million baht.

#### 1.2.2.4 Assets used in business undertaking

##### Core permanent assets

The Company also has other operating assets including office renovation, computers, cash dispensing machines, and office equipment. The net book values of those assets as of February 28, 2025 were summarized as follows:

##### The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Office Renovation - Head Office	48.00	Ownership	None	Unit: million baht
Office Renovation - Branch Offices	125.00	Ownership	None	Unit: million baht
Computers	273.00	Ownership	None	Unit: million baht
Other Office Equipment	164.00	Ownership	None	Unit: million baht

##### Core intangible assets

Intangible assets are computer software which are amortized by the straight-line method over the estimated useful lives of 3 - 10 years.

##### Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes

companies

The Company's investment policy in subsidiaries and associates is guided by alignment with the Company's long-term strategies and objectives. Investments must be aimed at business expansion, supporting core operations, or enhancing the Company's competitive advantage. Each investment opportunity is assessed based on the potential of the target entity, the appropriateness of the investment value, expected returns, associated risks, and the overall impact on the Company. All investments must comply with applicable laws and regulations.

Investment approvals are subject to the authority levels defined in the Company's financial transaction approval policy, and must be authorised by the Board of Directors or designated approving authorities, as applicable. Following an investment, the Company will appoint representatives to participate in the governance of subsidiaries and associates, ensuring that their operations are aligned with the Company's policies and strategic direction. Additionally, the Company will monitor and evaluate investment performance on an ongoing basis, and will assess the appropriateness of continuing to hold or divest such investments, in light of evolving business conditions and market dynamics.

#### 1.2.2.5 Under-construction projects

Under-construction projects : No

#### Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

## 1.3 Shareholding structure

### 1.3.1 Shareholding structure of the group of companies

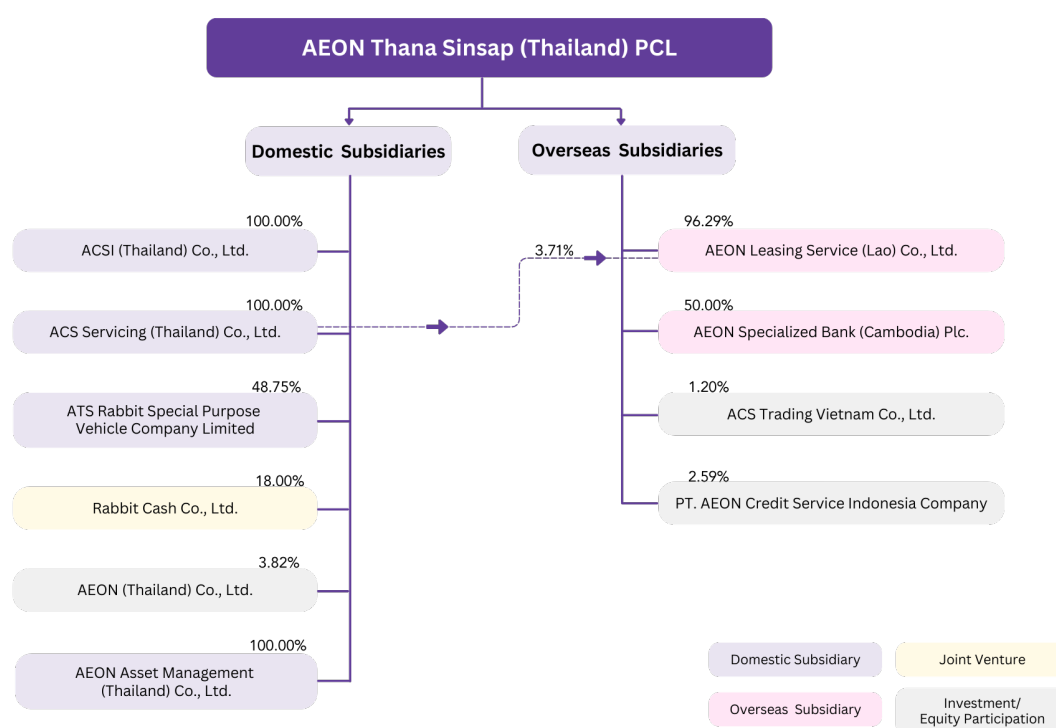
#### Policy on operational organization within the group of companies

The Company has established governance mechanisms for its subsidiaries and associated companies to ensure effective control over management, operations, and the protection of the Company's interests. Representatives from the Company are appointed as senior executives in the subsidiaries to oversee their operations in alignment with the Company's strategic direction. Furthermore, the Company enforces governance through the disclosure of financial reports and related-party transactions with subsidiaries, adhering to relevant disclosure and transaction rules and regulations. Regular Executive Committee meetings are held to report on operational performance and the oversight of subsidiaries and associated companies.

#### Shareholding diagram of the group of companies

#### Shareholding diagram

#### Shareholding Structure of the Group



Shareholding Structure in Subsidiaries and Associated Companies as of the End of Fiscal Year 2024, on 28 February 2025

#### Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
ACS Servicing (Thailand) Company Limited	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	100.00%	100.00%
ACSI (Thailand) Co., Ltd.	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	100.00%	100.00%

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
AEON Leasing Service (Lao) Company Limited	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	100.00%	100.00%
ATS Rabbit Special Purpose Vehicle Company Limited	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	48.75%	48.75%
AEON Asset Management (Thailand) Co., Ltd.	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	100.00%	100.00%
AEON Specialized Bank (Cambodia) Plc.	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	50.00%	50.00%

### Associated companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
AEON (Thailand) Co., Ltd.	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	3.82%	3.82%
PT. AEON Credit Service Indonesia	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	2.59%	2.59%
ACS Trading Vietnam Company Limited	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	1.20%	1.20%

### Joint venture companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Rabbit Cash Co., Ltd.	AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED	18.00%	18.00%

### Company that holds 10% or more of the total shares sold <sup>(1)</sup>

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
ACS Servicing (Thailand) Company Limited 699 Modernform Tower Building, 11th Floor, Si Nakharin Road, Khwaeng Pattanakarn, Khet Suan Luang Bangkok 10250 Telephone : 0 2769 1700 Facsimile number : 0 2722 8262	Collection servicer	Common shares	14,800,000	14,800,000



Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
ACSI (Thailand) Co., Ltd. 159/22 Sermmitr Tower Building, 14th Floor, Sukhumvit 21 (Asok) Road, Khlong Toey Nua, Watthana. Bangkok 10110 Telephone : 0 2689 7111 Facsimile number : 0 2689 7141-2	Life and Non-life Insurance Brokerage Services (ACSI has been officially dissolved and registered with the Department of Business Development, Ministry of Commerce, on 30 June 2022, and as of 28 February 2025, the Company is in the process of liquidation.)	Common shares	10,000,000	10,000,000
AEON Leasing Service (Lao) Company Limited ASEAN Road 1st & 3rd Floors, Building S16 Sky City Project, Unit 10, Sibounheuang Village, Chanthabouly District, Vientiane Capital Foreign country 01000 Telephone : 856 (0) 21-225333 Facsimile number : -	Retail finance business	Common shares	2,800,000	2,800,000
ATS Rabbit Special Purpose Vehicle Company Limited 388 Exchange Tower, 27th Floor, Sukhumvit Road Khwaeng Klongtoey, Khet Klongtoey Bangkok 10110 Telephone : 0 2302 4780 Facsimile number : -	Special Purpose Vehicles (SPV) under the Royal Enactment on Special Purpose  Juristic Persons for Securitization	Common shares	398	398
AEON Asset Management (Thailand) Co., Ltd. 159/18 Sermmitr Tower Building, 11th Floor, Sukhumvit 21 (Asok) Road, Khlong Toey Nua, Watthana Bangkok 10110 Telephone : 0 2096 9230 Facsimile number : -	Purchase or transfer of non-performing loans (“NPL”) from financial institutions for management or for further disposal or transfer	Common shares	1,000,000	1,000,000
AEON Specialized Bank (Cambodia) Plc. 6th floor (S603) of Diamond Twin Tower, Street Sopheap Monkul, Corner of Koh Pich, Sangkat Tonle Basak, Khan Chamkar Mon Foreign country 12010 Telephone : 855 23 988 555 Facsimile number : -	Specialized Bank business	Common shares	40,000,000	40,000,000

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Rabbit Cash Co., Ltd. 1 Q HOUSE LUMPINI Room No. 2701, 2704 27th Floor, South Sathorn Road, Thungmahamek, Sathorn, Bangkok 10120 Telephone : 0 2114 6686 Facsimile number : -	Provide lending services through digital platform under the brand of “Rabbit Cash”	Common shares	16,000,000	16,000,000

Remark : <sup>(1)</sup> 1. ACSI (Thailand) Co., Ltd. has been officially dissolved and registered with the Department of Business Development, Ministry of Commerce, on 30 June 2022, and as of 28 February 2025, the Company is in the process of liquidation.  
2. On March 20, 2015, ATS Rabbit Special Purpose Vehicle Company Limited, has registered as a special purpose company for securitization project under the Civil and Commercial Code of Thailand with a registered capital of Baht 40,000, consisting of 2 preferred shares with a par value of Baht 100 per share and 398 ordinary shares with a par value of Baht 100 per share. The Company invested in ordinary shares and preferred share of ATS Rabbit Special Purpose Vehicle Company Limited in the amount of Baht 19,500. Such company got an approval for the securitization project from the SEC on October 2, 2015

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

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

### 1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : Yes  
group of a major shareholder?

AEON Thana Sinsap (Thailand) Public Company Limited is a subsidiary of AEON Financial Service Co., which is the major shareholder holding 35.12% of the shares in AEON Thana Sinsap (Thailand) Public Company Limited. However, the Company is not dependent on its major shareholder and there is no conflict of interest or business competition between the Company and the major shareholder.

The Company has mechanisms in place to ensure that shareholders' rights are fairly protected through various measures, such as: strategic investor relations activities aimed at attracting institutional investors and maintaining an appropriate level of public shareholding (free float), which stood at 30.87% as of 23 April 2024. The Company has appointed three independent directors to represent minority shareholders, established an Audit Committee to ensure balance and enhance governance oversight, and implemented electronic voting and proxy voting mechanisms. Moreover, key decisions must be approved by no less than 75% or two-thirds of the total voting rights, in accordance with the Public Limited Companies Act. The Company also conducts reviews and reports on related-party transactions following SEC Announcement Tor.Jor.21/2551 on connected transaction rules for the listed companies to abide by.

### 1.3.4 Shareholders

#### List of major shareholders <sup>(2)</sup>

List of shareholders holding more than 0.5% of the Company's total issued shares, from a total of 5,973 shareholders as of the share register book closing date on 28 February 2025.

Group/List of major shareholders	Number of shares (shares)	% of shares
1. AEON FINANCIAL SERVICE CO.,LTD.	87,800,000	35.12
2. ACS CAPITAL CORPORATION LIMITED	48,000,000	19.20
3. AEON HOLDINGS (THAILAND) LTD.	22,000,000	8.80

Group/List of major shareholders	Number of shares (shares)	% of shares
4. Thai NVDR Company Limited	15,950,159	6.38
5. TISCO Master Pooled Registered Provident Fund	7,281,800	2.91
6. MORGAN STANLEY & CO. INTERNATIONAL PLC	7,011,200	2.80
7. Mr. Chatcaval Jiaravanon	6,200,000	2.48
8. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	4,685,500	1.87
9. SE ASIA (TYPE B) NOMINEES LLC	2,563,700	1.03
10. N.C.B.TRUST LIMITED-NORGES BANK 38	2,317,700	0.93
11. TISCO Strategic Fund	2,012,800	0.81
12. Krungsri Dividend Stock LTF	1,823,700	0.73
13. RBC INVESTOR SERVICES TRUST	1,755,837	0.70
14. STATE STREET EUROPE LIMITED	1,596,478	0.64
15. MR. MOTOYA OKADA	1,500,000	0.60
16. UBS AG SINGAPORE BRANCH	1,500,000	0.60

Remark : <sup>(2)</sup> 7,000,000 shares held by Mr. Chatcaval Jiaravanon are under the custody of MORGAN STANLEY & CO. INTERNATIONAL PLC, and 1,500,000 shares are under the custody of UBS AG SINGAPORE BRANCH

### Major shareholders' agreement

Does the company have major shareholders' : No  
agreements?

## 1.4 Amounts of registered capital and paid-up capital

### 1.4.1 Registered capital and paid-up capital

#### Registered capital and paid-up capital

Registered capital (Million Baht)	:	250.00
Paid-up capital (Million Baht)	:	250.00
Common shares (number of shares)	:	250,000,000
Value of common shares (per share) (baht)	:	1.00

#### Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

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

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

### 1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Shareholding by THAI NVDR LTD (NVDR) as of the end of the 2024 fiscal year on 28 February 2025.

Are shares held by Thai NVDR Company Limited (NVDR)?	:	Yes
Number of shares (Share)	:	15,950,159
Calculated as a percentage (%)	:	6.38

#### The impacts on the voting rights of the shareholders

-

## 1.5 Issuance of other securities

### 1.5.1 Convertible securities

Convertible securities : No

### 1.5.2 Debt securities

Debt securities : Yes

#### Debenture

Item 1	
Debenture name	AEON262A
Debenture type	Senior Debenture
Maturity (year)	3
Maturity date	24 February 2026
Interest rate (% per annum)	3.18
Outstanding debenture (million baht)	1,700
Additional details	-
Item 2	
Debenture name	Japanese Yen Bonds- Third Series
Debenture type	Senior Debenture
Maturity (year)	5
Maturity date	29 December 2569
Interest rate (% per annum)	0.65
Outstanding debenture (million baht)	1,617.8
Additional details	-
Item 3	
Debenture name	Japanese Yen Bonds- Fourth Series
Debenture type	Senior Debenture
Maturity (year)	3
Maturity date	28 November 2025
Interest rate (% per annum)	0.69
Outstanding debenture (million baht)	2,311.15
Additional details	-

## 1.6 Dividend policy

### The dividend policy of the company

The company has a policy to pay dividends at a rate of no less than 30% of the net profit from the consolidated financial statements. The dividend payment must be approved by the shareholders' meeting after receiving approval from the Board of Directors. However, in the case of interim dividends, once approved by the Board of Directors, the payment must be ratified by the shareholders' meeting at the next session.

The company follows a policy of paying dividends to shareholders twice a year, as follows:

1. Interim Dividend – Paid based on the financial performance of the first six months of the year.
2. Annual Dividend – Paid based on the financial performance of the second half of the year.

This policy is subject to the discretion of the Board of Directors, taking into account factors such as financial performance, liquidity, and investment plans, to ensure the long-term benefit of shareholders.

### The dividend policy of subsidiaries

The Group has the same policy for dividend payment for all subsidiaries.

### Historical dividend payment information

	2020	2021	2022	2023	2024
Net profit per share (baht : share)	14.7600	14.2100	15.2600	13.0400	11.4400
Dividend per share (baht : share)	2.2700	2.6100	2.7200	3.6700	5.0700
Ratio of stock dividend payment (existing share : stock dividend)	0.0000	0.0000	0.0000	0.0000	0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share) <sup>(3)</sup>	4.5000	5.1500	5.5000	5.5000	5.5000
Dividend payout ratio compared to net profit (%)	30.49	36.24	36.04	42.19	48.07

Remark : <sup>(3)</sup> For the Fiscal Year 2024, the Board of Directors' meeting on October 7, 2024, resolved to pay interim dividend payment at 2.55 baht per share and paid the dividend to shareholders on November 6, 2024. In addition, the Board of Directors' meeting approved the final dividend payment for the Fiscal Year ended February 28, 2024, at the rate of 2.95 baht per share, which will be paid after being approved from AGM on June 24, 2025. The total dividend for FY2023 will be 5.50 baht per share or 48.07% payout ratio, totally 1,375 million baht. The Company has set the record date on April 29, 2025, to determine the shareholders entitled to receive dividends.

## 2. Risk management

### 2.1 Risk management policy and plan

#### Risk management policy and plan

AEON Thana Sinsap (Thailand) PCL upholds the principles of transparency and accountability through a comprehensive risk management framework designed to identify and address potential challenges. We place great importance fostering a culture of risk awareness by encouraging active participation and providing education to all stakeholders-employees, customers, partners, and shareholders alike. Through open communication, continuous training, and the rigorous and effective promotion of good governance, we have integrated risk consciousness into every process. This ensures full compliance with legal standards, alignment with strategic objectives, and the establishment of long-term trust among all concerned parties.

#### Risk Management Governance Structure

The Company places great importance on developing a robust and systematic governance structure for risk management, emphasizing transparent, meticulous and auditable operational processes. The Board of Directors holds ultimate oversight authority and conducts regular reviews to evaluate the effectiveness of the Company's risk management procedures.

To ensure efficiency in managing risks, the Company has established a Risk Management Committee, as well as a Risk Management Department under the Corporate Governance & Control Department. This department is led by a Head of Risk Management who reports directly to both the Risk Management Committee and the Managing Director (Dual Reporting), ensuring balanced oversight and alignment with the organization's strategic objectives.

Furthermore, to safeguard independence and maintain high standards of internal controls, the position of the Head of Risk Management is clearly separated from the Head of Internal Audit. This distinction is a key factor in reinforcing transparency and instilling confidence in the Company's overall internal control system.

##### 1. Board of Directors

The Board of Directors assumes overall responsibility for overseeing the organization's risk profile, conducting regular reviews and evaluations of the risk management process. This ensures that risk management strategies are integrated at every level and aligned with the organization's strategic objectives.

##### 2. Risk Management Committee

Delegated by the Board of Directors, the Risk Management Committee holds specific responsibility for overseeing risk-related matters. Its primary functions include evaluating, monitoring, and advising on the organization's risk management policies and practices, thereby supporting the efficacy of overall risk management.

##### 3. Managing Director

Managing Director is responsible for ensuring that risk management efforts are in harmony with organization's overarching strategies and objectives. Collaborating with the Head of Risk Management section, Managing Director strives to maximize the effectiveness of risk management operations.

##### 4. Head of Risk Management (under CCL Department)

Operating under Corporate Governance & Control Department, the Head of Risk Management reports through a dual-reporting structure to both the Risk Management Committee and the Managing Director. This executive oversees risk management activities through the Risk Management Section to maintain a clear degree of independence from the Internal Audit function.

##### 5. Head of Internal Audit

The Head of Internal Audit acts as a distinct and independent unit within the organization. It reports directly to the Board of Directors-or the Audit Committee-to ensure impartial of internal controls and risk management processes, this position also maintains dual reporting lines to management in accordance with the established reporting structure.

#### Risk Management Framework

AEON Thana Sinsap (Thailand) PCL has adopted a unified risk management framework that synergizes the stringent internal control requirements of J-SOX with the comprehensive, principle-based COSO standards. By combining J-SOX's focus on financial reporting integrity with COSO's broader enterprise risk management approach, the Company maximizes efficiency, minimizes redundant processes, and ensures consistent governance across all levels. This integration not only bolsters confidence in financial disclosures but also strengthens strategic, operational, and compliance-related controls-ultimately reinforcing an organizational culture of transparency and proactive risk awareness.

#### Risk Identification Procedures

Our risk identification process integrates J-SOX requirements for financial reporting controls with the COSO framework's broader enterprise risk management (ERM) perspective. This ensures that a comprehensive assessment of potential threats to our strategic objectives, operational performance, financial stability and compliance obligations. Key elements of our process include:

1. Holistic Engagement

• Management and Team Cooperation

The senior executives, departmental heads, and line managers periodically have discussions about emerging or potential risks, which incorporate both J-SOX (financial controls) and COSO (enterprise risks) perspectives.

• Stakeholder Feedback

Feedback loops from customers, business partners, and regulatory bodies offer viewpoints on issues such as product/service quality, compliance requirements, and market changes, ensuring that identified risks are comprehensive and timely.

• Peer Comparison & Industry Benchmarking

- Competitor Analysis: We routinely examine the practices and performance of industry peers to identify common risk exposures, evolving best practices, and innovative control mechanisms.

- Industry Events & Networking: Participation in conferences and professional forums allows for dialogue about shared challenges and emerging trends, enabling us to refine our own risk assessment.

- Control Maturing Assessment: We compare our control processes to peer standards, using gap analyses to spotlight areas for improvement.

• Cross-Functional Committees: The company has analyzed the suggestions from cross-functional committees (e.g. Employee Discipline Committee, Sustainability Committee, Technology Committee, Kaizen Committee, etc.) together with the information from the workshop, stakeholder feedback, and peer benchmarking, and integrate them into an enterprise-wide.

2. Dual-Focused Analysis (J-SOX + COSO)

• Financial Reporting Controls

The Company conducts detailed assessments of all processes that affect the accuracy and completeness of financial statements, abiding by J-SOX stipulations. This includes testing of key controls, internal certification by process owners, and formal attestation by external auditors.

• Enterprise Risk Review

The Company conducts risk reviews to comply with the COSO framework by evaluating strategic, operational, compliance, ESG risks, etc., through structured methods, as well as tracks key risk indicators (KRIs) and ensures that each risk is linked to mitigating actions and responsible owners.

3. Scenario Planning and Stress Testing

The Company develops a range of potential crises in different dimensions -to determine the impact on both financial reporting (J-SOX) and broader organizational risk (COSO). By stress-testing these scenarios, we understand the impact or likelihood of events and create contingency plans to fortify our resilience.

4. Data Analytics and Early Warning Indicators

• Leading and Lagging Indicator Monitoring

The Company continuous oversights of critical operational and financial metrics. Variances or anomalies are flagged promptly for management review.

• Trend Analysis

The Company employs trend analysis to forecast emerging risks-such as sudden shifts in default rates or regulatory change-enabling proactive risk mitigation.

• Report & Alert

Insights from real-time data and predictive models are escalated to relevant committees or senior executives, ensuring swift decision-making and remediation efforts.

5. Regulatory and Environmental Scanning

• Ongoing Compliance Tracking

Dedicated teams monitor updates to laws, regulations, and industry guidelines at local and international levels. This ensures J-SOX compliance remains up to date and that broader COSO-aligned practices evolve with regulatory trends.



- **Market & Competitor Surveillance**

The Company tracks market signals, competitor strategies, and technological disruptions that may introduce new risks or heighten existing ones. These insights will be used to plan appropriate risk responses.

- **Sustainability & ESG**

In line with global shifts towards sustainability, the Company integrates environmental, social, and governance (ESG) risk assessments into overall risk identification process, ensuring alignment with long-term strategic objectives.

### **Business Continuity Management Plan**

The Company realizes the importance of continuous business operations in order to prepare for any possible incidents that may occur and affect the Company's operations. Therefore, the Company has applied the ISO 22301 (Business Continuity Management Systems or BCMS) standard and is in the process of preparing for further certification to ensure that the Company's important business processes and information technology systems are continuously developed, improved, and efficient in accordance with international standards, and can quickly resolve crisis situations and return to normal in order to build confidence among the Company's stakeholders.

However, the Company currently has a Business Continuity Management System (BCMS) that specifies the Business Continuity Plan (BCP), Emergency Response Plan (ERP), and Disaster Recovery Plan (DRP), which includes planning, reviewing plans, training employees in all units, regular testing of plans, and updating plans to be up-to-date every year, including management in the event of emergencies or disasters, and reporting to the Executive Directors for acknowledgement and action to improve the business continuity plan.

By Incorporating peer comparisons and an extensive range of stakeholder inputs, the Company ensures that our J-SOX-focused controls and COSO-driven enterprise risk management framework are both robust and agile. This integrated, holistic approach not only solidifies confidence in our financial reporting but also empowers the Company to adapt swiftly to evolving industry standards, regulatory landscape and business environments, thereby safeguarding the long-term success and resilience of the organization.

## 2.2 Risk factors

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

#### Risk 1 Strategic and Economic Risk

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Economic risk

#### Risk characteristics

For a non-bank financial institution specializing in credit cards and consumer loans, economic risks arise from fluctuations in macroeconomic conditions, such as GDP growth, employment rates, inflation, and consumer confidence. These factors directly influence consumers' ability and willingness to borrow and repay debts. In Thailand, the high household debt-to-GDP ratio, poses a significant challenge. High levels of household indebtedness increase vulnerability to economic shocks, such as rising interest rates or declining household income, further straining consumers' financial capacity. Conversely, favorable economic conditions can increase borrowing and spending, creating opportunities for portfolio expansion and innovation.

#### 1) Rising Default and Delinquency Rates

The slowdown of economic growth, rising unemployment, and inflationary pressures, especially the energy price, reducing household income pose significant challenges to financial stability. Additionally, Thailand's household debt-to-GDP ratio reached 88% at the end of 2024, indicating that many households lack the financial capacity to absorb economic shocks. As a result, financial sector faces increasing non-performing loans (NPLs), higher provisions for bad debts, and declining credit portfolio quality. These factors heighten credit risk and require proactive risk management strategies to mitigate the impact on overall financial performance.

#### 2) Household Debt Problem

Households with debt obligations exceeding their income face diminished repayment capacity, increasing the likelihood of loan defaults. This financial strain limits their ability to take on additional debt, making credit portfolio expansion more challenging for financial institutions. As a result, systematic risk intensifies during economic downturns, heightening vulnerabilities within the financial system. Additionally, regulatory oversight has tightened, with measures such as debt restructuring programs introduced to support borrowers. These developments require the Company to adopt prudent risk management strategies to navigate economic uncertainties and regulatory challenges effectively.

#### 3) Interest Rate and Exchange Rate Volatility

Changes in Bank of Thailand policies, global interest rate trends, and market volatility present significant challenges for financial institutions. Rising borrowing costs and currency fluctuation may reduce profit margins if lending rates cannot be adjusted in time to offset higher funding expenses. Additionally, customers with floating interest rate loans face increasing debt burns, heightening the risk of loan defaults, especially on the unsecured loans. These factors necessitate proactive risk management strategies to navigate financial uncertainties such as capital management and the use of financial tool Cross Currency Swap and Interest Rate Swap.

#### 4) Consumer Spending Cycles

Changes in consumer confidence and discretionary spending are influenced by economic uncertainty and high household debt levels, leading to a decline in demand for financial products, particularly during periods of economic slowdown. Consumers tend to be more cautious with their spending and financial management, resulting in a decrease in credit card and personal loan applications. This situation has led to a reduction in interest and fee income, driven by lower transaction volumes. These changes highlight the need for financial institutions to adjust their business strategies to sustain revenues streams and adapt to evolving consumer behavior.

#### 5) Regulatory and Policy Changes

Government measures, such as new interest rate caps and debt restructuring programs eg. "You Fight, We Help" and "PD measures"

programs, aim to reduce household debt but may limit lending flexibility and impact profitability. Additionally, higher regulatory compliance costs and stricter lending restrictions further constrain credit expansion, requiring strategic adjustments to sustain business growth.

#### **Risk-related consequences**

To support future credit growth in a favorable economic environment, which presents a significant opportunity for business expansion and increased lending, the Company prioritizes product innovation and financial service diversification to align with evolving customer behavior and market demands. Additionally, the Company focuses on strategic partnerships with key retail businesses, such as Big C, and e-commerce platforms, including Shopee and Lazada, to expand its market reach. The Company is also pursuing international expansion in countries such as Cambodia and Laos to strengthen its competitive edge, broaden its customer base, and enhance long-term business value.

#### **Risk management measures**

The Company continuously strengthens our credit scoring and approval process to ensure more precise risk assessment and better efficiency. It also highly supports responsible lending practices. Additionally, we focus on loan portfolio diversification to mitigate risk and optimize returns, while also expanding fee-based income streams to reduce reliance on interest revenue. Effective liquidity and funding management remain a priority, ensuring financial resilience and the ability to support business expansion.

#### **Risk 2 Credit Risk**

Related risk topics : Strategic Risk  
• Other : Credit Risk

#### **Risk characteristics**

Credit risk arises from customers' inability or unwillingness to fulfill their debt obligations, leading to potential financial losses. It is a major challenge for the Company that operating in Thailand's credit card and personal loan business, as these unsecured loans currently carry a high risk of default. Effective credit risk management is crucial for financial stability amid evolving macroeconomic conditions.

As of December 2024, key economic indicators continue to shape the credit risk landscape in Thailand's credit card and personal loan sector. Thailand's GDP growth rate stood at 2.5% year-on-year, primarily driven by tourism and domestic demand. Inflation remained low at 0.6%, reflecting stable price levels and easing cost-of-living pressures. However, household debt reached 16.34 trillion baht, or 88% of GDP. These indicators reflect a mixed economic outlooks, while inflation remains under control, high household debt and increasing non-performing loans pose significant risks to financial institutions.

Moreover, the Company participates in BOT and government's support measures for non-bank debtors in February 2025, which aims to alleviate the burden of household debt. These measures include;

- Soft Loans: Allocation of over three years to assist non-bank debtors.
- Reduced Installments and Interest Rates: A 30% reduction in installment payments and a 10% reduction in interest rates for three years, applicable to car loans up to 800,000 baht, motorcycle loans up to 50,000 baht, and personal loans with a total credit limit up to 200,000 baht.
- Debt Settlement for Small Debts: Borrowers with bad loans up to 5,000 baht can settle the debt by repaying only 10% of the outstanding amount.

Collectively, the participation in this responsible lending measures reflect the Company's efforts to fostering a sustainable financial environment, protecting customers, and mitigate the impact from credit risk.

To maintain long-term financial resilience, the Company has adopted a prudent approach to loan approvals and ensured that provision remains at an appropriate level. As of February 28, 2025, the Company reported total loan receivables of 88,948 million baht, with an allowance for expected credit losses of 7,140 million baht. The non-performing loan (Stage 3) ratio stood at 5.2%, leading to an allowance-to-total receivables ratio of 8.0% and a coverage ratio of 154%.

#### **Risk-related consequences**

Credit risk has a direct impact on the financial stability of the Company. An increase in loan loss provisions raises operational costs and reduces profitability. Simultaneously, the deterioration in loan portfolio quality may undermine stakeholder confidence, potentially affecting the Company's ability to raise capital. However, in 2024, the non-performing loan (Stage 3) showed continuous improvement from the previous year, reflecting the enhanced quality of the loan portfolio. Additionally, the Company maintained its credit rating of A-/Stable from a leading international credit rating agency,

underscoring its financial stability and effective risk management capabilities.

The Company has opportunities to enhance its credit risk management and expand its market reach. The development of advanced analytical models incorporating alternative data and customer behavior can improve risk assessment and lending efficiency. Additionally, expanding access to credit for underserved populations, such as young customers, rural communities and individuals without stable income, presents a growth opportunity while promoting financial inclusion.

#### **Risk management measures**

The Company develops data-driven credit scoring models, integrating key macroeconomic indicators and customer behavior analytics to enhance risk assessment accuracy. Additionally, it conducts regular portfolio reviews. During periods of economic uncertainty, the Company tightens credit approvals while diversifying its loan portfolio across regions, demographic groups, and secured loan types to mitigate risks and maintain long-term financial stability.

#### **Risk 3 Compliance Risk**

- Related risk topics : Compliance Risk
- Change in laws and regulations
  - Violations of laws and regulations
  - Corporate Governance

#### **Risk characteristics**

The Company operates a retail lending and financial service business under the supervision of the Bank of Thailand (BOT), which established regulations and guidelines governing its operations. These include limits on interest rates and fees that may be charged to customers, eligibility criteria for credit card holders and personal loan applicants, and market conduct principles. The Company is licensed to operate credit card and personal loan businesses under these regulatory frameworks and has implemented strict monitoring and compliance measures to ensure adherence to relevant regulations and legal requirements.

In addition to regulations set forth by the BOT, the Company must also comply with other applicable laws and regulatory requirements. Certain key laws, if not properly adhered to, may pose significant risks to business operations. These include: Financial Institutions Business Act B.E. 2551 (2008), Supervisory Regulations on Credit Card and Personal Loan Business under the Bank of Thailand (BOT), Securities and Exchange Act B.E.2535 (1992) and its amendments, Consumer Protection Act B.E.2522 (1979), Unfair Contract Terms Act B.E.2540 (1997), Debt Collection Act B.E.2558 (2015), Anti-Money Laundering Act B.E.2542 (1999) and Personal Data Protection Act B.E.2562 (2019) (PDPA).

Therefore, to ensure that the Company's operations comply with relevant laws and regulations, as well as to assess the potential impact of regulatory changes on the Company and its stakeholders, the Company has established a dedicated regulatory compliance unit. This unit is responsible for monitoring legal amendments, announcements, regulations, and industry standards efficiently.

Compliance risk involves failure to adhere to regulatory requirements, leading to penalties, legal issues, and reputational damage.

#### **Risk-related consequences**

Stricter regulations create barriers to entry, reducing the number of new market entrants and leading to a slowdown in market competition. At the same time, enhanced regulatory frameworks improve transparency and strengthen stakeholder confidence, contributing positively to the long-term stability of the industry.

#### **Risk management measures**

The Company has established a Corporate Compliance division (CCL) to monitor regulatory changes and ensure that operations align with legal requirements. Additionally, the Company conducts regular compliance audits and provides training for employees at all levels to foster a strong compliance culture. Furthermore, the Company continuously reviews and assesses operational processes to maintain up-to-date risk information and promptly identify and mitigate emerging risks. At the same time, the Company maintains proactive communication with regulatory authorities to ensure timely adaptation to legal and regulatory changes.

#### **Risk 4 Market Competitive Risk**

- Related risk topics : Strategic Risk
- Competition risk

#### **Risk characteristics**

In 2024, Thailand's credit card and personal loan markets faced economic slowdowns and increased regulatory scrutiny. The Bank of Thailand (BOT) reported deceleration of credit card outstandings by 3.5% and deceleration of personal loan under supervision (excluding title loan) by 5.4% amid rising of market's credit risk. The growth of credit market, particularly

unsecured loans, has declined due to rising credit risk in the market, leading financial institutions to adopt a more cautious lending approach. However, despite these challenges, the credit card payment market continues to expand, driven by the increasing adoption of electronic payments and the development of a more advanced payment infrastructure. As a consequence, it, therefore, stimulates the use of virtual digital credit cards.

However, stricter regulations played an important role in shaping market competition. The BOT's responsible lending framework required financial institutions to adopt prudent lending practices, ensuring financial discipline among borrowers while mitigating systemic risks in household debt. Although the sector faced increased competitive pressures due to regulatory constraints and economic uncertainties, financial institutions adapted through enhanced risk management strategies and compliance measures, contributing to overall market stability and sustained growth. As of end of fiscal year 2024, the Company holds a market share of 7.5% in the credit card business and 8.8% in the personal loan under supervision (excluding vehicle title loan).

The Company faced increasing market competition, with the risk of losing market share to competitors that leverage innovative solutions or lower cost structures. Additionally, marketing expenses, technological advancements, and customer acquisition costs continue to rise. Profitability is further pressured by pricing competition, aggressive promotions, and a lack of product differentiation, intensifying the challenge of sustaining competitive advantages.

#### **Risk-related consequences**

The Company develops innovative products that meet customer needs while investing in digital platforms and financial technology solutions to enhance the customer experience. Additionally, the Company focuses on product differentiation to expand market share and maintain long-term competitiveness. An example of these strategic initiatives is the launch of the AEON PRIMO Digital Credit Card in 2024, the Company's second digital credit card developed in partnership with VISA. This card offers benefits for online shopping, catering to the spending behavior of the young generation, who predominantly make purchases through digital platforms.

#### **Risk management measures**

The Company prioritizes customer satisfaction surveys to identify service gaps and unmet customer needs. These insights are then integrated into the innovation development process to create new financial products and services that align with evolving consumer behaviors, such as digital credit cards and sustainable financial solutions. Additionally, the Company invests in digital platforms by enhancing the AEON Thai Mobile App to improve user experience and ensure seamless financial services. In parallel, strategic brand positioning shifted to digital marketing channels has been strengthened, particularly by expanding outreach via social media platforms such as TikTok, Line, Youtube and Facebook. To further drive business growth, and minimize direct competition, the Company focuses on niche markets and underserved customer segments. Furthermore, it establishes strategic partnerships with retail platforms such as Lazada, Shopee, etc. to expand its customer base and develop collaborative services for long-term market expansion.

#### **Risk 5 Fraud and Corruption Risk**

- Related risk topics : Operational Risk
- Systems or internal control system
  - Human error in business operations
  - Corruption

#### **Risk characteristics**

Fraud and corruption risk involves intentional acts of deception, manipulation, or unethical behavior that leads to financial losses, regulatory violations and reputational harm.

- Internal Fraud: Employee misconduct, including collusion with fraudulent applicants, manipulation of credit scoring and approval process, insider data theft, misappropriation of loan repayments and collections, point redemption & reward fraud etc.
- External Fraud: Cyber fraud, identity theft and fraudulent loan applications leading to financial losses.
- Bribery and Corruption: Non-compliance with Anti-Corruption and Bribery Policy in areas such as debt collection, supplier contracts and third-party relationships.

#### **Risk-related consequences**

Managing the risk of fraud and corruption with transparency and financial integrity helps enhance the organization's reputation, thereby strengthening stakeholders' confidence. This, in turn, increases opportunities to access funding sources under fair and equitable conditions.

#### **Risk management measures**

The Company has established policies and procedures to prevent fraudulent conduct, such as prohibiting the receipt of money from external parties. It also enforces the Maker and Checker principle in the approval process for financial transactions. In addition, the Company conducts training to ensure that employees understand the policies and the importance of

integrity and transparency. Furthermore, the Company has adopted a whistleblowing policy to facilitate the reporting and examination of misconduct by employees.

#### **Risk 6 Supply Chain Risk**

Related risk topics : Strategic Risk

- Business operations of partners in the supply chain

##### **Risk characteristics**

The Company, which operates in the credit card and personal loan business, faces supply chain risks that may impact its operations and business stability. The key risks include excessive reliance on external service providers, which may lead to issues in service quality, reduced control, and operational delays; regulatory compliance issues, particularly in data protection, anti-money laundering, and financial transaction security. If business partners fail to comply with legal requirements, the Company may face legal liabilities or penalties. Additionally, cybersecurity vulnerabilities may arise from third-party services, exposing the system to cyber attacks, data breaches, and security threats. Furthermore, there are ESG risks in the supply chain, such as human rights violations in business partner operations, lack of transparency in corporate governance, or environmental impacts, all of which may harm the Company's reputation and stakeholder confidence. If the Company lacks environmentally friendly procurement policies, it may lead to inefficient resource utilization, increased carbon emissions, and reputational risks.

##### **Risk-related consequences**

The supply chain risk management mitigates operational uncertainties, controls costs, and reinforces safety and ESG standards, ultimately enhancing the Company's competitiveness and ensuring sustainable growth.

##### **Risk management measures**

The Company is committed to strengthening internal controls and corporate governance through the segregation of duties and a multi-level approval process to enhance transparency and mitigate fraud risk. Additionally, a whistleblowing and ethics reporting system has been established, providing employees and stakeholders with a secure channel to report unethical behavior. In supply chain management, the Company enforces rigorous supplier screening and risk and ESG assessment measures as well as establishes the Green Supply Chain Policy.

#### **Risk 7 Foreign currency risk management**

Related risk topics : Financial Risk

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

##### **Risk characteristics**

The Group and the Company have liabilities in foreign currencies, which are different from their functional currencies. Foreign exchange rate exposures are managed within approved policy utilizing cross currency swap contracts.

##### **Risk-related consequences**

###### Foreign currency sensitivity analysis

The Group and the Company enter into cross currency swap contracts for all borrowings and debentures denominated in different currencies from functional currencies. Consequently, the Group and the Company do not expose risks from the sensitivity of foreign currency.

##### **Risk management measures**

###### Cross currency swap contracts

It is the policy of the Group and the Company to enter into cross currency swap contracts to manage the foreign exchange rate risk associated with borrowings and debentures.

In the current year, the Group and the Company have designated all cross currency swap contracts as a hedge of their foreign currency borrowings and debentures. Regarding the review on the Group's and the Company's policy and due to the increased volatility in foreign exchange rate, it was decided that 100% of foreign currency borrowings and debentures be hedged. The information of cross currency swap contracts outstanding at the end of the reporting period, as well as information regarding their related hedged items, are presented together with the information of interest rate swap contracts (see Note 40.2.2). Cross currency swap contracts assets and liabilities are presented in "Derivative assets" and "Derivative liabilities" within the statement of financial position (see Note 26 for further details).

#### **Risk 8 Interest rate risk**

Related risk topics : Financial Risk

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

### **Risk characteristics**

The Group and the Company are exposed to interest rate risk because borrowings and debentures carry floating interest rates. The Group and the Company, therefore, manage interest rate risk by the use of interest rate swap contracts to ensure that the Group and the Company do not expose risks from the fluctuation of interest rate.

The Group's and the Company's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section of Note to the financial statements.

### **Risk-related consequences**

#### Interest rate sensitivity analysis

The Group and the Company enter into interest rate swap contracts for all borrowings and debentures carrying floating interest rate, hence, the Group and the Company do not expose to risks from the sensitivity of interest rate.

### **Risk management measures**

#### Interest rate swap contracts

Under interest rate swap contracts, the Group and the Company agree to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group and the Company to mitigate the risk of changing interest rates. The fair value of interest rate swaps at the reporting date is determined by discounting the future cash flows at the reporting date and the credit risk inherent in the contract.

### **Risk 9 Credit risk**

- Related risk topics : Financial Risk
- Default on payment or exchange of goods

### **Risk characteristics**

The risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group and the Company.

### **Risk-related consequences**

The Group's and the Company's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Group and the Company due to failure to discharge an obligation by the counterparties and financial guarantees provided by the Group and the Company arise from the carrying amount of the respective recognized financial assets as stated in the consolidated and separate statement of financial position.

### **Risk management measures**

Before accepting any new customer, dedicated teams of the Group and the Company responsible for the determination of credit limits use an external credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed and approved twice a year by the risk management committee.

Credit approvals and other monitoring procedures are also in place to ensure that follow-up action is taken to recover overdue debts. Furthermore, the Group and the Company review the recoverable amount of each trade receivables on an individual basis at the end of the reporting period to ensure that adequate loss allowance is made for irrecoverable amounts. In this regard, the directors of the Group and the Company consider that the Group's and the Company's credit risk are significantly reduced. Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of trade receivables.

### **Risk 10 Liquidity risk**

- Related risk topics : Financial Risk
- Liquidity risk

### **Risk characteristics**

Ultimate responsibility for liquidity risk management rests with the Board of Directors of the Group and the Company, which have established an appropriate liquidity risk management framework for management of the short, medium and long-term funding and liquidity management requirements.

### **Risk-related consequences**

-

### **Risk management measures**

The Group and the Company manage liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets

and liabilities. Details of undrawn facilities that the Group and the Company have to further reduce liquidity risk are disclosed in Note 41.

#### **Risk 11 Capital risk**

Related risk topics : Financial Risk  
• Insufficient sources of funding

##### **Risk characteristics**

The Group and the Company manage their capital to ensure that the Group and the Company will be able to continue as going concerns while maximizing the return to shareholders through the optimization of the debt and equity balance. The capital structure of the Group and the Company consists of short-term and long-term borrowings in Note 20, Note 23 and Note 24, long-term debentures in Note 25, lease liabilities in Note 22 and shareholders' equity of the Group and the Company consist of issued share capital, reserves, unappropriated retained earnings and non-controlling interests disclosed in Note 29.

##### **Risk-related consequences**

-

##### **Risk management measures**

The Group's and the Company's risk management committee review the capital structure on a quarterly basis. As part of this review, the committee of the Group and the Company consider the cost of capital and the risks associated with each class of capital. The Group and the Company are not subject to any externally imposed capital requirements.

See Note 40.5 for gearing ratio as at February 28, 2025

#### **Risk 12 Cybersecurity Risk**

Related risk topics : Operational Risk  
• Information security and cyber-attack

##### **Risk characteristics**

The Company may face significant risk related to cyber threats such as hacking attempts, which can compromise critical systems and disrupt operations. Additionally, data breaches and unauthorized access pose severe risks, potentially exposing sensitive customer information and leading to financial reputational damage. Furthermore, third-party vendor vulnerabilities introduce additional security concerns, as external service providers may not meet the required regulatory compliance standards, increasing the risk of legal and operational challenges. Addressing these risks requires a comprehensive cybersecurity framework, stringent data protection measures and robust vendor risk management strategies.

##### **Risk-related consequences**

The Company see opportunities to enhance cybersecurity and regulatory compliance for a stronger competitive edge. Investing in advanced threat detection can improve IT security, while integrating ISO/IEC 27001 with PDPA and cybersecurity laws reinforces compliance and builds customer trust in data protection including strengthening the stability for the system to prevent the risk of system failure to enhance cybersecurity for customers.

##### **Risk management measures**

The Company has established a comprehensive risk mitigation framework to enhance cybersecurity and protect critical IT infrastructure. This includes maintaining ISO/IEC 27001 compliance, deploying real-time threat monitoring, enforcing multi-factor authentication, and conducting regular penetration test to identify and address vulnerabilities before they pose a risk. To mitigate human-related cyber risks, we implement structured cybersecurity training programs covering phishing prevention, simulated cyber threats, and regular assessments to ensure employee readiness. Additionally, we enforce strict security requirements for third-party providers, minimizing external risks and ensuring compliance with our cybersecurity policies. These proactive measures strengthen the Company's resilience against cyber threats, ensuring business continuity, regulatory compliance, and customer data protection.

#### **Risk 13 IT Infrastructure & System Downtime Risk**

Related risk topics : Operational Risk  
• System disruption risk

##### **Risk characteristics**

The risks associated with aging IT systems and legacy technology is part of corporate risks, although, the risk is limited as the Company has always been updating the IT systems and legacy technology to comply with ISO/IEC 27001 in order to support new technologies and to prevent system failures and security vulnerabilities, along with software bugs and system integration issues, that can disrupt critical operations and reduce overall service reliability. Other factors such as natural disasters, unexpected



occurrences, and power outages further exacerbate these risks, potentially leading to inability to process loan applications and financial transactions. These disruptions can result in revenue loss, decreased operational efficiency, and negative impacts on customer service. Moreover, failure to maintain IT service availability may expose the Company to regulatory penalties and customer lawsuits, underscoring the need for robust IT infrastructure, proactive risk management, and business continuity strategies.

#### **Risk-related consequences**

The Company is accelerating the development of cloud infrastructure and enhancing its disaster recovery strategy to strengthen system stability and business continuity, even in emergency situations. The Company has implemented real-time IT monitoring and predictive analytics to detect issues before they arise, improving system stability, reducing transaction delays, and enhancing service efficiency. Additionally, it optimizes IT resource management to reduce costs and support future business expansion. With advanced technology, the Company is positioning as a leader in secure, reliable, and scalable digital financial services, ensuring operational resilience and sustainable growth.

#### **Risk management measures**

Besides ensuring a secure IT infrastructure to align with ISO/IEC 27001 standards by modernizing systems and implementing Disaster Recovery and BCP for rapid recovery and automated backups. To mitigate risks, we diversify cloud system vendors and maintain a dedicated IT response team for continuous monitoring and swift issue resolution, ensuring seamless and secure credit card services since the Company's main servicing channel is via our online platform, AEON Thai Mobile application.

#### **Risk 14 Data Integrity & Confidentiality Risk**

Related risk topics : Operational Risk  
• Information security and cyber-attack

#### **Risk characteristics**

The Company recognizes data integrity risk as a critical challenge that affects regulatory compliance, operational efficiency, and customer trust. The Company faces potential risks from human error and misconfigured systems, which can lead to inaccuracies in financial data processing and transaction errors. Additionally, the encryption and improper account rights management data increase cybersecurity threats, leading to the risk of unauthorized access. Another significant concern is the failure to manage financial data could result in non-compliance with ISO/IEC 27001, the Personal Data Protection Act (PDPA), and the Cybersecurity Act, leading to regulatory fines and legal consequences. Furthermore, inaccurate financial transactions or unauthorized data modifications may undermine customer confidence and damage the Company's reputation. Disruptions in financial reporting could also affect strategic decision-making and risk management initiatives.

#### **Risk-related consequences**

Enhancing customer confidence through proper IT security management and transparent and lawful data privacy policies not only increase customer trust but also smoothen the operation of the system as well as provides a competitive advantage for the Company by aligning practices with international data privacy standards.

#### **Risk management measures**

The Company has implemented comprehensive data security measures, including strict access control policies that limit data access to essential personnel and monitoring of data usage. Additionally, data encryption and secure storage practices have been adopted to prevent unauthorized access or data breaches. The Company adheres to international standards, such as ISO/IEC 27001 and PDPA, through regular audits and evaluations to maintain data security and customer privacy.

#### **Risk 15 Reputational Risk**

Related risk topics : Strategic Risk  
• Damage to company image and reputation

#### **Risk characteristics**

Reputational risk is a significant factor that may affect the trust of customers, business partners, shareholders and regulators, especially in the highly competitive credit card business that relies heavily on corporate image. Such risks may arise from a number of factors, such as violations of consumer protection regulations, improper management of customer data, or unfair service practices, negative news about debt collection processes or the dissemination of inaccurate information through the media and social media. If the Company is unable to effectively manage reputational risk, it may result in a negative image leading to negative impacts on shareholders. This includes a decline in customer base and market share. In addition, a negative image could affect the Company's ability to access funding sources and business partners, which are important factors for sustainable long-term growth.

### Risk-related consequences

However, if the Company can manage reputational risk appropriately, it can use this opportunity to enhance credibility, enhance corporate image and customer loyalty, which will help create a competitive advantage and support sustainable growth.

### Risk management measures

The Company implements comprehensive reputation risk management measures, focusing on strict corporate governance and regulatory compliance to ensure fair credit underwriting, customer data management, and debt collection processes. The Company also promotes social responsibility structures such as financial literacy and sustainable financial product development to enhance customer and stakeholder confidence in the long term.

### Risk 16 Climate Change Risk

Related risk topics : Strategic Risk  
• Climate change and disasters

### Risk characteristics

The Company recognizes the risks of climate-related disruptions affecting branches, IT infrastructure, and service continuity. Credit risk is likely to increase as customers in high-risk areas face higher default rates as well as the rising costs of disaster response plans due to climate change and natural disasters. The key risks are:

- Extreme Weather Events from Natural Disasters – Floods caused by continuous rainfall, typhoons, heatwaves and earthquake can disrupt business operations, damage physical assets, and impact borrowers' financial stability.
- Transition Risks from ESG Regulations – Stricter environmental regulations and investor expectations may increase compliance costs and require adjustments to lending practices.

### Risk-related consequences

Climate change may create opportunities for certain business segments in new business areas for the Company through the expansion of ESG-aligned financial products to support the transition to clean energy and low carbon transport systems, which the Company has been working on since 2023. The Company also has the opportunity to access new sources of capital that are focused on supporting businesses that operate in a sustainable manner, which helps promote business growth along with environmental and social goals.

### Risk management measures

The Company has a business management policy that consists of sustainability practices, focusing on reducing social and environmental impacts through improving work processes to be more environmentally friendly, such as reducing paper usage. The Company also has a process to assess environmental risks and closely monitors the environmental impacts of the Company's operations.

Moreover, it also offers environmentally friendly financial products such as EV Loans and Solar Energy Financing to support the transition to clean energy and reduce financial risks related to climate change. The Company also promotes financial inclusion through products such as Your Cash personal loan, AEON Happy Pay installment loan and AEON Auto Quick Cash car registration loan to support low-income customers. It also operates debt relief projects such as the AEON Care Loan and Restructured Loan projects to help customers who are experiencing financial problems.

### Risk 17 New Regulatory Risk

Related risk topics : Compliance Risk  
• Change in laws and regulations

### Risk characteristics

The Company recognizes that evolving regulatory requirements from the Bank of Thailand (BOT), the Personal Data Protection Act (PDPA), and ESG guidelines may increase operational expenses and elevate legal and reputational risks, potentially leading to fines or operational constraints. The key risk drivers are;

- Stricter Consumer Protection & Data Privacy Laws: New Bank of Thailand (BOT) regulations, PDPA and ESG compliance requirements may impose additional compliance burdens.
- Tighter Credit & Interest Rate Controls: Government-imposed lending restrictions or interest rate caps may affect profitability.

### Risk-related consequences

Aligning product strategies and services to comply with new regulations may enhance operational efficiency, and building trust among the customers. Moreover, new regulations can create barriers to entry for new competitors, slowing down competition in the same business sector.

### Risk management measures

To mitigate risks associated with lending restrictions and interest rate caps, the Company has restructured its product portfolio by expanding into credit products with higher interest rate ceilings, such as title loans. Additionally, the Company has diversified its revenue streams through fee-based services and businesses not subject to interest rate caps, including insurance brokerage, debt collection, and asset management. Furthermore, the Company has implemented cost management strategies, achieving an operating expense-to-revenue ratio of 39.7%, at the end of fiscal year 2024, a gradual decline from 42.2% in year 2018, prior to the implementation of its digitalization strategy. Moreover, the Company optimized credit costs by leveraging data analytics and technology for customer risk assessment and management.

### Risk 18 Household Debt Crisis Risk

- Related risk topics : [Strategic Risk](#)
- Economic risk
  - Other : Household Debt Crisis Risk

### Risk characteristics

The household debt crisis has several impacts on financial institutions. For example, the Non-Performing Loan (NPL) ratio tends to increase as borrowers face debt burdens exceeding their repayment capacities. The demand for loans decreases leading to a slowdown in the expansion of the Company's loan portfolio. In additions, stricter oversight from the government and regulatory agencies may prompt financial institutions to offer additional debt restructuring options to borrowers.

- Rising Household Debt-to-GDP Ratio: Thailand's household debt surpassing 88% of GDP at the end of 2024, increased default risk among borrowers.
- Economic Downturn & Inflation: Weaker purchasing power and rising living costs affect borrowers' ability to repay loans.

### Risk-related consequences

The Company recognizes that the opportunity to enhance our credit assessment processes by implementing data-driven credit scoring systems. This approach aims to improve the accuracy of evaluating applicants' repayment capacities, thereby strengthening our risk management framework. In addition, the Company is committed to developing responsible lending policies to ensure our financial products align with customer's repayment abilities and do not encourage excessive indebtedness.

### Risk management measures

To mitigate risks associated with the household debt crisis. The Company has adopted artificial intelligence (AI) systems to monitor debts from customers with delayed payments, effectively reducing the rate of non-performing loans. To diversify its loan portfolio, the Company has begun offering secured loans, such as vehicle title loans, and is considering expansion into hire purchase loans. Additionally, the Company has participated in the "You Fight, We Help" program to assist customers facing financial difficulties by adjusting repayment terms to align with their repayment capabilities. These measures reflect the Company's commitment to risk management and customer support during financially challenging times.

### Risk 19 Geopolitical Risk

- Related risk topics : [Strategic Risk](#)
- Other : Geopolitical Risk

### Risk characteristics

The Company may face geopolitical risks that could impact its operations, including the following effects:

- Global Economic & Trade Instability: Global political conflicts can affect national and international economic policies and conditions, trade wars, and sanctions may disrupt capital flows and market stability.
- Cybersecurity Risks from International Threats: Rising risks of cross-border cyberattacks targeting financial institutions handling sensitive consumer data. The Company may encounter data breaches and financial losses, which could significantly damage its reputation. Consequently, IT security costs have increased to protect customers' financial information.

### Risk-related consequences

The Company is committed to enhancing our cyber security infrastructure to mitigate global threats. This includes implementing robust security policies. These measures are designed to protect sensitive customer data, ensure compliance with regulations and industry standards to reduce cyber attack risk and build investor confidence. In addition, some business groups are only slightly affected by global political uncertainty, so the company sees an opportunity to expand its customer base to these business groups.

### Risk management measures

The Company prioritizes mitigating geopolitical risks by adjusting credit policy to enhance operational resilience and protect customer interests. Our risk management department is responsible for monitoring global political developments to

identify potential threats and assess their impact on our business. The Company manages alternative supply chains to maintain business continuity, both in financing and information technology, enabling proactive mitigation of the risk.

#### **Risk 20 Natural Disaster Risk**

Related risk topics : [Strategic Risk](#)  
• Corporate ownership structure risk

##### **Risk characteristics**

Natural disasters in Thailand, such as floods and droughts, can significantly impact the Company's performance by disrupting economic activities and reduction of some customer revenues, leading to decreased consumer spending and increased credit card payment defaults. Additionally, such events may damage critical infrastructure, hindering transaction processes and data management systems essential for the Company's operations. Therefore, the Company must consider these risks and implement risk management processes to mitigate the effects of natural disasters.

##### **Risk-related consequences**

In the aftermath of natural disasters, the Company can assist affected individuals by offering a variety of financial products tailored to their urgent needs. For example, vehicle title loans enable customers to access additional credit beyond their existing limits conveniently and promptly.

##### **Risk management measures**

To mitigate the risks associated with natural disasters, the Company has developed a business continuity plan established remote financial infrastructure to ensure uninterrupted services during such events. Additionally, the Company has offered vehicle title loan product to provide customers with additional credit lines, suitable for those requiring emergency funds.

#### **Risk 21 Shareholder's Risk**

Related risk topics : [Strategic Risk](#)  
• Corporate ownership structure risk

##### **Risk characteristics**

Shareholder risk arises when the Company has a majority shareholder holding more than 50% of total shares, which may lead to concerns related to corporate governance, decision-making influence, minority shareholder rights, and reduced board independence and limited oversight of risk management. It is essential to manage shareholder risks to ensure fair governance, financial stability, and stakeholder confidence. Hence, the Company has appointed independent directors and audit committees, and strictly complies with the Securities and Exchange Act B.E.2535 and the Stock Exchange of Thailand's regulations on connected transactions.

##### **Risk-related consequences**

The Company prioritizes enhancing corporate governance and the independence of its board to establish balanced oversight and effectively manage risks.

##### **Risk management measures**

To mitigate the risk, the Company has implemented several measures, including managing its Investor Relation activities to attract more institutional investors and maintain its proportion of Free Float at appropriate level, currently at 30.87%. The Company has appointed three independent directors to represent minority shareholders and established an audit committee to balance the audit oversight and enhance governance mechanisms. Additionally, electronic voting systems, proxy voting mechanisms have been conducted. Significant decisions require at least 75% supermajority vote of all shares, as stipulated in the Public Limited Companies Act. The Company also ensures the review and disclosure of related party transactions.

#### **Risk 22 Environmental Risk**

Related risk topics : [Strategic Risk](#)  
• ESG risk

##### **Risk characteristics**

The main impact of the Company's environmental risks is the reputational impact if the environment is not managed properly, which will lead to higher resource costs. At present, the Company has operations that can create environmental impacts as follows:

- High energy consumption in data centers, office buildings, operational branches and IT Infrastructure.
- Significant paper usage for loan documentation, customer agreements, and regulatory reporting.
- Carbon footprint from employee commuting, business travel, and physical debt collection operations.

## Risk-related consequences

Environmental risks present the Company with opportunities to attract environmentally conscious customers by presenting eco-friendly brand image. Implementing sustainable operational practices and obtaining environmental certificate or complying ISO 14001 standard enhance appeal to stakeholders prioritizing ESG criteria. These initiatives can also open access to new funding sources dedicated to environmentally responsible investments.

## Risk management measures

To mitigate environmental risks, the Company has implemented several measures. Since 2017, it has embraced Digitalization strategy in loan application processes and customer services, introducing financial products such as electric vehicle motorcycle hire-purchase loans, solar cell loan, and digital credit cards namely NextGen launched in 2023 and PRIMO launched in 2024. Additionally, a sustainability committee and a division have been established to regularly report and assess environmental impacts, aiming to optimize resource utilization. Besides, the Company managed to have the environmental report certified by Thailand Greenhouse Gases management Organization (Public Organization) or TGO.

## Risk 23 Human Rights Risk

Related risk topics : Strategic Risk  
• ESG risk

## Risk characteristics

The key human rights risk of the Company is related to violations of the rights of customers or employees, such as discrimination, unfair service, unethical debt collection practices, misconducting BOT's market conducts and irresponsible lending practices, including violation of data privacy or improper use of data, which can lead to regulatory scrutiny, reputational damage, and legal consequences. The Company has management measures as follows:

### 1. Unethical debt collection practices

The Company engages in debt collection as part of our financial services, the collection methods that impose ethical concerns include:

- Harassment (threats, intimidation, or excessive calls to customers),
- Public shaming (exposing debtors' personal financial struggles to employers, family, or social media),
- Misrepresentation (deceptive practices that mislead customers about repayment obligations),
- Physical harm or unlawful asset seizure.

Non-compliance with the Bank of Thailand's debt collection regulations can subject the Company to punishments and operational restrictions. Such violations may also lead to customer lawsuits and complaints, resulting in financial losses and reputation damage. Consequently, customer satisfaction rates may decline, and the Company's public image could deteriorate.

### 2. Non-compliance with BOT's market conduct policies and responsible lending measures

Another critical human rights risk arises from non-compliance with the BOT's Responsible Lending and Market Conduct policies, which aim to protect consumers from unfair financial burdens, misleading loan terms, and unethical sales practices. Risks related to lending include:

- Issuing loans without properly assessing customer's ability to repay, leading to over-indebtedness and financial distress,
- Failure to provide clear and transparent loan terms (e.g., interest rates, fees, penalties), which may result in customers unknowingly taking on excessive debt,
- Unethical sales tactics, such as misleading advertising or pressuring consumers into accepting financial products that do not align with their financial needs.
- Lack of customer complaint management system or whistleblower channel, as a result, customers experiencing financial problems do not receive appropriate solutions.

Failure to comply with the Bank of Thailand's responsible lending regulations may result in legal penalties. Additionally, a decline in customer trust could further lead to the loss of the customer base and negatively impact the company's competitiveness in the market.

### 3. Privacy violations and data misuse in financial services

As a financial product and service provider, the Company collects and processes highly sensitive personal and financial data. If customer data is used without informed consent, shared with third parties for non-consensual purposes or leaked due to weak cybersecurity measures, it can result in severe human rights violation related to privacy and data protection, may consequently result in legal penalties and losing customers trust significantly.

## Risk-related consequences

### 1. Impact from unethical debt collection practices

The Company can gain a competitive advantage in the market through ethical working processes and monitoring procedures. Transparent and fair business operations strengthen customer confidence, positioning the Company as a reputable and ethical financial service provider.

### 2. Impact from non-compliance with BOT's market conduct policies and responsible lending measures

Enhancing the customer debt repayment assessment process is a key approach to responsible lending, which may help reduce the risk of default and strengthen long-term financial stability for both customers and the Company.

### 3. Impact from privacy violations and data misuse in financial services

Investing in robust data security measures enables the Company to comply with relevant regulations, mitigate the risk of PDPA violations, and build customer trust and confidence. Demonstrating stringent data protection protocols can enhance customer retention rate.

## Risk management measures

### 1. Risk mitigation strategy for unethical debt collection practices

The Company strictly adheres to the Bank of Thailand's regulations on fair debt collection by providing comprehensive training for both internal and external debt collection personnel. Additionally, a whistleblower channel has been established to report and investigate any misconduct in the debt collection process. Regular audits and assessments are also conducted to ensure compliance with legal requirements and best practice, reinforcing the Company's commitment to ethical and responsible debt collection.

### 2. Risk mitigation strategy for non-compliance with BOT's market conduct policies and responsible lending measures

The Company enhances responsible lending practices by developing a data-driven credit assessment model to determine appropriate credit limits for customers. Additionally, it ensures transparency by disclosing loan terms and conditions in detail clearly. To further promote financial responsibility, the Company implements financial literacy programs, eg. the "Professional Money Management for Young Professionals" program was held at the Sports and Health Center, PSU HatYai as well as provide financial education through the Company's website, to educate customers on responsible borrowing behaviors, fostering long-term financial stability.

### 3. Risk mitigation strategy for privacy violations and data misuse in financial services

The Company has established governance and ethical standards for personal data management in accordance with the Personal Data Protection Act (PDPA). This includes implementing comprehensive data encryption measures and multi-factor authentication systems to prevent unauthorized access to customer information. Additionally, the Company enforces strict data management policies with PDPA requirements. Regular training programs are conducted to educate employees on data privacy practices and cybersecurity. A Data Protection Officer (DPO) has been appointed to oversee compliance with relevant laws and standards.

## Risk 24 9.2.2 Human Resources Management Risk

Related risk topics : Strategic Risk  
• ESG risk

### Risk characteristics

HRM is a critical factor in ensuring the long-term sustainability and operational efficiency of the Company. The financial services industry is highly competitive, requiring a skilled, ethical, and motivated workforce to provide excellent customer service, manage financial risks, and ensure regulatory compliance.

HRM risks arises from talent retention challenges, lack of workforce diversity and inclusion, and employee dissatisfaction, which can negatively impact business performance, brand reputation, and regulatory compliance. An effective HRM strategy ensures that employees remain engaged, skilled, and aligned with the Company's ethical and operational standards.

### Talent Retention Challenges and Workforce Shortages

High turnover rates in customer service, debt collection, and financial officer roles, although there is a high rate of new employment and the time to find a replacement that doesn't take long. It might result in the increase of recruitment and training costs, affecting profitability and business continuity.

### Risk-related consequences

The Company has implemented the Digitalization strategy and applies AI to perform certain tasks in order to reduce the risk of relying on personnels.

### Risk management measures

The Company has established a clear succession plan for key position and implemented leadership development programs to enhance employee retention rates. Additionally, the Company offers both short-term and long-term compensation and benefits, such as the EJOB program, to attract talented personnel. Regular employee satisfaction surveys are conducted to identify and promptly address potential issues.

### Risk 25 Governance/Economic Risk

Related risk topics : [Strategic Risk](#)  
• ESG risk

### Risk characteristics

Governance risk refers to the potential weaknesses or failures in a company's CG framework, compliance mechanisms, risk management structure, and ethical business practices. The Company considered data security vulnerabilities and cyber attack are particularly significant because the Company deals with large volumes of customer data, regulatory oversight by the Bank of Thailand (BOT), and the need for responsible lending practices. Poor governance can lead to legal penalties, reputation damage, loss of investor confidence, and financial instability.

As part of ESG's governance framework, cybersecurity and data security are critical components of risk management, ensuring compliance with regulatory requirements and protecting stakeholder interests. These risks are primarily addressed under IT Security Risk, which provides a detailed analysis of their operational impact and mitigation strategies.

### Risk-related consequences

Good governance helps build trust from stakeholders such as investors, employees and business partners, and helps the organization better adapt to changes in the market and regulations, which will lead to the Company's sustainable growth.

### Risk management measures

The Company has clearly and appropriately defined the roles and responsibilities of the various committees, including providing for periodic internal audits to ensure compliance with laws, regulations and internal policies. In addition, there is also training and awareness raising for employees on ethics.

## 2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

### Risk 1 Risk from controlling of the major shareholder more than 50%

Related risk topics : [Risk to Securities Holder](#)  
• Risk of the company having a majority shareholder holding > 50% of shares

### Risk characteristics

Currently, AEON group is a major shareholder of the Company holding 157,800,000 shares or the equivalent to 63.12% of paid-up capital.

### Risk-related consequences

This has resulted in the fact that the major shareholder can control almost all shareholders' resolutions which requires more than 50% of the votes except for the agenda stipulated by the Laws or Articles of Association that must have a vote of not less than three quarters of the total number of votes. Consequently, other shareholders of the Company may not be able to assemble their voting rights in order to provide a check and balance to the agenda proposed by the major shareholder.

### Risk management measures

However, the Company has regularly monitored and assessed risk in all aspects. In order to evaluate the business environmental change and its effect, the Company holds a monthly risk management meeting and department meeting which the executive directors and related executive management join to consider how to improve strategy and reach targets. In addition, the Company has monitored risks by assessing other risk factors that might affect the Company's achievement.

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

Are there any risk factors affecting securities holders : No  
from investing in foreign securities?



## 3. Business sustainability development

### 3.1 Policy and goals of sustainable management

The Company has set sustainability management goals to create competitive advantages, reduce risks in various areas, and increase operational efficiency from efficient resource utilization, which are important goals that the Company aims to achieve for maximum benefits for the Company and all stakeholders.

#### Sustainability Policy

Sustainability Policy : Yes

#### Policy of Sustainability and Objectives

Aeon Thana Sinsap (Thailand) Public Company Limited ("the Company") and its subsidiaries ("the Group") prioritize the growth of the Group along with good corporate governance, effective risk management and social and environmental responsibility. The Company is committed to improving the quality of life of its customers by responding to the lifestyles and creating satisfaction for each customer group, while conducting business ethically, managing operations transparently, respecting human rights including personal data protection, promoting social and environmental responsibility, and building trust and confidence among all stakeholders.

#### Guidelines for achieving sustainability goals

##### Economic and governance dimensions

- The Company offers innovative financial services that enhance customers' daily lives and happiness by making financial services easier for everyone to access. It emphasizes and supports the continuous development of digital technology to offer efficient products and services that meet customers' needs conveniently, quickly, and without limitations of location and time. Most importantly, it must be based on data security and cyber threats as the main principle so that customers and all stakeholders have confidence and trust in doing business with the Company.
- The Company operates and discloses information on good corporate governance in accordance with laws and regulations related to the Company's business operations, such as the Bank of Thailand's regulations, anti-money laundering laws, anti-corruption laws, personal data protection, Office of the Insurance Commission's regulations, etc., and discloses information on corporate governance in accordance with the requirements of the Stock Exchange of Thailand.
- The Company operates and discloses information on good corporate governance in accordance with laws and regulations related to the Company's business operations, such as the Bank of Thailand's regulations, the Anti-Money Laundering Act, the Anti-Corruption Act, the Protection of Personal Data, the Office of the Insurance Commission's regulations, etc., and discloses information on corporate governance in accordance with the requirements of the Stock Exchange of Thailand.

##### Environmental Dimension

- The Company places importance on the sustainable relationship between society and the environment by applying the environmental management system in accordance with international standards (ISO14001) to cover the entire organization.
- The Company organizes various environmental projects, such as systematic sorting to enable employees to properly manage waste, measures to reduce electricity consumption, and campaigns to reduce the use of non-renewable resources and promote their use as necessary, such as water use, paper use, and online meetings instead of traveling to meetings.
- The Company discloses its greenhouse gas emission performance in 2023 as the base year, which has been verified by external auditing agencies and has been certified for greenhouse gas emission volume by the Greenhouse Gas Management Organization (Public Organization) or the Company has developed a plan to reduce greenhouse gas emissions in the short, medium, and long term and has announced a goal of net zero greenhouse gas emissions by 2040, which is in line with the goals of the AEON Group, demonstrating its commitment to seriously reducing the impact on the environment.

##### Social Dimension

- The Company respects and complies with human rights principles, including the AEON Group Future Vision, which demonstrates its commitment to social responsibility. The vision statement states, "We will create a future lifestyle where everyone smiles," which is an important guideline for the future that the AEON Group hopes to achieve.
- The Company treats employees fairly, prioritizes employees' rights to work, free from discrimination and harassment in all forms, and promotes a work environment that respects human dignity.
- The Company provides equal opportunities for workers and does not discriminate based on nationality, race, gender, religion, or

physical disabilities, and provides equal opportunities for all employees in terms of salary and benefits, training, evaluation, promotion, punishment, termination, or retirement.

- The Company opposes child labor and forced labor in all forms within the Company's operations and supply chain, and has established internal audit measures to ensure that the Company's supply chain does not violate human rights in such matters.
- The Company promotes social engagement by establishing the AEON Thailand Foundation to systematically carry out social activities. The Company emphasizes business operations that do not have a negative impact on surrounding communities and promotes community participation in sustainable development projects.

Reference link for sustainability policy : <https://www.aeon.co.th/aeon/sustainable-development/attachment/Policy%20of%20SustainabilityENG.pdf>

## Sustainability management goals

Does the company set sustainability management goals : Yes

The Company manages and defines strategies for operating its business in the areas of sustainability in all 3 dimensions: environment, society, economy and governance, with 14 material issues and has set indicators that the Company aims to achieve the goals of each material issue. This can be studied in the Sustainability Report 2024/2025.

### Sustainability Objectives and Goals

- The Company has established a code of conduct to support sustainable operations with business partners, customers and communities to promote awareness of sustainable social growth in the long term.
- In terms of economy and governance, the Company offers innovative financial services that enhance customers' daily lives and happiness by making financial services easier for everyone to access, and listens to people's voices sincerely.
- In terms of society, the Company adheres to the principles of good governance and corporate governance, gives importance to all stakeholders, respects and complies with international human rights principles, and treats all parties with respect and honesty, without discrimination or violation of rights in any form.
- In terms of environment, the Company emphasizes sustainable relationships between society and the environment by applying an environmental management system in accordance with international standards to cover the entire organization, including giving importance to climate change by disclosing information on greenhouse gas emissions performance to set targets to reduce greenhouse gas emissions effectively.

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions

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

During the fiscal year 2024, the Company has reviewed its sustainability policy to be in line with the AEON Group's 2023 future vision announcement, by making sustainability practices linked to the goals set by the AEON Group and adding important information on climate change and greenhouse gas management.

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

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

The Company has identified the following key issues in terms of climate change and greenhouse gas management:

### Sustainability objectives and goals

In terms of the environment, the Company places importance on the sustainable relationship between society and the environment by applying an environmental management system in accordance with international standards to cover the entire organization,

including emphasizing climate change by disclosing information on greenhouse gas emission performance to set targets for effective greenhouse gas emission reduction.

**Guidelines for achieving sustainability goals**

The Company has added guidelines for achieving sustainability goals in the environmental dimension by adding the following key issues:

- The Company has disclosed its greenhouse gas emission performance in 2023 as the base year, which has been verified by external auditing agencies and has been certified for greenhouse gas emission volume by the Greenhouse Gas Management Organization (Public Organization) or the Company has developed a plan to reduce greenhouse gas emissions in the short, medium and long term and has announced a goal of greenhouse gas emissions reduction, demonstrating its commitment to seriously reducing environmental impacts.

## 3.2 Management of impacts on stakeholders in the business value chain

### Stakeholder Impact Management in the Business Value Chain

The Company focuses on continuous product and service development to create satisfaction for all stakeholders. The Company has analyzed the expectations of stakeholders in the value chain, activities/work processes in the business value chain to be able to manage and respond to the expectations of stakeholders in the business value chain as follows:

#### 3.2.1 Business value chain

The Company has analyzed and classified the overall value chain system to deliver the best products and services in the business process from upstream to downstream to deliver products, services and experiences to customers most efficiently.

#### Business value chain diagram

Primary Activities		
Unsecured Loan / Secured Loan		
<b>Capital Procurement</b> <ul style="list-style-type: none"> <li>Investment from shareholder</li> <li>Profit from company operations</li> <li>Domestic and International Banks</li> <li>Debentures</li> </ul>	<b>Product Development and Digital Strategy</b> <ul style="list-style-type: none"> <li>Conduct interesting Innovation Research in the financial sector, both domestically and internationally.</li> <li>Conduct team brainstorming and group research.</li> <li>Present project to the management.</li> <li>Collect requirements from relevant departments after management approval.</li> <li>Present to the Board for budget approval.</li> <li>Set up a meeting with relevant departments within the organization to finalize the requirements.</li> <li>Ensure alignment with established operational frameworks and budget.</li> <li>Conduct system testing in a simulated environment prior to customer deployment.</li> <li>Launch the project and monitor actual customer utilization.</li> </ul>	<b>Marketing Activities</b> <ul style="list-style-type: none"> <li>Enhance customer responsiveness to meet their needs more effectively.</li> <li>Improve competitive capabilities against other industry rivals.</li> <li>Acquire new customers while retaining existing customers.</li> <li>Enhance customer access through technology.</li> <li>Expand product diversity to meet customer demands.</li> <li>Increase company profits.</li> <li>Design customer journey to adapt to evolve customer needs.</li> <li>Develop services to meet customer's needs, technological advancement and current market situation.</li> </ul>
Primary Activities		
Unsecured Loan / Secured Loan		
<b>Credit Assessment of the Unsecured Loan</b> <ul style="list-style-type: none"> <li>Evaluate based on customers' contributions such as ability to pay debt by bureau credit score, occupation and age.</li> <li>Notify approval result to customer through SMS and increase online notification channels.</li> <li>Delivery of plastic credit card or virtual card on the AEON THAI MOBILE Application.</li> <li>Provide after sales service information such as billing but-off date, promotion, campaign or interest calculation etc.</li> </ul>	<b>Payment and Debt Management</b> <ul style="list-style-type: none"> <li>The Company shall follow the criteria set forth by the Bank of Thailand or in accordance with the Debt Collection Act, with performance evaluated against the following standards: <ul style="list-style-type: none"> <li>Issuance of invoices to customers.</li> <li>Reminder calls for overdue payments.</li> <li>Utilization of third-party debt collectors if needed. (Outsource or subsidiaries that specialize regarding debt collection)</li> <li>Implementation of debt restructuring for customers.</li> <li>Pursuit of legal action for unpaid debts. (Both Unsecured/Secured loan)</li> <li>Handling product returns for secured loans. (Secured loan only).</li> </ul> </li> </ul>	<b>Post-Acquisition Support</b> <p>After-sales services provided include:</p> <ul style="list-style-type: none"> <li>Card activation through phone call or AEON THAI MOBILE application.</li> <li>Account statement notifications via email or postal mail.</li> <li>Handling customer inquiries regarding promotions and campaigns through various channels such as branch visits, Facebook, other social media platforms, or by phone through the call center.</li> <li>Interest calculation.</li> <li>Providing additional information requested by customers.</li> <li>Customer Service Department collects customer satisfaction evaluations through various channels such as branch visits, social media platforms, or the call center.</li> </ul>
<b>Credit Assessment of the secured loan</b> <p>Marketing Department analyzes marketing trends and propose to Credit Control Department for determine the conditions for secured loan assessment and approval criteria. Consideration amount of loan based on Loan-to-Value (LTV) by evaluating the quality of the car and assessing the value. Creating a secured loan contract.</p> <p>Credit Control Department notify Marketing Department regarding further actions such as issue a car registration book, contract processing or coordinate settlements with dealerships, etc.</p>		
Supporting Activities		
<b>Procurement</b> <ul style="list-style-type: none"> <li>Procurement are carried out according to the plans of each department within the company.</li> <li>Categorized into three main types: computer-related procurement, non-computer-related procurement, and service procurement.</li> <li>Evaluation of suppliers and pricing is conducted according to the Company's procurement policy, with a focus on security, and environmental considerations, including other relevant standards such as ISO9001 and ISO14001.</li> </ul>	<b>Technology Development</b> <ul style="list-style-type: none"> <li>Develop the AEON THAI MOBILE app to meet customer needs, ensuring the information security and preventing data leakage of both employees and customers by implementing information security measurement.</li> <li>Develop systems/software to support the efficiency of employee workflow.</li> <li>Develop software, website, and applications that provide customers with quick and convenient access to the services.</li> <li>Improve the IT operations within the company and collaborate with external IT companies for better workflow.</li> </ul>	<b>Human Resource Management</b> <ul style="list-style-type: none"> <li>The recruitment process ensures no discrimination based on gender or physical abilities.</li> <li>Employee development and training processes.</li> <li>Management of wages and benefits for employees.</li> <li>Handling of complaints and disciplinary actions in the workplace.</li> <li>Employee data management processes.</li> <li>Providing employees with knowledge of relevant laws and regulations related to company operations.</li> <li>Talent management and succession planning processes.</li> </ul>
<b>Occupational Safety, Health, and Environmental Security, and Building Management</b> <ul style="list-style-type: none"> <li>Effective management of buildings, facilities, and environmental areas ensures workplace safety, in accordance with the Occupational Safety, Health, and Environmental Act of 2011.</li> <li>Provide training about safety to employees.</li> <li>Stringent measures are implemented to control access to premises for employees, outsourced personnel, customers, and partners engaging in business activities with the company. All parties must adhere to data security requirements, as outlined in ISO27001 standards.</li> </ul>	<b>Firm Infrastructure</b> <ol style="list-style-type: none"> <li>Investor Relations <ul style="list-style-type: none"> <li>Dissemination of information</li> <li>Disclosure compliance</li> <li>Communication with investors, shareholders and analysts.</li> </ul> </li> <li>Company Secretary <p>Ensuring the Board of Directors implements comply with regulatory requirements as follows;</p> <ul style="list-style-type: none"> <li>Oversight of organizational structure, board of director and sub-committees</li> <li>Company's regulations and charters</li> <li>Director development</li> <li>Shareholder meetings</li> </ul> </li> </ol>	

### **3.2.2 Analysis of stakeholders in the business value chain**

The Company analyzes the stakeholder groups involved in the business operations and determines the guidelines for meeting the expectations of stakeholders in the business value chain.

The Company has analyzed the importance of the stakeholder groups by considering the level of dependency between the Company and stakeholders (Dependency), the level of tension of stakeholders towards the Company in implementing sustainability in a timely manner (Tension), and the level of impact on the strategy or business operations (Influence). The top 3 stakeholder groups are customers, shareholders, and regulators, with details as follows:

#### **Details of stakeholder analysis in the business value chain**

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>• Board of director</li> <li>• Others               <ul style="list-style-type: none"> <li>• Board of Directors and Executives of Affiliates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Provides information on the direction or perspective of the executives towards the company.</li> <li>• Corporate governance of the company that can create confidence for stakeholders, including shareholders and investors.</li> </ul>	<ul style="list-style-type: none"> <li>• Apply policies and conclusions to adjust financial strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting (AGM)</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Employees</li> <li>• Others               <ul style="list-style-type: none"> <li>• Full-time employees, executive level employees</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Receiving equal and fair care and evaluation</li> <li>• Appropriate and fair compensation</li> <li>• Consistent and continuous development of necessary knowledge, skills and abilities</li> <li>• Being trained and informed of the company's product information in order to provide customers with correct and complete services</li> <li>• Having a safe and sanitary working environment, including appropriate work equipment</li> <li>• Being able to present opinions, needs and complaints</li> <li>• Having an efficient working system that is in line with employees' needs, allowing them to work more easily, conveniently and quickly</li> <li>• Giving importance to work-life balance and personal life</li> <li>• Being able to attract customers to use the company's products and services, in line with the set goals</li> <li>• Receiving compliments from customers, telling customers about the company's products and services from customer recommendations, and being able to continuously maintain the existing customer base</li> <li>• Pride in working with a company with good ethics, economic, social and environmental sustainability, and being responsible for the community</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a work process that does not violate the relevant regulations or laws, with a supervisory agency to ensure compliance with the criteria set by law.</li> <li>• Provide risk assessment, summary report, risk management guidelines, and risk resolution methods.</li> <li>• Provide communication and training on the company's important regulations, rules, and regulations for all employees to acknowledge and comply with.</li> <li>• The company operates in accordance with human rights principles in human resource management, including hiring and termination, compensation, welfare, employee development, and performance evaluation, equally and fairly, without discrimination based on gender, age, place of origin, race, religion, language, disability, physical or health condition, personal status, economic and social status, education, or political opinions.</li> <li>• Provide a personnel development plan appropriately based on duties and positions to create sustainable development.</li> <li>• Provide a safe and hygienic workplace, work environment, and equipment.</li> <li>• Provide appropriate work equipment and technology to facilitate employees to work according to their goals, along with channels for</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Training / Seminar</li> <li>• Others               <ul style="list-style-type: none"> <li>• Orientation for new employees, various internal communication online and offline, whistleblowing channel, activities for employee engagement and satisfaction, employee development and communicating the company's goals, participation in product development</li> </ul> </li> </ul>



Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>requesting assistance in performing their duties.</p> <ul style="list-style-type: none"> <li>• Provide activities to create engagement between employees and employees with the company, including opening channels for employees to file complaints, express opinions, or report wrongdoers, including a whistleblowing protection policy.</li> </ul>	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>Investors or investment institutions</li> <li>Analysts</li> <li>Shareholders</li> <li>Others               <ul style="list-style-type: none"> <li>Board of Directors</li> </ul> </li> </ul> <p>Major/Minor Shareholders Major/Institutional Investors Analysts/IAA</p>	<ul style="list-style-type: none"> <li>Good performance and sustainable growth</li> <li>Good return on investment and sustainable growth</li> <li>Good corporate governance, transparency and sustainability</li> <li>Good risk management and administration system</li> <li>Complete, accurate, clear and timely communication</li> <li>Communication channels that shareholders, analysts, major and minor investors can access conveniently and quickly</li> <li>Regular communication with investor relations</li> </ul>	<ul style="list-style-type: none"> <li>Conduct business by creating sustainable good performance under transparent and auditable corporate governance.</li> <li>Have effective, strict and prudent risk management.</li> <li>Disclose accurate and complete information and provide convenient access channels.</li> <li>Respond to doubts clearly and hold shareholder meetings and listen to opinions in meetings.</li> <li>Hold analyst meetings and communicate through other channels to major and minor investors.</li> </ul>	<ul style="list-style-type: none"> <li>Visit</li> <li>Press Release</li> <li>Online Communication</li> <li>Annual General Meeting (AGM)</li> <li>Others               <ul style="list-style-type: none"> <li>Extraordinary shareholders' meeting (when the event occurs), quarterly performance announcements, presentation of information to analysts and investors through Analyst Meetings (4 times per year), conferences with both domestic and international investors, communication to journalists and retail investors through quarterly Press Releases, providing investor relations contact channels.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Customers</li> <li>Others               <ul style="list-style-type: none"> <li>Unsecure loan customers, Secure loan customers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Provide financial products and services that meet customer needs, and continuously develop the quality of products and services.</li> <li>Provide financial services responsibly and fairly.</li> <li>Personal data security.</li> <li>Listen to and respond to customer feedback.</li> <li>Be appropriate in debt collection and comply with the Debt Collection Act and the Bank of Thailand (BOT) regulations.</li> <li>Have guidelines for helping customers in cases where they cannot pay their debts.</li> <li>Receive convenience, speed, and safety when using the company's branches and offices.</li> </ul>	<ul style="list-style-type: none"> <li>Develop products and services that meet customer needs, adhering to the principles of responsible financial services in accordance with the criteria of the Bank of Thailand and related laws, including providing financial services and loans that take into account the necessity and ability of customers to repay debts, legal and fair interest rates, and clear communication, etc.</li> <li>Listen to and take action on customer complaints within the time frame of the Service Level Agreement (SLA)</li> <li>Survey customer needs, follow trends, and customer journeys to create products or services that meet customer needs</li> <li>Conduct customer satisfaction assessments</li> </ul>	<ul style="list-style-type: none"> <li>Online Communication</li> <li>Complaint Reception</li> <li>Satisfaction Survey</li> <li>Others               <ul style="list-style-type: none"> <li>Survey of satisfaction from using services at branches, Survey of satisfaction from using customer service, Listening to customer feedback via the company's website, Having online and offline media that customers can use and communicate conveniently and quickly, Carrying out debt collection processes in accordance with the Debt Collection Act and the rules of the Bank of Thailand (BOT), Facilitating and creating safety for customers who come to contact and use the service</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<ul style="list-style-type: none"> <li>• Apply ISO 27001 requirements, Information Security Management System (ISMS), and other related laws as a framework for internal operations in the company to ensure the security of customer data, including personal data, PDPA</li> <li>• Propose debt restructuring guidelines for customers who have problems and cannot repay debts</li> <li>• Develop and improve employee services to create a good experience for customers</li> <li>• Provide good and safe measures to facilitate customers to use the services of buildings, locations, parking lots, etc.</li> </ul>	
<ul style="list-style-type: none"> <li>• Competitors</li> <li>• Others               <ul style="list-style-type: none"> <li>• Other financial institutions</li> </ul> </li> </ul>	Conducting business and competing with transparency, fairness, following the framework of good and honest competition.	Adhere to the principle of treating competitors responsibly, such as creating fair competition conditions.	<ul style="list-style-type: none"> <li>• External Meeting</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>Suppliers</li> <li>Others               <ul style="list-style-type: none"> <li>Joint business development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Ethical, transparent and auditable procurement</li> <li>Fair Trade</li> <li>Implement projects smoothly according to the specified plan, without conflicts</li> <li>Use modern technology systems to work together and can provide feedback on operations</li> <li>Have a standard and correct payment system</li> <li>Be convenient and safe when working at the company's branches and offices</li> </ul>	<ul style="list-style-type: none"> <li>Establish a business partner code of conduct</li> <li>Establish criteria and procedures for recruiting, selecting and evaluating business partners with ESG in mind</li> <li>Environmentally friendly procurement practices</li> <li>Communicate anti-corruption policies and procedures for not accepting gifts and entertainment</li> <li>Build and maintain good relationships with business partners</li> <li>Agree on clear plans and compensation before operations to ensure that projects can be carried out according to the specified plans and can be business partners with good relationships</li> <li>Provide modern technology systems for joint operations and listen to feedback to develop the operation system through relevant departments</li> <li>Provide standard and correct payment systems</li> <li>Provide safety measures and facilitate access to work at the company's branches and offices</li> </ul>	<ul style="list-style-type: none"> <li>Internal Meeting</li> <li>Complaint Reception</li> <li>Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Creditor</li> <li>• Others <ul style="list-style-type: none"> <li>• Owners of capital, shareholders through the board of directors, banks that provide loans</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Received interest and principal in full and on schedule</li> <li>• Received accurate, complete and timely information and performance of the company</li> <li>• Participated in activities and communicated regularly</li> <li>• The company can manage money efficiently, control expenses to increase profits</li> </ul>	<ul style="list-style-type: none"> <li>• Have responsible practices towards creditors by repaying interest and principal in full and on schedule, and taking care of various collaterals under related contracts, including managing funds with prudence, caution and maximum efficiency.</li> <li>• Present financial reports and related operating results correctly and completely, do not conceal information or facts that may cause damage to creditors.</li> <li>• Organize activities to build and maintain good relationships, and communicate continuously.</li> <li>• The company manages funds efficiently, controls expenses to increase profits.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Others <ul style="list-style-type: none"> <li>• Disclosure of financial statements, related information and preparation of reports according to specified periods, contact channels and continuous relationship building activities.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> <li>• Standard organization</li> <li>• Others <ul style="list-style-type: none"> <li>• BOT, SET, TIA, IOD, NCB, Department of Labor Protection and Welfare, Department of Skill Development, Social Security Office, Employment Office, AMLO, O.L.C.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop products and conduct business without violating relevant regulations and laws.</li> <li>• New products do not create risks for the company and customers.</li> <li>• Receive evaluation results that pass the criteria for treating shareholders and investors equally.</li> <li>• Comply with the rules and regulations that are in place and are assessed as sustainable stocks.</li> <li>• The company complies with various rules and regulations correctly. Promote employment. Promote employment.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop products and conduct business in accordance with relevant regulations and laws.</li> <li>• Develop products that will not impact the company and customers in terms of risks.</li> <li>• Provide channels for contacting investor relations.</li> <li>• Create work processes that comply with regulations set by government agencies.</li> <li>• Provide employees with more knowledge and awareness of regulations and practices.</li> <li>• Promote equal employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Community</li> <li>• Society</li> <li>• Others               <ul style="list-style-type: none"> <li>• Community and society, community residents, client companies, universities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reduce resistance from the community</li> <li>• The company has a good image from organizing social activities</li> <li>• Able to attract customers to use the service according to the set goals</li> <li>• Promote and support social activities in various forms</li> <li>• Assistance when the community is damaged by disasters</li> <li>• Contact to request customer information without affecting the related company, comply with the regulations, use information correctly, do not leak information, and do not cause trouble</li> <li>• Have an opportunity to be hired by the company</li> <li>• The community is safe and does not suffer from business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Receive information about the company's activities in advance</li> <li>• Receive satisfaction or benefits from organizing activities</li> <li>• Establish the AEON Thailand Foundation and continuously support the budget for social and environmental development</li> <li>• Comply with the regulations on contacting customers to request information without affecting the working status of customers and related companies, use information correctly and maintain customer information well</li> <li>• Create equal employment opportunities by publicizing job vacancies through various channels, such as setting up a job booth at the university or announcing recruitment on social media</li> <li>• Strictly comply with the law and do not cause inconvenience to the community from the company's business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Social Event</li> <li>• Complaint Reception</li> <li>• Others               <ul style="list-style-type: none"> <li>• Advance notification before the event via online and offline media such as social media or public relations through branches near the community, Allow the community to participate/benefit from the event, Create good relationships with the community by organizing social activities</li> </ul> </li> </ul>

### 3.3 Management of environmental sustainability

The company emphasizes on maintaining a balance between business development and environmental conservation. The main principles of environmental management are through the establishment of environmental policies, planning, implementation, monitoring and continuous improvement by adopting the environmental management system (ISO14001: Environmental Management System)

as a standard for operations and application throughout the organization. The company has been certified with ISO14001 since 2010 at the head office and has expanded to all regional operation centers, demonstrating the organization's commitment to reducing environmental impacts, reducing resource usage and increasing the organization's efficiency in a sustainable manner.

#### 3.3.1 Environmental policy and guidelines

##### Environmental policy and guidelines

The Company has established an environmental management policy based on the Environmental Management System (ISO14001: Environmental Management System) standard, which is used as a guideline for the entire organization as follows:

1. The Company will conduct business with consideration of environmental impacts, prevent environmental pollution and conserve resources for maximum benefit, as well as continuously develop an environmental management system.
2. The Company will establish an environmental management system to ensure that business operations comply with laws and other environmental regulations.
3. The Company will set objectives, goals and projects to support an environmental management system that will result in maximum efficiency for the organization.
4. The Company will create environmental awareness among employees in order for the implementation of an environmental management system to be effective.

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

##### Environmental Management Policy and Practices

- The Company has established an environmental management policy based on the Environmental Management System (ISO14001: Environmental Management System) standards.
- Established a policy for selecting suppliers whose products/services are environmentally friendly or have the least impact on the environment (Green Procurement).
- Established a document recommending waste management methods for service providers to sign in order to acknowledge the correct waste management methods both inside and outside the company premises.
- Assigned the Corporate Quality System Support (CQS) Office to be responsible for managing the environment within the organization according to the ISO14001 system standards.
- Provide disclosure of information on the Company's resource usage to support the Company's environmental quality development process, such as information on energy consumption, production of goods and services, etc.

Reference link for environmental policy and guidelines : <https://www.aeon.co.th/aeon/sustainable-development/attachment/Environmental%20Policy.pdf>

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The Company has conducted an assessment of environmental risks and opportunities to reduce the impact of risks and promote activities that are environmental opportunities. The risk issues are reviewed annually at all operating centers and the results are reported in the Management Review meeting twice a year.

The assessment factors are divided into 4 categories:

1. Context of the organization and interested parties expectation
2. Compliance obligation
3. Environmental aspect (High Significant) and
4. Emergency case.

In 2024, the overall environmental risks are at a very low level.

### 3.3.2 Environmental operating results

#### Information on energy management

##### Energy management plan

The company's energy management plan : Yes

The Company is in the process of creating an efficient energy management plan to reduce unnecessary energy consumption and to the best of its ability within the framework and conditions of the Company's business operations under the terms and conditions of the building rental for operations.

##### 1. Fuel Management Plan

The company rents out central cars and executive cars to support various company activities. All rental cars are hybrid cars that help save fuel, reduce exhaust emissions, and reduce carbon dioxide emissions.

##### 2. Electricity Management Plan

The company has various policies and activities to support the reduction of electricity usage, such as allowing employees to work from home, campaigning to turn off lights and electronic devices when not in use, and joining a network with other organizations in the Earth Hour project to turn off the lights for 1 hour to reduce global warming, organized by Bangkok.

##### Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : Yes  
management

##### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of fuel consumption	2024 : fuel consumption 925,995.77 Litres	2029 : Reduced by 3% or 899,025.01 Litres
Reduction of electricity purchased and fuel consumption	2024 : energy consumption 7,497,157.66 Kilowatt-hour	2029 : Reduced by 3% or 7,278,793.84 Kilowatt-hour

##### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

##### 1. Results of operations on fuel energy management

In the past year, the Company's fuel energy consumption increased by 5.7 percent from 2023. The cause of the spike was the increase in activities related to operations. However, the Company is aware of the impact and has planned measures to increase energy efficiency, including considering environmentally friendly energy alternatives to continuously control and reduce fuel



consumption in the future.

## 2. Results of operations on electricity management

In addition to encouraging employees to use electricity in the office wisely, the Company has been implementing the Digitalization process since 2017, which has improved and developed work processes in many dimensions to create efficiency and reduce the use of various resources. As a result, in 2024, the Company reduced electricity consumption by 293,058.64 kilowatts, or 3.76 percent, when compared to electricity consumption in 2023.

### Energy management: Fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	62,221.45	92,805.03	103,583.35
Gasoline (Litres)	782,519.26	783,200.32	822,412.42
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

### Energy management: Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	7,813,311.33	7,790,216.30	7,497,157.66

## Information on water management

### Water management plan

The Company's water management plan : Yes

The Company rents office space and branches for its operations, and therefore must comply with the regulations of the building in which the Company has rented space, which includes tangible and visible water management, such as campaigns to help save water and turn off water when no longer in use, through internal public relations media.

### Setting goals for water management

Since the Company's offices and branches are rented space in office buildings, which must comply with building regulations, the Company is unable to effectively control water management by itself and set water management targets.

Does the company set goals for water management : No

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

### Performance on Water Usage

In the past year, the Company used a total of 410.63 cubic meters of water, a decrease of 7.1 percent from the previous year. This was a result of the Company's implementation of measures that were appropriate for the Company, including promoting water conservation in all work areas, regular control and monitoring of water usage, and instilling a sense of water conservation among employees. Although the Company operates under leased premises, it still emphasizes the efficient use of resources and is committed to continuing the sustainable water resource management approach.

### Water management: Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	653.13	442.01	410.63

## Information on waste management

### Waste management plan

The company has waste and waste management measures by implementing a waste separation project since 2010 until now. There are continuous improvements to increase the efficiency of waste separation and for all employees to comply and always create awareness, taking into account the most valuable use of resources, reducing unnecessary waste to reduce the impact on the environment.

The company's waste management plan : Yes

The company has been managing waste and waste since 2010, which is divided into 3 types: general waste, recyclable waste, and hazardous waste. The company has set a goal to properly dispose of waste in the office. The project covers the head office and all regional operation centers.

- Implement a waste separation project according to the specified types correctly and provide containers for waste that occurs, attach signs to indicate so that employees can dispose of waste correctly.
- Provide knowledge to employees to know the types of waste, identify the containers, sorting, and disposal locations so that employees can separate the types of waste and dispose of it correctly in the provided containers.
- Measure the performance results every month and report the results to the executives continuously.

The company takes into account the use of resources in various aspects that reduce unnecessary waste creation by adhering to the 3 R principle: reduce unnecessary resource use (Reduce), reuse resources (Reuse), and recycle (Recycle) to transform original resources into products that can create new benefits to reduce the impact on the environment.

In terms of waste management, in the case of office renovations or replacement of computers and related equipment, the company donates office equipment, computer equipment, and related equipment to organizations that need them. In cooperation with the AEON Thailand Foundation, in cases where disposal is required, the company uses the services of a waste disposal company that meets standards and does not harm the environment.

### Setting goals for waste management

Does the company set goals for waste management : No

### Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

The Company manages waste by separating waste at the point of origin before forwarding it to an external company that is legally licensed to manage waste. It selects service providers certified with ISO 14001 environmental management system to ensure that the waste generated is managed efficiently and environmentally friendly.

Recyclable waste is separated for recycling, while non-recyclable waste is collected and sent to a standard waste disposal

plant to control environmental impacts appropriately.

#### Waste and waste management performance

In the past year, the Company was able to separate 99.81 percent of the total waste, exceeding the target of 95 percent, reflecting the Company's commitment to efficient waste and waste management in line with sustainable business practices.

The Company's total waste and waste volume was 44,235.68 kilograms, up from 19,275.19 kilograms in the previous year. The increase was mainly due to the demolition and renovation of branch areas, which is part of the branch transformation strategy from a full-branch branch to a kiosk format and distribution to various provinces. To reach a wider audience, the company emphasizes responsible demolition waste management by separating and delivering waste to legally certified disposal contractors to reduce environmental impacts.

#### Waste management: Waste Generation

	2022	2023	2024
Total waste generated (Kilograms)	46,102.30	19,275.19	44,235.68
Total non-hazardous waste (kilograms)	14,844.05	17,613.30	39,501.94
Total hazardous waste (kilograms)	31,258.25	1,661.89	4,733.74

#### Information on greenhouse gas management

The Company has established a Sustainability Committee to oversee its sustainability policies, including the formulation of climate change strategies and the setting of targets to achieve greenhouse gas emissions reduction goal, demonstrating the Company's strong commitment to minimizing environmental impact and strengthening long-term sustainable business practices.

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

#### Governance Structure of Sustainability Development

The Company has established a sustainability policy and appointed a Sustainability Committee to ensure the effective implementation of the policy. This is carried out in parallel with compliance with relevant regulations and laws concerning greenhouse gas emissions, the development of sustainability initiatives, and the establishment of a dedicated Sustainability Working Group responsible for driving the execution of sustainability efforts in alignment with the Company's defined goals.

#### Board of Directors

- Approve the Sustainability Policy and Practices.
- Monitor governance to ensure operations align with the established framework.

#### Sustainability Committee

- **Strategic Direction Setting:** Define the vision, objectives, sustainability policy of the company, materialities, including measures related to climate change and environmental transitions.
- **Monitoring and Directional Guidance:** Assess the performance and effectiveness of sustainability initiatives and monitored climate-related risk management measures.
- **Regulatory Compliance and Standard Practices:** Review and ensure that the company's sustainability practices align with international standards, such as UN SDGs and ESG assessments, including IFRS standards.
- **Risk Management and Sustainability Assessment:** Analyze sustainability-related risks and assessed their potential impact on business operations, including implications for the organization's direction, opportunities, and strategy.

#### Sustainability Workforce

- **Implementation of Sustainability Initiatives:** Drive forward projects related to greenhouse gas emission reduction, energy efficiency enhancement, and the development of environmentally friendly innovations.
- **Execution of Climate Change Policy:** Develop and institutionalize climate-related policies by integrating climate transition

strategies into daily business operations, aligning with the goal of achieving Emissions Reduction.

- **Data Monitoring and Performance Reporting:** Consolidate ESG-related data and monitor performance against defined Key Performance Indicators (KPIs), preparing reports for the Sustainability Committee and relevant stakeholders. Report verified emissions data to the Thailand Greenhouse Gas Management Organization (TGO) to ensure accuracy and alignment with sustainability standards.
- **Stakeholder Engagement:** Collaborate with internal departments, industry peers, government agencies, and partner organization to foster awareness and drive broad-based sustainability efforts.

### Climate Change-Related Risks and Opportunities Management

The Company has adopted the climate-related risk and opportunity assessment framework of its parent company, AEON Financial Service Co. Ltd. This approach supports consistent evaluation of potential impacts and the implementation of effective mitigation strategies across the organization and Group.

#### Scenario Analysis Approach

Assessed climate change-related risks and opportunities under 2 scenarios:

- 1.5 degree C Scenario – Strong climate policies, lower emissions
- 4.0 degree C Scenario – Flexible climate policies, higher emissions

#### Risk & Opportunity Categorization

- Transition Risks – Risks arising from policy, market, and technology shifts.
- Physical Risks – Risks from climate-related disasters & environmental changes.
- Opportunities – Potential benefits from climate adaptation & sustainability efforts.

#### Risk Impact Assessment

- Evaluate the impact of each risk and opportunity.

#### Time Frame Target

- Short-term – Immediate to 5 years
- Medium-term – 5 to 10 years
- Long-term – Over 10 years

### Climate-Related Risk and Opportunity Classification and Impact Assessment

#### 1. Transition Risk

##### 1) Legal and Regulatory Risk

Impact: Higher tax expenses due to carbon pricing

Timeframe: Short-term/Long-term

Scenario 1.5 degree C Risk Level: High

Scenario 4.0 degree C Risk Level: High

##### 2) Market Risk

Impact: Increase energy costs affecting operational expenses

Timeframe: Short-term/Long-term

Scenario 1.5 degree C Risk Level: High

Scenario 4.0 degree C Risk Level: High

##### 3) Technology Risk

Impact: Increase investment in cleaner technologies and impact on competitiveness, loss of competitive advantage and market share if unable to meet ESG expectations.

Timeframe: Short-term/Middle-term

Scenario 1.5 degree C Risk Level: Moderate

Scenario 4.0 degree C Risk Level: High

#### 2. Physical Risk

##### 1) Acute Risk

Impact: Physical damage to facilities and infrastructure, causing disruptions, higher costs in storage, operations, insurance and capital expenditures.

Timeframe: Middle-term/Long-term

Scenario 1.5 degree C Risk Level: Moderate

Scenario 4.0 degree C Risk Level: High

##### 2) Chronic Risk

Impact: Physical damage to facilities and infrastructure, causing disruptions, higher costs in storage, operations,

insurance and capital expenditures.

Timeframe: Middle-term/Long-term

Scenario 1.5 degree C Risk Level: Moderate

Scenario 4.0 degree C Risk Level: High

### 3. Opportunities

- 1) Resource Efficiency Improvement
- 2) Innovation in Financial Products and Services
- 3) Customer Base Growth
- 4) Business Adaptability and Digitalization Process

#### Greenhouse Gas Emissions (GHG) Management Plan

- The Company **disclosed its greenhouse gas (GHG) emissions data for Scope 1, 2, and 3** based on the Year 2023 operational performance. The disclosed data was verified by an external auditor and has been certified and registered with the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO on November 26, 2024.
- The Company has **implemented its greenhouse gas emissions reduction plan with the goal** of reducing emissions in the short, medium, and long term efficiently and in alignment with AEON Group's commitment to achieving net-zero emissions by 2040, as declared in the AEON Group's Carbon Neutrality Declaration and Paris Agreement by 2050.
- The Company has **established a roadmap for disclosing GHG emissions by expanding data collection coverage** to operational centers nationwide and initiating the certification process under ISO 14064-1, which outlines organizational-level principles and requirements for future emission disclosures in accordance with international standards.
- The Company **promotes and supports sustainability projects aimed at reducing its GHG emissions** and encouraging ongoing use of environmentally friendly resources. Employees are encouraged to participate in sustainability activities, including initiatives that contribute to GHG reduction.
- The Company has **organized regular training sessions** to raise awareness on climate change and GHG emissions through both in-person and online formats throughout the 2024 fiscal year, ensuring that all employees understand the importance and potential impacts of these issues.
- The Company **reviews its sustainability policy annually** to ensure alignment with relevant laws, regulations, and guidelines concerning sustainability and GHG emissions, taking into account the latest developments and conditions.
- The Company **complies with its climate change policy** by developing and integrating climate-related strategies into daily business operations, in alignment with the goal of achieving net-zero greenhouse gas emissions by 2040.

#### Greenhouse Gas Emission (GHG) Management Process

1. Assess the Current Situation
  - Review greenhouse gas (GHG) emissions by collecting energy consumption data and resource usage related to GHG emissions under Scope 1, 2, and 3. This data is used to calculate annual emissions based on the Company's operations.
  - Analyze the data to identify emission sources as a basis for setting reduction targets and formulating GHG mitigation action plans.
2. Set Greenhouse Gas (GHG) Reduction Targets
  - Establish short-, medium-, and long-term targets based on the Company's baseline GHG emissions calculations, to ensure measurable progress.
  - Assess the feasibility of achieving the targets by taking into account available resources, technology, limitations, laws, and applicable regulations, to ensure the targets are realistic and achievable.
3. Planning and Implementation
  - Improve energy and resource efficiency across operations that contribute to GHG emissions. For example, implementing projects like the use of 100% recyclable label-free water bottles in corporate activities.
  - Expand the Company's sustainable finance offering to support environmentally conscious customers, such as electric motorcycle loans and solar panel installation loans.
  - Encourage Executives to use EV cars.
  - Promote carbon offset activities, such as collaborating with the AEON Thailand Foundation on tree-planting initiatives, or supporting the Foundation in sponsoring solar panel installations for charitable organizations that seek to install them but lack funding.
4. Monitoring and Evaluation

- Monitor and record performance to track progress against the GHG reduction plan, and continuously assess and improve outcomes on an annual basis.

5. Awareness and Engagement

- Providing ongoing training and education for employees on greenhouse gas reduction.
- Foster collaboration among employees, customers, communities and all stakeholders to promote GHG reduction. This includes encouraging employees to propose sustainability initiatives, developing environmentally conscious products and services, promoting the use of eco-friendly products and services among customers, and partnering with environmental organizations. Examples include encouraging customers to opt for e-statements instead of paper billing.

6. Executive Support

- The Company ensures regular reporting of sustainability performance to Sustainability Committee on a quarterly basis. This allows the Committee to review and monitor progress, assess implementation plans, and ensure that the Company remains on track to achieve its defined sustainability goals.

Reference link for company's greenhouse gas management plan : <https://investor.aeon.co.th/en/corporate-info/greenhouse-gas-management>

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

The Company complies with all applicable environmental laws, regulations, and requirements in Thailand, and adopts the ISO 14001: Environmental Management System as a framework for establishing environmental policies and implementation plans. In addition, the Company has expanded its efforts to disclose and verify GHG emissions from its operations in the 2023 fiscal year, with the aim of effectively reducing emissions. This includes registering and certifying the organization's carbon footprint data for 2024 in accordance with the requirement of the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO, and ensuring the data is verified by an accredited third-party auditor as required by TGO standards.

Principles and standards for greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO), Others : ISO14001:Environmental Management System

## Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets

## Setting net-zero greenhouse gas emissions targets

The Company supports and encourages participation from all stakeholders in efforts to reduce greenhouse gas emissions. It also supports the global community's efforts to address climate change by committing to GHG emissions reduction. These efforts reflect the Company's commitment to contribute to mitigating climate change and reducing global warming.

### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2023 : Greenhouse gas emissions 3,183.00 tCO <sub>2</sub> e	2028 : Reduced by 10% or 2,893.64 tCO <sub>2</sub> e in comparison to the base year	2034 : Reduced by 30% or 2,448.46 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : Net zero pathway</li> <li>Science-based Targets (SBTi) : None</li> </ul>

## Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2024, the Company was awarded the Carbon Footprint for Organization (CFO) certification by the Thailand Greenhouse Gas Management Organization (Public Organization), or TGO, on November 26, 2024. This certification was based on verified greenhouse gas emissions data from the Company's operations in the 2023 fiscal year (from March 1, 2023 to February 29, 2024fd), covering

Scope 1, 2 and 3 emissions.

The emissions data used for certification included activities from the Company's three main operational sites:

1. Head Office – Exchange Tower
2. Operation Center – Sermmitr Tower
3. Operation Center – Modernform Tower

All data mentioned above was verified by an independent third-party auditor, Bureau Veritas Certification (Thailand) Ltd.

## **Diagram of Performance and outcomes of greenhouse gas management**

Certificate Number:  
TGO CFO FY25-059



องค์กร  
rganization

THAILAND GREENHOUSE GAS  
MANAGEMENT ORGANIZATION  
(Public Organization)



## CERTIFICATE

Awarded to

**AEON Thana Sinsap (Thailand) Public Company Limited.**

Company address verified: 388 Exchange Tower, 26th & 27th Floor, Sukhumvit Road, Klongtoey, Klongtoey, Bangkok 10110, 159 Serm Mit Tower, 2nd, 11th and 14th Floor, Sukhumvit 21, North Klongtoey, Wattana, Bangkok 10110 (Operation Center), 699 Modernform Tower, 14th, 16th, 18th, 19th, 20th and 21st, Srinakarin Road, Phatthanakan, Suan Luang, Bangkok 10250

Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by Bureau Veritas Certification (Thailand) Ltd. and found to be in accordance with the requirements of the standard detailed below.

Standard

### TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/03/2023 - 29/02/2024]

Total Greenhouse Gas Emission (Scope 1&2): 2,140 tonCO<sub>2</sub>e/year

Direct GHG emissions	187 tonCO <sub>2</sub> e/year
Energy Indirect GHG emissions	1,953 tonCO <sub>2</sub> e/year
Other Indirect GHG emissions	1,043 tonCO <sub>2</sub> e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 26 November 2024

Mrs. Natarika Wayuparb Nitiphon

Acting Executive Director

Thailand Greenhouse Gas Management Organization (Public Organization)

Carbon Footprint for Organization Certification from TGO

Greenhouse gas management : Corporate greenhouse gas emission



The Company disclosed its greenhouse gas emissions data from its operations in the fiscal year 2024 fiscal year a, which was verified for accuracy by an external auditor (BSI Group (Thailand) Ltd.) and subsequently is on progress for certification and registration under the Carbon Footprint for Organization (CFO) program by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.

The detail of greenhouse gas emissions is also disclosed in Sustainability Report 2024 page 193.

	2022	2023	2024
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	N/A	3,183.00	2,741.21
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	187.00	69.61
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	N/A	1,953.00	1,910.29
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	1,043.00	761.31

## Greenhouse gas management: Verification of the company's greenhouse gas emissions over the past year <sup>(4)</sup>

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : BSI Group (Thailand) Co., Ltd.

Remark : <sup>(4)</sup> The external verifier for the Company's GHG for the fiscal year 2024 is BSI Group (Thailand) Co., Ltd.

The external verifier for the Company's GHG for the fiscal year 2023 is Bureau verification (Thailand) Co., Ltd.

## Information on other environmental management

### Plans, performance, and outcomes related to other environmental management

The Company supported and organized initiatives to promote energy conservation, such as participating in the Earth Hour 2024 campaign in collaboration with Bangkok Metropolitan Administration, WWF Thailand, and other network partners by switching off lights for one hour to help reduce global warming and raise awareness of the importance of ongoing energy-saving efforts.

The Company also developed products and financial services that help reduce greenhouse gas emissions, such as issuing virtual cards, including AEON NextGen Digital Credit Card and AEON PRiMO Digital Credit Card. These cards are offered as alternatives to traditional plastic cards. Customers can apply for and use these services via the AEON Thai Mobile App anytime and anywhere.

In addition, the Company introduced label-free water bottles for use in corporate events, as part of its efforts to reduce emissions from plastic use. These bottles are made from 100% recyclable PET plastic and are completely label-free, starting from April 2025 onwards.

The Company also continued to educate its executives, committee members, and employees through various training programs and internal communication to raise awareness on climate change and GHG emissions. These efforts aim to build understanding and engagement among staff, while integrating climate-related topics-risks, opportunities, and impacts – into the Company's internal communication channels for future planning and action.

## Information on incidents related to legal violations or negative environmental impacts

The Company has had no disputes, legal violations, or environmental impacts resulting from its past operations. The Company places strong emphasis on promoting and supporting environmental initiatives through its own activities as well as by supporting agencies and organizations that advocate for environmental sustainability.

The Company strictly complies with environmental laws, regulations, and requirements, and has been certified under the ISO

14001: Environmental Management System. In the course of its operations, the Company recorded no incidents, complaints, or violations related to environmental laws or activities that caused environmental impact.

In addition, the Company has established multiple communication channels for disclosing information and receiving feedback or suggestions. Stakeholders may contact the Company directly through designated channels.

- Continuously review and monitor the Company's plans or policies for reducing greenhouse gas emissions.
- Ensure consistent compliance with environmental laws, regulations and requirements related to greenhouse gas emissions to guarantee strict adhere.
- Regularly conduct employee satisfaction surveys and use the feedback to improve operational efficiency and effectiveness.
- Provide communication channels for stakeholders to engage with the Company and submit feedback or suggestions through the following means;

All 104 branches nationwide

Call Center: 02-665-0123

Email for Investors: [ir@aeon.co.th](mailto:ir@aeon.co.th)

- Establish procedures for handling complaints, including investigating any reported issues within 14 days. This process complies with the Company's grievance management policy and includes steps for fact-finding, identifying responsible parties, and providing remediation or compensation as appropriate.

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## 3.4 Social sustainability management

The Company places importance on conducting business responsibly, taking into account the impact on various social issues both inside and outside the organization, covering all groups of stakeholders. Key issues in the social dimension are defined, including human rights, human resource management, occupational health and safety, community development/community relations, and access to financial services and financial literacy.

### 3.4.1 Social policy and guidelines

Social and human rights policy and guidelines	: Yes
Social and human rights guidelines	: Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

#### Human Rights Policy

The Company uses the AEON Group's future vision as a guideline to promote respect for human rights for all individuals throughout the organization, and to practice and protect everyone's basic rights equally and fairly. In addition, it emphasizes expression, fair compensation, and opposes all forms of harassment, discrimination, human trafficking, child labor, and forced labor. The Company has established the following guidelines:

- The Company recognizes equality and opposes all forms of discrimination, whether based on race, nationality, skin color, gender, age, language, religion, sexual orientation, political opinion, or any other factors unrelated to morality, diligence, and ability.
- The Company provides a safe working environment with good physical and mental health, free from harassment, victimization, and other inappropriate behaviors.
- The Company prohibits the use of child labor, forced labor, and human trafficking in all forms within the Company's operations and supply chain.
- The Company emphasizes and promotes the principles of human rights and the protection of children's rights in accordance with the guidelines set out in the United Nations Convention on the Rights of the Child, as follows:
  - Non-discrimination and equal treatment in any action related to all groups of children.
  - Consideration of life safety, rights protection and opportunities for children's full development
  - Consider the best results for children to avoid and prevent actions that reduce or violate children's rights
  - Promote children's participation and opportunities to express their opinions through the company's social activities
- The company respects the privacy and protects the personal information of employees, customers, and business partners
- The company seriously promotes social participation through the establishment of the AEON Thailand Foundation to carry out social responsibility activities systematically and not violate human rights
- The company provides a two-way communication channel for employees and stakeholders to be informed, understand, and act with respect for human rights, including giving employees and stakeholders the opportunity to make suggestions, express opinions, and report clues or complaints if they find actions or events related to human rights violations
- The company provides a process to examine information from reporting clues or complaints related to human rights, take action, and report to the board of directors as specified
- The company provides training and develops the potential of employees regularly as appropriate. This is to promote learning so that employees can keep up with changes in the global situation
- The company treats and takes care of employees in accordance with labor law standards and related regulations
- The company provides a comprehensive human rights examination process to prevent and reduce human rights risks By using the United Nations Guiding Principles on Business and Human Rights (UNGPR) to manage human rights both within the organization and the supply chain.

Reference link for social and human rights policy and guidelines	: <a href="https://www.aeon.co.th/aeon/sustainable-development/attachment/Policy%20of%20Human%20Rights%20ENG.pdf">https://www.aeon.co.th/aeon/sustainable-development/attachment/Policy%20of%20Human%20Rights%20ENG.pdf</a>
------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

### Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

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

The Company has established a human rights policy as a guideline for all employees to respect human rights together, including the rights of all stakeholders, and prevent human rights violations that cause damage to those affected. The policy was announced in 2024 and reviewed by adding children's rights and a comprehensive human rights due diligence process to comply with international human rights standards.

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

Changes in social and human rights policies, guidelines, and/or : Child labor, Others : Human Rights Due Diligence  
goals

### Children's Rights

The Company places importance on and promotes the principles of human rights and the protection of children's rights in accordance with the guidelines set out in the United Nations Convention on the Rights of the Child as follows:

- Non-discrimination and equal treatment in any action related to all groups of children.
- Consideration of life safety, protection of rights and opportunities for children's complete development.
- Consideration of the best results for children to avoid and prevent actions that reduce or violate children's rights.
- Promote children's participation and opportunities to express their opinions through the Company's social activities.

### Comprehensive Human Rights Due Diligence Process

The Company has established a comprehensive human rights due diligence process to prevent and reduce human rights risks by applying the United Nations Guiding Principles on Business and Human Rights (UNGPs) to manage human rights both within the organization and the supply chain.

- Human rights reporting: The Company prepares a report on the results of the human rights investigation, including resolving the problems that occurred, to stakeholders in a transparent manner.

## Human Rights Due Diligence : HRDD

The Company places importance on and respects the basic rights of all human beings who should receive them equally, regardless of race, nationality, skin color, gender, age, language, religion, sexual orientation, political opinions, or any other factors unrelated to morality, diligence, and ability. The Company has a guideline to treat everyone equally without discrimination, separation, or limitation of individual rights. The Company has used the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a guideline for managing human rights within the organization.

Does the company have an HRDD process : Yes

The Company has managed and monitored human rights work and established a human rights due diligence process, with the following steps:

1. Announcement of human rights policy: The Company announces its human rights policy to the public and discloses its human rights performance through a sustainability report or annual report.
2. Assessment of human rights risks and impacts: The Company assesses human rights risks from its operations in various parts, including the supply chain.
3. Prevention and reduction of human rights impacts: The Company has established comprehensive measures to prevent and reduce human rights impacts and applies human rights principles to the Company's work processes and operations related to stakeholders.
4. Monitoring of human rights performance: The Company regularly monitors and evaluates human rights performance and adjusts measures and practices to be in line with the situation when violations are found.
5. Remediation of human rights violations: The Company has measures to compensate those affected by human rights violations, including preventing such incidents from happening again in the future.
6. Reporting on human rights results: The Company prepares a report on the results of the human rights due diligence, including resolving problems, for stakeholders to be transparently informed.

### 3.4.2 Social operating results

#### Information on employees and labor

##### Employees and labor management plan

The Company places great importance on the management and development of human resources, recognizing that employees are the most important and valuable resource in driving the Company to grow strongly and sustainably. The Company is committed to managing and developing human resources effectively, starting from the recruitment process, treating employees with respect for differences and diversity on the basis of human rights, giving importance to the care and protection of employees' personal data, including taking care of and maintaining personnel to receive appropriate compensation and benefits, allowing employees to develop their potential for advancement and growth in their careers, ready to accept the changes that occur, taking care of their physical and mental health, and staying with the Company in the long term.

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work, Others : Successor

##### Employee and Labor Management Plan

###### 1. Fair compensation for employees

- Establish human resource management policies

The company has assigned the human resource department to be responsible for human resource management, from the recruitment and hiring process, compensation and welfare allocation, employee potential care and development, employee motivation and retention, etc.

- Respect and comply with labor laws according to national and international standards

This is what the company adheres to in its operations in order to prevent violations of labor laws, employee rights violations, and reduce the risk of disputes with employees on various issues.

- Establish a vision as a guideline and a common goal

The company has adopted the AEON Group's future vision (AEON Future Vision) as a guideline for operations, with the core message of its commitment to creating and driving the future into reality, with the vision statement that "We will create a way of life in the future where everyone smiles," whether customers, employees, business partners, communities and society, or all stakeholders.

- Establish employee recruitment and selection processes

The company has established strategies and developed an operational plan for employee recruitment and selection to attract talented personnel who meet the needs of each department in the company. The company's job announcement adheres to the principle of respecting human rights, providing equal employment opportunities, and conducting transparent selection in accordance with human resource regulations and human resource management standards. Employees who will be hired must have qualifications, skills, experience, and abilities that are appropriate for the position, without discrimination in any form, whether it is race, nationality, skin color, gender, age, language, religion, sexual orientation, political opinions, or any other factors unrelated to morality, diligence, and ability.

In addition, the company has set a compensation policy to ensure fairness, as follows:

###### 1.1 Short-term compensation policy

The company determines to consider adjusting the salary rate for all employees and executives once a year, using the Key Performance Indicator (KPI) for consideration, and to provide annual bonuses, which are paid to employees based on the company's overall performance in each payment cycle and in line with the market in the same business.

###### 1.2 Long-term compensation policy

Long-term compensation includes the Provident Fund (PVD), in which the company pays contributions to the provident fund for employees who are members of the fund, equivalent to members of the fund who make a cumulative contribution at a rate of 3 to 15 percent of the basic salary rate, which is determined by the company. The contribution to the provident fund increases according to the length of employment. The main purpose of the provident fund is to enhance the security of employees' livelihood and provide security in the event of retirement. The Company has established a registered provident fund, AEON Thana Sinsap Group, with a total of 3,925 employees. 2,581 employees or 66 percent of the total number of employees have applied to join the

fund.

### 1.3 Employer-Employee Joint Investment Program (EJIP)

The Company has established the Employer-Employee Joint Investment Program (EJIP Program) with the objective of retaining employees to work with the Company in the long term by managing employee benefits through the joint share accumulation project with the Company, as well as promoting ideas and participation of employees in joint business ownership with other shareholders of the Company. However, this project does not allow directors or executives to intervene in the investment. In 2024, the Company paid a contribution of 63.57 million baht.

### 1.4 Other welfares

In addition to the salary that the Company has planned for both the short term and the long term, the Company also provides other welfare to executives and employees. Such welfare helps enhance the security of employees' livelihood, and help to alleviate some of the burden of living expenses, such as medical and dental welfare and other expenses such as allowances and travel expenses. In addition, we have improved the workplace in every office and branch nationwide, setting up a Relax Room and a Lactation Room in every office.

## 2. Employee Training and Development

Developing the potential of employees is a key part of the HR strategy. The Company therefore supports continuous learning and growth through training, skills development, and promotion of career advancement using the core competency framework called "5C", which consists of:

- Change: The ability to adapt and be flexible to change
- Creativity: Creative thinking and seeking new approaches
- Customer Centric: Focusing on customers as the center
- Collaboration: Working together effectively
- Continuous Improvement: Continuous development for excellence

To promote an organizational culture that is consistent with the 5C, the Company has consistently organized activities that promote such behaviors. One of the prominent activities is the "AEON Star 5C", which allows employees to nominate colleagues who demonstrate outstanding characteristics according to the 5C framework, or the "Vision Meeting", which is a safe space for employees to talk about experiences, ideas, methods, or ideas, both related to and unrelated to work, to strengthen relationships in the team. These activities not only honor employees but also create an atmosphere that encourages everyone to perform to their full potential in their daily work.

In 2024, the Company has organized training and develop for the company's personnel and cover all levels, which is in the 5-year Training Road Map plan, with details as follows:

### 2.1 Training project to develop potential and promote knowledge for employees

The company has organized an annual training project for employees, covering training on laws, operating regulations that comply with the rules of the Bank of Thailand, AEON's practices, and providing knowledge on topics that employees are interested in. From a survey of the need for training for employees, such as the use of AI to support work, etc., the company has set and set a training target for all employees to receive no less than 26 hours of training per year to ensure that all employees receive training covering all issues as required by law, the rules of the Bank of Thailand, and as specified by the company.

In 2024, the company has arranged for employees to receive training at all levels, divided into the following types of training:

#### - Position development course

To allow executives and employees in that position to develop their potential according to their current positions, including and to develop necessary skills in the future, with training organized in 2 formats:

1) Organize training in the form of a workshop in a training room as specified by the company. There are 8 training courses in total.

2) Training in the form of E-learning via the SAP SuccessFactors system and external platforms, there are 14 courses in total.

#### - Compulsory courses

Courses according to the company's requirements, laws, Bank of Thailand's requirements, and other requirements related to operations. Trainees are new employees who have started working with the company and current employees. Last year, 100% of all employees attended the training. The criteria for passing the training are that employees who attend the training must take a test after the training, and scored no less than 80% Training content covers the following topics:

- AEON Philosophy and AEON Group Future Vision
- Workplace Harassment Prevention

- AEON Financial Group Compliance
- Bank of Thailand Regulations
- Anti-Money Laundering Law: AML
- Insurance Laws & Regulations
- Debt Collection Act
- Personal Data Protection Act: PDPA
- Anti-Corruption
- Cyber Security
- Organizational Risk Management
- Other business-related topics

**- Skill enhancement courses (E-learning)**

It will cover content related to increasing work efficiency, including new knowledge or trends that can be applied to work. For this type of course, the company will work with trainers to design specific content that is appropriate for employees and the context of the organization. The content will be in the form of VDO E-learning via the company's internal SAP SuccessFactors system. In 2024, the company organized a total of 6 training courses, covering employees from the operational level to the department manager level and interested employees.

**- Digital Trend courses**

Included in the Digital Academy Training Program, focusing on new knowledge trends, including digital tools that can be used to support work efficiency. This course is open to interested employees to receive training. Last year, there were a total of 10 training courses.

**- Talent & Successor courses**

It is a training in the form of a continuous course (Journey) throughout the year. The purpose is to develop the potential of employees in the Talent & Successor group to be able to show their potential better. A total of 22 training courses were organized, with a total of 1,944 training hours.

**- Workplace Safety Course**

To provide employees with knowledge on workplace safety, covering all employees at all operations centers and branches, in 2024, a total of 11 training courses were organized.

**- Joint training courses with specialized institutes**

To provide employees who receive training with additional in-depth knowledge and specialized skills, specific to their fields/knowledge, and to be aware of events and situations that occur, the company sends employees to receive training in total of more than 28 courses per year.

**- Annual knowledge testing for employees whose performance meets the specified criteria**

To measure employees' knowledge and abilities from training throughout the year and is also part of the consideration for promotion to a higher position, in 2024, a total of 445 employees participated in the knowledge test.

**- Other training programs**

- Design Thinking
- Effective Communication for Leader
- Business Acumen: Strategies for developing work efficiency
- Collaboration
- Digital Academy Training Program FY2024

### **3. Promoting employee relations and engagement**

The Company has a plan and strategy to motivate and retain employees in the long term because employees are the most important resource of the Company. Creating employee satisfaction and motivation will help increase work efficiency, reduce employee turnover, and allow the company to operate smoothly without interruption. It also helps create a good working atmosphere and build a strong team. Emphasizing this will enhance sustainability and help the Company grow sustainably. The Company focuses on the following main issues in motivating and retaining employees:

1. Allocating reasonable compensation and benefits to employees
2. Growth, career advancement, and other opportunities
3. Flexibility in work
4. Caring for employees' physical and mental health
5. Evaluation of work performance with understanding and fairness
6. Evaluation of employee satisfaction and commitment to the company

7. Providing opportunities to express opinions
8. Creating activities or projects to build relationships with employees

The management plan for promoting employee relations and participation is as follows:

### **3.1 Using satisfaction evaluation results to develop projects, policies, or regulations to improve employee care**

The results of the employee engagement survey are analyzed and used to plan programs, policies, or procedures to systematically improve employee care. For example, improving internal communication processes, providing necessary training and skills development, creating career growth opportunities, and improving welfare benefits to meet employee needs. Projects with initiatives based on engagement survey results

#### **1) Skill development and training programs:**

The survey results found that employees need additional skills and training opportunities. The Company has organized various training programs to enhance the skills and knowledge needed for work, such as training in new technologies, communication skills development, and management training, so that employees are ready to face new challenges and grow in their careers.

#### **2) Internal communication promotion programs:**

The survey results found that there are still gaps in internal communication. The Company has organized programs to promote more effective communication, such as holding monthly meetings, creating convenient and fast internal communication channels, and promoting an open and transparent communication culture, so that all employees receive accurate and timely information.

#### **3) Work-life balance programs:**

The survey results found that employees need a better work-life balance. The Company has organized programs that help employees manage their work and personal time effectively, such as flexible work programs, supporting work from home, and organizing activities that promote employees' mental and physical health. These actions not only help increase employee satisfaction and engagement with the Company, but also lead to employees being more motivated and productive, which is a key factor in creating long-term sustainability for the organization.

### **3.2 Activities to promote employee engagement and employees with the company**

In order to promote employee engagement with the company, each year the Company organizes internal activities, such as the project named Power Up into Anime World (Annual Dinner).

### **3.3 Special welfares**

The Company allocates employee compensation and benefits reasonably and in accordance with the law, which is compensation that has been agreed upon with employees before starting work with the company, including salary, bonus, and overtime pay. The Company places importance on paying employees compensation on time strictly. For providing employee welfare and benefits, the Company provides holidays in accordance with labor law, special holidays such as birthday leave, medical benefits, dental benefits, accident insurance, and provides allowances, travel expenses, and accommodation in cases where employees have to work outside the area, etc., with the objective of taking care of employees to ensure a good life and be able to work happily, moral support and encouragement. On top of that, the special welfares include;

- Annual salary adjustment
- Bonus
- Medical/dental welfare
- Wedding/childbirth/funeral assistance/sick visit baskets
- Birthday leave
- Travel/accommodation/off-site allowance
- Executive health insurance
- Employee accident insurance
- Long-service award
- Employer-Employee Joint Investment Program (EJIP program) with a project duration of 5 years from September 1, 2022 to

August 31, 2027

### **3.4 Employee Satisfaction Survey**

The Company places importance on assessing employee satisfaction and engagement with the Company. The Employee Engagement Survey is an important tool that helps the Company understand employees' opinions and feelings in various aspects, such as internal communication, job satisfaction, relationships with supervisors and coworkers, opportunities for career development and growth, and benefits received. The survey is systematically and transparently designed to ensure that the data obtained is reliable and can be used to effectively improve the organization. The assessment is conducted once a year without collecting the



names of the employees being assessed to protect employees from discomfort in answering questions honestly. It covers a total of 34 questions, with the following key questions:

1. Company and Strategy: This group of questions helps the Company understand whether employees understand and see the connection between their work and the Company's goals and strategies, how effective internal communication is, and whether employees feel that the Company is transparent in its operations.

2. Manager: This group of questions focuses on the relationship between employees and supervisors, and the perception of supervisors' expertise and capabilities in helping the team succeed. And receive constructive feedback from supervisors

3. Collaboration & Teamwork: This is a group of questions that help companies understand teamwork and communication, the pride employees have in their teams, and the feeling of having good friends at work.

4. Opportunities: This is a group of questions that focus on opportunities for career development and growth, adequate coaching and training, and seeing a path for advancement in the organization.

5. Total Rewards: This is a group of questions that help companies understand employee satisfaction with the benefits and privileges they receive, their perception of fairness in pay, and their clear understanding of the available benefits.

6. Work: This is a group of questions that focus on the atmosphere in the workplace, the comfort and relaxation of work, and the availability of necessary tools and equipment for work.

#### Reliability and transparency of the survey

The employee engagement survey at the company is designed to ensure that the data obtained is reliable and transparent, using internationally accepted survey standards, such as the Likert Scale, so that employees can express their opinions clearly and systematically. In addition, the Company also analyzes the data in detail to identify trends and issues that need improvement. The survey is also transparently managed, with all employees receiving clear information about the survey process and survey results to ensure that employees are confident that their opinions are truly heard and used to improve the organization.

#### Employee Satisfaction Survey Results

- Overall Survey Results 75.25%
- Survey Results by Male / Female

The Company has communicated the results of the satisfaction assessment (Engagement Survey) to all employees in the organization to create transparency about the survey results. The survey results can reveal problems or areas where the organization can improve, create good relationships between employees and executives from the Company's importance on listening to employee opinions, helping to stimulate future participation and promote a better organizational culture, allowing both parties to develop together effectively.

## **4. Safety and occupational health at work**

### **4.1 Policy on promoting safety, occupational health and working environment**

The Company places importance on promoting safety, occupational health and working environment by setting policies that cover accident prevention, employee health care and creating a suitable working environment. In order to achieve the objectives, the Company has set the following policies:

- The Company will promote good hygiene and awareness of safety, occupational health and working environment for employees at all levels.
- The Company will improve and prevent accidents, incidents, and illnesses resulting from work for employees and those involved.
- The Company will adhere to and comply with laws and other regulations related to safety, occupational health and working environment as the Company's standard.
- The Company will provide a clean and suitable workplace.
- The Company will allocate sufficient and appropriate resources to operate in accordance with the safety, occupational health and working environment policy.
- The Company will review the policy, monitor and inspect the management of the system periodically to ensure that the policy is appropriate for the Company.

### **4.2 Measures to prevent and mitigate risks from safety, occupational health and working environment issues**

The Company has set systematic measures for safety, occupational health and working environment, focusing on reducing the chances of accidents and risks that may affect the health of employees, including promoting a safe and appropriate working environment, with the following important guidelines:

- Establish a policy on safety, occupational health and working environment and review it regularly.
- Establish a committee on safety, occupational health and working environment (CHO) to implement policies and work plans to disseminate to employees and stakeholders in accordance with the standards of the Occupational Safety, Health and Working Environment Act B.E. 2554 and the company's Occupational Safety, Health and Working Environment Policy by providing a good and safe working environment for employees, customers, business partners and stakeholders at all levels.
- Appoint supervisor-level safety officers, executive-level safety officers and professional-level safety officers to carry out work on safety, occupational health and working environment.
- Organize training on knowledge and skills in safety, occupational health and working environment for employees.
- Provide a plan for emergency prevention, emergency team personnel structure, including emergency plan drills.
- Prepare necessary equipment and resources for emergency response and inspect and maintain equipment, tools and working environment to comply with safety standards, such as fire extinguishers, emergency lights and regularly check for readiness according to the specified period.
- Conduct quality measurements on safety, occupational health and working environment. Consisting of air quality (dust, chemicals), noise and light intensity measurements in the work area, with measurement results in 2024 in accordance with the Ministerial Regulations, which stipulate standards for management and administration of safety, occupational health and working environments related to heat, light and noise, B.E. 2559.
- Conduct a survey of safety areas to ensure that employees work in appropriate environments that are not harmful to health, including external persons who come to contact.
- Conduct health and hygiene activities, especially in times of epidemics.
- Conduct public relations to educate employees to create awareness of health and safety.
- Provide a lactation room for female employees after giving birth.
- Provide a nursing room with a nurse on duty every day during working hours.

#### **4.3 Measures to take care of the work environment of employees in the event of an epidemic.**

- Prepare hand sanitizer/alcohol gel with at least 70% alcohol content.
- Provide social distancing, such as installing acrylic partitions between employee desks, arranging seats with distance in meeting rooms and customer service areas, etc.
- Implement measures for employees to wear face masks and distribute face masks to employees.
- Provide cleaning of work areas, meeting rooms and various contact surfaces. Office equipment that is shared regularly
- Provide regular cleaning of work areas, meeting rooms, surfaces, and office equipment that are shared regularly
- Provide work from home, alternating work hours, and online meetings to reduce employee density
- Strictly comply with prevention and surveillance measures as determined by the Department of Disease Control, Ministry of Public Health
- If employees are at risk of close contact with COVID-19 infected persons, quarantine them to monitor their symptoms and take an ATK test before returning to work
- Organize a mass vaccination activity for 4 strains for employees
- Provide necessary and sufficient medicines and medical supplies for employees

#### **4.4 Activities to promote safety, occupational health and working environment**

- Safety and bio-health training: Provide training courses for employees at all levels, covering general safety, fire prevention, first aid, stress management and emergency response.
- Annual emergency plan drills, such as fire extinguishing, fire evacuation and emergency response plans, to create readiness and understanding of real situations.
- Annual health check-up activities to encourage employees to be aware of taking care of their own health and to be able to continuously monitor their health status.
- Workplace safety assessments, with regular inspections of the environment, tools and systems, and continuous monitoring of corrections and developments.
- Safe behavior campaigns via internal channels, such as warning signs on bulletin boards and via the Internet.

### **Successors**

Transparent and fair evaluation and selection of successors In 2024

The Company began implementing transparent and fair employee performance evaluations by using a KPI system to evaluate employee performance. Competent employees will be carefully selected to undergo additional intensive training to become successors for key positions to ensure that the business can continue to operate smoothly.

### **Setting employee and labor management goals**

The Company has set employee and labor management goals as a clear operational framework to aim for what the Company wants to achieve and achieve, in order to increase work efficiency, develop employee skills and capabilities, retain capable employees and attract external talents to join the team, which is an important mechanism to drive the business sustainably.

Does the company set employee and labor management : Yes  
goals

### **Details of setting goals for employee and labor management**

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Training program for all levels of employees	2023: 100% training for all levels of employees	2033: 100% training for all levels of employees
• Others : Employee Right and Privacy Protection	PDPA Coverage of Employee Data	2023: 100% PDPA Coverage of Employee Data	2033: 100% PDPA Coverage of Employee Data
• Employee training and development • Others : Employee Right and Privacy Protection	PDPA training covering all levels of employees	2023: 100% of employees are trained on PDPA at all levels	2033: 100% of employees are trained on PDPA at all levels
• Employee training and development • Others : Talent and Succession covers all positions	Coverage of Talent and Succession	2022: 50% Coverage of Talent and Succession	2033: 70% Coverage of Talent and Succession
• Promoting employee relations and participation • Non-discrimination • Others : Employees participation in the Engagement Survey	Employees participation in the Engagement Survey	2024: Employees participation in the Engagement Survey 53.89%	2033: Employees participation in the Engagement Survey 100%
• Promoting employee relations and participation • Non-discrimination • Others : Employee Engagement/Satisfaction Increase	Employee Engagement/Satisfaction Survey Result	2024: Employee Engagement/Satisfaction Survey Result 75.25%	2033: Employee Engagement/Satisfaction Survey Result 85%
• Promoting employee relations and participation • Others : Voluntary Turnover Rate Reduce	Voluntary Turnover Rate	2023: Voluntary Turnover Rate 1.8%	2033: Voluntary Turnover Rate not more than 1.9%
• Promoting employee relations and participation • Others : Employee Turnover Rate Decrease	Employee Turnover Rate	2023: Employee Turnover Rate 1.9%	2033: Employee Turnover Rate not more than 2.0%

## Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes  
management

The Company has achieved the following results in accordance with its employee management goals:

- **Employee training**

The Company has continuously provided training to employees at all levels. During 2020-2024, the training participation rate was 100% every year, demonstrating its commitment to developing the potential of personnel at all levels.

- **PDPA operations**

- The employee database system has been implemented to comply with PDPA requirements 100% every year.

- PDPA training has been provided to cover employees at all levels consistently and has achieved the 100% training target continuously from 2020-2024.

- **Employee complaints**

The number of complaints tends to decrease, with 42 cases in 2024, down from 62 in the previous year.

- **Talent and Succession Planning**

In 2023-2024, the company has planned 50% of important talent and succession management.

- **Employee Engagement**

- In 2024, 53.89% of employees participated in the Engagement Survey.

- The employee satisfaction score for the organization was 75.25%.

- **Employee Turnover Rate**

- The total turnover rate in 2024 was 1.9%.

- The voluntary turnover rate in 2024 was 1.8%.

#### Diagram of performance and outcomes for employee and labor management

Key Indicators	Performance				
	2020	2021	2022	2023	2024
Training for Employees	100%	100%	100%	100%	100%
Number of Employee Complaints	42	127	44	62	42
PDPA cover Employee Database	100%	100%	100%	100%	100%
PDPA Training for All Employees	100%	100%	100%	100%	100%
Talent and Succession Coverage	-	-	-	50%	50%
Employee Engagement Survey	-	-	-	-	53.89%
Employee Engagement Result	-	-	-	-	75.25%
Employee Turnover Rate	1.9%	1%	2.5%	1.9%	2%
Employee Voluntary Turnover Rate	1.1%	1%	1.9%	1.8%	2%

Employee Management performance



## Employee and labor management: Employment

### Hiring employees

	2022	2023	2024
Total employees (persons)	4,030	3,927	4,078
Male employees (persons)	891	866	954
Female employees (persons)	3,139	3,061	3,124

### Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	23	20	16
Total number of employees with disabilities (persons)	23	20	16
Total male employees with disabilities (persons)	11	10	7
Total female employees with disabilities (persons)	12	10	9
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

## Employee and labor management: Remuneration

### Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	1,909,181,029.80	1,921,140,086.68	2,129,970,900.18
Total male employee remuneration (Baht)	556,612,545.13	560,099,150.64	624,624,897.41
Total female employee remuneration (Baht)	1,352,568,484.67	1,361,040,936.04	1,505,346,002.77

## Employee and labor management: Employee training and development

### Employee training and development

	2022	2023	2024
Average employee training hours (hours / person / year)	14.16	37.87	26.27
Training and development expenses for employees (baht)	14,606,025.98	20,965,272.73	20,836,538.78

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

### Safety, occupational health, and environment at work

	2022	2023	2024
Total number of lost time injury incidents by employees (cases)	0	0	0

## Employee and labor management: Employee engagement and internal employee groups

### Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	878	737	822
Total number of male employee turnover leaving the company voluntarily (persons)	180	174	199
Total number of female employee turnover leaving the company voluntarily (persons)	698	563	623
Proportion of voluntary resignations (%)	21.79	18.77	20.16
	2022	2023	2024
Evaluation result of employee engagement	No	No	Yes

## Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Information about customers

### Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the company over the past year : Responsible production and services for customers, Communication of product and service impacts to customers/consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The company has developed a customer management plan, taking into account the principle of treating customers fairly, in order not to violate the rights of customers, help maintain the existing customer base, increase sales and create customer satisfaction.

It also helps businesses receive information from customers to improve products or services and create competitiveness with competitors.

#### 1. Guidelines for developing products and financial services that are responsible for customers

- Financial products and services under the measures of responsible lending

Focus on developing financial products and services under the principles of responsible lending by considering customers' debt repayment ability, designing conditions and credit limits appropriate for each target group to prevent excessive debt burden, and promoting disciplined and sustainable credit use.

- Financial products and services for access to financial products and services (Financial Inclusion)

The company emphasizes promoting universal access to financial services, with no criteria to exclude certain groups of people. To reduce this gap, the company has guidelines for developing financial products and services that are flexible, easy to access and consistent with the income characteristics, risks and behaviors of target customer groups, while also using digital technology to increase access channels.

- Secure financial products and services (Security)

The company emphasizes the design of financial products and services with high security standards to protect customers' personal information and reduce the risk of fraud. By appropriately applying security technology

- Financial Literacy Support

The Company promotes basic financial literacy to the target group through online channels and field activities to enhance correct understanding in the appropriate and sustainable use of financial products and to create awareness and reduce



risks from financial threats.

#### Responsible Lending and Product Development

- **Responsible Lending:**

- The Company uses technology and alternative data to analyze to improve the credit approval process to be accurate, transparent and fair.

- The Company has joined the "You Fight, We Help" project to organize a program for customers passing the criteria to be able to close debts faster by adjusting debt structures in a relaxed manner and paying off debts faster. Customers are informed to register via the Bank of Thailand's website [www.bot.or.th/khunsoo](http://www.bot.or.th/khunsoo) from February 13 - April 30, 2025.

- **Financial Inclusion:**

- The Company offers a car registration loan product to increase access and credit lines for low-income customers and those in financial need to be able to pawn their car registrations to convert them into cash in emergency situations subjected to the Company's terms and conditions.

- The Company's Digital Your Cash product or personal loan. The Company provides more convenience for customers to apply for the AEON Thai Mobile application, which helps alleviate financial liquidity problems by providing the necessary financial flexibility to deal with emergencies.

- **Security**

- The company offers a digital credit card product, AEON PRIMO, focusing on the new generation who mainly shop via online platforms. It introduces advanced security innovations and solutions, making it a fully digital credit card.

- The company has developed a Scan to Pay system to provide more convenience for customers to spend via scanning QR CODE via their mobile phones for fast and secure payments with advanced fraud prevention systems, reducing cash usage, and easily tracking expenses via the application. The company will start using Master Card from January 30, 2024, and VISA card on July 16, 2024.

- **Financial Literacy**

- Provide knowledge to customers via the company's online channels, including Facebook and Website, by providing financial knowledge to customers via the company's social media channels, including Facebook and the company's website, by presenting interesting financial content, such as providing knowledge on how to use interest-free credit cards, warnings about financial crimes, etc., so that customers have knowledge, understanding, and financial immunity. Helping customers manage their finances effectively

- University Roadshow Project

The company has organized the University Student Roadshow project to provide knowledge on professional money management for students entering the workforce. There are expert speakers to provide financial knowledge on various issues as follows:

- Financial goals, increasing financial opportunities
- Access to sources of funds in the system
- Getting to know personal loans and credit cards
- Managing debt wisely

In 2024, the company provided financial knowledge to students at Prince of Songkla University and has set a plan to provide financial knowledge to students at various universities nationwide.

## 2. Communication practices for the company's products and financial services

The Company emphasizes business operations with a commitment to drive the organization towards sustainable growth under the framework of good practices and ethics. It has adopted the principles of responsible and fair lending, or the Responsible Lending measure announced by the Bank of Thailand, which is a policy that emphasizes sustainable loan portfolio management. It adheres to the policy of responsible and fair lending to customers throughout the debt cycle, and is careful in granting new loans, such as considering the risk level of customers based on their financial status, debt repayment ability, and presenting products that are appropriate for customers. This covers the following practices for communicating details of products and financial services:

- The Company has prepared and controlled advertisements to ensure that the content is correct, clear, and complete. It also allows comparison of interest rate conditions and fees, without encouraging customers to incur excessive debt. It also allows customers to receive and understand necessary information from advertisements sufficient for decision-making and promotes financial discipline.

- The Company emphasizes taking care of customers throughout the sales process by presenting important information that is

complete, not exaggerated, and not distorted, sufficient for decision-making with correct understanding. It also offers products that are consistent with customers' objectives or financial needs, and does not encourage excessive debt.

- The Company provides important information and warnings that debtors should know. It is recommended to create tools to support debtor behavior nudges to promote discipline and financial management during debt, as well as to encourage debtors to have better financial discipline and be able to manage debts to their own benefit (responsible borrowing).

#### **Methods of communicating information on financial products and services**

##### The Company's main communication channels

- The company's official website ([www.aeon.co.th](http://www.aeon.co.th)): is a primary source of information that provides complete details on financial products, various services, special promotions, and news related to customer benefits.

- AEON Thai Mobile mobile application: a digital platform that allows customers to access account information, past transaction lists, outstanding balances, and comprehensive account management functions.

- Social media platforms: easily accessible communication channels such as Facebook, Instagram, and Tiktok for disseminating news and marketing activities.

- Customer service center: As of the end of fiscal year 2024, the company has 104 customer service centers nationwide, ready to provide advice and answer questions about financial products and services directly.

- Contact Center 0-2665-0123: a telephone channel where customers can contact to inquire about information, report problems, or track the status of various services conveniently. Ready to serve every day during the specified time

### **3. Customer Responsibility Practices and Customer Satisfaction Development Plan**

The Company is committed to continuously developing and improving its work processes in order to present products/services that appropriately meet the needs and lifestyles of customers in each age group, adhering to the basic philosophy and practices of AEON, which states that "customers come first." The Company has the following customer responsibility practices:

- Customer satisfaction survey
- Quality management and data security management
- Expanding contact channels and providing diverse and comprehensive services
- Assessing customer satisfaction in all channels and
- Maintaining and expanding the customer base

The Company is well aware that neglecting the importance of meeting customer needs will have negative impacts, such as customer dissatisfaction, a decrease in the number of new customers, existing customers canceling their services, or complaints, which will cause significant damage to the Company's business operations.

#### **Setting quantitative targets for developing customer satisfaction**

The Company has set indicators to achieve the following objectives and goals:

- Reducing the number of incidents or complaints
- Reducing the number of cases of customer data leakage
- Increasing customer satisfaction (Customer Satisfaction Score; CSAT)

### **4. Protection of Customer Personal Data Under the Personal Data Protection Act**

The Company discloses the Privacy Policy under the Personal Data Protection Act B.E. 2562 for stakeholders, including customers on the Company's website <https://www.aeon.co.th/aeon/privacy-policy/>, which includes important contents such as:

- Personal data that the Company collects, uses, discloses or processes and the source of the data
- Purpose of collecting, using, disclosing or processing personal data
- Duration of retention of personal data
- Disclosure of data
- Sending or transferring personal data abroad
- Use of cookies
- Rights of customers as owners of personal data
- Measures to maintain the security of personal data
- Contact details regarding the protection of customer personal data
- Access to other websites
- Amendments to the Privacy Policy

Channels and processes for handling customer complaints regarding personal data

Disclosed in the Privacy Policy on the Company's website <https://www.aeon.co.th/aeon/privacy-policy/>

In case of any questions or requests for more information about the protection of your personal data Collection, use or disclosure of your information, exercise of your rights or any complaints, you can contact AEON through the following channels:  
AEON Thana Sinsap (Thailand) Public Company Limited and Data Protection Officer (Mr. Takashi Hisae)

Contact address: 388 Exchange Tower Building, 27th Floor, Sukhumvit Road, Klongtoey Subdistrict, Bangkok 11000

Tel: Data Protection Officer (DPO Office) 02-302-4656

Email: [privacy@aeon.co.th](mailto:privacy@aeon.co.th)

## Setting customer management goals

Does the company set customer management goals : Yes

### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>Responsible production and services for customers</li> <li>Development of customer satisfaction and customer relationship</li> </ul>	Customer satisfaction rating (%)	2023: Customer satisfaction rating 96%	2033: Customer satisfaction rating 98%
<ul style="list-style-type: none"> <li>Responsible production and services for customers</li> <li>Communication of product and service impacts to customers/consumers</li> <li>Consumer data privacy and protection</li> <li>Other : Customer Right</li> </ul>	Number of consumer rights complaint incidents	2023: Number of consumer rights complaint incidents 0 case	2033: Number of consumer rights complaint incidents 0 case
<ul style="list-style-type: none"> <li>Communication of product and service impacts to customers/consumers</li> </ul>	Employees have knowledge and understanding and have passed the test on fair customer service (Market Conduct).	2023: Employees have knowledge and understanding and have passed the test on fair customer service (Market Conduct) 100%	2033: Employees have knowledge and understanding and have passed the test on fair customer service (Market Conduct) 100%

## Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

### Performances in Customer Management

#### 1. Customer satisfaction survey results

In fiscal year 2024, the Company conducted a customer satisfaction survey from using the customer service staff via the automated response system. From a survey of 473,205 customers, the **level of satisfaction with the service (CSAT: CMS) was 97.7%**, including a survey of satisfaction with the use of services at branch offices via the Q-Matic system. From a survey of 25,412 customers, the level of satisfaction with the service at the branch (CSAT: Branch) was 96.7%, which is in line with the Company's goals. Satisfaction surveys were conducted in each area, such as:

- Complete product and service information
- Attention and enthusiasm in employee service
- Fast and responsive service

#### 2. Customer Complaint Management

The Company uses the results of the customer satisfaction survey to improve and develop the Company's work processes and services by presenting customer suggestions at the executive meeting and the Customer Satisfaction Committee Meeting held every

month. In the past fiscal year 2024, 2 projects were considered:

(1) Improving details in the payment notice to make the refund clearer for customers to understand more easily, which has been completed.

(2) Improving the title on the payment notice by using “Khun (Thai title)” instead of the title Mr., Mrs., Miss for equality for all genders, which is in the process of being completed by 2025.

#### Customer complaint channels

The Company provides channels for customers to complain about the company's services through the following channels:

(1) Customer Service Department

- Telephone 02-6650123

- Social media channels (LINE, Facebook Messenger, Mobile Chat)

(2) The company's website [www.aeon.co.th](http://www.aeon.co.th) >> Contact Aeon

(3) Aeon branch offices nationwide

### 3. Assisting customers through the "You Fight, We Help" project

The Company places importance on continuously taking care of customers to alleviate the burden of expenses. The company has joined the "You Fight, We Help" project, which is a collaboration with the Bank of Thailand to assist retail debtors who have been affected by the economy, whether due to reduced income, high debt burden, or problems with debt repayment ability.

Under the project, the Company has implemented concrete measures to help debtors, such as debt restructuring, interest rate reduction, installment reduction, and repayment extension, with the aim of enabling customers to sustainably restore their debt repayment ability while maintaining continuous access to financial services.

This commitment to help not only reflects social responsibility, but also demonstrates the Company's role as a financial service provider that stands by customers in every situation.

## Customer management: Customer satisfaction

### Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

## Information on community and society

The Company continuously supports community and social development activities by donating profits from operations to the AEON Thailand Foundation, which has AEON volunteers who are employees and stakeholders with volunteer spirit who consistently cooperate with the activities of the AEON Thailand Foundation to help develop society and the environment, along with the Company's sustainable business operations.

## Community and social management plan

The Company is a major supporter of AEON Thailand Foundation in implementing community and social development projects in cooperation with the Company under the rules, regulations and announcements of the Department of Provincial Administration, Ministry of Interior and the Revenue Department, Ministry of Finance related to the Foundation's operations. All projects are carried out based on the Sustainable Development Goals (SDGs), AEON Group Future Vision and the objectives of AEON Thailand Foundation as the main guidelines for operations.

Company's community and social management plan : Yes

Community and social management plan implemented by the : Forests and natural resources, Occupational health, safety, health,  
company over the past year and quality of life, Disadvantaged and vulnerable groups, Reducing  
inequality

The Company is the main supporter of the AEON Thailand Foundation to operate and organize social activities and plan satisfaction surveys of agencies, communities, etc. where the Foundation operates activities in order to improve and develop projects to be effective and equal to the current situation. The operations are carried out under the following objectives of the Foundation:

- Project to promote and support forest conservation
- Project to promote education, provide scholarships and/or donations to students and/or schools
- Project to develop Thai society and promote and support general public benefits
- Projects that are operated or collaborate with other charitable organizations for public benefits
- Organize activities to help society when disasters occur
- Plan community satisfaction surveys in terms of community relations

Reference link for company's community and social : <https://www.aeon.co.th/foundation>  
management plan

## Setting community and social management goals

Does the company set community and social management : Yes  
goals

### Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Community Relations	Number of complaints and disputes with the community	2023: Number of complaints and disputes with the community 0 case	2033: Dealing with complaints and disputes with the community and 90% of complainants are satisfied with the resolution of the problem.
<ul style="list-style-type: none"> <li>• Education</li> <li>• Religion and culture</li> <li>• Forests and natural resources</li> <li>• Sports and recreation</li> <li>• Occupational health, safety, health, and quality of life</li> <li>• Disadvantaged and vulnerable groups</li> <li>• Reducing inequality</li> </ul>	Budget used for activities used for community development and assistance	2023: Budget used for activities used for community development and assistance amount 18,553,636 Baht	2033: The company uses a budget for community development/community relations, accounting for 80% of the planned activity budget.

## Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes  
management

In 2024, the Company, together with the AEON Thailand Foundation, supported community and social development activities totaling 16.26 million baht in accordance with the Foundation's operational objectives. You can see more details of the projects in the 2024 Sustainability Report on Social Dimensions in the Key Issues of Community Development/Community Relations.

In addition, the Company reported the quantitative social returns to the community through the "AEON Digital Floating Impact" activity, which resulted in income within the community of more than 97,500 baht.

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

In 2024, the Company had no cases of violation of laws or social and human rights regulations.

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## 4. Management Discussion and Analysis (MD&A)

### 4.1 Operation, financial condition and material changes

#### Operational overview

According to the Bank of Thailand (BOT) and the National Economic and Social Development Board (NESDB), in 4Q/2024, Thailand's economy expanded by 3.2%, accelerating from 3.0% in the previous quarter. This growth was primarily driven by a 4.7% expansion in the services sector, supported by the recovery of the tourism industry and increased spending on services, particularly in hospitality, food and beverage, and healthcare. Private consumption grew by 3.4%, reflecting improved consumer confidence and the impact of government stimulus measures. Meanwhile, public investment surged by 39.4%, driven by the government's accelerated budget disbursement. However, private investment contracted by 2.1%, reflecting persistent economic uncertainties and subdued investor confidence. For the full year 2024, Thailand's economy grew by 2.5%, up from 2.0% in 2023. Inflation remained subdued, with an average headline inflation rate of just 0.4% for the year. The unemployment rate stood at 0.88% in 4Q/2024. Despite economic improvements, household debt remained elevated at 89.0% of GDP in 3Q/2024. Nevertheless, the US Tariff measure is expected to pressure the Export sector as well as GDP growth in the short-term.

#### Analysis on the operation and financial condition

##### Operating results and profitability

###### Revenues

For the fiscal year 2024, the Company reported total revenues of 22,102 million baht, increased from the previous year by 0.6%. However, the revenue from hire purchase increased 27.2% and other income increased 16.7%, mainly driven by the bad debt recovery which increased 14.3% year on year due to the Company's strategy to acquire its share in used car hire purchase market and focusing on fee-based incomes expansion to enhance the Company's financial security sustainably.

###### • Credit Card

In fiscal year 2024, the Company's credit card revenue was 7,361 million baht, a decrease of 5.8% from the previous year, aligned with the credit card market, accounting for 33% of total revenues due to contraction of credit card receivable from the change of minimum payment from 5% increasing to 8%, and a higher number of customers paying in full compared to last year. Since the beginning of the fiscal year, the Company has focused on reactivating dormant credit card accounts to boost spending and sustain asset quality. It has also targeted new segments, such as young online shoppers, by introducing high secure digital credit cards aligned with its sustainable development plan. This year, the Company launched a new credit card namely AEON PRIMO Digital Credit Card.

###### • Loan

The income from loans in the consolidated financial statements reported 9,739 million baht for the fiscal year 2024, which decreased by 2.1% from last year, aligned with the reduction of personal loan receivable which reflecting more cautious lending practices to align with the current economic conditions. Moreover, in addition to shifting its target customer segments to focus on service-related and tourism-related businesses, such as hotels, restaurants, and healthcare services- the Company also aims to expand its customer base to include government officials and public sector employees, the Company also has expanded its service channels through the online platform, which is more convenient for customers, allowing AEON card members to conduct cash loan transactions through various channels. Therefore, cash withdrawals without using a card (Cardless Withdrawal) accounted for over 99% of the total personal loan sales. The income from loans has 44% proportion of total revenue.

###### • Hire Purchase

The Company's incomes from hire purchase in the fiscal year 2024 reported 1,269 million baht, increased 27.2% from last year. The growth resulted from the boost of promotions and marketing activities, enabling the Company to gain various and higher-potential clients and further strengthen its market position. The Company has started offering hire purchase loans for environmentally friendly products, such as electric motorcycles and solar cells in 3Q/2023. However, in the present, the title loans maintained its gradual growth.

###### • Others

In the fiscal year 2024, other incomes were 3,732 million baht. It comprised of bad debt recovery income 2,113 million baht, accounting of 56.6% of other income which increased 14.3% from last year, indicating a better efficiency in debt collection, expediting cases, and participating in the debt mediation project of the Legal Execution Department continuously. Moreover, the insurance broker business booked the income of 648 million baht, accounting of 17.4% of other incomes. However,

there is no income from the gain on sale of written-off in this quarter.

## Asset management capability

### Total Assets

As of February 28, 2025, the consolidated total assets were 91,464 million baht, stable from total assets as of February 29, 2024. The main assets were attributed to the portfolio of net accounts receivable which shared 89.4% of total assets.

#### • Accounts Receivable

The Company had accounts receivable of 88,948 million baht as of February 28, 2025, reduced 2.6% from the end last year as of February 29, 2024. The credit card receivables reported 37,280 million baht, decreased of 9.4% from the previous fiscal year-end, in the similar manner to the contraction of credit card market. The Company continued to focus on low-risk, high-spending credit card customers with strong repayment capacity. The personal loan receivables of 42,549 million baht remained stable, due to more customers participating in debt restructuring loan program transferred to Personal Loan customers. Besides, the hire purchase receivable reported 9,060 million baht, increasing by 36.6% from end of last year.

#### • Allowance for expected credit loss

As of February 28, 2025, the Company provided allowance for doubtful accounts of 7,140 million baht. The NPL Stage 3 was 5.2%, gradually declined from the beginning of the year and continued declining for the 4th consecutive due to more efficient debt collection. Although the number of restructured loans increased as a result of participating in the BOT's responsible lending measures to support PD borrowers and the "You Fight, We Help" program, SM Stage 2 represented 2.7% of total outstanding loans and continued to decline. The NPL coverage ratio stood at 154%, which remains at an appropriate level but was lower than the previous year due to improved debt collection capabilities and positive macroeconomic factors benefiting the credit market. The Company also strives to maintain an allowance for expected credit losses on accounts receivable that covers both SM Stage 2 and NPL Stage 3 accounts, with a ratio of 8.0%, which is considered sufficient to address any future uncertainties.

## Liquidity and capital adequacy

### Finance Cost

The Company recorded consolidated finance cost in the fiscal year 2024 of 2,245 million baht, in which increased by 3.9% year on year from higher current portion of debts which due to roll over this year which reflecting the higher policy interest rate. However, the Company has an appropriate capital management to optimize the efficiency of funding cost, along with liquidity management. The average funding cost for the year 2024 was 3.07%, increased from 2.99% at the end of last year.

### Liabilities

The consolidated liabilities of the Company as of February 28, 2025 totaled 64,410 million baht, a decrease of 4.5% from end of last year. There was interest-bearing debt totaled 58,921 million baht, decreasing by 5.7% from the end of last year. The portion of long-term interest-bearing debt was 32,664 million baht or represented 55.4% of total borrowings. However, in order to manage risk that might occur from the fluctuation in foreign currencies, the Company has entered cross currency interest rate swap contracts to fully hedge its debt.

### Debentures, Solvency and Liquidity Management

As of February 28, 2025, the Company has outstanding long-term debentures, representing unsubordinated and unsecured debentures, amount 5,770 million baht, reduced from 8,453 million baht from as of February 29, 2024, with the interest rate ranged between 0.65%-3.18% (details can be referred to the Financial Statement's notes). However, the Company can maintain financial ratios and other requirements according to the conditions as specified in the agreement and has debentures maturity due within 12 months amounted to 4,160 million baht.

In addition, the Company has unused credit facilities of 15,040 million baht and committed credit facilities of 3,000 million baht with various financial institutions and cash equivalent 3,571 million baht, which is sufficient for the Company's operation and debt payment. The DSCR ratio of 0.27 declined compared to the previous fiscal year due to a higher amount of bank loan and bond maturities this year than in the previous year.

### Credit Ratings

The Company has received credit ratings and have reviewed annually by accredited credit rating agencies such as Fitch Rating and Japan Credit Rating Agency.

Fitch Ratings : A-/Stable

Japan Credit Rating Agency : A/Stable

MSCI ESG Rating : A

## Issuance of debt securities with an obligation to maintain financial ratios



Is there an issuance of debt securities with an obligation : Yes  
to maintain financial ratios?

Can the Company maintain the financial ratios as : Yes  
reported?

The company can maintain a Debt to Equity Ratio not exceeding 10:1 throughout the loan agreement period.

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

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

#### The effects of Interest rate fluctuation

Since core business of the Company is to provide several kinds of loans to the customers by using main source of fund from bank loan, issuing bonds and securitization. Therefore, direction of market interest rate and the government's policy, that factors may affect the Company's operating result and financial position in the future. These factors may influence the Company's revenues; expenses as well as operating result.

#### The effects of economic condition

The overall economic condition of the country is another factor that affects population's expenditure. If purchasing power of the country's population including the Company's customers has significantly diminished, this may affect the repayment capability of both principal and interest and finally affect the Company's operating result.

#### The effects of changes in Accounting Standards

##### 1. Thai Financial Reporting Standards affecting the presentation and disclosure in the current year financial statements

During the year, the Group and the Company have adopted the revised financial reporting standards issued by the Federation of Accounting Professions which are effective for fiscal years beginning on or after January 1, 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, which the changes are to amend the accounting requirements, as follows:

- Thai Accounting Standard No. 1 "Presentation of Financial Statements", require to disclose the material accounting policy information.
- Thai Accounting Standard No. 8 "Accounting Policies, Changes in Accounting Estimates and Errors", amend the definition of accounting estimates.
- Thai Accounting Standard No. 12 "Income Taxes", add the requirements for the initial recognition of deferred tax which give rise to equal taxable and deductible temporary differences, and also add the exemption for the deferred tax recognition related to International Tax Reform - Pillar Two Model.

The adoption of these financial reporting standards does not have any significant impact on the Group and the Company's financial statements.

##### 2. Thai Financial Reporting Standards announced in the Royal Gazette but not yet effective

The revised TFRSs were announced in the Royal Gazette which will be effective for the financial statements for the period beginning on or after January 1, 2025 onwards. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, which the changes are to amend the accounting requirements, as follows:

##### Thai Accounting Standard No. 1 "Presentation of Financial Statements"

- Classification of liabilities as current or non-current The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of "settlement" to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

##### - Non-current liabilities with covenants

The amendments specify that only covenants that an entity is required to comply with on or before the end of the reporting period affect the entity's right to defer settlement of a liability for at least twelve months after the reporting period and therefore must be considered in assessing the classification of the liability as current or non-current. Such covenants affect whether the right exists at the end of the reporting period, even if compliance with the covenant is assessed only after the reporting period. For example, a covenant based on the entity's financial position at the reporting period that is assessed for compliance only after the reporting period. The amendments are applied retrospectively for annual reporting periods beginning or after January 1, 2025. Earlier application of the amendments is permitted.

-Thai Accounting Standard No. 7 "Statement of Cash Flows" and Thai Financial Reporting Standard No. 7 "Financial Instruments: Disclosures"

- Supplier Finance Arrangements

The amendments add a disclosure objective to TAS 7 stating that an entity is required to disclose information about its supplier finance arrangements that enables users of financial statements to assess the effects of those arrangements on the entity's liabilities and cash flows. In addition, TFRS 7 was amended to add supplier finance arrangements as an example within the requirements to disclose information about an entity's exposure to concentration of liquidity risk. The term "supplier finance arrangements" is not defined. Instead, the amendments describe the characteristics of an arrangement for which an entity would be required to provide the information. To meet the disclosure objective, an entity will be required to disclose in aggregate for its supplier finance arrangements, as follows:

- The terms and conditions of the arrangements
- The carrying amount, and associated line items presented in the entity's statement of financial position, of the financial liabilities that are part of the arrangements
- The carrying amount, and associated line items for which the suppliers have already received payment from the finance providers
- Ranges of payment due dates for both those financial liabilities that are part of a supplier finance arrangement and comparable trade payables that are not part of a supplier finance arrangement
- Liquidity risk information

The amendments, which contain specific transition reliefs for the first annual reporting period in which an entity applies the amendments, are applicable for annual reporting periods beginning on or after January 1, 2025. Earlier application of the amendments is permitted.

-Thai Financial Reporting Standard No. 16 "Leases"

- Lease Liability in a Sale and Leaseback

The amendments add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements in TFRS 15 to be accounted for as a sale. The amendments require the seller-lessee to determine "lease payments" or "revised lease payments" such that the seller-lessee does not recognize a gain or loss that relates to the right-of-use retained by the seller-lessee, after the commencement date. The amendments do not affect the gain or loss recognized by the seller-lessee relating to the partial or full termination of a lease. Without these new requirements, a seller-lessee may have recognized a gain on the right-of-use it retains solely because of a remeasurement of the lease liability (for example, following a lease modification or change in the lease term) applying the general requirements in TFRS 16. This could have been particularly the case in a leaseback that includes variable lease payments that do not depend on an index or rate. A seller-lessee shall apply these amendments for annual reporting periods beginning on or after January 1, 2025. Earlier application is permitted. If a seller-lessee applies these amendments for an earlier period, the seller-lessee shall disclose such fact. The Group's and the Company's management will adopt such TFRSs in the preparation of the Group's and the Company's financial statements when they become effective. The Group's and the Company's management is in the process to assess the impact of these TFRSs on the financial statements of the Group and the Company in the period of initial application.

## 4.3 Information from financial statements and significant financial ratios

### Information from financial statements

#### Summary of financial position statements

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Assets</b>			
Cash And Cash Equivalents (MillionTHB)	3,816.36	2,796.66	3,571.23
Current Portion Of Trade And Loan Receivables - Net (MillionTHB)	80,667.56	78,837.80	75,508.49
Trade Receivables (MillionTHB)	80,667.07	78,836.21	75,488.20
Loan Receivables (MillionTHB)	0.49	1.59	20.29
Derivative Assets - Current (MillionTHB)	1,047.43	1,027.41	424.68
Other Current Financial Assets (MillionTHB)	518.40	509.06	874.76
Other Current Receivables (MillionTHB)	518.40	509.06	874.76
Other Current Assets (MillionTHB)	102.65	83.66	77.76
Other Current Assets - Others (MillionTHB)	102.65	83.66	77.76
<b>Total Current Assets</b> (MillionTHB)	86,152.40	83,369.79	80,456.93
Restricted Deposits - Non- Current (MillionTHB)	144.22	38.28	71.98
Non-Current Portion Of Trade And Loan Receivables - Net (MillionTHB)	3,156.79	4,203.08	6,407.75
Trade Receivables (MillionTHB)	3,144.65	4,180.46	6,319.49
Loan Receivables (MillionTHB)	12.13	22.62	88.26
Long-Term Investments - Net (MillionTHB)	149.06	230.47	302.47

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Investment In Equity Instruments Measured At Fair Value Through Profit Or Loss (MillionTHB)	5.06	14.47	14.47
Investment In Equity Instruments Measured At Fair Value Through Other Comprehensive Income (MillionTHB)	144.00	216.00	288.00
Derivative Assets - Non-Current (MillionTHB)	684.65	377.28	66.12
Property, Plant And Equipment - Net (MillionTHB)	523.15	529.56	610.26
Right-Of-Use Assets - Net (MillionTHB)	892.56	630.95	659.80
Intangible Assets - Net (MillionTHB)	923.41	850.58	804.68
Intangible Assets - Others (MillionTHB)	923.41	850.58	804.68
Deferred Tax Assets (MillionTHB)	2,340.92	2,088.55	1,934.27
Other Non-Current Assets (MillionTHB)	165.50	155.30	149.47
Other Non-Current Assets - Others (MillionTHB)	165.50	155.30	149.47
<b>Total Non-Current Assets</b> (MillionTHB)	<b>9,054.29</b>	<b>9,128.74</b>	<b>11,006.78</b>
<b>Total Assets</b> (MillionTHB)	<b>95,206.69</b>	<b>92,498.53</b>	<b>91,463.71</b>

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions (MillionTHB)	4,485.42	2,682.23	4,401.90
Trade And Other Payables - Current (MillionTHB)	1,850.19	1,709.87	1,641.27
Other Current Payables (MillionTHB)	1,629.46	1,625.01	1,502.15
Current Portion Of Long-Term Debts (MillionTHB)	12,836.55	19,449.92	21,855.61
Bonds (MillionTHB)	N/A	2,487.42	4,159.95
Current Portion Of Long-Term Debts - Others (MillionTHB)	12,836.55	16,962.49	17,695.66
Derivative Liabilities - Current (MillionTHB)	562.74	399.47	1,226.01
Current Portion Of Lease Liabilities (MillionTHB)	444.13	377.21	353.91
Income Tax Payable (MillionTHB)	643.42	36.76	97.60
Other Current Liabilities (MillionTHB)	341.61	376.60	358.88
<b>Total Current Liabilities</b> (MillionTHB)	21,164.06	25,032.04	29,935.16
Non-Current Portion Of Long-Term Debts (MillionTHB)	48,817.15	40,383.00	32,663.80
Bonds (MillionTHB)	9,580.14	5,965.79	1,609.69
Non-Current Portion Of Long-Term Debts - Others (MillionTHB)	39,237.01	34,417.22	31,054.11
Non-Current Portion Of Lease Liabilities (MillionTHB)	473.54	314.33	363.83

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Derivative Liabilities - Non-Current (MillionTHB)	876.16	1,142.29	936.96
Provisions For Employee Benefit Obligations - Non-Current (MillionTHB)	444.38	483.54	434.61
Other Non-Current Liabilities (MillionTHB)	83.32	81.52	75.40
<b>Total Non-Current Liabilities</b> (MillionTHB)	50,694.54	42,404.69	34,474.60
<b>Total Liabilities</b> (MillionTHB)	71,858.61	67,436.73	64,409.76

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Shareholders' equity</b>			
Authorised Share Capital (MillionTHB)	250.00	250.00	250.00
Authorised Ordinary Shares (MillionTHB)	250.00	250.00	250.00
Issued And Paid-Up Share Capital (MillionTHB)	250.00	250.00	250.00
Paid-Up Ordinary Shares (MillionTHB)	250.00	250.00	250.00
Premium (Discount) On Share Capital (MillionTHB)	478.00	478.00	478.00
Premium (Discount) On Ordinary Shares (MillionTHB)	478.00	478.00	478.00
Retained Earnings (Deficits) (MillionTHB)	22,257.22	24,160.78	25,744.77
Retained Earnings - Appropriated (MillionTHB)	4,875.00	4,875.00	4,875.00
Legal And Statutory Reserves (MillionTHB)	25.00	25.00	25.00
Other Reserves (MillionTHB)	4,850.00	4,850.00	4,850.00
Retained Earnings (Deficits) - Unappropriated (MillionTHB)	17,382.22	19,285.78	20,869.77
Other Components Of Equity (MillionTHB)	-163.74	-416.42	-55.31
Surplus (Deficits) (MillionTHB)	-89.55	-324.83	-368.08
Surplus (Deficits) From Cash Flow Hedges (MillionTHB)	-89.55	-324.81	-368.07
Surplus (Deficits) From Changes In Interest In Subsidiaries (MillionTHB)	N/A	-0.02	-0.02



	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Share-Based Payment Transactions (MillionTHB)	9.27	13.65	16.71
Share Subscription Received In Advance (MillionTHB)	N/A	N/A	366.56
Currency Translation Adjustments (MillionTHB)	-83.45	-105.25	-70.49
<b>Equity Attributable To Owners Of The Parent</b> (MillionTHB)	22,821.48	24,472.36	26,417.46
Non-Controlling Interests (MillionTHB)	526.60	589.44	636.49
<b>Total Equity</b> (MillionTHB)	23,348.08	25,061.80	27,053.95
<b>Total Liabilities And Equity</b> (MillionTHB)	95,206.69	92,498.53	91,463.71

## Summary of income statement

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Statement of Comprehensive Income</b>			
Revenue From Operations (MillionTHB)	19,969.47	19,631.35	19,199.30
Interest Income (MillionTHB)	19,054.84	18,767.02	18,370.24
From Loan Receivables (MillionTHB)	18,026.31	17,769.15	17,100.76
From Lease Receivables (MillionTHB)	1,028.53	997.87	1,269.48
Revenue From Rendering Services (MillionTHB)	225.75	221.35	180.65
Brokerage Fee Income (MillionTHB)	688.88	642.99	648.42
Other Brokerage Fee (MillionTHB)	688.88	642.99	648.42
Other Income (MillionTHB)	261.43	308.80	524.19
<b>Total Revenue</b> (MillionTHB)	20,230.91	19,940.15	19,723.49
Selling And Administrative Expenses (MillionTHB)	7,962.45	8,210.56	8,580.81
Administrative Expenses (MillionTHB)	7,962.45	8,210.56	8,580.81
Management And Directors' Remuneration (MillionTHB)	154.56	183.11	190.86
(Reversal Of) Expected Credit Losses (MillionTHB)	5,566.54	5,391.62	5,120.53
<b>Total Cost And Expenses</b> (MillionTHB)	13,779.05	13,785.29	13,892.20
Other Gains (Losses) (MillionTHB)	401.95	168.39	261.71
Gains (Losses) On Disposal Of Non-Financial Assets (MillionTHB)	-2.63	-8.13	89.62

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Gains (Losses) - Others (MillionTHB)	404.57	167.11	172.09
<b>Profit (Loss) Before Finance Costs And Income Tax Expense</b> (MillionTHB)	6,853.80	6,323.25	6,093.00
Finance Costs (MillionTHB)	1,903.84	2,161.87	2,245.37
Income Tax Expense (MillionTHB)	995.82	823.53	897.13
<b>Profit (Loss) For The Period From Continuing Operations</b> (MillionTHB)	3,954.15	3,337.86	2,950.51
<b>Net Profit (Loss) For The Period</b> (MillionTHB)	3,954.15	3,337.86	2,950.51
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (MillionTHB)	3,954.15	3,337.86	2,950.51
Gains (Losses) On Cash Flow Hedges (MillionTHB)	N/A	-235.26	-43.25
Currency Translation Adjustments (MillionTHB)	364.99	-33.86	-8.36
Remeasurement Of Employee Benefit Obligations (MillionTHB)	58.21	19.66	122.86
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (MillionTHB)	N/A	N/A	-24.57
<b>Other Comprehensive Income (Expense) - Net Of Tax</b> (MillionTHB)	423.20	-249.47	46.67
<b>Total Comprehensive Income (Expense) For The Period</b> (MillionTHB)	4,377.34	3,088.39	2,997.18

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Net Profit (Loss) Attributable To : Owners Of The Parent (MillionTHB)	3,815.15	3,258.79	2,860.34
Net Profit (Loss) Attributable To : Non- Controlling Interests (MillionTHB)	139.00	79.07	90.16
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (MillionTHB)	4,223.50	3,021.39	2,950.13
Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests (MillionTHB)	153.84	67.00	47.05
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b> (MillionTHB)	15.26	13.04	11.44
EBITDA (MillionTHB)	7,905.40	7,343.45	7,063.58
Operating Profit (MillionTHB)	11,852.47	11,237.69	10,427.63

## Summary of cash flow statement

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Cash flow statement</b>			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (MillionTHB)	3,954.15	3,337.86	2,950.51
Depreciation And Amortisation (MillionTHB)	1,051.60	1,020.20	970.58
Depreciation (MillionTHB)	810.10	748.62	693.54
Amortisation (MillionTHB)	241.50	271.58	277.03
(Reversal Of) Expected Credit Losses (MillionTHB)	7,262.73	7,240.22	7,233.14
Share-Based Payments (MillionTHB)	9.27	4.39	3.06
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (MillionTHB)	2.63	8.13	3.96
(Gains) Losses On Disposal Of Fixed Assets (MillionTHB)	-0.77	0.94	1.51
Loss On Write-Off Of Fixed Assets (MillionTHB)	3.40	7.19	2.45
(Gains) Losses On Disposal And Write-Off Of Other Assets (MillionTHB)	-404.57	-167.11	-265.67
(Gains) Losses On Disposal Of Other Assets (MillionTHB)	-404.57	-167.11	-265.67
Dividend And Interest Income (MillionTHB)	-13,841.60	-13,893.42	-13,179.75
Interest Income (MillionTHB)	-13,841.60	-13,893.42	-13,179.75
Finance Costs (MillionTHB)	1,903.84	2,161.87	2,245.37
Income Tax Expense (MillionTHB)	995.82	823.53	897.13

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Employee Benefit Expenses (MillionTHB)	76.52	71.27	114.38
Other Reconciliation Items (MillionTHB)	-0.33	-0.49	-1.64
<b>Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities</b> (MillionTHB)	1,105.53	597.03	971.05
(Increase) Decrease In Trade And Loan Receivables (MillionTHB)	-10,975.37	-6,938.60	-7,219.31
(Increase) Decrease In Other Operating Assets (MillionTHB)	13.83	53.36	10.04
Increase (Decrease) In Trade And Other Payables (MillionTHB)	-86.09	-233.36	67.86
Increase (Decrease) In Provisions For Employee Benefit Obligations (MillionTHB)	-22.71	-7.55	-38.69
Increase (Decrease) In Other Operating Liabilities (MillionTHB)	-39.23	34.08	-46.60
<b>Cash Generated From (Used In) Operations</b> (MillionTHB)	-10,004.03	-6,495.04	-6,255.65
Interest Received (MillionTHB)	13,928.13	14,278.39	13,799.37
Interest Paid (MillionTHB)	-1,906.75	-2,073.25	-2,202.42
Income Tax (Paid) Received (MillionTHB)	-544.66	-1,238.94	-690.76
<b>Net Cash From (Used In) Operating Activities</b> (MillionTHB)	1,472.68	4,471.17	4,650.54
Purchase Of Investments (MillionTHB)	N/A	-72.00	-72.00
Proceeds From Disposal Of Investment In Subsidiaries, Associates And Joint Ventures (MillionTHB)	N/A	N/A	60.13

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Proceeds From Disposal Of Fixed Assets (MillionTHB)	2.17	1.36	1.76
Property, Plant And Equipment (MillionTHB)	2.17	1.36	1.76
Payment For Purchase Of Fixed Assets (MillionTHB)	-654.11	-458.64	-545.94
Property, Plant And Equipment (MillionTHB)	-211.78	-251.70	-293.13
Intangible Assets (MillionTHB)	-442.33	-206.94	-252.81
Other Items (Investing Activities) (MillionTHB)	-102.15	106.40	-35.51
<b>Net Cash From (Used In) Investing Activities</b> (MillionTHB)	-754.09	-423.13	-591.56
Proceeds From Borrowings (MillionTHB)	138,438.57	110,323.64	95,217.72
Proceeds From Short-Term Borrowings (MillionTHB)	116,228.27	98,434.64	79,701.12
Proceeds From Short-Term Borrowings - Financial Institutions (MillionTHB)	116,228.27	98,434.64	79,701.12
Proceeds From Long-Term Borrowings (MillionTHB)	22,210.30	11,888.99	15,516.60
Repayments On Borrowings (MillionTHB)	-139,383.18	-112,827.26	-94,709.07
Repayments On Short-Term Borrowings (MillionTHB)	-120,792.36	-100,159.69	-77,924.39
Repayments On Short-Term Borrowings - Financial Institutions (MillionTHB)	-120,792.36	-100,159.69	-77,924.39
Repayments On Long-Term Borrowings (MillionTHB)	-18,590.83	-12,667.57	-16,784.68

	THB		
	28 February 2023	29 February 2024	28 February 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Repayments On Lease Liabilities (MillionTHB)	-558.10	-542.81	-533.29
Repayments On Debt Instruments (MillionTHB)	-3,800.00	-821.38	-2,502.53
Proceeds From Share Subscription Received In Advance (MillionTHB)	N/A	N/A	366.56
Dividend Paid (MillionTHB)	-1,304.09	-1,386.20	-1,389.64
Other Items (Financing Activities) (MillionTHB)	231.81	191.72	295.54
<b>Net Cash From (Used In) Financing Activities</b> (MillionTHB)	-1,129.74	-5,062.29	-3,254.71
<b>Net Increase (Decrease) In Cash And Cash Equivalent</b> (MillionTHB)	-411.14	-1,014.26	804.27
Differences Of Foreign Currency Exchange On Financial Statements Translation (MillionTHB)	-8.10	-5.45	-29.69
Cash And Cash Equivalents, Beginning Balance (MillionTHB)	4,235.60	3,816.36	2,796.66
<b>Cash And Cash Equivalents, Ending Balance</b> (MillionTHB)	3,816.36	2,796.66	3,571.23



## Key financial ratios

	2023	2024	2025
<b>Liquidity ratio</b>			
Liquid asset ratio (%)	24.46	24.42	24.72
<b>Profitability ratio</b>			
Net profit margin (%)	17.08	14.84	12.94
Return on equity (ROE) (%)	17.87	13.78	11.32
Cost of funds (%)	2.90	3.37	3.70
Net interest margin (%)	25.87	23.73	23.87
<b>Financial policy ratio</b>			
Total debts to total equity (times)	3.15	2.76	2.47
Loans to borrowing (%)	121.23	132.97	139.03
Dividend payout ratio (%)	36.04	42.19	48.07
<b>Asset Quality ratio</b>			
Provision expense to loans (or Credit cost) (%)	10.78	9.08	8.03
Non-performing loans to total loans (%)	9.14	10.51	9.77
Non-performing loan to total loans ratio (%)	5.69	4.97	5.22
Accrued interest receivable to loans (%)	2.53	2.51	2.46
<b>Efficiency ratio</b>			
Net interest income to average total assets ratio (%)	22.37	22.02	22.20
Return on asset (ROA) (%)	4.18	3.62	3.20
Asset turnover (%)	24.46	24.42	24.72

## 5. General information and other material facts

### 5.1 General information

#### General information

#### Securities registrar

**Name of securities registrar** : Thailand Securities Depository Co., Ltd.  
**Address/location** : 93 Ratchadaphisek Road  
**Subdistrict** : Din Daeng  
**District** : Din Daeng  
**Province** : Bangkok  
**Postcode** : 10400  
**Telephone** : 02-009-9000  
**Facsimile number** : 02-009-9991

**Name of bondholder's representative** : KRUNGSRI SECURITIES PUBLIC COMPANY LIMITED  
**Address/location** : 898 Ploenchit Tower, 3rd Floor, Ploenchit Road  
**Subdistrict** : Lumpini  
**District** : Pathum Wan  
**Province** : Bangkok  
**Postcode** : 10330  
**Telephone** : 0-2659-7000  
**Facsimile number** : 0-2658-5699

#### Bond registrar

**Name of bond registrar** : BANK OF AYUDHYA PUBLIC COMPANY LIMITED  
**Address/location** : 1222 Rama III Road  
**Subdistrict** : Bang Phongphang  
**District** : Yan Nawa  
**Province** : Bangkok  
**Postcode** : 10120  
**Telephone** : 1572

#### Auditing firm

**Name of auditing firm\*** : DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED  
**Address/location** : -  
**Subdistrict** : YAN NAWA  
**District** : SATHON  
**Province** : Bangkok  
**Postcode** : 10120  
**Telephone** : +66 2034 0000

Facsimile number : +66 2034 0100

**List of auditors** : Mrs NISAKORN SONGMANEE

License number : 5035

**List of auditors** : Mr CHAVALA TIENPASERTKIJ

License number : 4301

**List of auditors** : Mrs DARUNEE CHANTRA

License number : 8625

**List of auditors** : Miss KORNTONG LUANGVILAI

License number : 7210

## 5.2 Other material facts

### 5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No  
making

### 5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : Yes

Aeon Thana Sinsap (Thailand) Public Company Limited has set the foreign shareholding limit at 49% of the total shares outstanding. This threshold allows foreign investors to participate in the company's shareholding within the specified limit.

**As of 2024**, the company maintains a **Free Float** at Level 2, as per the Corporate Governance Report (CGR) assessment criteria. The proportion of shares held by minority shareholders ranges between 15% - 39%, reflecting a well-distributed shareholding structure in the market. While the Free Float remains at a moderate level, the company maintains a trading liquidity of no less than 20%, in accordance with the share distribution requirements set by the Stock Exchange of Thailand (SET). This highlights the company's ability to facilitate continuous share trading with sufficient market activity.

Furthermore, the company continues to meet the eligibility criteria for inclusion in the SET50 and SET100 indices. This reflects the stock's strong liquidity, substantial market capitalization, and high level of interest from institutional investors.

## 5.3 Legal disputes

1. May have a material impact on the company's business operations;
2. May have a negative impact on the company's assets exceeding 5% of shareholders' equity as of May 28, 2025; or
3. Are not arising from the company's ordinary course of business.

### Legal disputes

Is there any legal dispute? : No

## 5.4 Secondary market

### Secondary market

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

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

### Financial institution with regular contact

Are there any debt securities offered? : Yes

#### Financial institution 1

Financial institution with regular contact : BANK OF AYUDHYA PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok 10120  
Telephone : 1572

## Part 2 Corporate Governance



## 6. Corporate governance policy

### 6.1 Overview of the policy and guidelines

#### Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

AEON Thana Sinsap (Thailand) Public Company Limited recognises the importance of good corporate governance as a key mechanism to enhance management quality, strengthen credibility, and create long-term value for shareholders. The Company has established corporate governance principles and practices in alignment with the principles of the Securities and Exchange Commission (SEC), guidelines of the Stock Exchange of Thailand (SET), and assessment criteria of the Thai Institute of Directors (IOD).

The Company's corporate governance principles cover key areas, including:

- Defining the roles, duties, and responsibilities of the Board of Directors and its sub-committees
- Promoting transparency and the timely, accurate, and complete disclosure of information
- Respecting shareholders' rights and ensuring equitable treatment of stakeholders
- Supervising subsidiaries and associated companies
- Fostering an ethical, transparent, and socially responsible organisational culture

The Company regularly reviews and updates its corporate governance principles to ensure their relevance in a changing business environment and to maintain alignment with international standards. The Company has also disclosed its corporate governance policy and code of conduct on its website to communicate to all stakeholders.

#### 6.1.1 Policy and guidelines related to the board of directors

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

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

#### Nomination of directors

##### Guidelines and Criteria for Director Nomination

The Company has set guidelines for director selection and appointment based on the principles of alignment with the business strategy and the organization's sustainable growth goals. The selected directors should have appropriate qualifications in terms of morality, ethics, knowledge, skills, and specific experiences that are in line with the business context at each time, such as knowledge in finance, information technology, risk management, debt and credit management, corporate governance, and understanding of the macroeconomic context or related regulations.

The director nomination and remuneration process will be conducted under the principles of good governance, through consideration and approval by the resolution of the Company's Board of Directors. The Company has assigned executives from the Human Resources Department to act as consultants in the process to support strategic information, assess the suitability of candidates, and provide recommendations on appropriate and fair remuneration structures.

##### New Director Nomination and Appointment Process

Although the Company has not yet established a specific selection and remuneration committee, the Company has established a systematic process for new director selection and appointment under the principles of good corporate governance of AEON group. The Board of Directors assesses the need to appoint new directors, and procures qualified candidates, including those nominated by shareholders, taking into account knowledge, skills, and abilities that are in line with the AEON Group's strategy, as well as diversity at the board level (Board Skill Matrix).

The Personnel Management Committee (PMC) from the Human Resources Department will collect information. Examine the preliminary qualifications and present a list of suitable candidates with supporting reasons for the Board of Directors to consider and screen to be complied with the related laws and regulations. Then, the names of those considered will be proposed to

the shareholders' meeting for approval for appointment in accordance with the criteria stipulated by law. The Company conducts such processes with care, transparency and fairness to ensure that the Board of Directors has the appropriate composition for corporate governance and sustainable driving of the organization.

## Determination of director remuneration

### Determination of Directors' Remuneration

The determination of the Company's directors' remuneration is not through the Company's Remuneration Committee because the Company currently does not have a Remuneration Committee. However, in considering the remuneration of the Board of Directors, the Board of Directors' meeting has reviewed the annual remuneration rate of the directors together with the executives of the Human Resources Department to ensure that the remuneration rate of the directors is appropriate for the scope of duties and responsibilities of the directors and has submitted it to the shareholders for consideration and approval on an annual basis.

### Criteria for Determination of Directors' Remuneration

The Company has determined the criteria for determination of directors' remuneration based on the principles of appropriateness, fairness, and consistency with the roles, duties, and responsibilities of each type of director, including non-executive directors, independent directors, and directors who serve on various subcommittees, taking into account the level of responsibility, expertise, time spent on performing duties, and comparing it with the practices of companies in the same industry, including the Company's performance and size.

The remuneration of directors is divided into 2 types:

1. Annual remuneration: for holding the position of director and attending meetings of the Board of Directors or subcommittees
2. Annual bonus (if any): Considered from the Company's performance

## Independence of the board of directors from the management

The Board of Directors performs its duties with true independence from the management, without any conflict of interest or relationship that may affect the exercise of discretion in corporate governance, and can provide appropriate recommendations or neutral opinions. The Company has clearly defined the roles, duties, and responsibilities of the Board of Directors, which are separate from the management, including the appointment of a Chairman of the Board of Directors who is not the same person as the Managing Director, in order to create a transparent, fair, and transparent mechanism for checking, balancing, and making decisions, and to protect the interests of shareholders and stakeholders in all aspects.

## Director development

### Director Development

The Company regularly sets up education and training programs for directors and independent directors, focusing on corporate governance, management strategy, risk management, internal control, and compliance with regulations, with the aim of providing necessary knowledge to directors, including independent directors, so that they have appropriate knowledge and information necessary to perform their duties and responsibilities.

In addition, the Company also provides an initial orientation for directors upon their appointment to provide necessary information, such as knowledge related to the business.

During their tenure, for continuous self-development, the Board of Directors and independent directors can regularly attend seminars/training courses related to the development of knowledge and ability to perform their duties as directors (both domestically and internationally), including attending meetings with the Thai Institute of Directors Association, the Stock Exchange of Thailand, and the Securities and Exchange Commission.

In 2024, the Company's directors attended various training courses as disclosed in Attachment 1.

## Board performance evaluation

### Performance Evaluation of the Board of Directors (as a Board)

The Company has determined to evaluate the performance of the Board of Directors as a whole at least once a year using a self-assessment form, which has been designed to cover roles, duties, responsibilities, and operations in accordance with the principles of good corporate governance, as a tool for developing the Board of Directors' work to be more efficient. The scoring criteria are set at 5 levels.

The assessment topics cover the following key issues:

- (1) Roles, duties, and composition of the Board of Directors
- (2) Operation of the Board of Directors' meetings
- (3) Decision-making process
- (4) Relationship with auditing institutions
- (5) Others (relationship with investors, etc.)

## Corporate governance of subsidiaries and associated companies

The Company has a mechanism to supervise its subsidiaries and associated companies in order to control the management, operations and protect the Company's interests by sending representatives who are personnel of the Company to hold positions as senior executives of the subsidiaries to supervise the operations in accordance with the Company's policies and directions, including setting a governance mechanism through the disclosure of financial information and related party transactions with subsidiaries in accordance with the disclosure criteria and related regulations. The Board of Directors' meetings are held regularly to report the operating results to the Board of Directors.

In addition, the Company has considered appointing directors and executives of the Company to hold positions as directors of subsidiaries (as detailed in Attachment 1) where such persons have been approved by the Board of Directors. If such directors or executives cease to hold positions as directors of subsidiaries, the Board of Directors will consider appointing persons to oversee the Company's interests in subsidiaries from time to time.

For significant transactions, such as related party transactions, acquisition and disposal of assets and disclosure of information, the Board of Directors and the Audit Committee will jointly consider and approve such transactions, and the Company will disclose information via the website of the Stock Exchange of Thailand every time the Board of Directors' meeting resolves to approve.

## Other guidelines related to the board of directors

### Board Diversity

The Company places importance on managing the structure of the Company's board of directors to enhance the Board of Directors' ability to make decisions to set the Company's direction with maximum efficiency. Therefore, the Board Diversity strategy has been considered as the main principle in arranging the structure of the Board of Directors.

### **The goals and indicators are in line with the principles of corporate governance.**

#### Skills and Expertise (Skill Matrix):

The Board of Directors should consist of directors with diverse skills and expertise, covering at least 5 areas related to the Company's business, such as finance and accounting, risk management, law, credit management, and information technology.

#### Gender:

The proportion of female directors should be appropriate.

#### Age:

Promote the inclusion of directors of diverse ages, especially those aged 40-60, reflecting their experience, expertise, and modern perspectives.

#### Nationality/Ethnicity:

There is no policy to discriminate against directors of other races or nationalities in order to embrace regional or international perspectives.

### Directors holding positions in other companies

The Company requires that executive directors, including the Managing Director, who are to assume a directorship in another company within the group, must report to the Board of Directors. The establishment of such guidelines is to ensure that the Company's Executive Directors and the Managing Director can devote sufficient and effective time to performing their duties for the Company. Details of the directorships in other companies of the directors and managing directors are disclosed in Attachment 1.

### Term of office of directors

The Board of Directors has a term of office in accordance with the Articles of Association of the Company, which stipulate that at every annual general meeting of shareholders, one-third (1/3) of the directors shall retire. If the number of directors is not a multiple of three, the number of directors closest to one-third (1/3), but not in excess of one-third (1/3), of the total number of directors shall retire.

A director who vacates office may be re-elected.

The directors shall agree among themselves as to the order of their vacation from office in accordance with the procedures prescribed in the former paragraph.

## 6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to	:	Yes
shareholders and stakeholders		
Guidelines and measures related to shareholders and	:	Shareholders, Employee, Customer, Business competitors, Suppliers,
stakeholders		Creditors, Government agencies, Community and society, Other
		guidelines and measures related to shareholders and stakeholders

### Shareholders

The Company places importance on the fundamental rights of shareholders, including the right to receive accurate, sufficient and timely information, the right to vote in the shareholders' meeting, and the right to receive appropriate returns. In addition to disclosing complete, consistent and transparent information, the Company also organizes shareholders' meetings with consideration of convenience, accessibility, and giving shareholders the opportunity to ask questions and express their opinions fully, while also promoting shareholders to exercise their rights effectively.

In addition, the Company is committed to not taking any action that may violate or infringe the rights of shareholders, either directly or indirectly, and has measures to prevent unfair practices between different groups of shareholders, including disclosing information on transactions that may cause conflicts of interest transparently to ensure that all shareholders are treated fairly. The Company has a transparent shareholding structure in accordance with the principles of good governance and also promotes the organization of shareholders' meetings in accordance with the governance practices to facilitate shareholders to exercise their basic rights effectively.

#### Annual General Meeting of Shareholders for the year 2024

##### • Preparation before the shareholders' meeting

The Company allows shareholders to propose agenda items or submit questions about the Company in advance of the shareholders' meeting. The Company has sent a letter to the Stock Exchange of Thailand regarding the right for shareholders to propose matters to be included in the agenda of the meeting and to nominate persons to be considered for election as directors in the 2024 annual general meeting of shareholders in advance from November 30, 2023 to February 29, 2024, before the 2024 annual general meeting of shareholders to be held on June 21, 2024. In addition, the Company has disclosed the invitation for shareholders to propose agenda items or submit questions in advance of the shareholders' meeting on the Company's investor relations website.

However, when the deadline came, it turned out that no shareholders proposed agenda items or submitted questions, and the Company reported the results to the 2024 annual general meeting of shareholders for acknowledgement.

##### • Preparation of the invitation letter for the general shareholders' meeting

The Company sends the complete invitation letter for the general shareholders' meeting in both Thai and English to shareholders and publishes the complete invitation letter on the Company's website and the Stock Exchange of Thailand on 24 May 2024, 28 days before the meeting on 21 June 2024, to ensure that shareholders have sufficient time to prepare.

The Company publishes the invitation letter for the general shareholders' meeting on the Company's website and the Stock Exchange of Thailand at least 28 days in advance of the meeting date for the general shareholders' meeting and announces it in electronic media in Thai and English for 3 consecutive days in accordance with the Public Limited Companies Act B.E. 2535

The Company discloses its policies and practices to facilitate and encourage all groups of shareholders to attend the shareholders' meeting. The Company discloses and submits the following documents:

- Invitation to the Annual General Meeting of Shareholders
- Summary of Form 56-1 One Report 2566/2567
- Proxy Form
- Guidelines for conducting meetings via electronic media (e-Meeting)
- Registration System Manual
- Quidlab System User Manual and
- Notice of Personal Data Protection for Shareholders' Meetings

On the Investor Relations website, in the Shareholders' Meeting section, and in the attached documents of the Invitation to the Annual General Meeting of Shareholders to facilitate and encourage all groups of shareholders to attend the Shareholders' Meeting together.

##### • Granting of Proxy to Attend the Annual General Meeting of Shareholders

In order to facilitate and encourage all groups of shareholders to attend the shareholders' meeting, the Company allows shareholders to grant proxies to independent directors or any person to attend the meeting on their behalf by using one of the proxy forms that the Company has sent with the meeting notice, including specifying the documents/evidence used in granting proxies and having no conditions that make granting proxies difficult. This is a form that allows shareholders to determine the direction of voting according to the form specified by the Department of Business Development, Ministry of Commerce, along with information on the names of the Company's independent directors who can be proxies for shareholders. For shareholders who are institutional investors or shareholders who are foreign investors and have appointed a custodian in Thailand to be a depositor and custodian of their shares, the Company has coordinated the documents and evidence that must be presented before attending the meeting in advance to facilitate and expedite registration on the meeting day.

This practice resulted in 26 shareholders attending the 2024 Annual General Meeting of Shareholders in person via electronic media and 1,044 by proxy, totaling 1,070 shareholders attending the meeting, representing 86.04 percent of the total paid-up shares. Full quorum

- **Setting the agenda for the general shareholders' meeting**

The Company has set the agenda for the shareholders' meeting clearly, specifying the objectives or reasons and the opinions of the Board of Directors, which include important agendas such as:

- Agenda for approving the dividend payment, which discloses the dividend payment policy, the proposed dividend rate, along with reasons and supporting information for consideration.

The Company sent the invitation letter for the 2024 annual general shareholders' meeting on May 24, 2024, specifying Agenda Item 3 (pages 2-3) on the matter of acknowledging the interim dividend payment and approving the payment of the final dividend for the fiscal year ending February 29, 2024, including facts and reasons. The Company has a policy of paying dividends at a rate of not less than 30 percent of net profit from the consolidated financial statements after deducting all types of reserves as specified by law and the Company, taking into account the necessity and other factors as appropriate, which is compared with the amount of dividends paid in the previous fiscal year as follows:

Fiscal Year 2023, Ended February 29, 2024, Interim Dividend 2.55 baht per share and Final Dividend 2.95 baht per share, Total 5.50 baht per share.

Fiscal Year 2022, Ended February 28, 2023, Interim Dividend 2.55 baht per share and Final Dividend 2.95 baht per share, Total 5.50 baht per share.

The Board of Directors agreed that the shareholders' meeting should acknowledge the interim dividend payment and approve the final dividend payment for the fiscal year ending 29 February 2024.

- The agenda for appointing directors has specified the names and attached a brief biography of each director to be proposed for appointment in full.

The Company sent the invitation letter for the 2024 Annual General Meeting of Shareholders on May 24, 2024, specifying Agenda Item 4 (pages 3-4) on the matter of appointing directors for vacant director positions due to term expiration and resignation, which includes facts and reasons. According to Section 71 of the Public Limited Companies Act B.E. 2535 and the Company's Articles of Association, Section 16, one-third of the directors must retire from their positions at the annual general meeting of shareholders. There are 4 directors who have retired from their positions by term and 1 has resigned.

Directors who have left their positions by term

1. Mr. Mitsugu Tamai, Chairman
2. Mr. Nantawat Chotiwichai, Director
3. Dr. Mongkol Leoworapong, Independent Director and Audit Committee
4. Mr. Itthinan Suwanchutha, Independent Director and Audit Committee

Directors who have left their positions by resignation

1. Mr. Tsutomu Omodera, Vice Chairman

The Board of Directors' opinion is that the shareholders' meeting should appoint 3 directors whose terms have expired, namely Mr. Nantawat Chotiwichai, Dr. Mongkol Leoworapong, and Mr. Itthinan Suwanchutha, to return to their positions as directors of the Company for another term and appoint Mr. Tomoyuki Mizufuji and Mr. Toshiya Shimakata to the positions of directors of the Company for the vacant director positions due to their terms and resignations, as all 5 persons are fully qualified, do not have any prohibited characteristics, have the knowledge, ability, and experience as specified by the Company.

And Agenda Item 5 (Page 4) on increasing the number of directors and appointing new directors, stating the reasons for supporting the Company's business expansion, the Board of Directors proposed that the shareholders' meeting consider and approve increasing the number of directors of the Company from the original 12 to 13, and appointing 1 new director, namely Ms. Chularat Suthithorn, to serve as an independent director of the Company. and the Board of Directors' opinion is appropriate.

In addition, the history of the persons nominated to be directors has been disclosed in Attachment 3, pages 7-18 of the

invitation letter to the general meeting of shareholders.

- Agenda for consideration of appointment of directors. The Company proposes the names of directors for shareholders to vote individually.

The Company sent the invitation letter for the 2024 Annual General Meeting of Shareholders on May 24, 2024, specifying the appointment of directors individually for Agenda Item 4, Appointment of Directors for vacant director positions due to retirement by rotation and resignation, in Attachment 7, Proxy Form, Form B, Page B-2.

The Company presents all forms of director compensation, both monetary compensation and other benefits, for shareholders to consider and approve every year. The details of the director compensation agenda submitted to shareholders for consideration and approval include the policy, methods, criteria, and amount of compensation for each director position, along with the objectives or reasons and opinions of the Board.

The Company sent the invitation letter for the 2024 Annual General Meeting of Shareholders on 24 May 2024 with the attached document (page 21) for consideration of Agenda Item 6 on the approval of directors' remuneration for the fiscal year ending 28 February 2025, consisting of the criteria and procedures for determining directors' remuneration. The Board of Directors has reviewed the annual remuneration of directors to ensure that the remuneration of directors is appropriate to the scope of duties and responsibilities of the directors and deems it appropriate to propose that shareholders consider approving the remuneration of directors for the fiscal year ending 28 February 2025 in an amount not exceeding 35,000,000 baht, unchanged, equal to the previous year, as follows:

Fiscal Year 2024, Ended February 28, 2025, Director remuneration 35,000,000 Baht.

Fiscal Year 2023, Ended February 29, 2024, Director remuneration 35,000,000 Baht.

- The agenda for appointing auditors clearly states the name of the auditor, the company they are affiliated with, their experience, capabilities and issues regarding the independence of the auditor, as well as the service fee.

The Company sent an invitation letter to the 2024 Annual General Meeting of Shareholders on May 24, 2024, specifying the appointment of auditors and the audit fee in Agenda Item 7 on the appointment of auditors and the audit fee for the fiscal year ending February 28, 2025, stating the facts and reasons according to Section 120 of the Public Limited Companies Act B.E. 2535 and the Company's regulations, Section 36. The appointment of auditors and the audit fee must be approved by the general meeting of shareholders, which the Audit Committee has considered and selected the auditors and proposed to the Board of Directors to propose to the shareholders' meeting to appoint the auditors of Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. as shown below as the Company's auditors.

1. Ms. Nisakorn Songmanee, CPA No. 5035 and/or
2. Mr. Chawala Thianprasertkij, CPA No. 4301 and/or
3. Ms. Darunee Chantira, CPA No. 8625 and/or
4. Ms. Kornthong Lueangwilai, CPA No. 7210

It also states the opinion of the Audit Committee, which proposes that the Board of Directors and the shareholders' meeting appoint the auditors as specified, and the opinion of the Board, which agrees with the Audit Committee's proposal and sees that the shareholders' meeting should approve the appointment of the auditors as proposed.

- Operations on the day of the shareholders' meeting and after the shareholders' meeting

Conducting shareholder meetings in accordance with practices to fully and strictly uphold the fundamental rights of shareholders.

- As it is an electronic meeting format (e-Meeting) for shareholders who have registered and given their proxies in advance, the Company uses an information technology system and a barcode for transparency and ease of shareholder registration. Shareholders who express their intention to attend the meeting via electronic media (e-Meeting) can enter the meeting system at least 2 hours before the meeting time, according to the manual on how to attend the general shareholders' meeting that the Company has published and sent to shareholders in advance.

- In the general shareholders' meeting, the Company Secretary clearly explained the voting procedures, vote counting methods, questioning methods, and various practices for attending the meeting so that the meeting can proceed peacefully and efficiently. The Chairman of the Board of Directors assigned the Executive Directors to act as the meeting chairman and conduct the meeting, with a total of 12 directors attending the meeting.

- The shareholders' meeting report recorded the names and positions of the directors attending the meeting.

The Company has recorded the names and positions of the directors attending the 2024 Annual General Meeting of Shareholders in the 2024 Annual General Meeting of Shareholders report, first page, as follows:

1. Mr. Mitsugu Tamai Chairman and Acting Managing Director
2. Mr. Tsutomu Omodera Vice Chairman

3. Mrs. Suporn Wattanavekin Director
4. Mr. Nantawat Chotiwichai Director
5. Ms. Suriporn Thammawatit Director
6. Mr. Kazumasa Oshima Director
7. Mr. Junichi Iwakami Director
8. Mr. Chatchaval Jiaravanont Director
9. Dr. Sucharit Koonthanakuwong Independent Director and Chairman of the Audit Committee
10. Dr. Mongkol Leowarapong Independent Director and Audit Committee Member
11. Mr. Itthinan Suwanchutha Independent Director and Audit Committee Member
12. Mr. Ryuichi Hatsuo Independent Director

All directors and the Managing Director attended the meeting. The Company organized the shareholders' meeting via electronic media (E-AGM) using Quidlab Co., Ltd.'s electronic meeting control system to facilitate shareholders to be able to attend the meeting conveniently.

- In the shareholders' meeting, the voting and counting methods were announced to shareholders.

The report of the 2024 annual general meeting of shareholders recorded that after the chairman of the meeting introduced the directors, independent directors, auditors and legal advisors to the shareholders attending the meeting, Ms. Supanee Asawasuwana, the company secretary, invited the shareholders to watch a video explaining the voting methods, counting the voting results and asking questions, as detailed on page 2.

- In the shareholders' meeting, shareholders were given the opportunity to ask questions and recorded the questions and answers.

The report of the 2024 annual general meeting of shareholders recorded the shareholders' questions and recorded the questions and answers, a total of 5 questions, on pages 4, 5, 11 and 12.

- In the shareholders' meeting, the meeting resolutions were clearly recorded, along with the votes for every agenda item that required voting.

The report of the 2024 annual general meeting of shareholders recorded the meeting resolutions, along with the votes for every agenda item that required voting. In the 2024 annual general meeting of shareholders, the company did not add any other agenda items. Not scheduled in advance at the shareholders' meeting

- The Company discloses the resolutions of the shareholders' meeting along with the voting results within the shareholders' meeting date.

The Company has submitted the report of the 2024 Annual General Meeting of Shareholders to the Stock Exchange of Thailand on June 21, 2024, the same day as the meeting date.

- The Company has facilitated shareholders who are unable to attend the meeting in person by submitting a proxy form with the meeting invitation letter, including specifying the documents/evidence used to grant the proxy and not having any conditions that make granting the proxy difficult.

- The company invited a representative, Mr. Theppachol Kosol, from Baker & McKenzie Co., Ltd. to be an observer to ensure that the meeting was transparent and in compliance with the company's laws and regulations, and to record the entire meeting until it was completed.

### Investor Relations

The Company has established an Investor Relations Unit, which is responsible for providing services and disseminating information, news and developments of the Company that are beneficial to investors, institutions, analysts, shareholders and other persons. Investors or interested persons can contact to inquire about the Company's information, such as financial statements, such as financial position information, annual report, management discussion and analysis (Management Discussion & Analysis), and news notifications to the Stock Exchange of Thailand and the SEC through various channels and activities continuously. In fiscal year 2024, investor relations activities can be summarized as follows:

### **Investor Relation Channels**

Address: AEON Thana Sinsap (Thailand) Public Company Limited  
388 Exchange Tower, 27th Floor, Sukhumvit Road Khwaeng Klongtoey, Khet Klongtoey, Bangkok 10110

Phone number: 02-302-4721-3

E-mail: [ir@aeon.co.th](mailto:ir@aeon.co.th)

- Main Website (3 Languages)

TH: <https://www.aeon.co.th/>

EN: [https://www.aeon.co.th/aeon/home/?language\\_id=1](https://www.aeon.co.th/aeon/home/?language_id=1)

JPN: <https://www.aeon.co.th/aeon/jp/>

- IR Website (2 Languages)

TH: <https://investor.aeon.co.th/th/home>

EN: <https://investor.aeon.co.th/en/home>

#### Investor Relations Activities in 2024

1. Opportunity Day 1 time
  2. Analyst meeting 4 times
  3. Conference participation 7 times
  4. One-on-one meeting 26 times
- Total investor relations activities **38 times**

## Employee

The policy or practice towards employees/labor fairly covers 5 issues:

### 1) Equal and fair employment/termination

The Company has employment and termination practices based on the principles of equality, fairness, and respect for human dignity, without discrimination based on gender, age, race, religion, marital status, disability, or political opinion. Personnel recruitment is transparent and based on knowledge, abilities, and qualifications appropriate for the position.

In the case of termination, the Company will proceed according to the correct procedures according to the labor law and emphasize clear and transparent communication, including payment of compensation in full to ensure fairness for employees without affecting the morale of personnel within the organization.

Such practices reflect the Company's commitment to creating a workplace that is equal, supports diversity, and promotes participation of employees at all levels.

In 2024, the Company had 16 disadvantaged employees (disabled persons) according to Section 33. In the fiscal year 2024, the Company transferred money to the Fund for the Promotion and Development of the Quality of Life of Persons with Disabilities in the amount of 3,034,735.85 baht.

### 2) Employee compensation and welfare

#### 2.1) Short-term compensation policy

The Company determines to consider adjusting the salary rate for all employees and executives once a year, using the Key Performance Indicator (KPI) for consideration and granting annual bonuses, which are paid to employees based on the Company's overall performance in each payment cycle and in line with the market in the same business.

#### 2.2) Long-term compensation policy

Long-term compensation includes the Provident Fund (PVD), in which the Company pays contributions to the provident fund for employees who are members of the fund, equivalent to members of the fund who make a cumulative contribution at a rate of 3 to 15 percent of the basic salary rate, which determines the rate at which the Company contributes to the provident fund, increasing according to the length of employment. The main objective of this provident fund is to enhance the stability of employees' livelihood and serve as a guarantee upon retirement. The Company has established a provident fund, AEON Thana Sin Asset Group. Which is registered, the company has a total of 4,078 employees, with 2,581 employees applying to join the fund, or 63 percent of the total number of employees.

#### 2.3) Employer-Employee Joint Investment Program (EJIP)

The company has established the Employer-Employee Joint Investment Program (EJIP Program) which aims to retain employees to work with the company in the long term by managing employee benefits through the joint share accumulation project with the company, as well as promoting ideas and participation of employees in joint business ownership with other shareholders of the company. However, this project does not allow directors or executives to intervene in the investment. In 2024, the company paid a contribution of 63.57 million baht.

#### 2.4) Other welfare

In addition to the salary that the company has planned for both the short and long term, the company also provides other welfare for executives and employees. Such welfare helps to enhance employees' livelihood security and helps to alleviate some of the burden of living expenses, such as medical and dental welfare and other expenses such as allowances and travel expenses. In addition, the company has improved the workplace at all offices and branches nationwide. Completely set up a Relax Room and a Lactation Room in every office.

### 3) The Company's personnel development

In 2024, the Company has organized training and development for the Company's personnel, covering all levels, which is in the 5-year Training Road Map plan, with details as follows:



### 3.1) Training project to develop potential and promote knowledge for employees

The Company has organized an annual training program for employees, covering training on laws, operating regulations that comply with the rules of the Bank of Thailand, AEON's practices, and providing knowledge on topics of interest to employees. From surveying the need for training for employees, such as using AI to support work, etc., the Company has set and set a training target for all employees to receive no less than 26 hours of training per year to ensure that all employees receive training covering all issues as required by law, the rules of the Bank of Thailand, and as specified by the Company.

In 2024, the Company has arranged for employees to receive training at all levels, categorized as follows:

- Position development course

To allow executives and employees in that position to develop their potential according to their current positions, including and to develop necessary skills in the future, with training organized in 2 formats:

1) Organize training in the form of a workshop in a training room as specified by the Company. There are 8 training courses in total.

2) Training in the form of E-learning via the SAP SuccessFactors system and external platforms, there are 14 courses in total.

- Compulsory courses

Courses according to the company's regulations, laws, Bank of Thailand's regulations, and other regulations related to operations. Trainees are new employees and current employees. Last year, 100% of all employees attended the training. The criteria for passing the training are that employees who attend the training must take a test after the training. And score no less than 80% The training content covers the following topics:

- AEON Philosophy and AEON Group Future Vision
- Workplace Harassment Prevention
- AEON Financial Group Compliance
- Bank of Thailand Regulations
- Anti-Money Laundering Law: AML
- Insurance Laws & Regulations
- Debt Collection Act
- Personal Data Protection Act: PDPA
- Anti-Corruption
- Cyber Security
- Organization Risk Management
- Other topics related to business operations

- Skill enhancement courses (E-learning)

This will cover content related to increasing work efficiency. Including new knowledge or trends that can be applied to work. For this type of course, the company will work with trainers to design specific content that is appropriate for employees and the context of the organization. The content will be in the form of VDO E-learning via the company's internal SAP SuccessFactors system. In 2024, the company organized a total of 6 training courses, covering employees from the operational level to the department manager level and interested employees.

- Digital Trend course

Included in the Digital Academy Training Program, focusing on new knowledge trends, including digital tools that can be used to support work to be more efficient. This course is open to interested employees to receive training. Last year, there were a total of 10 training courses.

- Talent & Successor course

It is a training in the form of a continuous course (Journey) throughout the year. The purpose is to develop the potential of employees in the Talent & Successor group to be able to show their potential better. There were a total of 22 training courses, with a total of 1,944 training hours.

- Workplace Safety Course

To provide employees with knowledge in workplace safety Covering all employees in all operational centers and branches, in 2024, a total of 11 training courses were organized.

- Training courses in collaboration with specialized institutes

In order for employees who receive training to gain in-depth knowledge and specialized skills, specific to their fields/knowledge, and to be aware of events and situations that occur, the company sends employees to receive training in total of more than 28 courses per year.

- Annual knowledge testing for employees whose performance meets the specified criteria

To measure employees' knowledge and abilities from training throughout the year and is also part of the consideration for higher position adjustments, in 2024, a total of 445 employees participated in the knowledge test.

- Other training programs
- Design Thinking
- Effective Communication for Leader
- Business Acumen: Strategies for developing work efficiency
- Collaboration
- Digital Academy Training Program FY2024

### 3.2) Employee potential testing and assessment

The company has continuously collaborated with the Chulalongkorn University Academic Testing Center to design and produce employee knowledge tests to use the data to assess employees' potential for consideration of annual position adjustments. This includes the preparation of a personnel development plan. In 2024, there will be a total of 445 employees who have been tested in both E-Test formats. In order to be consistent with the learning vision, the company has set a long-term training and development plan along with the introduction of a measurement system.

### 3.3) Work Process Improvement (Kaizen)

The Company has a policy and supports Kaizen activities to enhance the potential of personnel at all levels in the organization. "Kaizen" is a Japanese management tool, meaning continuous improvement. Kaizen consists of two words: "Kai" meaning change and "Zen" meaning improvement. The Kaizen concept is a concept used to continuously improve operations. The technique for doing Kaizen activities is to develop work processes and implement them to achieve goals. Therefore, a creative work atmosphere has been created to facilitate efficient work.

## 4) Work Safety

### 4.1) Policy on promoting safety, occupational health and working environment

The Company places importance on promoting safety, occupational health and working environment by setting policies that cover accident prevention, employee health care and creating a suitable working environment. In order to achieve the objectives, the Company has set the following policies:

- The Company will promote good hygiene and awareness of safety, occupational health and working environment for employees at all levels.
- The Company will improve and prevent accidents, incidents, and illnesses resulting from work of employees and those involved.
- The Company will adhere to and comply with laws and other regulations related to safety, occupational health and working environment as the Company's standard.
- The Company will provide a clean and suitable workplace.
- The Company will allocate sufficient and appropriate resources to operate in accordance with the safety, occupational health and working environment policy.
- The Company will review the policy, monitor and inspect the management of the system periodically to ensure that the policy is appropriate for the Company.

### 4.2) Measures to prevent and mitigate risks from safety, occupational health and working environment issues

The Company has set systematic measures for safety, occupational health and working environment, focusing on reducing the chances of accidents and risks that may affect the health of employees. Including promoting a safe and appropriate working environment, with the following important guidelines:

- Establish a policy on safety, occupational health and working environment and review it regularly.
- Establish a committee on safety, occupational health and working environment (KPO) to implement policies and work plans to disseminate to employees and stakeholders in accordance with the standards of the Occupational Safety, Health and Working Environment Act B.E. 2554 and the company's Occupational Safety, Health and Working Environment Policy by providing a good and safe working environment for employees, customers, business partners and all stakeholders.
- Appoint supervisor-level safety officers, executive-level safety officers and professional-level safety officers to carry out work on safety, occupational health and working environment.
- Organize training on knowledge and skills in safety, occupational health and working environment for employees.
- Provide an emergency prevention plan, emergency team personnel structure, and emergency plan drills.
- Prepare necessary equipment and resources for emergency response and inspect and maintain equipment, tools and working environment to comply with safety standards, such as fire extinguishers, emergency lights and regularly check for readiness at specified intervals.
- Conduct quality measurements on safety, occupational health and working environment, including measurements of air quality (dust, chemicals), noise and light intensity in the work area. The results of the 2024 inspection are in accordance with the Ministerial Regulations, which stipulate standards for management and administration of safety, occupational health and working environments regarding heat, light and noise, B.E. 2559.

- Conduct a survey of safety areas to ensure that employees work in appropriate environments that are not harmful to health, including external parties who come to contact.

- Conduct health and hygiene activities, especially in times of epidemics.
- Conduct public relations to educate employees to create awareness of health and safety.
- Provide a lactation room for female employees after giving birth.
- Provide a nursing room with a nurse on duty every day during working hours.

#### 4.3) Measures to take care of the employee's working environment in the event of an epidemic.

- Prepare hand sanitizer/alcohol gel with at least 70% alcohol content.
- Provide social distancing, such as installing acrylic partitions between employee desks, arranging seats at a distance in meeting rooms and customer service areas, etc.

- Implement measures for employees to wear face masks and distribute face masks to employees.
- Provide regular cleaning of work areas, meeting rooms, contact surfaces and office equipment.
- Provide regular cleaning of work areas, meeting rooms, contact surfaces and office equipment. that are used together regularly

- Provide work from home, arrange for alternating work hours, arrange for online meetings to reduce employee density
- Strictly comply with prevention and surveillance measures as specified by the Department of Disease Control, Ministry of Public Health

- If employees are at risk of close contact with COVID-19 infected persons, quarantine them to observe symptoms and take an ATK test before returning to work

- Arrange a mass vaccination activity for 4 strains for employees
- Provide necessary and sufficient medicines and medical supplies for employees

#### 4.4) Activities to promote safety, occupational health and work environment

- Safety and biosecurity training, organize training courses for employees at all levels, including general safety, fire prevention, first aid, stress management and emergency response

- Annual emergency plan drills, such as fire extinguishing, fire evacuation and emergency response plans, to create readiness and understanding of real situations

- Annual health check-up activities to encourage employees to be aware of taking care of their own health and be able to monitor their health status at least

### 5) Employee Engagement

#### 5.1) Using satisfaction assessment results to develop projects, policies, or procedures to improve employee care

The results of the employee engagement survey will be analyzed and used to plan projects, policies, or procedures to systematically improve employee care. For example, improving internal communication processes, organizing training and developing necessary skills, creating career growth opportunities, and improving welfare to meet employee needs. Projects initiated from engagement survey results

- Skill development and training projects: The survey results found that employees need additional skills and training opportunities. The company has therefore organized various training projects to enhance the skills and knowledge necessary for work, such as training in new technologies, communication skills development, and management training, so that employees are ready to face new challenges and grow in their careers.

- Internal communication promotion projects: The survey results found that there are still gaps in internal communication. The company has therefore organized projects to promote more effective communication, such as holding monthly meetings, creating convenient and fast internal communication channels, and promoting an open and transparent communication culture, so that all employees receive accurate and timely information.

- Work-life balance projects: The survey results found that employees need a better work-life balance. The company has therefore organized projects that help employees manage their working and personal time effectively, such as flexible work programs, support for working from home, and activities that promote employees' mental and physical health. These actions not only help increase employee satisfaction and engagement with the company, but also motivate employees to work and achieve higher work efficiency, which is an important factor in creating long-term sustainability for the organization.

#### 5.2) Activities to promote employee engagement and employees with the company

To promote engagement between employees and the company, each year the company organizes internal New Year's party activities for employees, organized a total of 6 times in all regions of the country.

#### 5.3) Special welfare

The Company allocates employee compensation and benefits reasonably and in accordance with the law, which are compensation agreed upon with employees before starting work with the company, including salary, bonus, and overtime pay. The Company places importance on paying employees on time and strictly. In providing employee welfare and benefits, the company provides holidays in

accordance with the labor law, special holidays such as birthday leave, medical benefits, dental benefits, accident insurance, and provides allowances, travel expenses, and accommodation in cases where employees have to work outside the area, etc., with the aim of taking care of employees to ensure a good life and be able to work happily. Morale and motivation at work

- Annual salary adjustment
- Bonus
- Medical/dental welfare
- Wedding/childbirth/funeral assistance/sick visit baskets
- Birthday leave
- Travel/accommodation/off-site allowance
- Executive health insurance
- Employee accident insurance
- Long-service award
- Employer-Employee Joint Investment Program (EJIP program) with a project duration of 5 years from September 1,

2022 to August 31, 2027

#### 5.4) Employee satisfaction survey

The company places importance on assessing employee satisfaction and engagement with the company. The Employee Engagement Survey is an important tool that helps the company understand employees' opinions and feelings in various aspects, such as internal communication, job satisfaction, relationships with supervisors and colleagues, opportunities for career development and growth, and benefits received. This survey is systematically and transparently designed to ensure that the obtained data is reliable and can be used to effectively improve the organization. The assessment is conducted once a year without data collection. The names of the employees who were evaluated to protect employees from feeling uncomfortable answering questions honestly, covering a total of 34 questions, with the following key questions:

1. Company and Strategy: This is a group of questions that help the company understand whether employees understand and see the connection between their work and the company's goals and strategies, how effective internal communication is, and whether employees feel the company is transparent in its operations.

2. Manager: This is a group of questions that focus on the relationship between employees and their supervisors, the perception of supervisors' expertise and ability to help the team succeed, and receiving constructive feedback from supervisors.

3. Collaboration & Teamwork: This is a group of questions that help the company understand teamwork and communication, the pride employees have in their team, and the feeling of having good friends at work.

4. Opportunities: This is a group of questions that focus on opportunities for career development and growth, adequate coaching and training, and a view of progression within the organization.

5. Total Rewards: This is a group of questions that help the company understand employee satisfaction with the benefits and privileges they receive, their perception of fairness in pay, and their clear understanding of the available benefits.

6. Work: This is a group of questions that focus on the atmosphere in the workplace, the comfort and relaxation of work, and the availability of necessary tools and equipment for work.

#### Reliability and transparency of the survey

The employee engagement survey at the Company is designed to ensure that the data obtained is reliable and transparent, using internationally accepted survey standards, such as the Likert Scale, so that employees can express their opinions clearly and systematically. In addition, the Company also analyzes the data in detail to identify trends and issues that need improvement. The survey is also transparently managed, with all employees receiving clear information about the survey process and survey results, so that employees are confident that their opinions are truly heard and used to improve the organization.

#### Employee satisfaction survey results

- Overall survey results 75.25%
- Survey results by male / female

The Company has communicated the results of the satisfaction assessment (Engagement Survey) to employees throughout the organization to create transparency about the survey results. The survey results can reveal problems or points where the organization can develop. Build good relationships between employees and management from the company's focus on listening to employees' opinions, helping to stimulate future participation and promote a better corporate culture, allowing both parties to develop together effectively.

## Customer

### 1) Customer Personal Data Protection under the Personal Data Protection Act

1.1) Privacy Policy The Company discloses the Privacy Policy under the Personal Data Protection Act B.E. 2562 for stakeholders, including customers on the Company's website <https://www.aeon.co.th/aeon/privacy-policy/>, which includes important contents such as:

- Personal data that the Company collects, uses, discloses or processes and the source of the data
- Purpose of collecting, using, disclosing or processing personal data
- Duration of personal data retention
- Disclosure of data
- Sending or transferring personal data abroad
- Use of cookies
- Rights of customers as owners of personal data
- Measures to maintain the security of personal data
- Contact details regarding the protection of customers' personal data
- Access to other websites
- Amendments to the Privacy Policy

1.2) Channels and processes for handling customer complaints regarding personal data, disclosed in the Privacy Policy on the Company's website <https://www.aeon.co.th/aeon/privacy-policy/ln> in case of any inquiries or need for more details about the protection of your personal data, the collection, use or disclosure of your data, the exercise of your rights, or any complaints, you can contact AEON through the following channels:

AEON Thana Sinsap (Thailand) Public Company Limited and Data Protection Officer (Mr. Takashi Hisae) Contact  
Address: 388 Exchange Tower Building, 27th Floor, Sukhumvit Road, Klongtoey Subdistrict, Bangkok 11000  
Tel: Data Protection Officer (DPO Office) 02-302-4656  
Email: [privacy@aeon.co.th](mailto:privacy@aeon.co.th)

### 2) Guidelines for developing products and financial services that are responsible for customers

- Financial products and services under the Responsible Lending measures focus on developing financial products and services under the principles of responsible lending by considering customers' debt repayment ability, designing conditions and credit limits that are appropriate for each target group to prevent excessive debt burden, and promoting disciplined and sustainable credit use.

- Financial products and services for access to financial products and services (Financial Inclusion). The Company emphasizes promoting universal access to financial services without any criteria to exclude certain groups of people. To reduce this gap, the Company has guidelines for developing financial products and services that are flexible, easily accessible, and consistent with the income characteristics, risks, and behaviors of target customer groups, while also using digital technology to increase access channels.

- Safe financial products and services (Security). The Company emphasizes designing financial products and services with high security standards to protect customers' personal information and reduce the risk of fraud by appropriately applying security technologies.

- Supporting financial literacy. The Company promotes basic financial literacy to target groups through online channels and field activities to enhance correct understanding of the appropriate and sustainable use of financial products and to create awareness and reduce the risk of financial threats.

### 3) Guidelines for developing products and financial services that are responsible for customers

- Financial products and services under the Responsible Lending measures: Focus on developing financial products and services under the principles of responsible lending by considering customers' debt repayment ability, designing conditions and credit limits that are appropriate for each target group to prevent excessive debt burden, and promoting disciplined and sustainable credit use. The Company's operations are as follows:

- The Company uses technology and alternative data to analyze and improve the credit approval process to be accurate, transparent, and fair.
- The Company has joined the "You Fight, We Help" project to organize a program for vulnerable customers to be able to close their debts faster by adjusting debt structures in a relaxed manner and paying off their debts faster. Customers are informed that they can register via the Bank of Thailand's website [www.bot.or.th/khunsao](http://www.bot.or.th/khunsao) from February 13 - April 30, 2025.

- Financial products and services for access to financial products and services (Financial Inclusion): The Company emphasizes promoting universal access to financial services without any criteria to exclude certain groups of people. To reduce

this gap, the Company has a guideline for developing financial products and services that are flexible, easily accessible, and in line with the income characteristics, risks, and behaviors of the target customer groups, while using digital technology to increase access channels, with the following operations:

- The Company offers a car registration loan product to increase access and a credit line for low-income customers who need money to be able to pawn their car registrations to convert them into cash in emergencies.
- The Company's Digital Your Cash product, or personal loan, provides more convenience for customers to apply for via the AEON Thai Mobile application, helping to alleviate financial liquidity problems by providing the necessary financial flexibility to deal with emergencies.
- Secure financial products and services (Security): The Company emphasizes the design of financial products and services with high security standards to protect customers' personal information and reduce the risk of fraud by appropriately applying security technology. The Company operates as follows:
  - The Company offers a digital credit card product, AEON PRIMO, targeting the new generation who mainly shop via online platforms, by introducing innovations and solutions that confirm advanced security, making it a fully digital credit card.
  - The Company has developed a Scan to Pay system to increase the convenience for customers to spend by scanning the QR CODE via their mobile phones for fast and secure payments with an advanced fraud prevention system, reducing the use of cash. And can easily track expenses via the application. The company will start using Master Card from January 30, 2024 and VISA card on July 16, 2024.
- Supporting financial literacy: The company promotes basic financial literacy to the target group through online channels and field activities to enhance correct understanding in using financial products appropriately and sustainably and to create awareness and reduce risks from financial threats. In the past year, the company has done the following:
  - Providing knowledge to customers through the company's online channels, including Facebook and Website by providing financial knowledge to customers through the company's social media channels, including Facebook and the company's website, presenting interesting financial content, such as providing knowledge on how to use interest-free credit cards, warnings about financial crimes, etc., to provide customers with knowledge, understanding and immunity in financial matters, helping customers manage their finances effectively.
  - University Roadshow Project The company has organized the University Student Roadshow project to provide knowledge on professional money management for students when entering the working age, with expert speakers providing financial knowledge on various issues, such as:
    - Financial goals Increase financial opportunities
    - Access to sources of funds in the system
    - Get to know personal loans and credit cards
    - Manage debt wisely In 2024, the company provided financial knowledge to students at Prince of Songkla University and has planned to provide financial knowledge to students at various universities nationwide.

#### **4) Guidelines for communicating information on the company's products and financial services**

##### **4.1) Guidelines for communicating product details**

The company places importance on business operations with a commitment to drive the organization towards sustainable growth under the framework of good practices and ethics. It has adopted the principles of responsible and fair lending, or the Responsible Lending measure announced by the Bank of Thailand, which is a policy that emphasizes sustainable loan portfolio management. It adheres to the policy of providing loans to customers responsibly and fairly throughout the debt cycle, and is careful in granting new loans, such as considering the risk level of customers based on their financial status, debt repayment ability, and presenting products that are appropriate for customers. This covers the following guidelines for communicating information on financial products and services:

- The company has prepared and controlled advertisements to ensure that the content is correct, clear, and complete. It also allows customers to compare terms, interest rates, and fees without encouraging customers to incur excessive debt. It also ensures that customers receive and understand necessary information from advertisements sufficient for decision-making and promotes financial discipline.
- The company places importance on taking care of customers throughout the sales process by presenting important information that is complete, not exaggerated, and not distorted, sufficient for decision-making with correct understanding, and offers products that are consistent with customers' objectives or financial needs. and not encouraging excessive debt
- The Company provides important information and warnings that debtors should know. It should create tools to support debtor behavior (nudge) to promote discipline and financial management during debt. It also supports debtors to have better financial discipline and be able to manage debt to their own benefit (responsible borrowing).

##### **4.2) Methods of communicating information on financial products and services**

The Company's main communication channels

- The Company's official website ([www.aeon.co.th](http://www.aeon.co.th)): is a primary source of information that provides complete details about financial products, various services, special promotions, and news related to customer benefits.
- AEON Thai Mobile mobile application: a digital platform that allows customers to access account information, past transaction lists, outstanding balances, and comprehensive account management functions.
- Social media platforms: easily accessible communication channels such as Facebook, Instagram, and Tiktok for disseminating news and marketing activities.
- Customer service center: As of the end of fiscal year 2024, the Company has a total of 104 customer service centers nationwide, ready to provide advice and answer questions about products and direct financial services
- Contact Center 0-2665-0123: A telephone channel where customers can conveniently contact to inquire about information, report problems, or track the status of various services. Service is available every day during the specified time.

## 5) Customer Responsibility Practices and Customer Satisfaction Development

### 5.1) Customer Responsibility Practices and Customer Satisfaction Development

The Company is committed to continuously developing and improving its work processes in order to present products/services that appropriately meet the needs and lifestyles of customers at each age group, adhering to the basic philosophy and practices of AEON, which states that “customers come first.” The Company has the following customer responsibility practices:

- Customer satisfaction survey
- Quality management and data security management
- Expanding contact channels and providing diverse and comprehensive services
- Assessing customer satisfaction through all channels and
- Maintaining and expanding the customer base. The Company is well aware that neglecting the importance of meeting customer needs will result in negative impacts, such as customer dissatisfaction, reduced number of new customers, existing customers canceling their services, or complaints. This will cause significant damage to the Company's business operations.

5.2) Quantitative targets for developing customer satisfaction The Company has set indicators to achieve the following objectives and goals:

- Reduce the number of incidents or complaints
- Reduce the number of cases of customer data leakage
- Increase customer satisfaction (Customer Satisfaction Score; CSAT)

## Business competitors

The Company operates its business under the framework of fair and ethical competition rules and complies with relevant rules, regulations and laws. It does not seek confidential information of competitors in an honest manner, does not take advantage of competitors in an unlawful manner or attempts to destroy the reputation of competitors by making baseless accusations, and does not commit any acts that infringe on the copyright or intellectual property of competitors. In addition, the Company does not have a pricing policy that discriminates against or takes advantage of competitors in terms of competition. In the past year, the Company has not had any disputes regarding business competitors.

## Suppliers

### 1) Supply Chain Management Practices

#### 1.1) Procurement Practices

The Company is committed to promoting business partners to manage their business responsibly in accordance with the principles of good corporate governance, free from corruption, respect for human rights, non-discrimination, and taking into account the impact on society and the environment. This includes the selection of services from business partners and sustainable supply chain management, starting from the selection process of business partners who comply with service standards, which emphasize quality, delivery of products and services, and aiming for all parties to grow together sustainably. The management guidelines cover the following ESG principles:

1. Establish a Business Partner Code of Ethics, which covers issues covering honesty, transparency, fairness, and lawful business operations in accordance with the principles of good governance, confidentiality, respect for human rights, reduction of environmental impacts, and sustainable business practices in terms of the economy, society, and the environment. The main contents are in accordance with the topic of the Business Code of Ethics.

2. Establish procurement regulations to determine and control the Company's procurement/hiring practices in the same direction efficiently, in accordance with standards, requirements, and clear operational frameworks, to be correct, transparent, and verifiable, with no doubts about corruption, non-transparent operations, or those that lead to distrust.

Covering the following key issues:

- Categorizing business partners: Business partners and external contractors

- Comparing prices and product quality from purchasing products and services: To select quality products and services at reasonable prices and to provide opportunities for other partners to compete equally. Documents are prepared to request approval for purchasing/hiring partners, stating why such partners should be selected, along with supporting reasons.

- Partner evaluation: To select partners before making a purchase or sales contract to examine various information from the seller, from business license applications, checking the list of persons at high risk of money laundering and the list of persons who support the financing of terrorism (AMLO), and related business operation documents according to the company's operating standards.

3. Partner evaluation after product and service delivery. Partner evaluations are conducted at least once a year as appropriate to consider performance results, allowing the seller to use suggestions to improve the quality of products and services. It also helps the company consider choosing to use the services of partners in the next time. A partner evaluation form is prepared and the evaluation results are submitted in accordance with the company's operating regulations.

4. Creating a clear contract to prevent conflicts between the parties by defining the rights and duties of each party in writing. It also helps increase confidence in complying with the agreement and reduces legal risks that may arise in the future of business operations.

5. Specify payment terms for partners The Company has set a payment period for its partners within 30 days or according to the agreed credit terms after receiving complete and correct invoice documents in accordance with the Company's terms. However, the payment period in some cases may depend on mutual agreements with partners, depending on the type of products, services and delivery of work.

#### 1.2) Guidelines for selecting fair partners, evaluating and registering partners

- The Company supports procurement or selection of partners that prioritize, support and promote the environment. Partners who demonstrate efforts to support the environment, such as reducing waste, using energy-saving and resource-saving processes or presenting environmentally friendly products. Partners who sign an acknowledgement of waste management methods in the case of area renovation projects.

- The Company has policies or processes that support procurement or selection of partners that prioritize human rights, such as partners having a human rights policy, prohibiting the use of child labor, forced labor, human trafficking in all forms or discrimination, strictly complying with local and international labor laws, respecting privacy and protecting personal information of employees, customers and business partners. The Company will continuously monitor partners, such as visiting workplaces, reviewing documents or reporting annually.

- The Company has guidelines for evaluating partners to select new partners to conduct joint business activities based on criteria such as reliability, quality, experience, resources, transparency and good management.

### 2) Policy on promoting cooperation and enhancing the potential of business partners

Under the procurement policy, which is part of the value chain management, the Company emphasizes on building cooperation with business partners to enhance potential and sustainable competitiveness by focusing on developing knowledge, skills, and efficient resource utilization.

In addition, the Company promotes the participation of business partners in developing financial products and services to meet market and stakeholder demands, and create long-term shared value.

#### 2.1) Business partner development and enhancement plan

- Support the creation of relationships between the Company and business partners for effective long-term collaboration.

- Support business partner products and services that take into account environmental impacts (Green Procurement), such as purchasing office paper from companies that produce and distribute environmentally friendly paper, purchasing computer equipment with the Energy Star mark to help save energy, etc.

- Encourage business partners to comply with quality and environmental standards, such as ISO 9001 and ISO 14001, to take into account social and environmental impacts.

- Support and communicate to current and new business partners to acknowledge and act in accordance with the Company's business partner code of conduct, including giving or refraining from accepting gifts and entertainment.

### 3) Procurement process Procurement

The company must conduct procurement in accordance with procurement regulations, be transparent, fair, and allow other business partners to compete in order to obtain quality products and services at reasonable prices for the benefit of the company, while taking into account the impact on society and the environment.

1. Create contracts for work arising from the procurement of goods or services, including NDAs (Non-disclosure Agreements) to comply with the policies on anti-money laundering, financial support for terrorism, and the proliferation of weapons of mass destruction.



2. Develop and maintain good long-term business relationships between the company and business partners, and refrain from using services with sellers, service providers, or contractors who engage in corrupt behavior.
3. Do not procure illegal products.
4. Procurement must take into account and consider the impacts that may have on quality, safety, and the environment.

#### **4) Procurement according to ISO: 14001**

The company's procurement process complies with ISO 14001 environmental standards. In addition, the company has conducted on-site environmental audits and found that 8 business partners have complied with ISO 9001 quality and ISO14001 environmental standards.

## **Creditors**

### **Fair and responsible practices towards creditors**

- Transparent financial disclosure:

The Company is committed to disclosing accurate, complete and timely financial information so that creditors can properly assess the Company's financial status.

- Compliance with the terms of the loan agreement:

The Company maintains good relationships with creditors by complying with the terms of the loan agreement and repaying debts on time to build trust and reliability in the long term.

- Prudent financial risk management:

The Company has prudent financial risk management in order to continuously comply with its financial obligations and reduce risks that may affect creditors.

- Regular communication and reporting to creditors and when there are significant events:

The Company has regularly communicated and reported information related to the Company's financial status and operations to creditors so that creditors have sufficient information to make decisions. This practice reflects the Company's commitment to treat creditors responsibly and is part of good corporate governance, which helps build trust among creditors and other stakeholders.

- Strict compliance with the terms of the loan in accordance with the agreements, contracts and conditions agreed upon and the duties due to creditors.

Such as financial institutions, business creditors and bondholders In addition, the Company places importance on the responsibility of fulfilling its obligations. Under the Special Purpose Vehicle Act for Securitization (1997), as of 28 February 2025, the Company is able to maintain the financial ratios and other conditions in accordance with the terms and conditions of the agreement. In addition, to ensure the confidence of the creditors, the Company has been assessed by internationally recognized credit rating agencies, where the Company is able to maintain its credit rating and the assessment results of the credit rating of Fitch Rating A-/Stable and Japan Credit Rating A/Stable.

- The Company provides an opportunity for its relevant creditors to attend the annual performance review meeting. This aims to foster a clear understanding of the Company's financial status, operational performance, and strategic direction. It also allows for the exchange of views, thereby promoting strong relationships and building long-term confidence in the Company's operations.

## **Government agencies**

The Company places importance on conducting transparent relationships with government agencies, the public sector, and regulatory agencies based on honesty, respect for the role and duties of the public sector, and strictly complying with relevant laws, regulations, and policies by avoiding giving or receiving any benefits that may be in the nature of seeking unfair advantages or may cause conflicts of interest.

The Company's employees or representatives who are involved in contacting government agencies must perform their duties responsibly and within the scope of their authority, have been officially assigned, and are subject to audit. This is to build confidence in the Company's transparency and credibility in conducting business ethically.

## **Community and society**

The Company is the main supporter of the AEON Thailand Foundation to operate and organize social activities and plan satisfaction surveys of agencies, communities, etc. where the Foundation operates activities in order to improve and develop projects to be effective and equal to the current situation. The operations are carried out under the following objectives of the Foundation:

- Project to promote and support forest conservation

- Project to promote education, provide scholarships and/or donations to students and/or schools
- Project to develop Thai society and promote and support general public benefits
- Projects that are operated or collaborate with other charitable organizations for public benefits
- Organize social assistance activities when disasters occur
- Plan community satisfaction surveys in terms of community relations

## **Other guidelines and measures related to shareholders and stakeholders**

### Other practices

- In the past year, the Company has not had any cases of violation/non-compliance with the rules regarding share repurchase/prevention of shareholders from communicating with each other/non-disclosure of agreements between shareholders, and no issuance of share repurchase.
- In the past year, the Company has not had any transactions that provide financial assistance to non-subsidiary companies.

### Tax Policy

The Board of Directors has approved the establishment of the tax policy with the objective of managing the Company's tax appropriately, in accordance with the prescribed tax regulations and laws, and demonstrating responsibility to stakeholders by disclosing accurate, transparent and adequate tax information. The said policy covers only the Company and its subsidiaries in Thailand.

The Company's tax policy focuses on systematic and legal tax management, covering tax supervision, tax risk management and tax transparency. The Group strictly complies with tax laws, submits tax returns and pays taxes on time, and uses electronic systems to manage various types of taxes. In addition, the Company continuously identifies, assesses and controls tax risks, and properly uses tax privileges to create maximum benefits for shareholders, while operating transparently with government agencies.

In 2024, the Company had income tax expenses of 897.1 million baht and an actual tax rate of 23.3 percent.

## 6.2 Business code of conduct

### Business code of conduct

Business code of conduct : Yes

AEON Thana Sinsap (Thailand) Public Company Limited places the utmost importance on conducting our business with ethics, transparency, and a strong sense of responsibility toward society and all stakeholders. To ensure that our operations meet elevated standards and foster trust across all relevant parties, the company have established comprehensive guidelines that support the principles of sustainable business conduct.

These guidelines serve as a framework for employees, executives, and all stakeholders, providing clear direction in their professional activities. They encompass critical areas such as responsibilities to shareholders, customers, business partners, and creditors, along with specific measures for the prevention of fraud, the promotion of fair competition, and compliance with applicable laws and regulations.

Our commitment to integrity and ethical business practice is unwavering. The Company strives to cultivate a corporate culture that encourages employees at all levels to uphold these principles in every aspect of their work. Furthermore, our stakeholder engagement practices form a cornerstone of our approach, reinforcing our resilience and long-term value creation for society.

### Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

### Prevention of conflicts of interest

In the course of conducting business, employees or executives may encounter situations where personal interests intersect with the company's interests, potentially leading to conflicts of interest, if not properly addressed, can undermine fairness in decision-making and erode stakeholder trust. As a publicly listed company, we are committed to identifying, managing, and mitigating conflicts of interest to uphold transparency, integrity, and independence in business operations.

Employees and executives must ensure that any business transactions, whether external parties or the company, do not conflict with the company's interests. All such transactions must comply with applicable laws, regulations, and the terms of the employment contract.

To ensure transparency and avoid conflicts of interest, employees and executives are required to disclose any holding of directorships or equivalent positions in external organization to the company in accordance with the criteria prescribed by the relevant regulatory authorities. This allows the company to assess potential risks and take appropriate measures to ensure compliance with applicable laws and regulations, including those related to connected transactions.

### Anti-corruption

#### Anti-Corruption and Bribery

The company strictly prohibits all forms of bribery and corruption. All employees must comply with applicable laws and relevant ethical guidelines.

- Facilitation Payments and Bribery

The company prohibits employees and executives from giving or receiving facilitation payments or bribes in any form, including money, assets, or other benefits that could compromise fairness in business operations.

- Offering or Exchanging Entertainment and Gifts

The company has established guidelines for offering or receiving gifts and entertainment, ensuring that such activities remain appropriate and do not create conflicts of interest or influence business decisions.

- Embezzlement

The company is committed to preventing and detecting embezzlement within the organization by implementing strict internal controls and encouraging a secure system for reporting unethical activities.

- Donations

The company supports charitable donations that comply with established criteria and avoids any donations that could be used as a means for bribery or unethical personal gain.

## Whistleblowing and Protection of Whistleblowers

### Reporting Non-Compliance with Business Ethics

The company is committed to conducting business with ethics and transparency, encouraging employees and all stakeholders to strictly adhere to the established code of business ethics. In case where unethical behavior or violation of applicable laws are observed or suspected, the company encourages employees and stakeholders to report such incidents through designated channels.

To promote a culture of integrity, the company ensures that whistleblowers are fully protected against retaliation. All reports are treated with fairness and confidentiality, creating an environment where individuals can raise concerns without fear of adverse consequences.

Employees and stakeholders can submit reports of non-compliance with business ethics through the company's designated channels, such as email and online complaint platforms. The company will promptly and thoroughly investigate and take appropriate actions to ensure that business operations comply with ethical standards and corporate governance principles.

## Preventing the misuse of inside information

### Use of Insider Information and Trading of Company Securities

The company places a high priority on safeguarding the confidentiality of insider information and ensuring it is not improperly used for personal gain or obtaining an unfair advantage in securities trading. Insider information refers to non-public, material information that could potentially influence the company's stock price.

Employees and executives are prohibited from using insider information for personal benefit or disclose such information to external parties, including family members, friends, or any individuals who might use it for trading the company's securities.

To maintain fairness in the capital markets, the company has implemented controls and oversight mechanisms to prevent unlawful securities trading. We also cooperate with regulatory authorities to ensure that our operations remain transparent and comply with applicable laws.

## Money laundering prevention

### Anti-Money Laundering

The company prioritizes compliance with laws and regulations related to anti-money laundering and is committed to conducting business transparently while adhering to international standards. All employees have a duty to remain vigilant and prevent the company from being used as a vehicle for money laundering or illegal activities.

The company has implemented strict customer and business partner due diligence measures, including reporting suspicious transactions to relevant authorities to mitigate risks associated with money laundering or the financing of illicit activities. Additionally, the company promotes employee awareness and understanding of proper anti-money laundering practices to safeguard the organization's stability and credibility.

## Gift giving or receiving, entertainment, or business hospitality

### Facilitation Payments and Bribery

The company prohibits employees and executives from giving or receiving facilitation payments or bribes in any form, including money, assets, or other benefits that could compromise fairness in business operations.

### Offering or Exchanging Entertainment and Gifts

The company has established guidelines for offering or receiving gifts and entertainment, ensuring that such activities remain appropriate and do not create conflicts of interest or influence business decisions.

## Compliance with laws, regulations, and rules

### Compliance with Laws, Regulations, and Policies

The company is committed to conducting our operation in full compliance with all applicable laws, regulations, and policies to ensure that our operations are conducted in a legal, transparent and fair manner. All employees are obligated to adhere to the legal and regulatory requirements applicable to the company's business operation.

The company encourages employees to develop knowledge and understanding of the laws, regulations and the company's policies related to their roles and responsibilities and to avoid any actions that may violate legal requirements or negatively impact the company's reputation. If employees observe or suspect any violation or non-compliance, they are required to report them immediately to management or the relevant department in accordance with the company's established reporting protocols.

## Information and assets usage and protection

### Protection and Maintenance of Company Assets

The company mandates that all employees shall utilize the company's assets responsibly, efficiently, and exclusively for business purposes. All assets must be properly used, maintained, and protected against loss, damage, misuse or unauthorized use, and managed in a manner that safeguards the company's interests.

Employees are strictly prohibited from using company assets for personal gain or engaging in activities that may cause damage to the assets or negatively impact the company's operations. The protection and maintenance of assets include office equipment, tools, information technology, and other company resources, which must be utilized and managed efficiently and transparently.

The company is committed to fostering a culture of responsibility in asset usage and management to ensure sustainable business operations.

## Anti-unfair competitiveness

### Guidelines for Fair Competition

The company supports fair business competition in accordance with ethical principles and applicable laws. We refrain from engaging in unfair practices, undermining competitors' credibility, or violating intellectual property rights and confidential information of competitors.

## Environmental management

### Guidelines for Society and the Environment

The company acknowledges our responsibility toward society and the environment by conducting environmentally friendly business operations, promoting efficient resource utilization, and supporting sustainable social development. We also cooperate with relevant organizations to enhance societal and environmental development in all aspects.

## Human rights

### Human Rights

The company prioritizes respect for and compliance with international human rights principles. We are committed to conducting business in a manner that upholds human dignity and promotes equality across all sectors of society.

The company recognizes our role as an organization that impacts multiple stakeholders, including employees, customers, business partners, creditors, shareholders, and surrounding communities. Therefore, we are dedicated to fostering a corporate culture that upholds human rights, supports a safe and fair working environment, and treats all individuals with respect and integrity, without discrimination or any form of rights violations.

- Employee Rights

The company values employees' rights to fair employment, free from discrimination and harassment of any kind. We support the creation of a work environment that respects human dignity and promotes opportunities and benefits.

- Fair Employment and Compensation

The company upholds transparent and fair employment policies, determining compensation and benefits in accordance with appropriate standards and labour laws. We also emphasize the development of employees' skills and potential.

- Prevention of Child and Forced Labour

The company does not support or engage in any form of child or forced labour. We have established internal monitoring measures to ensure that our supply chain is free from human rights violations in this regard.

- Workplace Safety and Health

The company is committed to providing a safe and hygienic work environment and prioritizing employees' health and well-being.

- Rights of Surrounding Communities

The company conducts business in a manner that does not negatively impact surrounding communities and actively promotes community participation in sustainable development projects.

- Fair Treatment of Stakeholders

The company is committed to ethical and transparent business practices, ensuring fairness without discrimination or exploitation.

- Political Activities

The company maintains a politically neutral stance and does not support, donate to, or favour any political party to ensure business transparency and fairness. We respect the rights and freedoms of all executives and employees to participate in

political activities as permitted by the constitution. Employees may freely express opinions and engage in democratic processes. However, such participation must be in a personal capacity, without using the company's name, position, or resources to support or imply any political affiliation or endorsement.

## Safety and occupational health at work

### Workplace Safety and Health

The company is committed to providing a safe and hygienic work environment and prioritizing employees' health and well-being.

## Other guidelines related to business code of conduct

### Information Security, cybersecurity and privacy protection

The Company has established IT Steering Committee (ITSC) to promote, supervise and manage the use of information technology system and the IT security system to prevent the leakage of inside information or damage that may occur to the data. The Company also implements and complies the standard system ISO27001:2022 (Information Security, cybersecurity and privacy protection – Information security management system) that the International Organization for Standardization (International Organization for Standardization, abbreviated as ISO) officially in October 2022, which was modified from ISO27001:2013. The ISO27001:2022 has been developed to provide the modern risk control measures against cyber treats including to protect personal information.

Reference link for other guidelines related to business code of conduct : [https://www.aeon.co.th/aeon/iso-certification/?language\\_id=1](https://www.aeon.co.th/aeon/iso-certification/?language_id=1)

## Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

### Business Ethics Oversight and Implementation

#### Board of Directors

The Board of Directors is responsible for establishing, overseeing, and ensuring the effective implementation of business ethics within the organization. Their key responsibilities include:

- Establishing ethical policies and integrating business ethics into the company's strategic direction.
- Promoting a corporate culture that prioritizes integrity, transparency, and ethical business conduct.
- Overseeing compliance with ethical guidelines of the organization.
- Providing oversight and support to management in enforcing ethical practices and addressing ethical concerns that arise.

#### Corporate Governance Committee

The Corporate Governance Committee is responsible for developing, implementing, and continuously improving the company's ethical policies and governance standards. Their key responsibilities include:

- Reviewing and updating ethical guidelines to ensure alignment with evolving business conditions and regulatory requirements.
- Monitoring and ensuring compliance with ethical guidelines.
- Overseeing the implementation of ethical policies and ensuring effective communication and enforcement.
- Supporting training and awareness programs to enhance ethical understanding among employees at all levels.
- Providing guidance and interpretation of ethical policies in cases of uncertainty or ambiguity.
- Receiving complaints and conducting investigations in cases of ethical violations, ensuring a fair and transparent review process.

#### All Employees

Employees at all levels play a crucial role in promoting and maintaining business ethics within the company. Their key responsibilities include:

- Understanding and strictly adhering to the company's ethical policies and guidelines.
- Conducting business with honesty, transparency, and respect for all stakeholders.
- Reporting any suspected ethical violations or inappropriate conduct through the company's designated channels.
- Participating in business ethics training programs to ensure accurate and up-to-date knowledge.
- Supporting a corporate culture that emphasizes integrity and encourages ethical decision-making in business operations.

## Participation in anti-corruption networks

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

## 6.3 Material changes and developments in policy and corporate governance system over the past year

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

Over the past year, the company has reviewed and enhanced its policies, practices, corporate governance system, and the Board Charter to align with the principles of good corporate governance for listed companies (CG Code 2017) and to continuously improve governance efficiency.

Key Changes and Developments in the Past Year:

**Policy and Practice Review:** The company has updated its corporate governance policies to reflect evolving business contexts and raised its governance practices to meet international standards.

**Corporate Governance System Enhancement:** The governance structure has been refined to enhance clarity and effectiveness, emphasizing transparency and accountability among the Board and management.

**Strengthening Governance Standards:** The company continuously evaluates and enhances its corporate governance framework to ensure compliance with best practices, reinforcing trust among shareholders and stakeholders.

The company is committed to reviewing its policies and practices in accordance with the CG Code at least once a year to ensure that its governance framework remains up-to-date, transparent, and capable of adapting to future challenges effectively.

### 6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

The company has adopted the Corporate Governance Code (CG Code) for Listed Companies and applied it appropriately to its business operations. Based on the 2024 Corporate Governance Report of Thai Listed Companies, the company received an assessment rating of "Very Good"

However, in 2024, there are certain criteria that the company has not yet fully complied with. Explanations and development plans for improvement are provided in the details below.

#### 1. Consideration for the Appointment of a Nomination and Remuneration Committee

The Board of Directors recognizes the importance of establishing a Nomination and Remuneration Committee and is currently in the process of evaluating its formation. In the meantime, the nomination and remuneration processes for directors will be carried out in accordance with the Board's resolutions, ensuring transparency and adherence to good corporate governance principles. The Human Resources executives will serve as advisors, providing expertise to ensure the process is conducted efficiently and appropriately.

#### 2. Tenure Limit for Independent Directors

The Board of Directors acknowledges the importance of independent judgment and unbiased decision-making by independent directors. In selecting individuals for these roles, the company evaluates not only their experience and industry expertise but also their compliance with independence criteria established by the Securities and Exchange Commission (SEC).

As of 2024, among the company's five independent directors, only one has served for more than nine consecutive years. However, throughout their tenure, this director has consistently maintained their independence, provided objective opinions, and complied with all relevant regulatory requirements. Given their continued ability to fulfill the responsibilities of an independent director with impartiality and integrity, the Board of Directors considers them well-suited to continue serving in this capacity.

#### 3. Shareholding Distribution (Free Float) Requirement As per corporate governance guidelines, the company is encouraged to maintain a free float of over 40% of total issued shares.

In 2024, the company's free float falls within Level 2 under the Corporate Governance Report (CGR) criteria, ranging between 15% and 39%. However, the company continues to maintain sufficient market liquidity, with a trading turnover of no less than 20%, in compliance with the Stock Exchange of Thailand (SET) free float requirements. Furthermore, the company remains eligible for inclusion in both the SET50 and SET100 indices in each review cycle.



### 6.3.3 Other corporate governance performance and outcomes

The company places great importance on corporate governance (CG) and implements policies that promote transparency, accountability, and sustainable value creation for shareholders. Over the past year, the company has made significant progress and achieved key milestones as follows:

#### 1. Corporate Governance Assessment

- The company received a Corporate Governance Report of Thai Listed Companies (CGR) rating of "Very Good", reflecting its strong corporate governance practices.
- The company's governance framework aligns with the Corporate Governance Code (CG Code) for Listed Companies.

#### 2. Risk Management and Internal Control

- The company has enhanced its risk management system to address business challenges and has continuously conducted internal audits to ensure effective internal controls.
- The company regularly reviews and improves its anti-corruption policies to uphold ethical business practices.

#### 3. Board Structure and Responsibilities

- The Board of Directors comprises members with diverse expertise and experience, with independent directors actively overseeing governance and providing recommendations in the best interests of shareholders.
- The Board prioritizes shareholder engagement and conducts electronic annual general meetings (Electronic-AGM) to enhance accessibility and transparency.

#### 4. Stakeholder Engagement

- The company actively pursues sustainability and corporate social responsibility (CSR) initiatives to contribute to the community and environment.
- The company provides channels for stakeholders and shareholders to voice their concerns, ensuring responsible and ethical business operations.

#### 5. Disclosure and Transparency

- The company ensures accurate, timely, and comprehensive disclosure of information in accordance with the regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).
- The company has strengthened its Investor Relations (IR) communication channels to provide financial and corporate information to investors and shareholders consistently.

The company remains committed to continuously enhancing corporate governance standards, fostering shareholder confidence, and ensuring sustainable long-term growth for all stakeholders

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

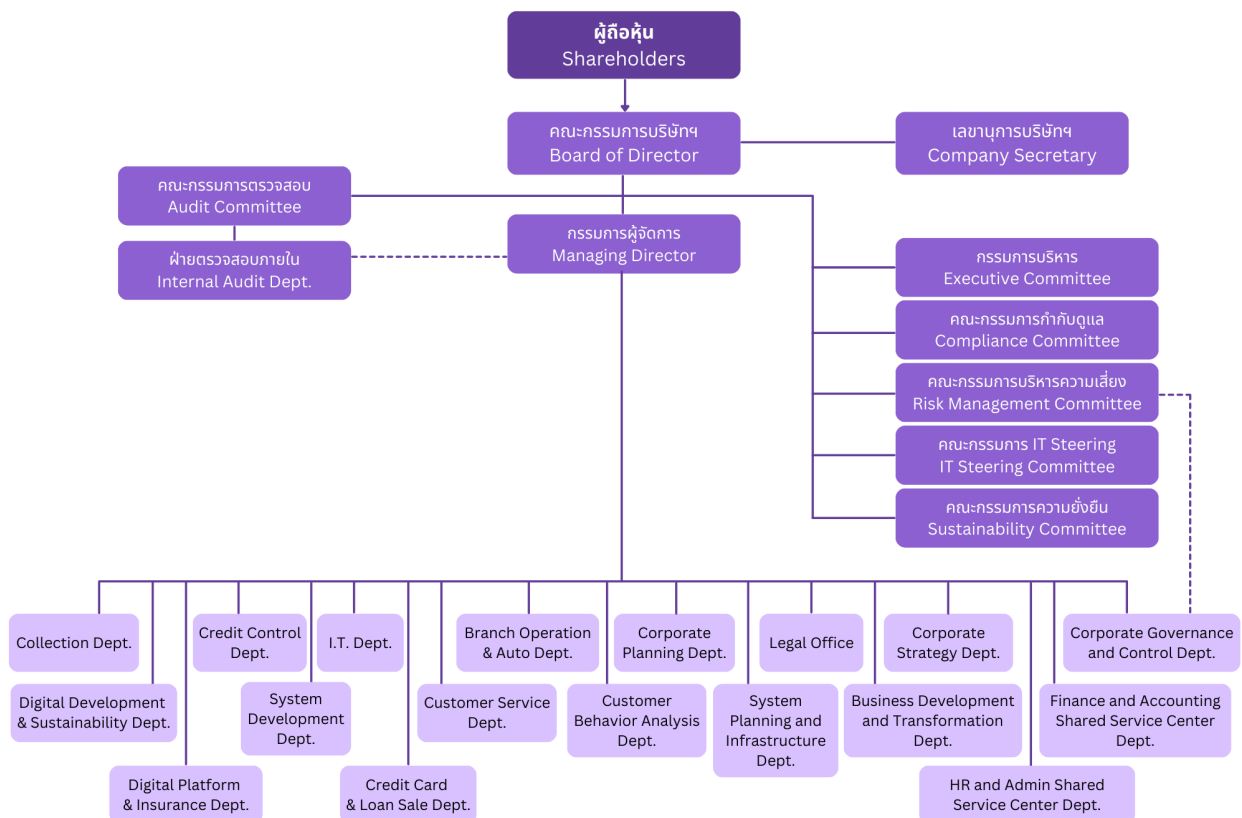
### 7.1 Corporate governance structure

The Company places great importance on corporate governance principles by establishing a governance structure that encompasses the Board of Directors, sub-committees, and the management team to ensure efficient operations in compliance with applicable laws and regulations.

#### Corporate governance structure diagram

Corporate governance structure as of date : 28 February 2025

#### Corporate governance structure diagram



## 7.2 Information on the board of directors

### 7.2.1 Composition of the board of directors

#### Board Structure and Board Diversity

The company places great importance on board structure management to enhance the effectiveness of the Board of Directors in decision-making, ensuring good corporate governance and the alignment with corporate governance best practices and board diversity principles, ensuring a balanced composition in terms of qualifications, skills, and perspectives necessary for sustainable business management.

#### Board Diversity

The Company places importance on managing the structure of the Company's board of directors to enhance the Board of Directors' ability to make decisions to operate in determining the Company's direction with maximum efficiency. Therefore, the Board Diversity strategy has been considered as the main principle in arranging the structure of the Board of Directors.

- **Gender Proportion of Directors:** The proportion of female directors is appropriate. Currently, the Board of Directors consists of 10 male directors and 3 female directors.
- **Average Age of the Board of Directors:** Promote the inclusion of directors of diverse ages, especially those aged 40-60, which reflects their experience, expertise, and modern perspectives. In 2024, the average age of directors is 58 years old, which is considered an appropriate age range for determining the Company's policies and strategic directions.
- **Diversity in expertise and experience:** The Board of Directors should consist of directors with diverse skills and expertise, covering at least 5 areas related to the Company's business, such as finance and accounting, risk management, law, credit management, and information technology.
- **Nationality:** There is no policy to discriminate against directors of other nationalities or races in order to open up to regional or international perspectives.

	Number (persons)	Percent (%)
Total directors	13	100.00
Male directors	10	76.92
Female directors	3	23.08
Executive directors	6	46.15
Non-executive directors	7	53.85
Independent directors	5	38.46
Non-executive directors who have no position in independent directors	2	15.38

### 7.2.2 The information on each director and controlling person

#### List of the board of directors

As of 28 February 2025, the Board of Directors consisted of a total of 13 members

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. Tomoyuki Mitsufuji Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have DAP course : No DCP course : No</p>	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	21 Jun 2024	Finance, Business Administration, Banking, Finance & Securities, Risk Management
<p>2. Mr. Toshiya Shimakata Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have DAP course : No DCP course : No</p>	<p>Vice-chairman of the board of directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	21 Jun 2024	Sustainability, Leadership, Strategic Management, Risk Management, Data Management
<p>3. Mrs. Suporn Wattanavekin Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 72,646 Shares (0.029058 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	18 Feb 2000	Human Resource Management, Corporate Social Responsibility, Accounting, Insurance, Digital Marketing

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. Nuntawat Chotvijit</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 17,743 Shares (0.007097 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	12 Jun 2014	Strategic Management, Marketing, Finance, Data Analysis, Leadership
<p>5. Ms. Suriporn Thammawatid</p> <p>Gender: Female</p> <p>Age : 56 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 12,348 Shares (0.004939 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	22 Jun 2018	Data Analysis, Negotiation, Change Management, Leadership, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. Kazumasa Oshima</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 14,727 Shares (0.005891 %)</li> </ul>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	21 Jun 2019	<p>Finance, Budgeting, Fund Management, Change Management, Strategic Management</p>
<p>7. Mr. Junichi Iwakami</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Jun 2021	<p>Economics, IT Management, Information &amp; Communication Technology, Finance, Project Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. Chatchaval Jiaravanon</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 6,200,000 Shares (2.480000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Shareholding through MORGAN STANLEY &amp; CO. INTERNATIONAL PLC 7,000,000 shares</p> <p>Shareholding through UBS AG SINGAPORE BRANCH 1,500,000 shares</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	18 Feb 2000	<p>Business Administration, Strategic Management, Finance, Information &amp; Communication Technology, Energy &amp; Utilities</p>
<p>9. Mr. Sucharit Koontanakulvong</p> <p>Gender: Male</p> <p>Age : 68 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	17 Jun 2010	<p>Strategic Management, Risk Management, Project Management, Engineering, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. Mongkon Laoworapong</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	22 Jun 2018	<p>Audit, Finance, Accounting, Internal Control, Governance/ Compliance</p>
<p>11. Mr. Ittinant Suwanjutha</p> <p>Gender: Male</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Jun 2021	<p>Property Development, Law, Negotiation, Governance/ Compliance, Business Administration</p>
<p>12. Mr. Ryuichi Hasuo</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Jun 2020	<p>Automotive, Business Administration, Transportation &amp; Logistics, Marketing, Corporate Management</p>



List of directors	Position	First appointment date of director	Skills and expertise
13. Ms. Chularat Suteethorn Gender: Female Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Master of Development Studies, Economic Policy and Planning Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have DAP course : Yes DCP course : Yes	Director (Non-executive directors, Independent director)  Authorized directors as per the company's certificate of registration : No  Type of director : Newly appointed director not being replaced the ex-director	21 Jun 2024	Economics, Audit, Finance, Banking, Accounting

Additional explanation :

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

(1) Dishonest act or gross negligence

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

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

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

## Diagram of the board of directors

## Pictures and lists of the Board of Directors



**Mr. Tomoyuki Mitsufuji**  
Chairman of the Board



**Mr. Toshiya Shimakata**  
Vice Chairman of the Board  
and Managing Director



**Ms. Suporn Wattanavekin**  
Director



**Mr. Nuntawat Chotvijit**  
Director



**Ms. Suriporn Thammawatid**  
Director



**Mr. Kazumasa Oshima**  
Director & CFO



**Mr. Junichi Iwakami**  
Director



**Mr. Chatchaval Jiaravanon**  
Director



**Dr. Sucharit Koontanakulvong**  
Independent Director and  
Chairman of Audit Committee



**Dr. Mongkon Laoworapong**  
Independent Director and  
Audit Committee Member



**Mr. Ittinant Suwanjutha**  
Independent Director and  
Audit Committee Member



**Mr. Ryuichi Hasuo**  
Independent Director



**Ms. Chularat Suteethorn**  
Independent Director

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. Tomoyuki Mitsufuji	Chairman of the board of directors		✓		✓	✓
2. Mr. Toshiya Shimakata	Vice-chairman of the board of directors	✓				✓
3. Mrs. Suporn Wattanavekin	Director	✓				
4. Mr. Nuntawat Chotvijit	Director	✓				
5. Ms. Suriporn Thammawatid	Director	✓				
6. Mr. Kazumasa Oshima	Director	✓				
7. Mr. Junichi Iwakami	Director	✓				
8. Mr. Chatchaval Jiaravanon	Director		✓		✓	
9. Mr. Sucharit Koontanakulvong	Director		✓	✓		
10. Mr. Mongkon Laoworapong	Director		✓	✓		
11. Mr. Ittinant Suwanjutha	Director		✓	✓		
12. Mr. Ryuichi Hasuo	Director		✓	✓		
13. Ms. Chularat Suteethorn	Director		✓	✓		
Total (persons)		6	7	5	2	2

### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	15.38
2. Banking	2	15.38
3. Finance & Securities	1	7.69
4. Insurance	1	7.69
5. Automotive	1	7.69
6. Property Development	1	7.69

Skills and expertise	Number (persons)	Percent (%)
7. Energy & Utilities	1	7.69
8. Transportation & Logistics	1	7.69
9. Information & Communication Technology	2	15.38
10. Law	1	7.69
11. Marketing	2	15.38
12. Accounting	3	23.08
13. Finance	7	53.85
14. Corporate Social Responsibility	1	7.69
15. Human Resource Management	1	7.69
16. Sustainability	1	7.69
17. Fund Management	1	7.69
18. IT Management	1	7.69
19. Data Management	1	7.69
20. Data Analysis	2	15.38
21. Digital Marketing	1	7.69
22. Negotiation	2	15.38
23. Project Management	2	15.38
24. Corporate Management	1	7.69
25. Engineering	1	7.69
26. Change Management	2	15.38
27. Leadership	3	23.08
28. Strategic Management	5	38.46
29. Risk Management	3	23.08
30. Audit	2	15.38
31. Internal Control	1	7.69
32. Budgeting	2	15.38
33. Governance/ Compliance	3	23.08
34. Business Administration	4	30.77

### Information about the other directors

• The Company's Board of Directors has a skill matrix based on the goals and indicators, which covers 5 dimensions of important skills related to the business.

- At least 1 independent director has skills and expertise in accounting and finance.
- At least 1 non-executive director has skills and expertise related to the Company's business.

The chairman of the board and the highest-ranking executive are from the same person	: No
The chairman of the board is an independent director	: No
The chairman of the board and the highest-ranking executive are from the same family	: No
Chairman is a member of the executive board or taskforce	: No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	: No

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

The measures for balancing the power between the board of directors and the Management	: Yes
Methods of balancing power between the board of directors and Management	: Others : Establishment of Board Committees for Oversight and Management

The company has established sub-committees such as the Audit Committee, Compliance Committee, Executive Committee, Risk Management Committee and IT steering Committee. These committees play a key role in reviewing critical matters, providing recommendations, and ensuring that management operates within governance frameworks before presenting decisions to the Board.

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

The Board of Directors is vested with the authority, roles, and responsibilities to oversee the Company's operations in accordance with good corporate governance principles and to ensure accountability to shareholders and stakeholders. The key duties and responsibilities include the following:

- Oversee the Company's organizational culture, and regularly review and approve the Company's vision, strategy, goals, and code of business ethics to ensure their continued relevance and appropriateness.
- Consider and deliberate on strategic directions, business plans, and budgets proposed by management, while assessing their potential to create value for the Company and ensuring alignment with the overall strategic direction.
- Review and approve the annual business plan, investment budget, and operational targets as proposed by management.
- Oversee the Company's operations to ensure compliance with applicable laws, the Company's Articles of Association, and resolutions of the shareholders' meetings.
- Appoint and oversee the performance of board committees in accordance with the policies of the Board of Directors.
- Appoint authorized directors to bind the Company.
- Arrange the Annual General Meeting of Shareholders within four (4) months from the end of the Company's fiscal year.
- Ensure the disclosure of financial information, corporate information, and other material information to shareholders in a complete, accurate, and adequate manner, and confirm the verification and certification of the reported information.
- Oversee the establishment of effective and efficient systems for internal control, internal audit, and enterprise risk management (ERMF), including measures for managing conflicts of interest, regulatory compliance, anti-corruption and anti-bribery practices, and whistleblowing. The Board shall ensure that management is responsible for implementing these policies, regularly reviewing the systems, and assessing risks to align with the Company's strategies, business goals, and changing circumstances. The Board shall also monitor the progress and effectiveness of such measures on an ongoing basis.
- Support sustainable business practices with due consideration for environmental and climate change impacts, social responsibility, and good corporate governance (ESG).

Board charter : Yes

#### 1. Objective

To define the roles, duties, and responsibilities of the Board of Directors in accordance with fiduciary duties, ensuring the Company's operations are governed under the principles of good corporate governance. The aim is to promote efficient and transparent operations that take into account the interests of shareholders and all stakeholders. Beyond financial performance, the Board of Directors shall also emphasize ethical conduct, social and environmental responsibility particularly in areas such as climate change, customer responsibility, human rights and community, labor standards, anti-corruption, corporate governance, and risk management.

#### 2. Board Composition

- The Board of Directors comprises individuals with knowledge, competence and relevant experience necessary for the effective management of the Company. They exercise sound judgement, act without bias, and perform their duties with fairness and

integrity.

- The Company's directors must be elected by the shareholders' meeting or the Board of Directors' meeting, as the case may be, in accordance with the criteria and procedures specified in the Company's Articles of Association and in compliance with applicable laws and regulations.
- Directors must possess the legally required qualifications and must not have any prohibited characteristics as specified by applicable laws, the Company's Articles of Association, and the regulations of relevant regulatory authorities.
- The Board of Directors of the Company shall comprise not less than five (5) directors, and not less than half of whom shall reside within Thailand.
- The Company's Board of Directors comprises executive directors, non-executive directors, and independent directors.
- At least one third (1/3) of the directors shall be independent directors, and shall not be less than three (3), except for the exemption period granted by law.
- The Board of Directors must consist of at least one (1) director having IT knowledge or experience.
- The position of the Chairman of the Board and the Managing Director (or Chief Executive Officer) shall be held by distinct individuals, except in necessary circumstances where a vacancy of any of these positions arises and any such individual is required to temporarily assume the other position in an acting capacity.
- The Board of Directors must take full responsibility and allocate sufficient time to properly perform their duties.

### 3. Independent Director

The Company defines the qualifications of an "Independent Director" in accordance with the criteria prescribed by the Capital Market Supervisory Board, as follows:

- Hold no more than one (1) percent of the total number of all shares with voting rights of the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company. This is inclusive of the shares held by any related person of such independent director.
- Is not or was not involved in the management, employee, staff, advisor with regular salary, or controlling person of the Company, the parent company, a subsidiary company, an associated company, a subsidiary company in the same level, a major shareholder or a controlling person of the Company unless the foregoing status has ended no less than two (2) years prior to the date of his/her appointment. Such status excludes where the independent director used to be a governmental officer or an advisor of the government authority, which is major shareholder or controlling person of the Company.
- Is not related by blood or legal registration as a father, mother, spouse, sibling or child, including spouse of a child, other directors, executives, major shareholder, controlling person or person to be nominated as director, executive or controlling person of the Company or a subsidiary company.
- Have no or never had business relationship with the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company which may impede his/her independent judgment, and is not or never be a significant shareholder or controlling person of any person having a business relationship with the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company unless the foregoing relationship has ended no less than two (2) years prior to the date of his/her appointment.  
The "business relationship" mentioned above includes any normal business transaction, rent or lease of immovable property, transaction relating to assets or services, or granting or receipt of financial assistance through receiving or extending loans, guarantees, providing assets as collateral, and any other similar actions which result in the Company or the counterparty being obligated to pay to the other party no less than three (3) percent of the net tangible assets of the Company or Baht twenty (20) million, whichever is lower. The value of the business relationship shall be determined using the calculation method for determining the value of connected transactions stipulated by the Capital Market Supervisory Board mutatis mutandis. The value of obligation shall include any obligations occurred during the period of one (1) year preceding the date of the business relationship with the same entity or person.
- Is not or never been an auditor of the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company, and not being a significant shareholder, a controlling person, or a partner of an audit firm which employs auditors of the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company unless the foregoing status has ended no less than two (2) years prior to the date of his/her appointment.
- Is not or never been a professional service provider, including legal advisor or financial advisor who receives service fee exceeding Baht 2 million from the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company, and not being a significant shareholder, a controlling person or a partner of the said professional service provider unless the foregoing status has ended no less than two (2) years prior to the date of his/her appointment.
- Is not a director appointed as a representative of the director of the Company, a major shareholder, or a shareholder related to major shareholder.

- Not operate a business of the same nature and in competition with the Company or a subsidiary company and not being a significant partner of a partnership, or executive director, employee, staff, advisor with regular salary, or hold shares more than one (1) percent of the total number of all shares with voting rights of any other companies operating the business of the same nature and in competition with the Company or a subsidiary company.
- Have no other characteristics that prohibit the expression of independent opinion towards the Company's business operation.

#### **4. Roles and Responsibilities of the Board of Directors**

The Board of Directors is vested with the authority, roles, and responsibilities to oversee the Company's operations in accordance with good corporate governance principles and to ensure accountability to shareholders and stakeholders. The key duties and responsibilities include the following:

- Oversee the Company's organizational culture, and regularly review and approve the Company's vision, strategy, goals, and code of business ethics to ensure their continued relevance and appropriateness.
- Perform duties with responsibility, due care and integrity, ensuring compliance with relevant laws, the Company's Articles of Association, and shareholders' resolutions. The Board of Directors must act in the best interests of the Company and its shareholders above personal interests, and ensure that management upholds these same principles.
- Consider and deliberate on strategic directions, business plans, and budgets proposed by management, while assessing their potential to create value for the Company and ensuring alignment with the overall strategic direction.
- Review and approve the annual business plan, investment budget, and operational targets as proposed by management.
- Monitor the Company's liquidity and debt servicing capability on a regular basis.
- Oversee the Company's operations to ensure compliance with applicable laws, the Company's Articles of Association, and resolutions of the shareholders' meetings.
- Appoint and oversee the performance of board members in accordance with the policies of the Board of Directors.
- Establish an Audit Committee that functions effectively and independently in accordance with applicable laws and regulations.
- Establish a Risk Management Committee to oversee the Company's risk management and internal control systems to ensure standard compliant and lawful operations.
- Appoint authorized directors to represent and legally bind the Company.
- Arrange the Annual General Meeting of Shareholders within four (4) months from the end of the Company's fiscal year and actively promote shareholders' rights and full participation.
- Ensure the disclosure of financial information, corporate information, and other material information to shareholders in a complete, accurate, and adequate manner, and confirm the verification and certification of the reported information.
- Oversee the establishment of effective and efficient systems for internal control, internal audit, and internal risk management framework, including measures for managing conflicts of interest, regulatory compliance, anti-corruption and anti-bribery practices, and implementing whistleblower protection mechanisms.. The Board of Directors shall ensure that management is responsible for implementing these policies, regularly reviewing the systems, and assessing risks to align with the Company's strategies, business goals, and changing circumstances. The Board of Directors shall also monitor the progress and effectiveness of such measures on an ongoing basis.
- Support sustainable business practices with due consideration for environmental and climate change impacts, social responsibility, and good corporate governance (ESG).
- Ensure that management establishes and implements policies concerning responsibilities to employees, customers, business partners, communities, and the environment, in compliance with relevant laws and regulations.
- Ensure that management established an investor relations function to communicate effectively with investors and other stakeholders.

#### **5. Authority, Duties and Responsibilities of the Chairman of the Board**

- Serve as the leader of the Board of Directors, providing guidance and oversight to ensure the Board of Directors functions effectively.
- Call meetings of the Board of Directors or delegate the authority to another person to do so on his/her behalf.
- Act as the chairman at meetings of the Board of Directors and shareholders' meetings, unless circumstances require otherwise in accordance with the Company's Articles of Association.
- Set agendas for Board of Directors' meetings in collaboration with the Managing Director, ensuring that matters under the Board of Directors's responsibility are duly considered and allocated adequate time.
- Oversee the effectiveness of Board of Directors meetings to ensure they are conducted in compliance with the Company's Articles of Association.
- Allocate sufficient time for management to propose topics and for directors to debate important matters thoroughly. Encourage directors to exercise independent judgement in the best interest of the Company.

- Ensure effective communication between the Board of Directors and shareholders.

## **6. Board of Directors' Meeting**

- A quorum of the Board of Directors' meeting shall consist of not less than one-half (1/2) of the total number of directors.
- The Board of Directors' meetings are scheduled in advance for the entire year to enable directors to allocate their time and attend all meetings.
- The Board of Directors shall hold a meeting at least once every three (3) months.
- The Chairman of the Board shall be the Chairman of the Board of Directors' meeting. If the Chairman of the Board is not present at a meeting or cannot perform his/her duty, if there is a Vice Chairman of the Board, the Vice Chairman of the Board present at the meeting shall be the chairman of the meeting. If there is no Vice Chairman of the Board or there is a Vice Chairman of the Board who is not present at the meeting or cannot perform his/her duty, the directors present at the meeting shall elect one (1) director to be the chairman of the meeting.
- The Chairman of the Board may conduct the meeting of the Board of Directors via electronic media. The meeting via electronic media shall comply with all related laws and announcements.
- In calling a meeting of the Board of Directors, the Chairman of the Board or the person assigned by the Chairman of the Board shall serve written notice calling for such meeting to the directors not less than three (3) days prior to the date of the meeting. Where it is necessary or urgent to preserve the rights or benefits of the Company, the meeting may be called by electronic means under the criteria stipulated by law or other means and an earlier meeting date may be chosen.

## **7. Voting**

- Decisions at the meeting shall be made by the majority vote. Each director is entitled to one (1) vote, but a director who has interests in any matter shall not be entitled to vote on such matter.
- Resolution of the Board of Directors shall be passed when more than half of directors, who are eligible to be involved in the resolution, attend the meeting and vote in favor. In the event of a tie vote, the chairman of the meeting shall have a casting vote.

## **8. Company Secretary**

### **Qualifications of Company Secretary**

- Possess fundamental knowledge of accounting, law and corporate-related regulations.
- Has knowledge and understanding of good corporate governance principles and best practices in governance.
- Has completed training courses relevant to the duties of a company secretary.

### **Duties and Responsibilities of Company Secretary**

- Prepare and maintain the Company's documents, including:

The register of directors

Notices of Board of Directors' meetings, minutes of the Board of Directors' meetings and an annual report of the Company.

Notices of shareholders' meetings and minutes of shareholders' meetings

- Maintain records of interest disclosures reported by directors or executives, and submit them to the Chairman of the Board and the Chairman of the Audit Committee.
- Perform other duties as assigned by the Board of Directors or as required by law.

The Company Secretary must perform his/her duties with responsibility, due care, and integrity, and must act in compliance with applicable laws, the Company's Objectives, Articles of Association, resolutions of the Board of Directors, and resolutions of the shareholders' meetings.

## **9. Charter Review**

The Board of Directors shall regularly review and assess the adequacy and appropriateness of the charter. In the event of any material amendments, the management shall present the revised charter to the Board of Directors for consideration and approval.



## 7.3 Information on subcommittees

### 7.3.1 Information on roles of subcommittees

#### Roles of subcommittees

##### Audit Committee

##### Role

- Audit of financial statements and internal controls
- Risk management

##### Scope of authorities, role, and duties

1. Review the Company's financial reporting process to ensure accuracy and adequacy.
2. Ensuring that the Company has suitable and efficient internal control system and internal audit. The Committee shall consider the independence of the Internal Audit Office as well as approve the appointment, transfer and termination of Chief Internal Audit.
3. Review the performance of the Company to ensure compliance with the securities and exchange law, regulations of the Stock Exchange of Thailand or laws relating to business of the Company.
4. Consider, select, nominate and terminate the Company's external auditor and recommend its remuneration. The Committee shall meet privately with the external auditor once a year, without the management team being present.
5. Review the disclosure of the Company in case where there is any connected transaction that may lead to conflict of interest so as to ensure the reasonable transaction and benefit to the Company.
6. Prepare a report on monitoring activities of the Committee to be disclosed in the annual report (56-1 One report) of the Company, which shall be signed by the Chairman of the Committee and contained at least the following information:
  - 6.1 An opinion on the accuracy, completeness and creditability of the Company's financial report.
  - 6.2 An opinion on the adequacy of the Company's internal control system,
  - 6.3 An opinion on the compliance with the law on securities and exchange, the Stock Exchange's regulations, or the laws relating to the Company's business.
  - 6.4 An opinion on the suitability of an auditor.
  - 6.5 An opinion on the transactions that may lead to conflicts of interests.
  - 6.6 The number of the audit committee's meetings, and the attendance of such meetings by each committee members.
  - 6.7 An opinion or overview comment received by the audit committee from its performance of duties in accordance with the charter.
  - 6.8 Other transactions which, according to the audit committee's opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Company's board of directors.
7. Perform anything else which was assigned by the Board of Directors of the Company together with an approval and under the scope of duties and responsibilities of the Committee.
8. Delegation authority to subsidiaries or parent company, which fall under Public Interest Entities (reference to "Policy of pre-concurrence regarding provision of non-assurance services by External auditors") for pre-concurrence Non-Assurance Service.
9. Annually review and approve the Whitelist of Non – Assurance Services, which is a list of services irrelevant with auditing, review or other assurance services being created a Self-Review Threat.
10. Review and Approve the "Individual Approval" which is an individual transaction need to be obtained for services other than those covered by the Whitelist.

##### Reference link for the charter

-

## Compliance Committee

### Role

- Corporate governance

### Scope of authorities, role, and duties

1. To monitor and acknowledge, for the process and the result of operation as relevant with compliance action plan, to review and improve compliance action plan and compliance policy of company to ensure to comply with the law and regulations and

relevant rules. And then propose to the Board of Directors for approval.

2. To make decision any additional action plan which delegated from executive committee of company to improve and set up the foundation of compliance framework of company to comply with the law and regulations and relevant and applicable rule.

3. To analyze and identify risk factors that may impact any activities associated with the compliance risk or compliance risk assessment or compliance risk management which may affect to Company's revenues. To improve continuously the business operating practices for building up the standard and readiness for prevention and supporting of the acceptable risk level

### Reference link for the charter

-

## Risk Management Committee

### Role

- Others
  - Risk management

### Scope of authorities, role, and duties

- 1) Analyze and strategize a comprehensive risk management plan, which covers both current significant risks and potential future risks. This strategy also takes Company's overall performance and impact on consumers, stakeholders, employees, society, the environment and those associated with them into account.

- 2) Review and examine risk issue in all aspect via KRI (key risk indicator), incident report and various risk report to check that all risk is under control.

- 3) Endorse risk management plan such as improve operation process to reduce the risk level, corrective action, preventive action plan and risk awareness campaign for related staff including conducting risk culture in company.

- 4) Evaluate project related to risk management whether it is aligned with overall corporate strategy or not. This will maximize the project's efficiency and reduce the error, which may be occurred from the project.

- 5) Track the result of project and activities regarding risk management whether it is on time and achieve the result as intend.

If there is a delay or the result is not achieved, risk management committee will provide guideline to address the issue.

- 6) Governance and monitor performance of risk management team to guarantee that Company manages the risk according to the policy

and related regulation (E.g. Bank of Thailand regulation) including the international standard.

### Reference link for the charter

-

## Sustainability Committee

### Role

- Sustainability development
- Climate-related risks and opportunities governance

### Scope of authorities, role, and duties

- The company has established a Sustainability Committee to manage the company's sustainability efforts.
- The Chairperson of the Sustainability Committee is responsible for reviewing and considering the operational plans according to the defined sustainability goals and measures. They have the final decision-making authority on related action plans in the Sustainability Committee meetings.
- The Sustainability Committee is responsible for monitoring the group's efforts and progress according to the action plans, providing continuous guidance and recommendations, and regularly reporting to the Board of Directors.
- The company's Sustainability Working Group, consisting of representatives from each department, drives the company's sustainability operations, gathers internal and external information, examines sustainability issues within the company, and presents sustainability performance to the Sustainability Committee.
- All employees in the company are responsible for understanding and effectively implementing the sustainability policies and practices.

### Reference link for the charter

-

## Executive Committee

### Role

- Others
  - Supervise and ensure that the Company's operations are conducted in accordance with its strategic direction and established business plans
  - Review and screen the strategic plans of each department to ensure alignment with the Company's objectives, direction, and internal regulations

### Scope of authorities, role, and duties

- 1) Assist and recommend the Board of Directors in forming policies, setting goals and business plans, and the annual budget in addition to generating the operational report to update and provide important information to the Board of Directors to making the best decisions for the Company.
- 2) Consider and approve general activities relating to the Company's main business within the approved budget and resources, and afterward, report the investment and operating results to the Board of Directors.
- 3) Follow up the results of the business process and support any department's operations in order to align with the Company's business plans, mission, and vision, make sure the Company's operation is conforming to the company's code of conduct, the company's regulation, and also the laws.
- 4) Manage general activities regarding business of the company in order to reach company's goal and plan.
- 5) Consider new projects and study the feasibilities for improving the Company's operation to support the Company's missions.

### Reference link for the charter

-

## 7.3.2 Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. Sucharit Koontanakulvong Gender: Male Age : 68 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	24 Jun 2021	Strategic Management, Risk Management, Project Management, Engineering, Governance/ Compliance
2. Mr. Mongkon Laoworapong <sup>(*)</sup> Gender: Male Age : 54 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	29 Apr 2019	Audit, Finance, Accounting, Internal Control, Governance/ Compliance
3. Mr. Ittinant Suwanjutha Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	24 Jun 2021	Property Development, Law, Negotiation, Governance/ Compliance, Business Administration

Additional explanation :

(\*) Directors with expertise in accounting information review

## List of executive committee members

List of directors	Position	Appointment date of executive committee member
1. Mr. Toshiya Shimakata Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	21 Jun 2024
2. Mrs. Suporn Wattanavekin Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	18 Feb 2000
3. Mr. Nuntawat Chotvijit Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	12 Jun 2014
4. Ms. Suriporn Thammawatid Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	22 Jun 2018
5. Mr. Kazumasa Oshima Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	21 Jun 2019

List of directors	Position	Appointment date of executive committee member
6. Mr. Junichi Iwakami Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	24 Jun 2021

#### Other Subcommittees

Subcommittee name	Name list	Position
-------------------	-----------	----------

Subcommittee name	Name list	Position
Compliance Committee	Mr. Toshiya Shimakata	The chairman of the subcommittee
	Mrs. Suporn Wattanavekin	Member of the subcommittee
	Mr. Nuntawat Chotvijit	Member of the subcommittee
	Ms. Suriporn Thammawatid	Member of the subcommittee
	Mr. Kazumasa Oshima	Member of the subcommittee
	Mr. Junichi Iwakami	Member of the subcommittee
	Mr. Alongkorn Sattabusaya	Member of the subcommittee
	Mr. Witchasorn Suwannakindra	Member of the subcommittee
	Ms. Supanee Asawasuvan	Member of the subcommittee
	Mrs. Chittiporn Inoue	Member of the subcommittee
	Mr. Manavudhi Mingvanich	Member of the subcommittee
	Mr. Tawatchai Peechapat	Member of the subcommittee
	Ms. Nadanong Chompong	Member of the subcommittee
	Mr. Amorn Jirachaprasit	Member of the subcommittee
	Mr. Hideki Tsukada	Member of the subcommittee
	Mr. Kosei Yahiro	Member of the subcommittee
	Ms. Ariya Lertsatira	Member of the subcommittee
	Mr. Jakkapan Kittananun	Member of the subcommittee
	Mr. Taveesak Phrusukarn	Member of the subcommittee

Subcommittee name	Name list	Position
Sustainability Committee	Mr. Toshiya Shimakata	The chairman of the subcommittee
	Mrs. Suporn Wattanavekin	Member of the subcommittee
	Mr. Kazumasa Oshima	Member of the subcommittee
	Mr. Junichi Iwakami	Member of the subcommittee
	Mr. Katsushi Iwamoto	Member of the subcommittee
	Mr. Amorn Jirachaprasit	Member of the subcommittee
	Mr. Yoshiyuki Matsuka	Member of the subcommittee
	Mr. Alongkorn Sattabusaya	Member of the subcommittee
	Ms. Gritsla Kommongkol	Member of the subcommittee
	Mr. Hideki Tsukada	Member of the subcommittee
	Mr. Manavudhi Mingvanich	Member of the subcommittee
	Ms. Nadanong Chompong	Member of the subcommittee
	Mr. Sitthipong Kanaraksunti	Member of the subcommittee
	Ms. Supanee Asawasuan	Member of the subcommittee
	Mr. Tawatchai Peechat	Member of the subcommittee
	Mr. Veerawat Hongsitthiwong	Member of the subcommittee
	Mr. Witchasorn Suwannakindra	Member of the subcommittee
	Ms. Ariya Lertsatira	Member of the subcommittee
	Mr. Jakkapan Kittananun	Member of the subcommittee
	Ms. Janejira Sirithamsakda	Member of the subcommittee
	Mr. Kosei Yahiro	Member of the subcommittee
	Ms. Natticha Khupiateng	Member of the subcommittee
	Mr. Peeravich Pasuthip	Member of the subcommittee
	Mrs. Supaporn Threeravachirakun	Member of the subcommittee
	Mr. Taveesak Phrusukarn	Member of the subcommittee



Subcommittee name	Name list	Position
Risk Management Committee	Mr. Toshiya Shimakata	Member of the subcommittee
	Mrs. Suporn Wattanavekin	Member of the subcommittee
	Mr. Nuntawat Chotvijit	Member of the subcommittee
	Ms. Suriporn Thammawatid	Member of the subcommittee
	Mr. Kazumasa Oshima	Member of the subcommittee
	Mr. Junichi Iwakami	Member of the subcommittee
	Mr. Alongkorn Sattabusaya	Member of the subcommittee
	Mr. Witchasorn Suwannakindra	Member of the subcommittee
	Ms. Supanee Asawasuvan	Member of the subcommittee
	Mrs. Chittiporn Inoue	Member of the subcommittee
	Mr. Manavudhi Mingvanich	Member of the subcommittee
	Mr. Tawatchai Peechat	Member of the subcommittee
	Ms. Nadanong Chompong	Member of the subcommittee
	Mr. Hideki Tsukada	Member of the subcommittee
	Mr. Kosei Yahiro	Member of the subcommittee
	Ms. Ariya Lertsatira	Member of the subcommittee
	Mr. Jakkapan Kittananun	Member of the subcommittee
	Mr. Taveesak Phrusukarn	Member of the subcommittee

## 7.4 Information on the executives

### 7.4.1 List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Toshiya Shimakata  Gender: Male  Age : 52 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Law  Thai nationality : No  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Managing Director  (The highest-ranking executive)</p>	21 Jun 2024	Sustainability, Leadership, Strategic Management, Risk Management, Data Management
<p>2. Mrs. Suporn Wattanavekin  Gender: Female  Age : 60 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Executive director	18 Feb 2000	Human Resource Management, Corporate Social Responsibility, Accounting, Insurance, Digital Marketing
<p>3. Mr. Nuntawat Chotvijit  Gender: Male  Age : 54 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Executive Director	12 Jun 2014	Strategic Management, Marketing, Finance, Data Analysis, Leadership
<p>4. Ms. Suriporn Thammawatid  Gender: Female  Age : 56 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Executive Director	22 Jun 2018	Data Analysis, Negotiation, Change Management, Leadership, Budgeting

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Kazumasa Oshima <sup>(*)</sup> Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Executive Director and Chief Financial Officer (CFO)	1 Dec 2018	Finance, Budgeting, Fund Management, Change Management, Strategic Management
6. Mr. Junichi Iwakami Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Director	24 Jun 2021	Economics, IT Management, Information & Communication Technology, Finance, Project Management

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

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

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

Organization structure of the highest-ranking executive and the : 28 Feb 2025  
next four executives as of date

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



**นายโทชิยะ ชิมาตะ**  
**Mr. Toshiya Shimakata**

รองประธานกรรมการและกรรมการผู้จัดการ  
Vice Chairman of the Board  
and Managing Director



**นางสุพร วัฒนเวคิน**  
**Ms. Suporn Wattanavekin**

กรรมการบริหาร  
Executive Director



**นายณันทวัฒน์ โชติวิจิตร**  
**Mr. Nuntawat Chotvijit**

กรรมการบริหาร  
Executive Director



**นางสาวสุริพร ธรรมวาทิต**  
**Ms. Suriporn Thammawatid**

กรรมการบริหาร  
Executive Director



**นายจุนอิจิ อิวะกะมิ**  
**Mr. Junichi Iwakami**

กรรมการบริหาร  
Executive Director



**นายคาซึมาซะ โอชิมะ**  
**Mr. Kazumasa Oshima**

กรรมการบริหาร  
Executive Director

### 7.4.2 Remuneration policy for executive directors and executives

The Company determines the remuneration of Executive Directors and the Managing Director to be appropriate, transparent, and aligned with the scope of their duties and responsibilities, as well as with both short-term and long-term performance. The remuneration comprises fixed components such as salary and benefits, and variable components based on performance, both in the short and long term. This structure is intended to incentivize sustainable organizational growth and is reviewed annually.

#### Performance Evaluation and Remuneration Determination Process

The Company has established a systematic process for evaluating the performance of Executive Directors and the Managing Director. The Board of Directors, together with the Personnel Management Committee ("PMC"), jointly sets key performance indicators (KPIs) that cover various aspects of organizational development, operational performance, management, and risk management. This includes the performance evaluation process and the remuneration structure.

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

### 7.4.3 Remuneration of executive directors and executives

#### Monetary remuneration of executive directors and executives

	2022	2023	2024
<b>Total remuneration of executive directors and executives (baht)</b>	54,023,468.36	49,312,116.77	46,362,568.36
Total remuneration of executive directors (baht)	12,590,000.00	7,840,000.00	4,170,000.00
Total remuneration of executives (baht)	41,433,468.36	41,472,116.77	42,192,568.36

#### Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	3,336,180.00	3,513,270.00	3,689,370.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	Yes	Yes	Yes

In addition to regular remuneration, the Company has implemented the Employee Joint Investment Program Phase 2 (EJIP 2) as a long-term incentive scheme for executive directors, senior management, and employees of AEON Thana Sinsap (Thailand) Public Company Limited and its subsidiaries in Thailand.

EJIP 2 is a five-year program running from 1 September 2024 to 31 August 2029, with both the Company and participating employees contributing a monthly amount to purchase the Company's shares. The contribution period for both the Company and participants spans three years (1 September 2024 to 31 August 2027), and the first investment date is scheduled for 5 October 2024.

The objectives of the program are as follows:

- To serve as a form of additional compensation to participating employees;
- To foster a sense of ownership and engagement in the business; and
- To motivate performance and support long-term retention of talent within the organisation.

The Company believes this program enhances employee loyalty and aligns their interests with long-term shareholder value creation.

## Outstanding remuneration or benefits of executive directors and executives

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

## 7.5 Information on employees

### Information on the company's employees

#### Employees

	2022	2023	2024
<b>Total employees</b> (persons)	4,030	3,927	4,078
Male employees (persons)	891	866	954
Female employees (persons)	3,139	3,061	3,124

#### Number of employees by position and department

##### Number of male employees by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	727	692	769
Total number of male employees in management level (Persons)	114	124	132
Total number of male employees in executive level (Persons)	50	50	53

##### Number of female employees by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	2,881	2,795	2,856
Total number of female employees in management level (Persons)	215	217	221
Total number of female employees in executive level (Persons)	43	49	47

#### Significant changes in the number of employees

Significant changes in number of employees over the past 3 : No  
Years

### Information on employee remuneration

#### Employee remuneration

	2022	2023	2024
<b>Total employee remuneration</b> (baht)	1,909,181,029.80	1,921,140,086.68	2,129,970,900.18
Total male employee remuneration (Baht)	556,612,545.13	560,099,150.64	624,624,897.41



	2022	2023	2024
Total female employee remuneration (Baht)	1,352,568,484.67	1,361,040,936.04	1,505,346,002.77

### Provident fund management policy

Provident fund management policy : Have

The company recognises the importance of long-term employee benefit plans to ensure financial security for staff after resignation or retirement. Accordingly, a provident fund has been established and registered under the name AEON. Investment information is provided through the company's internal system, allowing all employees convenient access to relevant details prior to making investment decisions.

The provident fund consists of contributions from both the company and employees. The company contributes between 3% and 15% of each employee's monthly basic salary, matched by an equal contribution from the employee. Out of a total of 3,925 employees, 2,581 have chosen to participate in the fund, representing 66% of the workforce.

### Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	2,653	2,628	2,581
Proportion of employees who are PVD members (%)	66.00	67.00	63.00
Total amount of provident fund contributed by the company (baht)	56,479,503.16	60,310,345.10	63,571,365.34

## 7.6 Other significant information

### 7.6.1 Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Sitthipong Kanaraksunti	sitthipongk@aeon.co.th	-

#### List of the company secretary

##### Qualifications of Company Secretary

- Possess fundamental knowledge of accounting, law and corporate-related regulations.
- Has knowledge and understanding of good corporate governance principles and best practices in governance.
- Has completed training courses relevant to the duties of a company secretary.

##### Duties and Responsibilities of Company Secretary

- Prepare and maintain the Company's documents, including:
  - The register of directors
  - Notices of Board of Directors' meetings, minutes of the Board of Directors' meetings and an annual report of the Company.
  - Notices of shareholders' meetings and minutes of shareholders' meetings.
- Maintain records of interest disclosures reported by directors or executives, and submit them to the Chairman of the Board and the Chairman of the Audit Committee.
- Perform other duties as assigned by the Board of Directors or as required by law.

The Company Secretary must perform his/her duties with responsibility, due care, and integrity, and must act in compliance with applicable laws, the Company's Objectives, Articles of Association, resolutions of the Board of Directors, and resolutions of the shareholders' meetings.

General information	Email	Telephone number
1. Ms. Supanee Asawasuwat	lr@aeon.co.th	-

#### List of the head of internal audit or outsourced internal auditor

##### Roles and responsibilities of the internal audit department

The Company has established an internal audit department as an independent unit and reports directly to the Audit Committee. The internal audit department is responsible for reviewing and evaluating the efficiency and effectiveness of the internal control system at both the company and process levels, as well as conducting risk assessments in terms of internal control and corporate governance of the Company, its subsidiaries and affiliates in the Company's group, as well as providing advice and recommendations on approaches aimed at adding value and improving the efficiency of operational control for the unit.

The Internal Audit Department will report the audit results and solutions to the Executive Board and the Audit Committee.

General information	Email	Telephone number
1. Ms. Kajohnporn Kiitisobhone	kajohnpornk@aeon.co.th	-

#### List of the head of the compliance unit

##### Roles and responsibilities of compliance unit

\_\_\_\_ The Compliance Unit is responsible for monitoring and evaluating the Company's operations to ensure compliance with applicable laws, regulations, and internal policies, as well as providing guidance to prevent compliance risks.

General information	Email	Telephone number
1. Mr. Alongkorn Sattabusaya	alongkornsa@aeon.co.th	-

### 7.6.2 Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
1. Ms. Supanee Asawasuwana	lr@aeon.co.th	023024721

### 7.6.3 Company's auditor <sup>(5)</sup>

Remark : <sup>(5)</sup> The audit fee for the fiscal year ended February 28, 2025 in an amount of 6,480,000 Baht which covers quarterly reviewed financial statements, yearly audited financial statements in an amount 6,170,000 Baht and one-time fee for the support of new report and testing system for the Expected Credit Loss model (ECL model) in an amount of 310,000 Baht, and out-of-pocket expenses in an amount not more than 500,000 Baht.

#### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone +66 2034 0000	6,170,000.00	Types of non-audit service: Special Purpose Audit Engagement  Details of non-audit service: J-SOX (Japanese version of Sarbanes-Oxley)  Amount paid during the fiscal year: 5,605,000.00 baht Amount to be paid in the future: 2,625,000.00 baht Total non-audit fee: 1,750,000.00 baht	1. Mrs. NISAKORN SONGMANEE Email: ctienpasertkij@deloitte.com License number: 5035  2. Mr. CHAVALA TIENPASERTKIJ Email: ctienpasertkij@deloitte.com License number: 4301  3. Mrs. DARUNEE CHANTRA Email: ctienpasertkij@deloitte.com License number: 8625  4. Ms. KORNTONG LUANGVILAI Email: ctienpasertkij@deloitte.com License number: 7210

#### Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone +66 2034 0000	1,690,000.00	<p>Types of non-audit service: (Engagement to Perform Agree-upon Procedures)</p> <p>Details of non-audit service: Subsidiaries' package</p> <p>Amount paid during the fiscal year: 595,000.00 baht Amount to be paid in the future: 1,195,000.00 baht Total non-audit fee: 100,000.00 baht</p>	<p>1. Mrs. NISAKORN SONGMANEE Email: ctienpasertkij@deloitte.com License number: 5035</p> <p>2. Mr. CHAVALA TIENPASERTKIJ Email: ctienpasertkij@deloitte.com License number: 4301</p> <p>3. Mrs. DARUNEE CHANTRA Email: ctienpasertkij@deloitte.com License number: 8625</p> <p>4. Ms. KORNTONG LUANGVILAI Email: ctienpasertkij@deloitte.com License number: 7210</p>

#### 7.6.4 Assigned personnel in case of a foreign company

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

## 8. Report on key operating results on corporate governance

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

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

The Company has set the criteria for the Board of Directors' meetings that the Board of Directors shall meet at least once every 3 months, with the Directors attending the Board of Directors' meetings at least 75 percent of the meetings throughout the year. The Company has set the meeting schedule of the Board of Directors and subcommittees in advance throughout the year, and may hold additional special meetings as appropriate. The important meeting agendas include the consideration of the Company's financial statements each quarter, as well as the consideration of important policies and the monitoring of the Company's performance. In addition, according to the Company's regulations, at a Board meeting, no less than half (1/2) of the total number of Directors must attend the meeting to form a quorum. However, in practice, when voting at a meeting, the quorum of the Board of Directors during the voting at the meeting is no less than 2/3 of the total number of Directors. The Company has been doing this for a long time by preparing a meeting invitation letter with the meeting agenda and documents for the Directors to consider at least 7 days in advance of the meeting, either electronically via email and/or specific documents upon request, which helps facilitate and reduces the use of a large number of meeting documents, so that the Directors have time to consider and study the meeting agenda and meeting documents.

At each meeting, minutes are recorded and a written meeting report is prepared, and the draft meeting report is presented to the Board for consideration before approval at the next meeting. In addition, the meeting minutes of the Board of Directors, which have been approved by the Board of Directors, have been kept for inspection by the Board of Directors and relevant agencies.

In 2024, the Company held regular Board of Directors meetings every month, totaling 12 times, with all directors attending more than 75 percent of the Board of Directors' meetings throughout the year, in accordance with the principles of corporate governance for listed companies.

In addition, the Board of Directors has been acknowledged of the vision/mission/strategy and communicated it to employees through the Company's annual Policy Meeting.

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

##### Information about the selection of the board of directors

#### List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Tomoyuki Mitsufuji	Chairman of the board of directors (Non-executive directors)	21 Jun 2024	Finance, Business Administration, Banking, Finance & Securities, Risk Management
Mr. Toshiya Shimakata	Vice-chairman of the board of directors (Executive Directors)	21 Jun 2024	Sustainability, Leadership, Strategic Management, Risk Management, Data Management

#### List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Ms. Chularat Suteethorn	Director (Non-executive directors, Independent director)	21 Jun 2024	Economics, Audit, Finance, Banking, Accounting

## Selection of independent directors

### Criteria for selecting independent directors

The selection of independent directors shall be carried out by the Board of Directors, who shall consider candidates possessing appropriate qualifications based on criteria, and propose their appointment for approval at the shareholders' meeting.

The Company has established criteria for the selection of independent directors, taking into consideration the knowledge, abilities, experience, and qualifications suitable for the position. Independent directors must possess the qualifications as prescribed by the Notification of the Capital Market Supervisory Board regarding the offering of securities and the qualifications of independent directors, as well as those stipulated in the Company's Board of Directors Charter. The key qualifications of independent directors include:

- Hold no more than 1 percent of the total number of all shares with voting rights of the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company. This is inclusive of the shares held by any related person of such independent director.
- Is not or was not involved in the management, employee, staff, advisor with regular salary, or controlling person of the Company, the parent company, a subsidiary company, an associated company, a subsidiary company in the same level, a major shareholder or a controlling person of the Company unless the foregoing status has ended no less than 2 years prior to the date of his/her appointment. Such status excludes where the independent director used to be a governmental officer or an advisor of the government authority, which is major shareholder or controlling person of the Company.
- Is not related by blood or legal registration as a father, mother, spouse, sibling or child, including spouse of a child, other directors, executives, major shareholder, controlling person or person to be nominated as director, executive or controlling person of the Company or a subsidiary company.
- Have no or never had business relationship with the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company which may impede his/her independent judgment, and is not or never be a significant shareholder or controlling person of any person having a business relationship with the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company unless the foregoing relationship has ended no less than 2 years prior to the date of his/her appointment. The "business relationship" mentioned above includes any normal business transaction, rent or lease of immovable property, transaction relating to assets or services, or granting or receipt of financial assistance through receiving or extending loans, guarantees, providing assets as collateral, and any other similar actions which result in the Company or the counterparty being obligated to pay to the other party no less than 3 percent of the net tangible assets of the Company or Baht 20 million, whichever is lower. The value of the business relationship shall be determined using the calculation method for determining the value of connected transactions stipulated by the Capital Market Supervisory Board *mutatis mutandis*. The value of obligation shall include any obligations occurred during the period of 1 year preceding the date of the business relationship with the same entity or person.
- Is not or never been an auditor of the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company, and not being a significant shareholder, a controlling person, or a partner of an audit firm which employs auditors of the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company unless the foregoing status has ended no less than 2 years prior to the date of his/her appointment.
- Is not or never been a professional service provider, including legal advisor or financial advisor who receives service fee exceeding Baht 2 million from the Company, the parent company, a subsidiary company, an associated company, a major shareholder or a controlling person of the Company, and not being a significant shareholder, a controlling person or a partner of the said professional service provider unless the foregoing status has ended no less than 2 years prior to the date of his/her appointment.
- Is not a director appointed as a representative of the director of the Company, a major shareholder, or a shareholder related to major shareholder.
- Not operate a business of the same nature and in competition with the Company or a subsidiary company and not being a significant partner of a partnership, or executive director, employee, staff, advisor with regular salary, or hold shares more than 1 percent of the total number of all shares with voting rights of any other companies operating the business of the same nature and in competition with the Company or a subsidiary company.
- Have no other characteristics that prohibit the expression of independent opinion towards the Company's business operation.

## Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No  
directors over the past year

## Selection of directors and the highest-ranking executive

The Company has established a transparent and accountable process for the nomination of directors and senior management, ensuring that individuals selected possess qualifications appropriate to their roles in corporate governance and management.

## Method for selecting directors and the highest-ranking executive

### Nomination Guidelines and Criteria for Board of Directors and the Highest-Ranking Executive

The Company has established a nomination and appointment approach that aligns with its business strategy and long-term sustainable growth objectives. Directors and the highest-ranking executive nominated for appointment are expected to possess the appropriate qualifications in terms of integrity, ethics, knowledge, skills, and specific experience relevant to the business context at the time. These may include expertise in areas such as finance, information technology, risk management, credit and debt administration, corporate governance, as well as a sound understanding of macroeconomic conditions and applicable regulations.

The nomination and remuneration process for directors is conducted under the principles of good corporate governance, subject to consideration and approval by the Board of Directors. The Human Resources Department is assigned to act as an advisor in this process, providing strategic insights, assessing the suitability of candidates, and offering recommendations regarding fair and appropriate remuneration structures.

### Nomination and Appointment Process for New Directors

Although the Company has not established a dedicated Nomination and Remuneration Committee, it has implemented a structured process for the nomination and appointment of new directors in accordance with good corporate governance principles. The Board of Directors evaluates the necessity for new appointments and identifies qualified candidates, including those nominated by shareholders. Consideration is given to the candidate's knowledge, capabilities, and skills in alignment with the Company's strategic direction, as well as the Board's skill diversity (Board Skill Matrix).

The Human Resources Department is responsible for compiling candidate information, conducting preliminary qualification checks, and presenting a shortlist of suitable candidates along with justifications for the Board's consideration. The nominated individual is then submitted to the shareholders' meeting for approval in accordance with applicable legal requirements.

The entire process is carried out with prudence, transparency, and fairness to ensure that the Board is composed of individuals best suited to uphold effective governance and drive sustainable corporate growth.

### Nomination and Appointment Process of the Highest-Ranking Executive

The nomination of the highest-ranking executive is overseen by the Company's Human Resources Department, which conducts the recruitment process in a clear, transparent, and fair manner. Candidates are evaluated based on their qualifications, knowledge, skills, company's skill matrix and experience relevant to the position. The selection process also aligns with the Company's strategic objectives and other applicable criteria to ensure that the appointed the highest-ranking executive are capable of driving sustainable growth for the organisation.

Method for selecting persons to be appointed as : No  
directors through the nomination committee

Method for selecting persons to be appointed as the : No  
highest-ranking executive through the nomination  
committee

## Number of directors from major shareholders

Number of directors from each group of major : 3  
shareholders over the past year (persons)

## Rights of minority shareholders on director appointment

The Company recognises the importance of shareholders' rights and promotes good corporate governance by adhering to the principles of fairness and equality for all shareholders. This ensures that shareholders can trust the Company to operate with transparency and accountability to all stakeholders.

With regard to the nomination of directors, the Company provides an opportunity for minority shareholders to participate in setting the Company's direction by proposing agenda items and nominating individuals for consideration as directors in the Annual General Meeting of Shareholders (AGM) in advance, in accordance with the relevant laws and the Company's prescribed criteria and procedures.

The Company announces the opportunity for shareholders to propose agenda items and nominate candidates for directorship through the website of the Stock Exchange of Thailand and the Company's website. The announcement includes the qualifications of eligible shareholders, criteria, procedures, and specified timeframes, clearly stated to ensure that shareholders can exercise their rights conveniently and equally.

For the 2024 AGM, the Company allowed shareholders to exercise these rights in advance from 30 November 2023 to 29 February 2024. For the 2025 AGM, shareholders were allowed to submit their proposals from 29 November 2024 to 28 February 2025. However, no shareholders proposed any agenda items or nominated any individuals for consideration as directors.

The voting procedure at the AGM grants shareholders voting rights equivalent to the number of shares held, with one share equal to one vote. For the agenda concerning the election of directors, the Company arranges for voting on an individual basis and announces the results of the vote for each director individually.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

## Information on the development of directors

### Director Development Policy

The Company regularly sets up education and training programs for directors and independent directors, emphasizing on corporate governance, management strategy, risk management, internal control and compliance with regulations, for the purpose of providing necessary knowledge to directors, including independent directors, so that they have appropriate knowledge and information necessary for performing their duties and responsibilities.

In addition, the Company also provides an initial orientation for independent directors upon their appointment to provide necessary information, such as knowledge related to the business.

During their tenure, for continuous self-development, the Board of Directors and independent directors can regularly attend seminars/training courses related to the development of knowledge and ability to perform their duties as directors (both domestically and internationally), including attending meetings with the Thai Institute of Directors Association, the Stock Exchange of Thailand, and the Securities and Exchange Commission.

### Development of directors over the past year



## Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. Tomoyuki Mitsufuji Chairman of the board of directors	Non-participating	-
2. Mr. Toshiya Shimakata Vice-chairman of the board of directors	Non-participating	-
3. Mrs. Suporn Wattanavekin Director	Non-participating	Thai Institute of Directors (IOD) • 2002: Director Certification Program (DCP)
4. Mr. Nuntawat Chotvijit Director	Non-participating	-
5. Ms. Suriporn Thammawatid Director	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Certification Program (DCP)
6. Mr. Kazumasa Oshima Director	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Certification Program (DCP)
7. Mr. Junichi Iwakami Director	Non-participating	-
8. Mr. Chatchaval Jiaravanon Director	Non-participating	Thai Institute of Directors (IOD) • 2008: Director Accreditation Program (DAP) Other • 2016: Corporate Governance for Capital Market Intermediaries (CGI)
9. Mr. Sucharit Koontanakulvong Director	Participating	Thai Institute of Directors (IOD) • 2013: Director Certification Program (DCP) Other • 2024: Empowering Boards: Enhancing Governance, Standards, and Financial Insights

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. Mongkon Laoworapong Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2024: Director's Guide to Legal Obligations and Duties (DLD)</li> <li>• 2023: Director Leadership Certification Program (DLCP)</li> <li>• 2023: Risk Management Program for Corporate Leaders (RCL)</li> <li>• 2021: Ethical Leadership Program (ELP)</li> <li>• 2012: Successful Formulation &amp; Execution of Strategy (SFE)</li> <li>• 2007: Advanced Audit Committee Program (AAP)</li> <li>• 2007: Director Certification Program (DCP)</li> <li>• 2004: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2023: Refreshment Training Program (RFP)</li> <li>• 2018: Boardroom Success through Financing and Investment (BFI)</li> <li>• 2013: Chartered Director Class (CDC)</li> <li>• 2013: How to Measure the Success of Corporate Strategy (HMS)</li> <li>• 2008: Monitoring the Internal Audit Function (MIA)</li> </ul>
11. Mr. Ittinant Suwanjutha Director	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul>
12. Mr. Ryuichi Hasuo Director	Non-participating	-
13. Ms. Chularat Suteethorn Director	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2020: Risk Management Program for Corporate Leaders (RCL)</li> <li>• 2012: Advanced Audit Committee Program (AAP)</li> <li>• 2012: Role of the Chairman Program (RCP)</li> <li>• 2006: Director Certification Program (DCP)</li> <li>• 2005: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2015: Role of the compensation Committee (RCC)</li> <li>• 2006: Finance for Non-Finance Director (FN)</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

#### Performance Evaluation of the Board of Directors (as a Board)

The Company has determined to evaluate the performance of the Board of Directors as a whole at least once a year using a self-assessment form, which has been designed to cover roles, duties, responsibilities, and operations in accordance with the principles of good corporate governance, as a tool for developing the Board of Directors' work to be more efficient. The scoring criteria are set at 5 levels.

The assessment topics cover the following key issues:

- (1) Roles, duties, and composition of the Board of Directors
- (2) Operation of the Board of Directors' meetings
- (3) Decision-making process
- (4) Relationship with auditing institutions
- (5) Others (relationship with investors, etc.)

#### Managing Director Performance Evaluation

Performance evaluation is based on key performance indicators (KPIs) in finance, management, and organizational leadership, with the aim of reflecting the organization's efficiency in driving the organization in accordance with the specified strategies and goals.

The evaluation topics cover the following key issues:

(1) Performance results, such as the company's total revenue, net profit, annual plan success rate, risk management, and complaints

(2) Skills and expertise consistent with the company's operations and the board's skills and expertise

## Evaluation of the duty performance of the board of directors over the past year

### Overview of the performance evaluation of the Board

The Board of Directors has fulfilled its duties in accordance with its defined authority, demonstrating responsibility, transparency, and adherence to good corporate governance principles. The Board plays a clear role in setting the company's strategic direction, reviewing key policies, and overseeing management performance effectively.

The Board conducts meetings regularly and efficiently, with decision-making processes based on adequate and well-considered information. It maintains appropriate relationships with audit-related bodies and places importance on the interests of stakeholders, including investors.

## 8.1.2 Meeting attendance and remuneration payment to each board member

### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors <sup>(6)</sup>

Number of the board of directors meeting over the past : 12  
year (times)  
Date of AGM meeting : 21 Jun 2024  
EGM meeting : No

#### Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. Tomoyuki Mitsufuji (Chairman of the board of directors)	9	/	9	0	/	0	N/A	/	N/A
2. Mr. Toshiya Shimakata (Vice-chairman of the board of directors)	9	/	9	0	/	0	N/A	/	N/A
3. Mrs. Suporn Wattanavekin (Director)	12	/	12	1	/	1	N/A	/	N/A
4. Mr. Nuntawat Chotvijit (Director)	12	/	12	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
5. Ms. Suriporn Thammawatid (Director)	12	/	12	1	/	1	N/A	/	N/A
6. Mr. Kazumasa Oshima (Director)	12	/	12	1	/	1	N/A	/	N/A
7. Mr. Junichi Iwakami (Director)	12	/	12	1	/	1	N/A	/	N/A
8. Mr. Chatchaval Jiaravanon (Director)	9	/	12	1	/	1	N/A	/	N/A
9. Mr. Sucharit Koontanakulvong (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
10. Mr. Mongkon Laoworapong (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
11. Mr. Ittinant Suwanjutha (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
12. Mr. Ryuichi Hasuo (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
13. Ms. Chularat Suteethorn (Director, Independent director)	9	/	9	0	/	0	N/A	/	N/A

Remark : <sup>(6)</sup>

1. Fiscal year 2024 of AEON Thana Sinsap (Thailand) Public Company Limited, from 1 March 2024 to 28 February 2025
2. Mr. Tomoyuki Mitsufuji was appointed to the position of director on 21 June 2024.
3. Mr. Toshiya Shimakata was appointed to the position of director on 21 June 2024.
4. Ms. Chularat Suteethorn was appointed to the position of director on 21 June 2024.

## Remuneration of the board of directors

### Types of remuneration of the board of directors

#### Director's Remuneration

The determination of the Company's directors' remuneration is not conducted through a remuneration committee, as the Company has not yet established such a committee. Nevertheless, the Board of Directors, together with the Human Resources

management team, annually reviews and considers the directors remuneration to ensure that it remains appropriate and commensurate with the scope of their duties and responsibilities. The proposed remuneration is subsequently submitted to the shareholders for approval each year.

#### Criteria for Directors' Remuneration

The Company determines directors' remuneration based on the principles of appropriateness, fairness, and alignment with the roles, duties, and responsibilities of each category of director, including non-executive directors, independent directors, and directors serving on various sub-committees. In setting the remuneration, the Company takes into account the level of responsibility, expertise, and time commitment required for the role, as well as prevailing market practices within the same industry, and the Company's overall performance and size.

#### Directors' remuneration is classified into two categories:

1. Annual Retainer: Remuneration for holding a director position and attending meetings of the Board of Directors and its sub-committees.
2. Annual Bonus: Remuneration based on the Company's performance.

### Remuneration of the board of directors <sup>(7)</sup>

#### Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. Tomoyuki Mitsufuji (Chairman of the board of directors)			N/A		N/A
Board of Directors	N/A	N/A	N/A	No	
2. Mr. Toshiya Shimakata (Vice-chairman of the board of directors)			N/A		N/A
Board of Directors	N/A	N/A	N/A	No	
Executive Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
3. Mrs. Suporn Wattanavekin (Director)			1,230,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	N/A	1,230,000.00	1,230,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>4. Mr. Nuntawat Chotvijit (Director)</b>			<b>1,040,000.00</b>		<b>N/A</b>
Board of Directors	N/A	1,040,000.00	1,040,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>5. Ms. Suriporn Thammawatid (Director)</b>			<b>820,000.00</b>		<b>N/A</b>
Board of Directors	N/A	820,000.00	820,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>6. Mr. Kazumasa Oshima (Director)</b>			<b>710,000.00</b>		<b>N/A</b>
Board of Directors	N/A	710,000.00	710,000.00	No	
Executive Committee	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainability Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>7. Mr. Junichi Iwakami (Director)</b>			<b>370,000.00</b>		<b>N/A</b>
Board of Directors	N/A	370,000.00	370,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>8. Mr. Chatchaval Jiaravanon (Director)</b>			<b>2,512,000.00</b>		<b>N/A</b>
Board of Directors	1,992,000.00	520,000.00	2,512,000.00	No	
<b>9. Mr. Sucharit Koontanakulvong (Director)</b>			<b>3,231,000.00</b>		<b>N/A</b>
Board of Directors	N/A	450,000.00	450,000.00	No	
Audit Committee	2,781,000.00	N/A	2,781,000.00	No	
<b>10. Mr. Mongkon Laoworapong (Director)</b>			<b>2,553,000.00</b>		<b>N/A</b>
Board of Directors	N/A	450,000.00	450,000.00	No	
Audit Committee	2,103,000.00	N/A	2,103,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>11. Mr. Ittinant Suwanjutha (Director)</b>			<b>2,374,000.00</b>		<b>N/A</b>
Board of Directors	N/A	400,000.00	400,000.00	No	
Audit Committee	1,974,000.00	N/A	1,974,000.00	No	
<b>12. Mr. Ryuichi Hasuo (Director)</b>			<b>2,193,000.00</b>		<b>N/A</b>
Board of Directors	1,743,000.00	450,000.00	2,193,000.00	No	
<b>13. Ms. Chularat Suteethorn (Director)</b>			<b>916,666.67</b>		<b>N/A</b>
Board of Directors	916,666.67	N/A	916,666.67	No	
<b>14. Mr. Katsushi Iwamoto (Member of the subcommittee)</b>			<b>N/A</b>		<b>N/A</b>
Sustainability Committee	N/A	N/A	N/A	No	
<b>15. Mr. Amorn Jirachaprasit (Member of the subcommittee)</b>			<b>N/A</b>		<b>N/A</b>
Sustainability Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
<b>16. Mr. Alongkorn Sattabusaya (Member of the subcommittee)</b>			<b>N/A</b>		<b>N/A</b>
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	



Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
17. Mr. Yoshiyuki Matsuoka (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
18. Mr. Witchasorn Suwannakindra (Member of the subcommittee)			N/A		N/A
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
19. Ms. Supanee Asawasuan (Member of the subcommittee)			N/A		N/A
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
20. Ms. Gritsla Kommongkol (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
21. Mrs. Chittiporn Inoue (Member of the subcommittee)			N/A		N/A
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>22. Mr. Hideki Tsukada</b> (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
<b>23. Mr. Manavudhi Mingvanich</b> (Member of the subcommittee)			N/A		N/A
Compliance Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>24. Mr. Tawatchai Peechapat</b> (Member of the subcommittee)			N/A		N/A
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
<b>25. Ms. Nadanong Chompong</b> (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
26. Mr. Sitthipong Kanaraksunti (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
27. Mr. Kosei Yahiro (Member of the subcommittee)			N/A		N/A
Risk Management Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
28. Mr. Veerawat Hongsitthiwong (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
29. Ms. Ariya Lertsatira (Member of the subcommittee)			N/A		N/A
Risk Management Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
30. Mr. Jakkapan Kittananun (Member of the subcommittee)			N/A		N/A
Risk Management Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainability Committee	N/A	N/A	N/A	No	
31. Mr. Taveesak Phrusukarn (Member of the subcommittee)			N/A		N/A
Risk Management Committee	N/A	N/A	N/A	No	
Compliance Committee	N/A	N/A	N/A	No	
Sustainability Committee	N/A	N/A	N/A	No	
32. Ms. Janejira Sirithamsakda (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
33. Ms. Natticha Khupiateng (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
34. Mr. Peeravich Pasuthip (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	
35. Mrs. Supaporn Threeravachirakun (Member of the subcommittee)			N/A		N/A
Sustainability Committee	N/A	N/A	N/A	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	4,651,666.67	6,440,000.00	11,091,666.67
2. Audit Committee	6,858,000.00	N/A	6,858,000.00
3. Executive Committee	N/A	N/A	N/A
4. Compliance Committee	N/A	N/A	N/A
5. Sustainability Committee	N/A	N/A	N/A
6. Risk Management Committee	N/A	N/A	N/A

Remark : <sup>(7)</sup> 1. The Column titled " Meeting Allowance" in the above table refers to an annual fixed remuneration, as the Company determines directors' composition on a yearly basis, regardless of the number of meetings attended.  
2. Bonus is calculated based on the Company's performance 2023  
3. Directors from AEON Financial Service do not have any remuneration from the Company

## Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00  
board of directors over the past year  
(Baht)

## 8.1.3 Supervision of subsidiaries and associated companies

### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and associated : Yes  
companies

Mechanism for overseeing management and taking : The appointment of representatives as directors, executives, or controlling  
responsibility for operations in subsidiaries and persons in proportion to shareholding, The determination of the scope of  
associated companies approved by the board of duties and responsibilities of directors and executives as company  
directors representatives in establishing important policies, Disclosure of financial  
condition and operating results, Transactions between the company and  
related parties, Other significant transactions, Acquisition or disposal of  
assets, Internal control system of the subsidiary operating the core business  
is appropriate and sufficient in the subsidiary operating the core business

The Company has established mechanisms for supervising its subsidiaries and associates to ensure effective management, operational alignment, and the protection of the Company's interests. Representatives from the Company are appointed to serve in executive positions within subsidiaries to oversee operations in line with the Company's policies and direction. In addition, the Company has implemented oversight mechanisms through the disclosure of financial information and related party transactions with subsidiaries, in compliance with applicable disclosure rules and relevant regulations. Regular executive committee meetings are held to report operational performance to the Board of Directors.

Furthermore, the Company has appointed directors and executives to serve as directors in subsidiaries (as detailed in Attachment 1), with such appointments approved by the Board of Directors. Should these directors or executives cease to hold office in the subsidiaries, the Board will consider the appointment of successors to safeguard the Company's interests in each case as appropriate.

Significant transactions, such as related party transactions, the acquisition and disposition of assets, and information disclosure, are jointly reviewed and approved by the Board of Directors and the Audit Committee. The Company ensures that such

transactions are disclosed to the public through the Stock Exchange of Thailand's website upon receiving approval from the Board of Directors.

#### 8.1.4 The monitoring of compliance with corporate governance policy and guidelines

The Company has established a system for monitoring and evaluating the performance of the Board of Directors, executives and employees to be in line with the policies and practices of good corporate governance continuously. The roles, duties and responsibilities are clearly defined, and an internal audit unit is established to report directly to the Audit Committee so that the performance can be independently and systematically reviewed.

In addition, the Company promotes the review and improvement of policies and practices to keep up with changes in the Company's business, laws and regulations of regulatory agencies. The monitoring of compliance with these policies is considered an important mechanism to build confidence among stakeholders and support sustainable growth of the organization.

In the fiscal year 2024, the Company did not violate any regulations of any regulatory agency and did not commit any offense or violate any law to the extent of receiving civil or criminal penalties.

### Prevention of conflicts of interest

#### Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes  
interest over the past year

The Company sets up the following policies to prevent conflict of interest;

- **Measures to prevent structural conflicts of interest**

- The Company has arranged a transparent and clear management structure in the shareholding structure and investment in subsidiaries or associated companies.

- **Measure to inspect and report connected transactions**

- The Company has established measures for related transactions between the Company and persons who may have conflict of interest that the executives or related persons will not be able to take part in approving such transactions. In addition, the Company has arranged for the Audit Committee to consider and give opinions on the transactions between the Company and related persons which is disclosed in the connected transactions.

- **Measure to prevent the conflict of interest by rules and regulations of the company**

- The Company has established "Rules and regulations of entertainment and gift exchanging" for employees at all levels to be aware of the principles, terms of accepting gifts and hospitality for customers. Such rules and regulations shall be regarded as part of this anti-corruption policy as well and disclosed in the Anti-Corruption Policy.

- **Board of director meetings voting policy**

- Directors who have a conflict of interest in any matter will not have the right to vote on that matter.

#### Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

### Prevention of the use of inside information to seek benefits

#### Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes

inside information to seek benefits over the past year

The Company has established measures to prevent the directors and executives to exploit the Company's inside information for their own benefit;

- **Insider Trading Policy**

- The directors or executive officers, including his/her spouse and minor child, shall not use any inside information for the buying, selling, transferring or acceptance of transfer of the Company's securities before the disclosure of such information to the public or before the disclosure of financial statement of the company to the public. The period in which the purchase, sale, transfer or acceptance of transfer of the Company's securities is controlled, i.e. the period in which the Company's securities price may be affected by activities such as the disposing of assets, opening a new business or new product, etc., and the period from closing the financial statements to submitting financial statements to the SET and the SEC, which is not more than 45 days for quarterly financial statements and not more than 60 days for annual financial statements. In addition, after the disclosure of the information, the above-mentioned person should not buy or sell (not less than 24 hrs.) securities until the public has received such information and had an opportunity to evaluate it thoroughly.

- The Company restricts employee's access rights to the data layer to prevent access to information that may be sensitive and affect the price of the Company's securities based on Need-to-know Basis.

- The Company has set prohibitions on the use of inside information for personal benefits and communicated to all employees including clear legal penalties.

- The Company has set a Blackout Period during appropriate timing.

- **Measures for reporting of holdings and changes in securities holdings**

- The Company complies with the provisions of the Securities Act and announcements of the Securities and Exchange Commission ("SEC") and related announcements from the Capital Market Supervisory Board regarding the preparing, disclosing and submitting reports on holdings and changes in securities holdings of the Company's board of directors, executives, including management positions in the accounting or finance fields who are department managers or equivalent, their spouses and children who minor within the specified period to the Office of the Securities Commission and the Stock Exchange ("SEC Office").

- The Company discloses the shareholdings of directors and executives, both direct and indirect, clearly separated, disclosing the number of shares held at the beginning of the year and which were traded during the year and report to the board meeting on annual basis.

- The Company shall notify the directors and executive officers who have responsibilities to report the possession of the securities by himself/herself, his/her spouse and his/her minor child that when the directors or executive officers including their spouse or their minor child buy, sell, transfer or accept transfer of the securities of the Company, they have duties to submit the reports of securities holding in accordance with the rules, conditions and procedures specified in the notification of the Capital Market Supervisory Board.

- **Measures for preparing reports on interests**

- To comply with Section 89/14 of the Securities Act, the Company requires directors and executives to report their interests related to the management of the company's or subsidiary's business or those of related persons to the Company, in accordance with the rules, conditions and procedures announced by the Capital Market Supervisory Board.

- The Company Secretary submits a copy of the report to the Chairman of the Board and the Chairman of the Audit Committee according to the criteria stipulated by the Securities Act Section 89/16 and the Stock Exchange and reports every time there is a change in order for the Audit Committee to consider the risk of conflicts of interest of persons who may have conflicts according to the SEC announcement.

- **Measure to establish information technology and data security**

- The Company has established IT Steering Committee (ITSC) to promote, supervise and manage the use of information technology system and the IT security system to prevent the leakage of inside information or damage that may occur to the data. The Company also implements and complies the standard system ISO27001:2022 (Information Security, cybersecurity and privacy protection – Information security management system) that the International Organization for Standardization (International Organization for Standardization, abbreviated as ISO) officially in October 2022, which was modified from ISO27001:2013.

In the fiscal year 2024, it was not found that the directors and executives traded securities during the period that the company has specified to suspend trading.

## Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

## Anti-corruption action

### Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes  
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company is against and does not accept corruption in any form. The Company has prescribed anti-corruption procedures for its activities to comply with this policy and will regularly review that these procedures comply with the relevant laws and maintain the Company's reputation. All the employees, affiliates and parties involved with the Company must strictly comply with this policy.

Executive Committee is responsible for determining the policies, monitoring and forming an effective system supporting anti-corruption, emphasize on anti-corruption, and cultivate anti-corruption mindset as the Company's culture.

1. The Company has a policy to conduct business in good faith with honesty, transparency and ethical principles by focusing on fostering the attitude among its employees to oppose, correct and be responsible for corruption issues, including communicating the knowledge, understanding to all employees and performing tasks honestly and in accordance with the policy.
2. The Company does not accept any corruption activity which may be an offence under the law and is committed to conduct business with integrity, honesty, and fairness according to the Company's commitment to prescribe and enforce effective anti-corruption measures.
3. The Company will cooperate and support anti-corruption activities by promoting and participating in monitoring, auditing and having mechanism to monitor and control the exercise of power to be appropriate, transparent and efficient as well as to act in compliance with the anti-corruption laws.
4. The Company shall set the standard for the investigation procedure for trials to be effective and in compliance with the operation of the appointment of the Disciplinary Working Team, and operation for appointment of the Disciplinary Working Team for Fraud Case which are considered part of this policy.

#### Internal Communication

The Company has established channels for communicating the policy and procedures regarding anti-corruption policy including the approval process, the practice for avoiding or denying corrupt behavior. The Company provides various channels for reporting corruption information, complaints or suggestions within the Company; for example, via the intranet within the organization, email, new employee orientation program in order to give employees a better understanding of the anti-corruption policy.

#### Whistleblower Protection

1. The Company encourages and is open to employees to report actual offenses under this policy, even if it is found later that such report is based on a misunderstanding. The company has no policy to demote, punish or cause negative effect on employee who refuses to commit corruption, even if such action will cause the Company to lose a business opportunity.
2. The company promises that no employee shall be adversely affected by the denial of participation in corruption, including well-intention reporting of suspicious behavior of bribery, or other fraud that occurs or may occur in the future.
3. If an employee is subject to unfavorable treatment due to whistle blowing. He/She must report such treatment immediately to the supervisor, senior management of the department /or supervisor in the line of work.



## Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes  
procedures over the past year

AEON Thana Sinsap (Thailand) Public Company Limited has established a whistleblowing system as a channel for receiving reports or complaints regarding misconduct, non-compliance with internal policies, rules and regulations, or the AEON Code of Conduct, including any inappropriate or unethical behaviour within the organisation. The objective is to enable early detection of issues, allow for appropriate remedial actions, and prevent future occurrences.

Examples of reportable misconduct include:

- Non-compliance with internal policies or regulations
- Collusion with conflicting businesses
- Breach of trust or ethics
- Violation of the AEON Code of Conduct
- Breach of working rules and regulations
- Power harassment or sexual harassment
- Insider trading

#### Whistleblowing Channels

Reports can be submitted to the following designated contacts: the Managing Director, the Director in charge of Legal, the Director or representative responsible for Corporate Governance, the person in charge of compliance, or an independent legal counsel.

Internal Whistleblower: All employees may report via the internal whistleblowing channel.

External Whistleblower:

1) Send a letter to: Whistleblowing Helpdesk Team

AEON Thana Sinsap (Thailand) Public Company Limited

388 Exchange Tower, 26th Floor, Sukhumvit Rd., Khwaeng Klongtoey, Khet Klongtoey, Bangkok 10110

2) Email: report\_aeonglobal@yglpc.com

The Company is committed to conducting its business with honesty, transparency, and integrity. In support of this commitment, the whistleblowing system is open to all stakeholders who may report any concerns relating to suspected misconduct, fraud, corruption, or violations of laws, regulations, or internal company policies.

#### Investigation and Confidentiality

Upon receiving a whistleblowing report or complaint, the Company will proceed with a formal investigation process in accordance with its internal procedures. All reports are documented and reviewed systematically.

The Company places utmost importance on maintaining the confidentiality of whistleblowers. The identity of the whistleblower or complainant will not be disclosed unless consent is given or disclosure is required by law. All information received will be securely stored, and access will be restricted only to those directly involved in the investigation process. This ensures that whistleblowers are protected from retaliation or any adverse consequences arising from their good-faith reporting.

## Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	44	62	44

#### Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Mar 2024 - Feb 2025	<p><b>Case or issue</b></p> <p>In the past year, the Company received whistleblowing reports and complaints through the established channels. The main issues reported were:</p> <ul style="list-style-type: none"> <li>-Non-compliance with operational procedures</li> <li>-Human resource management</li> <li>-Workplace environment</li> </ul> <p><b>Topics or issues about</b></p> <p>Safety and occupational health at work</p> <p><b>Investigation results</b></p> <p>The Company conducted a thorough investigation into all complaints and whistleblowing reports received during the past year, in accordance with established procedures. The process was carried out based on principles of fairness, confidentiality, and non-disclosure of whistleblower identities. The investigation results indicated that all cases were successfully reviewed and closed. The Company took action in accordance with its relevant internal policies and regulations to ensure appropriate resolution of each matter and to prevent recurrence in the future.</p> <p><b>Corrective actions</b></p> <p>The Company took corrective actions in accordance with its policies, including disciplinary measures, process improvements, and remedies for affected parties.</p>	Incident no longer subject to action

#### The monitoring of compliance with other corporate governance policy and guidelines

- In fiscal year 2024, the Company has no news/no cases in which the Company's directors were fined, accused or had civil action taken by regulatory agencies (e.g. SEC, SET or NACC) regarding fraudulent misconduct.
- In fiscal year 2024, the Company has no cases in which independent directors/non-executive directors resigned due to issues regarding the Company's corporate governance or no cases in which the entire Audit Committee/independent committee resigned.
- In fiscal year 2024, the Company has no cases in which the Company's directors committed misconduct due to ethical issues that violate the rules and regulations, which are serious offenses, and were considered by regulatory agencies.
- In the fiscal year 2024, it was not found that the directors and executives traded securities during the period that the company has specified to suspend trading.

## 8.2 Report on the results of duty performance of the audit committee in the past year

### 8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 10

List of directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. Sucharit Koontanakulvong (Chairman of the audit committee)	10	/	10
2 Mr. Mongkon Laoworapong (Member of the audit committee)	10	/	10
3 Mr. Ittinant Suwanjutha (Member of the audit committee)	10	/	10

### 8.2.2 The results of duty performance of the audit committee

The Board of Directors appointed the Audit Committee to be responsible for audit and corporate governance. The Audit Committee's main duty is to support the Board of Directors to transparently perform their roles and responsibilities in accordance with the policy of the Board of Directors. The supporting would be consisted of 1) Ensuring the Accuracy of Financial Report 2) Ensuring the Sufficient and effectiveness of Risk Assessment and Internal Control are implemented 3) Monitoring on the compliance with laws and relevant regulations 4) To consider External Auditors' qualification and Independency 5) To consider reasonable of Related Transactions, which are in accordance with the Audit Committee Charter or Policy of the Audit Committee.

The Audit Committee plays a vital role in overseeing the company's internal audit operations by reviewing audit results from both subsidiaries and the company's own operations. Emphasis is placed on compliance with regulations, good corporate governance practices, relevant laws, and internal control systems that are adequate and appropriate. These efforts aim to sustainably enhance the company's value while considering the interests of all stakeholders.

#### Summary of the Audit Committee's Responsibilities

##### 1. Review of Financial Reports

The Audit Committee reviewed the company's quarterly and annual financial statements together with the external auditor, the internal audit department, and management (as necessary). It also considered the appointment of the external auditor, with a strong focus on audit independence. The Committee reviewed the accuracy of financial reporting, significant accounting adjustments, accounting practices, and adequacy of disclosures. These actions are taken to ensure the company's financial statements comply with legal requirements and generally accepted accounting principles.

##### 2. Evaluation of Internal Control Effectiveness

The Audit Committee regularly assessed the adequacy and appropriateness of internal control systems in collaboration with the internal audit department. This included reviewing operational controls to ensure they align with the company's policies and comply with applicable laws and regulations. Evaluations were conducted based on risk assessments across different departments. In the 2024 annual internal control assessment, conducted under the guidelines of the Securities and Exchange Commission (SEC), no significant deficiencies were identified.

##### 3. Review of Governance Processes

To ensure good corporate governance on operation, the Audit Committee utilized internal audit results as a tool for monitoring the company's operations. The review encompassed internal control systems and compliance with relevant laws and regulations. The Committee also oversaw related party transactions or those that may involve conflicts of interest within the AEON Group.

##### 4. Oversight of Internal Audit Operations

The Audit Committee considered the Internal Audit Plan either short-term (1-year) or long-term (3-year). Additionally the Audit Committee also continuously follow up progression of operation, including audit results, audit recommendations, corrective

actions, and preventive measures by relevant departments. The Audit Committee also evaluated the adequacy of resources within the internal audit Department and regularly assessed the performance of the Head of Internal Audit.

5. Appointment of External Auditor for Fiscal Year 2024

The Audit Committee resolved to appoint Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. as the company's external auditor for the fiscal year 2024, based on their expertise in the company's business and their ability to deliver independent audit opinions. The appointment was proposed to the shareholders for approval.

## 8.3 Summary of the results of duty performance of subcommittees

### 8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance Executive Committee

Meeting Executive Committee (times) : 27

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Toshiya Shimakata (Member of the executive committee)	18	/	18
2 Mrs. Suporn Wattanavekin (Member of the executive committee)	27	/	27
3 Mr. Nuntawat Chotvijit (Member of the executive committee)	23	/	27
4 Ms. Suriporn Thammawatid (Member of the executive committee)	26	/	27
5 Mr. Kazumasa Oshima (Member of the executive committee)	27	/	27
6 Mr. Junichi Iwakami (Member of the executive committee)	26	/	27

#### The results of duty performance of Executive Committee

During the fiscal year 2024, ended 28 February 2025, the Executive Committee convened a total of 26 meetings to carry out its duties within the scope of authority and responsibilities assigned by the Board of Directors. The key areas of operation are as follows:

- Assist and recommend the Board of Directors in forming policies, setting goals and business plans, and the annual budget in addition to generating the operational report to update and provide important information to the Board of Directors to making the best decisions for the Company.
- Consider and approve general activities relating to the Company's main business within the approved budget and resources, and afterward, report the investment and operating results to the Board of Directors.
- Follow up the results of the business process and support any department's operations in order to align with the Company's business plans, mission, and vision, make sure the Company's operation is conforming to the company's code of conduct, the company's regulation, and also the laws.
- Manage general activities regarding business of the company in order to reach company's goal and plan.
- Consider new projects and study the feasibilities for improving the Company's operation to support the Company's missions.

The Management Committee performed its duties with prudence, transparency, and in accordance with the principles of good corporate governance, to support the Company's effective and sustainable business operations.

#### Meeting attendance Compliance Committee

Meeting Compliance Committee (times) : 12

List of Directors	Meeting attendance Compliance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Toshiya Shimakata (The chairman of the subcommittee)	7	/	7
2 Mrs. Suporn Wattanavekin (Member of the subcommittee)	12	/	12
3 Mr. Nuntawat Chotvijit (Member of the subcommittee)	10	/	12
4 Ms. Suriporn Thammawatid (Member of the subcommittee)	10	/	12
5 Mr. Kazumasa Oshima (Member of the subcommittee)	11	/	12
6 Mr. Junichi Iwakami (Member of the subcommittee)	11	/	12
7 Mr. Alongkorn Sattabusaya (Member of the subcommittee)	10	/	12
8 Mr. Witchasorn Suwannakindra (Member of the subcommittee)	2	/	12
9 Ms. Supanee Asawasuan (Member of the subcommittee)	12	/	12
10 Mrs. Chittiporn Inoue (Member of the subcommittee)	12	/	12
11 Mr. Manavudhi Mingvanich (Member of the subcommittee)	3	/	12
12 Mr. Tawatchai Peechapat (Member of the subcommittee)	11	/	12
13 Ms. Nadanong Chompong (Member of the subcommittee)	9	/	12
14 Mr. Amorn Jirachaprasit (Member of the subcommittee)	11	/	12
15 Mr. Hideki Tsukada (Member of the subcommittee)	7	/	12
16 Mr. Kosei Yahiro (Member of the subcommittee)	11	/	12
17 Ms. Ariya Lertsatira (Member of the subcommittee)	7	/	12
18 Mr. Jakkapan Kittananun (Member of the subcommittee)	7	/	12

List of Directors	Meeting attendance Compliance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
19 Mr. Taveesak Phrusukarn (Member of the subcommittee)	6	/	12

## The results of duty performance of Compliance Committee

The Corporate Governance Committee has performed its duties according to the scope and responsibilities assigned by the Board of Directors. The committee will arrange additional meetings in time to meet the urgent needs. Meetings are constantly being established for corporate governance, and to ensure that corporate governance in compliance with various rules, regulations, and requirements and various operating standards of the Company.

In 2024, the Compliance Committee had been arranged totally 12 times according to the fiscal year. The report of the Corporate Governance Committee in 2024 can be summarized as follows:

1. Followed up, acknowledged, gave opinions and advice or direction in the process, including the results of operations related to the compliance action plan of the corporate compliance unit in order to comply with newly issued laws and regulations related to the company, including reviewing and improving the Company's operating plan and corporate governance policy to ensure compliance with laws and regulations applicable to the Company.

2. Acknowledged and followed up of preventing and suppressing money laundering and countering the financing of terrorism and the proliferation of weapons of mass destruction (AML/CFT/WMD), including supervising and following up on compliance action plan of corporate compliance unit. In particular, the Company's AML Committee holds quarterly to exchange and share the issues and communicate with relevant business unit in order to effectively implement the said policy.

3. Acknowledged, followed and supervised operations according compliance action plan of corporate compliance unit. These are important criteria from the Bank of Thailand, such as market conduct criteria, the Bank of Thailand's new measures for Responsible Lending, and the regulation of the Office of the Consumer Protection Board. The criteria of the Office of the OIC and other important criteria as relevant.

4. Acknowledged, followed up and supervised to comply with the Company's policy regarding the protection of personal rights and personal information. The committee provided opinions and recommendations on improving the personal data protection process, including supervise and inspect of relevant business unit to the checklist/testing.

5. In 2024, Corporate Governance Committee committed to enhance knowledge, understanding and awareness of the importance of personal data protection laws for managements and employees by arranged a personal data protection training for relevant employees on regular basis, which requiring the attendance and passing the exams. This year, employees participated in the training and passed the exam totaled 3,943 persons.

6. Acknowledged, followed, supervised, and gave opinions on the creation of new compliance tools or improve the work process of the corporate compliance unit to be more efficient, such as incoming regulation handling process, end to the end process, including improving Service Level Agreement (SLA) for business unit of the corporate compliance unit to be concise, convenient, fast and more efficient.

7. Acknowledged, followed and supervised corporate governance policy to ensure that the company has operated business by adhering to the principles of corporate governance and Principles of Corporate Governance for Listed Companies 2017 by SEC. In 2024, the Company was evaluated in the Corporate Governance Report of Thai Listed Companies (CGR) survey project and received an "Very Good" rating.

8. Acknowledged, followed up, and supervised compliance with the Company's policy, namely Kaizen project. In 2024, the Company organized a Kaizen contest activity as usual with 9 projects participated.

## Meeting attendance Sustainability Committee

Meeting Sustainability Committee (times) : 3

List of Directors	Meeting attendance Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Toshiya Shimakata (The chairman of the subcommittee)	2	/	2
2 Mrs. Suporn Wattanavekin (Member of the subcommittee)	3	/	3
3 Mr. Kazumasa Oshima (Member of the subcommittee)	3	/	3
4 Mr. Junichi Iwakami (Member of the subcommittee)	3	/	3
5 Mr. Katsushi Iwamoto (Member of the subcommittee)	3	/	3
6 Mr. Amorn Jirachaprasit (Member of the subcommittee)	3	/	3
7 Mr. Yoshiyuki Matsuoka (Member of the subcommittee)	3	/	3
8 Mr. Alongkorn Sattabusaya (Member of the subcommittee)	3	/	3
9 Ms. Gritsla Kommongkol (Member of the subcommittee)	3	/	3
10 Mr. Hideki Tsukada (Member of the subcommittee)	3	/	3
11 Mr. Manavudhi Mingvanich (Member of the subcommittee)	3	/	3
12 Ms. Nadanong Chompong (Member of the subcommittee)	3	/	3
13 Mr. Sitthipong Kanaraksunti (Member of the subcommittee)	3	/	3
14 Ms. Supanee Asawasuwat (Member of the subcommittee)	3	/	3
15 Mr. Tawatchai Peechapat (Member of the subcommittee)	3	/	3
16 Mr. Veerawat Hongsitthiwong (Member of the subcommittee)	2	/	3
17 Mr. Witchasorn Suwannakindra (Member of the subcommittee)	3	/	3
18 Ms. Ariya Lertsatira (Member of the subcommittee)	3	/	3



List of Directors	Meeting attendance Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
19 Mr. Jakkapan Kittananun (Member of the subcommittee)	3	/	3
20 Ms. Janejira Sirithamsakda (Member of the subcommittee)	0	/	3
21 Mr. Kosei Yahiro (Member of the subcommittee)	3	/	3
22 Ms. Natticha Khupiateng (Member of the subcommittee)	0	/	3
23 Mr. Peeravich Pasuthip (Member of the subcommittee)	0	/	3
24 Mrs. Supaporn Threeravachirakun (Member of the subcommittee)	0	/	3
25 Mr. Taveesak Phrusukarn (Member of the subcommittee)	3	/	3

## The results of duty performance of Sustainability Committee

The company's Sustainability Committee comprises 25 executives from various relevant departments, with Mr. Toshiya Shimakata serving as the chairperson. The committee meets quarterly and operates within its designated responsibilities to oversee the company's sustainability management. This includes formulating the company's sustainability policies, monitoring progress, and reviewing the implementation of initiatives to ensure alignment with the company's directions, and adherence to international standards, with a balanced focus on Environmental, Social, and Governance (ESG) aspects.

In 2024, the Sustainability Committee convened three meetings to monitor, acknowledge, approve, provide feedback, and offer guidance on the company's sustainability plans and operations. These included sustainability projects and the disclosure of sustainability information in alignment with the requirements of the Stock Exchange of Thailand. The key discussion points can be summarized as follows:

1. Development and Review of Sustainability Policies: The committee reviewed and updated the company's sustainability policies and other related policies, such as the Human Rights Policy, to ensure alignment with international standards and the AEON Group's policies.
2. Carbon Footprint Certification: The company sought certification for its organizational carbon footprint from the Thailand Greenhouse Gas Management Organization (Public Organization) based on the 2023 performance. The data was verified by an external auditor, and the company obtained the carbon footprint certificate on December 11, 2024.
3. MSCI ESG Rating: The company received a rating of 'A' in the MSCI ESG Ratings for its sustainability performance disclosure and aims to further enhancing the effectiveness of its sustainability disclosure.
4. Participation in Sustainability Assessments: The company participated in sustainability assessments conducted by the Stock Exchange of Thailand for the SET ESG Ratings and by FTSE Russell for the ESG Score 2024. The company received recommendations from SET regarding policy improvements, action plans, and disclosure practices in accordance with the specified standards and requirements.
5. Transparency in Sustainability Information: The company disclosed sustainability-related information, policies, and documents via the company's website to ensure transparency and accessibility for investors, customers, and all stakeholders.
6. Sustainability Awareness and Education: The company promoted sustainability awareness and education among all employees through internal channels to foster a sense of responsibility toward corporate governance, social, and environmental

aspects.

The company remains committed to conducting business and managing operations under the principles of good governance, with transparency and accountability, while maintaining responsibility toward the economy, society, environment, and all stakeholder group. These factors are essential for achieving the company's sustainable growth.

## Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 12

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Toshiya Shimakata (Member of the subcommittee)	7	/	7
2 Mrs. Suporn Wattanavekin (Member of the subcommittee)	12	/	12
3 Mr. Nuntawat Chotvijit (Member of the subcommittee)	10	/	12
4 Ms. Suriporn Thammawatid (Member of the subcommittee)	10	/	12
5 Mr. Kazumasa Oshima (Member of the subcommittee)	11	/	12
6 Mr. Junichi Iwakami (Member of the subcommittee)	11	/	12
7 Mr. Alongkorn Sattabusaya (Member of the subcommittee)	10	/	12
8 Mr. Wichasorn Suwannakindra (Member of the subcommittee)	2	/	12
9 Ms. Supanee Asawasuvan (Member of the subcommittee)	12	/	12
10 Mrs. Chittiporn Inoue (Member of the subcommittee)	12	/	12
11 Mr. Manavudhi Mingvanich (Member of the subcommittee)	3	/	12
12 Mr. Tawatchai Peechapat (Member of the subcommittee)	11	/	12
13 Ms. Nadanong Chompong (Member of the subcommittee)	9	/	12
14 Mr. Hideki Tsukada (Member of the subcommittee)	7	/	12

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
15 Mr. Kosei Yahiro (Member of the subcommittee)	11	/	12
16 Ms. Ariya Lertsatira (Member of the subcommittee)	7	/	12
17 Mr. Jakkapan Kittananun (Member of the subcommittee)	7	/	12
18 Mr. Taveesak Phrusukarn (Member of the subcommittee)	6	/	12

### The results of duty performance of Risk Management Committee

The risk management committee consist of 25 members. This committee's chairman is Mr. Toshiya Shimakata. Risk management meetings are held by the Company on monthly basis. In addition, in the event of an emergency that could have a major impact, an ad hoc meeting will be held as soon as possible to address the problem. In 2024, there are 12 risk management meeting. The summary is shown as follow:

1. Analyze and strategize a comprehensive risk management plan, which covers both current significant risks and potential future risks. This strategy also takes Company's overall performance and impact on consumers, stakeholders, employees, society, the environment and those associated with them into account.
2. Review and examine risk issue in all aspect via KRI (Key risk indicator), incident report and various risk report to check that all risk is under control.
3. Endorse risk management plan such as improve operation process to reduce the risk level, corrective action, preventive action plan and risk awareness campaign for related staff including conducting risk culture in company.
4. Evaluate project related to risk management whether it is aligned with overall corporate strategy or not. This will maximize the project's efficiently and reduce the error, which may be occurred from the project.
5. Track the result of project and activities regarding risk management whether it is on time and achieve the result as intend. If there is a delay or the result is not achieved, risk management committee will provide guideline to address the issue.
6. Governance and monitor performance of risk management team to guarantee that Company manages the risk according to the policy and related regulation (E.g. Bank of Thailand regulation) including the international standard.

## 9. Internal control and related party transactions

### 9.1 Internal control

#### Summary of the opinion of the board of directors regarding the internal control of the company

According to the Board of Directors Meeting No. 5/2025, held on May 16, 2568, there were 5 independent directors, including 3 Audit Committee members, attending, the Board of Directors evaluated the internal control system according to the evaluation model of the Securities and Exchange Commission (SEC). The management team had provided supporting documents regarding internal control activities, which were reviewed by the Audit Committee. The conclusion from the evaluation of the internal control system of the company and its subsidiaries in 5 areas: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring, is that the Board of Directors believes the internal control system is sufficient and appropriate. The company has ensured there are adequate personnel to effectively implement the system. Additionally, the company has internal control systems to monitor and oversee the operations of the Company and its subsidiaries to prevent the misuse or unauthorized use of company and subsidiary assets by directors or executives, as well as appropriate control on transactions with individuals who may have conflicts of interest or are related parties.

#### 9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : COSO - Enterprise Risk Management Framework (ERM), Others : Other internal Control Guideline

#### COSO - Enterprise Risk Management Framework (ERM)

The company has continuously developed its internal control system to ensure that appropriate internal control are in place either within operations or reporting, including compliance with relevant laws and regulations. Additionally, the internal control system is an important tool to prevent the misuse of authority by executives.

The company has implemented the Three Line of Defense concept, which is a framework for internal control. The First Line of Defense consists of operators who are directly responsible for identifying and managing risks. The Second Line of Defense is the unit responsible for overseeing compliance with laws, regulations, and relevant standards, as well as risk management. The Third Line of Defense is the internal audit department, which is independent and performs assurance work to assess the adequacy and effectiveness of the internal control system.

Additionally, the company has assessed the adequacy of its internal control system according to the evaluation form of the Securities and Exchange Commission (SEC) by internal auditors. The results of the assessment were presented to the Audit Committee, which concluded that the company's internal control system is adequate and appropriate, and continuously maintain the internal control system. The internal control components can be summarized according to international standards based on the COSO framework as follows.

##### 1. Control Environment

The company has created an environment that promotes good control and adheres to integrity and ethics, which are fundamental to establishing and maintaining effective control measures. Additionally, the company has promoted values and ethics among employees at all levels, from operational staff to executives, by setting written ethical standards and requiring employees to review and test their understanding of business ethics annually. Furthermore, the company has communicated both short-term and long-term business plans to the entire organization. These plans align with the company's vision and include setting Key Performance Index (KPI) for each department as a tool to drive development according to the established guidelines.

The company has selected directors and independent directors with experience, knowledge, and abilities that align with the business operations to ensure efficient management. The 3 audit committee members meet the qualifications set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). Additionally, the company has clearly defined the roles and responsibilities of the committee, including the Charter (Policy) of the Audit Committee and Internal Audit Department.

Therefore, the company's structure is defined according to the Three Lines of Defense management concept, which clearly separate of their duties. This could assist the efficiency and effectiveness on monitoring and controlling. Furthermore, the Third Line has a role and responsibility in internal auditing, which is independent from operations and management. The Internal Audit Department would directly report to the Audit Committee.

##### 2. Risk Assessment

The company has conducted risk assessment and management to mitigate the impact of risks to an acceptable level by analyzing risks from two main factors: internal and external. This helps in understanding the impact and prioritizing each risk. Additionally, the company has adopted Key Risk Indication (KRI), a tool for identifying risks that may affect operations at each stage. The company also regularly reviews plans and strategies for risk management to respond promptly to events. This is done collaboratively between the risk owners and the Risk Management Committee to ensure that risk management helps the company achieve its business objectives.

### **3. Control Activities**

The company has measurements and procedures in place to prevent and reduce risks from not achievement of organizational goals. These include setting policies, manuals, and operational procedures to be used as internal control tools. Additionally, the company has established an organizational structure in the form of 3 Lines of Defense, which includes operational units, compliance units in relation to relevant laws and regulations, risk management, and internal audit.

The company has established a process for overseeing both operations of the company and its subsidiaries. Internal audit department also play role of reviewing key operational processes by considering risks and significant impacts on business operations. Additionally, the company, has assigned senior executives to attend meetings of each affiliated company in order to ensure that the operations were properly performed.

### **4. Information and Communication**

The company places great emphasis on information and communication systems, which are essential tools for supporting business operations in today's environment. The company emphasizes the effective transmission of information and news, with a strong focus on data security. Moreover, the company has implemented information security measures such as Two-Factor Authentication for system access, role-based access control tailored to the nature and level of employees' responsibilities, as well as the installation of both hardware and software firewalls. Regular vulnerability testing of systems is also conducted.

Additionally, the company conducts annual Business Continuity Management (BCM) tests to ensure that in the event of an emergency, it can continue business operations and provide services to customers and partners without disruption.

Regarding communication, the company has established both internal and external communication channels. Internally, communication flows from top management to all staff levels to align business vision and foster a shared direction, while also allowing employees to communicate directly with senior management.

For external communication, the company utilizes various channels such as its website, Facebook, official LINE account, AEON THAI MOBILE application and TIKTOK. These platforms are utilized to disseminate information about products, promotions, and company performance, while also providing opportunities for customers and partners to offer feedback that facilitates the enhancement of products and services.

### **5. Monitoring and Evaluation Activities**

The company has assigned the management of each department the responsibility to monitor and evaluate employee performance in alignment with established goals, using Key Performance Indicators (KPI) as the primary assessment tool. Additionally, the company has established governance processes throughout all operational stages, such as account reconciliation procedures, segregation of duties, and the reporting of internal control deficiencies.

An internal audit department has also been established to assess the adequacy and effectiveness of the internal control system. Audit findings and evaluation results are reported to the Audit Committee for further review. In cases where the Audit Committee holds differing views from the internal audit function and/or relevant management, the Committee has the authority to invite the auditors or related executives for clarification as appropriate.

When audit issues are identified, the internal audit team collaborates with the audited unit to gain a mutual understanding of the root cause and determine appropriate corrective actions. The internal audit department will continue to follow up regularly to ensure that the issues are effectively and sustainably resolved.

## **Other internal Control Guideline**

The internal audit function operates under its Internal Audit Charter, which outlines its mission, scope of work, authority, responsibilities, and professional conduct framework, aligned with international internal auditing standards. The charter is regularly reviewed for continued relevance. The core responsibilities of the internal audit team include providing independent and objective assurance and advisory services to enhance organizational value and improve operations. This is achieved by evaluating and monitoring the adequacy and effectiveness of internal control systems, risk management processes, and corporate governance practices. The team also offers recommendations on strengthening internal controls and proactive risk prevention measures before adverse impacts occur.

Beyond audit activities, the internal audit unit is responsible for receiving reports of misconduct and fraud from either

internal staff or external parties. The team investigates these reports in accordance with the company's policies on whistleblowing, fraud, misconduct, and whistleblower protection. Results are reported monthly to the Audit Committee. The audit unit also promotes awareness and understanding of business ethics and fraud-related risks among employees, ensuring alignment with the company's code of conduct and whistleblower policies. Preventive messages regarding fraud are communicated through internal channels.

In addition, the internal audit department acts as secretary to the Audit Committee, supporting its operations to fulfill duties assigned by the Board of Directors effectively.

The department continuously advances its auditing practices to keep pace with digital transformation by digitalizing workflows and promoting a Digital-First Mindset. It leverages Data Analytics Platforms to analyze and assess data, enabling early risk detection and timely remediation of internal control deficiencies. Automated Audit Platforms (AAP) are implemented across all audit phases, and technology is used to enable remote work capabilities. All audit staff are required to strictly follow the Cyber Security Group Policy and the Data Classification and Handling Framework.

#### Training and Development in Internal Audit

- The Internal Audit Department supports ongoing monitoring of professional practices in internal auditing to ensure the company's internal audit function remains current and relevant. This includes keeping up with evolving standards in operational practices, internal control systems, risk management frameworks, corporate governance, and other business-related guidelines. The objective is to align the company's internal audit practices with international standards, maintain modern and effective auditing methods.
- To promote continuous development of knowledge, capabilities, and skills relevant to audit work, the department emphasizes growth in five key areas, which are Data Governance, Cyber Security, Fraud Detection and Prevention, Financial Reporting Standards and Data Analytics.

### 9.1.2 Deficiencies related to the internal control system

	2022	2023	2024
Total number of deficiencies related to the internal control system (cases)	0	0	0

### 9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control : No  
different from the board of directors' opinions?

Does the auditor have any observations on the company's : No  
internal control?

### 9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

Miss Kajohnporn Kittisobhone was appointed as the head of the company's internal audit department on July 1, 2016. The qualifications for the head of the internal audit department are detailed in Attachment 3, which provides information about the internal audit supervisor. The head of the internal audit department will report directly to the audit committee, which oversees the internal audit department to ensure that it operates independently, fairly, ethically, and professionally according to internal audit standards.

### 9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of : Yes  
the internal audit unit require the audit committee approval?

The consideration and approval for the appointment, dismissal, and transfer of the head of the internal audit department must be approved by the audit committee.

## 9.2 Related party transactions

For the fiscal year 2024, ended 28 February 2025, the Company engaged in transactions with related parties as defined under the criteria and definitions stipulated by the Capital Market Supervisory Board and the regulations of the Stock Exchange of Thailand. For material transactions subject to disclosure requirements, the Company has duly disclosed the information through the Stock Exchange of Thailand's reporting system within the specified timeframe. All such transactions were reviewed and approved by the Board of Directors.

### Related party transactions

Does the company have any related party transactions? : Yes

Link to related party transactions : <https://investor.aeon.co.th/en/updates/related-parties-transaction>

### 9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

#### Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
AEON Financial Service Co., Ltd. Finance	- A major shareholder of AEONTS, holding 35.12% of shares - One common director: Mr. Tomoyuki Mitsufuji	28 Feb 2025
ACS Capital Corporation Limited A holding company to invest in related companies and operate car leasing business by collection of remaining receivables with respect to the finance lease business.	-A shareholder of AEONTS, holding 19.20% of shares -One common director: Mr. Kazumasa Oshima	28 Feb 2025
ACS Trading Vietnam Company Limited Hire Purchase	- AEON Thana Sinsap (Thailand) Public Company Limited holds 1.59% of ACS Trading Vietnam Company Limited's shares - AEON Financial Service Co., Ltd. holds 98.41% of ACS Trading Vietnam Company Limited's shares	28 Feb 2025
PT AEON Credit Service Indonesia Finance	AEON Financial Service Company Limited holds 74.64% of PT AEON Credit Service Indonesia's shares AEON Thana Sinsap (Thailand) Plc. holds 2.59% of PT AEON Credit Service Indonesia's shares	28 Feb 2025
ACS Credit Management Co., Ltd Debt Collection Service	AEON Financial Service Co.,Ltd. is major shareholder of AEON Thana Sinsap (Thailand) Plc. and ACS Credit Management Co., Ltd, holding 35.12% and 99.5% respectively	28 Feb 2025
AFS Corporation Co., Ltd. Finance	AEON Financial Service Company Limited holds 100% of AFS Corporation Co., Ltd.'s shares	28 Feb 2025

## Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
AEON Financial Service Co., Ltd.			
<b>Transaction 1</b>  <u>Nature of transaction</u>  Royalty Fee Agreement  <u>Details</u>  The meeting of the Board of Directors No. 3/2024, held on March 8, 2024  AEONTS and its subsidiaries (AEON Specialized Bank (Cambodia) PLC and AEON Leasing Service (Lao) Company Limited) operate financial businesses using the trademark of AEON Co., Ltd., however, AEON Co., Ltd. had not charged any related fees. To enhance new value creation and sustainable growth as a group, AEON Co., Ltd. has created the royalty system with the goal of constantly innovating group management. In this regards, AEONTS's subsidiaries, namely AEON Specialized Bank (Cambodia) PLC and AEON Leasing Service (Lao) Company Limited, will enter into "Brand Royalty Agreement", in which AEON Financial Service Co.,Ltd acting as an agent between AEON Co., Ltd. and AEON Financial Service Co.,Ltd subsidiaries. Therefore, AEON Co., Ltd will charge fees to overseas subsidiaries with certain rate acquired by market approach and operating revenue of those companies.  <u>Necessity/reasonableness</u>  The transaction is necessary to enable the subsidiaries to operate under a well-recognized trademark. It is considered reasonable as the use of such trademark helps create business value and enhances the Group's overall competitiveness.  <u>Audit committee's opinion</u>  The audit committee had the opinion that the size of transaction (THB 5.77 million) is not materiality compared to the asset size of the subsidiaries companies and is reasonable. So, it should be proposed to the Board of Directors for further approval.	-	-	5.77
ACS Capital Corporation Limited, ACS Trading Vietnam Company Limited			
<b>Transaction 1</b>  <u>Nature of transaction</u>	-	-	3.58



Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>Maintenance Fee for Private Cloud and Window and SUSE License for Thailand site of SAP HCM</p> <p><u>Details</u></p> <p>The meeting of the Board of Directors No. 5/2024, held on May 14, 2024</p> <p>AEON Thana Sinsap (Thailand) Plc. had to pay maintenance fee for Private Cloud of SAP HCM, including Window and SUSE License for Thailand site of SAP HCM to “Terabyte”, who is the cloud renting provider.</p> <p>AEON Thana Sinsap (Thailand) Plc. has provided the share services to ACS Capital Corporation Limited and ACS Trading Vietnam Company</p> <ol style="list-style-type: none"> <li>1. Maintenance Fee for Private Cloud of SAP HCM by AEONTS to ACS Capital Corporation Limited and ACS Trading Vietnam Company</li> <li>2. Window and SUSE License for Thailand site of SAP HCM by AEONTS to ACS Capital Corporation Limited</li> </ol> <p><u>Necessity/reasonableness</u></p> <p>To enable the efficient shared use of the SAP HCM system and to ensure cost efficiency through overall cost reduction.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is reasonable and be proposed to the Board of Directors for further approval.</p>			
ACS Trading Vietnam Company Limited			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Waving the right to participate in capital injection of ACS Trading Vietnam Company Limited</p> <p><u>Details</u></p>	-	-	4.69

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 5/2024, held on May 14, 2024</p> <p>ACS Trading Vietnam Company Limited required capital investment from 630 billion VND to 830 billion VND, an increasing of 200 billion VND (approximately 293 million baht). AEON Thana Sinsap (Thailand) Plc has right to participate in capital injection by 1.59% of the requested additional capital 3.2 billion VND (approximately 4.7 million baht). However, the Board of Director's meeting of AEON Thana Sinsap (Thailand) Plc. held on May 14, 2024, had a resolution to waive the right and not participate in capital injection in ACS Trading Vietnam Company Limited and AEON Financial Service Co., Ltd. will participate all of the request portions to ACS Trading Vietnam Company Limited. Therefore, after waiving the right in capital injection, AEON Thana Sinsap (Thailand) Plc. will held 1.20% of ACS Trading Vietnam Company Limited accordingly.</p> <p>Note: Exchange rate as of 26th April 2024: VND 100 = THB 0.1466</p> <p><u>Necessity/reasonableness</u></p> <p>The Company holds a minor shareholding and has no influence over the management of the business.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is reasonable and be proposed to the Board of Directors for further approval.</p>			
PT AEON Credit Service Indonesia			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Waving the right to participate in capital injection of PT AEON Credit Service Indonesia</p> <p><u>Details</u></p>	-	-	6.20

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 7/2024, held on July 5</p> <p>PT AEON Credit Service Indonesia requires capital investment from 200,400 million IDR to 300,600 million IDR, an increasing of 100,200 million IDR (approximately 238.1 million THB*). AEON Thana Sinsap (Thailand) Public Company Limited has a right to participate 2.59% of the requested capital injection which is equivalent to 2,595 million IDR (approximately 6.2 million THB**).</p> <p>However, the Board of Director's meeting of AEON Thana Sinsap (Thailand) Public Company Limited held on July 5, 2024, had a resolution to waive the right and not to participate in capital injection in PT AEON Credit Service Indonesia. AEON Financial Service Company Limited and PT Sentracakrawala Pusaka will be responsible for the request portion of capital injection to PT AEON Credit Service Indonesia. Therefore, after waiving the right in capital injection, PT AEON Credit Service Indonesia's share on AEON Thana Sinsap (Thailand) Public Company Limited's portfolio would be diluted to 1.73%.</p> <p>Note * and **: IDR 1,000 = THB 2.3766 (as of 21st May 2024)</p> <p><u>Necessity/reasonableness</u></p> <p>The Company holds a minor shareholding and has no influence over the management of the business.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is reasonable and be proposed to the Board of Directors for further approval.</p>			
AEON Financial Service Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>A subsidiary of AEON Thana Sinsap (Thailand) Plc. received financial assistance in the form of a loan guarantee from AEON Financial Service Company Limited</p> <p><u>Details</u></p>	-	-	3.26

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 9/2024, held on September 6</p> <p>AEON Specialized Bank (Cambodia) Plc and AEON Leasing Service (Lao) Company Limited intend to enter into loan agreements with overseas banks whereby AEON Specialized Bank (Cambodia) Plc will borrow an amount of USD 15 million, and AEON Leasing Service (Lao) Company Limited will borrow an amount of LAK 60 billion, equivalent to approximately USD 2.71 million.</p> <p>AEON Financial Service Company Limited shall issue loan guarantees to AEON Specialized Bank (Cambodia) Plc and AEON Leasing Service (Lao) Company Limited as agreed. AEON Specialized Bank (Cambodia) Plc and AEON Leasing Service (Lao) Company Limited have consented and agreed to pay the loan guarantee fees to AEON Financial Service Company Limited under specified term and conditions. The loan guarantee fee shall be calculated at an annual rate of 0.2%, based on the amount of the loan guaranteed. BOT Exchange Rate as of 30th August, 1 USD = 34.1297 THB, 1 USD = 22,152 LAK</p> <p><u>Necessity/reasonableness</u></p> <p>The guarantee is necessary to support the operations of the subsidiary and is considered appropriated in view of the overall benefit to the Group</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.</p>			
AEON Financial Service Co., Ltd. , AFS Corporation Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Business Administration Agreement</p> <p><u>Details</u></p>	-	-	8.80

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 11/2024, held on November 8</p> <p>AEON Financial Service Company Limited and AFS Corporation Co., Ltd. provide the business administration and support to the overseas subsidiaries in order to grow and develop AEON Financial Service Company Limited subsidiaries' business. AEON Thana Sinsap (Thailand) Plc and its subsidiaries (ACS Servicing (Thailand) Company Limited, AEON Specialized Bank (Cambodia) Plc and AEON Leasing Service (Lao) Company Limited) enter into "Business Administration Agreement" and pay management fee to AEON Financial Service Company Limited and AFS Corporation Co., Ltd. The fee amount was calculated based on the costs (labor cost, administration cost, equipment cost etc.)</p> <p><u>Necessity/reasonableness</u></p> <p>The agreement is necessary to support the efficient management of the subsidiary's business.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.</p>			
AEON Financial Service Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Royalty Fee Agreement</p> <p><u>Details</u></p>	-	-	6.01

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 11/2024, held on November 8</p> <p>AEON Thana Sinsap (Thailand) Public Company Limited and its subsidiaries (AEON Specialized Bank (Cambodia) Plc and AEON Leasing Service (Lao) Company Limited) operate financial businesses using the trademark of AEON Co., Ltd. To enhance new value creation and sustainable growth as a group, AEON Co., Ltd. has created the royalty system with the goal of constantly innovating group management.</p> <p>Therefore, AEON Specialized Bank (Cambodia) Plc and AEON Leasing Service (Lao) Company Limited will enter to the “Brand Royalty Agreement” in which AEON Financial Service Company Limited acting as an agent between AEON Co., Ltd. and AEON Financial Service Company Limited subsidiaries, with certain rate acquired by market approach and operating revenues of those companies.</p> <p><u>Necessity/reasonableness</u></p> <p>The transaction is necessary to enable the subsidiary to operate under a well-recognized trademark, and is considered reasonable as the use of such trademark contributes to value creation and enhances the competitiveness of the Group.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.</p>			
AEON Financial Service Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Selling of AEON Microfinance (Myanmar) Company Limited’s shares to AEON Financial Service Company Limited</p> <p><u>Details</u></p>	-	-	186.85

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 11/2024, held on November 8, 2024</p> <p>AEON Microfinance (Myanmar) Company Limited was founded in 2012, providing retail loan services in Myanmar. Due to the Covid-19 pandemic in 2020 and the political situation in Myanmar in 2021, business activities were temporarily disrupted and resumed in early 2021. However, the political situation in Myanmar remains tense. Consequently, the Board of Directors of a resolved to approve the sale of AEON Microfinance (Myanmar) Company Limited shares to AEON Financial Service Company Limited</p> <p><u>Necessity/reasonableness</u></p> <p>The share disposal is considered reasonable due to the impact of COVID-19 and political instability in Myanmar. Transferring the shares to the parent company, which is better equipped to manage the risks, is appropriate under the current circumstances.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.</p>			
AEON Financial Service Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Royalty Fee Agreement</p> <p><u>Details</u></p>	-	-	81.49

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 12/2024, held on December 6, 2024</p> <p>AEON Thana Sinsap (Thailand) Public Company Limited operates financial businesses using the trademark of AEON Co. In order to enhance new value creation and sustainable growth as a group, AEON Co has created the royalty system with the goal to constantly innovate group management system. Whereby AFS acting as facilitator between AEON Co and AEON Financial Service Company Limited's subsidiaries.</p> <p>Therefore, AEON Thana Sinsap (Thailand) Public Company Limited will enter into the "Brand Royalty Agreement" with AEON Financial Service Company Limited with a certain rate acquired by market approach and the Company's operating revenues of the fiscal year 2024. Agreement period is one year from 1 March 2024 to 28 February 2025</p> <p><u>Necessity/reasonableness</u></p> <p>The agreement is considered reasonable as the use of the trademark helps create value for the business.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.</p>			
AEON Financial Service Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Business Advisory Service Agreement</p> <p><u>Details</u></p>	-	-	101.79



Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 12/2024, held on December 6, 2024</p> <p>AEON Thana Sinsap (Thailand) Public Company Limited will enter into an agreement with AEON Financial Service Company Limited for business management support services, encompassing both management and operational support. AEON Financial Service Company Limited will assist in managing and supporting the overseas subsidiaries to foster their growth and development. As part of this arrangement, AEON Thana Sinsap (Thailand) Public Company Limited will execute a “Business Advisory Service Agreement” and pay management service fee to AEON Financial Service Company Limited.</p> <p>Agreement period is one year from 1 March 2024 to 28 February 2025</p> <p><u>Necessity/reasonableness</u></p> <p>The agreement is considered reasonable as it involves receiving services from the parent company, which has expertise and can effectively support the growth of overseas subsidiaries.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.</p>			
AEON Financial Service Co., Ltd. , ACS Capital Corporation Limited			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>The use of a shared service center (share service fee)</p> <p><u>Details</u></p>	-	-	10.76

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 12/2024, held on December 6, 2024</p> <p>1. AEON Thana Sinsap (Thailand) Plc. provides Shared Service Center for Finance &amp; Accounting to ACS Capital Corporation Limited</p> <p>The agreement period is 1 year from January 2025 to December 2025.</p> <p>2. AEON Thana Sinsap (Thailand) Plc. provides business operation (Back Office Service) to ACS Capital Corporation Limited</p> <p>The agreement period is 1 year from January 2025 to December 2025.</p> <p>3. ACS Servicing (Thailand) Company Limited provides Debt Collection Service to ACS Capital Corporation Limited</p> <p>The agreement period is 1 year from January 2025 to December 2025.</p> <p>4. AEON Financial Service Company Limited provides SAS-FM License to AEON Thana Sinsap (Thailand) Plc.</p> <p>The agreement period is 1 year from December 15, 2024 to December 14, 2025.</p> <p>5. AEON Thana Sinsap (Thailand) Plc. provides annual maintenance for Private Cloud of SAP S/4 HANA system to ACS Capital Corporation Limited and AEON Specialized Bank (Cambodia) Plc.</p> <p>The agreement period is 1 year from January 2025 to December 2025.</p> <p><u>Necessity/reasonableness</u></p> <p>The transaction is considered reasonable as it involves the provision and receipt of support services within the Group, which helps enhance operational efficiency.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.</p>			
AEON Financial Service Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Outsourcing Service Agreement in the System Development, Maintenance and License</p> <p><u>Details</u></p>	-	-	59.12

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The meeting of the Board of Directors No. 2/2025, held on February 7, 2025</p> <p>AEON Thana Sinsap (Thailand) Public Company Limited and its subsidiaries which is AEON Specialized Bank (Cambodia) Plc and AEON Leasing Service (Lao) Company Limited engage outsourcing service agreements in the system development, maintenance, and license of the systems with AEON Financial Service Company Limited Agreement period is one year from 1 March 2025 to 28 February 2026</p> <p><u>Necessity/reasonableness</u></p> <p>Helps the Group use the system efficiently and in a consistent direction.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.</p>			
ACS Credit Management Co., Ltd			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>System Licenses Usage of data analysis and development of scoring models</p> <p><u>Details</u></p> <p>The meeting of the Board of Directors No. 2/2025, held on February 7, 2025</p> <p>ACS Credit Management Co., Ltd engages with AEON Leasing Service (Lao) Company Limited which is AEON Thana Sinsap (Thailand) Company Limited's subsidiary for system licenses usage of system software for data analysis and development of scoring models, including both credit assessment and collection.</p> <p>Agreement period is one year from April 1, 2025, to March 31, 2026</p> <p><u>Necessity/reasonableness</u></p> <p>Enables the subsidiary to use an efficient analytical system that aligns with the Group's standards.</p> <p><u>Audit committee's opinion</u></p>	-	-	0.80

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
The Audit Committee has considered and resolved that the transaction is not materiality compared to the asset size of Company and reasonable to be proposed to the Board of Directors for further consideration and approval.			

### 9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

#### Measures and procedures for approving related party transactions or connected transactions

The company and its subsidiaries have agreed to enter into transactions with related parties. These transactions are part of normal business operations of the company and its subsidiaries, and conducting under general commercial terms in order to comply with the Securities and Exchange Act (No. 4) B.E. 2551, Section 89/12 (1). The company's board of directors has approved in principle for the management to have the authority to enter into normal business transactions and support normal business transactions under general commercial terms without influence from directors, executives, or related persons. The approval process for related company transactions will follow the same practices as general commercial transactions, which was clearly defined in the Company's Table of Authority. Additionally, for transactions related to assets, services, and financial assistance, the company has established procedures in relation to propose such transactions for the Audit Committee's consideration on the appropriateness of related company transactions between the company and its subsidiaries with related parties, then the transactions will be proposed to the board of directors for further approval.

#### Future trends in related party transactions

The Company has policy to continue to enter into the present related party transactions in the future. Such transactions include the lease of areas, loans, and credit card business with Aeon and Jay Mart, Management service to ACS Capital, ACSI (Thailand), and ACS Servicing, Technical assistant service provided by Aeon Financial Service, and System development service provided by AEON Credit Service Management. In doing such transactions, the Company will set forth conditions in accordance with general terms and conditions as well as the market value, the Company shall arrange the audit committee, auditor, or independent specialist to examine and provide opinion about the reasonableness of the transactions and the fairness of the value.

The Board of Directors shall execute the related party transactions to be made in the future in compliance with the securities and exchange act, the regulations of the Stock Exchange of Thailand and the regulation regarding information disclosure of connected transaction and acquisition and disposition of the assets of the Company.

If the Company makes any transactions with persons with possibility of causing a conflict of interest in the future, the Company shall have the audit committee to provide an opinion on the reasonableness of the transactions. If the audit committee has no skill in considering the related party transaction, the Company shall then arrange the specialist, such as the auditor or appraiser or law firm, who is independent from the Company and the persons with possibility of causing a conflict of interest to provide an opinion on the related party transaction. The opinion of the audit committee or the specialist will be used by the Board of Directors or the shareholders, as the case may be, in making a decision upon the matter.

### 9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

## Part 3 Financial Statement

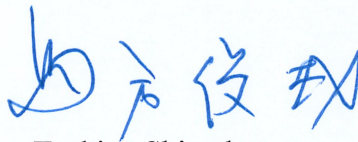
Board of Directors' Responsibility Statement for the  
Financial Report

## Report of the Board of Director's Responsibilities for the Financial Statements

The Board of Director is responsible for the Company's financial statements and the consolidated financial statements that are disclosed in the 56-1 One Report. The financial statements for the year ended February 28, 2025, have been prepared in accordance with Thai Financial Reporting Standards with appropriate accounting policies applied on a conservative and consistent basis. Judgment and estimates were made with reasonable considerations, and adequate disclosures have been made in the notes to the financial statements. Moreover, these financial statements have been audited by Deloitte Touche Tohmatsu Jaiyos Co., Ltd, which is independent certified auditor who had given their unqualified opinions.

The Board of Director has also adopted appropriate and effective systems of risk management. In this regard, the Board of Directors has appointed an Audit Committee, which comprises three independent directors who are responsible for reviewing the quality of financial reporting, the internal control systems as well as complete and appropriate disclosure of connected transactions. The opinion of the Audit Committee with regard to these matters appears in the Report of the Audit Committee which is presented in this 56-1 One Report.

The Board of Director has opinion that the overall internal control system of the Company is adequate and appropriate and can reasonably assure the reliability of the Company's financial statements and the consolidated financial statements for the year ended February 28, 2025.



Toshiya Shimakata  
Vice Chairman of the Board and Managing Director

## Auditor's Report





บริษัท ดีลอยท์ ทูเช่ โทมัทสு จำกัด  
สอบบัญชี จำกัด  
อาคาร เอไอเอ สาทร์ ทาวเวอร์ ชั้น 23-27  
11/1 ถนนสาทรใต้  
แขวงยานนาวา เขตสาทร  
กรุงเทพฯ 10120  
โทร +66 (0) 2034 0000  
แฟกซ์ +66 (0) 2034 0100

Deloitte Touche Tohmatsu Jaiyos  
Audit Co., Ltd.  
AIA Sathorn Tower, 23<sup>rd</sup>- 27<sup>th</sup> Floor  
11/1 South Sathorn Road  
Yannawa, Sathorn  
Bangkok 10120, Thailand  
Tel: +66 (0) 2034 0000  
Fax: +66 (0) 2034 0100  
www.deloitte.com

## REPORT OF THE INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

### TO THE SHAREHOLDERS AND BOARD OF DIRECTORS

### AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED

#### Opinion

We have audited the consolidated financial statements of AEON Thana Sinsap (Thailand) Public Company Limited and its subsidiaries (the “Group”) and the separate financial statements of AEON Thana Sinsap (Thailand) Public Company Limited (the “Company”), which comprise the consolidated and separate statements of financial position as at February 28, 2025, and the related consolidated and separate statements of profit or loss, profit or loss and other comprehensive income, changes in shareholders’ equity and cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of AEON Thana Sinsap (Thailand) Public Company Limited and its subsidiaries and of AEON Thana Sinsap (Thailand) Public Company Limited as at February 28, 2025, and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards (“TFRSs”).

#### Basis for Opinion

We conducted our audit in accordance with Thai Standards on Auditing (“TSAs”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of our report. We are independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to our audit of the consolidated and separate financial statements, and we have fulfilled our other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter	Audit Responses
<p><b>Allowance for expected credit losses</b></p> <p>The allowance for expected credit losses of trade receivables is considered to be a key audit matter as there are management's judgment and assumptions applied to the calculation including forward economic looking and post model adjustments.</p> <p>The Group and the Company have applied Thai Financial Reporting Standard No.9 - Financial Instruments ("TFRS9"). This standard requires the Group and the Company to recognize impairment loss based on expected credit losses.</p> <p>The Group and the Company calculated allowance for expected credit losses on trade receivables based on forward-looking information basis by calculating on a probability-weighted credit losses with respective risk of expected cash shortfalls either based on credit events arising in the 12 months from the reporting date or based on credit events arising over the lifetime of the financial instrument; depending on the significant increase in credit risk ("SICR") since initial recognition.</p>	<p>Key audit procedures included</p> <ul style="list-style-type: none"> <li>Reviewed management written policies, which were collaborated from the Group and the Company management's experts, and procedures to derive the allowance for expected credit losses estimate. Determined whether the policies and procedures for the estimation are incorporate with the requirements of TFRS 9 and properly approved by the appropriate level of management.</li> <li>Obtained an understanding of the Group's and Company's design of internal controls over significant input data used in the calculation of allowance for expected credit losses, and calculation of allowance for expected credit losses.</li> <li>Evaluated the design and implementation and performed operating effectiveness testing of key internal controls over significant input data used in the calculation of allowance for expected credit losses, and calculation of allowance for expected credit losses.</li> </ul>

Key Audit Matter	Audit Responses
<p><b>Allowance for expected credit losses (continued)</b></p> <p>The post model adjustment may also be recorded by the Group and the Company using credit expert assumptions and judgment where the inputs, assumptions and/or modelling techniques do not capture all relevant risk factors in respect to the current economic conditions and market circumstances.</p> <p>Accounting policy for the allowance for expected credit losses and detail of allowance for expected credit losses were disclosed in Note 3.2.2 and Note 5 to the financial statements, respectively.</p>	<ul style="list-style-type: none"> <li>• Evaluated the design and implementation and performed operating effectiveness testing of key General Computer Controls over the IT processing environment for retail finance system with the involvement of IT specialists.</li> <li>• Involved our internal specialists to assess the model documentation. This included assessing the appropriateness of model design, assumptions, inputs, formulas used and post model adjustments, and testing the data used in the ECL calculation by reconciling to source systems.</li> <li>• Evaluated relevant inputs and assumptions used by management in each stage of the expected credit losses calculation by considering whether the inputs and assumption appear reasonable, considering the historical loss experience and adjust this for current observable data and considering the relationship between those assumptions and forecast of reasonable and supportable future economic conditions.</li> <li>• Tested calculation of allowance for expected credit losses for a sample of models.</li> <li>• Performed analysis of the Group's and the Company's allowance for expected credit losses by comparing to historical data and considering related macroeconomic factors.</li> </ul>

## **Other Information**

Management is responsible for the other information. The other information comprises information in the annual report, but does not include the consolidated and separate financial statements and our auditor's report thereon, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to management and those charged with governance for correction of the misstatement.

## **Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

*Nisakorn Songmanee*

Nisakorn Songmanee  
Certified Public Accountant (Thailand)  
Registration No. 5035

**BANGKOK**  
April 9, 2025

**DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT CO., LTD.**

## Financial Statements

AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF FINANCIAL POSITION

AS AT FEBRUARY 28, 2025

UNIT : THOUSAND BAHT

	Notes	CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
		As at	As at	As at	As at
		February 28,	February 29,	February 28,	February 29,
		2025	2024	2025	2024
<b>ASSETS</b>					
CURRENT ASSETS					
Cash and cash equivalents	4.1	3,571,234	2,796,656	2,785,974	2,038,586
Trade and other current receivables					
Trade receivables	5	75,488,204	78,836,213	71,435,454	75,336,612
Other current receivables	6	874,761	509,062	731,170	381,926
Short-term loan to a subsidiary	8.1	-	-	40,000	-
Current portion of long-term loan to a subsidiary	8.2	-	-	27,139	28,621
Current portion of loans from purchase of accounts receivable	9	20,290	1,590	-	-
Current portion of subordinated lendings	14.1	-	-	77,750	2,441
Seller loan in Special Purpose Vehicle for securitization	13	-	-	635,869	308,045
Current portion of derivative assets	26	424,678	1,027,407	424,678	1,027,407
Current tax assets		-	115,204	-	115,204
Current portion of right-of-use assets	16	25,781	24,610	25,657	23,958
Other current assets		51,982	59,051	44,790	45,744
Total Current Assets		<u>80,456,930</u>	<u>83,369,793</u>	<u>76,228,481</u>	<u>79,308,544</u>
NON-CURRENT ASSETS					
Trade and other non-current receivables					
Trade receivables	5	6,319,487	4,180,462	3,165,711	2,072,649
Other non-current receivables	6	-	24,703	-	24,703
Fixed deposits at banks under obligations	7	71,976	38,275	-	-
Long-term loan to a subsidiary	8.2	-	-	27,139	57,241
Loans from purchase of accounts receivable	9	88,261	22,617	-	-
Share subscription paid in advance to a subsidiary	10.3	-	-	367,514	-
Investments in subsidiaries	10	-	-	835,506	1,260,909
Investment in equity securities designated at fair value					
through profit or loss	11	14,471	14,471	14,471	14,471
Investment in equity security designated at fair value					
through other comprehensive income	12	288,000	216,000	288,000	216,000
Subordinated lendings	14.1	-	-	-	81,633
Leasehold improvement and equipment	15	610,261	529,560	468,477	401,801
Right-of-use assets	16	659,804	630,947	543,657	546,129
Intangible assets other than goodwill	17	804,675	850,578	706,260	719,204
Derivative assets	26	66,118	377,276	66,118	377,276
Deferred tax assets	18	1,934,265	2,088,551	1,834,374	2,012,633
Other non-current assets	19	149,465	155,297	132,905	134,946
Total Non-current Assets		<u>11,006,783</u>	<u>9,128,737</u>	<u>8,450,132</u>	<u>7,919,595</u>
<b>TOTAL ASSETS</b>		<u><u>91,463,713</u></u>	<u><u>92,498,530</u></u>	<u><u>84,678,613</u></u>	<u><u>87,228,139</u></u>

Notes to the financial statements form an integral part of these statements



AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF FINANCIAL POSITION (CONTINUED)

AS AT FEBRUARY 28, 2025

UNIT : THOUSAND BAHT

	Notes	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		As at February 28, 2025	As at February 29, 2024	As at February 28, 2025	As at February 29, 2024
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>					
CURRENT LIABILITIES					
Short-term borrowings from financial institutions	20	4,401,896	2,682,231	1,570,000	500,000
Trade and other current payables					
Trade payables		139,117	84,862	112,209	49,893
Other current payables	21	1,502,150	1,625,006	1,450,752	1,557,662
Current portion of long-term liabilities					
Long-term borrowings	23	17,617,911	16,960,051	17,088,323	16,960,051
Long-term borrowings under securitization project	24	-	-	918,120	-
Long-term debentures	25	4,159,949	2,487,424	4,004,448	1,998,985
Derivative liabilities	26	1,226,005	399,465	1,226,005	399,465
Lease liabilities	22	353,906	377,206	307,741	330,582
Subordinated borrowings	14.2	77,750	2,441	-	-
Current income tax payable		97,598	36,763	40,647	-
Other current liabilities		358,879	376,595	402,240	378,247
Total Current Liabilities		<u>29,935,161</u>	<u>25,032,044</u>	<u>27,120,485</u>	<u>22,174,885</u>
NON-CURRENT LIABILITIES					
Long-term borrowings	23	31,054,114	34,335,585	28,723,061	31,879,059
Long-term borrowings under securitization project	24	-	-	-	1,091,265
Long-term debentures	25	1,609,685	5,965,785	1,609,685	5,802,520
Derivative liabilities	26	936,964	1,142,293	936,964	1,142,293
Lease liabilities	22	363,832	314,334	293,326	273,790
Subordinated borrowings	14.2	-	81,633	-	-
Provisions for employee benefit	27	434,611	483,535	383,213	440,701
Other non-current liabilities		75,396	81,522	67,295	69,419
Total Non-current Liabilities		<u>34,474,602</u>	<u>42,404,687</u>	<u>32,013,544</u>	<u>40,699,047</u>
TOTAL LIABILITIES		<u>64,409,763</u>	<u>67,436,731</u>	<u>59,134,029</u>	<u>62,873,932</u>

**AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**

**STATEMENT OF FINANCIAL POSITION (CONTINUED)**

**AS AT FEBRUARY 28, 2025**

**UNIT : THOUSAND BAHT**

	Notes	CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
		As at	As at	As at	As at
		February 28,	February 29,	February 28,	February 29,
		2025	2024	2025	2024
<b>LIABILITIES AND SHAREHOLDERS' EQUITY (CONTINUED)</b>					
SHAREHOLDERS' EQUITY	29				
SHARE CAPITAL					
Authorized share capital					
250,000,000 ordinary shares of Baht 1 each		250,000	250,000	250,000	250,000
Issued and paid-up share capital					
250,000,000 ordinary shares of Baht 1 each,					
fully paid		250,000	250,000	250,000	250,000
SHARE PREMIUM ON ORDINARY SHARES		478,000	478,000	478,000	478,000
OTHER SURPLUSES (DEFICITS)					
Surplus on share-based payment transaction	28	16,705	13,650	15,117	12,110
Deficit arising from change in ownership interest in a subsidiary	10.2	(16)	(16)	-	-
RETAINED EARNINGS					
Appropriated					
Legal reserve	30	25,000	25,000	25,000	25,000
Reserve for business expansion		4,850,000	4,850,000	4,850,000	4,850,000
Unappropriated		20,869,773	19,285,784	20,294,533	19,063,909
OTHER COMPONENTS OF SHAREHOLDERS' EQUITY	32				
Exchange differences on translating					
financial statements of foreign operations		(70,493)	(105,245)	-	-
Cumulative loss on cash flow hedges		(368,066)	(324,812)	(368,066)	(324,812)
TOTAL EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT		26,050,903	24,472,361	25,544,584	24,354,207
SHARE SUBSCRIPTION RECEIVED IN ADVANCE	10.3	366,561	-	-	-
NON-CONTROLLING INTERESTS		636,486	589,438	-	-
TOTAL SHAREHOLDERS' EQUITY		27,053,950	25,061,799	25,544,584	24,354,207
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>		<b>91,463,713</b>	<b>92,498,530</b>	<b>84,678,613</b>	<b>87,228,139</b>

Notes to the financial statements form an integral part of these statements

**AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**

**STATEMENT OF PROFIT OR LOSS**

**FOR THE YEAR ENDED FEBRUARY 28, 2025**

**UNIT : THOUSAND BAHT**

	Notes	CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
		For the years ended		For the years ended	
		February 28,	February 29,	February 28,	February 29,
		2025	2024	2025	2024
REVENUES					
Credit card income		7,361,439	7,818,745	7,172,584	7,653,047
Loan income	33	9,739,320	9,950,408	9,366,951	9,805,016
Hire-purchase income		1,269,478	997,868	361,901	262,272
Other income					
Bad debt recovery		2,112,608	1,848,593	2,111,967	1,783,613
Gain on sale of written-off receivables	43.5 - 43.10	172,092	167,108	172,092	167,108
Collection service income		180,645	221,345	-	-
Insurance broker business income		648,420	642,988	648,420	642,988
Dividend income	38.2.2	-	-	273,800	273,800
Gain on sale of investment in a subsidiary	10.4	93,576	-	-	-
Gain on revaluation of investment in equity securities designated at fair value through profit or loss		-	9,409	-	9,409
Others		524,189	308,799	315,015	141,325
Total Other income		3,731,530	3,198,242	3,521,294	3,018,243
Total Revenues		22,101,767	21,965,263	20,422,730	20,738,578
EXPENSES					
Operating and administrative expenses		8,580,812	8,210,557	7,787,467	7,415,015
Directors and managements' remuneration	34	190,859	183,112	136,791	131,035
Loss on impairment of investment in a subsidiary	10.1	-	-	20,000	-
Loss on sale of investment in a subsidiary	10.4	-	-	268,556	-
Loss on sale and write-off of leasehold improvement and equipment and intangible assets other than goodwill		3,956	8,131	2,859	8,233
Total Expenses	36	8,775,627	8,401,800	8,215,673	7,554,283
Finance costs		2,245,368	2,161,866	2,048,082	2,156,108
Expected credit losses		7,233,138	7,240,216	6,840,593	7,032,844
PROFIT BEFORE INCOME TAX		3,847,634	4,161,381	3,318,382	3,995,343
INCOME TAX EXPENSES	37	897,129	823,525	813,406	742,652
PROFIT FOR THE YEAR		2,950,505	3,337,856	2,504,976	3,252,691
PROFIT ATTRIBUTABLE TO :					
Owners of the parent		2,860,344	3,258,785	2,504,976	3,252,691
Non-controlling interests		90,161	79,071	-	-
		2,950,505	3,337,856	2,504,976	3,252,691
BASIC EARNINGS PER SHARE	BAHT	11.44	13.04	10.02	13.01
WEIGHTED AVERAGE NUMBER OF ORDINARY SHARES	SHARES	250,000,000	250,000,000	250,000,000	250,000,000

Notes to the financial statements form an integral part of these statements

AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED FEBRUARY 28, 2025

UNIT : THOUSAND BAHT

	Notes	CONSOLIDATED FINANCIAL STATEMENTS For the years ended February 28, February 29, 2025 2024		SEPARATE FINANCIAL STATEMENTS For the years ended February 28, February 29, 2025 2024	
Profit for the year		2,950,505	3,337,856	2,504,976	3,252,691
Other comprehensive income (expense), net of tax					
Items that may be reclassified to profit or loss					
Exchange differences on translating financial statements of foreign operations					
- Owners of the parent	32	(47,862)	(21,791)	-	-
- Non-controlling interests		(43,113)	(12,070)	-	-
Loss reclassified to profit or loss					
on sale of investment in a foreign subsidiary	10.4 and 32	82,614	-	-	-
Losses on cash flow hedges	32	(43,254)	(235,261)	(43,254)	(235,261)
Total items that may be reclassified to profit or loss, net of tax		(51,615)	(269,122)	(43,254)	(235,261)
Items that will not be reclassified to profit or loss					
Gain on remeasurements of defined benefit plans	27	122,859	24,571	125,363	22,959
Income tax relating to items that may be reclassified to profit or loss		(24,572)	(4,914)	(25,073)	(4,592)
Total items that will not be reclassified to profit or loss, net of tax		98,287	19,657	100,290	18,367
Other comprehensive income (expense) for the year, net of tax		46,672	(249,465)	57,036	(216,894)
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>2,997,177</b>	<b>3,088,391</b>	<b>2,562,012</b>	<b>3,035,797</b>
<b>TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO :</b>					
Owners of the parent		2,950,129	3,021,390	2,562,012	3,035,797
Non-controlling interests		47,048	67,001	-	-
		<b>2,997,177</b>	<b>3,088,391</b>	<b>2,562,012</b>	<b>3,035,797</b>

Notes to the financial statements form an integral part of these statements

AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY  
FOR THE YEAR ENDED FEBRUARY 28, 2025

UNIT : THOUSAND BAHT

Notes		CONSOLIDATED FINANCIAL STATEMENTS												
		Owners of the parent								Share subscription		Non-	Total	
		Issued and paid-up share capital	Share premium on ordinary shares	Surplus on share-based payment transaction	Deficit arising from change in ownership interest in a subsidiary	Retained earnings		Other components of		Total owners of the parent	received in advance	controlling interests	shareholders' equity	
						Legal reserve	Reserve for business expansion	shareholders' equity						
								Exchange differences on translating financial statements of foreign operations	Cumulative loss on cash flow hedges					
Beginning balance as at March 1, 2023		250,000	478,000	9,265	-	25,000	4,850,000	17,382,220	(83,454)	(89,551)	22,821,480	-	526,600	23,348,080
Changes during the year														
Surplus on share-based payment transaction	28	-	-	4,385	-	-	-	-	-	-	4,385	-	-	4,385
Decrease in change in ownership interest in a subsidiary	10.2	-	-	-	(16)	-	-	-	-	-	(16)	-	(234)	(250)
Dividend paid	29.1	-	-	-	-	-	-	(737,496)	-	-	(737,496)	-	(3,929)	(741,425)
Interim dividend paid	29.2	-	-	-	-	-	-	(637,382)	-	-	(637,382)	-	-	(637,382)
Profit for the year		-	-	-	-	-	-	3,258,785	-	-	3,258,785	-	79,071	3,337,856
Other comprehensive income (expense) for the year		-	-	-	-	-	-	19,657	(21,791)	(235,261)	(237,395)	-	(12,070)	(249,465)
Ending balance as at February 29, 2024		250,000	478,000	13,650	(16)	25,000	4,850,000	19,285,784	(105,245)	(324,812)	24,472,361	-	589,438	25,061,799
Beginning balance as at March 1, 2024		250,000	478,000	13,650	(16)	25,000	4,850,000	19,285,784	(105,245)	(324,812)	24,472,361	-	589,438	25,061,799
Changes during the year														
Share subscription received in advance	10.3	-	-	-	-	-	-	-	-	-	-	366,561	-	366,561
Surplus on share-based payment transaction	28	-	-	3,055	-	-	-	-	-	-	3,055	-	-	3,055
Dividend paid	29.3	-	-	-	-	-	-	(737,145)	-	-	(737,145)	-	-	(737,145)
Interim dividend paid	29.4	-	-	-	-	-	-	(637,497)	-	-	(637,497)	-	-	(637,497)
Profit for the year		-	-	-	-	-	-	2,860,344	-	-	2,860,344	-	90,161	2,950,505
Other comprehensive income (expense) for the year		-	-	-	-	-	-	98,287	34,752	(43,254)	89,785	-	(43,113)	46,672
Ending balance as at February 28, 2025		250,000	478,000	16,705	(16)	25,000	4,850,000	20,869,773	(70,493)	(368,066)	26,050,903	366,561	636,486	27,053,950

Notes to the financial statements form an integral part of these statements

**AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**  
**STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY (CONTINUED)**  
**FOR THE YEAR ENDED FEBRUARY 28, 2025**

UNIT : THOUSAND BAHT

	Notes	SEPARATE FINANCIAL STATEMENTS						
		Issued and paid-up share capital	Share premium on ordinary shares	Surplus on share-based payment transaction	Retained earnings Appropriated Legal reserve	Reserve for business expansion	Unappropriated	Other components of shareholders' equity Cumulative loss on cash flow hedges
								Total shareholders' equity
<b>Beginning balance as at March 1, 2023</b>		250,000	478,000	9,265	25,000	4,850,000	17,167,729	(89,551)
Changes during the year								
Surplus on share-based payment transaction	28	-	-	2,845	-	-	-	-
Dividend paid	29.1	-	-	-	-	-	(737,496)	-
Interim dividend paid	29.2	-	-	-	-	-	(637,382)	-
Profit for the year		-	-	-	-	-	3,252,691	-
Other comprehensive income (expense) for the year		-	-	-	-	-	18,367	(235,261)
<b>Ending balance as at February 29, 2024</b>		<u>250,000</u>	<u>478,000</u>	<u>12,110</u>	<u>25,000</u>	<u>4,850,000</u>	<u>19,063,909</u>	<u>(324,812)</u>
<b>Beginning balance as at March 1, 2024</b>		250,000	478,000	12,110	25,000	4,850,000	19,063,909	(324,812)
Changes during the year								
Surplus on share-based payment transaction	28	-	-	3,007	-	-	-	-
Dividend paid	29.3	-	-	-	-	-	(737,145)	-
Interim dividend paid	29.4	-	-	-	-	-	(637,497)	-
Profit for the year		-	-	-	-	-	2,504,976	-
Other comprehensive income (expense) for the year		-	-	-	-	-	100,290	(43,254)
<b>Ending balance as at February 28, 2025</b>		<u>250,000</u>	<u>478,000</u>	<u>15,117</u>	<u>25,000</u>	<u>4,850,000</u>	<u>20,294,533</u>	<u>(368,066)</u>

Notes to the financial statements form an integral part of these statements

**AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED FEBRUARY 28, 2025**

**UNIT : THOUSAND BAHT**

	Notes	CONSOLIDATED FINANCIAL STATEMENTS For the years ended February 28, 2025		SEPARATE FINANCIAL STATEMENTS For the years ended February 28, 2025	
		February 29, 2024	February 29, 2024	February 28, 2025	February 29, 2024
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Profit for the year		2,950,505	3,337,856	2,504,976	3,252,691
Adjustments for:					
Income tax expenses		897,129	823,525	813,406	742,652
Expected credit losses		7,233,138	7,240,216	6,840,593	7,032,844
Loss on impairment of investment in a subsidiary	10.1	-	-	20,000	-
(Gain) loss on sale of investment in a subsidiary	10.4	(93,576)	-	268,556	-
Depreciation of leasehold improvement and equipment and right-of-use assets		693,542	748,621	591,618	642,468
Amortization of intangible assets other than goodwill		277,034	271,581	238,413	226,928
Loss on sale of leasehold improvement and equipment and intangible assets other than goodwill		1,508	940	2,177	1,548
Loss on write-off of leasehold improvement and equipment and intangible assets other than goodwill		2,448	7,191	682	6,685
Employee benefit expense	27	114,382	71,274	100,380	62,879
Employee joint investment program expense	28	18,597	17,461	16,755	14,351
Gain on sale of written-off receivables		(172,092)	(167,108)	(172,092)	(167,108)
Unrealized loss on exchange rate		-	-	7,463	1,977
Gain on revaluation of investment in equity securities designated at fair value through profit or loss		-	(9,409)	-	(9,409)
Gain on cancellation of lease agreements	16	(1,642)	(488)	(1,000)	(488)
Interest income		(13,179,748)	(13,893,421)	(11,445,964)	(12,467,099)
Dividend income		-	-	(273,800)	(273,800)
Finance costs		2,245,368	2,161,866	2,048,082	2,156,108
		986,593	610,105	1,560,245	1,223,227
Operating assets (increase) decrease					
Trade and other current receivables		(7,134,963)	(6,927,019)	(5,132,995)	(5,576,938)
Loans from purchase of accounts receivable		(84,344)	(11,584)	-	-
Other current assets		4,188	43,472	954	(2,791)
Other non-current assets		5,854	9,889	2,041	11,236
Operating liabilities increase (decrease)					
Trade and other current payables		67,858	(233,360)	69,910	(226,024)
Other current liabilities		(38,991)	35,616	23,993	33,144
Other non-current liabilities		(7,606)	(1,533)	(2,979)	(1,606)
Net cash flows used in operations		(6,201,411)	(6,474,414)	(3,478,831)	(4,539,752)
Interest received		13,799,367	14,278,389	12,108,758	12,855,034
Dividend received		-	-	273,800	273,800
Finance costs paid		(2,202,422)	(2,073,248)	(2,028,800)	(2,078,021)
Income tax paid		(690,760)	(1,238,940)	(603,096)	(1,155,689)
Employee benefits paid		(38,694)	(7,545)	(31,270)	(4,849)
Cash paid for employee joint investment program	28	(15,542)	(13,076)	(13,748)	(11,506)
Net cash flows provided by operating activities		4,650,538	4,471,166	6,226,813	5,339,017

**AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**

**STATEMENT OF CASH FLOWS (CONTINUED)**

**FOR THE YEAR ENDED FEBRUARY 28, 2025**

**UNIT : THOUSAND BAHT**

	Notes	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		For the years ended		For the years ended	
		February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Cash received from fixed deposits at banks under obligations		-	106,403	-	-
Cash paid for fixed deposits at banks under obligations		(35,514)	-	-	-
Cash paid for short-term loans to a subsidiary		-	-	(40,000)	-
Cash paid for purchase of leasehold improvement and equipment	4.2	(293,128)	(251,703)	(239,326)	(152,817)
Cash received from sale of leasehold improvements and equipment		1,759	1,357	880	1,020
Cash paid for purchase of intangible assets other than goodwill	4.2	(252,807)	(206,938)	(238,968)	(168,853)
Cash paid for investment in a subsidiary	10.2	-	(250)	(50,000)	(25,500)
Cash paid in advance for investment in a subsidiary	10.3	-	-	(367,514)	-
Cash received from sale of investment in a subsidiary	10.4	60,133	-	186,848	-
Cash paid for investment in equity securities designated at fair value through other comprehensive income	12	(72,000)	(72,000)	(72,000)	(72,000)
Cash received from repayment of long-term loan to a subsidiary		-	-	24,121	24,121
Cash received from long-term subordinated lendings		-	-	6,324	-
Net cash flows used in investing activities		<u>(591,557)</u>	<u>(423,131)</u>	<u>(789,635)</u>	<u>(394,029)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Cash received from bank overdrafts and short-term borrowings from financial institutions	4.4	79,701,124	98,434,643	64,440,000	91,280,000
Cash repayments for bank overdrafts and short-term borrowings from financial institutions	4.4	(77,924,388)	(100,159,689)	(63,370,000)	(94,220,000)
Cash received from long-term borrowings	4.4	15,516,595	11,888,992	14,878,550	10,662,440
Cash repayments for long-term borrowings	4.4	(16,784,682)	(12,667,571)	(16,696,761)	(11,073,300)
Cash received from long-term borrowings under securitization project	4.4	-	-	-	482,734
Cash repayments for long-term borrowings under securitization project	4.4	-	-	(482,190)	(538,632)
Cash repayments for long-term debentures	4.4	(2,496,204)	(821,378)	(2,000,000)	-
Cash repayments from long-term subordinated borrowings	4.4	(6,324)	-	-	-
Cash paid for lease liabilities	4.4	(533,288)	(542,813)	(460,214)	(476,299)
Cash received in advance from share subscription	10.3	366,561	-	-	-
Cash received from seller loan in special purpose vehicle for securitization		-	-	79,929	-
Cash received from sales of written-off receivables		295,538	191,723	295,538	191,723
Cash paid for dividend		(752,145)	(748,815)	(737,145)	(737,496)
Cash paid for interim dividend		(637,497)	(637,382)	(637,497)	(637,382)
Net cash flows used in financing activities		<u>(3,254,710)</u>	<u>(5,062,290)</u>	<u>(4,689,790)</u>	<u>(5,066,212)</u>
Net increase (decrease) in cash and cash equivalents before effect of exchange rate		804,271	(1,014,255)	747,388	(121,224)
Effect of exchange rate changes on cash and cash equivalents		(29,693)	(5,445)	-	-
Cash and cash equivalents at the beginning of the year		2,796,656	3,816,356	2,038,586	2,159,810
<b>Cash and cash equivalents at the ending of the year</b>	4.1	<u>3,571,234</u>	<u>2,796,656</u>	<u>2,785,974</u>	<u>2,038,586</u>

Notes to the financial statements form an integral part of these statements



## Notes to the Financial Statements

**AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED FEBRUARY 28, 2025**

<b>NOTE</b>	<b>CONTENTS</b>
1.	Operations of the company
2.	Basis for preparation and presentation of the financial statements
3.	Material accounting policies
4.	Supplementary disclosures of cash flow information
5.	Trade receivables
6.	Other receivables
7.	Fixed deposits at banks under obligations
8.	Loans to subsidiaries
9.	Loans from purchase of accounts receivable
10.	Investments in subsidiaries
11.	Investments in equity securities designated at fair value through profit or loss
12.	Investment in equity security designated at fair value through other comprehensive income
13.	Seller loan in special purpose vehicle for securitization
14.	Subordinated lendings and subordinated borrowing
15.	Leasehold improvement and equipment
16.	Right-of-use assets
17.	Intangible assets other than goodwill
18.	Deferred tax assets
19.	Other non-current assets
20.	Short-term borrowings from financial institutions
21.	Other current payables
22.	Lease liabilities
23.	Long-term borrowings
24.	Long-term borrowings under securitization project
25.	Long-term debentures
26.	Derivative financial instruments
27.	Provisions for employee benefits
28.	Employee joint investment program
29.	Shareholders' equity
30.	Legal reserve
31.	Capital management
32.	Other components of shareholders' equity
33.	Revenues relating to securitization transaction
34.	Directors and managements' remuneration
35.	Provident fund
36.	Expense by nature
37.	Corporate income tax
38.	Transactions with related parties
39.	Operating Segments
40.	Disclosure of information relating to financial instruments
41.	Credit facilities and letters of guarantee
42.	Significant agreements relating to securitization transaction
43.	Sale of written-off receivables
44.	Commitment
45.	Event after the reporting period
46.	Approval of financial statements

**AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED FEBRUARY 28, 2025**

**1. OPERATIONS OF THE COMPANY**

The Company was registered as a limited company under the Civil and Commercial Code on September 18, 1992 and registered to be Public Company Limited with the Ministry of Commerce on August 7, 2001. The Company was listed on The Stock Exchange of Thailand on December 11, 2001. The Company's head office is located at 388, 27<sup>th</sup> Floor, Exchange Tower, Sukhumvit Road, Klongtoey, Bangkok. The Company's main objective is to do the retail finance services which consist of credit card, hire-purchase and personal loans, and others. Subsequently, on October 6, 2020, the Company has registered another objective which is to conduct life and non-life insurance brokerage business.

As at February 28, 2025 and February 29, 2024, the Company has head office and branches totaling 105 locations and 102 locations, respectively.

AEON Financial Service Co., Ltd., incorporated in Japan, and ACS Capital Corporation Limited, incorporated in Thailand, are major shareholders with 35.12% and 19.20% shareholdings, respectively. AEON Co., Ltd., incorporated in Japan, is the ultimate parent company.

The Company has subsidiaries which are under its control in finance and operations as mentioned in Note 2.4 and Note 10.

AEON Microfinance (Myanmar) Co., Ltd. (the "subsidiary") has temporarily suspended new loans to customers due to the impact of the political turmoil in Myanmar since February 1, 2021. Subsequently, the subsidiary had resumed providing new loans to existing customers starting from January 22, 2022, and to new customers starting from January 12, 2023. The subsidiary has continuously reduced operation costs and continued pursuing debt collection. However, the subsidiary has suspended loan disbursement starting from February 24, 2024.

On November 29, 2024, the Company sold the entire investment in AEON Microfinance (Myanmar) Co., Ltd. (see Note 10.4).

## **2. BASIS FOR PREPARATION AND PRESENTATION OF FINANCIAL STATEMENTS**

- 2.1 The Group and the Company maintain its accounting records in Thai Baht and prepare their statutory financial statements in the Thai language in conformity with Thai Financial Reporting Standards and accounting practices generally accepted in Thailand.

The English version of the consolidated and separate financial statements have been prepared from the Thai version of the consolidated and separate financial statements prepared by law. In the event of any conflict or different interpretation of the two different languages, the Thai version consolidated and separate financial statements in accordance with the Thai law is superseded.

- 2.2 The Group's and the Company's financial statements have been prepared in accordance with the Thai Accounting Standard (TAS) No. 1 "Presentation of Financial Statements" the Regulation of The Stock Exchange of Thailand (SET) dated October 2, 2017, regarding the preparation and submission of financial statements and reports for the financial position and results of operations of the listed companies B.E. 2560 and the Notification of the Department of Business Development regarding "The Brief Particulars in the Financial Statement B.E. 2566".

- 2.3 The consolidated financial statements for the years ended February 28, 2025 and February 29, 2024 included the accounts of the Company and its subsidiaries. Significant transactions and balances between the Company and its subsidiaries have been eliminated.

Subsidiaries are entities controlled by the Company. Control exists when the Company has the power, directly or indirectly, to govern the financial and operating policies of an entity so as to obtain benefits from its activities. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The accounting policies of subsidiaries have been changed where necessary to align them with the policies adopted by the Group.

Loss in a subsidiary are allocated to non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

If the Company losses control in a subsidiary, it will derecognize the assets and liabilities, any non-controlling interests and the other components of shareholders' equity related to the subsidiary. Any surplus or deficit arising from the loss of control is recognized in profit or loss. If the Company retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as an equity-accounted investee or as an investment in equity securities depending on the level of influence retained.

2.4 For the years ended February 28, 2025 and February 29, 2024, the subsidiaries included in the consolidated financial statements are as follows:

	Business type	Country of registration	Registration date	Percentage of direct and indirect holdings (%)	
				2025	2024
ACS Servicing (Thailand) Company Limited	Collection servicer	Thailand	March 13, 2007	100.00	100.00
ACSI (Thailand) Co., Ltd.	Non-life insurance broker and life insurance broker	Thailand	July 1, 2013	100.00	100.00
AEON Specialized Bank (Cambodia) Plc. <sup>(4)</sup>	Retail finance business	Cambodia	October 5, 2011	50.00	50.00
AEON Microfinance (Myanmar) Company Limited <sup>(5)</sup>	Retail finance business	Myanmar	November 2, 2012	-	100.00
AEON Leasing Service (Lao) Company Limited <sup>(1)</sup>	Retail finance business	Laos	January 11, 2013	100.00	100.00
ATS Rabbit Special Purpose Vehicle Company Limited <sup>(3)</sup>	Special purpose juristic person in securitization projects	Thailand	March 20, 2015	48.75	48.75
AEON Asset Management (Thailand) Co., Ltd. <sup>(2)</sup>	Non-performing assets management	Thailand	August 2, 2022	100.00	100.00

(1) The Company indirectly holds shares of AEON Leasing Service (Lao) Company Limited through ACS Servicing (Thailand) Company Limited with 3.71% shareholding.

(2) The Company indirectly holds shares of AEON Asset Management (Thailand) Co., Ltd. through ACS Servicing (Thailand) Company Limited with 0.01% shareholding.

(3) The Company has the power to control over ATS Rabbit Special Purpose Vehicle Company Limited because the Company has power to appoint the board of directors and rights to provide certain service which is significantly impacted by the performance of underlying assets and has rights to get variable return from such company under securitization project.

(4) The Company has the power to control over AEON Specialized Bank (Cambodia) Plc. in accordance with the requirement of TFRS No.10 "Consolidated Financial Statements".

(5) On November 29, 2024, the Company sold the entire investment in AEON Microfinance (Myanmar) Company Limited (see Note 10.4).

The material accounting policies used for the financial statements of the subsidiaries are adjusted to be the same as those of the Company.

2.5 The financial statements of the subsidiaries used in the preparation of consolidated financial statements are as of a date or for a period that is different from that of the consolidated financial statements. However, the Company consolidated the financial information of the subsidiaries using the most recent financial statements of the subsidiaries adjusted for the effects of significant transactions or events that occur between the date of those financial statements and the date of the consolidated financial statements. The dates of the end of the reporting period of the financial statements of the aforementioned subsidiaries are as follows:

	The date of the end of the reporting period in preparation of the consolidated financial statements For the years ended	
	February 28, 2025	February 29, 2024
<b>Subsidiaries</b>		
ACS Servicing (Thailand) Company Limited	December 31, 2024	December 31, 2023
ACSI (Thailand) Co., Ltd.	December 31, 2024	December 31, 2023
AEON Specialized Bank (Cambodia) Plc.	December 31, 2024	December 31, 2023
AEON Microfinance (Myanmar) Company Limited	September 30, 2024	December 31, 2023
AEON Leasing Service (Lao) Company Limited	December 31, 2024	December 31, 2023
AEON Asset Management (Thailand) Co., Ltd.	December 31, 2024	December 31, 2023

2.6 Thai Financial Reporting Standards affecting the presentation and disclosure in the current year financial statements

During the year, the Group and the Company have adopted the revised financial reporting standards issued by the Federation of Accounting Professions which are effective for fiscal years beginning on or after January 1, 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, which the changes are to amend the accounting requirements, as follows:

- Thai Accounting Standard No. 1 “Presentation of Financial Statements”, require to disclose the material accounting policy information.
- Thai Accounting Standard No. 8 “Accounting Policies, Changes in Accounting Estimates and Errors”, amend the definition of accounting estimates.
- Thai Accounting Standard No. 12 “Income Taxes”, add the requirements for the initial recognition of deferred tax which give rise to equal taxable and deductible temporary differences, and also add the exemption for the deferred tax recognition related to International Tax Reform - Pillar Two Model.

The adoption of these financial reporting standards does not have any significant impact on the Group and the Company’s financial statements.

2.7 Thai Financial Reporting Standards announced in the Royal Gazette but not yet effective

The revised TFRSs were announced in the Royal Gazette which will be effective for the financial statements for the period beginning on or after January 1, 2025 onwards. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, which the changes are to amend the accounting requirements, as follows:

Thai Accounting Standard No. 1 “Presentation of Financial Statements”

- Classification of liabilities as current or non-current

The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of “settlement” to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

- Non-current liabilities with covenants

The amendments specify that only covenants that an entity is required to comply with on or before the end of the reporting period affect the entity's right to defer settlement of a liability for at least twelve months after the reporting period and therefore must be considered in assessing the classification of the liability as current or non-current.

Such covenants affect whether the right exists at the end of the reporting period, even if compliance with the covenant is assessed only after the reporting period. For example, a covenant based on the entity's financial position at the reporting period that is assessed for compliance only after the reporting period.

The amendments are applied retrospectively for annual reporting periods beginning or after January 1, 2025. Earlier application of the amendments is permitted.

Thai Accounting Standard No. 7 "Statement of Cash Flows" and Thai Financial Reporting Standard No. 7 "Financial Instruments: Disclosures" - Supplier Finance Arrangements

The amendments add a disclosure objective to TAS 7 stating that an entity is required to disclose information about its supplier finance arrangements that enables users of financial statements to assess the effects of those arrangements on the entity's liabilities and cash flows. In addition, TFRS 7 was amended to add supplier finance arrangements as an example within the requirements to disclose information about an entity's exposure to concentration of liquidity risk.

The term "supplier finance arrangements" is not defined. Instead, the amendments describe the characteristics of an arrangement for which an entity would be required to provide the information. To meet the disclosure objective, an entity will be required to disclose in aggregate for its supplier finance arrangements, as follows:

- The terms and conditions of the arrangements
- The carrying amount, and associated line items presented in the entity's statement of financial position, of the financial liabilities that are part of the arrangements
- The carrying amount, and associated line items for which the suppliers have already received payment from the finance providers
- Ranges of payment due dates for both those financial liabilities that are part of a supplier finance arrangement and comparable trade payables that are not part of a supplier finance arrangement
- Liquidity risk information

The amendments, which contain specific transition reliefs for the first annual reporting period in which an entity applies the amendments, are applicable for annual reporting periods beginning on or after January 1, 2025. Earlier application of the amendments is permitted.

Thai Financial Reporting Standard No. 16 “Leases” - Lease Liability in a Sale and Leaseback

The amendments add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements in TFRS 15 to be accounted for as a sale. The amendments require the seller-lessee to determine “lease payments” or “revised lease payments” such that the seller-lessee does not recognize a gain or loss that relates to the right-of-use retained by the seller-lessee, after the commencement date.

The amendments do not affect the gain or loss recognized by the seller-lessee relating to the partial or full termination of a lease. Without these new requirements, a seller-lessee may have recognized a gain on the right-of-use it retains solely because of a remeasurement of the lease liability (for example, following a lease modification or change in the lease term) applying the general requirements in TFRS 16. This could have been particularly the case in a leaseback that includes variable lease payments that do not depend on an index or rate.

A seller-lessee shall apply these amendments for annual reporting periods beginning on or after January 1, 2025. Earlier application is permitted. If a seller-lessee applies these amendments for an earlier period, the seller-lessee shall disclose such fact.

The Group’s and the Company’s management will adopt such TFRSs in the preparation of the Group’s and the Company’s financial statements when they become effective. The Group’s and the Company’s management is in the process to assess the impact of these TFRSs on the financial statements of the Group and the Company in the period of initial application.

### **3. MATERIAL ACCOUNTING POLICIES**

The financial statements have been prepared on the historical cost basis except as disclosed in the following:

#### **3.1 Cash and cash equivalents**

Cash and cash equivalents comprise cash on hands, all deposits at financial institutions with the original maturities of three months or less and highly liquid short-term investments, excluding cash at banks used as collateral.

#### **3.2 Financial instruments**

Financial assets and financial liabilities are recognized in the Group’s consolidated statement of financial position and the Company’s separate statement of financial position when the Group and the Company become a party to the contractual provisions of the instrument.



### 3.2.1 Classification and Measurement

#### 3.2.1.1 Classification

##### *Financial Assets*

The Group and the Company classify financial assets, depending on the business model of the Group and the Company on financial assets and type of contractual cash flow of financial assets. The Group and the Company classify financial assets as subsequently measured by amortized cost and fair value through profit or loss.

##### *Financial Liabilities*

The Group and the Company classify all financial liabilities as subsequently measured by amortized cost.

#### 3.2.1.2 Initial measurement

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

#### 3.2.1.3 Subsequent measurement

##### *Financial Assets*

The Group and the Company are subsequently measure financial assets as below;

##### (1) Subsequent measurement by Amortized cost

Financial assets are measured subsequently at amortized cost. The Group and the Company using the effective interest method. The effective interest method is a method of calculating the amortized cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash inflow (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset, or (where appropriate) a shorter period, to the amortized cost of a financial asset.

##### (2) Subsequent measurement by Fair value through profit or loss (“FVTPL”)

Financial assets that do not meet the criteria for being measured at amortized cost are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognized in profit or loss to the extent they are not part of a designated hedging relationship (see Note 3.2.3 Hedge accounting). The net gain or loss recognized in profit or loss includes any dividend or interest earned on the financial asset.

- (3) Subsequent measurement by Fair value through other comprehensive incomes (“FVTOCI”)

On initial recognition, the Group and the Company may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognized by an acquirer in a business combination.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognized in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gain or loss is not reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

The Group and the Company designated all investments in equity instruments that are not held for trading as at FVTOCI on initial application of TFRS 9.

### *Financial Liabilities*

All financial liabilities are measured subsequently at amortized cost using the effective interest method. The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortized cost of a financial liability.

#### 3.2.1.4 Derecognition of Financial instruments

##### *Financial Assets*

The Group and the Company derecognize a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group and the Company neither transfer nor retain substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group and the Company recognize its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group and the Company retain substantially all the risks and rewards of ownership of a transferred financial asset, the Group and the Company continue to recognize the financial asset and also recognizes a collateralized borrowing for the proceeds received.

On derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss.

##### *Financial Liabilities*

The Group and the Company derecognize financial liabilities when, and only when, the obligation of the Group and the Company are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

#### 3.2.2 Impairment of financial assets

The Group and the Company recognize allowance for expected credit loss on trade receivables using ECL model. The amount of expected credit losses is updated at each reporting period date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group and the Company recognize lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group and the Company measure the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the expected credit loss that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

(1) Significant increase in credit risk

The Group and the Company compare the risk of a default occurring on the financial instrument at the reporting date based on the remaining maturity of the instrument with the risk of a default occurring that was anticipated for the remaining maturity at the current reporting date when the financial instrument was first recognized. In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group and the Company consider both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

Despite the foregoing, the Group and the Company assume that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if;

- The financial instrument has a low risk of default;
- The debtor has a strong capacity to meet its contractual cash flow obligations in the near term; and
- Adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group and the Company regularly monitor the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(2) Definition of default

The Group and the Company consider constituting an event of default for internal credit risk management policies and historical experience indicates that financial assets are defaulted by considering information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, in full.

Irrespective of the above analysis, the Group and the Company consider that default has occurred when the past due is more than 90 days unless the Group and the Company have supportable information to demonstrate that a more lagging default criterion is reasonable.

(3) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes the consideration of following events;

- Significant financial difficulty of the issuer or the borrower;
- A breach of contract, such as a default or past due event;

- The lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider; and
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganization.

(4) Write-off policy

The Group and the Company write off trade receivables when there is information indicating that the debtor is in financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of loans to customers, when the days past due are over the period that the Management determined, whichever occurs sooner. Loans to customers written off may still be subject to enforcement activities under the Group's and the Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in profit or loss.

(5) Measurement and recognition of expected credit loss

The measurement of expected credit loss is a function of the probability of default, loss given default and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above.

For financial assets, exposure at default is represented by the asset's gross carrying amount at the reporting date.

For loan commitments, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's and the Company's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

If the Group and the Company have measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group and the Company measure the loss allowance at an amount equal to 12-month ECL at the current reporting date.

### 3.2.3 Hedge accounting

The Group and the Company designate certain derivatives as hedging instruments in respect of foreign currency risk and interest rate risk in cash flow hedges.

At the inception of the hedge relationship, the Group and the Company document the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group and the Company document whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements;

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of credit risk does not dominate the value changes that result from that economic relationships; and
- The hedged ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group and the Company actually hedge and the quantity of the hedging instrument that the Group and the Company actually use to hedge that quantity of hedged item.

#### *Cash flow hedges*

The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualify as cash flow hedges is recognized in other comprehensive income and accumulated under the heading of cash flow hedging reserve, limited to the cumulative change in fair value of the hedged item from inception of the hedge. The gain or loss relating to the ineffective portion is recognized immediately in profit or loss, and is included in the "Finance costs" line item.

Amounts previously recognized in other comprehensive income and accumulated in shareholders' equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss, in the same line as the recognized hedged item. However, when the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously recognized in other comprehensive income and accumulated in shareholders' equity are removed from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability.

This transfer does not affect other comprehensive income. Furthermore, if the Group expects that some or all of the loss accumulated in the cash flow hedging reserve will not be recovered in the future, that amount is immediately reclassified to profit or loss.

### 3.3 Investment in subsidiaries

Investments in subsidiaries in the separate financial statements are accounted for using the cost method, less allowances for impairment (if any).

In case impairment in value of investment has occurred, the loss result of investment is recognized in the statement of profit or loss.

Cost of securities sold is determined by the weighted-average method.

3.4 Leasehold improvement and equipment

Leasehold improvement and equipment are stated at cost less accumulated depreciation and allowance for impairment (if any).

Depreciation of leasehold improvement and equipment is calculated by the straight-line method, based on the estimated useful life of the assets of 3 years and 5 years.

3.5 Intangible assets

Intangible assets are stated at cost less accumulated amortization and allowance for impairment (if any).

Intangible assets are computer software which are amortized by the straight-line method over the estimated useful lives of 3 - 10 years.

3.6 Loans from purchase of accounts receivable and accrued interest

The loans from purchase of accounts receivable represent non-performing receivables which a subsidiary has purchased from financial institutions and credit service companies by bidding for debts management and collection. Under the purchase contracts of non - performing receivables, the subsidiary takes all the risks in the collection without recourse. The loans from purchase of accounts receivable are recognized as purchased or originated credit-impaired financial assets. The subsidiary initially recognizes purchased or originated credit-impaired financial assets at cost, which comprise purchased amount (fair value as at transaction date equals or approximates to purchased price) plus direct expense of loans from purchase of accounts receivable, and presents at amortized cost plus accrued interest income, net of allowance for expected credit losses.

3.7 Allowance for expected credit losses of loans from purchase of accounts receivable

The loans from purchase of accounts receivable are purchased or originated credit-impaired financial assets. The subsidiary recognizes allowance for expected credit losses from loans from purchase of accounts receivable as the cumulative changes in lifetime expected credit losses since initial recognition.

The subsidiary estimates the amount of expected credit losses of loans from purchase of accounts receivable by calculating the difference between the carrying amount of loans from purchase of accounts receivable and the present value of estimated future cash flow, and by discounting the unbiased forecast cash flows based on reasonable and supportable information that is relevant and available without undue cost or effort.

The subsidiary uses judgment in estimating the amount and period of expected net cash inflows in calculating allowance for expected credit losses and credit-adjusted effective interest rate since initial recognition of loans from purchase of accounts receivable for recognition of interest income. In estimating cash flows, the subsidiary considers loss experience and adjusts on the basis of current observable data. In addition, the subsidiary uses reasonable and supportive forecasts of future economic conditions that are proven to be statistically correlated, and uses appropriate judgment to estimate the amount of expected credit losses. The subsidiary uses judgment in assessing financial situation of debtor and net collateral value, uses forward-looking information model to calculate allowance for expected credit losses.

The subsidiary recognizes the amount of the change in lifetime expected credit losses of the financial assets as gain or loss from expected credit losses in profit or loss. The subsidiary recognizes favorable changes in lifetime expected credit losses as a reversal of expected credit losses, even if the lifetime expected credit losses are less than the amount of expected credit losses that were included in the estimated cash flows on initial recognition.

### 3.8 Leases

The Group and the Company as lessee

The Group and the Company assess whether a contract is or contains a lease, at inception of the contract. The Group and the Company recognize a right-of-use asset and corresponding lease liability with respect to all lease arrangements in which it is the lease.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lease under residual value guarantees;
- The exercise price of purchase options, if the lease is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated and separate statements of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.



The Group and the Company remeasure the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group and the Company expect to exercise a purchase option, the related right-of-use is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated and separate statements of financial position.

The Group and the Company apply TAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the “Leasehold improvement and equipment” policy.

Variable rents that do not depend on an index or rate are not included in the measurement the lease liability and the right-of-use asset. The related payments are recognized as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line “Operating and administrative expenses” in profit or loss.

As a practical expedient, TFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group and the Company have used this practical expedient.

### 3.9 Assets and liabilities in foreign currencies

#### 3.9.1 Functional currency and presentation currency

The consolidated and the separate financial statements are presented in Thai Baht as the presentation currency.

Items in the financial statements of foreign operations are recorded at their functional currency.

### 3.9.2 Translation of foreign currency transaction

Transactions in foreign currencies are translated to Thai Baht at the foreign exchange rates ruling at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to Thai Baht at the foreign exchange rates ruling at that date. Foreign exchange differences arising on translation are recognized as profit or loss in statement of profit or loss and other comprehensive income.

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to Thai Baht using the foreign exchange rates ruling at the dates of the transactions.

Monetary assets and liabilities for which settlement is neither planned nor likely to occur in a foreseeable future is treated as part of net investment in the foreign operation of the Group. Exchange differences arising on a monetary item that forms part of a reporting entity's net investment in a foreign operation shall be recognized in profit or loss in the separate financial statements of the reporting entity or the individual financial statements of the foreign operation, as appropriate. In the financial statements that include the foreign operation and the reporting entity (e.g. consolidated financial statements when the foreign operation is a subsidiary), such exchange differences shall be recognized initially in other comprehensive income and reclassified from shareholders' equity to profit or loss on a disposal of the net investment.

### 3.9.3 Translation of financial statements of foreign operations

The assets and liabilities of foreign entities are translated to Thai Baht at the foreign exchange rates ruling at the reporting date.

The revenues and expenses of foreign entities are translated to Thai Baht at rates approximating the foreign exchange rates ruling at the dates of the transactions.

Foreign exchange differences arising on translation are recognized as other comprehensive income in the statement of profit or loss and other comprehensive income and presented as the foreign currency translation reserve in shareholders' equity until a disposal of the investment.

### 3.10 Share-based payment

Equity-settled share-based payments to management and employees are measured at the fair value of the equity instruments at the grant date, and is recognized as employee expense in the statement of profit or loss along with the recognition of the shareholders' equity throughout the period that employee is able to access the rights without restriction. The expense recognized is to be adjusted to reflect the value of shares under the term of service that is not the term of equity market.

### 3.11 Recognition of revenues and expenses

Interest income and fee income from purposed loan, hire-purchase receivable, credit card receivable and personal loan are recognized on an accrual basis using the effective interest method.

Commission income is recognized on the issue date of the policy.

Collection service income is recognized on an accrual basis when service has been provided or upon satisfaction of performance obligations.

Bad debt recovery is recorded as other income in the statement of profit or loss when received.

Dividend income is recognized on the date the Company's rights to receive payments is established.

Other income and expenses are recognized on an accrual basis.

### 3.12 Provisions for employee benefits

#### 3.12.1 Provident Fund

The contribution for employee provident fund is recorded as an expense when incurred.

#### 3.12.2 Post-employment benefits

The Group and the Company operate post-employment benefits plans under the Labor Protection Act. Such employee benefits are calculated by an independent actuary at the end of reporting period using the Projected Unit Credit Method, which is estimated based on the present value of expected cash flows of benefits to be paid in the future taken into account the actuarial assumptions including salaries, turnover rate, mortality rate, years of service and other factors. Discount rate used in the calculation of provision is referenced to the yield curve of Thai government bond.

Gain or loss on remeasurements of defined benefit plans are recognized in the statement of profit or loss and other comprehensive income.

#### 3.12.3 Other long-term employee benefits

The Company operate provide other long-term employee benefit which is the operational maturity reward. It is the future benefits resulting from the operation in the current year and prior year. Such employee benefits are calculated by an independent actuary at the end of reporting period using the Projected Unit Credit Method, which is estimated based on the present value of expected cash flows of benefits to be paid in the future taken into account the actuarial assumptions including turnover rate, mortality rate, years of service and other factors. Discount rate used in the calculation of provision is referenced to the yield curve of Thai government bond.

Gain or loss on remeasurements of defined benefit plans are recognized in the statement of profit or loss.

### 3.13 Provision for dismantling costs

The Group and the Company record a provision for dismantling costs whenever it is highly probable that an obligation will arise as a result of a past event and the amount of the obligation can be reliably estimated. In estimating dismantling cost, the Group's and the Company's management exercise judgment in predicting future dismantling cost, discount rate and economic useful lives of the assets.

### 3.14 Deferred revenue from customer loyalty programs

Customer loyalty programs are to grant the points whereby customers are awarded credits (Points) entitling customers to the rights to redeem within a determined period under the condition of customer loyalty programs. Obligations from granting the points to purchase products or get free service in the future are recognized and measured at the fair value of consideration received or receivable which is derived from points expected to redeemed, multiplied by the estimated fair value per point, referring to the fair value of the rewards. Such obligations are allocated from consideration received or receivable and recorded through "Deferred revenue from customer loyalty programs" in the statement of financial position under "Other payables" and recognized in the statement of profit or loss as "Credit card income" when the points are redeemed by customers.

### 3.15 Income tax expense

Income tax expense represents the sum of the tax currently payable and deferred tax.

#### 3.15.1 Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statement of profit or loss because it excludes items of income or expense that are taxable or deductible in other years and further excludes items that are never taxable or deductible. The Company's current tax is calculated using tax rates that have been enacted or substantively enacted at the financial statement date.

#### 3.15.2 Deferred tax

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit (tax base). Deferred tax liabilities are generally recognized for all taxable temporary differences, and deferred tax assets are generally recognized for temporary differences to the extent that it is probable that taxable profits will be available against which those temporary differences can be utilized. The carrying amount of deferred tax assets is reviewed by the end of each reporting period. Deferred tax assets shall be reduced to the extent that utilized taxable profits decrease. Such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available to allow total or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to be applied to the period when the asset is realized or the liability is settled, based on tax rates that have been enacted or substantively enacted by the end of the reporting period.

Current tax assets and liabilities, and deferred tax assets and liabilities, are offset when there is a legally enforceable right to set off the recognized amounts and the Company intends to settle on a net basis or to realize the asset and settle the liability simultaneously and when they relate to income taxes levied by the same taxation authority.

Income tax expense or income related to profit or loss are presented in the statement of profit or loss and net presented with items recognized directly in shareholders' equity in the statement of profit or loss and other comprehensive income.

### 3.16 Basic earnings per share

Basic earnings per share are calculated by dividing the net income for the year by the number of weighted average ordinary shares outstanding during the year. In the case of a capital increase, the number of shares is weighted according to time of registration of the paid-up share capital increase. The Company did not have any common share equivalents outstanding which would have dilutive effects on earnings per share.

### 3.17 Fair value measurements

In estimating the fair value of an asset or a liability, the Group and the Company take into account the characteristics of the asset or liability if a producer or supplier of marketable goods would take those characteristics into the consideration the price that would be received to sell an asset or paid to transfer a liability at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. Fair values for disclosure in the financial statements are categorized into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are on as follows:

- Level 1 Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 Inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.
- Level 3 Inputs are unobservable inputs for the asset or liability.

### 3.18 Critical accounting judgments and key sources of estimation uncertainty

#### 3.18.1 Use of management's judgments in applying accounting policies

The preparation of financial statements in conformity with Thai Financial Reporting Standards (TFRSs) requires the Group and the Company's management to exercise various judgments in order to determine the accounting policies, estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Although these estimates are based on management's reasonable consideration of current events, actual results may differ from these estimates.

Critical judgments in applying the Group's and the Company's accounting policies are as follows:

(1) Allowance for expected credit losses

Management is required to use judgment in estimation in determining the allowance for expected credit loss of loans to customers and accrued interest receivables, together with loan commitments. The calculation of allowance for expected credit loss of the Group and the Company are based on the criteria of assessing if there has been an increase in credit risk, the development of complex expected credit loss model with a series of underlying assumptions, including the choice of inputs the forecasted macroeconomic variables in the model. This estimation has various relevant factors; therefore, the actual results may differ from estimates.

(2) Deferred revenue from customer loyalty programs

The deferred revenue from customer loyalty programs granted to the Company's customers is calculated based on the estimates of redemption rate of the reward points earned by the customers and fair value of reward prices, and is presented in the statement of financial position under "Other payables".

(3) Provisions for employee benefits

The present value of the provisions for employee benefits depends on a number of factors that are determined on an actuarial basis using a number of assumptions, including the discount rate. Any changes in these assumptions will have an impact on the carrying amount of such provisions.

The Group and the Company determine the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the provisions for employee benefits. In determining the appropriate discount rate, the Group and the Company consider the market yield of government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related provisions. Additional information is disclosed in Note 27.

Past service cost related to plan amendment is recognized as an expense in the statement of profit or loss when the plan amendment is occurred. The management of the Group and the Company judgmentally consider that an obligation arises only when the legislation is virtually certain to be enacted.

(4) Business model assessment

Classification and measurement of financial assets depends on the results of the SPPI and the business model test (please see financial assets sections of Note 3.2). The Group and the Company determine the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgment reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated.

The Group and the Company monitor financial assets measured at amortized cost or fair value through other comprehensive income that are derecognized prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's and the Company's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. However, no such changes were required during the periods presented.

(5) Significant increase in credit risk

As explained in Note 3.2.2, expected credit losses are measured as an allowance equal to 12-month ECL for Stage 1 assets, or equal to lifetime ECL for Stage 2 or Stage 3 assets. An asset moves to Stage 2 when its credit risk has increased significantly since initial recognition. TFRS 9 does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased, the Group and the Company take into account qualitative and quantitative reasonable and supportable forward-looking information.

3.18.2 Key sources of estimation uncertainty

The Group and the Company have estimates with the assumptions concerning the future. Although these estimates are based on management's reasonable consideration of current events, actual results may differ from these estimates. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

Fair value measurements and valuation processes

In estimating the fair value of an asset or liability, the Group and the Company use market-observable data to the extent it is available. Where Level 1 inputs are not available, the Group and Company engage third-party qualified valuers to perform the valuation.

Information about valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 40.6.

#### 4. SUPPLEMENTARY DISCLOSURES OF CASH FLOW INFORMATION

4.1 Cash and cash equivalents as at February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	As at February 28, 2025 Baht '000	As at February 29, 2024 Baht '000	As at February 28, 2025 Baht '000	As at February 29, 2024 Baht '000
Cash	46,397	283,248	308	237,712
Deposits at bank - call deposits	3,524,837	2,513,408	2,785,666	1,800,874
Total cash and cash equivalents	<u>3,571,234</u>	<u>2,796,656</u>	<u>2,785,974</u>	<u>2,038,586</u>

4.2 Cash paid for purchase of leasehold improvement and equipment and intangible assets other than goodwill for the years ended February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	For the years ended February 28, 2025 Baht '000	For the years ended February 29, 2024 Baht '000	For the years ended February 28, 2025 Baht '000	For the years ended February 29, 2024 Baht '000
Leasehold improvement and equipment				
Liabilities recorded - brought forward	3,553	8,655	3,554	8,458
Purchase of leasehold improvement and equipment	<u>294,371</u>	<u>246,601</u>	<u>240,156</u>	<u>147,913</u>
	297,924	255,256	243,710	156,371
<u>Less</u> Cash paid for purchase of leasehold improvement and equipment	<u>(293,128)</u>	<u>(251,703)</u>	<u>(239,326)</u>	<u>(152,817)</u>
Liabilities recorded - carried forward	<u>4,796</u>	<u>3,553</u>	<u>4,384</u>	<u>3,554</u>
Intangible assets other than goodwill				
Liabilities recorded - brought forward	46,960	46,661	45,632	46,410
Purchase of intangible assets other than goodwill	<u>237,984</u>	<u>207,237</u>	<u>225,468</u>	<u>168,075</u>
	284,944	253,898	271,100	214,485
<u>Less</u> Cash paid for purchase of intangible assets other than goodwill	<u>(252,807)</u>	<u>(206,938)</u>	<u>(238,968)</u>	<u>(168,853)</u>
Liabilities recorded - carried forward	<u>32,137</u>	<u>46,960</u>	<u>32,132</u>	<u>45,632</u>



- 4.3 The Company had non-cash items relating to sale of the rights on loans receivable to ATS Rabbit Special Purpose Vehicle Company Limited, a subsidiary, which the Company had sold loans receivable to. During the years ended February 28, 2025 and February 29, 2024 such sale was settled by increasing the Seller loan Account of Baht 407.75 million and Baht 20.42 million, respectively, instead of cash.
- 4.4 Changes in liabilities arising from financing activities for the years ended February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS					
	Beginning	Financing cash flows		Non-cash changes		Ending
	balance	Cash	Cash	Differences	Others	balance
	as at	received	paid	on translating		as at
	March 1,			foreign		February 28,
	2024			currencies		2025
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
Short-term borrowings from financial institutions	2,682,231	79,701,124	(77,924,388)	(57,071)	-	4,401,896
Long-term borrowings	51,295,636	15,516,595	(16,784,682)	(1,292,324)	(63,200)**	48,672,025
Long-term debentures	8,453,209	-	(2,496,204)	(201,518)	14,147	5,769,634
Subordinated borrowings	84,074	-	(6,324)	-	-	77,750
Lease liabilities	691,540	-	(533,288)	(2,107)	561,593*	717,738

\* The amount comprises addition of lease agreements and extensions of existing lease agreements.

\*\* The amount comprises decrease of long-term borrowings from sale of investment in a subsidiary.

	CONSOLIDATED FINANCIAL STATEMENTS					
	Beginning balance as at March 1, 2023  Baht '000	Financing cash flows		Non-cash changes		Ending balance as at February 29, 2024  Baht '000
		Cash	Cash	Differences	Others	
		received	paid	on translating		
				foreign		
				currencies		
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	
Bank overdrafts and short-term borrowings from financial institutions	4,485,424	98,434,643	(100,159,689)	(78,147)	-	2,682,231
Long-term borrowings	51,989,485	11,888,992	(12,667,571)	70,487	14,243	51,295,636
Long-term debentures	9,580,142	-	(821,378)	(316,013)	10,458	8,453,209
Lease liabilities	917,668	-	(542,813)	(388)	317,073*	691,540

\* The amount comprises addition of lease agreements and extensions of existing lease agreements.

	SEPARATE FINANCIAL STATEMENTS					Ending balance as at February 28, 2025 Baht '000
	Beginning balance as at March 1, 2024 Baht '000	Financing cash flows		Non-cash changes		
		Cash received Baht '000	Cash paid Baht '000	Differences on translating foreign currencies Baht '000	Others Baht '000	
Short-term borrowings from financial institutions	500,000	64,440,000	(63,370,000)	-	-	1,570,000
Long-term borrowings	48,839,110	14,878,550	(16,696,761)	(1,223,681)	14,166	45,811,384
Long-term borrowings under securitization project	1,091,265	-	(482,190)	-	309,045**	918,120
Long-term debentures	7,801,505	-	(2,000,000)	(201,519)	14,147	5,614,133
Lease liabilities	604,372	-	(460,214)	-	456,909*	601,067

\* The amount comprises addition of lease agreements and extensions of existing lease agreements.

\*\* The amount comprises sales of the rights in additional loans receivables and written-off receivables which was settled by the seller loan account.

	SEPARATE FINANCIAL STATEMENTS					
	Beginning	Financing cash flows		Non-cash changes		Ending
	balance	Cash	Cash	Differences	Others	balance
	as at	received	paid	on translating		as at
	March 1,			foreign		February 29,
	2023			currencies		2024
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
Bank overdrafts and short-term borrowings from financial institutions	3,440,000	91,280,000	(94,220,000)	-	-	500,000
Long-term borrowings	49,141,338	10,662,440	(11,073,300)	94,390	14,242	48,839,110
Long-term borrowings under securitization project	1,260,991	482,734	(538,632)	-	(113,828)**	1,091,265
Long-term debentures	8,107,060	-	-	(316,013)	10,458	7,801,505
Lease liabilities	802,204	-	(476,299)	-	278,467*	604,372

\* The amount comprises addition of lease agreements and extensions of existing lease agreements.

\*\* The amount comprises sales of the rights in additional loans receivables and written-off receivables which was settled by the seller loan account.

## 5. TRADE RECEIVABLES

5.1 Trade receivables as at February 28, 2025 and February 29, 2024, consist of the following:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	As at	As at	As at	As at
	February 28,	February 29,	February 28,	February 29,
	2025	2024	2025	2024
	Baht '000	Baht '000	Baht '000	Baht '000
Trade receivables	88,029,942	90,213,378	80,274,425	84,155,439
Trade receivables under securitization project				
- ATS Rabbit Special Purpose Vehicle				
Company Limited	918,120	1,091,265	918,120	1,091,265
Total	88,948,062	91,304,643	81,192,545	85,246,704
Less Allowance for expected credit losses	(7,140,371)	(8,287,968)	(6,591,380)	(7,837,443)
<b>Total trade receivables</b>	<b>81,807,691</b>	<b>83,016,675</b>	<b>74,601,165</b>	<b>77,409,261</b>

As the securitization transaction under the Receivables Sale and Purchase Agreement for transferred rights on loans receivable with ATS Rabbit Special Purpose Vehicle Company Limited does not qualify for derecognition of financial assets according to TFRS 9, the Company continues to recognize the full carrying amount of these receivables and uses them as collateral for long-term borrowings under the securitization project (see Note 5.5).

As at February 28, 2025 and February 29, 2024, details of trade receivables are as follows:

CONSOLIDATED FINANCIAL STATEMENTS						
As at February 28, 2025			As at February 29, 2024			
	Due within 1 year Baht '000	Due after 1 year Baht '000	Total Baht '000	Due within 1 year Baht '000	Due after 1 year Baht '000	Total Baht '000
<b>Hire-purchase receivable</b>						
Hire-purchase and accrued interest receivable	3,609,949	6,812,948	10,422,897	3,005,528	4,543,214	7,548,742
<u>Less</u> Unearned financing income	<u>(460,108)</u>	<u>(902,426)</u>	<u>(1,362,534)</u>	<u>(320,959)</u>	<u>(580,331)</u>	<u>(901,290)</u>
	3,149,841	5,910,522	9,060,363	2,684,569	3,962,883	6,647,452
<u>Less</u> Allowance for expected credit losses	<u>(197,842)</u>	<u>(360,007)</u>	<u>(557,849)</u>	<u>(170,624)</u>	<u>(312,816)</u>	<u>(483,440)</u>
Hire-purchase and accrued interest receivable - net	<u>2,951,999</u>	<u>5,550,515</u>	<u>8,502,514</u>	<u>2,513,945</u>	<u>3,650,067</u>	<u>6,164,012</u>
<b>Loans receivable</b>						
Loans and accrued interest receivable	41,678,850	870,554	42,549,404	42,841,454	580,001	43,421,455
<u>Less</u> Allowance for expected credit losses	<u>(4,415,538)</u>	<u>(101,582)</u>	<u>(4,517,120)</u>	<u>(5,041,675)</u>	<u>(49,606)</u>	<u>(5,091,281)</u>
Loans and accrued interest receivable - net	<u>37,263,312</u>	<u>768,972</u>	<u>38,032,284</u>	<u>37,799,779</u>	<u>530,395</u>	<u>38,330,174</u>
<b>Credit card receivable</b>						
Credit card and accrued interest receivable	37,279,521	-	37,279,521	41,162,280	-	41,162,280
<u>Less</u> Allowance for expected credit losses	<u>(2,065,386)</u>	<u>-</u>	<u>(2,065,386)</u>	<u>(2,713,190)</u>	<u>-</u>	<u>(2,713,190)</u>
Credit card and accrued interest receivable - net	<u>35,214,135</u>	<u>-</u>	<u>35,214,135</u>	<u>38,449,090</u>	<u>-</u>	<u>38,449,090</u>
<b>Receivable from rendering the collection service</b>						
Receivable from rendering the collection service	12,439	-	12,439	12,926	-	12,926
<u>Less</u> Allowance for expected credit losses	<u>(16)</u>	<u>-</u>	<u>(16)</u>	<u>(57)</u>	<u>-</u>	<u>(57)</u>
Receivable from rendering the collection service - net	<u>12,423</u>	<u>-</u>	<u>12,423</u>	<u>12,869</u>	<u>-</u>	<u>12,869</u>
<b>Receivable from insurance broker business</b>	<u>46,335</u>	<u>-</u>	<u>46,335</u>	<u>60,530</u>	<u>-</u>	<u>60,530</u>
<b>Total trade receivables</b>	<u>75,488,204</u>	<u>6,319,487</u>	<u>81,807,691</u>	<u>78,836,213</u>	<u>4,180,462</u>	<u>83,016,675</u>

SEPARATE FINANCIAL STATEMENTS

	As at February 28, 2025			As at February 29, 2024		
	Due within 1 year Baht '000	Due after 1 year Baht '000	Total Baht '000	Due within 1 year Baht '000	Due after 1 year Baht '000	Total Baht '000
<b>Hire-purchase receivable</b>						
Hire-purchase and accrued interest receivable	1,369,742	4,252,576	5,622,318	1,061,761	2,876,759	3,938,520
<u>Less</u> Unearned financing income	(460,109)	(902,426)	(1,362,535)	(320,959)	(580,331)	(901,290)
	909,633	3,350,150	4,259,783	740,802	2,296,428	3,037,230
<u>Less</u> Allowance for expected credit losses	(59,451)	(218,957)	(278,408)	(76,380)	(236,770)	(313,150)
Hire-purchase and accrued interest receivable - net	850,182	3,131,193	3,981,375	664,422	2,059,658	2,724,080
<b>Loans receivable</b>						
Loans and accrued interest receivable	40,626,498	35,191	40,661,689	41,911,920	13,274	41,925,194
<u>Less</u> Allowance for expected credit losses	(4,296,098)	(673)	(4,296,771)	(4,852,367)	(283)	(4,852,650)
Loans and accrued interest receivable - net	36,330,400	34,518	36,364,918	37,059,553	12,991	37,072,544
<b>Credit card receivable</b>						
Credit card and accrued interest receivable	36,224,738	-	36,224,738	40,223,750	-	40,223,750
<u>Less</u> Allowance for expected credit losses	(2,016,201)	-	(2,016,201)	(2,671,643)	-	(2,671,643)
Credit card and accrued interest receivable - net	34,208,537	-	34,208,537	37,552,107	-	37,552,107
<b>Receivable from insurance broker business</b>	46,335	-	46,335	60,530	-	60,530
<b>Total trade receivables</b>	<u>71,435,454</u>	<u>3,165,711</u>	<u>74,601,165</u>	<u>75,336,612</u>	<u>2,072,649</u>	<u>77,409,261</u>

## 5.2 Quality of assets

Staging analysis for trade receivables as at February 28, 2025 and February 29, 2024 are as follows:

CONSOLIDATED FINANCIAL STATEMENTS			
As at February 28, 2025			
Trade receivables	Allowance for expected credit losses	Total trade receivables	
Baht '000	Baht '000	Baht '000	
Low credit risk receivables (Stage 1)	81,916,980	(2,828,651)	79,088,329
Significant increase in credit risk receivables (Stage 2)	2,389,940	(934,301)	1,455,639
Default receivables in credit risk (Stage 3)	4,641,142	(3,377,419)	1,263,723
<b>Total</b>	<b>88,948,062</b>	<b>(7,140,371)</b>	<b>81,807,691</b>

CONSOLIDATED FINANCIAL STATEMENTS			
As at February 29, 2024			
Trade receivables	Allowance for expected credit losses	Total trade receivables	
Baht '000	Baht '000	Baht '000	
Low credit risk receivables (Stage 1)	83,792,052	(3,748,439)	80,043,613
Significant increase in credit risk receivables (Stage 2)	2,978,947	(1,300,947)	1,678,000
Default receivables in credit risk (Stage 3)	4,533,644	(3,238,582)	1,295,062
<b>Total</b>	<b>91,304,643</b>	<b>(8,287,968)</b>	<b>83,016,675</b>

SEPARATE FINANCIAL STATEMENTS			
As at February 28, 2025			
Trade receivables	Allowance for expected credit losses	Total trade receivables	
Baht '000	Baht '000	Baht '000	
Low credit risk receivables (Stage 1)	74,963,408	(2,812,854)	72,150,554
Significant increase in credit risk receivables (Stage 2)	2,160,784	(845,137)	1,315,647
Default receivables in credit risk (Stage 3)	4,068,353	(2,933,389)	1,134,964
<b>Total</b>	<b>81,192,545</b>	<b>(6,591,380)</b>	<b>74,601,165</b>

SEPARATE FINANCIAL STATEMENTS			
As at February 29, 2024			
Trade receivables	Allowance for expected credit losses	Total trade receivables	
Baht '000	Baht '000	Baht '000	
Low credit risk receivables (Stage 1)	78,326,899	(3,623,373)	74,703,526
Significant increase in credit risk receivables (Stage 2)	2,793,624	(1,245,895)	1,547,729
Default receivables in credit risk (Stage 3)	4,126,181	(2,968,175)	1,158,006
<b>Total</b>	<b>85,246,704</b>	<b>(7,837,443)</b>	<b>77,409,261</b>

Trade receivables as at February 28, 2025 and February 29, 2024 classified by aging are as follows:

CONSOLIDATED FINANCIAL STATEMENTS			
	As at February 28, 2025 Baht '000	As at February 29, 2024 Baht '000	
Less than 3 months	84,844,154	87,414,398	
3 months up	4,103,908	3,890,245	
Total	88,948,062	91,304,643	
<u>Less</u> Allowance for expected credit losses	(7,140,371)	(8,287,968)	
<b>Total trade receivables</b>	<b>81,807,691</b>	<b>83,016,675</b>	

SEPARATE FINANCIAL STATEMENTS			
	As at February 28, 2025 Baht '000	As at February 29, 2024 Baht '000	
Less than 3 months	77,661,427	81,763,922	
3 months up	3,531,118	3,482,782	
Total	81,192,545	85,246,704	
<u>Less</u> Allowance for expected credit losses	(6,591,380)	(7,837,443)	
<b>Total trade receivables</b>	<b>74,601,165</b>	<b>77,409,261</b>	

### 5.3 Troubled debt restructuring

For the years ended February 28, 2025 and February 29, 2024, the Company had recognized interest income on restructured debts totaling Baht 147.05 million and Baht 94.44 million, respectively.

The Group and the Company had outstanding balances of credit card receivable, hire-purchase receivable and loans receivable as at February 28, 2025 and February 29, 2024, as follows:

CONSOLIDATED FINANCIAL STATEMENTS				
	As at February 28, 2025		As at February 29, 2024	
	Number of debtors	Amount Baht '000	Number of debtors	Amount Baht '000
Restructured trade receivables	22,771	1,324,515	27,236	1,318,128
Non-restructured trade receivables	2,588,128	87,564,773	3,522,910	89,913,059
Total	2,610,899	88,889,288	3,550,146	91,231,187

SEPARATE FINANCIAL STATEMENTS				
	As at February 28, 2025		As at February 29, 2024	
	Number of debtors	Amount Baht '000	Number of debtors	Amount Baht '000
Restructured trade receivables	22,759	1,324,462	18,973	1,272,083
Non-restructured trade receivables	2,331,292	79,821,748	2,413,423	83,914,091
Total	2,354,051	81,146,210	2,432,396	85,186,174

As at February 28, 2025 and February 29, 2024, the Group and the Company had no commitment to provide additional loans to its restructured debtors after debt restructuring.

#### 5.4 Allowance for expected credit losses

Allowance for expected credit losses as at February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS			
	Allowance for expected credit losses			Total
	Low credit risk receivables (Stage 1)	Significant increase in credit risk receivables (Stage 2)	Default receivables in credit risk (Stage 3)	
	Baht '000	Baht '000	Baht '000	Baht '000
Beginning balance as at March 1, 2024	3,748,439	1,300,948	3,238,581	8,287,968
Changes in staging	(1,871,338)	(1,590,806)	3,462,144	-
Changes in risk parameters	135,530	1,390,781	4,595,249	6,121,560
New financial assets originated or purchased	1,266,941	40,295	1,152,919	2,460,155
Financial assets derecognized	(332,249)	(206,187)	(377,498)	(915,934)
Written-off bad debts	-	-	(8,691,639)	(8,691,639)
Decrease from sale of investment in a subsidiary	(118,469)	-	-	(118,469)
Foreign exchange rate differences	(203)	(730)	(2,337)	(3,270)
Ending balance as at February 28, 2025	2,828,651	934,301	3,377,419	7,140,371

	CONSOLIDATED FINANCIAL STATEMENTS			Total
	Allowance for expected credit losses			
	Low credit risk receivables (Stage 1)	Significant increase in credit risk receivables (Stage 2)	Default receivables in credit risk (Stage 3)	
	Baht '000	Baht '000	Baht '000	
Beginning balance as at March 1, 2023	4,397,716	1,658,080	4,069,462	10,125,258
Changes in staging	2,692,235	(5,969,958)	3,277,723	-
Changes in risk parameters	(3,601,108)	5,743,333	4,840,854	6,983,079
New financial assets originated or purchased	391,931	27,634	1,038,292	1,457,857
Financial assets derecognized	(130,510)	(157,380)	(393,046)	(680,936)
Written-off bad debts	-	-	(9,596,412)	(9,596,412)
Foreign exchange rate differences	(1,825)	(761)	1,708	(878)
Ending balance as at February 29, 2024	3,748,439	1,300,948	3,238,581	8,287,968



	SEPARATE FINANCIAL STATEMENTS			Total
	Allowance for expected credit losses			
	Low credit risk receivables (Stage 1)	Significant increase in credit risk receivables (Stage 2)	Default receivables in credit risk (Stage 3)	
	Baht '000	Baht '000	Baht '000	
Beginning balance as at March 1, 2024	3,623,373	1,245,895	2,968,175	7,837,443
Changes in staging	(1,873,143)	(1,547,388)	3,420,531	-
Changes in risk parameters	177,983	1,352,875	4,398,522	5,929,380
New financial assets originated or purchased	1,186,209	-	1,086,852	2,273,061
Financial assets derecognized	(301,568)	(206,245)	(410,390)	(918,203)
Written-off bad debts	-	-	(8,530,301)	(8,530,301)
Ending balance as at February 28, 2025	2,812,854	845,137	2,933,389	6,591,380

	SEPARATE FINANCIAL STATEMENTS			Total
	Allowance for expected credit losses			
	Low credit risk receivables	Significant increase in credit risk receivables	Default receivables in credit risk	
	(Stage 1)	(Stage 2)	(Stage 3)	
	Baht '000	Baht '000	Baht '000	Baht '000
Beginning balance as at March 1, 2023	4,291,875	1,590,702	3,647,965	9,530,542
Changes in staging	2,668,908	(5,933,738)	3,264,830	-
Changes in risk parameters	(3,520,746)	5,747,619	4,729,505	6,956,378
New financial assets originated or purchased	334,719	-	1,002,729	1,337,448
Financial assets derecognized	(151,383)	(158,688)	(297,672)	(607,743)
Written-off bad debts	-	-	(9,379,182)	(9,379,182)
Ending balance as at February 29, 2024	3,623,373	1,245,895	2,968,175	7,837,443

## 5.5 Transfers of financial assets

The Company entered into the Receivables Sale and Purchase Agreement with Special Purposes Vehicle Company, which was incorporated under the Civil and Commercial Code of Thailand to be special purpose vehicle (SPV) under the Royal Enactment on Special Purpose Juristic Persons for Securitization B.E. 2540 (1997). Under the securitization plan which was approved by the Securities and Exchange Commission (the “SEC”), the Company sold an amount of revolving receivables and the SPV also appointed the Company to act as the servicer responsible for collecting payments from its obligor under the Receivables Sale and Purchase Agreement and Servicing Agreement.

Details of aforementioned sales of receivables are summarized as follows:

		<b>ATS Rabbit*</b>
Approved date of the securitization project by the SEC		October 2, 2015
Initial selling date		October 29, 2015
Type of transferred receivables		Loans receivable
Revolving period		October 2015 - October 2025 (approximately)
<b>Initial sale of receivables</b>		
Net book value of initial receivables	Baht	456,076,200
Proceeds from transfer of the rights in receivables	Baht	433,272,390
Subordinated lendings	Baht	50,081,313
Minimum seller loans - pari passu with debentures	Baht	None
Number of contracts		49,225
Average principal amount outstanding	Baht	9,265
Interest rate		25% p.a.

\* ATS Rabbit Special Purpose Vehicle Company Limited (Subsidiary)

The Company does not recognize other assets obtained in the transfer of financial assets including retained interests on the financial statements because it is not practical to estimate their reliable fair values.

On October 22, 2015, the Company entered into the Receivables Sale and Purchase Agreement with ATS Rabbit Special Purpose Vehicle Company Limited which was registered as a special purpose vehicle company under the Civil and Commercial Code of Thailand for the purpose of implementing or facilitating the securitization in accordance with the securitization projects approved by the Office of the SEC on October 2, 2015 for transferred rights, title, interest and benefits in respect of the Initial Receivables, the Future Receivables and the Additional Receivables on the term of the Agreement.

During the life of the securitization projects, the Company may repurchase the rights on the Purchased Receivables with ATS Rabbit in the following circumstances:

1. When the Company has breached its representations and warranties with respect to the Purchased Receivables which are ineligible. The Company is obliged to repurchase such ineligible receivables on the next Monthly Purchase Date.

2. The Company, as the collection agent, may exercise the Clean up Call Option for repurchase of remaining Purchased Receivables whenever the continued servicing of the Purchase Receivables is deemed to be burdensome.
3. The Company may exercise the Tax Redemption Option for repurchase of remaining Purchased Receivables, where there is incurred taxes other than corporate income tax and special business tax.

The key financial information of Special Purpose Vehicle Company is as follows:

	<b>ATS Rabbit*</b>	
	<b>As at</b>	<b>As at</b>
	<b>February 28,</b>	<b>February 29,</b>
	<b>2025</b>	<b>2024</b>
	<b>Baht '000</b>	<b>Baht '000</b>
<b>Statements of financial position</b>		
Total assets	1,011,320	1,203,939
Total liabilities	989,820	1,199,827
Total shareholders' equity	21,500	4,112
<b>For the years ended</b>		
	<b>February 28,</b>	<b>February 29,</b>
	<b>2025</b>	<b>2024</b>
	<b>Baht '000</b>	<b>Baht '000</b>
<b>Statements of profit or loss</b>		
Total revenues	282,762	326,209
Bad debts and doubtful accounts	98,708	134,252
Other operating expenses	70,223	81,500
Interest expenses	92,097	95,550
Income tax expense	4,347	2,982
Net profit	17,387	11,925

\* ATS Rabbit Special Purpose Vehicle Company Limited (ATS Rabbit) is the Company's subsidiary (see Note 2.4 and Note 10).

For the years ended February 28, 2025 and February 29, 2024, transactions relating to the transfers of financial assets under the securitization projects are summarized as follows:

	<b>For the years ended</b>	
	<b>February 28,</b>	<b>February 29,</b>
	<b>2025</b>	<b>2024</b>
	<b>Million</b>	<b>Million</b>
	<b>Baht</b>	<b>Baht</b>
Transfers of future receivables and additional receivables (at book value)		
- Loans receivable (ATS Rabbit)	408	503
	<u>408</u>	<u>503</u>
Cash collection on behalf of Special Purpose Vehicles		
- Loans receivable (ATS Rabbit)	768	858
	<u>768</u>	<u>858</u>
Servicing income on cash collection from Special Purpose Vehicles		
- Loans receivable (ATS Rabbit)	55	64
	<u>55</u>	<u>64</u>

## 6. OTHER RECEIVABLES

Other receivables as at February 28, 2025 and February 29, 2024 consist of the following:

CONSOLIDATED FINANCIAL STATEMENTS						
	As at February 28, 2025			As at February 29, 2024		
	Due within	More than	Total	Due within	More than	Total
	the year	1 year		the year	1 year	
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
Other receivables - related companies (see Note 38.2.1)	5,598	-	5,598	5,137	-	5,137
Other receivables - other companies	524,343	-	524,343	274,791	24,703	299,494
Prepaid expenses	259,956	-	259,956	140,127	-	140,127
Advance payment	50,368	-	50,368	52,872	-	52,872
Accrued income	18,751	-	18,751	20,390	-	20,390
Refundable corporate income tax	15,745	-	15,745	15,745	-	15,745
<b>Total</b>	<b>874,761</b>	<b>-</b>	<b>874,761</b>	<b>509,062</b>	<b>24,703</b>	<b>533,765</b>

SEPERATE FINANCIAL STATEMENTS						
	As at February 28, 2025			As at February 29, 2024		
	Due within	More than	Total	Due within	More than	Total
	the year	1 year		the year	1 year	
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
Other receivables - related companies (see Note 38.2.1)	36,310	-	36,310	52,803	-	52,803
Other receivables - other companies	480,951	-	480,951	220,485	24,703	245,188
Prepaid expenses	213,787	-	213,787	108,548	-	108,548
Advance payment	122	-	122	90	-	90
<b>Total</b>	<b>731,170</b>	<b>-</b>	<b>731,170</b>	<b>381,926</b>	<b>24,703</b>	<b>406,629</b>

## 7. FIXED DEPOSITS AT BANKS UNDER OBLIGATIONS

As at February 28, 2025 and February 29, 2024, 3 subsidiaries have fixed deposits at banks under obligations as follows:

	CONSOLIDATED FINANCIAL STATEMENTS	
	As at	As at
	February 28, 2025	February 29, 2024
	Baht '000	Baht '000
<b>Due after 1 year</b>		
Pledge as collateral for bank's letters of guarantee issued for debt collection service	2,150	1,900
Legal reserve of the foreign subsidiaries	69,826	36,375
<b>Total fixed deposits at banks under obligations</b>	<b>71,976</b>	<b>38,275</b>

## 8. LOANS TO SUBSIDIARIES

### 8.1 Short-term loan to a subsidiary

As at February 28, 2025, the Company has short-term loan to a subsidiary (see Note 38.2.1) in the separate financial statements as follows (as at February 29, 2024: Nil):

**SEPARATE FINANCIAL STATEMENTS**  
**As at February 28, 2025**  
**Baht '000**

Short-term loan to a subsidiary	40,000
---------------------------------	--------

Such short-term loan to a subsidiary is in the form of a call loan, with an aggregate principal amount of Baht 100 million. The loan bears an interest rate based on the Company's cost of fund, plus a margin of 0.50% per annum. It is repayable on demand and is unsecured.

### 8.2 Long-term loan to a subsidiary

As at February 28, 2025 and February 29, 2024, the Company has long-term loan to a subsidiary (see Note 38.2.1) in the separate financial statements as follows:

			<b>SEPARATE FINANCIAL STATEMENTS</b>	
			<b>As at February 28, 2025</b>	<b>As at February 29, 2024</b>
	<b>Due within the year</b>	<b>Interest rate p.a. (%)</b>	<b>Baht equivalent Baht '000</b>	<b>Baht equivalent Baht '000</b>
Loans in USD currency	2024 - 2026	8.50	54,278	85,862
Less Long-term loan to a subsidiary due within 1 year			(27,139)	(28,621)
Total long-term loan to a subsidiary			<u>27,139</u>	<u>57,241</u>

Such long-term loan to a subsidiary is unsecured.

## 9. LOANS FROM PURCHASE OF ACCOUNTS RECEIVABLE

As at February 28, 2025 and February 29, 2024, loans from purchase of accounts receivable are as follows:

		<b>CONSOLIDATED FINANCIAL STATEMENTS</b>	
		<b>As at February 28, 2025</b>	<b>As at February 29, 2024</b>
		<b>Baht '000</b>	<b>Baht '000</b>
Hire-purchase receivables		51,151	51,810
Unsecured loans receivables		96,762	-
Add Accrued interest		38,054	17,571
		<u>185,967</u>	<u>69,381</u>
Less Allowance for expected credit loss		(77,416)	(45,174)
		<u>108,551</u>	<u>24,207</u>
Less Current portion of loans from purchase of accounts receivable		(20,290)	(1,590)
<b>Loans from purchase of accounts receivable - net of current portion</b>		<u><u>88,261</u></u>	<u><u>22,617</u></u>

On January 6, 2023 and March 31, 2023, ACS Servicing (Thailand) Company Limited (the “Subsidiary”) bought written-off receivables under hire-purchase agreements by a bidding process from unrelated local companies (the “Sellers”) with the selling price of Baht 27.12 million and Baht 11.79 million, respectively. On the same date, the Subsidiary entered into the Asset Sale and Purchase Agreement with the Sellers and already paid the payment in full to the Sellers. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the subsidiary’s rights, title, claim, obligation, liability, and interest in the written-off receivables under hire-purchase agreements.

On August 8, 2024, AEON Asset Management (Thailand) Company Limited (the “Subsidiary”) bought written-off receivables under unsecured loans agreements by a bidding process from unrelated local companies (the “Seller”) with the selling price of Baht 29.72 million. On the same date, the Subsidiary entered into the Asset Sale and Purchase Agreement with the Seller and already paid the payment in full to the Seller. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the subsidiary’s rights, title, claim, obligation, liability, and interest in the written-off receivables under unsecured loans agreements.

On November 6, 2024, AEON Asset Management (Thailand) Company Limited (the “Subsidiary”) bought written-off receivables under unsecured loans agreements by a bidding process from unrelated local companies (the “Seller”) with the selling price of Baht 25.08 million. On the same date, the Subsidiary entered into the Asset Sale and Purchase Agreement with the Seller and already paid the payment in full to the Seller. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the subsidiary’s rights, title, claim, obligation, liability, and interest in the written-off receivables under unsecured loans agreements.

On November 20, 2024, AEON Asset Management (Thailand) Company Limited (the “Subsidiary”) bought written-off receivables under unsecured loans agreements by a bidding process from unrelated local companies (the “Seller”) with the selling price of Baht 23.19 million. On the same date, the Subsidiary entered into the Asset Sale and Purchase Agreement with the Seller and already paid the payment in full to the Seller. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the subsidiary’s rights, title, claim, obligation, liability, and interest in the written-off receivables under unsecured loans agreements and credit card agreements.

On December 16, 2024, AEON Asset Management (Thailand) Company Limited (the “Subsidiary”) bought written-off receivables under unsecured loans agreements by a bidding process from unrelated local companies (the “Seller”) with the selling price of Baht 21.57 million. On the same date, the Subsidiary entered into the Asset Sale and Purchase Agreement with the Seller and already paid the payment in full to the Seller. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the subsidiary’s rights, title, claim, obligation, liability, and interest in the written-off receivables under unsecured loans agreements.

## 10. INVESTMENTS IN SUBSIDIARIES

As at February 28, 2025 and February 29, 2024, the Company had investments in subsidiaries (see Note 38.1) which are accounted for using the cost method in the separate financial statements as follows:

	SEPARATE FINANCIAL STATEMENTS			
	As at February 28, 2025		As at February 29, 2024	
	Ownership %	Cost Baht '000	Ownership %	Cost Baht '000
ACS Servicing (Thailand) Co., Ltd.	100.00	175,349.1	100.00	175,349.1
ACSI (Thailand) Co., Ltd.	100.00	149,224.3	100.00	149,224.3
AEON Specialized Bank (Cambodia) Plc.	50.00	323,580.0	50.00	323,580.0
AEON Microfinance (Myanmar) Company Limited	-	-	100.00	455,403.3
AEON Leasing Service (Lao) Company Limited	96.29	107,333.1	96.29	107,333.1
ATS Rabbit Special Purpose Vehicle Company Limited	48.75	19.5	48.75	19.5
AEON Asset Management (Thailand) Company Limited	99.99	99,999.9	99.99	49,999.9
		<u>855,505.9</u>		<u>1,260,909.2</u>
Less Allowance for impairment of investment in a subsidiary		<u>(20,000.0)</u>		<u>-</u>
<b>Total</b>		<u><b>835,505.9</b></u>		<u><b>1,260,909.2</b></u>

- 10.1 On April 11, 2022, the Board of Directors' Meeting of ACSI (Thailand) Co., Ltd. (the "Subsidiary") had a special resolution to approve the Subsidiary's dissolution. Subsequently, on April 28, 2022, the Annual General Meeting of Shareholders of the Subsidiary had the resolutions to approve the Subsidiary's dissolution. The Subsidiary has registered the dissolution with the Department of Business Development, Ministry of Commerce on June 30, 2022. As at February 28, 2025, the Subsidiary is in process of liquidation.

During the year ended February 28, 2025, the Company has recognized impairment of investment in the subsidiary at the amount of Baht 20 million.

- 10.2 On August 2, 2022, the Company has established a new subsidiary under the name "AEON Asset Management (Thailand) Company Limited" ("AEON AMC"), whereas the Company holds 98% of the shares. The initial registered capital is Baht 25 million, which were fully paid. The objective of AEON AMC is to purchase and manage non-performing assets.

Subsequently, on August 25, 2023, the Company purchased 2,499 shares of AEON AMC from ACS Servicing (Thailand) Company Limited, a subsidiary, at the amount of Baht 100 per share totaling Baht 0.25 million. On the same date, the Company also purchased 2,503 shares of AEON AMC from non-controlling interests at the amount of Baht 100 per share totaling Baht 0.25 million. Therefore, the Company directly holds 99.99% shares of AEON AMC.

On September 8, 2023, the Extraordinary General Meeting of Shareholders of AEON AMC had a resolution to approve the increase of registered share capital from Baht 25 million, divided into 250,000 shares at a par value of Baht 100, to Baht 100 million, divided into 1,000,000 shares at a par value of Baht 100, by issuance of 750,000 new ordinary shares at a par value of Baht 100, totaling Baht 75 million. AEON AMC has registered the increase of registered share capital with the Department of Business Development, Ministry of Commerce on September 22, 2023, of which 33.33% totaling Baht 25 million was called up.

Subsequently, on July 24, 2024, the Board of Directors' Meeting of AEON AMC had a resolution to call up for payment on the remaining unpaid shares 66.67% of the issuance of 750,000 new ordinary shares at a par value of Baht 100, totaling Baht 50 million. The Company has already paid the remaining amount on August 6, 2024. As a result, the issued and paid-up share capital of AEON AMC amount to Baht 100 million.

- 10.3 On May 28, 2024, the Board of Directors' Meeting of AEON Specialized Bank (Cambodia) Plc. ("ASBC"), a subsidiary, had a resolution to approve the increase of registered share capital of USD 20 million by issuance of 20 million new ordinary shares at a par value of USD 1 per share, according to the existing percentage of shareholding. The Company had made a payment in advance for the capital injection amounting to USD 10 million or equivalent to Baht 367.51 million, which is presented as share subscription paid in advance to a subsidiary in the separate statement of financial position as at February 28, 2025. On September 19, 2024, the National Bank of Cambodia has approved such increase in registered share capital, thus, ASBC is in the process to register the increased share capital. After the registration, the Company will still maintain shareholding of 50% in ASBC.

Moreover, since AFS Corporation Co., Ltd. has 50% shareholding in ASBC, and has already made a payment in advance for the share subscription amounting to USD 10 million or equivalent to Baht 366.56 million, such amount is presented as share subscription received in advance as part of shareholders' equity in the consolidated statement of financial position as at February 28, 2025.

Subsequently, on March 24, 2025, the registration of the increased share capital of ASBC has been completed.

- 10.4 On November 8, 2024, the Board of Directors' Meeting of the Company had the resolutions to approve the sale of all shares of AEON Microfinance (Myanmar) Co., Ltd., a subsidiary, for a consideration of Baht 186.85 million. The shares sale has been completed on November 29, 2024. As a result of the sale, the Company lost the control over the subsidiary. The Group did not include the financial position and operating results of the subsidiary in the consolidated financial statements since the date that the Company lost its control. The Group recognized gain on the sale of investment of Baht 93.58 million in the consolidated statement of profit or loss for the year ended February 28, 2025, and the Company recognized loss on sale of investment of Baht 268.56 million in the separate statement of profit or loss for the year ended February 28, 2025. Details were as follows:

		CONSOLIDATED FINANCIAL STATEMENTS Baht'000
Cash received from sale of investment in the subsidiary		186,848
<u>Less</u> Net asset value attributable to the Company's investment		
- Total assets	139,612	
- Total liabilities	(128,954)	10,658
Gain on sale of investment in the subsidiary		176,190
<u>Less</u> Loss reclassified to profit or loss on sale of investment in a foreign subsidiary		(82,614)
Net gain on sale of investment in the subsidiary		93,576



	SEPARATE FINANCIAL STATEMENTS Baht'000
Cash received from sale of investment in the subsidiary	186,848
<u>Less</u> Cost of investment in the subsidiary	455,404
Loss on sale of investment in the subsidiary	<u>(268,556)</u>

Net cash flows from the sale of investment in the subsidiary were as follows:

	CONSOLIDATED FINANCIAL STATEMENTS Baht'000
Cash received from sale of investment in the subsidiary	186,848
<u>Less</u> Cash and cash equivalents of the subsidiary at selling date	(126,715)
Net cash flows from sale of investment in the subsidiary	<u>60,133</u>

	SEPARATE FINANCIAL STATEMENTS Baht'000
Cash received from sale of investment in the subsidiary	186,848

## 11. INVESTMENTS IN EQUITY SECURITIES DESIGNATED AT FAIR VALUE THROUGH PROFIT OR LOSS

Investments in equity securities designated at fair value through profit or loss as at February 28, 2025 and February 29, 2024 consist of the following:

	CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS			
	As at February 28, 2025		As at February 29, 2024	
	Ownership %	Fair Value Baht '000	Ownership %	Fair Value Baht '000
AEON (Thailand) Co., Ltd. <sup>(1)</sup>	3.82	-	3.82	-
PT. AEON Credit Service Indonesia <sup>(2)</sup>	2.59	14,471	2.59	14,471
ACS Trading Vietnam Company Limited <sup>(3)</sup>	1.20	-	1.59	-
<b>Total</b>		<u>14,471</u>		<u>14,471</u>

<sup>(1)</sup> 340,000 shares of Baht 100 each, Baht 25 called up

<sup>(2)</sup> 173 shares of IDR 30 million each, fully paid

<sup>(3)</sup> Comprises charter capital of VND 10,000 million

11.1 On July 5, 2024, the Board of Directors' Meeting of ACS Trading Vietnam Co., Ltd. ("ACSTV") had a resolution to approve the increase of authorized share capital from VND 630,000 million to VND 830,000 million. ACSTV registered its increased share capital on July 29, 2024. However, the Company waived the rights to purchase the increased share capital. As a result, the Company's proportion of shareholding in ACSTV decreased from 1.59% to 1.20%.

11.2 On July 12, 2024, the Extraordinary General Meeting of PT. AEON Credit Service Indonesia ("PT ACSI") had a resolution to approve the increase of authorized share capital from IDR 200,400 million to IDR 300,600 million. PT ACSI is in the process to approve the increased share capital from the Financial Services Authority (OJK). However, the Company waived the rights to purchase the increased share capital. After the registration, the Company's proportion of shareholding in PT ACSI will decrease from 2.59% to 1.73%. As a result, the Company's proportion of shareholding remains at 2.59% as at February 28, 2025.

The fair values of investments in equity securities designated at fair value through profit or loss are categorized into level 3.

## 12. INVESTMENT IN EQUITY SECURITY DESIGNATED AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

Investment in equity security designated at fair value through other comprehensive income as at February 28, 2025 and February 29, 2024 consist of the following:

	CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS			
	As at February 28, 2025		As at February 29, 2024	
	Ownership	Fair Value	Ownership	Fair Value
	%	Baht '000	%	Baht '000
Rabbit Cash Co., Ltd.	18.00	288,000 <sup>(1)</sup>	18.00	216,000
<b>Total</b>		<u>288,000</u>		<u>216,000</u>

<sup>(1)</sup> 2,880,000 shares of Baht 100 each, fully paid

On March 29, 2021, the Company has entered into a Joint Venture Agreement with BSS Holdings Company Limited (“BSS Holdings”) and Humanica Public Company Limited (“HUMAN”) to incorporate a Joint Venture Company under the name of “Rabbit Cash Company Limited”, whereas BSS Holdings, the Company and HUMAN holds 77%, 18% and 5%, respectively, of the shares. The initial registered capital is Baht 800 million.

Subsequently, on February 22, 2024, the Extraordinary General Meeting of Shareholders of Rabbit Cash Company Limited had a resolution to approve the increase of registered share capital amount of Baht 400 million and the Company has increased the share capital to maintain the proportion of shareholding at 18% totaling Baht 72 million, of which the Company has already paid on February 23, 2024.

Subsequently, on November 5, 2024, the Extraordinary General Meeting of Shareholders of Rabbit Cash Company Limited had a resolution to approve the increase of registered share capital amount of Baht 400 million and the Company has increased the share capital to maintain the proportion of shareholding at 18% totaling Baht 72 million, of which the Company has already paid on November 6, 2024.

The fair values of investment in equity security designated at fair value through other comprehensive income are categorized into level 3.

### 13. SELLER LOAN IN SPECIAL PURPOSE VEHICLE FOR SECURITIZATION

Seller loan in Special Purpose Vehicle for securitization as at February 28, 2025 and February 29, 2024, are as follows:

	SEPARATE FINANCIAL STATEMENTS	
	As at February 28, 2025 Baht '000	As at February 29, 2024 Baht '000
Seller loan in Special Purpose Vehicle for securitization (see Note 38.2.1)		
ATS Rabbit Special Purpose Vehicle Company Limited (ATS Rabbit)	635,869	308,045
<b>Total Seller loan in Special Purpose Vehicle for securitization</b>	<b>635,869</b>	<b>308,045</b>

Subsequent to the sale of the rights in initial loans receivable under securitization project, the Company received partial payments from ATS Rabbit with Seller Loan Account under securitization project for sales of the rights in loans receivable to ATS Rabbit during the sales period of the rights in additional receivables or repurchase period of the rights in loans receivable. Such Seller Loan Account will decrease from cash repayment when the outstanding amount reaches or exceeds determined level or the duration after the closing date reaches or exceed the determined level, or every 3-month period after the payment date as agreed in the agreement, whichever is earlier.

### 14. SUBORDINATED LENDINGS AND SUBORDINATED BORROWINGS

14.1 Subordinated lendings to Special Purpose Vehicle as at February 28, 2025 and February 29, 2024, are as follows:

	SEPARATE FINANCIAL STATEMENTS	
	As at February 28, 2025 Baht '000	As at February 29, 2024 Baht '000
Subordinated lendings (see Note 38.2.1)		
ATS Rabbit Special Purpose Vehicle Company Limited (ATS Rabbit)	77,750	84,074
Less Current portion of subordinated lendings	(77,750)	(2,441)
<b>Total subordinated lendings - net of current portion</b>	<b>-</b>	<b>81,633</b>

On October 22, 2015, the Company entered into the subordinated term loan agreement with ATS Rabbit amounting to 5% of transferred rights in initial receivables (see Note 5.5) and originated transaction cost, and of Future Receivables and Additional Receivables, which are settled by Seller Loan Account and backed for each issuance of debentures of ATS Rabbit, for the purposes of partial payment for the sales of rights in loans receivables.

The term loan is due within the year 2025 and the interest is payable on a monthly basis at the rate of 12% per annum.

During the year 2024, the Company has received the partially repayment from subordinated lendings in the amount of Baht 6.32 million.

- 14.2 Subordinated borrowings of Special Purpose Vehicle as at February 28, 2025 and February 29, 2024 are as follows:

		<b>CONSOLIDATED FINANCIAL STATEMENTS</b>	
		<b>As at February 28, 2025 Baht '000</b>	<b>As at February 29, 2024 Baht '000</b>
Subordinated borrowings			
ATS Rabbit Special Purpose Vehicle Company Limited (ATS Rabbit)		77,750	84,074
<u>Less</u> Current portion of subordinated borrowings		<u>(77,750)</u>	<u>(2,441)</u>
<b>Total subordinated borrowings - net of current portion</b>		<b><u>-</u></b>	<b><u>81,633</u></b>

On October 22, 2015, ATS Rabbit, a subsidiary, entered into the subordinated term borrowings agreement with BSS Holdings Co., Ltd. amounting to 5% of transferred rights in initial receivables (see Note 5.5) and originated transaction cost and of Future Receivables and Additional Receivables which are settled by Seller Loan Account and backed for each issuance of debentures of ATS Rabbit, for the purposes of partial payment for the purchase of rights in loans receivable.

The term borrowings are due within the year 2025 and the interest is payable on a monthly basis at the rate of 12% per annum.

During the year 2024, the subsidiary has redeemed partially subordinated borrowings in the amount of Baht 6.32 million.

## 15. LEASEHOLD IMPROVEMENT AND EQUIPMENT

Leasehold improvement and equipment as at February 28, 2025 and February 29, 2024 consist of the following:

	<b>CONSOLIDATED FINANCIAL STATEMENTS</b>		<b>SEPARATE FINANCIAL STATEMENTS</b>	
	<b>As at February 28, 2025 Baht '000</b>	<b>As at February 29, 2024 Baht '000</b>	<b>As at February 28, 2025 Baht '000</b>	<b>As at February 29, 2024 Baht '000</b>
Cost	3,750,579	3,722,906	3,002,501	2,994,639
<u>Less</u> Accumulated depreciation	<u>(3,140,318)</u>	<u>(3,193,346)</u>	<u>(2,534,024)</u>	<u>(2,592,838)</u>
<b>Total leasehold improvement and equipment</b>	<b><u>610,261</u></b>	<b><u>529,560</u></b>	<b><u>468,477</u></b>	<b><u>401,801</u></b>

The movements of leasehold improvement and equipment during the years are as follows:

CONSOLIDATED FINANCIAL STATEMENTS							
	Beginning balance as at March 1, 2024	Additions	Disposals/ Write-off	Transfer in (out)	Decrease from sale of investment in a subsidiary	Exchange differences on translating financial statements	Ending balance as at February 28, 2025
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
<b>Cost</b>							
Leasehold improvement	956,824	14,200	(107,163)	64,208	-	(905)	927,164
Furniture and office equipment	2,735,448	139,071	(151,185)	83,999	(4,742)	(3,246)	2,799,345
Vehicle	42	-	-	-	-	(2)	40
Assets under installation	30,592	141,100	-	(147,609)	-	(53)	24,030
Total	3,722,906	294,371	(258,348)	598	(4,742)	(4,206)	3,750,579
<b>Accumulated depreciation</b>							
Leasehold improvement	(799,545)	(61,120)	105,621	-	-	892	(754,152)
Furniture and office equipment	(2,393,790)	(147,100)	148,575	132	4,534	1,502	(2,386,147)
Vehicle	(11)	(9)	-	-	-	1	(19)
Total	(3,193,346)	(208,229)	254,196	132	4,534	2,395	(3,140,318)
<b>Total leasehold improvement and equipment</b>	<u>529,560</u>						<u>610,261</u>

CONSOLIDATED FINANCIAL STATEMENTS						
	Beginning balance as at March 1, 2023	Additions	Disposals/ Write-off	Transfer in (out)	Exchange differences on translating financial statements	Ending balance as at February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
<b>Cost</b>						
Leasehold improvement	1,069,860	24,933	(191,609)	55,690	(2,050)	956,824
Furniture and office equipment	2,741,956	107,604	(176,366)	67,185	(4,931)	2,735,448
Vehicle	51	-	-	-	(9)	42
Assets under installation	39,716	114,064	-	(123,197)	9	30,592
Total	3,851,583	246,601	(367,975)	(322)	(6,981)	3,722,906
<b>Accumulated depreciation</b>						
Leasehold improvement	(928,841)	(60,067)	188,126	-	1,237	(799,545)
Furniture and office equipment	(2,399,594)	(172,345)	175,659	-	2,490	(2,393,790)
Vehicle	(3)	(10)	-	-	2	(11)
Total	(3,328,438)	(232,422)	363,785	-	3,729	(3,193,346)
<b>Total leasehold improvement and equipment</b>	<u>523,145</u>					<u>529,560</u>

	SEPARATE FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2024	Additions	Disposals/ Write-off	Transfer in (out)	Ending balance as at February 28, 2025
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
<b>Cost</b>					
Leasehold improvement	757,447	12,494	(105,304)	63,268	727,905
Furniture and office equipment	2,206,599	87,522	(126,989)	83,381	2,250,513
Assets under installation	30,593	140,139	-	(146,649)	24,083
Total	2,994,639	240,155	(232,293)	-	3,002,501
<b>Accumulated depreciation</b>					
Leasehold improvement	(630,722)	(49,717)	103,888	-	(576,551)
Furniture and office equipment	(1,962,116)	(120,023)	124,666	-	(1,957,473)
Total	(2,592,838)	(169,740)	228,554	-	(2,534,024)
<b>Total leasehold improvement and equipment</b>	<u>401,801</u>				<u>468,477</u>

	SEPARATE FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2023	Additions	Disposals/ Write-off	Transfer in (out)	Ending balance as at February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
<b>Cost</b>					
Leasehold improvement	884,721	7,259	(188,832)	54,299	757,447
Furniture and office equipment	2,222,883	32,933	(110,704)	61,487	2,206,599
Assets under installation	38,748	107,721	-	(115,876)	30,593
Total	3,146,352	147,913	(299,536)	(90)	2,994,639
<b>Accumulated depreciation</b>					
Leasehold improvement	(770,596)	(45,526)	185,400	-	(630,722)
Furniture and office equipment	(1,928,539)	(143,745)	110,168	-	(1,962,116)
Total	(2,699,135)	(189,271)	295,568	-	(2,592,838)
<b>Total leasehold improvement and equipment</b>	<u>447,217</u>				<u>401,801</u>

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	For the years ended		For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
<b>Depreciation</b>	<u>208,229</u>	<u>232,422</u>	<u>169,740</u>	<u>189,271</u>

As at February 28, 2025 and February 29, 2024, costs of fully depreciated leasehold improvement and equipment still in use are as follows:

	As at February 28, 2025	As at February 29, 2024
	Baht '000	Baht '000
Consolidated financial statements	<u>2,330,708</u>	<u>2,310,248</u>
Separate financial statements	<u>2,139,633</u>	<u>2,107,986</u>

## 16. RIGHT-OF-USE ASSETS

Right-of-use assets as at February 28, 2025 and February 29, 2024 consist of the following:

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	As at February 28, 2025	As at February 29, 2024	As at February 28, 2025	As at February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Cost	1,432,971	1,508,966	1,079,506	1,211,632
Less Accumulated depreciation	(747,386)	(853,409)	(510,192)	(641,545)
Total	685,585	655,557	569,314	570,087
Less Current portion of Right-of-use assets	(25,781)	(24,610)	(25,657)	(23,958)
<b>Right-of-use assets - net of current portion</b>	<b>659,804</b>	<b>630,947</b>	<b>543,657</b>	<b>546,129</b>

The movements of right-of-use assets during the years are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2024	Additions	Disposal	Exchange difference on translating financial statements	Ending balance as at February 28, 2025
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
<b>Cost</b>					
Buildings	1,300,730	144,248	(198,638)	(3,972)	1,242,368
Office equipment	141,117	68,593	(79,863)	-	129,847
Vehicles	67,119	42,054	(48,417)	-	60,756
Total	1,508,966	254,895	(326,918)	(3,972)	1,432,971
<b>Accumulated depreciation</b>					
Buildings	(721,164)	(401,960)	455,742	1,347	(666,035)
Office equipment	(84,940)	(58,285)	82,381	-	(60,844)
Vehicles	(47,305)	(25,068)	51,866	-	(20,507)
Total	(853,409)	(485,313)	589,989	1,347	(747,386)
<b>Total right-of-use assets</b>	<b>655,557</b>				<b>685,585</b>

	CONSOLIDATED FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2023	Additions	Disposal	Exchange difference on translating financial statements	Ending balance as at February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
<b>Cost</b>					
Buildings	1,298,500	253,655	(249,196)	(2,229)	1,300,730
Office equipment	142,393	51,892	(53,168)	-	141,117
Vehicles	70,486	17,953	(21,320)	-	67,119
Total	1,511,379	323,500	(323,684)	(2,229)	1,508,966
<b>Accumulated depreciation</b>					
Buildings	(503,580)	(428,584)	208,898	2,102	(721,164)
Office equipment	(72,395)	(62,211)	49,666	-	(84,940)
Vehicles	(42,845)	(25,404)	20,944	-	(47,305)
Total	(618,820)	(516,199)	279,508	2,102	(853,409)
<b>Total right-of-use assets</b>	<b>892,559</b>				<b>655,557</b>

SEPARATE FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2024 Baht '000	Additions Baht '000	Disposal Baht '000	Ending balance as at February 28, 2025 Baht '000
<b>Cost</b>				
Buildings	1,014,085	50,693	(165,910)	898,868
Office equipment	132,939	65,392	(75,637)	122,694
Vehicles	64,608	40,509	(47,173)	57,944
Total	1,211,632	156,594	(288,720)	1,079,506
<b>Accumulated depreciation</b>				
Buildings	(513,625)	(342,516)	423,014	(433,127)
Office equipment	(81,048)	(55,180)	78,732	(57,496)
Vehicles	(46,872)	(24,182)	51,485	(19,569)
Total	(641,545)	(421,878)	553,231	(510,192)
<b>Total right-of-use assets</b>	<u>570,087</u>			<u>569,314</u>

SEPARATE FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2023 Baht '000	Additions Baht '000	Disposal Baht '000	Ending balance as at February 29, 2024 Baht '000
<b>Cost</b>				
Buildings	1,030,247	221,389	(237,551)	1,014,085
Office equipment	134,503	47,632	(49,196)	132,939
Vehicles	68,474	15,442	(19,308)	64,608
Total	1,233,224	284,463	(306,055)	1,211,632
<b>Accumulated depreciation</b>				
Buildings	(347,220)	(369,618)	203,213	(513,625)
Office equipment	(68,115)	(58,979)	46,046	(81,048)
Vehicles	(41,204)	(24,600)	18,932	(46,872)
Total	(456,539)	(453,197)	268,191	(641,545)
<b>Total right-of-use assets</b>	<u>776,685</u>			<u>570,087</u>

For the consolidated and separate financial statements, the Group and the Company entered into several lease agreements, including buildings, office equipment and vehicles, for periods from less than one year to five years.



The maturity analysis of lease liabilities is presented in Note 22.

	CONSOLIDATED FINANCIAL STATEMENTS For the years ended		SEPARATE FINANCIAL STATEMENTS For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
<b>Amounts recognized in profit or loss</b>				
Depreciation on right-of-use assets	485,313	516,199	421,878	453,197
Interest expense on lease liabilities	45,268	38,237	36,804	32,356
Gain on cancellation of lease agreements	(1,642)	(488)	(1,000)	(488)

For the year ended February 28, 2025, the total cash outflow for leases amount to Baht 533.29 million and Baht 460.21 million in the consolidated and separate financial statements, respectively.

For the year ended February 29, 2024, the total cash outflow for leases amount to Baht 542.81 million and Baht 476.30 million in the consolidated and separate financial statements, respectively.

## 17. INTANGIBLE ASSETS OTHER THAN GOODWILL

Intangible assets other than goodwill as at February 28, 2025 and February 29, 2024 consist of the following:

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	As at February 28, 2025	As at February 29, 2024	As at February 28, 2025	As at February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Cost	5,470,827	5,360,444	4,900,286	4,770,314
<u>Less</u> Accumulated amortization	(4,666,152)	(4,414,369)	(4,194,026)	(3,955,613)
<u>Less</u> Allowance for impairment	-	(95,497)	-	(95,497)
<b>Total intangible assets other than goodwill</b>	<b>804,675</b>	<b>850,578</b>	<b>706,260</b>	<b>719,204</b>

The movements of intangible assets other than goodwill during the years are as follows:

	Beginning balance as at March 1, 2024 Baht '000	Additions Baht '000	CONSOLIDATED FINANCIAL STATEMENTS				Ending balance as at February 28, 2025 Baht '000
			Disposals/ Write-off Baht '000	Transfer in (out) Baht '000	Decrease from sale of investment in a subsidiary Baht '000	Exchange differences on translating financial statements Baht '000	
<b>Cost</b>							
Computer software	5,023,983	78,711	(22,259)	73,891	(6,444)	(2,546)	5,145,336
Computer software under installation	336,461	159,273	(95,497)	(74,489)	-	(257)	325,491
Total	5,360,444	237,984	(117,756)	(598)	(6,444)	(2,803)	5,470,827
<b>Accumulated amortization</b>							
Computer software	(4,414,369)	(277,034)	20,697	(132)	2,976	1,710	(4,666,152)
<b>Allowance for impairment</b>							
Computer software under installation	(95,497)	-	95,497	-	-	-	-
<b>Total intangible assets other than goodwill</b>	<u>850,578</u>						<u>804,675</u>

	Beginning balance as at March 1, 2023 Baht '000	Additions Baht '000	CONSOLIDATED FINANCIAL STATEMENTS				Ending balance as at February 29, 2024 Baht '000
			Disposals/ Write-off Baht '000	Transfer in (out) Baht '000	Exchange differences on translating financial statements Baht '000		
<b>Cost</b>							
Computer software	4,805,045	32,926	(6,182)	199,300	(7,106)		5,023,983
Computer software under installation	366,844	174,311	(5,296)	(198,978)	(420)		336,461
Total	5,171,889	207,237	(11,478)	322	(7,526)		5,360,444
<b>Accumulated amortization</b>							
Computer software	(4,152,986)	(271,581)	6,180	-	4,018		(4,414,369)
<b>Allowance for impairment</b>							
Computer software under installation	(95,497)	-	-	-	-		(95,497)
<b>Total intangible assets other than goodwill</b>	<u>923,406</u>						<u>850,578</u>

	SEPARATE FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2024 Baht '000	Additions Baht '000	Disposals/ Write-off Baht '000	Transfer in (out) Baht '000	Ending balance as at February 28, 2025 Baht '000
Cost					
Computer software	4,455,382	71,452	-	67,832	4,594,666
Computer software under installation	314,932	154,017	(95,497)	(67,832)	305,620
Total	4,770,314	225,469	(95,497)	-	4,900,286
Accumulated amortization					
Computer software	(3,955,613)	(238,413)	-	-	(4,194,026)
Allowance for impairment					
Computer software under installation	(95,497)	-	95,497	-	-
Total intangible assets other than goodwill	719,204				706,260

	SEPARATE FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2023 Baht '000	Additions Baht '000	Disposals/ Write-off Baht '000	Transfer in (out) Baht '000	Ending balance as at February 29, 2024 Baht '000
Cost					
Computer software	4,246,162	24,583	(5,018)	189,655	4,455,382
Computer software under installation	366,289	143,492	(5,284)	(189,565)	314,932
Total	4,612,451	168,075	(10,302)	90	4,770,314
Accumulated amortization					
Computer software	(3,733,702)	(226,928)	5,017	-	(3,955,613)
Allowance for impairment					
Computer software under installation	(95,497)	-	-	-	(95,497)
Total intangible assets other than goodwill	783,252				719,204

	CONSOLIDATED FINANCIAL STATEMENTS For the years ended		SEPARATE FINANCIAL STATEMENTS For the years ended	
	February 28, 2025 Baht '000	February 29, 2024 Baht '000	February 28, 2025 Baht '000	February 29, 2024 Baht '000
Amortization	277,034	271,581	238,413	226,928

As at February 28, 2025 and February 29, 2024, costs of fully amortized computer software still in use are as follows:

	As at February 28, 2025 Baht '000	As at February 29, 2024 Baht '000
Consolidated financial statements	<u>3,759,711</u>	<u>3,615,744</u>
Separate financial statements	<u>3,533,023</u>	<u>3,395,793</u>

## 18. DEFERRED TAX ASSETS

Deferred tax assets as at February 28, 2025 and February 29, 2024 consist of the following:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	As at	As at	As at	As at
	February 28,	February 29,	February 28,	February 29,
	2025	2024	2025	2024
	Baht '000	Baht '000	Baht '000	Baht '000
<b>Deferred tax assets</b>				
Allowance for expected credit losses	1,376,023	1,603,710	1,318,276	1,567,489
Cumulative loss from fair value measurement of investments in equity securities	2,620	2,620	5,984	5,984
Allowance for impairment of investment and assets	26,584	38,009	4,000	19,099
Provisions for employee benefit	86,105	95,306	76,642	88,140
Deferred revenue from customer loyalty programs	61,385	62,933	61,385	62,933
Lease agreements	155,822	150,702	130,886	131,916
Derivatives	334,435	233,909	334,435	233,909
Others	29,392	32,474	17,548	17,181
	<u>2,072,366</u>	<u>2,219,663</u>	<u>1,949,156</u>	<u>2,126,651</u>
<b>Deferred tax liabilities</b>				
Right-of-use assets	137,182	131,112	113,863	114,018
Others	919	-	919	-
	<u>138,101</u>	<u>131,112</u>	<u>114,782</u>	<u>114,018</u>
<b>Deferred tax assets</b>	<u>1,934,265</u>	<u>2,088,551</u>	<u>1,834,374</u>	<u>2,012,633</u>

The movements of deferred tax assets and liabilities during the years are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS				
	Beginning balance as at March 1, 2024 Baht '000	Items as recognized in profit or loss Baht '000	Items as recognized in other comprehensive income Baht '000	Decrease from sale of investment in a subsidiary Baht '000	Ending balance as at February 28, 2025 Baht '000
<b>Deferred tax assets</b>					
Allowance for expected credit losses	1,603,710	(227,262)	-	(425)	1,376,023
Cumulative loss from fair value measurement of investments in equity securities	2,620	-	-	-	2,620
Allowance for impairment of investment and assets	38,009	(11,425)	-	-	26,584
Provisions for employee benefit	95,306	15,371	(24,572)	-	86,105
Deferred revenue from customer loyalty programs	62,933	(1,548)	-	-	61,385
Lease agreements	150,702	5,120	-	-	155,822
Derivatives	233,909	89,713	10,813	-	334,435
Others	32,474	(2,611)	-	(471)	29,392
	<u>2,219,663</u>	<u>(132,642)</u>	<u>(13,759)</u>	<u>(896)</u>	<u>2,072,366</u>
<b>Deferred tax liabilities</b>					
Right-of-use assets	131,112	6,070	-	-	137,182
Others	-	919	-	-	919
	<u>131,112</u>	<u>6,989</u>	<u>-</u>	<u>-</u>	<u>138,101</u>
<b>Deferred tax assets</b>	<u>2,088,551</u>	<u>(139,631)</u>	<u>(13,759)</u>	<u>(896)</u>	<u>1,934,265</u>

	CONSOLIDATED FINANCIAL STATEMENTS			
	Beginning balance as at March 1, 2023 Baht '000	Items as recognized in profit or loss Baht '000	Items as recognized in other comprehensive income Baht '000	Ending balance as at February 29, 2024 Baht '000
<b>Deferred tax assets</b>				
Allowance for expected credit losses	1,956,008	(352,298)	-	1,603,710
Cumulative loss from fair value measurement of investments in equity securities	4,502	(1,882)	-	2,620
Allowance for impairment of investment and assets	21,300	16,709	-	38,009
Provisions for employee benefit	88,052	12,168	(4,914)	95,306
Deferred revenue from customer loyalty programs	72,678	(9,745)	-	62,933
Lease agreements	196,010	(45,308)	-	150,702
Derivatives	147,856	27,238	58,815	233,909
Others	33,028	(554)	-	32,474
	<u>2,519,434</u>	<u>(353,672)</u>	<u>53,901</u>	<u>2,219,663</u>
<b>Deferred tax liabilities</b>				
Right-of-use assets	178,512	(47,400)	-	131,112
	<u>178,512</u>	<u>(47,400)</u>	<u>-</u>	<u>131,112</u>
<b>Deferred tax assets</b>	<u>2,340,922</u>	<u>(306,272)</u>	<u>53,901</u>	<u>2,088,551</u>

	SEPARATE FINANCIAL STATEMENTS			
	Beginning balance as at March 1, 2024 Baht '000	Items as recognized in profit or loss  Baht '000	Items as recognized in other comprehensive income Baht '000	Ending balance as at February 28, 2025 Baht '000
<b>Deferred tax assets</b>				
Allowance for expected credit losses	1,567,489	(249,213)	-	1,318,276
Cumulative loss from fair value measurement of investments in equity securities	5,984	-	-	5,984
Allowance for impairment of investment and assets	19,099	(15,099)	-	4,000
Provisions for employee benefit	88,140	13,575	(25,073)	76,642
Deferred revenue from customer loyalty programs	62,933	(1,548)	-	61,385
Lease agreements	131,916	(1,030)	-	130,886
Derivatives	233,909	89,713	10,813	334,435
Others	17,181	367	-	17,548
	<u>2,126,651</u>	<u>(163,235)</u>	<u>(14,260)</u>	<u>1,949,156</u>
<b>Deferred tax liabilities</b>				
Right-of-use assets	114,018	(155)	-	113,863
Others	-	919	-	919
	<u>114,018</u>	<u>764</u>	<u>-</u>	<u>114,782</u>
<b>Deferred tax assets</b>	<u>2,012,633</u>	<u>(163,999)</u>	<u>(14,260)</u>	<u>1,834,374</u>

	SEPARATE FINANCIAL STATEMENTS			
	Beginning balance as at March 1, 2023 Baht '000	Items as recognized in profit or loss  Baht '000	Items as recognized in other comprehensive income Baht '000	Ending balance as at February 29, 2024 Baht '000
<b>Deferred tax assets</b>				
Allowance for expected credit losses	1,906,108	(338,619)	-	1,567,489
Cumulative loss from fair value measurement of investments in equity securities	7,866	(1,882)	-	5,984
Allowance for impairment of assets	19,099	-	-	19,099
Provisions for employee benefit	81,866	10,866	(4,592)	88,140
Deferred revenue from customer loyalty programs	72,678	(9,745)	-	62,933
Lease agreements	171,819	(39,903)	-	131,916
Derivatives	147,856	27,238	58,815	233,909
Others	16,893	288	-	17,181
	<u>2,424,185</u>	<u>(351,757)</u>	<u>54,223</u>	<u>2,126,651</u>
<b>Deferred tax liabilities</b>				
Right-of-use assets	155,337	(41,319)	-	114,018
	<u>155,337</u>	<u>(41,319)</u>	<u>-</u>	<u>114,018</u>
<b>Deferred tax assets</b>	<u>2,268,848</u>	<u>(310,438)</u>	<u>54,223</u>	<u>2,012,633</u>

## 19. OTHER NON-CURRENT ASSETS

Other non-current assets as at February 28, 2025 and February 29, 2024 consist of the following:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	As at	As at	As at	As at
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Deposits	149,465	155,297	132,905	134,946
Total	149,465	155,297	132,905	134,946

## 20. SHORT-TERM BORROWINGS FROM FINANCIAL INSTITUTIONS

Short-term borrowings from financial institutions as at February 28, 2025 and February 29, 2024, consist of the following:

	CONSOLIDATED FINANCIAL STATEMENTS			
	As at February 28, 2025		As at February 29, 2024	
	Interest rate		Interest rate	
	p.a. (%)	Baht '000	p.a. (%)	Baht '000
Short-term borrowings in THB currency	2.15 - 2.20	1,570,000	2.69	500,000
Short-term borrowings in USD currency	5.98 - 8.50	2,478,858	6.78 - 8.00	1,859,266
Short-term borrowings in LAK currency	7.57 - 12.20	353,038	6.50 - 6.60	322,965
Total		4,401,896		2,682,231

	SEPARATE FINANCIAL STATEMENTS			
	As at February 28, 2025		As at February 29, 2024	
	Interest rate		Interest rate	
	p.a. (%)	Baht '000	p.a. (%)	Baht '000
Short-term borrowings in THB currency	2.15 - 2.20	1,570,000	2.69	500,000
Total		1,570,000		500,000

Short-term borrowings in THB and foreign currencies from financial institutions are borrowings from various financial institutions in the form of promissory notes and are unsecured.

## 21. OTHER CURRENT PAYABLES

Other current payables as at February 28, 2025 and February 29, 2024 are as follows:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	As at	As at	As at	As at
	February 28,	February 29,	February 28,	February 29,
	2025	2024	2025	2024
	Baht '000	Baht '000	Baht '000	Baht '000
Other payable - related companies (see Note 38.2.1)	207,370	78,477	297,719	170,212
Other payable - other companies	124,802	320,178	40,531	210,291
Deferred revenue from customer loyalty programs	313,266	320,236	306,923	314,667
Interest payable	396,716	492,757	370,878	472,741
Accrued expenses	459,996	413,358	434,701	389,751
Total	<u>1,502,150</u>	<u>1,625,006</u>	<u>1,450,752</u>	<u>1,557,662</u>

## 22. LEASE LIABILITIES

Lease liabilities as at February 28, 2025 and February 29, 2024 are as follows:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	As at	As at	As at	As at
	February 28,	February 29,	February 28,	February 29,
	2025	2024	2025	2024
	Baht '000	Baht '000	Baht '000	Baht '000
<b>Maturity analysis:</b>				
Year 1	387,744	403,273	335,658	352,979
Year 2	265,924	209,455	231,303	178,949
Year 3	99,837	101,987	75,585	94,537
Year 4	16,782	17,491	724	13,583
Year 5	1,658	1,067	-	-
	<u>771,945</u>	<u>733,273</u>	<u>643,270</u>	<u>640,048</u>
Less Deferred interest	<u>(54,207)</u>	<u>(41,733)</u>	<u>(42,203)</u>	<u>(35,676)</u>
<b>Total</b>	<u><u>717,738</u></u>	<u><u>691,540</u></u>	<u><u>601,067</u></u>	<u><u>604,372</u></u>
<b>Classification analysis:</b>				
Current	353,906	377,206	307,741	330,582
Non-current	363,832	314,334	293,326	273,790
<b>Total</b>	<u><u>717,738</u></u>	<u><u>691,540</u></u>	<u><u>601,067</u></u>	<u><u>604,372</u></u>



## 23. LONG-TERM BORROWINGS

As at February 28, 2025 and February 29, 2024, the Company entered into various long-term borrowings agreements in THB and foreign currencies as follows:

CONSOLIDATED FINANCIAL STATEMENTS				
As at February 28, 2025				
	Due within the year	Interest rate p.a. (%)	Foreign currency Million	Baht equivalent Baht '000
Borrowings in JPY currency	2025 - 2027	1.90 - 3.22	13,898.95	3,212,256
Borrowings in USD currency	2025 - 2028	1.85 - 8.50	677.34	23,184,611
Borrowings in THB currency	2025 - 2028	2.20 - 3.79	22,300.00	22,300,000
Less Borrowings issuance cost				(24,842)
				48,672,025
Less Current portion of long-term borrowings				(17,617,911)
Total long-term borrowings				31,054,114

CONSOLIDATED FINANCIAL STATEMENTS				
As at February 29, 2024				
	Due within the year	Interest rate p.a. (%)	Foreign currency Million	Baht equivalent Baht '000
Borrowings in JPY currency	2024 - 2027	1.90 - 2.49	11,903.19	2,892,106
Borrowings in USD currency	2024 - 2027	1.85 - 8.50	677.33	24,332,342
Borrowings in THB currency	2024 - 2027	2.01 - 3.79	24,000.00	24,000,000
Borrowings in MMK currency	2026	0.80	6,719.32	110,197
Less Borrowings issuance cost				(39,009)
				51,295,636
Less Current portion of long-term borrowings				(16,960,051)
Total long-term borrowings				34,335,585

SEPARATE FINANCIAL STATEMENTS				
As at February 28, 2025				
	Due within the year	Interest rate p.a. (%)	Foreign currency Million	Baht equivalent Baht '000
Borrowings in JPY currency	2025 - 2027	1.90 - 3.22	13,898.95	3,212,256
Borrowings in USD currency	2025 - 2028	1.85 - 3.64	593.56	20,323,970
Borrowings in THB currency	2025 - 2028	2.20 - 3.79	22,300.00	22,300,000
Less Borrowings issuance cost				(24,842)
				45,811,384
Less Current portion of long-term borrowings				(17,088,323)
Total long-term borrowings				28,723,061

SEPARATE FINANCIAL STATEMENTS				
As at February 29, 2024				
	Due within the year	Interest rate p.a. (%)	Foreign currency Million	Baht equivalent Baht '000
Borrowings in JPY currency	2024 - 2027	1.90 - 2.49	11,903.19	2,892,106
Borrowings in USD currency	2024 - 2027	1.85 - 3.54	609.10	21,986,013
Borrowings in THB currency	2024 - 2027	2.01 - 3.79	24,000.00	24,000,000
Less Borrowings issuance cost				(39,009)
				48,839,110
Less Current portion of long-term borrowings				(16,960,051)
Total long-term borrowings				31,879,059

As at February 28, 2025 and February 29, 2024, the Company can maintain financial ratios and other requirements according to the conditions as specified in the agreements.

## 24. LONG-TERM BORROWINGS UNDER SECURITIZATION PROJECT

As at February 28, 2025 and February 29, 2024, the Company recognized the cash received and the settlement by the Seller Loan Account of ATS Rabbit for the transferred rights in loans receivable under securitization project (see Note 5.5) as long-term borrowings under securitization project in the separate financial statements as follows:

	SEPARATE FINANCIAL STATEMENTS	
	As at February 28, 2025 Baht'000	As at February 29, 2024 Baht'000
Long-term borrowings under securitization project	918,120	1,091,265
<u>Less</u> Current portion of long-term borrowings under securitization project	(918,120)	-
<b>Total long-term borrowings under securitization project</b>	<b>-</b>	<b>1,091,265</b>

## 25. LONG-TERM DEBENTURES

Long-term debentures, representing unsubordinated and unsecured debentures, as at February 28, 2025 and February 29, 2024, are as follows:

Issue date	Maturity date	No. of units	Currency	Par value per unit	Amount	Interest rate p.a. (%)	Term of interest payment	As at February 28, 2025 Baht '000	As at February 29, 2024 Baht '000
<b>Company</b>									
15/11/2019	15/11/2024	1,000,000	THB	1,000	1,000,000,000	2.57	Semi-annual	-	1,000,000
29/12/2021	29/12/2026	70	JPY	100,000,000	7,000,000,000	0.65	Semi-annual	1,617,805	1,700,783
29/11/2022	28/11/2025	100	JPY	100,000,000	10,000,000,000	0.69	Semi-annual	2,311,150	2,429,690
24/02/2023	24/02/2025	1,000,000	THB	1,000	1,000,000,000	2.99	Semi-annual	-	1,000,000
24/02/2023	24/02/2026	1,700,000	THB	1,000	1,700,000,000	3.18	Semi-annual	1,700,000	1,700,000
								5,628,955	7,830,473
<u>Less</u> Debentures issuance cost								(14,822)	(28,968)
								5,614,133	7,801,505
<u>Less</u> Current portion of long-term debentures								(4,004,448)	(1,998,985)
<b>Total long-term debentures in separate financial statements</b>								<b>1,609,685</b>	<b>5,802,520</b>
<b>ATS Rabbit Special Purpose Vehicle Company Limited</b>									
28/09/2018	28/10/2025	155,501	THB	1,000	155,501,000	3.23	Monthly	155,501	651,704
<u>Less</u> Current portion of long-term debentures								(155,501)	(488,439)
								-	163,265
<b>Total long-term debentures in consolidated financial statements</b>								<b>1,609,685</b>	<b>5,965,785</b>

- (1) On June 22, 2018, the Company's Annual General Meeting of shareholders of 2018 had the resolution for the issuance and offering of debentures. An issuing amount of the debentures is not to exceed Baht 10,000 million. The currency, tenor, interest rate and other conditions will be considered and approved by the Board of Directors' Meeting later when the Company is ready for the issuance and offering of debentures.

On November 15, 2018, the Company issued and offered debentures amounting to Baht 2,000 million to institutional and high net worth investors in Thailand with interest rate of 2.96% per annum, payable on a semi-annual basis, and were due on November 15, 2020.

On November 15, 2018, the Company issued and offered debentures amounting to Baht 800 million to institutional in Thailand with interest rate of 3.26% per annum, payable on a semi-annual basis, and were due on November 15, 2021.

On November 15, 2019, the Company issued and offered debentures amounting to Baht 2,800 million to institutional in Thailand with interest rate of 2.27% per annum, payable on a semi-annual basis, and were due on November 15, 2022.

On November 15, 2019, the Company issued and offered debentures amounting to Baht 1,000 million to institutional in Thailand with interest rate of 2.57% per annum, payable on a semi-annual basis, and were due on November 15, 2024.

On December 29, 2021, the Company issued and offered debentures amounting to JPY 7,000 million to a bank in Japan with interest rate of 0.65% per annum, payable on a semi-annual basis, and will be due on December 29, 2026. Such debentures are guaranteed by same bank.

- (2) On June 24, 2022, the Company's Annual General Meeting of shareholders of 2022 had the resolution for the issuance and offering of debentures. An issuing amount of the debentures is not to exceed Baht 10,000 million. The currency, tenor, interest rate and other conditions will be considered and approved by the Board of Directors' Meeting later when the Company is ready for the issuance and offering of debentures.

On November 29, 2022, the Company issued and offered debentures amounting to JPY 10,000 million to a bank in Japan with interest rate of 0.69% per annum, payable on a semi-annual basis, and will be due on November 28, 2025. Such debentures are guaranteed by the same bank.

On February 24, 2023, the Company issued and offered debentures amounting to Baht 1,000 million to institutional and high net worth investors in Thailand with interest rate of 2.99% per annum, payable on a semi-annual basis, and were due on February 24, 2025.

On February 24, 2023, the Company issued and offered debentures amounting to Baht 1,700 million to institutional and high net worth investors in Thailand with interest rate of 3.18% per annum, payable on a semi-annual basis, and will be due on February 24, 2026.

- (3) A subsidiary has offered the debentures to no more than 10 specific investors during any 4-month period which such offering was approved by the SEC on October 2, 2015.

On September 28, 2018, the subsidiary issued and offered the long-term refinanced debentures which are unsubordinated and unsecured of Baht 1,473.08 million for partial settlement of the transfer of rights in future receivables and additional receivables in accordance with conditions in the agreements.

Such debentures are assets-backed debentures under the Securitization Law with fixed interest rate at 4% per annum for the 3 years period after the first issuance date, and thereafter with a fixed interest rate equal to the corporate bond yield per annum as prescribed in the conditions.

Cash flows from a pool of loans receivable will be used to make payments for the debentures. Interest on the debentures will be payable monthly throughout their lives commencing on December 18, 2015.

Such debentures have been initially redeemed during 2023 and will be matured on October 28, 2025 with conditions to redeem before the maturity, in accordance with the terms and conditions of the debentures.

During the year 2024, and 2023 partial debentures have been redeemed in the amount of Baht 496.20 million and Baht 821.38 million, respectively.

As at February 28, 2025 and February 29, 2024, the Company can maintain financial ratios and other requirements according to the conditions as specified in the agreements.

## 26. DERIVATIVE FINANCIAL INSTRUMENTS

The fair values and notional amounts of derivative instruments as at February 28, 2025 and February 29, 2024 are as follows:

	CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS					
	As at February 28, 2025			As at February 29, 2024		
	Fair value		Notional amount Baht '000	Fair value		Notional amount Baht '000
	Assets Baht '000	Liabilities Baht '000		Assets Baht '000	Liabilities Baht '000	
Derivatives designated as						
cash flow hedges						
Cross currency swaps	490,796	2,088,879	27,465,181	1,400,485	1,505,044	29,008,592
Interest rate swaps	-	74,090	7,000,000	4,198	36,714	7,000,000
	<u>490,796</u>	<u>2,162,969</u>	<u>34,465,181</u>	<u>1,404,683</u>	<u>1,541,758</u>	<u>36,008,592</u>
<u>Less</u> Current portion of						
derivative assets /						
liabilities	<u>(424,678)</u>	<u>(1,226,005)</u>	<u>(15,600,180)</u>	<u>(1,027,407)</u>	<u>(399,465)</u>	<u>(9,661,879)</u>
<b>Total derivative assets /</b>						
<b>liabilities</b>	<u>66,118</u>	<u>936,964</u>	<u>18,865,001</u>	<u>377,276</u>	<u>1,142,293</u>	<u>26,346,713</u>

## 27. PROVISIONS FOR EMPLOYEE BENEFITS

The Company operates post-employment benefit plans under the Labor Protection Act, which are considered as unfunded defined benefits plans and other long-term employee benefits based on pensionable remuneration and length of service.

Provisions for employee benefits as at February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
<b>Statement of financial position</b>				
Obligations in statement of financial position:				
Post-employment benefits	417,034	483,535	369,134	440,701
Other long-term employee benefits	17,577	-	14,079	-
<b>Total</b>	<u>434,611</u>	<u>483,535</u>	<u>383,213</u>	<u>440,701</u>
<b>Statement of comprehensive income for the years</b>				
Recognized in profit or loss:				
Post-employment benefits	93,466	71,274	83,297	62,879
Other long-term employee benefits	20,916	-	17,083	-
Recognized in other comprehensive income:				
Actuarial gains	(122,859)	(24,571)	(125,363)	(22,959)
<b>Total</b>	<u>(8,477)</u>	<u>46,703</u>	<u>(24,983)</u>	<u>39,920</u>

Movements in the present value of the provisions for post-employment benefits for the years ended February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	As at February 28, 2025	As at February 29, 2024	As at February 28, 2025	As at February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Beginning balance	483,535	444,377	440,701	405,630
Decrease of liabilities from transfer of employees within the group	(1,753)	-	(1,236)	-
Current service costs	68,428	59,005	60,788	51,859
Interest costs	13,659	12,410	12,410	11,346
Loss (Gain) on Settlement	11,379	(141)	10,099	(326)
Gain on remeasurements of defined benefit plans				
- From experience adjustments	(14,797)	(15,083)	(14,202)	(13,394)
- From demographic assumptions	(129,459)	(6,652)	(129,449)	(6,642)
- From financial assumptions changes	21,397	(2,836)	18,288	(2,923)
Benefits paid	(35,355)	(7,545)	(28,265)	(4,849)
<b>Ending balance</b>	<u>417,034</u>	<u>483,535</u>	<u>369,134</u>	<u>440,701</u>

The significant actuarial assumptions used to calculate the provisions for post-employment benefits as at February 28, 2025 and February 29, 2024, are as follows:

CONSOLIDATED FINANCIAL STATEMENTS		
	As at February 28, 2025	As at February 29, 2024
	% per annum	% per annum
Financial assumptions		
Discount rate	0.84 - 2.56	0.84 - 3.06
Expected rate of salary increase	5.0	5.0
Demographic assumptions		
Turnover rate		
Monthly staff	0.0 - 33.0	0.0 - 27.0
	Subject to range of age of employees	Subject to range of age of employees
SEPARATE FINANCIAL STATEMENTS		
	As at February 28, 2025	As at February 29, 2024
	% per annum	% per annum
Financial assumptions		
Discount rate	2.49	2.90
Expected rate of salary increase	5.0	5.0
Demographic assumptions		
Turnover rate		
Monthly staff	3.0 - 33.0	0.0 - 27.0
	Subject to range of age of employees	Subject to range of age of employees

Sensitivity analysis on significant actuarial assumptions represents impact of change in the significant actuarial assumptions on present value of the provisions for post-employment benefits without discounting to present value as at February 28, 2025 and February 29, 2024, as follows:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	As at	As at	As at	As at
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Financial assumptions				
Discount rate				
- 1% increase	(49,068)	(58,938)	(42,599)	(53,595)
- 1% decrease	57,749	69,831	50,049	63,463
Expected rate of salary increase				
- 1% increase	51,685	62,934	44,961	57,345
- 1% decrease	(44,790)	(54,146)	(39,026)	(49,365)
Demographic assumptions				
Turnover rate				
- 1% increase	(53,033)	(62,770)	(46,076)	(56,983)
- 1% decrease	58,143	28,783	53,763	24,898

## 28. EMPLOYEE JOINT INVESTMENT PROGRAM

On August 9, 2022, the Company's Board of Directors' Meeting had the resolution to approve the Employee Joint Investment Program 1 ("EJIP1"), which has started on September 1, 2022. The details of the program are as follows:

EJIP Period	Program period: 5 years (September 1, 2022 to August 31, 2027) Program contribution period: 3 years (September 1, 2022 to August 31, 2025)
Eligible employees under EJIP	Permanent employees of the Company at Assistant Manager level or higher and Executive Director level or higher with at least 3 years of service, on a voluntary basis
EJIP Arrangement	Money paid by employees to participate in the project: 3 - 5 percent of salary Money paid by executives to participate in the project: 3 - 9 percent of salary Contributions made by the Company to join the program: Equivalent amount paid by employees or executives into the program, with 3% additional contribution of the base salary for Talent Employee according to the terms and conditions set by the Company
EJIP Buying Schedule	Monthly
Conditions for holding the securities	Sell of shares during year 1 - 3 is not allowed All accumulated shares in the first year of the Program are allowed to be sold after the end of the third year of the Program All accumulated shares in the second year of the Program are allowed to be sold after the end of the fourth year of the Program All accumulated shares in the third year of the Program are allowed to be sold after the end of the fifth year of the Program
EJIP Manager	Phillip Securities (Thailand) Public Company Limited

On August 16, 2024, the Company's Board of Directors' Meeting had the resolution to approve the suspensions of contributions to EJIP1 effective from September 1, 2024 to August 31, 2025, but conditions for securities holding period remain unchanged, and approve Employee Joint Investment Program 2 ("EJIP2") to continue from EJIP1. The details of the program are as follows:

EJIP Period	Program period: 5 years (September 1, 2024 to August 31, 2029) Program contribution period: 3 years (September 1, 2024 to August 31, 2027)
Eligible employees under EJIP	Permanent employees of the Company at Assistant Manager level or higher and Executive Director level or higher with at least 3 years of service, on a voluntary basis
EJIP Arrangement	Money paid by employees to participate in the project: 2 - 3 percent of salary Money paid by executives to participate in the project: 4 - 5 percent of salary Contributions made by the Company to join the program: - For those participants who use to be participant of EJIP1 and have join to EJIP2, the Company would contribute to the employees or executives in EJIP2 with approximately 70% of the investment amount between contribution amount of employees and contribution amount of Company - For those participants who never join EJIP1 but wish to join EJIP2, the Company would contribute equivalent to the amount paid by employees or executives into the EJIP program - For those participants of EJIP1 and EJIP2 who meet the qualifications and competency requirements (Talent Employees) as stipulated by the Company, the Company will provide an additional 3% contribution based on the basic salary of participants in both groups
EJIP Buying Schedule	Monthly
Conditions for holding the securities	Sell of shares during year 1 - 3 is not allowed All accumulated shares in the first year of the Program are allowed to be sold after the end of the third year of the Program All accumulated shares in the second year of the Program are allowed to be sold after the end of the fourth year of the Program All accumulated shares in the third year of the Program are allowed to be sold after the end of the fifth year of the Program
EJIP Manager	Phillip Securities (Thailand) Public Company Limited

Movement of the employee joint investment program for the years ended February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	For the years ended		For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
<b>Surplus on share-based payment transactions</b>				
Beginning balance	13,650	9,265	12,110	9,265
Change during the period				
- Reversal of EJIP1 expenses from program termination	(12,890)	-	(11,667)	-
- Employee joint investment program expense (EJIP1)	6,076	17,461	5,339	14,351
- Employee joint investment program expense (EJIP2)	25,411	-	23,083	-
- Cash paid for employee joint investment program	(15,542)	(13,076)	(13,748)	(11,506)
Ending balance	16,705	13,650	15,177	12,110

For the years ended February 28, 2025 and February 29, 2024, amounts recognized in the statement of profit or loss in respect of the employee joint investment program are as follows:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	For the years ended		For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Operating and administrative expenses	10,867	9,511	10,245	8,236
Directors and managements' remuneration	7,730	7,950	6,510	6,115
	18,597	17,461	16,755	14,351

## 29. SHAREHOLDERS' EQUITY

- 29.1 On June 20, 2023, the Annual General Meeting of Shareholders had the resolutions to approve the declaration of final dividends for the year ended February 28, 2023, at the rate of Baht 2.95 per share, totaling Baht 737.50 million. The aforementioned shareholders included 1,300 shares of foreign shareholders who had no right to receive dividend in accordance with regulation of Thailand Securities Depository, thus the Company paid dividend to shareholders amounting to Baht 737.50 million on July 17, 2023 in addition to the interim dividends which had been paid to all shareholders at Baht 2.55 per share, totaling Baht 637.50 million on November 2, 2022.
- 29.2 On October 6, 2023, the Company's Board of Directors' Meeting passed the resolutions to declare interim dividends for the year ended February 29, 2024, at the rate of Baht 2.55 per share, totaling Baht 637.50 million. The aforementioned shareholders included 46,500 shares of foreign shareholders who had no right to receive dividend in accordance with regulation of Thailand Securities Depository, thus the Company paid dividend to shareholders amounting to Baht 637.38 million on November 2, 2023.



- 29.3 On June 21, 2024, the Annual General Meeting of Shareholders had the resolutions to approve the declaration of final dividends for the year ended February 29, 2024, at the rate of Baht 2.95 per share, totaling Baht 737.50 million. The aforementioned shareholders included 120,401 shares of foreign shareholders who had no right to receive dividend in accordance with regulation of Thailand Securities Depository, thus the Company paid dividend to shareholders amounting to Baht 737.14 million on July 17, 2024, in addition to the interim dividends which had been paid to all shareholders at Baht 2.55 per share, totaling Baht 637.38 million on November 2, 2023.
- 29.4 On October 7, 2024, the Company's Board of Directors' Meeting passed the resolutions to declare interim dividends for the year ended February 28, 2025 at the rate of Baht 2.55 per share, totaling Baht 637.50 million. The aforementioned shareholders included 1,251 shares of foreign shareholders who had no right to receive dividend in accordance with regulation of Thailand Securities Depository, thus the Company paid dividend to shareholders amounting to Baht 637.50 million on November 6, 2024.
- 29.5 Under the Securitization project, the subsidiary has to pay dividend to its shareholders from all remaining amounts after deducting the required accumulated reserves and payment of all fees and expenses. The subsidiary appropriates interim dividends after the approval of Board of Directors' Meeting on a monthly basis at each Monthly Purchase Date as an appropriation of net profit after corporate income tax of each month.

ATS Rabbit Special Purpose Vehicle Company Limited's registered share capital comprises 2 groups of ordinary shares and 2 groups of preferred shares. Dividends from the profits of the subsidiary shall be allocated to the holders of preferred shares which are non-controlling interests at the rate of 1% of the par value of each preferred share. The remaining dividends shall be distributed to the holders of ordinary shares and another group of preferred shares.

### **30. LEGAL RESERVE**

Pursuant to the Public Limited Companies Act. B.E. 2535 (1992), the Company must allocate to a reserve fund from the annual net profit, not less than 5% of the annual net profit deducted by the total accumulated loss brought forward (if any), until the reserve fund reaches an amount of not less than 10% of the registered capital.

As at February 28, 2025 and February 29, 2024, the Company's legal reserve equals to 10% of the registered share capital.

### 31. CAPITAL MANAGEMENT

The Company's objective in managing capital is to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders.

Monitoring the capital level of the Company is conducted in accordance with the covenant on financial ratio stipulated in loan agreements.

The Company has been granted the license to operate as a non-financial institution that provides personal loans from the Minister of Finance, of which the Company must have authorized share capital of at least Baht 50 million.

The Company has the policy to pay dividend of at least 30% of net profit. The dividend payment is subject to the resolution of the shareholders' meeting after the Board of Directors' approval.

### 32. OTHER COMPONENTS OF SHAREHOLDERS' EQUITY

Other components of shareholders' equity as at February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	As at	As at	As at	As at
	February 28,	February 29,	February 28,	February 29,
	2025	2024	2025	2024
	Baht '000	Baht '000	Baht '000	Baht '000
Beginning balance	(430,057)	(173,005)	(324,812)	(89,551)
Exchange differences on translating financial statements of foreign operations	34,752	(21,791)	-	-
Loss on cash flow hedges	(43,254)	(235,261)	(43,254)	(235,261)
Ending balance	<u>(438,559)</u>	<u>(430,057)</u>	<u>(368,066)</u>	<u>(324,812)</u>

Differences on exchange rates relating to translation of the financial statements of foreign operations to be presented in THB currency are recognized directly in other comprehensive income and accumulated amount is separately presented under shareholders' equity as other components of equity.

Cumulative loss on cash flow hedges in shareholders' equity consists of the effective portion of changes in the fair value of derivatives that are designated and qualified as cash flow hedges against foreign exchange risk.

### 33. REVENUES RELATING TO SECURITIZATION TRANSACTION

For the years ended February 28, 2025 and February 29, 2024, the details of revenues from securitization transaction incurred from sales of rights in loans receivable to ATS Rabbit Special Purpose Vehicle Company Limited are included in Loan income for presentation as follows:

	SEPARATE FINANCIAL STATEMENTS For the years ended February 28, 2025      February 29, 2024 Baht '000      Baht '000	
Loan income (see Note 38.2.2)		
Interest income from subordinated lendings	10,031	10,117
Revenue from seller loan in Special Purpose Vehicle	58,006	33,424
Dividend from investment in Special Purpose Vehicle	-	3,929
Collection servicing income	54,663	64,344
Total	<u>122,700</u>	<u>111,814</u>

### 34. DIRECTORS AND MANAGERMENTS' REMUNERATION

Directors' remuneration represents the benefits paid to the Company's directors in accordance with Section 90 of the Public Limited Companies Act. Managements' remuneration represents cash remuneration as salaries and bonus paid to the Company's management.

For the years ended February 28, 2025 and February 29, 2024, directors and managements' remuneration are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS For the years ended February 28, 2025      February 29, 2024 Baht '000      Baht '000		SEPARATE FINANCIAL STATEMENTS For the years ended February 28, 2025      February 29, 2024 Baht '000      Baht '000	
Short-term employee benefits				
Directors' remuneration	16,939	27,126	15,547	21,586
Managements' remuneration	167,337	150,648	117,124	105,760
Post-employment benefits	6,539	5,338	4,076	3,689
Other long-term employee benefits	44	-	44	-
Total	<u>190,859</u>	<u>183,112</u>	<u>136,791</u>	<u>131,035</u>

For the years ended February 28, 2025 and February 29, 2024, directors' remunerations which were included in short-term employee benefits were approved by the Annual General Meeting of shareholders of the Company held on June 21, 2024 and June 20, 2023, respectively.

### 35. PROVIDENT FUND

The Company has set up a contributory provident fund. The contribution from employees is deducted from the monthly salaries, with the Company matching the individual's contribution. The Company registered its provident fund in accordance with the Provident Fund Act. B.E. 2530 (1987) on June 1, 1999. This provident fund is managed by an authorized fund manager.

For the years ended February 28, 2025 and February 29, 2024, the Company contributed to the provident fund and recorded as expenses, as follows:

	CONSOLIDATED FINANCIAL STATEMENTS For the years ended		SEPARATE FINANCIAL STATEMENTS For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Contributory provident fund	72,237	68,584	63,675	60,565

### 36. EXPENSES BY NATURE

Total expenses for the years ended February 28, 2025 and February 29, 2024, comprised of the following:

	CONSOLIDATED FINANCIAL STATEMENTS For the years ended		SEPARATE FINANCIAL STATEMENTS For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Staff costs	2,871,833	2,652,706	2,129,970	1,921,140
Marketing expenses	1,645,538	1,573,396	1,603,871	1,530,673
Equipment expenses	768,721	738,895	604,632	588,525
Depreciation and amortization	970,576	1,020,202	830,031	869,396
Communication expenses	190,847	194,959	158,712	162,050
Premises' expenses	175,625	167,671	141,937	135,040
Outsource collection expenses	701,989	691,271	1,217,479	1,225,699
Special business tax and duty stamp	524,848	553,071	511,568	538,742
Printing material expenses	100,433	101,324	90,898	92,371
Transportation expenses	126,570	120,807	77,444	73,251
Fees and commissions	324,218	204,929	274,342	160,011
Directors and managements' remuneration	190,859	183,112	136,791	131,035
Loss on impairment of investment in a subsidiary	-	-	20,000	-
Loss on sale of investment in a subsidiary	-	-	268,556	-
Loss on sale and write-off of leasehold improvement and equipment and intangible assets other than goodwill	3,956	8,131	2,859	8,233
Other expenses	179,614	191,326	146,583	118,117

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	For the years ended		For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Total Expenses	8,775,627	8,401,800	8,215,673	7,554,283

### 37. CORPORATE INCOME TAX

The Company and its local subsidiaries used tax rate of 20% for corporate income tax and deferred tax calculations for the years ended February 28, 2025 and February 29, 2024.

The foreign subsidiaries used tax rate of 20% - 22% for corporate income tax and deferred tax calculations for the years ended February 28, 2025 and February 29, 2024.

Income tax expenses of the Company and its subsidiaries are calculated from profit before tax, added back transactions which are non-deductible expenses and deducted exempted income under the Revenue Code.

For the years ended February 28, 2025 and February 29, 2024, income tax expenses consist of the following:

	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	For the years ended		For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Current tax expense for the years	757,498	517,253	649,407	432,214
Deferred income tax expense	139,631	306,272	163,999	310,438
Income tax expenses per statements of profit or loss	897,129	823,525	813,406	742,652

Reconciliations of effective tax rates for the years ended February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	For the years ended		For the years ended	
	February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Accounting profit before income tax	3,847,634	4,161,381	3,318,382	3,995,343
Permanent differences	(296,355)	(335,079)	(8,185)	300
Temporary differences	(696,191)	(1,606,916)	212,469	(1,552,195)
Income exempt from tax	-	-	(273,800)	(277,729)
Taxable profit	<u>2,855,088</u>	<u>2,219,386</u>	<u>3,248,866</u>	<u>2,165,719</u>
Normal income tax rate (%)	20.00 - 22.00	20.00 - 22.00	20.00	20.00
Income tax for the year currently payable	758,030	518,183	649,773	433,144
Adjustment for prior year's income tax	(532)	(930)	(366)	(930)
Deferred tax from temporary differences	<u>139,631</u>	<u>306,272</u>	<u>163,999</u>	<u>310,438</u>
Income tax expenses per statements of profit or loss	<u>897,129</u>	<u>823,525</u>	<u>813,406</u>	<u>742,652</u>
Effective tax rate (%)	23.32	19.79	24.51	18.59

The Emergency Decree on Top-up Tax, B.E. 2567 (2024) has been announced in the Government Gazette on December 26, 2024, which relates to the International Taxation (Pillar Two) and will be effective from January 1, 2025, onwards.

The Group meets the Top-up Tax criteria because the Pillar Two Legislation of Japan which is the jurisdiction where AEON Co., Ltd, the ultimate parent company, was established has been enacted and has been effective since April 1, 2024. The Group meets the Top-up Tax criteria because the Group's total annual revenue exceeds 750 million euros in the consolidated financial statements of the ultimate parent entity (UPE) in at least two of the four fiscal years preceding the relevant fiscal year. The potential impacts are as follows:

- Application of exemptions in recognition of deferred income tax related to Pillar Two.
- The Group is in the process to assess the potential impact.

### 38. TRANSACTIONS WITH RELATED PARTIES

The consolidated and separate financial statements include certain transactions with the subsidiaries and related parties. The relationship may be by shareholding or the companies may have the same group of shareholders or directors. The consolidated and separate financial statements reflect the effects of these transactions on the basis determined by the Company, the subsidiaries and the related parties which are as follows:

38.1 Investments in subsidiaries (see Note 10) as at February 28, 2025 and February 29, 2024, are as follows:

SEPARATE FINANCIAL STATEMENTS							
Related parties	Relationship	As at February 28, 2025			As at February 29, 2024		
		Ownership	Paid-up	Cost	Ownership	Paid-up	Cost
			capital			capital	
		%	Baht '000	Baht '000	%	Baht '000	Baht '000
ACS Servicing (Thailand) Company Limited	Subsidiary	100.00	175,349.1	175,349.1	100.00	175,349.1	175,349.1
ACSI (Thailand) Co., Ltd.	Subsidiary	100.00	149,224.3	149,224.3	100.00	149,224.3	149,224.3
AEON Specialized Bank (Cambodia) Plc.	Subsidiary	50.00	643,720.4	323,580.0	50.00	643,720.4	323,580.0
AEON Microfinance (Myanmar) Company Limited	Subsidiary	-	-	-	100.00	455,403.3	455,403.3
AEON Leasing Service (Lao) Company Limited	Subsidiary	96.29	111,402.9	107,333.1	96.29	111,402.9	107,333.1
ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	48.75	40.0	19.5	48.75	40.0	19.5
AEON Asset Management (Thailand) Company Limited	Subsidiary	99.99	100,000.0	99,999.9	99.99	50,000.0	49,999.9
				855,505.9			1,260,909.2
<u>Less</u> Allowance for impairment of investment in a subsidiary				(20,000.0)			-
<b>Total</b>				<u>835,505.9</u>			<u>1,260,909.2</u>

## 38.2 Business transactions with related parties

### 38.2.1 Balances with related parties as at February 28, 2025 and February 29, 2024, are as follows:

Related parties	Relationship	CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
		As at	As at	As at	As at
		February 28, 2025 Baht '000	February 29, 2024 Baht '000	February 28, 2025 Baht '000	February 29, 2024 Baht '000
<b>Other receivables</b> (see Note 6)					
ACS Servicing (Thailand) Co., Ltd.	Subsidiary	-	-	6,631	9,062
AEON Asset Management (Thailand) Company Limited	Subsidiary	-	-	629	274
AEON Financial Service Co., Ltd.	Major shareholder	1,647	3,733	1,647	1,816
ACS Capital Corporation Limited	Shareholder and one common director	2,934	437	162	172
ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	25,299	38,387
AEON Specialized Bank (Cambodia) Plc.	Subsidiary	-	-	920	1,414
AEON Leasing Service (Lao) Co., Ltd.	Subsidiary	-	-	22	24
AEON Microfinance Myanmar Company Limited	Subsidiary*	780	-	780	703
ACS Trading Vietnam Co., Ltd.	Common ultimate holding company	220	951	220	951
AEON (Cambodia) Company Limited	Common ultimate holding company	17	16	-	-
		5,598	5,137	36,310	52,803

\* On November 29, 2024, the Company sold the entire investment in AEON Microfinance (Myanmar) Company Limited (see Note 10.4).

#### Share subscription paid in advance

(see Note 10.3)

AEON Specialized Bank (Cambodia) Plc.	Subsidiary	-	-	367,514	-
---------------------------------------	------------	---	---	---------	---

#### Short-term loan to a subsidiary

(see Note 8.1)

AEON Asset Management (Thailand) Company Limited	Subsidiary	-	-	40,000	-
--------------------------------------------------	------------	---	---	--------	---

#### Long-term loan to a subsidiary

(see Note 8.2)

AEON Specialized Bank (Cambodia) Plc.	Subsidiary	-	-	54,278	85,862
---------------------------------------	------------	---	---	--------	--------

#### Seller loan in Special Purpose Vehicle for securitization (see Note 13)

ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	635,869	308,045
----------------------------------------------------	------------	---	---	---------	---------

#### Subordinated lendings (see Note 14.1)

ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	77,750	84,074
----------------------------------------------------	------------	---	---	--------	--------

#### Other payables (see Note 21)

ACS Servicing (Thailand) Co., Ltd.	Subsidiary	-	-	74,888	77,557
AEON (Thailand) Co., Ltd.	Common ultimate holding company	848	872	848	821
AEON Financial Service Co., Ltd.	Major shareholder	199,018	73,689	185,163	45,898
AEON Bank Ltd.	Common ultimate holding company	6,729	3,166	570	820
ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	36,250	45,116
AEON Mall (Cambodia) Co., Ltd.	Common ultimate holding company	775	750	-	-
		<u>207,370</u>	<u>78,477</u>	<u>297,719</u>	<u>170,212</u>

#### Long-term borrowing under securitization project (see Note 24)

ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	918,120	1,091,265
----------------------------------------------------	------------	---	---	---------	-----------



Related parties	Relationship	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		As at February 28, 2025	As at February 29, 2024	As at February 28, 2025	As at February 29, 2024
		Baht '000	Baht '000	Baht '000	Baht '000
<b>Long-term borrowings</b>					
AEON Financial Service Co., Ltd.	Major shareholder	81,951	220,237	-	-
AEON Bank Ltd.	Common ultimate holding company	853,462	343,876	-	-
		935,413	564,113	-	-
<b>Lease liabilities</b>					
AEON Mall (Cambodia) Co., Ltd.	Common ultimate holding company	11,146	5,880	-	-
<b>Deferred revenue</b>					
ACS Servicing (Thailand) Co., Ltd.	Subsidiary	-	-	76,733	78,466
ACS Capital Corporation Limited	Shareholder and one common director	4,083	4,640	4,083	4,640
AEON Asset Management (Thailand) Company Limited	Subsidiary	-	-	1,523	1,717
		4,083	4,640	82,339	84,823

38.2.2 Transactions with related parties for the years ended February 28, 2025 and February 29, 2024, are as follows:

Related parties	Relationship	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		For the years ended		For the years ended	
		February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
		Baht '000	Baht '000	Baht '000	Baht '000
<b>Revenues relating to securitization transaction</b> (included in loan income) (see Note 33)					
ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	122,700	111,814
<b>Collection income</b>					
ACS Capital Corporation Limited	Shareholder and one common director	4,663	555	-	-
<b>Dividend income</b>					
ACS Servicing (Thailand) Co., Ltd.	Subsidiary	-	-	273,800	273,800
<b>Other income</b>					
ACSI (Thailand) Co., Ltd.	Subsidiary	-	-	146	103
ACS Servicing (Thailand) Co., Ltd.	Subsidiary	-	-	42,011	37,028
ACS Capital Corporation Limited	Shareholder and one common director	2,724	2,925	1,768	1,788
AEON Asset Management (Thailand) Company Limited	Subsidiary	-	-	3,388	2,659
AEON Specialized Bank (Cambodia) Plc.	Subsidiary	-	-	8,033	10,765
AEON Leasing Service (Lao) Co., Ltd.	Subsidiary	-	-	142	123
AEON Microfinance Myanmar Company Limited	Subsidiary*	16	-	77	716
ACS Trading Vietnam Co., Ltd.	Common ultimate holding company	1,777	2,621	1,777	2,621
AEON (Cambodia) Company Limited	Common ultimate holding company	-	989	-	-
		<u>4,517</u>	<u>6,535</u>	<u>57,342</u>	<u>55,803</u>

\* On November 29, 2024, the Company sold the entire investment in AEON Microfinance (Myanmar) Company Limited (see Note 10.4).

Related parties	Relationship	CONSOLIDATED		SEPARATE	
		FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
		For the years ended		For the years ended	
		February 28, 2025	February 29, 2024	February 28, 2025	February 29, 2024
		Baht '000	Baht '000	Baht '000	Baht '000
<b>Operating and administrative expenses</b>					
<b>Collection service fee</b>					
ACS Servicing (Thailand) Co., Ltd.	Subsidiary	-	-	537,101	559,619
ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	2,488	3,086
		<u>-</u>	<u>-</u>	<u>539,589</u>	<u>562,705</u>
<b>Others</b>					
AEON Financial Service Co., Ltd.	Major shareholder	293,534	169,071	224,132	103,997
AEON Credit Service Company Limited	Common ultimate holding company	-	6,091	-	952
AEON Bank Ltd.	Common ultimate holding company	7,331	6,316	4,273	4,679
AEON (Thailand) Co., Ltd.	Common ultimate holding company	10,395	10,986	10,395	10,939
ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	47,801	43,914
ACS Capital Corporation Limited	Shareholder and one common director	-	7	-	7
ACS Servicing (Thailand) Co., Ltd.	Subsidiary	-	-	-	90
AEON Asset Management (Thailand) Company Limited	Subsidiary	-	-	2	-
AEON Credit Service (Malaysia) BHD.	Common ultimate holding company	-	434	-	-
ACS Credit Management Co., Ltd.	Common ultimate holding company	981	1,071	-	-
AEON Co., Ltd.	Ultimate parent company	681	-	-	-
AEON Compass Co., Ltd.	Common ultimate holding company	-	132	-	132
AEON Mall (Cambodia) Co., Ltd.	Common ultimate holding company	5,287	4,931	-	-
		<u>318,209</u>	<u>199,039</u>	<u>286,603</u>	<u>164,710</u>
<b>Finance costs</b>					
ATS Rabbit Special Purpose Vehicle Company Limited	Subsidiary	-	-	230,406	268,481
AEON Bank Ltd.	Common ultimate holding company	27,192	16,955	-	-
AEON Financial Service Co., Ltd.	Major shareholder	63,566	11,691	-	-
AEON Mall (Cambodia) Co., Ltd.	Common ultimate holding company	567	556	-	-
		<u>91,325</u>	<u>29,202</u>	<u>230,406</u>	<u>268,481</u>
<b>Dividend paid</b>					
ACS Capital Corporation Limited	Shareholder and one common director	264,000	264,000	264,000	264,000
AEON Financial Service Co., Ltd.	Major shareholder	482,900	482,900	482,900	482,900
AEON Holding (Thailand) Limited	Common ultimate holding company	121,000	121,000	121,000	121,000
		<u>867,900</u>	<u>867,900</u>	<u>867,900</u>	<u>867,900</u>

- Other income for the years ended February 28, 2025 and February 29, 2024 includes computer fee, Finance and Accounting operation services fee and Human Resource Management service fee charged to ACS Capital Corporation Limited, ACSI (Thailand) Co., Ltd., ACS Servicing (Thailand) Company Limited and AEON Asset Management (Thailand) Company Limited as stated in the agreement which the service fees are based on a cost-plus basis.
- On February 28, 2025, the Company had entered into a Royalty Fee Agreement with AEON Financial Service Co., Ltd. (“AFS”), which is the Company’s major shareholder and acting as a facilitator between AEON Co., Ltd. (the ultimate parent company) and AFS’s subsidiaries, to obtain a license for use of AEON Co., Ltd.’s trademark. The agreement also includes the provision of certain services and technical assistance.
- Revenues relating to securitization transactions are determined by the Company and subsidiaries in accordance with securitization projects (see Note 5.5).
- Collection service fee paid to ACS Servicing (Thailand) Co., Ltd. is based on general market price and in the normal course of business.
- Management assistant fee is paid to AEON Financial Service Co., Ltd. as stated in the agreement.
- Pricing policy for other operating and administrative expenses are determined by the Company and related parties based on the cost-plus basis.

### 39. SEGMENT INFORMATION

The Group presents segment information in respect of the business segments based on the management and internal reporting structure. The business segments of the Group consist of:

Retail finance services	Consist of credit card, hire-purchase and personal loans and others
Other business	Consist of debt collection service and insurance brokerage services

The Group does not have revenues from transactions with a single external customer at 10% or more of total revenues.

Transactions between segments are recorded on the same basis as the transaction conducted with the third-party transactions. Transactions between segments are eliminated on consolidation.

The segment information of the Group was classified by business segment as follows:

39.1 Operating result classified by business for the years ended February 28, 2025 and February 29, 2024, are as follows:

CONSOLIDATED FINANCIAL STATEMENTS					
For the year ended February 28, 2025					
	Retail finance services		Other businesses	Elimination	Total
	Domestic	Foreign	Domestic		
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
Revenues					
Revenue from external customers	19,226,334	1,750,003	1,031,854	-	22,008,191
Inter - segment revenues (reversal)	427,344	(7,463)	443,172	(863,053)	-
Gain (loss) on sale of investment in a subsidiary	-	-	(268,556)	362,132	93,576
	19,653,678	1,742,540	1,206,470	(500,921)	22,101,767
Expenses					
Operating and administrative expenses	7,763,118	761,261	666,119	(609,686)	8,580,812
Directors and managements' remuneration	136,790	28,641	25,428	-	190,859
Loss on sale and write-off of leasehold improvement and equipment and intangible assets other than goodwill	2,860	961	135	-	3,956
Total expenses	7,902,768	790,863	691,682	(609,686)	8,775,627
Finance costs	1,841,737	408,724	1,939	(7,032)	2,245,368
Expected credit loss (reversal)	6,939,302	293,877	(41)	-	7,233,138
Profit before income tax	2,969,871	249,076	512,890	115,797	3,847,634
Income tax expenses	817,753	49,950	25,426	4,000	897,129
Profit for the year	2,152,118	199,126	487,464	111,797	2,950,505

CONSOLIDATED FINANCIAL STATEMENTS					
For the year ended February 29, 2024					
	Retail finance services		Other businesses	Elimination	Total
	Domestic	Foreign	Domestic		
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
Revenues					
Revenue from external customers	19,552,996	1,353,399	1,058,868	-	21,965,263
Inter - segment revenues (reversal)	441,643	(1,977)	439,731	(879,397)	-
	19,994,639	1,351,422	1,498,599	(879,397)	21,965,263
Expenses					
Operating and administrative expenses	7,385,305	750,869	672,650	(598,267)	8,210,557
Directors and managements' remuneration	131,035	24,114	27,963	-	183,112
(Gain) loss on sale and write-off of leasehold improvement and equipment and intangible assets other than goodwill	8,234	(101)	(2)	-	8,131
Total expenses	7,524,574	774,882	700,611	(598,267)	8,401,800
Finance costs	1,939,637	229,192	2,345	(9,308)	2,161,866
Expected credit loss (reversal)	7,167,095	73,347	(226)	-	7,240,216
Profit before income tax	3,363,333	274,001	795,869	(271,822)	4,161,381
Income tax expenses	745,634	48,977	28,914	-	823,525
Profit for the year	2,617,699	225,024	766,955	(271,822)	3,337,856

39.2 Financial position classified by business as at February 28, 2025 and February 29, 2024, are as follows:

CONSOLIDATED FINANCIAL STATEMENTS					
As at February 28, 2025					
	Retail finance services		Other businesses	Elimination	Total
	Domestic	Foreign	Domestic		
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
Trade and other receivables	75,438,417	7,300,595	423,776	(480,336)	82,682,452
Leasehold improvement and equipment and intangible assets other than goodwill	1,174,737	206,000	41,141	(6,942)	1,414,936
Other assets	7,147,339	670,251	490,448	(941,713)	7,366,325
Total assets	<u>83,760,493</u>	<u>8,176,846</u>	<u>955,365</u>	<u>(1,428,991)</u>	<u>91,463,713</u>
Total liabilities	<u>58,430,547</u>	<u>6,409,189</u>	<u>138,928</u>	<u>(568,901)</u>	<u>64,409,763</u>

CONSOLIDATED FINANCIAL STATEMENTS					
As at February 29, 2024					
	Retail finance services		Other businesses	Elimination	Total
	Domestic	Foreign	Domestic		
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
Trade and other receivables	77,717,079	5,703,212	257,450	(127,301)	83,550,440
Leasehold improvement and equipment and intangible assets other than goodwill	1,121,006	210,095	55,979	(6,942)	1,380,138
Other assets	7,966,664	396,916	598,872	(1,394,500)	7,567,952
Total assets	<u>86,804,749</u>	<u>6,310,223</u>	<u>912,301</u>	<u>(1,528,743)</u>	<u>92,498,530</u>
Total liabilities	<u>62,506,965</u>	<u>5,006,621</u>	<u>162,931</u>	<u>(239,786)</u>	<u>67,436,731</u>

#### 40. DISCLOSURE OF INFORMATION RELATING TO FINANCIAL INSTRUMENTS

##### 40.1 Financial risk management objectives

The Group's and the Company's Treasury function provides services to the Group and the Company in coordinating access to domestic and international financial markets, monitoring and managing the financial risks relating to the operations of the Group and the Company through internal risk reports which analyses exposures by degree and magnitude of risks. These risks include market risk (including foreign currency risk and interest rate risk), credit risk and liquidity risk.

The Group and the Company seek to minimize the effects of these risks by using derivative financial instruments to hedge these risk exposures. The use of financial derivatives is governed by the Group's and the Company's policies approved by the Board of Directors of the Group and the Company, which provide written principles on foreign currency risk, interest rate risk, credit risk and the use of financial derivatives and non-derivative financial instruments. Compliance with policies and exposure limits is reviewed by the internal auditors on a continuous basis. The Group and the Company do not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Group's and the Company's Treasury function reports quarterly to the Group's and the Company's risk management committee, an independent body that monitors risks and policies implemented to mitigate risk exposures.

#### 40.2 Market risk

The Group's and the Company's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates (see below). The Group and the Company enter into a variety of derivative financial instruments to manage its exposure to foreign currency and interest rate risk, including:

- Cross currency swap to hedge the fluctuation exchange rate arising on translation of the Group's and the Company's borrowings and debentures; and
- Interest rate swaps to mitigate the risk of rising interest rates.

##### 40.2.1 Foreign currency risk management

The Group and the Company have liabilities in foreign currencies, which are different from their functional currencies. Foreign exchange rate exposures are managed within approved policy utilizing cross currency swap contracts.

##### Foreign currency sensitivity analysis

The Group and the Company enter into cross currency swap contracts for all borrowings and debentures denominated in different currencies from functional currencies. Consequently, the Group and the Company do not expose risks from the sensitivity of foreign currency.

##### Cross currency swap contracts

It is the policy of the Group and the Company to enter into cross currency swap contracts to manage the foreign exchange rate risk associated with borrowings and debentures.

In the current year, the Group and the Company have designated all cross currency swap contracts as a hedge of their foreign currency borrowings and debentures. Regarding the review on the Group's and the Company's policy and due to the increased volatility in foreign exchange rate, it was decided that 100% of foreign currency borrowings and debentures be hedged.

The information of cross currency swap contracts outstanding at the end of the reporting period, as well as information regarding their related hedged items, are presented together with the information of interest rate swap contracts (see Note 40.2.2). Cross currency swap contracts assets and liabilities are presented in "Derivative assets" and "Derivative liabilities" within the statement of financial position (see Note 26 for further details).

#### 40.2.2 Interest rate risk management

The Group and the Company are exposed to interest rate risk because borrowings and debentures carry floating interest rates. The Group and the Company, therefore, manage interest rate risk by the use of interest rate swap contracts to ensure that the Group and the Company do not expose risks from the fluctuation of interest rate.

The Group's and the Company's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section of this Note to the financial statements.

##### Interest rate sensitivity analysis

The Group and the Company enter into interest rate swap contracts for all borrowings and debentures carrying floating interest rate, hence, the Group and the Company do not expose to risks from the sensitivity of interest rate.

##### Interest rate swap contracts

Under interest rate swap contracts, the Group and the Company agree to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group and the Company to mitigate the risk of changing interest rates. The fair value of interest rate swaps at the reporting date is determined by discounting the future cash flows at the reporting date and the credit risk inherent in the contract.

The following tables are the information regarding cross currency and interest rate swap contracts and interest rate swap contracts as at February 28, 2025 and February 29, 2024, and their related hedged items.

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

As at February 28, 2025

Hedge instruments	Contract interest rate	Notional principal value		Change in fair value used for calculating hedge ineffectiveness	Carrying amount of the hedging instrument liabilities
	% per annum	Foreign currency Million	Functional currency Baht '000	Baht '000	Baht '000
<b>Cash flow hedges</b>					
Cross currency and interest rate swap contracts					
JPY currency					
Less than 1 year	0.40 - 0.85	18,398.95	4,252,273	-	(813,453)
1 to 5 years	0.65 - 1.24	12,500.00	2,888,938	-	(498,948)
			7,141,211	-	(1,312,401)
USD currency					
Less than 1 year	5.47 - 6.02	243.80	8,347,907	-	(105,773)
1 to 5 years	4.60 - 6.07	349.76	11,976,063	-	(179,910)
			20,323,970	-	(285,683)
Interest rate swap contracts					
THB currency					
Less than 1 year	3.02	-	3,000,000	-	(17,521)
1 to 5 years	2.63 - 3.45	-	4,000,000	-	(56,569)
			7,000,000	-	(74,090)
			34,465,181	-	(1,672,174)

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

As at February 29, 2024

Hedge instruments	Contract interest rate	Notional principal value		Change in fair value used for calculating hedge ineffectiveness	Carrying amount of the hedging instrument assets/(liabilities)
	% per annum	Foreign currency Million	Functional currency Baht '000	Baht '000	Baht '000
<b>Cash flow hedges</b>					
Cross currency and interest rate swap contracts					
JPY currency					
Less than 1 year	0.67	2,504.24	608,452	-	(115,313)
1 to 5 years	0.40 - 0.85	26,398.95	6,414,127	-	(991,760)
			7,022,579	-	(1,107,073)
USD currency					
Less than 1 year	6.36 - 6.80	140.00	5,053,426	-	355,228
1 to 5 years	4.82 - 6.71	469.10	16,932,587	-	647,285
			21,986,013	-	1,002,513
Interest rate swap contracts					
THB currency					
Less than 1 year	3.11 - 3.38	-	4,000,000	-	4,199
1 to 5 years	3.27	-	3,000,000	-	(36,714)
			7,000,000	-	(32,515)
			36,008,592	-	(137,075)



The following table details the effectiveness of the hedging relationships and the amounts reclassified from hedging reserve to profit or loss:

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS						
For the year ended February 28, 2025						
	Change in the fair value of hedging instrument recognized in OCI	Hedge ineffectiveness recognized in profit or loss	Line item in profit or loss in which hedge ineffectiveness is included	Amount reclassified from cash flow hedge reserve due to hedged item affecting profit or loss	Amount reclassified from cost of hedging reserve to profit or loss	Line item in profit or loss affected by the reclassification
	Baht '000	Baht '000		Baht '000	Baht '000	
<b>Cash flow hedges</b>						
Cross currency and interest rate swap contracts						
JPY currency	(205,328)	-	-	(2,251) 141,507	11,882 -	Finance costs Other income
USD currency	(1,288,195)	-	-	45,214 1,283,692	(7,122) -	Finance costs Other income
Interest rate swap contracts						
THB currency	(41,575)	-	-	5,915	-	Finance costs
Total	<u>(1,535,098)</u>	<u>-</u>		<u>1,474,077</u>	<u>4,760</u>	

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS						
For the year ended February 29, 2024						
	Change in the fair value of hedging instrument recognized in OCI	Hedge ineffectiveness recognized in profit or loss	Line item in profit or loss in which hedge ineffectiveness is included	Amount reclassified from cash flow hedge reserve due to hedged item affecting profit or loss	Amount reclassified from cost of hedging reserve to profit or loss	Line item in profit or loss affected by the reclassification
	Baht '000	Baht '000		Baht '000	Baht '000	
<b>Cash flow hedges</b>						
Cross currency and interest rate swap contracts						
JPY currency	(242,492)	-	-	(13,730)	12,016	Finance costs
				237,729	-	Other income
USD currency	(183,276)	-	-	(49,929)	(14,209)	Finance costs
				(16,106)	-	Other income
Interest rate swap contracts						
THB currency	(4,491)	-	-	(13,026)	-	Finance costs
Total	<u>(430,259)</u>	<u>-</u>		<u>144,938</u>	<u>(2,193)</u>	

### 40.3 Credit risk management

Note 5.4 and Note 9 provide details of the maximum exposure to credit risk, and Note 3.2.2 and Note 3.7 provide details of the measurement bases used to determine expected credit loss of the Group and the Company.

Before accepting any new customer, dedicated teams of the Group and the Company responsible for the determination of credit limits use an external credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed and approved twice a year by the risk management committee.

Credit approvals and other monitoring procedures are also in place to ensure that follow-up action is taken to recover overdue debts. Furthermore, the Group and the Company review the recoverable amount of each trade receivables on an individual basis at the end of the reporting period to ensure that adequate loss allowance is made for irrecoverable amounts. In this regard, the directors of the Group and the Company consider that the Group's and the Company's credit risk are significantly reduced. Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of trade receivables.

#### 40.3.1 Overview of the Group's and the Company's exposure to credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group and the Company. As at February 28, 2025 and February 29, 2024, the Group's and the Company's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Group and the Company due to failure to discharge an obligation by the counterparties and financial guarantees provided by the Group and the Company arise from the carrying amount of the respective recognized financial assets as stated in the consolidated and separate statement of financial position.

The Group's and the Company's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognizing ECL
Low credit risk receivables (Stage 1)	The counterparty has a low risk of default and does not have any past-due amounts	12-month ECL
Significant increase in credit risk receivables (Stage 2)	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Default receivables in credit risk (Stage 3)	Amount is > 90 days past due or there is evidence indicating the asset is credit-impaired	Lifetime ECL - credit-impaired
Purchased or originated credit-impaired assets	Non-performing receivables purchased from financial institutions and credit service companies	Cumulative changes in lifetime ECL since initial recognition
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	Amount is written-off

The tables below detail the credit quality of the Group's and the Company's financial assets, as well as the Group's and the Company's maximum exposure to credit risk by credit risk rating grades:

CONSOLIDATED FINANCIAL STATEMENTS						
As at February 28, 2025						
	Notes	External credit rating	Basis for recognizing ECL	Gross carrying amount Baht '000	Allowance for ECL Baht '000	Net carrying amount Baht '000
Trade receivables	5	N/A	12-month ECL	81,916,980	(2,828,651)	79,088,329
			Lifetime ECL	7,031,082	(4,311,720)	2,719,362
Fixed deposits at banks under obligations	7	N/A	12-month ECL	71,976	-	71,976
Loans from purchase of accounts receivable	9	N/A	Cumulative changes in lifetime ECL since initial recognition	185,967	(77,416)	108,551
				<u>89,206,005</u>	<u>(7,217,787)</u>	<u>81,988,218</u>

CONSOLIDATED FINANCIAL STATEMENTS						
As at February 29, 2024						
	Notes	External credit rating	Basis for recognizing ECL	Gross carrying amount Baht '000	Allowance for ECL Baht '000	Net carrying amount Baht '000
Trade receivables	5	N/A	12-month ECL	83,792,052	(3,748,439)	80,043,613
			Lifetime ECL	7,512,591	(4,539,529)	2,973,062
Fixed deposits at banks under obligations	7	N/A	12-month ECL	38,275	-	38,275
Loans from purchase of accounts receivable	9	N/A	Cumulative changes in lifetime ECL since initial recognition	69,381	(45,174)	24,207
				<u>91,412,299</u>	<u>(8,333,142)</u>	<u>83,079,157</u>

SEPARATE FINANCIAL STATEMENTS						
As at February 28, 2025						
	Notes	External credit rating	Basis for recognizing ECL	Gross carrying amount Baht '000	Allowance for ECL Baht '000	Net carrying amount Baht '000
Trade receivables	5	N/A	12-month ECL	74,963,408	(2,812,854)	72,150,554
			Lifetime ECL	6,229,137	(3,778,526)	2,450,611
Loans to subsidiaries	8	N/A	12-month ECL	94,278	-	94,278
				81,286,823	(6,591,380)	74,695,443

SEPARATE FINANCIAL STATEMENTS						
As at February 29, 2024						
	Notes	External credit rating	Basis for recognizing ECL	Gross carrying amount Baht '000	Allowance for ECL Baht '000	Net carrying amount Baht '000
Trade receivables	5	N/A	12-month ECL	78,326,899	(3,623,373)	74,703,526
			Lifetime ECL	6,919,805	(4,214,070)	2,705,735
Long-term loan to a subsidiary	8	N/A	12-month ECL	85,862	-	85,862
				85,332,566	(7,837,443)	77,495,123

#### 40.4 Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Board of Directors of the Group and the Company, which have established an appropriate liquidity risk management framework for management of the short, medium and long-term funding and liquidity management requirements. The Group and the Company manage liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities. Details of undrawn facilities that the Group and the Company have to further reduce liquidity risk are disclosed in Note 41.

##### 40.4.1 Liquidity and interest risk tables

The following tables detail the Group's and the Company's remaining contractual maturity for their non-derivative financial assets and financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. The table includes both interest and principal cash flows. To the extent that interest cash flows are floating rate, the undiscounted amount is derived from interest rate curves at the reporting date.

The contractual maturity is based on the earliest date on which the Group and the Company may be required to pay.

As at February 28, 2025 and February 29, 2024, financial assets and liabilities of the Group and the Company are classified based on contractual maturities as follows:

	CONSOLIDATED FINANCIAL STATEMENTS					
	As at February 28, 2025					
	At call	Less than 1 year	1 - 5 years	More than 5 years	No maturity	Total
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
<b>Financial assets</b>						
Cash and cash equivalents	3,571,234	-	-	-	-	3,571,234
Trade receivables	-	75,488,204	6,319,487	-	-	81,807,691
Other receivables	-	874,761	-	-	-	874,761
Fixed deposits at banks under obligations	-	-	71,976	-	-	71,976
Loans from purchase of accounts receivable	-	20,290	88,261	-	-	108,551
Derivative assets	-	424,678	66,118	-	-	490,796
Investment in equity securities designated at fair value through profit or loss	-	-	-	-	14,471	14,471
Investment in equity security designated at fair value through other comprehensive income	-	-	-	-	288,000	288,000
<b>Total financial assets</b>	<b>3,571,234</b>	<b>76,807,933</b>	<b>6,545,842</b>	<b>-</b>	<b>302,471</b>	<b>87,227,480</b>

CONSOLIDATED FINANCIAL STATEMENTS

	As at February 28, 2025				
	At call	Less than 1	1 - 5 years	More than	No maturiy
	Baht '000	year Baht '000	Baht '000	5 years Baht '000	Baht '000
<b>Financial liabilities</b>					
Short-term borrowings from financial institutions	-	4,401,896	-	-	-
Trade payables	-	139,117	-	-	-
Other payables	-	1,105,434	-	-	-
Interest payable	-	396,716	-	-	-
Long-term borrowings	-	17,617,911	31,054,114	-	-
Long-term debentures	-	4,159,949	1,609,685	-	-
Derivative liabilities	-	1,226,005	936,964	-	-
Lease liabilities	-	353,906	363,832	-	-
Subordinated borrowings	-	77,750	-	-	-
Total financial liabilities	-	29,478,684	33,964,595	-	-

CONSOLIDATED FINANCIAL STATEMENTS

	As at February 29, 2024				
	At call	Less than 1	1 - 5 years	More than	No maturiy
	Baht '000	year Baht '000	Baht '000	5 years Baht '000	Baht '000
<b>Financial assets</b>					
Cash and cash equivalents	2,796,656	-	-	-	-
Trade receivables	-	78,836,213	4,180,462	-	-
Other receivables	-	509,062	24,703	-	-
Fixed deposits at banks under obligations	-	-	38,275	-	-
Loans from purchase of accounts receivable	-	1,590	22,617	-	-
Derivative assets	-	1,027,407	377,276	-	-
Investment in equity securities designated at fair value through profit or loss	-	-	-	-	14,471
Investment in equity security designated at fair value through other comprehensive income	-	-	-	-	216,000
Total financial assets	2,796,656	80,374,272	4,643,333	-	230,471
<b>Financial liabilities</b>					
Short-term borrowings from financial institutions	-	2,682,231	-	-	-
Trade payables	-	84,862	-	-	-
Other payables	-	1,132,249	-	-	-
Interest payable	-	492,757	-	-	-
Long-term borrowings	-	16,960,051	34,335,585	-	-
Long-term debentures	-	2,487,424	5,965,785	-	-
Derivative liabilities	-	399,465	1,142,293	-	-
Lease liabilities	-	377,206	314,334	-	-
Subordinated borrowings	-	2,441	81,633	-	-
Total financial liabilities	-	24,618,686	41,839,630	-	-

SEPARATE FINANCIAL STATEMENTS

	As at February 28, 2025					Total Baht '000
	At call	Less than 1 year	1 - 5 years	More than 5 years	No maturity	
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	
<b>Financial assets</b>						
Cash and cash equivalents	2,785,974	-	-	-	-	2,785,974
Trade receivables	-	71,435,454	3,165,711	-	-	74,601,165
Other receivables	-	731,170	-	-	-	731,170
Loans to subsidiaries	-	67,139	27,139	-	-	94,278
Seller loan in Special Purpose						
Vehicle for securitization	-	635,869	-	-	-	635,869
Derivative assets	-	424,678	66,118	-	-	490,796
Investment in equity securities designated at fair value through profit or loss	-	-	-	-	14,471	14,471
Investment in equity security designated at fair value through other comprehensive income	-	-	-	-	288,000	288,000
Subordinated lendings	-	77,750	-	-	-	77,750
Total financial assets	<u>2,785,974</u>	<u>73,372,060</u>	<u>3,258,968</u>	<u>-</u>	<u>302,471</u>	<u>79,719,473</u>
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions	-	1,570,000	-	-	-	1,570,000
Trade payables	-	112,209	-	-	-	112,209
Other payables	-	1,079,874	-	-	-	1,079,874
Interest payable	-	370,878	-	-	-	370,878
Long-term borrowings	-	17,088,323	28,723,061	-	-	45,811,384
Long-term borrowings under securitization project	-	918,120	-	-	-	918,120
Long-term debentures	-	4,004,448	1,609,685	-	-	5,614,133
Derivative liabilities	-	1,226,005	936,964	-	-	2,162,969
Lease liabilities	-	307,741	293,326	-	-	601,067
Total financial liabilities	<u>-</u>	<u>26,677,598</u>	<u>31,563,036</u>	<u>-</u>	<u>-</u>	<u>58,240,634</u>



SEPARATE FINANCIAL STATEMENTS						
As at February 29, 2024						
	At call	Less than 1	1 - 5 years	More than	No maturiy	Total
		year		5 years		
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000
<b>Financial assets</b>						
Cash and cash equivalents	2,038,586	-	-	-	-	2,038,586
Trade receivables	-	75,336,612	2,072,649	-	-	77,409,261
Other receivables	-	381,926	24,703	-	-	406,629
Long-term loan to a subsidiary	-	28,621	57,241	-	-	85,862
Seller loan in Special Purpose						
Vehicle for securitization	-	308,045	-	-	-	308,045
Derivative assets	-	1,027,407	377,276	-	-	1,404,683
Investment in equity securities						
designated at fair value through						
profit or loss	-	-	-	-	14,471	14,471
Investment in equity security						
designated at fair value through						
other comprehensive income	-	-	-	-	216,000	216,000
Subordinated lendings	-	2,441	81,633	-	-	84,074
Total financial assets	<u>2,038,586</u>	<u>77,085,052</u>	<u>2,613,502</u>	<u>-</u>	<u>230,471</u>	<u>81,967,611</u>
<b>Financial liabilities</b>						
Short-term borrowings from						
financial institutions	-	500,000	-	-	-	500,000
Trade payables	-	49,893	-	-	-	49,893
Other payables	-	1,084,921	-	-	-	1,084,921
Interest payable	-	472,741	-	-	-	472,741
Long-term borrowings	-	16,960,051	31,879,059	-	-	48,839,110
Long-term borrowings under						
securitization project	-	-	1,091,265	-	-	1,091,265
Long-term debentures	-	1,998,985	5,802,520	-	-	7,801,505
Derivative liabilities	-	399,465	1,142,293	-	-	1,541,758
Lease liabilities	-	330,582	273,790	-	-	604,372
Total financial liabilities	<u>-</u>	<u>21,796,638</u>	<u>40,188,927</u>	<u>-</u>	<u>-</u>	<u>61,985,565</u>

#### 40.5 Capital risk management

The Group and the Company manage their capital to ensure that the Group and the Company will be able to continue as going concerns while maximizing the return to shareholders through the optimization of the debt and equity balance.

The capital structure of the Group and the Company consists of short-term and long-term borrowings in Note 20, Note 23 and Note 24, long-term debentures in Note 25, lease liabilities in Note 22 and shareholders' equity of the Group and the Company consist of issued share capital, reserves, unappropriated retained earnings and non-controlling interests disclosed in Note 29.

The Group's and the Company's risk management committee review the capital structure on a quarterly basis. As part of this review, the committee of the Group and the Company consider the cost of capital and the risks associated with each class of capital. The Group and the Company are not subject to any externally imposed capital requirements.

## Gearing ratio

The gearing ratio as at February 28, 2025 and February 29, 2024, are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	As at February 28, 2025	As at February 29, 2024	As at February 28, 2025	As at February 29, 2024
	Baht '000	Baht '000	Baht '000	Baht '000
Debt	64,409,763	67,436,731	59,134,029	62,873,932
Cash and cash equivalents	(3,571,234)	(2,796,656)	(2,785,974)	(2,038,586)
<b>Net debt</b>	<u>60,838,529</u>	<u>64,640,075</u>	<u>56,348,055</u>	<u>60,835,346</u>
<b>Equity</b>	<u>26,050,903</u>	<u>24,472,361</u>	<u>25,544,584</u>	<u>24,354,207</u>
Net debt to equity ratio	2.34	2.64	2.21	2.50

Equity includes all capital and reserves of the Group and the Company that are managed as capital.

## 40.6 Fair value measurements

The Group's and the Company's accounting policies and disclosures require the determination of fair value, for both financial assets and liabilities. The fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset and liability.

### Valuation techniques and key inputs used in fair value measurements

- Trade receivables: fair value is subjected to discounted cash flows net of allowance for expected credit loss.
- Loan to a subsidiary: fair value is estimated based on the discounted cash flows using market interest rate.
- Investments in equity securities designated at fair value through profit or loss: fair value is calculated based on the discounted cash flows using weighted average cost of capital.
- Investment in equity security designated at fair value through other comprehensive income: fair value is calculated based on the discounted cash flows using weighted average cost of capital.
- Long-term borrowings and debentures: fair value are estimated based on the discounted cash flows using average current interest rate over the remaining period to maturity.

### 1) Fair value

The following tables present the analysis of financial assets and financial liabilities which are measured at fair value and their fair value hierarchy level classification as at February 28, 2025 and February 29, 2024:

CONSOLIDATED FINANCIAL STATEMENTS

As at February 28, 2025

	Carrying amount				Fair value	
	FVTPL - derivatives designated in hedge relationships	FVTOCI	FVTPL - designated	Amortized cost	Fair value hierarchy	
	Baht '000	Baht '000	Baht '000	Baht '000		
<b>Financial assets</b>						
Cash and cash equivalents	-	-	-	3,571,234	3,571,234	Level 2
Trade receivables	-	-	-	81,807,691	81,807,691	Level 3
Other receivables	-	-	-	874,761	874,761	Level 3
Fixed deposits at banks under obligations	-	-	-	71,976	71,976	Level 3
Loans from purchase of accounts receivable	-	-	-	108,551	108,551	Level 3
Derivative assets	490,796	-	-	-	490,796	Level 2
Investments in equity securities designated at fair value through profit or loss	-	-	14,471	-	14,471	Level 3
Investment in equity security designated at fair value through other comprehensive income	-	288,000	-	-	288,000	Level 3
Total financial assets	490,796	288,000	14,471	86,434,213	87,227,480	
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions	-	-	-	4,401,896	4,401,896	Level 2
Trade payables	-	-	-	139,117	139,117	Level 3
Other payables	-	-	-	1,105,434	1,105,434	Level 3
Interest payable	-	-	-	396,716	396,716	Level 3
Long-term borrowings	-	-	-	48,672,025	48,687,378	Level 2
Long-term debentures	-	-	-	5,769,634	5,775,784	Level 2
Derivative liabilities	2,162,969	-	-	-	2,162,969	Level 2
Lease liabilities	-	-	-	717,738	717,738	Level 3
Subordinated borrowings	-	-	-	77,750	77,750	Level 3
Total financial liabilities	2,162,969	-	-	61,280,310	63,464,782	

CONSOLIDATED FINANCIAL STATEMENTS

As at February 29, 2024

	Carrying amount				Fair value	
	FVTPL - derivatives designated in hedge relationships	FVTOCI	FVTPL - designated	Amortized cost	Fair value hierarchy	
	Baht '000	Baht '000	Baht '000	Baht '000		
<b>Financial assets</b>						
Cash and cash equivalents	-	-	-	2,796,656	2,796,656	Level 2
Trade receivables	-	-	-	83,016,675	83,016,675	Level 3
Other receivables	-	-	-	533,765	533,765	Level 3
Fixed deposits at banks under obligations	-	-	-	38,275	38,275	Level 3
Loans from purchase of accounts receivable	-	-	-	24,207	24,207	Level 3
Derivative assets	1,404,683	-	-	-	1,404,683	Level 2
Investments in equity securities designated at fair value through profit or loss	-	-	14,471	-	14,471	Level 3
Investment in equity security designated at fair value through other comprehensive income	-	216,000	-	-	216,000	Level 3
Total financial assets	1,404,683	216,000	14,471	86,409,578	88,044,732	
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions	-	-	-	2,682,231	2,682,231	Level 2
Trade payables	-	-	-	84,862	84,862	Level 3
Other payables	-	-	-	1,132,249	1,132,249	Level 3
Interest payable	-	-	-	492,757	492,757	Level 3
Long-term borrowings	-	-	-	51,295,636	51,183,726	Level 2
Long-term debentures	-	-	-	8,453,209	8,438,392	Level 2
Derivative liabilities	1,541,758	-	-	-	1,541,758	Level 2
Lease liabilities	-	-	-	691,540	691,540	Level 3
Subordinated borrowings	-	-	-	84,074	84,074	Level 3
Total financial liabilities	1,541,758	-	-	64,916,558	66,331,589	

SEPARATE FINANCIAL STATEMENTS

As at February 28, 2025

	Carrying amount				Fair value	
	FVTPL - derivatives designated in hedge relationships	FVTOCI	FVTPL - designated	Amortized cost		Fair value hierarchy
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	
<b>Financial assets</b>						
Cash and cash equivalents	-	-	-	2,785,974	2,785,974	Level 2
Trade receivables	-	-	-	74,601,165	74,601,165	Level 3
Other receivables	-	-	-	731,170	731,170	Level 3
Loans to subsidiaries	-	-	-	94,278	93,836	Level 2
Seller loan in Special Purpose Vehicle for securitization	-	-	-	635,869	635,869	Level 3
Derivative assets	490,796	-	-	-	490,796	Level 2
Investments in equity securities designated at fair value through profit or loss	-	-	14,471	-	14,471	Level 3
Investment in equity security designated at fair value through other comprehensive income	-	288,000	-	-	288,000	Level 3
Subordinated lendings	-	-	-	77,750	77,750	Level 3
Total financial assets	490,796	288,000	14,471	78,926,206	79,719,031	
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions	-	-	-	1,570,000	1,570,000	Level 2
Trade payables	-	-	-	112,209	112,209	Level 3
Other payables	-	-	-	1,079,874	1,079,874	Level 3
Interest payable	-	-	-	370,878	370,878	Level 3
Long-term borrowings	-	-	-	45,811,384	45,826,737	Level 2
Long-term borrowings under securitization project	-	-	-	918,120	918,120	Level 3
Long-term debentures	-	-	-	5,614,133	5,620,284	Level 2
Derivative liabilities	2,162,969	-	-	-	2,162,969	Level 2
Lease liabilities	-	-	-	601,067	601,067	Level 3
Total financial liabilities	2,162,969	-	-	56,077,665	58,262,138	

SEPARATE FINANCIAL STATEMENTS

As at February 29, 2024

	Carrying amount				Fair value	
	FVTPL - derivatives designated in hedge relationships	FVTOCI	FVTPL - designated	Amortized cost		Fair value hierarchy
	Baht '000	Baht '000	Baht '000	Baht '000	Baht '000	
<b>Financial assets</b>						
Cash and cash equivalents	-	-	-	2,038,586	2,038,586	Level 2
Trade receivables	-	-	-	77,409,261	77,409,261	Level 3
Other receivables	-	-	-	406,629	406,629	Level 3
Long-term loan to a subsidiary	-	-	-	85,862	84,008	Level 2
Seller loan in Special Purpose Vehicle for securitization	-	-	-	308,045	308,045	Level 3
Derivative assets	1,404,683	-	-	-	1,404,683	Level 2
Investments in equity securities designated at fair value through profit or loss	-	-	14,471	-	14,471	Level 3
Investment in equity security designated at fair value through other comprehensive income	-	216,000	-	-	216,000	Level 3
Subordinated lendings	-	-	-	84,074	84,074	Level 3
Total financial assets	<u>1,404,683</u>	<u>216,000</u>	<u>14,471</u>	<u>80,332,457</u>	<u>81,965,757</u>	
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions	-	-	-	500,000	500,000	Level 2
Trade payables	-	-	-	49,893	49,893	Level 3
Other payables	-	-	-	1,084,921	1,084,921	Level 3
Interest payable	-	-	-	472,741	472,741	Level 3
Long-term borrowings	-	-	-	48,839,110	48,727,201	Level 2
Long-term borrowings under securitization project	-	-	-	1,091,265	1,091,265	Level 3
Long-term debentures	-	-	-	7,801,505	7,786,688	Level 2
Derivative liabilities	1,541,758	-	-	-	1,541,758	Level 2
Lease liabilities	-	-	-	604,372	604,372	Level 3
Total financial liabilities	<u>1,541,758</u>	<u>-</u>	<u>-</u>	<u>60,443,807</u>	<u>61,858,839</u>	

#### **41. CREDIT FACILITIES AND LETTERS OF GUARANTEE**

- 41.1 As at February 28, 2025 and February 29, 2024, the Company has unused committed and unsecured revolving credit facility agreements with various financial institutions totaling Baht 3,000 million.
- 41.2 As at February 28, 2025 and February 29, 2024, the Company has unused overdraft facilities with various banks totaling Baht 1,590 million. Such overdraft facilities are unsecured.
- 41.3 As at February 28, 2025 and February 29, 2024, the Company has a bank's letter of guarantee issued to suppliers for guarantee payment of Baht 0.50 million. Such letter of guarantee is unsecured.
- 41.4 As at February 28, 2025 and February 29, 2024, a subsidiary has letters of guarantee issued by banks in the amounts of Baht 2.48 million and Baht 2.03 million, respectively.

#### **42. SIGNIFICANT AGREEMENTS RELATING TO SECURITIZATION TRANSACTION**

- 42.1 On February 2, 2015, the Company entered into a memorandum of understanding regarding the cooperation between the Company and BTS Group Holdings Public Company Limited ("BTSG") and Bangkok Smartcard System Company Limited ("BSS") (a subsidiary of BTSG), for the joint issue of member card under the Co-Branded Rabbit Program and setting up a special purpose vehicle for the securitization project, the purpose of securitization through the establishment of a special purpose vehicle in a form of cooperation framework between the Company and BSS Holdings Company Limited ("BSS Holdings") (a subsidiary of BTSG), in accordance with the resolution passed at the meeting of the Board of Directors No. 10/2014, held on December 24, 2014.
- 42.2 The Company entered into the Receivables Sale and Purchase Agreement with ATS Rabbit Special Purpose Vehicle Company Limited (ATS Rabbit) (the "subsidiary"), on October 22, 2015. Such agreement set out the procedures and terms in respect of the sale and purchase of the Initial Receivables on the Closing Date, for Future Receivables on each Purchase Date and for Additional Receivables on each Monthly Purchase Date including the rights, obligations and responsibilities of both parties. Moreover, the Receivables Sale and Purchase Agreement also set out the terms and conditions in respect of the resale and repurchase of the Ineligible Receivables and Defaulted Receivables.
- 42.3 The Company entered into the Servicing Agreement with ATS Rabbit (the "subsidiary") on October 22, 2015. Based on such agreement, the subsidiary appointed the Company (as a transferor and servicer) to provide certain administration services (including record keeping and producing written reports relating to the Collections), to act as the collection agent and other services for loans receivable in relation to the Purchased Receivables. In addition, the Servicing Agreement also set out other relevant terms, such as the scope of the services, the payment of service fees, the termination of the appointment of the Servicer and the Back-up Servicer appointment of the substitute servicer.

#### **43. SALE OF WRITTEN-OFF RECEIVABLES**

- 43.1 On June 28, 2018, the Company sold written-off receivables under loan agreements and credit card agreements to ACS Servicing (Thailand) Company Limited (the “buyer”), a subsidiary, with the purchase price of Baht 31.52 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement sets out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On June 28, 2018, which is the closing date as specified in the agreement, the Company received the payment in full from the buyer. However, the Group has retained substantially all of the risks and rewards of the assets transferred to the buyer which is the subsidiary. Consequently, the Company recorded cash received from the buyer as deferred revenue which will be recognized as revenue when the buyer can collect from debtors. The Company has already recognized revenue of Baht 0.51 million and Baht 0.50 million as bad debt recovery in the consolidated and separate statements of profit or loss for the years ended February 28, 2025 and February 29, 2024, respectively, and recorded outstanding deferred revenue of Baht 20.31 million and Baht 20.82 million as other current liabilities in the separate statement of financial position as at February 28, 2025 and February 29, 2024, respectively.

Under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loans receivable that were intended to be a portfolio sale to a third-party, the Company was entitled to a right to first negotiate with the buyer with regard to a purchase of the portfolio before any third-party. If the negotiation was not concluded within three months or the Company decided not to make a purchase, the buyer might sell such loans receivable to a third-party.

- 43.2 On October 28, 2019, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to ACS Servicing (Thailand) Company Limited (the “buyer”), a subsidiary, with the purchase price of Baht 59.11 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement sets out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On October 28, 2019, which is the closing date as specified in the agreement, the Company received the payment in full from the buyer. However, the Group has retained substantially all of the risks and rewards of the assets transferred to the buyer which is the subsidiary. Consequently, the Company recorded cash received from the buyer as deferred revenue which will be recognized as revenue when the buyer can collect from debtors. The Company has already recognized revenue of Baht 0.67 million and Baht 0.90 million as bad debt recovery in the consolidated and separate statements of profit or loss for the years ended February 28, 2025 and February 29, 2024, respectively, and recorded outstanding deferred revenue of Baht 52.31 million and Baht 52.98 million as other current liabilities in the separate statements of financial position as at February 28, 2025 and February 29, 2024, respectively.



Under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loans receivable that were intended to be a portfolio sale to a third-party, the Company was entitled to a right to first negotiate with the buyer with regard to a purchase of the portfolio before any third-party. If the negotiation was not concluded within three months or the Company decided not to make a purchase, the buyer might sell such loans receivable to a third-party.

- 43.3 On October 31, 2022, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to an unrelated local company (the “buyer”) with the purchase price of Baht 110.40 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On November 29, 2022, which is the closing date as specified in the agreement, the Company received the initial payment of Baht 11.04 million. The buyer has agreed to pay the remaining amount of purchase price amounting to Baht 99.36 million in 8 installments of Baht 12.42 million per each and last installment was on November 29, 2024. The Company has already recognized gain on sale of written-off receivables totaling Baht 110.40 million in the consolidated and separate statements of profit or loss for the year ended February 28, 2023, and as at February 28, 2025, the Company has already received the full amount of payment under the agreement.

Under the Asset Sale and Purchase Agreement, the buyer was entitled to claim damages from the Company from sales of loans receivable within a specific period in events the buyer did not have lawful title over loans receivable or loan agreements are not legal as specified in the agreement. However, the Company believed that such damage was not significant, therefore, the Company had not recorded such claim in the financial statements.

In addition, under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loan to a third - party, the buyer shall get written approval from the Company. In addition, a third - party shall comply all terms and conditions of the agreement, by entering into the Accession Agreement in form determined by the Company.

- 43.4 On November 29, 2022, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to an unrelated local company (the “buyer”) with the purchase price of Baht 108.98 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On November 29, 2022, which is the closing date as specified in the agreement, the Company received the initial payment of Baht 10.90 million. The buyer has agreed to pay the remaining amount of purchase price amounting to Baht 98.08 million in 8 installments of Baht 12.26 million per each and last installment was on November 29, 2024. The Company has already recognized gain on sale of written-off receivables totaling Baht 108.98 million in the consolidated and separate statements of profit or loss for the year ended February 28, 2023, and as at February 28, 2025, the Company has already received the full amount of payment under the agreement.

Under the Asset Sale and Purchase Agreement, the buyer was entitled to claim damages from the Company from sales of loans receivable within a specific period in events the buyer did not have lawful title over loans receivable or loan agreements are not legal as specified in the agreement. However, the Company believed that such damage was not significant, therefore, the Company had not recorded such claim in the financial statements.

In addition, under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loan to a third - party, the buyer shall get written approval from the Company. In addition, a third - party shall comply all terms and conditions of the agreement, by entering into the Accession Agreement in form determined by the Company.

- 43.5 On July 31, 2023, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to an unrelated local company (the “buyer”) with the purchase price of Baht 109.78 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On July 31, 2023, which is the closing date as specified in the agreement, the Company received the initial payment of Baht 10.98 million. The buyer has agreed to pay the remaining amount of purchase price amounting to Baht 98.80 million in 8 installments of Baht 12.35 million per each and last installment will be on July 31, 2025. The Company has already recognized gain on sale of written-off receivables totaling Baht 109.78 million in the consolidated and separate statements of profit or loss for the year ended February 29, 2024, and recorded outstanding receivables of Baht 24.70 million as other receivables in the consolidated and separate statements of financial positions as at February 28, 2025. (as at February 29, 2024: Baht 74.10 million)

Under the Asset Sale and Purchase Agreement, the buyer was entitled to claim damages from the Company from sales of loans receivable within a specific period in events the buyer did not have lawful title over loans receivable or loan agreements are not legal as specified in the agreement. However, the Company believed that such damage was not significant, therefore, the Company had not recorded such claim in the financial statements.

In addition, under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loan to a third-party, the buyer shall get written approval from the Company. In addition, a third-party shall comply all terms and conditions of the agreement, by entering into the Accession Agreement in form determined by the Company.

- 43.6 On July 31, 2023, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to an unrelated local company (the “buyer”) with the purchase price of Baht 30.60 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On July 31, 2023, which is the closing date as specified in the agreement, the Company received the initial payment of Baht 9.18 million. The buyer has agreed to pay the remaining amount of purchase price amounting to Baht 21.42 million in 2 installments of Baht 10.71 million per each and last installment was on September 29, 2023. The Company has already recognized gain on sale of written-off receivables totaling Baht 30.60 million in the consolidated and separate statements of profit or loss for the year ended February 29, 2024, and as at February 28, 2025, the Company has received the full amount of payment under the agreement.

Under the Asset Sale and Purchase Agreement, the buyer was entitled to claim damages from the Company from sales of loans receivable within a specific period in events the buyer did not have lawful title over loans receivable or loan agreements are not legal as specified in the agreement. However, the Company believed that such damage was not significant, therefore, the Company had not recorded such claim in the financial statements.

In addition, under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loan to a third-party, the buyer shall get written approval from the Company. In addition, a third-party shall comply all terms and conditions of the agreement, by entering into the Accession Agreement in form determined by the Company.

- 43.7 On July 31, 2023, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to an unrelated local company (the “buyer”) with the purchase price of Baht 26.72 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On July 31, 2023, which is the closing date as specified in the agreement, the Company received the initial payment of Baht 4.47 million. The buyer has agreed to pay the remaining amount of purchase price amounting to Baht 22.25 million in 5 installments of Baht 4.45 million per each and last installment was on December 29, 2023. The Company has already recognized gain on sale of written-off receivables totaling Baht 26.72 million in the consolidated and separate statements of profit or loss for the year ended February 29, 2024, and as at February 28, 2025, the Company has received the full amount of payment under the agreement.

Under the Asset Sale and Purchase Agreement, the buyer was entitled to claim damages from the Company from sales of loans receivable within a specific period in events the buyer did not have lawful title over loans receivable or loan agreements are not legal as specified in the agreement. However, the Company believed that such damage was not significant, therefore, the Company had not recorded such claim in the financial statements.

In addition, under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loan to a third-party, the buyer shall get written approval from the Company. In addition, a third-party shall comply all terms and conditions of the agreement, by entering into the Accession Agreement in form determined by the Company.

- 43.8 On August 27, 2024, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to an unrelated local company (the “buyer”) with the purchase price of Baht 133.96 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On August 27, 2024, which is the closing date as specified in the agreement, the Company received the initial payment of Baht 66.98 million. The buyer has agreed to pay the remaining amount of purchase price amounting to Baht 66.98 million upon delivery of the documents by the Company. The Company has already recognized gain on sale of written-off receivables totaling Baht 133.96 million in the consolidated and separate statements of profit or loss for the year ended February 28, 2025, and as at February 28, 2025, the Company has already received the full amount of payment under the agreement.

Under the Asset Sale and Purchase Agreement, the buyer was entitled to claim damages from the Company from sales of loans receivable within a specific period in events the buyer did not have lawful title over loans receivable or loan agreements are not legal as specified in the agreement. However, the Company believed that such damage was not significant, therefore, the Company had not recorded such claim in the financial statements.

In addition, under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loan to a third-party, the buyer shall get written approval from the Company. In addition, a third-party shall comply all terms and conditions of the agreement, by entering into the Accession Agreement in form determined by the Company.

- 43.9 On August 28, 2024, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to an unrelated local company (the “buyer”) with the purchase price of Baht 26.90 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On August 28, 2024, which is the closing date as specified in the agreement, the Company received the payment in full from the buyer. The Company has already recognized gain on sale of written-off receivables totaling Baht 26.90 million in the consolidated and separate statements of profit or loss for the year ended February 28, 2025.

Under the Asset Sale and Purchase Agreement, the buyer was entitled to claim damages from the Company from sales of loans receivable within a specific period in events the buyer did not have lawful title over loans receivable or loan agreements are not legal as specified in the agreement. However, the Company believed that such damage was not significant, therefore, the Company had not recorded such claim in the financial statements.

In addition, under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loan to a third-party, the buyer shall get written approval from the Company. In addition, a third-party shall comply all terms and conditions of the agreement, by entering into the Accession Agreement in form determined by the Company.

- 43.10 On August 29, 2024, the Company sold written-off receivables under loan agreements and credit card agreements by a bidding process to an unrelated local company (the “buyer”) with the purchase price of Baht 11.24 million. On the same date, the Company entered into the “Asset Sale and Purchase Agreement” with the buyer. The agreement set out the conditions and terms in respect of the sales, assignment and conveyance of the Company’s rights, title, claim, obligation, liability and interest in the written-off receivables under loan agreements and credit card agreements. On August 29, 2024, which is the closing date as specified in the agreement, the Company received the initial payment of Baht 2.81 million. The buyer has agreed to pay the remaining amount of purchase price amounting to Baht 8.43 million in 3 installments of Baht 2.81 million per each and last installment was on November 29, 2024. The Company has already recognized gain on sale of written-off receivables totaling Baht 11.24 million in the consolidated and separate statements of profit or loss for the year ended February 28, 2025, and as at February 28, 2025, the Company has already received the full amount of payment under the agreement.

Under the Asset Sale and Purchase Agreement, the buyer was entitled to claim damages from the Company from sales of loans receivable within a specific period in events the buyer did not have lawful title over loans receivable or loan agreements are not legal as specified in the agreement. However, the Company believed that such damage was not significant, therefore, the Company had not recorded such claim in the financial statements.

In addition, under the Asset Sale and Purchase Agreement, if the buyer wished to sell or transfer loan to a third-party, the buyer shall get written approval from the Company. In addition, a third-party shall comply all terms and conditions of the agreement, by entering into the Accession Agreement in form determined by the Company.

#### **44. COMMITMENT**

The Company has entered into a professional service agreement with a local non-related company (the “Service provider”) to receive system implementation services and other services as specified in agreement. The agreement is for the period from June 8, 2023 to October 31, 2025 and the total agreement value is Baht 154.05 million. As at February 28, 2025, the remaining value of the agreement is Baht 65.34 million (as at February 29, 2024: Baht 123.76 million) which will be paid by the Company to the service provider according to work progress as specified in the agreement.

**45. EVENT AFTER THE REPORTING PERIOD**

On March 11, 2025, the Company has established 3 new subsidiaries under the name “ATS PICO Holding Company Limited” (“PICOH”), “ATS PICO (Bangkok) Company Limited” (“PICOB”) and “ATS PICO (Samut Sakhon) Company Limited” (“PICOS”) to operate a provincial-level regulated microfinance business under supervision (“PICO Finance”), whereas the Company holds 99.99% in PICOH and indirect shareholding in PICOB and PICOS was 99.99% of its authorized share capital through PICOH. The subsidiaries have registered with the Department of Business Development, Ministry of Commerce on March 25, 2025 and March 26, 2025, respectively.

**46. APPROVAL OF THE FINANCIAL STATEMENTS**

These financial statements were authorized for issuance by the Company’s Board of Directors on April 9, 2025.

Back up attachment



## Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0664/2024/1748593624947.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0664/2024/1748593624951.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0664/2024/1748593624955.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0664/2024/1748593624959.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0664/2024/1748593624963.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0664/2024/1748593624967.pdf>



Attachment 7 :Report of Sub-Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0664/2024/1748593624971.pdf>



Attachment 8 :Internal Control Assessment Questionnaire

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0664/2024/1748593624975.pdf>

Back up attachment

