



AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED

SUSTAINABILITY REPORT 2023/2024

FOR THE YEAR ENDED 29 FEBRUARY 2024

SUSTAINABLY GROWING TOGETHER



SUSTAINABLY GROWING TOGETHER

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Message from the Managing Director



Mr. Tsutomu Omodera
Vice Chairman of the Board
and Managing Director

This sustainability report reflects the Company's ongoing commitment to social and environmental responsibility, which has been a foundation of our operations since the beginning. The Company's dedication to delivering top-tier financial services is matched by our resolve to foster sustainable growth and operate with integrity towards all stakeholders, in line with good corporate governance.

After the COVID-19 situation, we have seen significant strides in embedding digital technology within the Company's core strategies to enhance the environmental, social, and governance (ESG) efforts. The Company's proactive development of digital products is a testament to this commitment. We introduced virtual cards; AEON NextGen Digital on the AEON THAI MOBILE application that allows customers to access our financial products digitally with advanced security technology, thus minimizing plastic and paper consumption, and enhancing overall digital experience and satisfaction of our customers.

The Company's fundamental values emphasize transparency and accountability, essential for fostering trust and confidence among all stakeholder groups. The Company continue to prioritize the protection of our customers' personal data in compliance with the PDPA and maintain a workplace where all employees are valued and treated equitably. Moreover, through the AEON THAILAND FOUNDATION, the Company remain committed to launching sustainable social initiatives in collaboration with both public and private sectors.

The Company extends our deepest gratitude to all stakeholders for unwavering trust and support. The Company remains dedicated to delivering reliable financial services and exceeding your expectations. With a vision focused on financial sustainability, the Company are enthusiastic about progressing alongside our stakeholders towards a future where social and environmental well-being are in harmony with sustainable economic growth.



Vision

The Company supports customer's daily living in Thailand and Mekong region by providing finance service which is necessary for their life



Mission

We have defined our mission to earn customers trust in the financial services and adhering to a strict code of corporate ethics and engaging in activities that conserve the environment and contribute to the society.

Company Structure

Company Profile (as of February 29, 2024)

Company Name	AEON Thana Sinsap (Thailand) Public Company Limited
Company Established	September 18, 1992
Address	388 Exchange Tower, 27 th Floor, Sukhumvit Road, Khwaeng Klongtoey, Khet Klongtoey, Bangkok 10110
Paid up capital	Ordinary 250,000,000 baht
MD	Vice Chairman of the Board and Managing Director Mr. Tsutomu Omodera
Number of Employee	3,927 persons
Company Objective	The provision of a variety of retail finance services, including credit card, hire purchase, personal loan, and others
Outstanding Share	250,000,000 ordinary shares <ul style="list-style-type: none"> • AEON Financial Service Co., Ltd. 87,000,000 shares (35.12%) • ACS Capital Corporation 48,000,000 shares (19.20%) • AEON Holding (Thailand) Co., Ltd. 22,000,000 shares (8.80%)
Shareholding Structure of subsidiaries and associated companies	<p>The company hold shares in subsidiaries domestically including</p> <ul style="list-style-type: none"> • ATS Rabbit Special Purpose Vehicle Co., Ltd. (48.75%) • ACSI (Thailand) Co., Ltd. (100%) • ACS Servicing (Thailand) Co.,Ltd. (100%) and • AEON Asset Management (Thailand) Co., Ltd. (98%) <p>And holds shares in oversea subsidiaries including</p> <ul style="list-style-type: none"> • AEON Specialized Bank (Cambodia) PLC (50%) • AEON Microfinance (Myanmar) Co.,Ltd. (100%) and • AEON Leasing Service (Laos) Co., Ltd. (96.29%) <p>Additionally, the company also holds shares in other related companies including</p> <ul style="list-style-type: none"> • AEON (Thailand) Co., Ltd. (3.82%) • PT. AEON Credit Service Indonesia (2.59%) • ACS Trading (Vietnam) Co.,Ltd. (1.59%) and • Rabbit Cash Co., Ltd. (18%)
Company Listed	The Stock Exchange of Thailand (SET)



Products and Services

The Company's primary business centers on offer retail finance services to addressing customer's lifestyle and fostering each group of customer's satisfaction by prudent consideration of usage necessity and capabilities to pay debt of customer, resulting in an appropriate credit limit. The services are consist of

1. **Credit Care Loan** including AEON Classic Card, AEON Gold Credit Card, AEON Royal Orchid Plus, AEON Wellness Credit Card, AEON Big C Credit Card, AEON Rabbit Credit Card, AEON M-Gen Credit Card, AEON B-Quick Credit Card, AEON Club Thailand Credit Card, AEON Union Pay Credit Card, AEON J-Premiere Credit Card and Corporate Credit Card.



2. **Personal Loan**, the cash revolving credit facility that provides convenience to customers by enables withdraw cash function at anywhere and anytime through Automatic Teller Machine, using either card or cardless transactions via AEON THAI MOBILE application.



3. **Hire Purchase Loan** consists of installment loans designed to accommodate wide range of customer preferences and needs. For example, IT Products Loan, Mobile Phone Loan, Gold Loan, Motorcycle Loan, EV Motorcycle Loan, Used Car Loan and Solar Panel Installation Loan.



Business Strategy

The Company prioritizes on continuous development to enhance access to financial services for everyone. Consequently, there has been continuous focus on products and services coupled with the integration of digital technology into products and operational processes, encompasses data gathering for analysis and processing aimed at refining financial services and marketing initiatives to align with lifestyles of different customer groups, address a wide range of needs and instill confidence and satisfaction at all age groups. Also, the Company employs digital technology to evaluate credit and assign appropriate credit limits, ensuring that customers maintain liquidity for repayment. This promotes the principle of borrowing only when necessary and encourages installment payments.

The Company applies digital technology as follows;

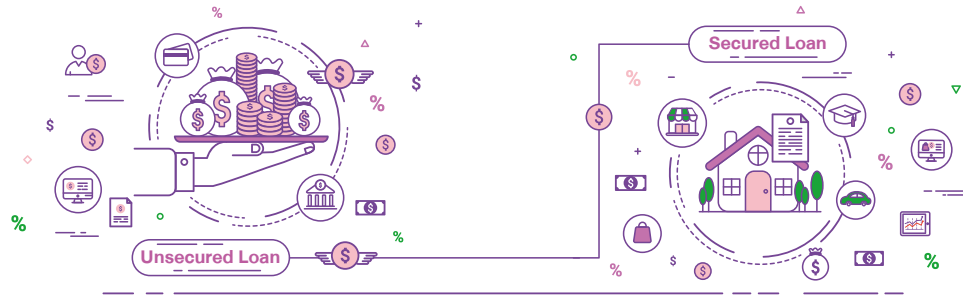
- Development of digital products to meet the preferences of customers who prefer manage financial transaction via smartphone includes the feature of card issuance as Virtual Card and function added as Scan to pay on AEON THAI MOBILE application.
- Utilize technology in loan assessment system with responsible lending principle, including debt management and monitoring system to reduce bad debt.
- Established Customer Behavior Analysis (CBA) to serve as the Company's central hub for gathering and analyzing customer behavior data, aimed for leveraging insight to product and service development, as well as formulating marketing strategies that meet customers' lifestyle and needs, including set up a credit assessment criterion with responsible lending principle. The goal is to ensure efficient and cohesive utilization of data in the same direction.



Organization Value Chain

Managing Stakeholder Impact in the Business Value Chain

The Company emphasizes continuous product and service development to ensure satisfaction among all stakeholders. The Company analyzes the expectations of stakeholders in activities or work processes spanning the entirety of the business value chain in order to manage and meet the stakeholders' expectations as follow.



Business Value Chain

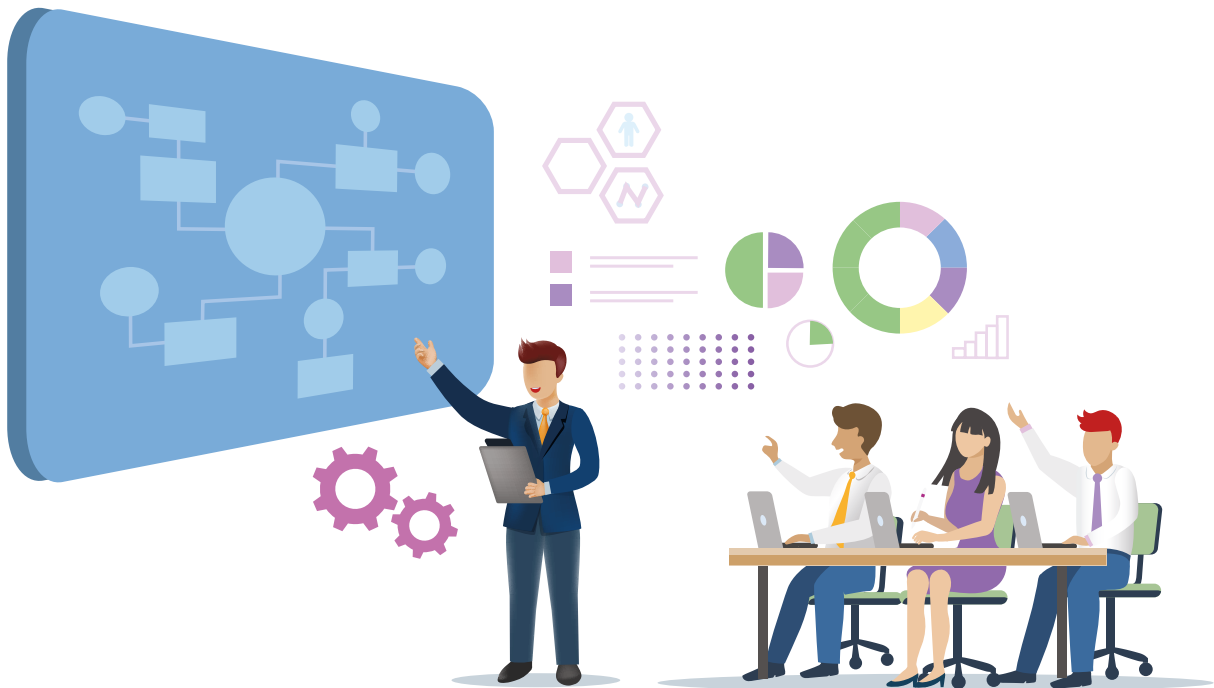
The Company has conducted the analysis and segmentation of the comprehensive value chain to deliver the optimal products and services throughout the entire business operation. This initiative aims to ensure the efficient provision of products and services as well as to provide customer with the most effective experiences.

Primary Activities		
Unsecured Loan / Secured Loan		
Capital Procurement	Product Development and Digital Strategy	Marketing Activities
<ul style="list-style-type: none"> Investment from shareholder Profit from company operations Domestic and International Banks Debentures 	<ul style="list-style-type: none"> Conduct interesting Innovation Research in the financial sector, both domestically and internationally Conduct team brainstorming and group research Present project to the management Collect requirements from relevant departments after management approval. Present to the Board for budget approval Set up a meeting with relevant departments within the organization to finalize the requirements. Ensure alignment with established operational frameworks and budget Conduct system testing in a simulated environment prior to customer deployment Launch the project and monitor actual customer utilization 	<ul style="list-style-type: none"> Enhance customer responsiveness to meet their needs more effectively Improve competitive capabilities against other industry rivals Acquire new customers while retaining existing customers. Enhance customers access through technology Expand product diversity to meet customer demands Increase company profits Design customer journey to adapt to evolve customer needs Develop services to meet customer's needs, technological advancement and current market situation.

Primary Activities		
Unsecured Loan / Secured Loan		
Loan Assessment	Payment and Debt Management	Post-Acquisition Support
Credit assessment of the unsecured loan <ul style="list-style-type: none"> Evaluate based on customers' contributions such as ability to pay debt by bureau credit score, occupation and age. Notify approval result to customer through SMS and increase online notification channels. Delivery of plastic credit card or virtual card on the AEON THAI MOBILE Application Provide after sales service information such as billing cut-off date, promotion, campaign or interest calculation and etc. 	<p>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:</p> <ul style="list-style-type: none"> Issuance of invoices to customers. Reminder calls for overdue payments. Utilization of third-party debt collectors if needed. (Outsource or subsidiaries that specialize regarding debt collection) Implementation of debt restructuring for customers. Pursuit of legal action for unpaid debts. (Both Unsecured/Secured loan) Handling product returns for secured loans. (Secured loan only) 	<p>After-sales services provided include:</p> <ul style="list-style-type: none"> Card activation through phone call or AEON THAI MOBILE application Account statement notifications via email or postal mail. 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. Interest calculation. Providing additional information requested by customers. Customer Service Department collects customer satisfaction evaluations through various channels such as branch visits, social media platforms, or the call center.
Credit assessment of the secured loan <ul style="list-style-type: none"> 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 Credit Control Department notify Marketing Department regarding further actions such as issue a car registration book, contract processing or coordinate settlements with dealerships, etc. 		

Supporting Activities	
Procurement	Technology Development
<ul style="list-style-type: none"> • Procurement are carried out according to the plans of each department within the company. • Categorized into three main types: computer-related procurement, non-computer-related procurement, and service procurement. • 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 or ISO14001. 	<ul style="list-style-type: none"> • Develop the AEON THAI MOBILE application to meet customer needs, ensuring the information security and preventing data leakage of both employees and customers by implementing information security measurement. • Develop systems/software to support the efficiency of employee workflow. • Develop software, website, and applications that provide customers with quick and convenient access to the services. • Improve the IT operations within the company and collaborate with external IT companies for better workflow.
Human Resource Management	Firm Infrastructure
<ul style="list-style-type: none"> • The recruitment process ensures no discrimination based on gender or physical abilities. • Employee development and training processes. • Management of wages and benefits for employees. • Handling of complaints and disciplinary actions in the workplace. • Employee data management processes. • Providing employees with knowledge of relevant laws and regulations related to company operations. • Talent management and succession planning processes. 	<p>1. Investor Relations</p> <ul style="list-style-type: none"> • Dissemination of information to investors • Analyst relations: Monitoring and tracking company stock prices • Legal disclosure compliance • Communication with investors and shareholders <p>2. Company Secretary</p> <p>Ensuring the Board of Directors implements comply with regulatory requirements as follows;</p> <ul style="list-style-type: none"> • Oversight of organizational structure • Subsidiary board management • Compliance with company bylaws and regulations • Board development • Shareholder meetings
Occupational Safety, Health, and Environmental Security, and Building Management	
<ul style="list-style-type: none"> • Effective management of buildings, facilities, and environmental areas ensures workplace safety, in accordance with the Occupational Safety, Health, and Environmental Act of 2011. • Provide training about safety to employees • 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 ISO 27001 standards. 	

About this report



Sustainability Development Report Fiscal Year 2023-2024 of AEON Thana Sinsap (Thailand) Public Company Limited is prepared in accordance with Sustainability Reporting guide for listed company and guidance on ESG Metrics for financial industry sector provided by The Stock Exchange of Thailand. By reporting the company performance from March 1, 2023 to February 29, 2024, the report covers the company operations in order to communicate the sustainability progression covering economic, social, environment and corporate governance dimensions which responds the expectations of all stakeholders.

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Website: <http://www.aeon.co.th> select menu "Investor Relations"

Sustainable Management



Sustainability Policy

Principle and Impact

AEON Thana Sinsap (Thailand) PCL and its subsidiaries give precedence to business growth together with good corporate compliance, efficiently risk management, and embodying social responsibility. The Company is therefore committed to enhancing better living of the customer by responding to lifestyle and satisfaction for each group of customers along with conducting ethical business practices, embracing transparency, upholding human rights, and passionately promoting social and environment responsibility. It's not just business, it's a pledge to build unwavering trust with every stakeholder.

Objectives and Sustainability Goals

- The Company follows a clear guiding principle by committed to growing business through partnerships, customer relationships and societal impact. The Company aims to foster long-term awareness of sustainable growth.
- In the economic aspect, the Company provides digital innovation products and services that improve daily lives and well-being by facilitating access to financial products and services, in line with AEON principle of putting the “**Customer-First**”.

- On the social front, the Company upholds good corporate governance, aligning with the AEON Code of Conduct. The Company is committed to respecting human rights, valuing employees across all levels, making promises to customers regarding social responsibility, engaging in fair trade with partners, and showing respect for stakeholder opinions.
- In environmental matters, the Company prioritizes a sustainable relationship between society and the environment by implementing a global standard environment management system that covers the entire organization.

Sustainability Management Framework

Economic Dimension and Corporate Governance	Environmental Dimension	Social Dimension
<ul style="list-style-type: none"> • The Company provides innovative financial products and services that improve daily lives and well-being of customers by prioritize making services accessible to everyone. The Company also places significant importance on advancing digital technology to offer efficient products and services that meet customer needs conveniently, quickly and without constraints of place or time. Importantly, the Company ensures the foundation of this services included robust information security and protection against cyber threats, fostering confidence and trust in online transaction for all customers and stakeholders • The Company is committed to transparency and will share information about its corporate compliance, following laws and regulations such as Bank of Thailand regulation, Anti-Money Laundering Law, Personal Data Protection regulations, Office of Insurance Commission regulations, and more. Additionally, the Company will disclose details about its corporate governance, aligning with regulations stipulated by the Stock of Exchange of Thailand. • The Company adheres to the AEON Code of Conduct as a guiding framework to achieve objectives in social responsibility. The AEON Code of Conduct encompasses both business ethics and stakeholder ethics, playing a crucial role in cultivating and understanding of the importance of ethical conduct among executives and employees. 	<ul style="list-style-type: none"> • The Company places a significant emphasis on cultivating a sustainable relationship between society and the environment through the implementation of an Environmental Management System (ISO14001) across the entire organization. • The Company has instituted environmental initiatives, such as waste segregation for general, recyclable and hazardous waste, with the objective of facilitating precise waste segregation by employees. Furthermore, campaigns are conducted to advocate for reduced electricity and resource consumption. • The Company supports environmental projects of the AEON Thailand Foundation, such as installing solar power systems for schools and temples, collecting plastic bottle caps for upcycling into tree name tags installed in the public park, and etc. 	<ul style="list-style-type: none"> • The Company places a strong emphasis on human rights, aligning with the AEON Basic Principles of “Pursuing peace, respecting humanity, and contributing to local communities, consistently placing the customer’s perspective at its core.” • The Company adheres to the AEON Code of Conduct, which underscores a commitment to respecting human rights. Discrimination based on nationality, race, skin pigmentation, gender, age, language, religion, sexual orientation, political beliefs, or any unrelated factors to merit, diligence, and talent is strictly prohibited. • The Company upholds a work environment that is free from harassment, and any other unwarranted conduct, ensuring employees are treated with respect and dignity. • The Company upholds privacy rights and protects the personal data of employees, customers, and business partners. • The Company actively promotes community engagement through the establishment of the AEON Thailand Foundation, which systematically organizes corporate social responsibility initiatives. • The Company establishes two-way communication channels to ensure that employees and stakeholders are informed, understand, and adhere to human rights principles, while also providing opportunities for feedback, suggestions, expressing opinions, and reporting grievances or incidents related to human rights violations.

Goals 1



To promote the equal rights to access economic resources, new appropriate technology and financial services.

Goals 2



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goals 3



To promote access to the good quality of healthcare service.

Goals 4



To promote inclusive and equitable good education and support lifelong learning opportunities.

Goals 5



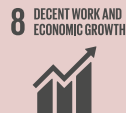
To support gender quality without discrimination.

Goals 6



Ensure availability and sustainable management of water and sanitation for all

Goals 8



To allocate human resources appropriately and promote safe and secure working environment.

Goals 9



To support the development of innovative financial services to be more accessible and convenience.

Goals 10



To support equivalence without discrimination. To follow relevant rules and regulations properly.

Goals 11



To reduce environment effects and support to having more public green space.

Goals 12



To support production and consumption sustainably.

Goals 13



Take action to mitigate climate change and impacts.

Goals 15



To promote sustainably manage forest.

Goals 16



To have responsible and transparent action and oppose corruption and bribery in all their form.

Sustainability Governance Structure

- The Company has established a Sustainability Committee to enact a sustainability policy. This committee is focused on guiding sustainable management practices and maximizing the organization's overall value.
- Chairperson of the committee is responsible for identifying and developing implementation plans and measures related to specified sustainability aspects. Chairperson has the authority to make definitive decisions concerning the relevant actions during committee meetings.
- The committees are entrusted with the responsibility of monitoring the progress of operational teams as they execute actions. This includes continuous oversight and regular reporting to the Board of Directors.
- The Company's sustainability working team consists of representatives from various departments, assigned to drive sustainability-related initiatives within the organization. Their responsibilities include gathering both internal and external information, evaluating sustainability issues within the company, and subsequently reporting the results to the committees.
- All employees within the Company are required to recognize and diligently adhere to the sustainability policy and its related practices.

Guideline for Policy Review and Objective in Organizational Sustainability Strategy

The Company will conduct an annual review of its sustainability policy or whenever amendments are made. The results of the review will be submitted to the Sustainability Committee for assessment and approval in accordance with established procedures.



Organization Overview

The Company conducts business operations with a focus on ESG; Environmental, Social and Governance, integrating Sustainable Development Goals (SDGs) as the part to drive continuous organizational growth. This approach aims to meet the needs of customers and all stakeholders, ensuring sustainable business operations amid challenging circumstances.

The Company has established policies related to sustainability key issues to serve as standards and guidelines for sustainable operation throughout the organization which are Sustainability Policy, Sustainability Risk Policy, Human Right Policy, Corporate governance and business ethics policy, Cyber Security and Client Data Protection, Responsible to Customer policy, Sustainable Financial Stability, Responsible Lending Practices, Environment Management System, Climate Change and Greenhouse Gas Emissions, Financial Inclusion and Financial Literacy, Human Resources Management, Social Contributions and Occupational Health and Safety.

In addition, the Company has established the Sustainability Committee to define the responsible structure for various issues, ensuring their role as oversees of the company's sustainability's performance in accordance with standards.


Sustainability Governance Structure




The Company recognizes the crucial role of risk management to meet sustainability goals across economic and corporate governance, social and environment dimensions. This include analyzing issues and implementing preventative measures to mitigate risks that could affect both the Company and its stakeholders. Currently, the rapid technology advancements that enhance convenience also bring cybersecurity threats. Furthermore, uncontrollable factors such as new epidemics, escalating global warming, international conflicts, and political issues present additional risks. Consequently, the Company had developed comprehensive risk response strategies to ensure business continuity in the face of unforeseen events. For more information, please refer to section 6.2 on Sustainability Risk Management in this report.



Stakeholder



The Company analyzes stakeholders affected by business operations and outlines guidelines for responding the expectations within the business value chain with the details as follow:


Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations
Shareholders Analyst Investor  <ul style="list-style-type: none"> - Board of Directors - Major/Minor shareholders - Major/Minor investors - Analyst Institution 	<ul style="list-style-type: none"> • Annual General Meeting of Shareholders • Extraordinary General Meeting of Shareholders (when an event occurs) • Disclosure of Quarterly Performance • Hosted Analyst Meeting twice a year • Conference Meeting with investor both domestically and internationally • Quarterly press releases for effective communication with journalists and subsidiary investors. • Established investor relations contact channels 	<ul style="list-style-type: none"> • Positive performance and sustainable growth. • Shareholders receive good returns from performance and enduring growth. • The Company maintains good governance, transparency, and sustainability in business operations. • The Company has a robust risk management system. • Communication is comprehensive, accurate, clear, and timely. • Communication channels are easily accessible and swift for shareholders, analysts, major investors, and minor investors. • Regular and consistent communication with investor relations is maintained. 	<ul style="list-style-type: none"> • Conducting sustainable business operations under transparent corporate governance oversight is prioritized and regularly audited. • Effective, stringent, and comprehensive risk management practices are implemented. • Accurate and complete disclosure of information is ensured, with easy access to information channels provided. • Clear responses to inquiries are provided, along with organizing shareholder meetings and actively listening to feedback during such gatherings. • Analyst meetings and other communication channels to major and minor investors are regularly arranged.
Board of Directors  <ul style="list-style-type: none"> - Subsidiary companies - Board of Directors - Management 	<ul style="list-style-type: none"> • Organize Board of Directors meeting once per month 	<ul style="list-style-type: none"> • Gain insight into managerial orientation or perspective of executives towards company • A corporate governance framework capable of fostering trust among stakeholders, encompasses both shareholders and investors 	<ul style="list-style-type: none"> • Implement the policies and summaries to apply for review the financial strategies.

Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations
Customers  Unsecured Loan Customers Secured Loan Customers	<ul style="list-style-type: none"> Branch services satisfaction survey Customer Service Department satisfaction survey Customer feedback through the Company's website. Provide both online and offline media channels for customers to access services and communicate conveniently and efficiently. Implement debt collection processes in accordance with the Debt Collection Act and the regulations of the Bank of Thailand (BOT). Facilitate convenience and ensure security for customers. 	<ul style="list-style-type: none"> Provide financial products and services that meet customer needs, while continuously improving product and service quality. Provide financial services responsibly and ethically. Ensure data privacy and security. Listen to and address customer feedback Debt collection process is aligned with Debt Collection Act and regulation of the Bank of Thailand (BOT) Provide helping to the customers in cases they unable to repay debts. Obtain convenient, efficient, and secure service experiences at branches and company offices. 	<ul style="list-style-type: none"> Develop products and services to meet customer needs while adhering to responsible financial service standards and relevant laws, ensuring fairness and clear communication in financial transactions and credit provision. Listen to and address customer complaints within the Service Level Agreement (SLA) timeframe. Survey customer needs, track trends, and customer journeys to develop products or services that meet customer requirements. Conduct customer satisfaction assessments. Incorporate ISO27001 requirements for Information Security Management Systems (ISMS) and other relevant laws as frameworks for internal operations to ensure customer data protection, including Personal Data Protection Act (PDPA) compliance. Propose debt restructuring options for customers facing difficulties in debt repayment. Develop and improve employee service delivery to enhance customer experience. Implement effective and secure measures to facilitate customer convenience in accessing building facilities, premises, parking, etc.

Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations
Employee  - Fulltime employees - Executive-level employees	<ul style="list-style-type: none"> • New employee orientation • Internal communication through various online and offline channels • Provide channels for feedback, suggestions, and complaints • Organize activities to foster employee engagement and satisfaction • Prepare training courses for employee development and communicate the Company's goals and guidelines through the SAP system and offline channel • Involve employees in product and service development • Monitor employee performance to ensure compliance with regulations set by the Bank of Thailand • Conduct training on building regulations and safe work practices • Encourage employee participation in building management and company security discussions and development. 	<ul style="list-style-type: none"> • Consistent and fair performance evaluation and treatment • Fair and appropriate compensation • Continuous development of knowledge, skills, and necessary abilities • Training and awareness of company products to provide accurate and complete customer service • Safe and healthy work environment with suitable equipment • Ability to express opinions, needs, and complaints • Efficient work systems that meet employee needs for easier, convenient, and faster work • Importance of work-life balance • Attracting customer groups to use the company's products and services as specified • Customer commendations, product and service referrals, and maintaining a continuous customer base • Pride in working for a company with good ethics, sustainability in economic, social, and environmental aspects, and overall responsibility. 	<ul style="list-style-type: none"> • Implementation of compliant processes, under the supervision of designated authorities, ensures adherence to regulations and laws. • Regular risk assessment, reporting, and mitigation strategies are in place to address potential issues effectively. • Ongoing communication and training initiatives ensure awareness and compliance with company regulations and relevant policies. • Human resources management is guided by principles of human rights, including hiring and dismissal, compensation, benefits, employee's development, and performance evaluation fairly without discriminating against gender, age, national origin, race, religion, language, disability, physical condition or health, personal status, economic and social status, education or political opinions. • Personnel development programs are tailored to foster sustainable growth and career advancement. • Provide safe work environments and appropriate equipment to safeguard employee well-being. • Adequate equipment and support channels are provided to facilitate efficient work performance and address any concerns promptly. • Engagement activities are organized to foster a sense of belonging, and whistleblower protection policies encourage transparency and accountability.

Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations
Competitors  Other financial institutions	<ul style="list-style-type: none"> Meeting for exchange point of view and cooperating on various agendas. 	<ul style="list-style-type: none"> Operate the business and compete with transparency and fair treatment. 	<ul style="list-style-type: none"> Creating fair competitive conditions.
Business Partners  The companies that have co-business development.	<ul style="list-style-type: none"> Business partner selection and evaluation. Provision of channels for collaborative business operations, such as accessing information through systems and implementing cutting-edge technology for joint operations. Meetings, training sessions, and visits with partners to exchange ideas, discuss feedback, and consider suggestions. Facilitate convenience for partners in contacting the Company, such as providing secure parking, security guards, and etc. 	<ul style="list-style-type: none"> Procurement processes with ethical, transparent, and verifiable. Adherence to fair trade principles in all business dealings. Seamless project execution in accordance with predefined plans, ensuring harmony. Integration of up-to-date technology systems for collaborative operations and feedback provision. Implementation of standardized and precise payment systems. Provision of convenient and secure working conditions at both branch offices and the Company's premises. 	<ul style="list-style-type: none"> Establishment Business Partner's Code of Conduct. Formulation of criteria and practices for partner selection and evaluation, incorporating with ESG considerations Provide environmentally friendly procurement practices. Communication of policies against corruption, including guidelines for gift-giving and entertainment, fostering and maintaining good relationships with partners. Agreement on clear plans and compensation outcomes prior to project execution, ensuring adherence to schedules and fostering successful business partnerships. Create and maintain good relationship with business partners. Make a clear conclusion on an implementation plan and compensation to maintain good relation Provide an up-to-date technology systems for collaborative operations and feedback incorporation to enhance operational efficiency through relevant units. Implementation of standardized and accurate payment systems. Implementation of security measures and facilitation of convenience for working at both branch offices and company premises.

Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations
<p>Creditor</p>  <p>Owner's equity Shareholders through the Board of Directors, Lending banks Investors.</p>	<ul style="list-style-type: none"> Disclosure of financial reports, relevant information, and preparation of reports according to specified timeframes. Provide appropriate channels for communication and organizing continuous relationship-building activities. 	<ul style="list-style-type: none"> Received full and timely interest and principal payments. Received accurate, comprehensive, and timely performance reports from the company. Regularly engaged in activities and communication. The Company efficiently manages finances, controlling expenses to increase profits. 	<ul style="list-style-type: none"> Responsible creditor practices include timely and complete repayment of interest and principal according to agreements, as well as diligent management of collateral under relevant contracts, along with prudent and efficient capital management. Accurate and comprehensive financial and performance reports are provided without withholding information or facts that may harm creditors. Activities are organized to enhance and maintain good relationships, with continuous communication. The Company efficiently manages finances, controlling expenses to increase profits.
<p>Compliance Unit (Internal and External)</p>  <p>Compliance Unit that ensures business operations comply with requirements. These include the BOT, SET, TIA, IOD, NCB, Department of Labour Protection and Welfare, Department of Skill Development, Social Security Office, Department of Employment, AMLO, and Office of the Consumer Protection Board</p>	<ul style="list-style-type: none"> Internal regulatory meetings ensure product development compliance before customer service. External regulatory agencies receive meeting summaries, document reviews, reports, and press releases. 	<ul style="list-style-type: none"> Develop products and conduct business in compliance with relevant regulations and laws. Introduce new products without posing risks to the Company or customers. Receive assessments meeting shareholder and investor standards equally. Adhere to regulations, receiving consistent evaluations. Company complies with regulations and regulations accurately. Promote hiring practices. 	<ul style="list-style-type: none"> Develop products and conduct business in compliance with relevant regulations and laws. Develop products without posing risks to the company or customers. Provide channels for investor relations communication. Establish operational processes aligned with government regulations. Increase employee awareness and knowledge of regulatory compliance. Promote equal employment opportunities.

Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations
Social and Environment  - Community and Society - Residents in the community - Customers' companies - Universities	<ul style="list-style-type: none"> • Advance notification of activities through online and offline media channels, such as Social Media or local community branch publicity. • Ensuring community participation/benefits from organized activities. • Fostering good relationships with the community through social engagement activities. • Coordinating with customers' companies for verification during the credit approval process. • Fair employment opportunities and job expansion initiatives. • Implementing safe building management measures in compliance with the law, without causing disturbance to the community or society. 	<ul style="list-style-type: none"> • Minimizing community resistance. • Enhancing the company's reputation through social engagement activities. • Achieving targeted customer acquisition goals. • Promoting and supporting various forms of social activities. • Helping in cases of community disaster or distress. • Contacting customers for information without affecting related companies, adhering to regulations, ensuring data accuracy, confidentiality, and non-disruption. • Employment opportunities from the Company. • Ensuring community safety and minimizing disturbance from business operations. 	<ul style="list-style-type: none"> • Advance notification of the Company activities is provided. • Satisfaction or benefits are experienced from the organized activities. • Establish the AEON Thailand Foundation with consistent support for social and environmental development budgets. • Regulations are adhered to when contacting customers, ensuring no impact on their work status or related companies, and maintaining accurate and secure customer data usage. • Fair job opportunities are created through various recruitment channels such as job fairs at universities or social media job postings. • Strict compliance with the law ensures no disturbance to the community from the company's business operations.

The Company has analyzed the importance level of stakeholders by considering the level of dependency between the company and stakeholders, the level of tension of stakeholders towards company's sustainable operations, and the influence level on strategies or business operations along with the top 3 important stakeholders which are customers, shareholders and regulatory agencies.



Sustainability Material Topic

The Company has analyzed and identified sustainability issues by considering data sources on sustainability factors relevant to the industry, both nationally and internationally, such as research institutions or standard-setting organizations related to sustainability in the industry at the national or global level, including Allianz Risk Barometer Results Appendix 2023, SASB Materiality Finder, Global Risk Report 2023, World Economic Forum, and comparative companies in the industry at the national or global level. Thirteen key sustainability issues related to the Company's business operations have been identified as follows:

Economic and Corporate Governance Dimension	Environment Dimension	Social Dimension
<ul style="list-style-type: none"> Corporate governance and business ethics Risk Management Cyber Security and Client Data Protection Responsibility to customers Sustainable Financial Stability Responsible Lending Practices 	<ul style="list-style-type: none"> Environment Management System Climate Change and Greenhouse Gas Emissions 	<ul style="list-style-type: none"> Financial Inclusion and Financial Literacy Human Resources Management Human Rights Social Contributions Occupational Health and Safety

The Company has prioritized sustainability issues by considering the impact on the business, such as the likelihood of risk occurrence, financial opportunity/loss, trends affecting the company's reputation, trends affecting business continuity risk, and the level of impact on stakeholders such as shareholders, analysts, investors, employees, customers, competitors, business partners, capital providers, regulatory agencies (internal and external), as well as communities and society. The frameworks were used to rank the significance of sustainability issues for the purpose of establishing key sustainability priorities. The details of the analysis of key sustainability issues, which have been reviewed and approved by the Sustainability Committee, are as follows:

Material Matrix



Sustainability Framework



A

Accountability

AEON has the AEON Code of Conduct, which outlines ethical standards and guidelines for business practices. This code emphasizes responsible lending practices and offers financial literacy to stakeholders, ensuring ethical interactions and operations across the business.

(Responsible Lending Practices/Financial Literacy/Responsibilities to customers/Business Ethics)

E

Efficiency

AEON is committed to optimizing resource utilization through strategic planning and effective control measures to minimize the environmental impacts of its activities. This commitment supports the organization's goal of achieving Net Zero and opens new opportunities for business growth.

(Environmental Management System /Air Quality Management)

O

Operational Excellent

AEON priorities the highest level of security for customer data, ensuring responsible handling and compliance with data protection laws. This is achieved through adherence to global quality standards, the implementation of policies, and risk management plans to preemptively address potential issues. Additionally, the Company focuses on effective human resources management and the upholding of human rights.

(Data Security/Risk/ Occupational Health and Safety/Human Resources Management and Human Rights)

N

Network/ Navigating success

AEON actively supports the social initiatives of the AEON Thailand Foundation, achieved through the ongoing involvement of AEON volunteers, partners, and other stakeholders in the social activities organized by the Foundation.

(Social Contributions/ Stakeholder participation)

Key Sustainability Performance



Economic and Corporate Governance Dimension

CGR 5 scores	TIA 87 scores (Fair)	JCR Rating A Stable
ISO27001	ISO9001	Fitch Rating A- Stable

Environment Dimension

Certified the ISO14001 Environmental Management System

<p>Invite customers to receive e-Statement invoices and cancel paper invoices</p> <ul style="list-style-type: none"> Reduce paper usage 17,708,274 sheets 	<p>Reduced paper usage within the organization.</p> <ul style="list-style-type: none"> Reduce paper usage 7,828,500 sheets. 	<p>Launched new products that encourage customer do financial transaction via AEON THAI MOBILE application</p> <ul style="list-style-type: none"> Digital Card user totaling 170,440 cards
<p>Waste segregation</p> <ul style="list-style-type: none"> 99.71% accuracy. 	<p>Reduced electricity consumption</p> <ul style="list-style-type: none"> 23,095.03 kilowatts. 	<p>Reduced water usage</p> <ul style="list-style-type: none"> 32%

Social Dimension

<p>Honored with accolades for contributions to Bangkok</p>	<p>Corporate Social Responsibility projects under operation of AEON Thailand Foundation</p> <ul style="list-style-type: none"> 75 projects 18,641,072 THB 	<p>100% of relevant employees had training on important rules and regulations of the Company.</p> <ul style="list-style-type: none"> Personal Data Protection Act (PDPA) <ul style="list-style-type: none"> » Anti-Money Laundering and Counter-Terrorist Financing (AMLO) » Market Conduct Regulation (Market Conduct) » Business Ethics and Integrity (AEON Code of Conduct)
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Economic and Corporate Governance Dimension

- Corporate Governance and Business Ethics
 - Risk Management
- Cyber Security and Client Data Protection
 - Responsibility to customers
 - Sustainable Financial Stability
 - Responsible Lending Practices



Corporate Governance and Business Ethics



Principle and Impact

The Company recognizes the importance of upholding good corporate governance, widely acknowledged as a factor in fostering fairness and maximizing benefits for stakeholders and also aids in building an organization capable of conducting business correctly, transparently, trustworthily, efficiently, and in compliance with relevant requirements while demonstrating good corporate governance, transparency, auditable practices, and lawful operations. Plus builds positive perceptions and trust from stakeholders, and creates opportunities for new business ventures. Therefore, the Company focuses on promoting operations in line with Corporate Governance Code (CG Code) for listed companies for the year 2017 of The Securities and Exchange Commission (SEC).

Objectives and Management Goals

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
The number of complaints regarding violations of the Company's ethics and policies, and incidents of corporate corruption (via the Company's complaint channel).	Less than 10 times	Less than 5 times	Zero incident
The percentage of trained employees regarding the company's ethics and policies, and preventing corporate corruption.	80%	95%	100%
CGR score assessed by IOD annually	80%	85%	95%
The number of business ethics policy distribution and partner acknowledgment (Implement within 2024)	Commence Distributing Business Ethics to Partners	80%	100%

Policy and Practices on Key Issues

Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> • Code of Conduct & Corporate Governance • Policy and Procedures on Anti-Corruption • Policies and Procedures Regarding Procurement • Policies and Procedures on Anti-Money Laundering, Countering Financing of Terrorism, and Weapons of Mass Destruction Proliferation • Policies and Procedures for Whistleblower Reporting and Protection • Policies and Procedures on Human Rights • Policies and Procedures for Personal Data Protection 	<ul style="list-style-type: none"> • Relevant laws and regulations • Corporate Governance Report for Thai Listed Companies: CGR 	<ul style="list-style-type: none"> • Corporate Governance & Control and Risk Management Department • Investor Relation and Company Secretary • Human Resources Department • Finance and Accounting Department • General Administration Department • Business Unit

The Company mandates the Corporate Governance & Control Department, Risk Management Department, Investor Relations Department, Company Secretary, Human Resources Department, Finance and Accounting Department, General Administration and Business Unit, to establish policies and guidelines related to corporate governance and business ethics following operational standards. These include relevant laws and regulations, the Corporate Governance Report for Thai Listed Companies (CGR), and various related policies such as the Code of Conduct & Corporate Governance, Anti-Corruption Policy and Practices, Procurement Policy and Practices, Anti-Money Laundering, Countering Financing of Terrorism, and Weapons of Mass Destruction Proliferation Policy and Practices, Complaints Management and Whistleblower Policy and Practices, and Personal Data Protection Policy and Practices.

In addition, the Company has also implemented policies and practices related to human rights to prevent human rights violations and enhance confidence among customers, employees, business partners, and local communities involved in the Company's business activities. The Company plans to disclose these policies within the year 2024. The Company uses relevant laws and regulations as standards for operations and has clearly defined responsibilities to regularly monitor the implementation and progress of policies and projects. Responsible parties are tasked with reviewing, adjusting, and updating policies to ensure compliance with laws and current situations. The details are as follows:

Code of Conduct & Corporate Governance

AEON Code of Conduct is the main principle that all of executives and employees are committed to follow. AEON Code of Conduct covers AEON Basic Principles, AEON Commitment and AEON Promise to its stakeholders as customers, the local community, business partners, shareholders including and AEON People.

AEON BASIC PRINCIPLES

Pursuing peace, respecting humanity, and contributing to local communities,
Always with the customer's point of view as its core



The word aeon (AEON) has its origins in a Latin root meaning “eternity.” The customers’ beliefs and desires comprise the central core of our philosophy. At AEON, our eternal mission as a corporate group is to benefit our customers, and our operations are thus customer-focused to the highest degree.

On the basis of the AEON Basic Principles,
AEON practices its “Customer-First” philosophy with its ever-lasting innovative spirit.



Our Promise to Our Customer

- Our first priority is to ensure customer safety.
- Keep our promises to our customers, always behaving with integrity.
- Offer high-quality products and services at reasonable prices.
- Services in a warm greeting and a friendly smile.
- Gratefully listen to and acknowledge our customers’ voices.



The Local Community and AEON

- Promote our business practices that focus on develop lifestyles of local community.
- Respond to the needs of the local community.
- Promote environmental conservation activities.
- Support volunteer activities together with the communities.
- Promote and support the culture and traditions of local communities.



Business Partners and AEON

- Cooperate to develop quality products and services.
- Business cooperation adheres to the principles of good governance.
- Give importance in customers' safety and satisfaction.
- Require our business partners to comply with international standards.
- Do not tolerate the acceptance of gifts, money, or special favors from our business partners.



Shareholders and AEON

- Give importance of respect individual shareholder's opinion.
- Focusing on Customer Satisfaction leads to high returns for our shareholders.
- Fair and accurate accounting records.
- Comply strictly with laws and regulations.
- Disclose information promptly and accurately, and respond to events in a forthright manner.

Anti-Corruption Policy and Practices

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 Information Security Management System (ISMS-PC-04-13 and ISMS-PC-04-14).

Scope of the anti-corruption policy

1. This policy applies to employees of the Company and employees of the affiliated Company operating at all levels, including employees of the Company's or affiliates' branches and/or other related parties.
2. The policy regarding the Company's employment contracts states that all employees must comply with the rules, regulations and policies of the Company. Compliance with this policy is in accordance with the terms of the relevant employment contract or any agreement between the Company and the employees.
3. Suppose this policy conflicts with or differs from other policies of the Company, the affiliates or the relevant regulations and laws. In that case, the stricter policies, regulations, and laws must be adhered to.

4. The Company determines that its affiliates shall implement the anti-corruption policy of each company in accordance with this policy.

The Company has a policy prohibiting all employees, regardless of position, employee's family from soliciting assets, money, gifts, or any other benefits from suppliers, business partners, investors, or anyone else involved in the company's business, under any circumstances. This includes receiving gifts or items from parties associated with the company's business. Employees are regularly reminded of this policy each year.

Policies and Procedures Regarding Procurement

The Company has policies and procedures to establish and control guidelines for procurement/contracting activities, ensuring the operations are conducted efficiently, meeting quality standards, adhering to clear operational frameworks, and allowing for accurate monitoring and verification. These procedures are designed to prevent corruption, maintain transparency, and avoid situations that could lead to mistrust. This is to protect all stakeholders from potential damages or adverse impacts.

Procurement, Sourcing, and Contracting Operations.

The Company has set guidelines for procurement, sourcing and contracting operations as follow

- The Company has a policy to conduct business with integrity, honesty, reliability, and trustworthiness, avoiding actions that could lead to mistrust or corruption. Therefore, it is the responsibility of every employee to ensure that all procurement, sourcing, and contracting activities adhere strictly to the company's policies, procedures, operational methods, and procurement/contracting guidelines established by the company, including AEON-PC-ASC-01, as well as the criteria set forth by the company.
- The payment for purchases/services and/or hiring of contractors can be made either in cash or on credit, depending on the circumstances and considering the maximum benefit to the company. However, approval must be obtained from the authorized approver based on the purchase order (PO) value specified in the Table of Authority Level (TAL). In the case of purchases or services, procurement must be initiated and ordered through a purchase order (PO) every time.
- Control procurement, sourcing, and contracting to maximize benefits to the company, and ensure that various departments receive products or services that meet their requirements in terms of specifications, quality, quantity, price, delivery time, service, and other conditions comprehensively.
- Strengthen and maintain a good long-term business relationship between the company and suppliers, and avoid doing business with suppliers, service providers, or contractors with unethical behavior.
- Avoid procurement or contracting of products that violate the law.
- Consider and evaluate potential impacts on quality, safety, and the environment in every procurement and contracting decision.

- In the case of computer-related products or services, additional criteria should be considered based on the guidelines of the Bank of Thailand (BOT). The criteria should cover essential details such as software licenses, system security, international standard certifications, the system's reliability and service provider, and other relevant factors.

Annual Vendor Evaluation

The annual evaluation will be conducted in January of each year, and at least once per year to assess the performance capabilities of third-party or outsourced vendors according to the agreement, aiming to improve the quality of products and services continuously.

Policies and Procedures on Anti-Money Laundering, Countering Financing of Terrorism, and Weapons of Mass Destruction Proliferation

The Company is committed to fulfilling legal responsibilities in preventing and combating money laundering, countering the financing of terrorism, and preventing the proliferation of weapons of mass destruction with transparency, accuracy, and completeness in line with the policies of AEON Financial Service Co., Ltd or AFS Group as part of the financial service provider's societal responsibilities. Therefore, the company considers the task of preventing and combating money laundering and terrorism financing as its highest priority at the executive level to prevent the company from being used as a tool and pathway for money laundering, terrorism financing, and the proliferation of weapons of mass destruction. The Company has established policies and procedures as follows.

1

The Company supports and is ready to comply with the laws regarding anti-money laundering, counter-terrorism financing, and the prevention of proliferation of weapons of mass destruction by ensuring customer identification, conducting due diligence to verify customer information, reporting transactions, and fulfilling other legal obligations thoroughly.

2

The Company mandates that management-level employees are responsible for overseeing compliance with laws concerning anti-money laundering, counter-terrorism financing, and prevention of proliferation of weapons of mass destruction.

3

The Company establishes practices for customer due diligence, outlining processes for approving business relationships or transactions and rejecting business relationships or transactions, upon receiving requests or notifications from customers to initiate business relationships or transactions in line with legal criteria.



4

The Company establishes measures and sets criteria to manage and mitigate risks related to money laundering the financing of terrorism and the proliferation of weapons of mass destruction by customers, in line with legal requirements. This includes all customer groups, service types, channels, and even in cases where the company develops new products/services or adopts new technologies.

5

The Company will report transactions to the Anti-Money Laundering Office by specifying transaction types, methods, and reporting procedures clearly, in line with legal criteria.

6

The Company establishes internal control measures independently tailored to organizational risks and the size of its business to examine operational systems and ensure compliance with laws regarding the prevention and suppression of money laundering, terrorism financing, and proliferation of weapons of mass destruction.

7

The Company establishes measures for operational collaboration regarding data sharing among branches or subsidiaries within the country and internationally, as well as within the same business group.

8

The Company prohibits directors, employees, contractors, agents, and authorized operators' offices from participating in, supporting, assisting, or having knowledge of actions related to money laundering, terrorism, or the proliferation of weapons of mass destruction, or being listed as required by law.

9

The Company specifies the retention of details regarding identification, transactions, and recording truthfulness concerning reportable transactions, conducting audits to verify customer information as required by law.

10

The Company establishes oversight, promotion, and support to ensure that employees have knowledge and understanding of compliance with laws, policies, and practices related to anti-money laundering, countering the financing of terrorism, and combating the proliferation of weapons of mass destruction, enabling employees to work accurately, efficiently, and in line with the Company's policies.

11

The Company specifies internal audits regarding operational practices in accordance with core policies, secondary policies, and related operational guidelines comprehensively, granting independent authority for internal audits without interference from any department.

12

The Company sets measures for oversight across offices, branches, and subsidiaries, including guidelines for supervising and reviewing the actions of third parties to comply with laws regarding anti-money laundering, countering the financing of terrorism, and combating the proliferation of weapons of mass destruction.

13

The Company has appointed the head of the compliance department as the chairman of the Anti-Money Laundering and Countering the Financing of Terrorism (AML) Committee.



Policies and Procedures for Personal Data Protection

Due to the Company's operations being closely related to personal data, the Company is acutely aware of the challenges of data breaches and places great importance on protecting privacy rights, maintaining the security of personal data, and ensuring that personal data is used in line with the intended purposes of collection within the legal framework.

Therefore, the company has policies and practices aimed at protecting the personal data of all stakeholders. The Company has revised internal processes and practices to comply with the legal standards for data protection. The goal is to enhance capacity and raise awareness among employees within the organization. Training sessions are provided on the criteria and guidelines for protecting personal data to ensure that all employees are informed and prevent potential harm to the company in terms of data collection, usage, and disclosure. Additionally, there are systems in place to manage and control the security of customer personal data, in compliance with relevant regulations regarding data collection.

The Company has implemented a Privacy Policy Statement or Privacy Notice for customers, shareholders, external individuals, and employees on its website. This is to inform data owners about the purposes, duration, legal basis for data collection, and circumstances under which information may be disclosed to third parties, as required by law.

The Company also prioritizes the use of data subject rights according to legal requirements. Therefore, appropriate channels for exercising rights and lodging complaints are provided. The Company's policy and procedures include conducting internal investigations and management within a reasonable timeframe.



Policies and Procedures for Whistleblower Reporting and Protection

The Company places great importance on good governance by establishing a policy that emphasizes transparency and accountability in all levels of employees' work. The Company provides continuous training and knowledge development for employees in this regard.

The Company has also set up channels for complaints or reporting wrongdoing for various stakeholders. These channels are accessible through several avenues, including:

	101 branches nationwide
	Call Center at 02-665-0123
	E-Mail: csd@aeon.co.th
	Investor Relation: ir@aeon.co.th

The Company has established a clear process for handling complaints, ensuring confidentiality by keeping complainants' identities confidential with no access to the information by irrelevant employees. Upon receiving a complaint, relevant information is recorded and addressed promptly and appropriately. The outcomes are reported to the directors or the company's committee, as appropriate.

Furthermore, the Company has set up a complaint channel for cases where employees feel they have been treated unfairly, whether by the Company's actions, supervisors, or other employees. Upon receiving such complaints, designated units and responsible personnel appointed by the Company are tasked with investigating promptly and reporting findings to senior management. Confidentiality for complainants is ensured throughout the process, and the Company offers various complaint channels, such as email and phone, to facilitate reporting.

Monitoring practices ensures adherence to policies and guidelines for corporate governance.

The Company has a monitoring system to ensure compliance with policies and guidelines for corporate governance, as the following details

Whistle Blowing

The Company has established a policy for whistleblowing and protecting whistleblowers as follows:

- Provide channels and support for employees, including stakeholders, to report whistleblowing incidents or suspicious behaviors related to misconduct as quickly as possible. This includes situations where employees or stakeholders believe or suspect that such actions contradict the Company's policies or may lead to misconduct in the future.
- Conduct investigations without disclosing the identity of the whistleblower or complainant to protect them from potential impacts. The Company will follow the investigation procedures outlined internally and document them in writing. Information regarding whistleblowing complaints will be kept confidential, with access limited to relevant personnel only.

Measures to prevent business ethics violations

The Internal Audit Department is responsible for examining, and evaluating the efficiency, and effectiveness of the internal control system in each process, considering the risks of each process fairly and independently

which is regarded as part of the Third Line of Defense, overseeing the business operations of the Company, subsidiaries, and affiliated companies. And also assess related risks as well.

Additionally, the Internal Audit Department utilizes risk assessment and management systems for governance, promoting and supporting all units in self-governance processes, adhering to good internal control policies in line with the organization's integrated risk management guidelines. This includes assessing discovered issues, providing consultations, suggesting improvement strategies, and enhancing operational controls for efficiency across departments.



Operational plans and projects

- Establish operational guidelines (policies and directives) for the Company.
- Define communication channels for disseminating company policies and directives to internal and external stakeholders.
- Develop a complaint-handling process, monitoring, and reporting outcomes.
- Organize training seminars to educate on preventing money laundering and terrorist financing, as well as combating the financing of terrorism and the proliferation of weapons of mass destruction.
- Conduct ethics training and publish them in the SAP Success Factors system to promote learning and implementation among employees. Additionally, provide training for new employees during orientation days and test their knowledge of business ethics.
- Continuously align the Board's charter with the CG Code.
- Develop a plan for the development of board members and executives.

From the results of operations in the year 2023, the Company has implemented various projects to support and promote corporate governance and business ethics in many aspects to propel the company towards transparent operations, verifiable audits, and reliability. This includes to ensure that the Company conducts the business under good corporate governance and within the boundaries and regulations of related organizations, such as the Bank of Thailand, the Office of the Consumer Protection Board, the Office of the Insurance Commission, and the Office of the Personal Data Protection Commission.

Examples of these projects include:

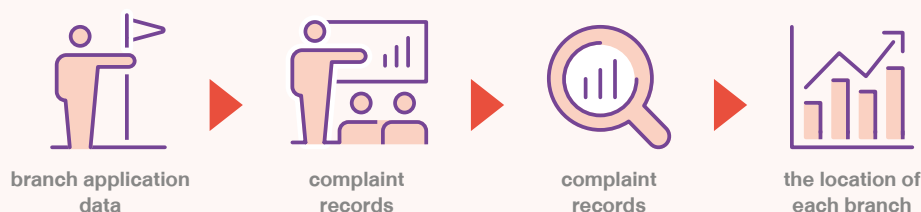
Objectives

To control the quality of service provided by branch employees at a high level, ensuring that customers are impressed with the service

Experience from the customer's perspective is considered for service improvement. The program is overseen by management-level to ensure that the service provided meets the requirements of regulatory agencies and related organizations

Project Details

Mystery Shopping is a project conducted by the Company to control the quality of service provided, ensuring compliance with both internal and external standards of the company. Mystery Shopping involves assessing the quality of service without disclosing that the evaluator is an employee of the company, allowing them to experience the service as other customers do. This practice aligns with various regulations set by the Bank of Thailand and other relevant regulatory agencies.



In the operational plan, the supervisory department responsible for overseeing business operations will evaluate which branches to conduct. The evaluation will be based on various data, such as branch application data, complaint records, approval rates, and the location of each branch.

For the year 2023, the Company selected to inspect branches in Bangkok and the outskirts because these areas have the highest proportion of branches. Once the target branches are determined, the supervisory department will develop a set of questions for evaluating the service provided by branch employees. These questions will reference both internal and external standards of the company, emphasizing the provision of complete, accurate, and sufficient information to customers for decision-making. They will also align with the principles of “4 Nos”: no deceit, no coercion, no disruption, and no discrimination, which are vital in customer service management following the Bank of Thailand’s guidelines.

4 Nos
 No deceit
 No coercion
 No disruption
 No discrimination

When conducting onsite visits, besides inspecting the process of information provided by the branch staff, inspectors must also assess the branch's readiness. This includes evaluating the readiness of sales staff, the use of sales tools, as well as the arrangement of advertising media and various warnings.

Once the inspections are completed and comprehensive data is collected from all target branches, the supervisory department will summarize the information and report the audit findings to the management. If any non-compliance with the standards or requirements of the Bank of Thailand and related regulatory agencies is identified, corrective actions will be taken to improve future operations.

Result

From inspecting 29 out of 101 branches, the summarize is these 29 branches meet the legal requirements without any significant issues.

Legal Compliance and Regulatory Awareness Training Program to employees

Objectives

To create legal and regulatory awareness among employees within the organization, ensuring up-to-date knowledge of legal and regulatory changes and performing accurately. Additionally, it aims to prevent actions that may cause harm to customers, the organization, and employees themselves.

Project Detail

The Company conducts training sessions for employees on legal and regulatory matters relevant to work through online training programs. This includes assessments to ensure that employees have the necessary knowledge and understanding of these matters and can perform their duties accurately within the company's operational framework.

Result

Provided knowledge of market conduct in customer service management to relevant employees. From the knowledge assessment test, 96.37% of employees had acquired the knowledge and passed the assessment.



Operational outcomes

From the operational outcomes in 2023, The Company received a CGR (Corporate Governance Report) assessment result of 91%, with no complaints regarding violations of the Company's ethics and policies, misconduct, or severe offenses (reported through the Company's complaint channel). Additionally, the Company achieved training management goal, with 100% of employees participating in training related to the company's ethics policy and anti-corruption measures.

The performance results according to the Key Performance Indicators (KPIs) in terms of governance and economic context of the company.

Key Performance Indicators (KPIs) in terms of governance and economic context of the company	Unit	Operational Outcomes			
		2020	2021	2022	2023
Business Ethics					
The number of critical complaints regarding violations of the company’s ethics and policies, and incidents of corporate corruption (via the Company’s complaint channel).	Case	0	0	0	0
The percentage of trained employees regarding the company's ethics and policies, and preventing corporate corruption.	%	100% (4,570)	100% (4,219)	100% (4,030)	100%
CGR score assessed by IOD annually	%	82%	83%	83%	91%
The number of business ethics policy distribution and partner acknowledgment (Implemented within 2024)	%	N/A	N/A	N/A	N/A

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Provide measures in place to assess and evaluate money laundering risks.
- Regulate channels for complaints cases of fraud, breaches of business ethics, and efficient handling of misconduct cases, along with conducting surveys to investigate and prevent potential breaches of business ethics annually.
- Monitoring measures are implemented to ensure compliance with CG policies:
 - 1) Oversight of internal data usage (reports on securities holdings and changes, as well as derivative trading reports, periodically and annually).
 - 2) Conflict of interest reporting (reports on related transactions and involved parties).
 - 3) Conducting evaluations of committees and/or individuals.

Risk Management



Overview of Risk Management

The Company recognized the importance of effective risk management, and has established “Risk Management Policy” to provide guidelines for management and improvement of risk management methods and tools for risk assessment, ensuring effective and efficient risk management practices and prepared to address potential future risk, minimize impacts across various dimensions that may harm the company aligning with global risk management standards. This includes risk identification, analysis, assessment and management which overseen by committees to monitor, evaluate risk management outcome, and ensure adherence to risk management policies and guidelines in various areas as follows,

1. Operational Risk
2. Information Systems Risk
3. Cybersecurity Risk
4. Non-compliance Risk with Government Regulations
5. Corruption Risk
6. Data Loss or Leakage Risk
7. Natural Disaster Risk
8. Geopolitical Risk
9. Economic Risk
10. Sustainability Risk

Sustainability Risk

The Company regularly reviews and monitors sustainability risks through Key Risk Indicators (KRIs) to track sustainability risks in three aspects: environmental, social and community, and governance. Details are as follows:

- 1. Environment Dimension:** The Company has revised work processes to comply with ISO14000 and has trained employees on environmental conservation. Additionally, environmental impacts from operations are regularly assessed.
- 2. Social and Community Dimension:** When the Company introduces new products or modifies the processes, the Company will consider the negative impacts on society and community, and also seek ways to mitigate these impacts. Moreover, the Company also supports corporate social responsibility activities by collaboration with the AEON Thailand Foundation. The operations of the foundation can be further explored on page 78 of this report.
- 3. Governance Dimension:** In cases where employees experience inappropriate governance from their supervisors, the employees have options to report to the central unit (Whistle Blowing). Subsequently, the central unit will investigate and maintain the confidentiality of the whistleblower. Investigation results and corrective actions are presented to the relevant committee for assessment and action determination.

Furthermore, the Company establishes procedures to report and monitor abnormal incidents, encompassing sustainability matters. Detailed records of these incidents, including summaries, impacts, financial and non-financial losses, as well as corrective and preventive measures, are maintained to enhance efficiency and mitigate future risks effectively.

Objectives and Goals of Sustainable Risk Management

The Company aims to manage sustainability risks to minimize oversights in social and environmental responsibilities. These oversights may lead to impacts in financial, reputational, and environmental dimensions.

Objectives and Goals in Managing Key Issues

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
The number of critical incidents related to sustainability issues at a high severity level.	Less than 2 incidents	Less than 1 incident	Zero incident

Policies and Standards for Sustainable Risk Management

The Company analyzes sustainability risk factors in conjunction with various standards and guidelines of Bank of Thailand (BOT), Quality Management Systems (ISO9001) related to quality management in organization,

and Information Security Management (ISO27001) for establishing risk management policy, operational risk policy, emergency risk management policy, external personnel management policy and corporate governance meeting policy. These policies cover risk management issues, corporate governance and business ethics, responsible lending practices and more.

The Company has policies and standards related to the following:

Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> • Risk Management Policy • Operational Risk Policy • Incident Management Policy • Third Party Management Policy • Corporate Governance Meeting Policy 	<ul style="list-style-type: none"> • Various criteria of Bank of Thailand (BOT) • ISO9001 • ISO27001 	<ul style="list-style-type: none"> • Risk Management Department • Compliance Department • Corporate Control Department

The Company has initiated projects to consistently improve risk management efficiency. In 2023, the Company launched a project to enhance risk management capabilities. Examples of these initiatives include:

Outsource Risk Assessment Project

Objectives	<ul style="list-style-type: none"> • To mitigate risks from external service providers. • To expedite the risk review process.
Project Details	<ul style="list-style-type: none"> • Improve evaluation form used for risk assessment of external service providers. • Enhance the steps in assessing risks from external service providers.
Result	<ul style="list-style-type: none"> • Employees and IT Managers are proficient at excellent level.

Operational outcomes

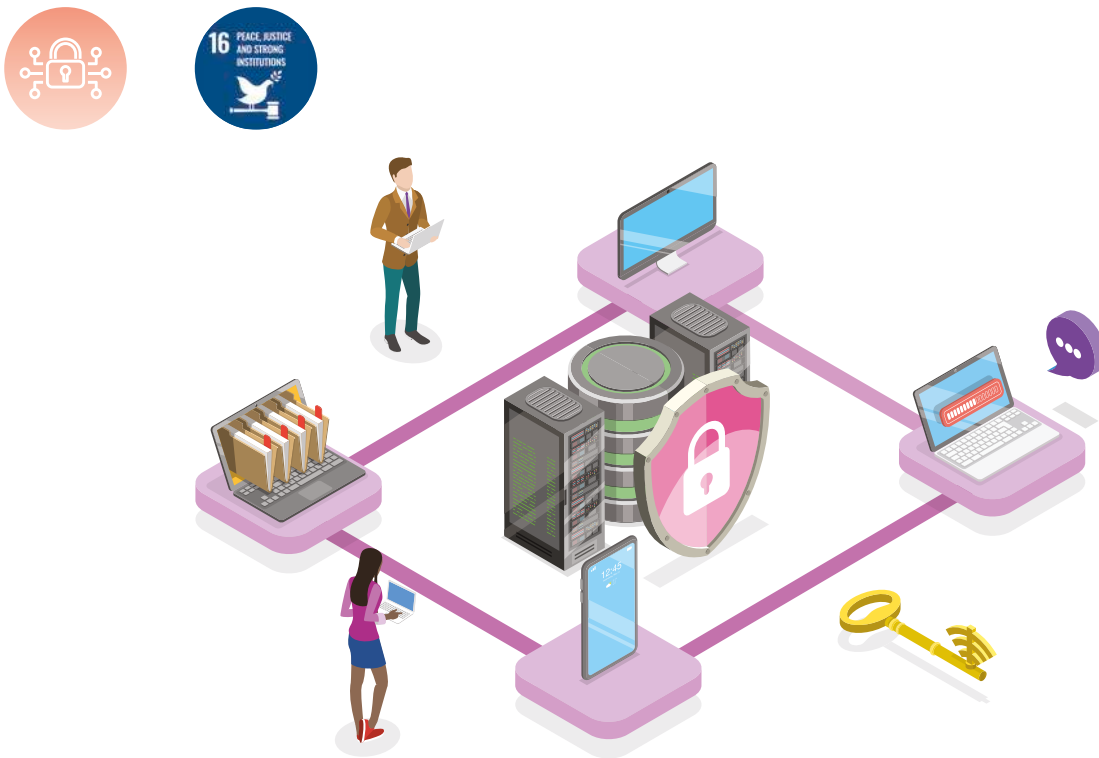
From the operational outcome in 2023, the Company achieved risk management objectives with no significant incidents related to critical sustainability issues. And such incidents have not occurred in the past three years as well. as shown in the table below.

Topic	Unit	The number of annual compliance violations			
		2020	2021	2022	2023
The number of critical incidents related to sustainability issues at a high severity level.	case	0	0	0	0

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Regular reporting of issues encountered during risk assessments to the Board of Directors and Governance Committee.
- In case of violations against the Company's ethical standards and policies or acts of corporate corruption, each case with issues will be referred to the audit department for a comprehensive review. This review will encompass detailed summaries, impact assessments, and root cause analyses before presenting them to the relevant management for consideration in subsequent steps.

Cyber Security and Customer Data Protection



Principle and Impact

The Company is aware of the importance of data protection in business operations, including personal data and legally significant information. The Company has a high level of responsibility in ensuring the security of the data from damage, disclosure, unauthorized access, and improper changes, as these could impact individual security and quality of life, as well as the Company's business credibility.

Effectively maintaining data security greatly contributes to the Company's ability to retain existing customers and attract new prospective customers. It instills confidence and trust in customers to engage in financial transactions with the Company. Conversely, neglecting or undervaluing this aspect can have significant negative impact to the Company which may lead to a loss of trust from customers and discontinue using the services. Plus, the Company may also face legal actions from affected parties.

To ensure that data security is appropriately maintained and meets standards aligned with relevant regulations, the Company has implemented ISO27001 (Information Security Management System; ISMS), IT Law, and Personal Data Protection Act (PDPA) within the organization.

Objectives and Management Goals

To provide confidence to customers, employees, and partners, the Company ensures the confidentiality, integrity, and availability of data, as well as protection against threats and risks of data breaches. This includes compliance with relevant regulations, rules, and laws

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
Number of operation centers certified for ISO27001	100%	100%	100%
Percentage of employees being trained in cybersecurity and personal data usage.	90%	100%	100%
Number of cyberattacks and incidents where the Company suffered damage from such attacks.	Zero incident	Zero incident	Zero incident
Number of event/incident that personal information leakage	Zero incident	Zero incident	Zero incident

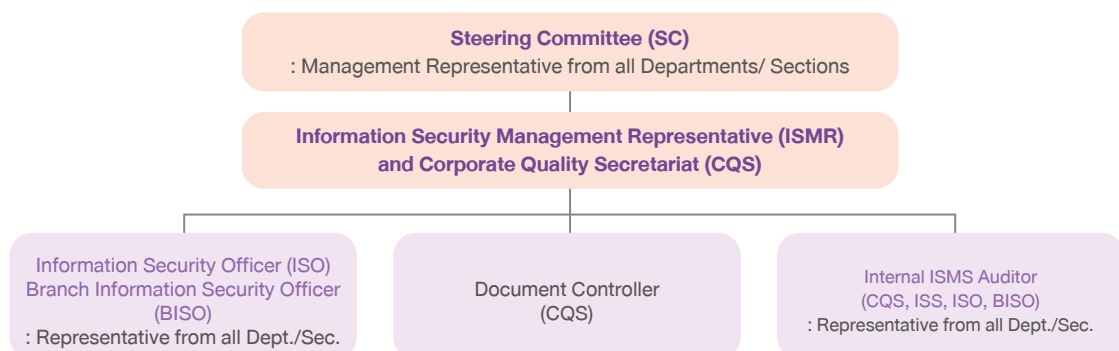
Practices regarding key issues

- The Company has implemented ISO 27001 (Information Security Management System; ISMS) as an operational standard and has sought certification from external certification bodies to confirm that the Company complies with the standard across all areas, including headquarters, Sermmit Operation Center, Bangkok Operation Center, regional operations centers, as well as branches nationwide.



- The Company has appointed an Information Security Management Representative (ISMR) and appointed senior executives from each department to serve on the ISMS Steering Committee (SC). Both are responsible for jointly reviewing, evaluating, and approving activities related to information security management.

Roles, responsibilities, and authorities



Steering Committee: Top Management from all departments or representatives within the scope of the information security management system, appointed by managing Director (MD)

- All employees are encouraged to participate in training sessions on the requirements of the Information Security Management System (ISO 27001) and the Personal Data Protection Act (PDPA) annually.
- The Company has appointed a Data Protection Officer (DPO) to oversee and protect all personal data within the Company. Additionally, the Company established the SOC TEAM to conduct vulnerability assessments and penetration testing, handle complaints, and address cybersecurity threats.

Relevant Policies	Relevant Standards	Responsible Department
Information Security Management System Policy	ISO27001	Corporate Governance & Control
Personal Data Protection Act Policy (PDPA)	Personal Data Protection Law	Corporate Governance & Control

The Company has designated the Corporate Governance & Control department responsible for cybersecurity and personal data protection in accordance with ISO27001 (Information Security Management System; ISMS) and the Personal Data Protection Act (PDPA) which serve as the framework for internal operations. The Company has also developed policies for managing cybersecurity and protecting personal data, which are used as guidelines for conducting business. These policies ensure that relevant departments adhere to high levels of data security to protect customer information. Key aspects covered by these policies include cybersecurity, personal data protection, and risk management, etc.

Information Security Management System (ISMS-P-01)

- Perform data protection (regardless of its format) from any form of violation that may impact the confidentiality, integrity, or availability of the data.
- Perform according to ISO27001 for information security
- Perform according to relevant laws

Personal Data Protection Act Policy (PDPA)

The Company has policies and procedures to protect the personal data of all stakeholders, with processes and practices adjusted internally to comply with legal standards regarding personal data protection.

The Company aims to develop capabilities and raise awareness among employees regarding data protection criteria and recommendations. Therefore, training sessions are organized to educate employees about the principles and guidelines for protecting personal data, ensuring that everyone is informed and able to prevent potential harm from the collection, use, and disclosure of personal information.

Additionally, the Company has implemented a data security management system for managing and controlling the personal data of customers, adhering to relevant regulations which includes appointing a Data Protection Officer (DPO). The ultimate goal of the Company is to keep personal data secure, and confidential, and not disclose information without the consent of the data owner unless legally authorized.



The Company implements measures to protect personal data fairly by establishing a Privacy Policy Statement and Privacy Notice for customers, shareholders, external parties, and employees on the website to inform about the purposes, duration, legal basis, and other details regarding personal data collection.

Moreover, to ensure that personal data of all stakeholders is protected and managed appropriately according to relevant laws and international standards, in 2023, the Company organized training session and required employees involved with personal data passed the test based on specified criteria.

Operational plans and projects

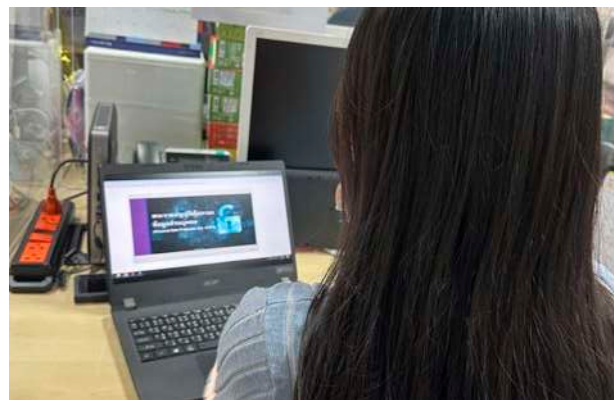
In 2023, the Company organized activities and projects to promote and support data security, such as:

- Develop and testing a Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP) to minimize the impact of system downtime due to emergencies or disasters. These plans enable the rapid and efficient recovery of critical systems and processes. The program is conducted once a year.
- Review and update policies and operational procedures related to data security twice a year to ensure the data is up to date.

Additionally, there are prominent projects aimed at enhancing data security, as follows:

1. Training and testing program on understanding and complying with the Information Security Management Standard (ISO 27001), company policies and regulations, IT Risk Awareness, and data protection laws.


Objectives	To assess knowledge and understanding of the Information Security Management Standard (ISO 27001), company policies and regulations, IT Risk Awareness, and data protection laws, regular evaluations are conducted every 3 months or annually, as appropriate.
Project Details	Set training topics for employees at the Daily – Assistant Manager and ISO Person levels to study independently through the Company's system every month, and schedule assessments to measure results every 3 months or annually, as appropriate."
Result	Results in 2023 was achieved, with at least 95% participation and an average exam score of at least 87%.




2. Vulnerability Scanning and Penetration Test for essential information technology systems of the company.


Objectives	To mitigate the impact of downtime resulting from emergencies or disasters, and to ensure rapid and efficient recovery of critical information technology systems and processes.
Project Details	Vulnerability scanning and penetration testing are conducted for the company's critical information technology systems to test systems connected to the public network (Internet-facing) before deployment, at least once per year.
Result	<p>The Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP) testing was conducted on November 28–29, 2023.</p> <p>The test results showed that critical systems could be recovered and operations could resume within the specified timeframe.</p>

In addition, following the update of the Information Security Management Standard (ISO27001) from ISO27001:2013 to ISO27001:2022, the Company has implemented the new requirements and received ISO27001:2022 certification in 2023 which includes:







Establish a Cybersecurity Management System (SOC) in the organization.



Conduct security assessments of systems by both internal and external entities.



Establish communication channels for internal and external personnel.



Implement privacy policies for employees.

3. Cyberattack drill

Objectives	To enhance the expertise of employees and IT managers in handling cyber-attacks effectively.
Project Details	Employees and IT managers participate in a walkthrough test.
Result	Employees and IT managers demonstrate a high level of proficiency.



4. Phishing attack response test

Objectives	To ensure that employees understand and can effectively respond to phishing attacks.
Project Details	<ul style="list-style-type: none">The company will randomly send phishing emails to 200 employees to check if they will open the attached documents.If any employees open the attachments, the company will conduct training sessions on phishing email response and repeat the phishing email test for this group of employees.
Result	The majority of employees demonstrate understanding and can respond effectively to phishing attacks.



Operational Outcome

The Company was certified for ISO27001:2022 in all areas, including the headquarters, Sermmmit Operation Center, Bangkok Operation Center, and regional operations centers without any issues not conforming to the requirements from the external assessment.

- Employees obtained training and gained knowledge and understanding in cybersecurity and personal data usage as per the set goals. Additionally, no cybersecurity threats or data breaches were found.
- The Company can serve the customers continuously, and has effectively maintained data security.

Key Performance Indicator(s)	Operational Outcomes			
	2020	2021	2022	2023
Number of operation centers certified for ISO27001	100%	100%	100%	100%
Percentage of employees being trained in cybersecurity and personal data usage.	90%	100%	100%	100%
Number of cyberattacks and incidents where the Company suffered damage from such attacks.	0 case	0 case	0 case	0 case
Number of event/incident that personal information leakage	0 case	0 case	0 case	0 case

Protocols for Prevention and Resolution in case encounter problems or obstacles






- Conduct regular system risk assessments and provide channels for reporting security issues.
- Establish specific procedures for reporting and addressing suspected incidents or system breaches.
- Conduct regular training sessions and communication updates for employees through the company's internal communication channels, as well as communicate with external parties through the Company's online communication platforms such as Facebook Fan Page.
- Seek consent for data collection, usage, and disclosure.
- Appoint Data Protection Officer (DPO) to oversee data security both internally and externally within the organization, from data collection to usage, disclosure, storage, and coordination with the Personal Data Protection Committee office.
- Regulate cybersecurity threats as part of the Business Continuity Plan (BCP) and conduct plan testing regularly every year.

Responsibility to customers



Principle and Impact

The Company is dedicated to continuously developing and improving its processes to offer products/ services that response customer requirement and lifestyles of each stage of life, together with adhering to the fundamental principles and AEON Code of Conduct, which state “Customers Comes First.” The company follows key operational guidelines, including:

 <p>Customer satisfaction surveys</p>	 <p>Quality Management and Information Security Management</p>	 <p>Expanding and diversifying communication and service channels</p>	 <p>Evaluating customer satisfaction through all channels</p>	 <p>Retaining and expanding customer base</p>
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Moreover, the Company realized that overlooking the importance of responding to customer needs can have negative repercussions. For instance, customer dissatisfaction can lead to a decrease in acquiring new customers, loss of existing customers, or an increase in complaints. The outcomes can significantly impact the company’s business operations.

Objectives and Management Goals

The Company has established key performance indicators (KPIs) to achieve its objectives and goals, as follows:

- Reduce the number of incidents or complaints.
- Decrease the number of customer data leakage.
- Increase customer satisfaction score (CSAT).

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
The number of incidents or complaints related to consumer rights violations, along with corrective measures.	≤60 cases	≤60 cases	≤60 cases
Number of cases of customer data leakages and corrective actions.	0 case	0 case	0 case
Percentage of customer satisfaction score (CSAT)	≥96%	≥97%	≥98%

Practices regarding key issues

- **Trustworthiness and Information Security:** The Company assures trust and data security by committing to safeguarding the privacy of customer data and ensuring the security of transactions and company assigned employees undergo rigorous training in customer data management in accordance with the policies and practices of the Personal Data Protection Act (PDPA).
- **Customer Feedback:** The Company has conducted customer surveys to gather feedback on the services provided at branch offices, contact via phone calls, utilizing the AEON THAI MOBILE Application; the Company's application, and its Line Official account. This feedback is used to improve services and introduce additional new offerings, with a focus on prioritizing customer-centric approaches.
- **Management of feedback, suggestions, and complaints:** is crucial for enhancing service quality. The company has established diverse channels for receiving complaints and suggestions, including:

	Customer Service Department (Tel. 02-665-0123 and through social media platforms of the Company such as Line Official, Facebook Messenger, and Mobile Chat)
	The Company's website, www.aeon.co.th, >> Contact AEON
	AEON branches nationwide.

The Company has established a guideline for managing complaints and feedback from customers by assigning Customer Service Development as a department to receive all customer's cases and being main responsible party, and in charge of coordinating solutions, monitoring the progress of issue resolution, and following up on satisfaction after problem resolution. In cases where customers remain dissatisfied, further details are requested to facilitate additional improvements. Additionally, complaint data and causes are analyzed and summarized regularly for report to management. The Company's approach to problem resolution is clear, swift, efficient, and fair.

As all of the above mentioned, the Company's commitment to prioritizing trust-building and maintaining the security of customer data, together with listening to customer feedback and having a systematic complaint handling process in place to efficiently address customer needs. Moreover, these efforts aim to foster long-term customer satisfaction and trust.

Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> • Customer Complaint • PDPA • Customer Satisfaction 	<ul style="list-style-type: none"> • Market Conduce by BOT • PDPA • CSAT 	<ul style="list-style-type: none"> • Customer Service Department • Corporate Governance & Control Department

In part of responsible lending, the Company mandates that the Credit Control and Customer Behavior Analysis Departments process credit assessments responsibly compliance and related with regulations such as the Personal Data Protection Act (PDPA) Year 2019, measures to prevent and combat money laundering, responsible marketing and advertising practices according to the criteria for sales promotion, advertising, and public relations outlined by the Bank of Thailand, the Office of the Consumer Protection Board, and Office of Insurance Commission and standard of National Credit Bureau. These standards and regulations are incorporated into the Company's Credit Control Policy (Policy of Credit Control), which covers key issues such as responsible lending, cybersecurity, and personal data protection.

Operational plans

- Employees receive thorough training in customer data management, adhering to the policies and practices outlined by the Personal Data Protection Act (PDPA).
- Customer satisfaction surveys are conducted to gather feedback on service usage, including branch office services, phone services, mobile application services, and the Company's Line channels and monthly reports are compiled summarizing the results.
- Systems for handling complaints, customer feedback, and evaluation of customer satisfaction are continuously developed through various communication channels. Data processing is conducted to improve service delivery.
- Meetings are organized to review reports, address issues collectively, and devise solutions. Data obtained from customer feedback is utilized to enhance and refine the company's products, services, and business processes.

Operational outcomes

- Number of cases or complaints for fiscal year 2023 as February 2024, a total of 26 cases were evaluated by the complaints review committee and found to be substantiated under the Company conditions. The Company took immediate actions to address these complaints and implemented additional preventive and corrective measures for the future.
- Through the enhancement of complaint handling systems, customer feedback collection, and satisfaction evaluation via various communication channels, the company achieved a customer satisfaction rating (CSAT) of 97.3% for fiscal year 2023 as of February 2024.

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Employee knowledge reviews conducted every 3 months.
- Regular system risk assessments.
- Providing Monthly meetings.

Sustainable Financial Stability



Principle and Impact

Due to the fluctuations in the domestic and international economic systems, the Company has implemented financial stability measures to ensure the Company's financial stability and reduce economic risks that may arise from various factors such as disease outbreaks and political factors. These measures enable the Company to sustain continuous business operations, experience growth and expansion, and develop financial products that meet the diverse needs of customers. This helps create sustainable business practices and ensures consistent profitability.

Objectives and Management Goals

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
% of dividends distribute to shareholders.	Not less than 30% of net profit.	Not less than 35% of net profit.	Not less than 40% of net profit.

Practices regarding key issues

Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> The dividend policy, which is not less than 30% of net profit. The non-performing loans (NPL) improvement policy. 	<ul style="list-style-type: none"> Company's Regulation The regulations of the Bank of Thailand 	<ul style="list-style-type: none"> Finance & Accounting Department, and Management Level Collection Department

The Company has designated Finance & Accounting Department and Management level and the Collection Department responsible for financial stability in managing finances and debt collection. This is following the company's regulations and the regulations of the Bank of Thailand. The policy includes a dividend payout policy of not less than 30% of net profit and a non-performing loan (NPL) improvement policy. These policies cover key issues such as responsible lending and sustainable financial stability.

Operational plans and projects

- The non-performing loans (NPL) improvement policy.
- Developing a Digitalization Roadmap includes developing digital credit products, online sales channels, and online payment channels. And also involves collaborating with partners in the online business and e-commerce platform leaders.

Operational Outcomes

From the operation in the year 2023, The Company has achieved the target according to the indicator, with a dividend payout to shareholders of 42.2 percent.

Key Performance Indicators	Target			
	2020	2021	2022	2023
% of dividends distributed to shareholders.	30.5%	36.2%	36%	42.2%

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Adjust lending credit conditions based on debt repayment performance.
- Hold regular board meetings to review and approve policies, conducted annually following the Company procedures.

Responsible Lending Practices



Principle and Impact

The Company provides lending by adhering to good governance and conducts customer identity verification before granting credit. Considerations include customer income, debt burden, and expenses, ensuring their ability to repay debts in order to prevent debt repayment cycle exceeding capability. This contribution is to lowering the incidents of bad debts, lessens economic impacts, lowers company risk, and supports sustainable business operations.

In this regard, the responsible lending practice helps mitigate the risk of approving low quality loans and also assists customers to avoid causing unnecessary debt to customers. Providing suitable credit to customers is a way to create satisfaction and meet customer needs. This approach involves providing loans that align with customer segments and comply with lending criteria. Besides this also contributes to building new customer bases. Responsible lending is also a key factor in building trust among shareholders and investors. Ignoring responsible lending practices can lead to higher costs for the company, increased risk of reducing the customer's ability to pay debt which could lead to bad debts and potential losses for the company.

Objectives and Management Goals

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2–3 years)	Long-term (more than 3–5 years)
1. Provide credit in accordance with terms, criteria, methods and conditions of credit card and personal loan business under regulatory supervision	Optimal utilization of capabilities in evaluating credit based on specified criteria.		
2. Evaluate customers' debt repayment capabilities through customer segmentation.	100% of system utilization for customer segmentation		
3. Development AI system for credit assessment to enhance efficiency and accuracy in evaluation process.	The proportion of automated credit assessment is 30%	The proportion of automated credit assessment is 40%	The proportion of automated credit assessment is 50%

Practices regarding key issues

Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> Policy of Credit Control 	<ul style="list-style-type: none"> PDPA AMLO Market Conduct by BOT NCB 	<ul style="list-style-type: none"> Judgement Department Customer Behavior Analysis Department

The Company has the Credit Control Department and the Customer Behavior Analysis Department to provide responsible lending in accordance with regulations such as Personal Data Protection Act (PDPA) of 2019, Anti-Money Laundering Measures (AMLO), standards and best practices in marketing, advertising, and public relations as outlined by the Bank of Thailand, Office of the Consumer Protection Board, Office of Insurance Commission and National Credit Bureau. These standards and requirements have been incorporated into the Policy of Credit Control, encompassing key areas such as responsible lending practices, cybersecurity, and personal data protection.



Operational plans

- Develop AI. tools, and systems for providing credit that are suitable, fast, and accurate.
- Analyze the result of credit provisions to new customers for further processing and considering adjustments to credit offerings based on the situation.
- Conduct random checks on credit provisions of each employee and summarize the results to the supervisors (Quality Control Team) and provide understanding and training to employees in cases of incorrect procedures (Training Team).

The Company has developed AI system as tools and systems utilized for providing credit that are suitable, fast and accurate according to the criteria. For instance, Optical Character Recognition (OCR) to assist in reading customers' bank statements, which serve as documents showing income for credit assessment. OCR system help save time in data management and enhance document accuracy verification. Furthermore, OCR can assist in reading and interpreting results with a high success rate. In addition, the Company has analyzed the result of credit provisions to customers for further processing and considering adjustments to credit offerings based on the situation, And to further enhance confidence in providing accurate and fair credit, the Company has established a unit to audit the credit operations of each employee by randomly inspecting approved credits to determine if they are accurate, appropriate, and compliant with established criteria. If any discrepancies are found in the employee's credit provision, the auditing unit will summarize the inspection results with the supervisors, provide understanding, and conduct training for employees to correct misunderstandings and prevent future errors.

Operational outcomes

The Company utilizes its full capability to evaluate credit, which involves approving new credit and credit limit increases while ensuring adherence to the terms, criteria, methods, and conditions set by regulators for credit card and personal loan operations. Customer debt repayment abilities are assessed using segmentation and AI systems as tools for credit evaluation. Currently, 34% of the credit assessment are automated.

Responsible Lending Practices	Unit	Operational Outcome			
		2020	2021	2022	2023
Automate Judgment	%			15%	28%
Provide credit in accordance with terms, criteria, methods and conditions of credit card and personal loan business set by regulators	Unit	Put full effort to comply with the regulations, criteria, methods and conditions for conducting credit card and personal loan business under supervision.			
Satisfaction rate from providing financial knowledge by the Company.	Percentage	95.84%	96.41%	96.7%	97.3
The frequency of financial service provision (Number of card applications).	Unit per person	108,023	104,766	176,104	215,617

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Reporting performance results and key indicators to management monthly.



Environment Dimension

- Environmental Management
- Climate Change and Greenhouse Gas Emissions



Environmental Management



Principles and Impacts

The Company is committed to environmental stewardship, having adopted the Environmental Management System (ISO14001) as a standard for operations since 2010. Initially certified at the headquarters, this standard now extends to all regional operating centers, showcasing our ongoing dedication to addressing environmental issues.

Implementing effective environmental management not only reduces organizational costs and minimizes waste but also decreases stakeholder complaints and boosts the Company's reputation. In contrast, the absence of environmental management policy can result in pollution, community burdens, increased costs, and negative stakeholder perceptions.

Environmental considerations are increasingly critical in everyday life, emphasizing the importance for global companies to engage in and promote sustainable practices. This aligns with the United Nations Sustainable Development Goals (SDGs), which include 17 goals aimed at promoting global sustainability. These goals encourage cooperation between the government and private sectors, underscoring the need for integrated efforts to achieve a sustainable future for everyone.

Objectives and goals for materiality issue management

Key Performance Indicator(s)	Goal		
	Short Term (1 year)	Medium Term (2–3 year)	Long-term (more than 3–5 years)
Reducing paper and plastic usage	80% of customers switch to e-Statement	–	100% of customers switch to e-Statement
Waste management	Waste segregation correctly 90%	Waste segregation correctly 95%	Waste segregation correctly 100%
Electrical energy, water, and fuel energy management	Reduce energy consumption by applied work from home policy	–	More clean energy consumption

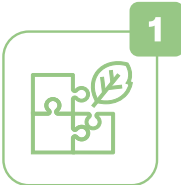
Materiality Guidelines


- The Company prescribes the Environmental Management Policies as following detail;
 - The Company is dedicated to conducting business operations with a strong emphasis on environmental preservation, by preventing pollution, maximizing resource conservation, and continually enhancing the environmental management system.
 - The Company will establish an environmental management system to ensure compliance with all relevant laws and regulations concerning the environment.
 - The Company will define clear objectives, goals, and initiatives to enhance the effectiveness of the environmental management system within the organization.
 - The Company will promote environmental conservation awareness among employees to foster the development of an efficient environmental management system.
- Develop a procurement policy for supplier selection pertaining to environmentally sustainable practices (Green Procurement).
- Formalize a document outlining waste management guidelines for service providers to endorse, detailing proper waste handling procedures within and outside the organization's premises


Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> Environmental Management Policy Policy for selecting vendor, which products/services are environmentally friendly or having minimal impact on the environment (Green Procurement) Guidelines of waste management for service providers 	<ul style="list-style-type: none"> Environmental Management System (ISO 14001) 	<ul style="list-style-type: none"> CQS Office General Administration Department Marketing Department and other related departments


The Corporate Quality Secretariat Office (CQS) is responsible for developing and disseminating environmental management policies within the Company, ensuring compliance with the ISO14001: Environmental Management System standard. Key departments such as General Administration and Marketing Department, and other related departments, as well as vendors involved in producing goods and services for the Company adhere to these standards. The aim is to apply these policies effectively in the use and distribution of resources within business operations, optimizing both cost-efficiency and effectiveness. These policies cover important areas like environmental management, climate change, and greenhouse gas emissions.

The Company has established an environmental management policy in accordance with ISO14001 standards as outlined below:

- 

1 The Company will operate with consideration to environmental impact, by preventing environmental pollution, maximizing resource conservation, and continuously advancing the environmental management system.
- 

2 An environmental management system will be developed to ensure compliance with relevant laws and environmental regulations in all business operations.
- 

3 Objectives, goals, and projects will be defined to bolster the environmental management system and maximize organizational effectiveness.
- 

4 Employee awareness on environmental conservation will be cultivated to foster the development of an effective environmental management system.

Operational Plan or operational project

Since 2010, the Company has been actively engaged in a waste separation initiative, which has seen continual improvement over the years. As of 2023, the goal for waste separation has been increased from 90% to 95%. This initiative is implemented across both the headquarters and all regional operational offices. The operational plan for the initiative includes:

- Implement a waste separation program that categorizes waste types and provides bins with informative signage based on type of waste.
- Educate staff on waste categories in the Company, color of bins for each type, and disposal locations.
- Monitor and evaluate performance on a monthly basis and provide regular reports to management.

No.	Detail	Responsible Department	Action	Timeline				
				2023				2024
				Mar.	Apr.	Jun.	Dec.	Feb.
1	PR Project	Admin Shared Service Center (ASC) / Corporate Quality Secretariat (CQS)		Throughout the project				
	Kick Off Project		Actual	1 st Mar				
	PR Procedure of Waste Segregation : General, Recycle and Hazardous By Email to ISO Person		Actual	3 rd Mar	4 th Apr			
2	Operate Waste Segregation : General, Recycle and Hazardous	All Department	Actual	Throughout the project				
3	Weekly Follow Up	Admin Shared Service Center (ASC)	Actual	Throughout the project				
4	Summary Project	Admin Shared Service Center (ASC) / Corporate Quality Secretariat (CQS)	Actual			20 th Jul	13 th Dec	

- Suppliers are punctiliously chosen and their performance is evaluated on an annual basis. Priority is given to those offering environmentally friendly products and services, known as Green Procurement. This approach promotes the use of sustainable products and services, particularly from providers who have obtained environmental quality certifications from recognized bodies, both in Thailand and internationally.
- Documentation is prepared for service providers to familiarize them about waste management within the Company premises, and waste disposal outside the Company.

Performance in 2023

Results of the waste separation project in 2021 - 2023

Year	2021	2022	2023
Project Goal	≥ 90.00%	≥ 90.00%	≥ 95.00%
Performance	99.00%	99.18%	99.71 %

In addition to waste separation in the office, the Company also manages electronic waste such as computer equipment by sent to disposal at the authorized company with officially has permission and in accordance with the laws.

Paper and Plastic Card Usage Reduction

The Company has taken step to reduce the consumption of paper and plastic cards in business operations. For instance, the Company encourages our clients to switch to electronic billing and offers electronic forms as alternatives to paper. These initiatives aim to decrease paper consumption, streamline our processes, and fostering environmental sustainability.

Invoice Usage Quantity Data

Fiscal Year	Amount of Invoice Usage (Sheet)		
	Paper	Electronic Paper	Total
2020	33,770,685	-	33,770,685
2021	44,913,945	-	44,913,945
2022	25,318,399	44,171,001	69,489,000
2023	7,610,125	64,506,760	72,116,885



In 2023, the Company significantly reduced the use of paper invoices by transitioning to electronic invoices. This led to reduction of over 17,708,274 sheets, making a decrease of more than 70 percent compared to the paper invoice usage in 2022.

Workplace Paper Consumption



The Company has adopted electronic platforms, such as SAP Success Factors, E-memo, Smart IT, among others, to streamline the submission and approval of various tasks, moving away from traditional paper-based processes. Furthermore, initiatives have been launched to encourage employees to minimize their paper consumption. As a result of this efforts, in 2023, the Company successfully reduced its internal office paper use by 38 percent compared to the year before.

Plastic Card Usage Data in Business Operations

Fiscal Year	Member card	Credit card	Total
2020	280,000	646,500	926,500
2021	190,000	398,700	588,700
2022	141,000	570,000	711,000
2023	162,657	617,446	780,103

The Company has implemented a policy aimed at reducing the issuance of plastic credit cards for financial transactions. This involves encouraging customers to adopt digital credit cards available through the AEON THAI MOBILE application. This alternative not only offers convenience to customers but also supports environmental conservation efforts. In 2023, more than 170,440 customers transitioned to using digital credit cards.

Waste and Disposal Management Practices

Since 2010, the Company has been actively managing waste by separating it into three categories: general waste, recyclable waste, and hazardous waste. This initiative, known as the Waste Separation Project, has been implemented across the Company's headquarters and all regional operation centers.

Results of Waste Separation Project 2021 - 2023

Fiscal Year	2020	2021	2022	2023
Project Objective	≥ 90.00%	≥ 90.00%	≥ 90.00%	≥ 95.00%
Implementation Result	96.77%	99.00%	99.18%	99.71%

In addition to its waste management practices, the Company also focuses on the responsible disposal and repurposing of electronic waste, such as computer equipment. The Company sends such waste to licensed disposal companies for proper and legally compliant disposal. Furthermore, the Company donates some of this equipment to organizations that can benefit from it. For instance, in the past year, 80 computers were donated to the Faculty of Architecture at Kasetsart University to support educational endeavors.

Moreover, in partnership with the AEON Thailand Foundation, the Company participates in the “Know Tree Me(รู้) Tag” project, a creative waste management initiative. This project involves recycling plastic bottle caps by turning them into tree name tags. These tags are then placed in Benchaitti Park, a central public park in Bangkok, contributing to both environmental conservation and educational efforts.



Fiscal Year	Amount of Waste and Disposal (Unit: Kilograms)			
	Waste and Dispos-ables within the Office	Electronic Waste	Recyclable Waste and Disposables	Total
2020	00.00	259.20	00.00	259.20
2021	4,610.95	00.00	00.00	4,610.95
2022	14,844.05	31,258.25	3,000.00	49,102.30
2023	17,613.30	1,661.89	00.00	19,275.19

Sustainable Material Reutilization

Since 2019, the Company has hosted the “AEON Motorcycle roadshow” more than 50 times. At each event, booths are set up to facilitate motorcycle sales, showcase promotion content on LCD screen, and offer motorcycle hire purchase loan. With a commitment to sustainable resource management, the Company repurposed materials in constructing these booths. Specifically, it uses thick compressed wood panels coated with laminate for their durability and reusability. These materials are chosen for their ability to withstand use in booth preparation for 150 times or more, which is significantly higher than the annual frequency of the events.



In 2023, the Company also organized the ‘AEON Thanks Day’ event 10 occasions, employing structures designed for repeated use, incorporating sturdy material like steel frames and thick compressed wood panels. In an effort to conserve energy, LED tubes were used in place of fluorescent tubes, resulting in energy saving of over 80%. LED tubes are advantageous because they generate less heat, do not release mercury into the atmosphere, and are free from harmful UV radiation. Furthermore, the light they emit does not contain infrared (IR) or heat radiation, making it cooler. Waste management at these events was rigorously monitored, with contractors required to follow industry-standard waste disposal procedures. This ensured that environmental integrity was maintained throughout the event.



Electricity and Water Management

Electricity Management

The Company actively encourages its employees to participate in ongoing energy conservation efforts through various activities and educational campaigns focused on reducing electricity usage and combating global warming. Some of the initiatives include:



- ◀ **Earth Hour:** In partnership with the Bangkok Metropolitan Administration, the Company participates in the global “Earth Hour” movement by encouraging employees to turn off electricity for one hour to help prevent global warming. Additionally, there’s an ongoing effort to motivate employees to switch off lights and electronic devices when not in use, such as during break times.



- ◀ **Hot Seat Area:** The Company has introduced a ‘Hot Seat’ concept, where employees do not have designated desks but can work from any available workspace. This supports flexible work arrangements and leads to reduced energy consumption within the office building. It also minimizes the need for transportation, thereby decreasing environmental pollution.



- ▲ **Solar Panel Project with AEON Thailand Foundation:** The Company supports the AEON Thailand Foundation in a project aimed at installing solar panels for schools and organizations in need. Over the past year, this initiative has led to the installation of solar panels in four locations, generating approximately 114,000 kilowatts of electricity annually. This effort not only saves over 477,000 baht in electricity costs each year but also contributes to reducing carbon dioxide emissions by more than 69.87 tons annually.

Electricity Consumption Data

Electricity Consumption (KW)



Year 2020

Year 2021

Year 2022

Year 2023

9,802,856.00 9,138,020.39 7,813,311.33 7,790,216.30

Expense (THB)



43,345,288.38 50,324,727.74 46,682,194.94 51,593,656.71

Over the past four years, the Company has observed a consistent decrease in electricity consumption. In 2023, this effort led to a significant achievement, with a reduction of more than 23,095.03 kilowatts in electricity usage.

Water Management

Water Consumption Data

Water Consumption (CBM)



Year 2020

Year 2021

Year 2022

Year 2023

2,419.01 1,855.64 653.13 442.01

Expense (THB)



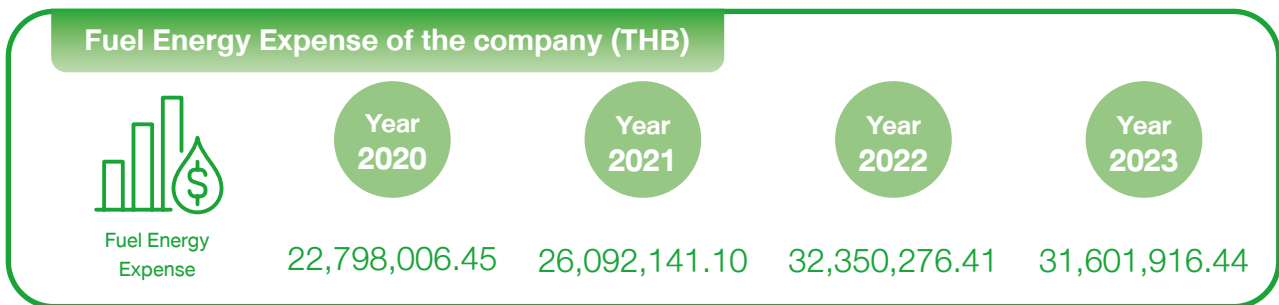
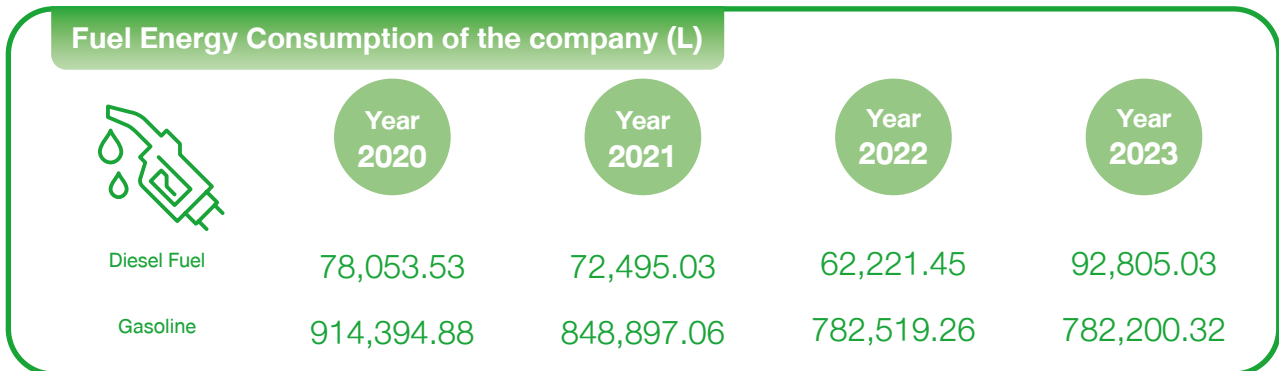
600,352.10 583,260.65 543,136.68 532,482.81

In 2023, the Company continued to see a decrease in water consumption, achieving a reduction rate of 32%.



Fuel Energy Management

The Company promotes work-from-home initiatives and conducts online meetings to lessen the need for commuting. This approach helps in reducing carbon dioxide emissions, which are a major contributor in air pollution.



The Company plans to continue its effort to decrease fuel consumption. It will also consider the greater use of hybrid and electric vehicles as a strategy to reduce reliance on petrol and further enhance its commitment to environmental sustainability.

Preventive and corrective measures in case of having problems or obstacles

- Plan and follow up on the plans regularly.
- Report monthly waste separation project results and report results at the Management Review meeting twice a year and send the report to ISO representatives in each department. To publicize to employees in the department.
- Set goals for using natural resources in business operations.

Climate Change and Greenhouse Gas Emissions



Principles and Impacts

The Company has joined as a member for managing greenhouse gas issues in the group of companies of AEON Financial Services Co., Ltd. in Japan. The survey has started to collect data on energy usage from the company's operations to evaluate the processes that lead to greenhouse gas emissions. The data will be used to set goals and action plans to reduce greenhouse gas emissions in line with sustainable business goals, considering responsibility towards the environment, society, and ethics to achieve the goal of a Zero CO₂ Society.

The Company is aware of the importance of addressing climate change and greenhouse gas emissions, which are causing global warming issues and impacting daily life worldwide. This is increasingly affecting businesses. The Company plans to disclose information on greenhouse gas emissions from its business operations in year 2024 to inform all stakeholders and provide insights into the company's future business operations aimed at sustainable business practices. This will allow stakeholders to see environmental resource usage data and set operational goals to reduce costs and environmental impact, attracting investors worldwide, building confidence and pride in the company, and creating new opportunities for sustainable business endeavors.

Objectives and Goals for Materiality Issue Management

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
Reducing amount of greenhouse gas emissions, Scope 1 and 2	Plan to reduce greenhouse gases	10%	0% (within year 2040)
Reducing amount of greenhouse gas emissions, Scope 3	Plan to reduce greenhouse gases.		0% (in year 2040)

Materiality Guidelines

Relevant Policies	Relevant Standard	Responsible Department
1. Goal to reduce greenhouse gas emissions by 35% for AEON Co., Ltd. in Japan by the year 2030. 2. Goal to reduce greenhouse gas and other gases emissions to zero for AEON Group companies by the year 2040. 3. The Company participates as a member in managing greenhouse gas issues in the AEON Financial Services Group, Japan, and has started survey and collect data of energy consumption in its business operations.	<ul style="list-style-type: none"> ISO 14064-1 	<ul style="list-style-type: none"> Sustainability Department Corporate Quality Secretariat (CQS) Office General Administration Department

The Sustainability Department, the Corporate Quality Secretariat (CQS) Office, and the General Administration Department are responsible for overseeing key issues related to climate change and greenhouse gas emissions by adopting the Environmental Management System (ISO14001) as a guideline for establishing policies and operational plans. Additionally, the Company follows the goal to reduce greenhouse gas emissions of AEON Group companies, Japan as well.

Operational plans

- Data collection:** gather data on energy and resource consumption across the Company to analyze and establish policies aimed at reducing greenhouse gas emissions.
- Employee Training:** educate employees on the importance of environmental issues in both their personal lives and professional.
- Employee Participation:** encourage employees to propose their own projects that contribute to the environmental sustainability of the Company.

- **Policy Development:** formulate and enforce environmental policies specially targeting the reduction of greenhouse gas emissions.
- **Policy Implementation and Challenge Creation:** roll out the Company's greenhouse gas reduction policy and introduce new challenges to encourage employee compliance. Maintain an open channel for employee suggestions to optimize the effectiveness of operation practices.

Operational Outcomes

The Company is currently in the process of analyzing and calculating its greenhouse gas emissions. A comprehensive plan to reduce these emissions is being developed. We plan to disclose detailed greenhouse gas emissions data across all three scopes, specifically focusing on three key locations in Bangkok: Exchange Tower (headquarter), Sermmmit Tower, and Modernform Tower. Full disclosure of these details is scheduled for the year 2024.

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Survey and monitor the Company's greenhouse gas reduction plans or policies continuously.
- Survey the satisfaction of employees and those who must comply with the policy to improve the company's operations efficiently.



Social Dimension

- Financial Inclusion and Financial Literacy
 - Human Resources Management
 - Human Rights
 - Social Contributions
 - Occupational Health and Safety



Financial Inclusion and Financial Literacy



Principle and Impact

The Company prioritizes the development of product quality and continuous service provision to support customers' daily lives with convenience by facilitating customers or service users to access the Company's products and services conveniently, equitable, and thoroughly. The Company aspires to improve customers' quality of life through financial services, mitigating the challenges associated with informal lending practices. Additionally, the Company also promotes financial literacy by providing financial education through its online platforms to build financial resilience among customers in terms of financial management, thereby reducing the risks associated with financial crimes perpetrated by swindlers.

Objectives and Management Goals

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
Number of customers and interested parties who access the Company's products through online channels.	80%	85%	90%
Number of customers and prospective customers who register for the Company's products/services through online channels.	80%	85%	90%
Satisfaction rate from the financial literacy provided by the Company	80%	85%	90%
Frequency of financial literacy being provided	2 times/month	3 times/month	4 times/month

Practices regarding key issues

Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> Product Development Policy Market Conduct 	<ul style="list-style-type: none"> Personal Data Protection Act (PDPA) 	<ul style="list-style-type: none"> Marketing Department Digital Marketing Department Customer Service Department Information & Technology Service Department

The Company assigns the Marketing Department, Digital Marketing Department, Customer Service Department, and Information & Technology Service Department as responsible parties for implementing and adhering to policies regarding access to financial services and financial literacy under the Personal Data Protection Act (PDPA) 2019, the company's product development policy, and responsible marketing practices as per the criteria for sales promotion, advertising, and public relations set forth by the Bank of Thailand, the Office of the Consumer Protection Board (OCPB), and the Office of the Insurance Commission (OIC). These policies cover key issues such as access to financial services and financial literacy, and responsibility towards consumers.

Operational plans and projects

Financial Inclusion

- Develop financial service channels and providing diverse information to customers and prospective customers to access easily, conveniently, receive accurate and complete information, reducing confusion in accessing the Company's financial information and products through both offline and online channels via the Company's website (www.aeon.co.th) and AEON THAI MOBILE application.



- Develop hire purchase loans that support alternative energy products, including EV motorcycle loans and solar cell loans.

Financial Literacy

- Conduct training sessions for employees on financial knowledge and methods of providing information about financial services to customers and prospective clients, through both offline and online channels.
- Create educational materials of financial knowledge, financial crimes, and cybersecurity alerts for customers and prospective clients, distributed through online channels.
- Organize events to provide financial knowledge, awareness about financial crimes, and cybersecurity alerts to customers and prospective clients.
- Conduct courses to impart financial and investment knowledge to employees.

The Company is undertaking a project aimed at producing promotional materials that offer general financial education, insights on credit cards, tips for money saving, guidance on preventing financial crimes, and alerts regarding cybersecurity for both customers and potential clients. These materials are regularly distributed, typically 1-2 times per month, with the goal of enhancing financial literacy among the audience. The objective is to assist customers in effectively managing their finances, mitigating the risk of fraud, and enhancing their creditworthiness by adopting sound debt management practices. Thus far, the project has garnered favorable feedback and has demonstrated notable levels of engagement.

Financial education



Guidance on preventing financial crimes



Operational Outcomes

The Company initiated a financial education program via its Facebook Fan Page, commencing in October 2023, with a monthly frequency of one session. Moreover, the Company disseminated information regarding financial crimes to alert users across multiple online platforms. In 2023, the number of users engagement with the Company's financial services via various online channels was as follows:

1. AEON THAI MOBILE APPLICATION 1,323,628 users
2. Line Official 2,598,906 users
3. Facebook Fan Page 1,449,933 users

Furthermore, there were a total of 215,617 registrations for the Company's services facilitated through online channels.

Key Performance Indicators	Target			
	2020	2021	2022	2023
Number of customers and interested parties accessing the Company's products through AEON THAI MOBILE Application	1,104,929	1,148,419	1,302,352	1,323,628
Number of customers and interested parties accessing the Company's products through Line Official	2,539,787	2,585,412	2,606,298	2,598,906
Number of customers and interested parties accessing the company's products through Facebook Fan page	1,443,381	1,450,805	1,449,935	1,449,933
Number of customers and prospective customers registering for the Company's products/services through online channels.	108,023	104,766	176,104	215,617
Satisfaction rate from the financial literacy provided by the Company	95.8%	96.4%	96.7%	97.3%
Frequency of financial literacy being provided	No specified frequency for disseminated regarding financial crime prevention			1-2 times/month

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Plan and monitor the established plans periodically.
- Collect data on outreach through online channels and report to management in the Customer Satisfaction Improvement Monthly Meeting.

Human Resource Management



Overview of Human Resource Management

The Company prioritizes comprehensive human resource management across all departments. This includes ensuring fair recruitment processes, providing adequate compensation and benefits to foster motivation and well-being among employees. Development plans are in place to equip staff with the necessary skills and knowledge for their roles and future growth opportunities. Moreover, creating a conducive work environment enhances efficiency and instills confidence and pride in the Company. The Company cannot move forward securely and sustainably if its employees are not well taken care of. This leads to a lack of confidence in the organization and an inability to attract talented individuals. People are crucial in driving the Company forward and are therefore given top priority.

Objectives and Goals in Managing Key Issues

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
Training and development programs are organized for employees at all levels.	Long-term	100%	100%
The number of employee complaints has decreased.	36 ครั้ง	24 ครั้ง	12 ครั้ง
The utilization of employee database systems is compliant with PDPA regulations.	30%	70%	100%
Employees are involved in developing employee engagement initiatives.	80%	90%	100%
Providing PDPA training program to employees at all levels.	100%	100%	100%
Talent and succession planning cover all positions.	30%	70%	100%
Voluntary Turnover Rate	1.9%	1.8%	1.7%
Turnover Rate	2.1%	2%	1.9%

Practices regarding key issues

Relevant Policy	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> Human Resource Management Policy 	<ul style="list-style-type: none"> ISO 27001(ISMS) ISO 9001(QMS) Skill Development Promotion Act Labor Protection Act 	<ul style="list-style-type: none"> Human Resources Department

The Company assigns the Human Resources Department to responsible for managing human resources in accordance with various standards such as ISO 27001 (ISMS), ISO 9001 (QMS), Skill Development Promotion Act, Labor Protection Act and policies related with human resource management to ensure operations are conducted to international standards, avoid employee rights violations, and reduce potential disputes that could adversely affect the company. The policy covers key issues including human resource management, human rights, and health and safety.

Operational plans

- Develop a Training Road Map covering a 5-year plan for all levels.
- Communicate with employees at all levels and provide knowledge regarding complaint procedures according to company regulations.
- Evaluate employee participation in annual assessment surveys.
- Assess employee engagement efforts on an annual basis.
- Provide a training plan for PDPA compliance.
- Develop plans and processes for selecting employees for Talent and Succession programs.

In the past year, the Company conducted annual employee training as part of its Human Resources management plan to enhance understanding of the company's core practices and various knowledge to foster employee development. This included training on technology usage, such as the Canva program for presentations, as well as training on utilizing AI, specifically ChatGPT, to streamline work processes for convenience and efficiency. Additionally, other projects were undertaken during the year as follow;



AEON Code of Conduct Training Program (FY2023)

Objective	Employee have demonstrated a throughunderstanding and adherence to AEON Codeof Conduct guidelines, ensuring that theiraction align with the company's ethicalstandards.
Details of the project	<p>The targeted audience for the training is all employees. The training organized via online cannell through an E-Learning Course, utilizing video, animation, and test.</p> <ol style="list-style-type: none"> 1) AEON Code of Conduct practice <ul style="list-style-type: none"> • AEON Basic Principles • The AEON Code of Conduct Commitment • Our Promise to Our Customers • AEON and Its partners • AEON and the Local Community • AEON and Its Business Partners • AEON and Its Shareholders • Together with AEON People 2) Case Study 3) Helpline System 4) Sexual Harassment 5) Power Harassment

Result

Employees understand and adhere to the AEON Code of Conduct accurately.

Summary for AEON Code of Conduct Training FY2023

Level	Attendee		Target
Executive (AVP UP)	103	100%	103
(SM)	86	100%	86
(Mgr.- Chief)	714	100%	714
(Sr.Sup - Daily)	3,547	100%	3,547
Total	4,453	100%	4,453



Operational outcomes

- In last year, the Company achieved its human resources management goal with 100% of employees obtained training according to the employee development plan for the year 2023.
- The Company received 62 complaints from employees, increasing 18 cases compare to the previous year. The Company promptly addressed these complaints and implemented additional measures to prevent and address such issues in the future.
- 100% of employees obtained PDPA training, covering all levels of staff.
- The voluntary turnover rate of employees is 1.8%, reduce 0.1% compare to 2022, meanwhile the overall turnover rate is 1.9%, reduce 0.6% compare to 2022.

Key Performance Indicator(s)	Unit	Goals			
		Year 2020	Year 2021	Year 2022	Year 2023
Training and development programs are organized for employees at all levels.	%	100%	100%	100%	100%
The number of employee complaints has decreased.	Case	42	127	44	62
The utilization of employee database systems is compliant with PDPA regulations.	Yes/ No	Partially (Initiation)	Some part	Yes (Coverage)	Yes (Coverage)
program to employees at all levels.	%	100%	100%	100%	100%
Talent and succession planning cover all positions.					<ul style="list-style-type: none"> • 50% (7 positions out of 14 positions) • 100% as targeted
Voluntary Turnover Rate)	%	1.1%	1%	1.9%	1.8%
Turnover Rate	%	1.9%	1%	2.5%	1.9%

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Prevention and resolution with the collaboration of all department managers.
- Development of guidelines and procedures regarding PDPA compliance.
- Communication of action plans through reports to relevant stakeholders.

Human Rights



Overview of Human Rights

The Company adheres to AEON Code of Conduct, which state that “AEON respect for human rights and non-discrimination based on race, gender, education, religion, and differences in physical ability are fundamental.” Each AEON member of the company respects one another and listens to colleague’s opinions. The Company aims to be human-centric above all else.

If the Company neglects human rights issue, it risks disputes that can affect employee morale and job security, and undermine trust in the Company. In managing and developing human resources, the Company ensures equal opportunities regardless of nationality, race, gender, religion, or physical ability. All employees receive equal treatment regarding salary, benefits, training, performance evaluation, promotions, disciplinary actions, termination, or retirement. Moreover, the Company is committed to treating employees with respect and dignity in an environment free from violation or undesirable behavior.

Objectives and Goals in Managing Key Issues

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
Compliance with human rights requirement.	100%	100%	100%
Reducing disputes related to regulations, policies, and relevant laws (labor laws).	90%	95%	100%
Reduce the number of reports of human rights violations within the organization.	90%	95%	100%
The employees possess knowledge and understanding of human rights.	90%	95%	100%

Practices regarding key issues

Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> The policy regarding fair treatment of labor is aligned with human rights principles. 	<ul style="list-style-type: none"> Labor Protection Act 	<ul style="list-style-type: none"> Human Resources Department

The Company has designated the Human Resources department to establish policies and implement international standards related to human rights, including labor protection laws and relevant company policies. These encompass data security, information system usage, human resources management policies, company regulations, the AEON Code of Conduct, and the AFS Group Compliance Manual. These policies address key issues such as human rights, human resource management, occupational health and safety, and community development.

The Company follows AEON's Code of Conduct as a guideline for promoting respect for human rights for every individual throughout the organization. This means treating and protecting everyone's fundamental rights with equality and fairness. The focus is on allowing people to express themselves, ensuring they are paid fairly, and standing against discrimination, human trafficking, child labor, and forced labor. The Company has specific rules to guide these practices as the following detail;

- The Company recognizes the principle of equality and categorically rejects all forms of discrimination, irrespective of race, nationality, skin pigmentation, gender, age, language, religion, sexual orientation, physical disability, political beliefs, or any other characteristics that are not relevant to an individual's moral integrity, diligence, and competence.
- The Company commits to ensuring a secure and salubrious work environment conducive to both physical and mental well-being, devoid of any form of harassment, victimization, or other conduct deemed inappropriate.
- The prohibition of child labor, forced labor, and all forms of human trafficking within the confines of the Company's operations and its supply chain is strictly enforced.

- The Company respects the privacy of its employees, customers, and business partners, ensuring the protection of their personal information with utmost diligence.
- Through the establishment of the AEON Thailand Foundation, the Company actively fosters social engagement, executing social responsibility initiatives in a systematic manner that avoids the infringement of human rights.
- The Company facilitates two-way communication channels, empowering employees and stakeholders to be well-informed, comprehend, and exhibit respect for human rights. This includes providing opportunities for employees and stakeholders for the submission of suggestions, comments, and the reporting of indicators or complaints concerning potential violations of human rights.
- The Company has a procedure for the examination of information received from whistleblowers or complaints pertaining to human rights issues, addressing management challenges, and communicating findings to the Board of Directors as stipulated.
- The Company ensures the provision of appropriate, regular training and development programs tailored to the potential of its employees, promoting continuous learning and adaptation to the evolving global landscape.
- The Company ensures that treatment and welfare of our employees adhere to labor law standards and relevant regulations.

Operational plans

- Establishing human rights policies.
- Equal employment opportunities and hiring individuals with disabilities.
- Listening to employee feedback.
- Ensuring gender diversity in management positions.
- Enhancing employees' knowledge and understanding of human rights.

Operational outcomes

The company is currently in the process of developing and disseminating human rights policies to prevent violations of human rights against all stakeholders. It will disclose details of these efforts within the year 2024.

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Prevention and resolution with the cooperation of all departmental managers.
- Communication (Reporting) of action plans to stakeholders.
- Annual reporting to the company's board of directors.
- Conducting human rights training and knowledge assessment.

Social Contributions



Principles and Impacts

The Company actively supports continuous community and social development activities by allocating a portion of its profits to the AEON Foundation Thailand. This collaboration involves AEON volunteers—employees and stakeholders who are motivated by a spirit of volunteerism—participating regularly in the Foundation’s activities. These efforts are aimed at fostering strong community relationships and mitigating potential conflicts that could negatively impact the company’s reputation. Such community involvement is appealing to prospective employees and creates a favorable impression on investors. It enhances the Company’s public relations, increasing its visibility and business opportunities while also providing tax relief benefits.

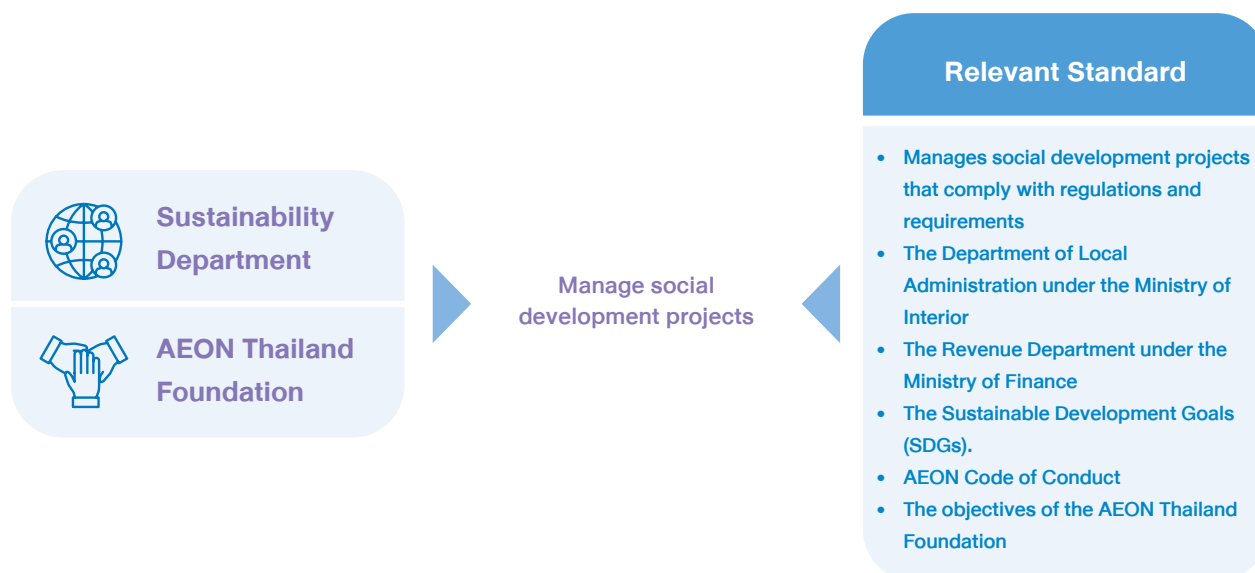
Objectives and goals for materiality issue management

Indicator	Goal		
	Short Term (1 year)	Medium Term (2–3 year)	Long Term (over 3–5 year)
Conduct a satisfaction survey of individuals participating in community relations activities. (add to operation plan 2024)	80% of activity participants	85% of activity participants	90% of activity participants
Number of complaints and disputes with the community	Handle complaints and disputes with the satisfaction result 80%	Handle complaints and disputes with the satisfaction result 85%	Handle complaints and disputes with the satisfaction result 90%
Budget for community development	Contribute 80% of the budget	Contribute 85% of the budget	Contribute 90% of the budget

Materiality Guidelines

Relevant Policy	Relevant Standard	Person in charge
<ul style="list-style-type: none"> AEON Code of Conduct Objectives of AEON Thailand Foundation 	<ul style="list-style-type: none"> SDGs Related rules and criteria of the Department of Provincial Administration, Ministry of Interior and the Revenue Department, Ministry of Finance 	<ul style="list-style-type: none"> Sustainability Department AEON Thailand Foundation

Sustainability Department, in collaboration with the AEON Thailand Foundation Thailand, manages social development projects that comply with regulations and requirements set by the Department of Local Administration under the Ministry of Interior, and the Revenue Department under the Ministry of Finance, including the Sustainable Development Goals (SDGs). The operations are further guided by relevant company policies, such as the AEON Code of Conduct and the objectives of the AEON Thailand Foundation, which emphasize community and social development.



The “AEON Code of Conduct” is a cornerstone document that all company executives and employees are required to follow. This code ensures adherence to both business and work ethics. AEON Code of Conduct consists of Basic Philosophy of AEON, AEON Principles and AEON’s commitment to various stakeholder groups including customers, the local community, business partners, shareholders, and AEON members. This comprehensive approach ensures that the Company’s activities are aligned with key sustainability issue and uphold high ethical standards.

BASIC PHILOSOPHY OF AEON

The customer is the starting point to continuously pursue happiness and peace.

Respect humanity and dedicate yourself to society in the area.



AEON (AEON) is Latin for “forever”. The main key of our philosophy is the “customer”.

**AEON is a group of businesses committed to our customers,
which is our mission to be eternally dedicated to customers.**

AEON is a business group that is constantly reforming, adhering to the basic philosophy and continuing to live up to the following word, “Customers come first” to be a reality forever.



Promise to customers

- Focus on customer safety first.
- Keep promises and behave honestly to customers.
- Offer quality products and services at reasonable prices.
- There are greetings and smiles in providing service.
- Listen and appreciate the feedback from customers.



Society in the area with AEON

- Promote operations that focus on developing living culture in the area.
- Make the expectations in society come true.
- Promote environmental protection.
- Promote volunteer activities with society.
- Promote and support the culture and traditions of the area.



Company partners with AEON

- Collaborate together with company partners to develop sustainable quality products and services.
- Agree to conduct business together in transparency.
- Focus on safety and satisfaction.
- Have partner companies place importance on adopting international standards as guidelines for work.
- Do not accept any gifts from company partners.



Shareholders with AEON

- Give equally importance to all shareholders opinions.
- Conduct business based on customer satisfaction as the main focus. To create satisfactory returns to shareholders.
- Accounting operations are transparency.
- Strictly comply with laws and regulations.
- Communicate information correctly, quickly and honestly.

Operational plan or operational project

The Company collaborates with the AEON Thailand Foundation on social activities and projects that align with the Foundation's objective, which are detailed below:

1

To support and promote the forest preservation.

2

To enhance the education and provide scholarship and/or donation to students and/or schools

3

To develop Thai society and promote support of public welfare.

4

To operate and co-operate with other charity organizations for public benefit.

5

To carry out activities without political involvement.

Performance Outcomes

In 2023, the Company supported 75 social development projects through the AEON Thailand Foundation, achieving significant community impact. The foundation successfully utilized 87.4% of its allocated budget for these projects, with no complaints or disputes arising from the community, underscoring the effectiveness and acceptance of these activities.

Looking ahead to 2024, the foundation plans to further enhance its community engagement by conducting additionally survey on community satisfaction specifically related to community relations. The result gained from these surveys will help to support and tailor future projects and activities to better meet the needs of the community and ensure that they have a positive impact on the social context, reflecting the current situation.

CSR activities performed by the AEON Thailand Foundation

To support and promote the forest preservation



September 2023: Provide financial support to the “Reforestation project to restore watershed forests Sri Lanna National Park, Chiang Mai Province”, AEON volunteers, government agencies, along with citizens and students in the area, participated in the reforestation at Banthungluk, Chiang Dao District, Chiang Mai.



October 2023: Organize the “Come together to save the mangrove forest park to Her Royal Highness” at the Sirindhorn International Environmental Park, Cha-aum, Phetchaburi. AEON volunteers join planting activity, releasing white crawls, and granting charity for maintaining natural walking routes which was built by the Foundation.



January 2024: Contribute financial support for purchasing forest fire extinguishing equipment, protective equipment for officers, camouflage uniforms, food and other necessary items to Doi Suthep - Pui National Park, Chiang Mai



To enhance the education and provide scholarship and/or donation to students and/or schools

June – August 2023: AEON Scholarship, the foundation grant scholarship to disadvantaged children and youth as following,



- Children under the Association of Children and Youth for the Peace in the Southernmost Provinces of Thailand.
- Students of the Border Patrol Police School



- Children under the Army Reserve Center, the 11th Infantry, the Territorial Defense, and the Intelligence unit, Royal Thai Army



August 2023: the foundation in collaboration with the Urban Disease Control and Prevention Foundation supported scholarships for the Master Degree of science program department of urban disease control and prevention academic in year 2023. This aims to develop public health personnel to have knowledge and expertise in disease prevention and control in urban areas lead during pandemic emergencies.





November 2023: In collaboration with the AEON 1% Club Foundation and AEON companies group in Thailand grant the scholarship to Chulalongkorn and Thammasat University students who has good academic performance with financial needs for 32 students worth 2,240,000 Baht.

Other educational support activities as follows;



April - November 2023: Donate books to schools and charity organizations for 15 units under the Give A Book, Give A Future Project



May 2023: Organize the AEON English Speech Contest 2023 on the topic “CO2 Emission reductions that food manufactures should address”. This aims to select 7 of high school students to participate in the ASIA YOUTH LEADERS 2023 program in Tokyo, Japan.



November 2023: Organize the AEON Tutor Year 8th, tutoring for the TGAT exam in English communication skills, Reasoning and logical thinking and future work performance. The activity was broadcasted through the AEON TUTOR LIVE EVENT system, with high school students participated over 4,400 persons.



December 2023: Donate desktop computer sets and sports equipment to schools and communities throughout the Relief and Community Health Bureau, Thai Red Cross Society.





January 2024: Support the budget for renovating school's library along with giving books, computer set, bookshelf, including furniture to the Debsirin Chiang Mai School, Chiang Mai. The objective is to establish an environment conducive to learning beyond traditional classroom setting. This entails fostering self-learning capabilities and facilitating opportunities for lifelong learning.

To develop Thai society and promote support of public welfare

August 2023 – January 2024: Support the solar cell installation project, aim to harness clean energy from sunlight to generate electricity. Aligned with the United Nations Development Goals (SDG Goals), this initiative will contribute to lowering electricity expenses for schools and organizations that struggle to afford or manage their electricity bills. In 2023, the Foundation extended support for this project in 4 specific areas as follow:



- Installed the solar panel system, 9.81 kilowatt to the Ban Kaeng Sri Khot Border Patrol Police School, Ubon Ratchathani. Also, donate books, set up a reading corner for kindergarten students, and provided financial literacy to school.



- Installed the solar panel system, 53.28 kilowatts to the Chulamanee Temple, Samut Songkhram. Also, donate necessary items to the by temple.



- Installed the solar panel system, 10.55 kilowatt to Ban Nam Cham School, Chiang Rai Province



- Installed the solar panel system, 5.5 kilowatt to the Border Patrol Police Learning Center, Pa Ya Kha Community Ubon Ratchathani Province

Solar energy helps to reduces environmental impacts. Solar cells project from the foundation has supported installation can help reduce carbon dioxide emissions by 69.9 tons/year, equivalent to planting more than 3,000 trees.



June 2023: Organize the 4th AEON Mini Marathon Charity Run, to The Delightful Future. This event aims to donate all registration fees from runners without deducting expenses to the Ramathibodi Foundation in the “Innovation Development Project for Cancer Treatment”. The event was held at the Queen Sirikit Park, Bangkok.



August 2023: Support airplane tickets for the Sports Association for the Disabled of Thailand under Royal Patronage for the Thai National Team of Disabled Table Tennis Athletes and officials travel to participate in the ITTF Fa40 Japan Para Open 2023 competition in Tokyo, Japan.



September 2023: Arrange the AEON Grow Green “Know Tree Me Tag” project. To produce and install tree tags in the Benjakiti Forest Park, Bangkok. This project focuses on environmentally friendly with the tree tag made from recycled plastic water bottle caps. Additionally, the Foundation has created a website for plants’ database for the park as well.



January 2024: Collaborate with the Faculty of Architecture of Kasetsart University to renovate the pocket garden for the Priest Hospital with the concept “Dynamic of Life”.



To operate and co-operate with other charity organizations for public benefit



April - December 2023: Good Air, Good Mood project, contribute air purifiers to the Police General Hospital, Queen Sirikit National Institute of Child Health, Rajavithi Hospital, Phramongkutklo Hospital, and Maharaj Nakorn Chiang Mai Hospital. This project aims to help reduce PM2.5 air pollution.





July 2023: In collaborate with the Fundraising Bureau of Thai Red Cross Society, donating wheelchairs for the elderly, and air mattresses preventing pressure sores from occurring for bedridden patients.



September 2023: Donate cash to support the project of “Treatment of children with congenital heart disease through surgery and cardiac catheterization outside of office hours” for the Cardiac Children Foundation of Thailand.



December 2023: Contribute financial support to the Phramongkutklao Hospital Foundation, in the project of construction hospital's building to increase the potential for comprehensive and complete medical care.

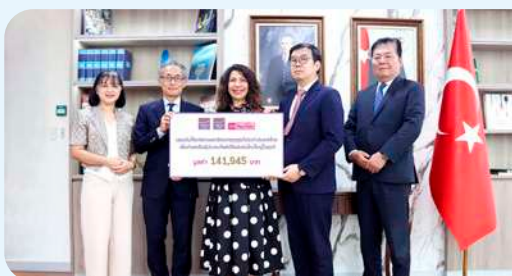


December 2023: In collaboration with the Relief and Community Health Bureau, Thai Red Cross Society, donate sweaters to the people those affected from low temperature at Lampang province.





Organize a mobile blood donation activity at AEON Operations Centers Bangkok, Chiang Mai, Hat Yai and Khon Kaen, 12 times totally in 2023.



In addition, the Company places donation boxes at the headquarters, Sermmit Tower Operations Center, Bangkok Operations Center, Regional Operations Center, including branches nationwide, gain cash donation to help victims of the great earthquake in Türkiye and helping earthquake victims in the Noto Peninsula Japan.

Indicator	Unit	Performance			
		2020	2021	2022	2023
Community/Social Responsibility					
Number of disputes with community and corrective measures.	Case	0	0	0	0
Total amount of money contributed in social develop projects/activities	THB	9,432,000	16,946,400	20,665,000	18,597,388

Remark: The CSR activities are conducted in partnership with the AEON Thailand Foundation, which coordinates various social initiatives for foundations, associations, hospitals and charitable organizations. Given the broad scope and diverse nature of these activities, it is challenging to specify the exact number of communities that benefit from these efforts.

Preventive and corrective measures in case of having problems or obstacles

Establish communication channels between the Company and the community for expressing opinions and complaints.

Occupational Health and Safety



Principle and Impact

The Company places great importance on safety, occupational health, and environmental conditions in the workplace as well as on the healthcare of employees, contractors, and stakeholders involved to ensure that everyone can work safely. The Company provides a suitable working environment to prevent accidents and work-related illnesses, reduce personnel loss, damage to assets within the organization, and minimize the risk of non-compliance with laws and regulations.

The Company has policies and practices that support a safe and healthy working environment in accordance with the principles outlined in the Occupational Safety, Health and Environment Act B.E. 2554.

Objectives and Management Goals

Key Performance Indicator(s)	Goals		
	Short-term (1 year)	Medium-term (2-3 years)	Long-term (more than 3-5 years)
Number of work-related injuries or accidents resulting in employee absences.	Zero Incident		
Loss-time Injury Frequency Rate (LTIFR)	Under 0.023 cases per 200,000 working hours		
Number of employees with work-related injuries causing absence exceeds one day.	Zero case		
Number of employee fatality work-related	Zero case		

Practices regarding key issues

Relevant Policies	Relevant Standards	Responsible Department
<ul style="list-style-type: none"> Safety, Occupational Health and Working Environment Policy 	<ul style="list-style-type: none"> Occupational Safety, Health and Environment Act B.E. 2554. 	<ul style="list-style-type: none"> Safety & Security Department Safety, Occupational Health and Working Environment Committee (OSH&E Committee)

The Company directs the Safety & Security Department and the Occupational Safety, Health, and Environment Committee (OSH&E Committee) to develop policies and action plans for distribution to employees and stakeholders, in accordance with the standards of the Occupational Safety, Health, and Environment Act B.E. 2554 and Safety, Occupational Health and Working Environment Policy in workplace by creating safe and healthy working environment for employees, customers, partners, and all stakeholders.

The Company has specified the following Safety, Occupational Health, and Environment Policies as follow:

	1. The Company will encourage employees at all levels to practice good hygiene, be aware of safety, occupational health, and the environment.
	2. The Company will improve any related methods and prevent accidents, incidents, and diseases that occur as a result of employees' and related parties' work.
	3. The Company's standard is to always comply with the law and other safety, occupational health, and environmental regulations.
	4. The Company will always maintain a clean and safe working environment.
	5. The Company will allocate adequate, relevant, and necessary resources to operate in accordance with safety, occupational health, and environmental standards.
	6. The Company will examine the policy on a regular basis, as well as monitor and check the system administration, to verify that such policies are appropriate for the organization.



Operational outcomes

From the operational outcomes in 2023, the Company achieved Occupational Health and Safety objectives. There were no reported incidents of injuries or accidents resulting in employee absence, no employees were injured to the extent of requiring more than 1 day off, and there were no work-related fatalities.

The Company conducted training sessions to enhance employees' knowledge and understanding, enabling them to handle emergency situations correctly and safely. Additionally, regular inspections were carried out to ensure a safe Occupational Health and Safety Environment, preventing unforeseen accidents and instilling confidence in employees regarding a safe working environment.

Key Performance Indicator(s)	Operational Outcomes			
	2020	2021	2022	2023
Number of work-related injuries or accidents resulting in employee absences.	0	1	0	0
Loss-time Injury Frequency Rate (LTIFR)	0	0.023	0	0
Number of employees with work-related injuries causing absence exceeds one day.	0	1	0	0
Number of employee fatality work-related	0	0	0	0

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Develop and monitor plans in phases.
- Provide report of safety, occupational health, and environmental monthly to the OSH&E Committee.
- Provide semi-annual reports of safety, occupational health, and environmental conditions to the Department of Welfare and Labor Protection.

Result of Sustainability Development Operations



Operational Result in term of Economic and Corporate Governance Dimension

1. Operational Result in term of Economic and Corporate Governance Dimension

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Board Composition					
Board Size	Person	14	12	12	12
Independent Director	Person	5	4	4	4
Non-Executive Director	Person	4	2	2	2
Female Executive Director	Person	2	2	2	2
The Number of Independent Director in each sub-committee					
Nomination Committee	Person	0	0	0	0
Compensation Committee	Person	0	0	0	0
Corporate Governance Committee	Person	18	19	20	19
Tenure of the Board of Directors					
Mr. Mitsuga Tamai / Chairman of the Board	24/6/2021	0	1	2	3
Mr. Tsutomu Omodera / Vice Chairman of the Board and Managing Director	24/6/2020	1	2	3	4
Ms. Suporn Wattanavekin / Director	18/2/2000	21	22	23	24
Mr. Nuntawat Chotvijit / Director	12/6/2014	7	8	9	10
Ms. Suriporn Thammawatid / Director	22/6/2018	3	4	5	6
Mr. Kazumasa Oshima / Director and Chief Financial Officer	21/6/2019	2	3	4	5
Mr. Junichi Iwakami / Director – Information & Technology Service	24/6/2021	0	1	2	3
Mr. Chatchaval Jiaravanon/ Director	18/6/2000	21	22	23	24
Dr. Sucharit KoontanakulvongIndependent / Director and Chairman of Audit Committee	17/6/2010	11	12	13	14

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Dr. Mongkon Laoworapong Independent / Director and Audit Committee Member	22/6/2018	3	4	4	6
Mr. Ittinant Suwanjutha / Independent Director and Audit Committee Member	24/6/2021	0	1	2	3
Mr. Ryuichi Hasuo / Independent Director	24/6/2020	1	2	3	4
Mr. Noppun Muangkote / Independent Director and Audit Committee Member	7/8/2001	20	-	-	-
Mr. Hideki Wakabayashi / Chairman of the Board	12/6/2014	7	-	-	-
Mr. Kenji Fujita / Director	21/6/2019	2	-	-	-
Mr. Masanori Kosaka / Director	28/6/2017	4	-	-	-
Mr. Kenji Hayashi / Independent Director	17/6/2016	5	-	-	-
Roles and responsibilities of the committee					
The number of the Board of Director's meetings (per year)	times	13	13	13	11
The number of the audit committee's meetings	times	10	8	10	9
The number of sub-committees' meeting					
Nomination Committee	times	0	0	0	0
Compensation Committee	times	0	0	0	0
Corporate Governance Committee	times	11	12	12	12
Risk Management Committee	times	11	12	12	12
Sustainability Committee	times	0	0	0	0
Executive Compensation					
Total annual compensation of Executives (exclude committee compensation)	Million Baht	65.83	77.68	89.43	98.54
The number of employees received communication regarding policy and practices on Anti-Corruption of the company					
Executives (AVP up)	person	90	93	93	99
Middle Management (SM)	person	74	71	70	77
Senior (Mgr.-Chief)	person	683	693	684	697
Employee (Sr.Sup-Daily)	person	3,723	3,362	3,183	3,054
Percentage of employees received communication regarding policy and practices on Anti-Corruption of the company					
Executives (AVP up)	% of Executives	100%	100%	100%	100%
Middle Management (SM)	% of Middle Management	100%	100%	100%	100%
Senior (Mgr.-Chief)	% of Senior	100%	100%	100%	100%

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Employee (Sr.Sup-Daily)	% of Employees	100%	100%	100%	100%
The Number of business partners of the company					
Supplier	Per person	328	287	293	281
IT Outsource	Per person	10	9	12	8
Business Partner	Per person	393	325	184	250
Others (please specify)	Per person	0	0	0	0
The number of business partners received communication regarding policy and practices on Anti-Corruption of the company					
Supplier	Per person	0	0	0	0
IT Outsource	Per person	0	0	0	0
Business Partner	Per person	0	0	0	0
Others (please specify)	Per person	0	0	0	0
Percentage of business partners received communication regarding policy and practices on Anti-Corruption of the company					
Supplier	% of supplier	0	0	0	0
IT Outsource	% of IT Outsource	0	0	0	0
Business Partner	% of Business Partner	0	0	0	0
Others (please specify)	%	-	-	-	-
The number of employees received training regard Anti-Corruption					
Executives (AVP up)	person	90	93	93	99
Middle Management (SM)	person	74	71	70	77
Senior (Mgr.-Chief)	person	683	693	684	697
Employee (Sr.Sup-Daily)	person	3,723	3,362	3,183	3,054
Percentage of employees received training regard Anti-Corruption					
Executives (AVP up)	% of Executives	0.031938	-	-	-
Middle Management (SM)	% of Middle Management	0.07528	-	-	-
Senior (Mgr.-Chief)	% of Senior	0.400352	-	-	-
Employee (Sr.Sup-Daily)	% of Employees	1.788184	-	-	-

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Number of violation cases toward business ethics or corporate corruption.					
The number of violations of the business ethics or corporate corruption, plus corrective measures Corrective measures can be viewed further at Page xx	case	4	0	4	4
The number of incidents regarding violations of the business ethics or corporate corruption caused by the employees	case	1	1	2	1
The number of incidents regarding violations of the business ethics or corporate corruption caused by the business partner	case	0	0	0	0
Supply Chain Management					
Total number of suppliers	Per person	466	320	391	395
Total number of Current Approved vendor	Per person	317	291	330	281
Total number of New Approved Vendor	Per person	147	33	99	115
Total number of important suppliers of the company	Per person	31	25	15	24
Total number of New Approved Vendor qualified for sustainability issues.	Per person	0	0	0	0
On-site ESG Audit to company’s supplier	Per person	0	0	0	0
Percentage of New Approved Vendor qualified for sustainability issues.	%	0	0	0	0
Number of business partners sign and adhere to business partner ethics	Per person	0	0	0	0
Number of important business partners sign and adhere to business partner ethics	Per person	0	0	0	0
Percentage of important business partners sign and adhere to business partner ethics	%	0	0	0	0
Innovation Development					
Expense for research and innovation development (Kaizen Project only)	Baht	3,821,000	2,772,500	3,640,750	4,074,651
Benefit from innovation development (Kaizen Project only)	Baht	6,221,633.55	7,897,192.57	3,586,885	3,680,000
Innovation Development in terms of Economic Social and Environment					
Total Number of Innovation Project invented by the employees	Projects	12	12	10	13
Total Number of Social and Environmental innovations resulting from product, service and operation development of the company	Projects	0	0	0	0
Quantitative benefits that the company receives from Social and Environmental innovation projects	Baht	0	0	0	0

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Quantitative benefits that the society receives from Social and Environmental innovation projects	Baht	0	0	0	0
Business Ethics					
The number of complaints regarding violations of the company's ethics and policies, and incidents of corporate corruption (via the company's complaint channel).	case	4	0	4	4
The percentage of trained employees regarding the company's ethics and policies, and preventing corporate corruption.	%	100% (4,570)	100% (4,219)	100% (4,030)	100% (3,927)
CGR score assessment	%	82%	83%	83%	91%
The number of business ethics policy distribution and partner acknowledgment	%	0	0	0	0
Innovation Development					
The number of customers and interested individuals accessing the company's products through AEON THAI MOBILE Application	Person	1,104,929	1,148,419	1,302,352	1,323,628
The number of customers and interested individuals accessing the company's products through Line Official	Person	2,539,787	2,585,412	2,606,298	2,598,906
The number of customers and interested individuals accessing the company's products through Facebook Fan page	Person	1,443,381	1,450,805	1,449,935	1,449,933
The number of customers and prospective users registering for the company's products/services through online channels.	Person	108,023	104,766	176,104	215,617

2. Operational Result in term of Risk Management

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
The number of critical incidents related to sustainability issues at a high severity level caused by employee	case	0	0	0	0
The number of critical incidents related to sustainability issues at a high severity level caused by business partner	case	0	0	0	0
The number of critical incidents related to sustainability issues caused by business partner	case	0	0	0	0

3. Operational Result in term of Cyber Security and Customer Data Protection

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Cyber Security and Customer Data Protection					
Percentage of technology infrastructure certified Information Security standard such as ISO 27001	%	100%	100%	100%	100%
Total number of operation centers	places	121	122	113	119
Number of operation centers certified for ISO27001	places	121	122	113	119
Percentage of employees being trained in cybersecurity and personal data usage.	%	100%	100%	100%	100%
Total number of employees	person	4,570	4,219	4,030	3,927
Number of employees being trained in cybersecurity and personal data usage.	person	4,570	4,219	4,030	3,927
Number of cyber-attacks cases occurred but maintain safety and damage prevented	cases	3,006	3,297	6,412	5,054
Number of cyber-attacks cases occurred, plus corrective measures Corrective measures can be viewed further at Page 48	cases	0	0	0	0
Number of event/incident that personal information leakage, plus corrective measures Corrective measures can be viewed further at Page 48	cases	0	0	0	0
Penetration test result (100% means passed the test)	%	100%	100%	100%	100%
Prevention of Financial Crime					
The number of cases or complaints regarding financial crimes such as fraudulent, money laundering, embezzlement or terrorist financing, plus indicate corrective measures and amelioration Corrective measures can be viewed further at Page 48	cases	0	0	0	0

4. Operational Result in term of responsibility to customer

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Responsibility to customer – Overall					
Number of cases of customer data leakages and corrective measures. Corrective measures can be viewed further at Page 51	case	0	0	0	0
Customer satisfaction score target	%	95%	95%	96%	96%
Percentage if customer satisfaction score (Customer Satisfaction toward call center and branches services)	%	95.8%	96.4%	96.7%	97.3%

5. Operational Result in term of sustainability financial stability

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Sustainability financial stability					
Allowance for Doubtful Accounts	Baht	11,593,219	10,951,455	10,125,258	8,287,968
Coverage Ratio	times	230%	247%	190%	183%
อัตราส่วนวัดภาระหนี้สิน (D/E Ratio)	times	4.0	3.5	3.1	2.7
Dividend Payout Ratio	%	30.50%	36.2%	36%	42.2%

6 Operational Result in term of Responsible Lending Practices

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Responsible Lending Practices					
Automate Judgment	%	Decision tree is not on system		15%	28%
Provide credit in accordance with terms, criteria, methods and conditions of credit card and personal loan business under regulatory supervision	Unit	Optimal utilization of capabilities in evaluating credit based on specified criteria.			
Satisfaction rate from financial service accessible of the company (Customer Satisfaction toward call center and branches services)	%	95.84%	96.41%	96.7%	97.3%

Operational Result in term of Environmental Dimension

7. Operational Result in term of environmental management

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Policies and practices in compliance with environmental management standards.					
The number of cases or incidents of legal violations or environmental impacts, along with explanations of corrective measures Corrective measures can be viewed further at Page 67	cases	0	0	0	0
The value of damages or fines resulting from legal violations or environmental impacts	Baht	0	0	0	0

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Energy management					
Fuel energy					
The use of fuel energy					
Stationary Combustion					
Diesel	liter	871.9	1,151.44	1,050.02	1,620
Mobile Combustion					
Gasoline	liter	914,394.88	848,897.06	782,519.26	783,200.32
Diesel	liter	77,181.63	71,343.59	61,171.43	91,185.03
The company’s expenditure on fuel and energy usage.					
Expenditure on fuel and energy usage	Baht	22,798,006.45	26,092,141.10	32,350,276.41	31,570,965.44
Electricity energy					
The use of purchased electricity from external agencies.					
The target for electricity usage quantity	Kilowatt-hour / Revenue	The company has initiatives to support reducing electricity consumption, such as Earth Hour activities or the Hot Seat program, where employees alternate between working from home and the office. However, the company will proceed to set targets to reduce electricity consumption in the future.			
Electricity consumption quantity	Kilowatt-hour	9,802,856	9,138,020.39	7,813,311.33	7,790,216.30
The company's expenditure on purchasing electricity from external agencies.					
Electricity expenditure	Baht	43,345,288.38	50,324,727.74	46,682,194.94	51,593,656.71
Water management					
The company's usage quantity of tap water					
The target for tap water usage quantity	Cubic meters / Baht	The company leases office spaces and branches nationwide to operate the business, it’s difficult to set and control specific targets efficiently. However, the company has announced and promoted employee collaboration to support reducing water usage, for instance.			
The volume of tap water usage	Cubic meters	2,419.01	1,855.64	653.13	442.01
The company's expenditure on tap water usage.					
The expenditure on tap water usage	Baht	600,352.10	583,260.65	543,136.68	532,482.81
Wastewater treatment					
The total wastewater volume	Cubic meters	The company leases office spaces and branches nationwide to conduct its business, the company can’t be able to manage wastewater treatment within each location.			

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Waste and refuse management					
The quantity of waste and refuse					
The non-hazardous waste and refuse quantity	Kilograms	274,684.04	334,663.26	279,805	126,309.7
The quantity of paper usage	Kilograms	274,520.93	329,955.08	230,652	106,868.64
The quantity of plastic bottles	Kilograms	163.11	97.23	50.97	165.87
Food waste	Kilograms	0	0	0	0
The quantity of other non-hazardous waste	Kilograms	0	4,610.95	49,102.30	19,275.19
The total quantity of hazardous waste and refuse	Kilograms	0	0	0	0
The total quantity of waste and refuse	Kilograms	274,943.24	334,663.26	279,805.27	126,309.7
The quantity of waste and discarded items that the organization disposes of					
Disposing of general waste through landfilling	Kilograms	0	0	0	0
Disposing of general waste through incineration	Kilograms	0	1,040	0	0
The quantity of waste and refuse disposed of by external entities					
Disposal of general waste through landfilling	Kilograms	0	0	0	0
Disposal of general waste through incineration	Kilograms	0	0	0	0
The quantity of waste and discarded items that the company reuses or recycles					
The quantity of non-hazardous waste and materials being reused / recycled	Kilograms	259.2	0	49,102.30	9,467.55
Paper	Kilograms	0	0	0	0
Plastic bottle	Kilograms	0	0	0	0
The volume of hazardous waste and materials being reused / recycled	Kilograms	0	0	0	0
The total amount of waste and materials reused / recycled	Kilograms	259.2	0	49,102.30	9,467.55
Garbage and waste management					
The amount of paper and plastic usage.	Kilograms	279,153.43	332,898.58	234,207	107,034.51

8. Operational Result in term of greenhouse gas emissions

The Company is currently in the process of analyzing and calculating its greenhouse gas emissions. A comprehensive plan to reduce these emissions is being developed. We plan to disclose detailed greenhouse gas emissions data across all three scopes, specifically focusing on three key locations in Bangkok: Exchange Tower (headquarter), Sermmmit Tower, and Modernform Tower. Full disclosure of these details is scheduled for the year 2024.

Operational Result in term of Environmental Dimension

9. Operational Result in term of Financial Inclusion and Financial Literacy

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Access to financial opportunities and investment					
Revenue or value from products or services that generate financial and investment opportunities in an equitable and fair manner	Baht	1,840,835,098.71	1,927,830,033.69	1,909,181,029.80	21,965,263
- Credit Card	Baht	6,451,389	6,462,205	7,641,755	7,818,745
- Personal Loan	Baht	11,121,325	10,367,574	10,384,552	9,950,408
- Hire purchase financing	Baht	1,014,306	1,073,176	1,028,530	997,868
- Others	Baht	2,714,882	2,888,467	3,276,828	3,198,242

10. Operational Result in term of Human Resources Management

Key Performance Indicator(s)	Unit	Performance Outcomes											
		2020			2021			2022			2023		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Hiring employees													
Number of total employees	people	1,032	3,538	4,570	931	3,288	4,219	891	3,139	4,030	868	3,061	3,927
Employee statistics classified by age group													
- under 30 years	people	196	1,014	1,210	138	747	885	147	713	860	149	754	903
- 30-50 years	people	812	2,489	3,301	768	2,492	3,260	718	2,361	3,079	686	2,216	2,902
- over 50 years	people	24	35	59	25	49	74	26	65	91	31	91	122
Employee statistics classified by job position													
- Executive	people	46	44	90	50	43	93	50	43	93	50	49	99
- Management level	people	127	190	317	119	207	326	114	215	329	124	217	341
- Operational level	people	859	3,304	4,163	762	3,038	3,800	727	2,881	3,608	692	2,795	3,487
- Others	people	0	0	0	0	0	0	0	0	0	0	0	0
The employee statistics categorized by region													
- Bangkok Metropolitan Region	people	528	1,176	1,704	509	1,138	1,647	483	1,097	1,580	461	1,015	1,476
- Northern	people	145	607	752	125	557	682	119	542	661	110	488	598
- Central	people	26	99	125	16	88	104	7	46	53	28	173	201
- Northeastern	people	140	624	764	118	582	700	122	568	690	108	566	674
- Southern	people	139	753	892	119	703	822	125	686	811	116	666	782

Key Performance Indicator(s)	Unit	Performance Outcomes											
		2020			2021			2022			2023		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
- Eastern	people	44	209	253	37	158	195	28	141	169	28	104	132
- Western	people	10	70	80	7	62	69	7	59	66	2	38	40
Number of employees	people	19	22	41	17	20	37	11	12	23	10	10	20
Disabled person	people	1	0	1	1	0	1	1	0	1	3	1	4
Number of elderly employees	people												

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Employee compensation					
The total compensation amount for employees.	Baht	1,840,835,098.71	1,927,830,033.69	1,909,181,029.80	1,921,140,086.68
Percentage of employees who are members of the provident fund	%	69.09	69.12	65.83	67.00
The difference in compensation between genders	Female : Male	41.0 : 59.0	41.5 : 58.5	41.2 : 58.8	40.9 : 59.1
Employee development					
Average number of training hours for employees	Hour / People / Year	12.08	10.48	14.16	37.87
Amount of expenses for employee development	Million Baht	10.49	16.29	14.61	20.97
Promoting relationships and participation with employees					
Resigned employee	People	1,046	804	999	761
	Percentage compared to the total number of employees.	22.9%	19.1%	24.8%	19.4%
Employee who resigned voluntarily	People	604	620	878	737
	Percentage compared to the total number of employees.	13.2%	14.7%	21.8%	18.8%

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Number of key labor disputes	Case	0	0	0	0
The goal of developing employee engagement or satisfaction towards the organization	%	0	0	0	0
The results of the assessment of employee engagement or satisfaction with the organization	%	0	0	0	0
Employee development					
The number of employee complaints	Case	42	127	44	62
The use of employee database systems to comply with Personal Data Protection Act (PDPA) regulations	Yes / No	Partiality (Initiation)	Partiality (Some Part)	Yes Coverage	Yes Coverage
Engagement Survey	%	0	0	0	0
Talent and Succession planning cover all positions	Yes / No				<ul style="list-style-type: none"> • 50% (7 positions out of 14 positions) • 100% as targeted
Turnover Rate	%	1.9	1	2.5	1.9
Voluntary Turnover Rate	%	1.1	1	1.9	1.8

11. Operational Result in term of Human Rights

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Human Rights					
The number of human rights violations incidents, along with corrective and remedial measures Corrective measures can be viewed further at Page 83	Case	0	0	0	0
The number of disputes related to regulations, rules, and relevant laws (labor laws)	Case	0	0	0	0
The number of employees with knowledge and understanding of human rights	People	0	431	831	3,927
Respect for diversity and equality					
Respecting diversity and equality	People	4,570	4,219	4,030	3,927
- Thai	People	4,550	4,197	4,008	3,905
- Japanese	People	20	22	22	22

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
The number of incidents or complaints related to violations of rights, equality, and unfair labor practices, along with corrective and remedial measures Corrective measures can be viewed further at Page xx	Case	0	0	0	0
Promotion of female labor force participation.					
The number of female employees, categorized by hierarchical levels	People	3,538	3,288	3,139	3,061
- Executive	People	44	43	43	49
- Management	People	190	207	215	217
- Employee	People	3,304	3,038	2,881	2,795

12. Operational Result in term of Community development / Community relations

Key Performance Indicator(s)	Unit	Performance Outcomes			
		2020	2021	2022	2023
Social responsibility					
The number of disputes with communities/society, along with remedial measures Corrective measures can be viewed further at Page 97	Case	0	0	0	0
The total amount of budget spent on projects or activities for support community/social development	Baht	9,432,000	16,946,400	20,665,000	18,597,388
Community engagement, impact assessment, and development planning					
The number of communities engaged in local community participation and/or development projects	Community	The company's social activities have been carried out in collaboration with the AEON Thailand Foundation, which organizes social activities for foundations, associations, hospitals, and various charitable organizations. Therefore, it is not possible to specify the number of communities that have benefited.			
Participation in sustainable community development or social issue resolution through business processes					
The number of communities benefiting from local community engagement and/or development projects	Community	The company's social activities have been carried out in collaboration with the AEON Thailand Foundation, which organizes social activities for foundations, associations, hospitals, and various charitable organizations. Therefore, it is not possible to specify the number of communities that have benefited.			
The percentage of communities engaged in local community participation and/or development projects that have benefited	%	The company's social activities have been carried out in collaboration with the AEON Thailand Foundation, which organizes social activities for foundations, associations, hospitals, and various charitable organizations. Therefore, it is not possible to specify the number of communities that have benefited.			
Specify the quantitative social benefits/returns to the community/society					
Income in the local area that has a positive impact from community participation and/or development projects	Baht	0	0	0	0

Reader Feedback Survey



Feedback Survey on Sustainability Development Report

The Company has prepared this survey to gather your suggestions, which will be utilized in the future development of the Sustainability Development Report for AEON Thana Sinsap (Thailand) PCL.

We sincerely appreciate your high level of cooperation.

Which of the following groups do you belong to?

- | | |
|---|--|
| <input type="checkbox"/> Shareholder / Analyst / Investor | <input type="checkbox"/> Board of Directors |
| <input type="checkbox"/> Customers | <input type="checkbox"/> Employees |
| <input type="checkbox"/> Business Partners | <input type="checkbox"/> Internal and External Regulatory Agencies |
| <input type="checkbox"/> Communities and Society | <input type="checkbox"/> Government agencies |
| <input type="checkbox"/> Competitors | <input type="checkbox"/> Other, please specify: |

Which source did you receive/read this Sustainability Development Report from?

- | | |
|--|--|
| <input type="checkbox"/> Annual General Meeting | <input type="checkbox"/> Company Employees |
| <input type="checkbox"/> Company Website / Social Media
or other platforms of the Company | <input type="checkbox"/> Other, please specify |

For what purpose did you read the sustainability development report?

- | | |
|---|--|
| <input type="checkbox"/> To familiarize with the Company | <input type="checkbox"/> To gather information for investment
decision-making |
| <input type="checkbox"/> To study sustainability practices and guidelines | <input type="checkbox"/> To prepare the Company's Sustainability Report |
| <input type="checkbox"/> For Educational and Research Purposes | <input type="checkbox"/> Other, please specify |

What aspects of the sustainability report are you interested in?

- ☐ Corporate governance and business ethics.
- ☐ Risk Management
- ☐ Cyber Security and Client Data Protection
- ☐ Responsibility to customers
- ☐ Sustainable Financial Stability

- ☐ Responsible Lending Practices
- ☐ Environment Management System
- ☐ Climate Change and Greenhouse Gas Emissions
- ☐ Financial Inclusion and Financial Literacy
- ☐ Human Resources Management
- ☐ Human Rights
- ☐ Social Contributions
- ☐ Occupational Health and Safety
- ☐ Other, please specify

Satisfaction Level towards Sustainability Report FY2023

	Lowest				Highest
1. The comprehensiveness and completeness of the content.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Level of Interest in Content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Clarity of Language Usage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Interest in design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Satisfaction with the Overall Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What aspects do you think should be added to the sustainability report?

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After reviewing this report, what are your impressions of the company’s sustainability initiatives?

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Do you have any additional comments or suggestions for improving future sustainability reports?

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For further inquiries or additional information about this report, please contact our Investor Relations department through the Investor Relations website.

<https://investor.aeon.co.th/th/info-request/ir-contact> or Tel 0-2302-4721

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บริษัท อีออน ธนสินทรัพย์ (ไทยแลนด์) จำกัด (มหาชน)

AEON Thana Sinsap (Thailand) Public Company Limited