



# 56-1 One Report 2024

INTERLINK TELECOM PUBLIC COMPANY LIMITED





**Telecom<sup>TM</sup>**  
PUBLIC COMPANY LIMITED

## **ITEL MPLS – High-Speed Fiber Optic Network! Seamless Business Connectivity**

**Interlink Telecom (ITEL)** provides Thailand's fastest and most reliable fiber optic network, covering all 77 provinces to meet the demands of today's digital businesses.

***Connect your business anywhere  
with the best network from ITEL***

- **Primary network along railway routes + backup via road routes** reducing risks and ensuring continuous connectivity
- **99.99% SLA guarantee** maximum stability for uninterrupted business operations
- **Expert engineering team** professionally designed and installed to meet international standards
- **24/7/365 technical support** real-time troubleshooting to keep your business running smoothly
- **Cross-border connectivity** empowering your business growth anywhere, anytime



DARK FIBER



MPLS



IPLC



WAVELENGTH



DATA CENTER

***Choose ITEL – the network that takes your business further!  
Connecting the future, ensuring lasting success.***

**WE SERVE THE BEST CONNECTIVITY**



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www.interlinktelecom.co.th



ITEL CHANNEL



InterlinkTelecomPublicCompanyLimited



Interlink Telecom

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# WE SERVE THE BEST CONNECTIVITY

We are the fastest and most stable fiber optic network provider covering 77 provinces throughout Thailand, including connecting to other countries according to customer's requirement for satisfying customer's business, and making every connection as flexible as possible.



## Infrastructure

Infrastructure is the foundation of the digital age.



## Future Proof Technology

Technology supports the future to provide worry-free services to users.



## Reliability

Promote business potential with worry-free connections.



## Accessibility

Good telecommunications networks must be accessible to everyone.





# Message from the Chairman and the Chief Executive Officer

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Dear shareholders,

Year 2024 was a year of major changes. There were changes on the macroeconomic and microeconomic levels as well as changes in leadership in the country and abroad, and all of these factors influenced economic changes on the policy level. However, regardless of the changes, one very noticeable point is that basic infrastructure and technology remain major and vital factors to business and for driving toward widespread prosperity through economic development and narrowing of social gaps. Thus, for the past year and in the future, the government and the private sector will still likely continuously drive investment in this area.

Interlink Telecom Public Company Limited has a foundation that was created to provide infrastructure services with the primary objective of using technology to develop the country, so the Company remains committed to the development of basic data services as our pillar in order to expand in other related areas through value added services in order to increase the Company's service income. In any case, the Company always firmly believes that the presence of good infrastructure will enable the continuous operation of customers' businesses without disruption. Moreover, the Company recognizes the importance of providing comprehensive services and has gained the trust of the National Broadcasting and Telecommunication Commission (NBTC) to undertake a coastal internet installation project in fringe areas (zone C+) and remote areas (zone C), both of which recently ensured that the local populations in these zones can have extensive access to connection services. Furthermore, the Company remains committed to using communications technology to develop and drive the country forward through stable networks with the capability to fully support effective industrial growth at a time of global changes and increasing use of technology.

## **New Technologies Like AI and the Arrival of Data Center Hyper Scalers**

Today, new technologies such as artificial intelligence (AI) are playing an increasingly important role in the operation of various companies in Thailand, while data center hyper scalers such as hyperscale cloud providers are changing the data center market landscape. These service providers require a highly effective infrastructure, superior connectivity speed and unlimited system expansion capabilities. Because they provide an important opportunity for Interlink Telecom to expand its network and provide service solutions that meet said emergent industrial needs, the Company is prioritizing investment in advanced technologies to enhance competitive capabilities while preparing for new opportunities in the future.

## **Facing Challenges and Stable Growth**

Although 2024 continued to be a year in which the world faced complicated external factories like global economic changes, geopolitical uncertainties and rapid digital technological transitions, the Company was still able to maintain growth through strong strategies that prioritized effective cost management and customer base expansion both within the country and abroad, in addition to appropriately serving customers from both the public and private sectors to reduce the Company's dependency or reliance on any single major customer.

In the past year, the Thai economy began to recover due to a stronger tourism sector, but at the same time the business sector still had to adapt to the rapid digital transformation. Thus, the Company has been driving network development to support the rapidly rising demand in order to support the work of business organizations for greater efficiency.

### **Business Growth through Extensive Networks and Comprehensive Services**

With our fiberoptic cable networks covering over 77 provinces nationwide and running along railroads as well as roads, not to mention fiberoptic cables installed on electrical poles and underground, the Company continues to expand services to support the smart city concept, data centers, AI infrastructure and cloud services. This year, the Company has set the goal to increase the number of corporate customers while increasing revenue from new services that create solutions for a changing business market.

Moreover, the Company will be prioritizing growth through mergers and acquisitions (M&As) to expand business capabilities for greater coverage such as by acquiring health tech businesses and hardware implementers that are currently in operation in addition to creating plans for future registration in the Stock Exchange. In addition to acquisitions, the Company is also selling certain businesses to suit future changes to ensure that the Company is fully prepared for future competition.

### **Striving toward a Future of Technology and Innovations**

To support rapid technological developments, the Company is committed to creating the perfect digital ecosystem for customers by developing and pushing for 5 core technologies that build upon the Company's existing basic infrastructure services as follows:

1. Big Data & AI Analytics - Using data to analyze and predict business trends.
2. Cloud & Edge Computing - Digital infrastructure services to help promote fast business operation.
3. Cybersecurity & Blockchain - Enhancing data security and digital transactions.
4. IoT & Smart Infrastructure - Adopting technologies in basic infrastructures and smart cities.
5. Green Tech & Sustainability - Using clean energy and reducing carbon footprint in business operations.

### **Preparing to be a Cloud Implementer in 2025**

In order to further technological developments and support the organization entering the digital age, the Company plans to expand cloud solution services in 2025 with a focus on multi-cloud infrastructure, hybrid cloud and cloud security to support the functionalities of all sizes in the business sector. The Company also remains committed to be the country's leading cloud implementer in order to effectively and safely facilitate various organizations' transition into the cloud-first era.



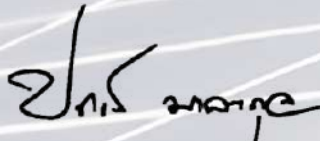
### Adhering to Governance and Sustainability

The Company continues to give importance to the environmental, social and governance (ESG) principles, and in 2024 the Company has set a goal to reduce use of fossil fuels in networks while increasing the use of renewable energy. Additionally, the Company received a Thailand Sustainability Investment (THSI) rating and a corporate governance award on the level of 5 stars, which reflects the Company's commitment to transparent and fair business operation.

### Creating a Secure Future and Sustainable Growth

In 2024, Interlink Telecom continued to move ahead to become a business leader in high-performance networks and data centers in Thailand with a focus on developing high-quality networks, business expansion toward new industries and enhancing service standards for internal acceptance in order to create continuous and sustainable growth for shareholders, customers and Thai society in the long-term.

Finally, we would like to thank all shareholders for having always trusted and supported the Company. We are convinced that the capabilities of our personnel, robust strategies and clear business guidelines will enable the Company to take the organization toward lasting success while creating value for all stakeholders.



**Mr. Pakorn Malakul Na Ayudhya**  
Chairman



**Dr. Nuttanai Anuntarumporn**  
Chief Executive Officer

## Board of Directors



**Mr. Pakorn Malakul Na Ayudhya**

- Chairman
- Independent Director



**Mrs. Kesara Manthusree**

- Chairman of the Audit Committee
- Independent Director



**Gen. Ponpipat Benyasri**

- Independent Director
- Chairman of the Risk Management Committee
- Audit Committee
- Nomination and Remuneration Committee
- Corporate Governance Committee



**Mr. Amnuay Preemonwong**

- Independent Director
- Chairman of the Corporate Governance Committee
- Risk Management Committee
- Nomination and Remuneration Committee
- Audit Committee



**Dr. Lillada Anuntarumporn**

- Director
- Corporate Governance Committee



**Dr. Nuttanai Anuntarumporn**

- Director (Authorized Director)
- Risk Management Committee

## Board of Directors



**Mr.Sombat Anuntarumporn**

- Vice Chairman (Authorized Director)



**Dr.Chalida Anuntarumporn**

- Director (Authorized Director)
- Corporate Governance Committee Member



**Mr.Suwichan Nilanan**

- Director
- Risk Management Committee
- Nomination and Remuneration Committee



**Mr.Suwat Punnachaiya**

- Director
- Chairman of the Nomination and Remuneration Committee
- Risk Management Committee



**Ms.Varisa Anuntarumporn**

- Director
- Nomination and Remuneration Committee

# Management



**Dr. Nuttanai Anuntarumporn**  
Chief Executive Officer



**Dr. Bundit Rungcharoenporn**  
Managing Director



**Mr. Sumit Jaroenpornpiti**  
Acting Chief Financial & Accounting  
Officer  
Company Secretary



**Mr. Vinai Paiboonkulwong**  
Acting Chief Network Engineering Officer  
Acting Project Management Office 2 Director



**Mr. Mek Samukkee**  
Acting Chief Business Development Officer  
Acting Solution Architecture Director  
Acting Products Development Director



**Mr. Chakkrit Jaiman**  
Deputy Information Technology  
Director



**Mrs. Wilairat Utta**  
Deputy Network Quality Management  
Director



**Mrs. Saranya Kanjanaopas**  
Deputy Sale Director

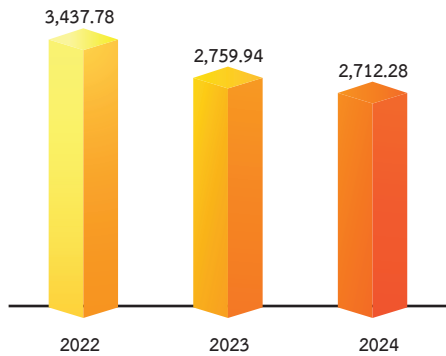


**Ms. Juthathip Charoensriwanich**  
Assistant Sale Director

# Financial Highlight

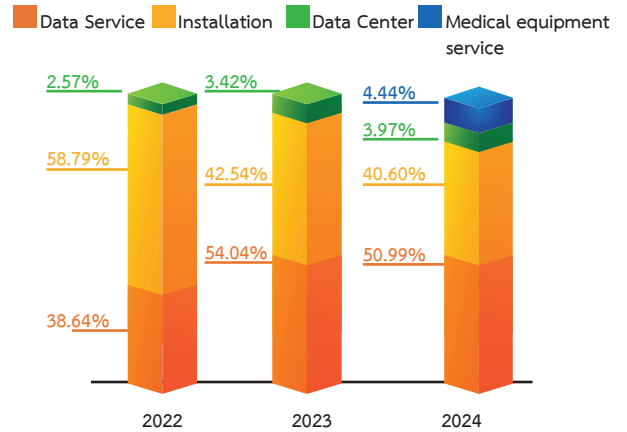
## Service Revenue (Million Baht)

The revenue from the sales and services of medical equipment increased by 100%. Meanwhile, the revenue from network services decreased by 14%, and the revenue from network installation services decreased by 13%. As a result, the total service revenue decreased by 9% compared to the previous year.



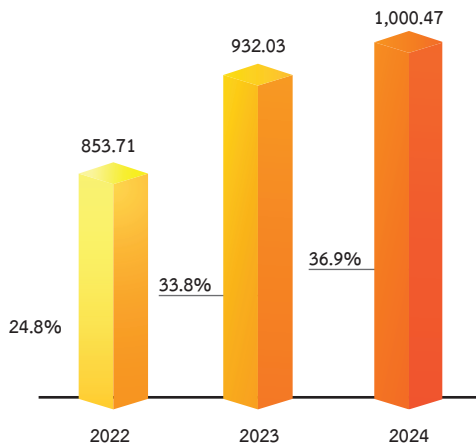
## Service Revenue Component

The service revenue includes increased network usage and the expansion of the Interlink Fiber Optic customer base. These are the primary factors contributing to revenue growth.



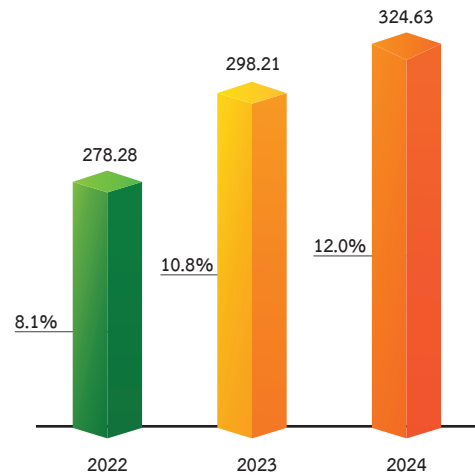
## EBITDA (Million Baht, Margin)

EBITDA grew by 7.34% compared to the previous year, driven by revenue growth and effective cost control, which led to improved profitability



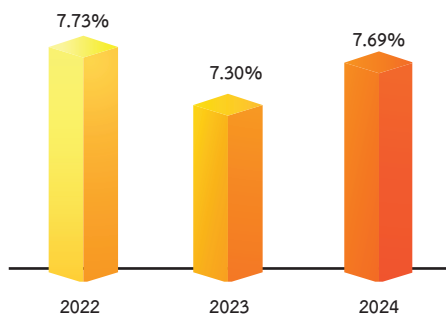
## Net Profit (Million Baht, Profit Margin)

The total net profit increased by 8.86% compared to the previous year, with the company's portion amounting to 303.99 million Baht..



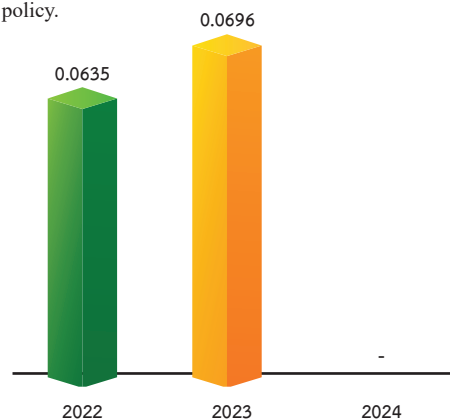
## Return on Equity

The company has consistently delivered steady returns to its shareholders.



## Dividend (Baht/Share) and Dividend Payout Ratio

The company has maintained its dividend payout ratio in accordance with its policy.



# Operational Highlight

Market Capitalization

**2,736 Million Baht**

(Summary information on 31<sup>st</sup> December 2024)



Total Assets

**8,670 Million Baht**



Total Revenues

**2,518 Million Baht**



Total Net Profit

**304 Million Baht**



Total Shareholders' equity

**4,055 Million Baht**

**Solution  
for  
digital age**



## SUSTAINABLE & CONTINUOUS GROWTH

We strive to be a telecommunication network service provider as the

**No.1**

trusted brand with the most stable network.

Which has revenues from these services;



**1,263 Million Baht**

Revenue from Network Services



**1,006 Million Baht**

Revenue from Network Installation Services



**99 Million Baht**

Revenue from Data Center Services



**110 Million Baht**

Revenue from Medical Equipment



**234 Million Baht**

Other income

- Expand the service area continuously, always support customer 24 hours a day.
- Leadership in fiber optic technology Covering 75 provinces
- The first who provides services on one stop services network solution in Thailand.
- Provides services via fiber-optic throughout the route as the customization.
- Guarantee of Bandwidth for all data transfers at the level of SLA 99.99%



**2024 Awards of Achievement**



- “Best Product and Service Innovation of the Year 2024” Award or “BUSINESS+ PRODUCT INNOVATION AWARDS 2024” in the Technology Products and Services category, presented by Business+ magazine under ARIP Public Company Limited.
- Successfully held the Annual General Meeting (AGM) 2024, achieving a perfect score of 100 points on the AGM Checklist, maintaining the “Excellent” rating for the fourth consecutive year.
- “Outstanding Leadership Award 2024” in the field of Organizational Management and Development, presented by the “One Million Good Deeds for the Nation” project under the Thai Social Foundation.
- “Outstanding Organization of the Year 2024” in the field of Telecommunication Network Services, presented by the “One Million Good Deeds for the Nation” project under the Thai Social Foundation.
- Achieved a 5-star corporate governance rating or “Excellent” (Excellent CG Scoring) in 2024, maintaining this highest rating for the fourth consecutive year.
- Recognized with the SET ESG Ratings 2024 at the “A” level, previously known as the Thailand Sustainability Investment (THSI), for the fifth consecutive year.

## Changes and Developments in the Year 2024



1. ITEL acquired Global Lithotripsy Services (GLS) for 39.78 million Baht to expand into the Health Technology sector, aligning with its New S-Curve strategy. GLS specializes in providing medical equipment services such as CT Scan, MRI Scan, and ESWL. This acquisition strengthens ITEL's position and creates future growth opportunities.



2. Mr. Pakorn Malakul Na Ayudhya, Chairman of Interlink Telecom Public Company Limited (ITEL), along with Dr. Nattana Anuntarumporn, Chief Executive Officer, and the board of directors hosted the 2024 Annual General Meeting of Shareholders in a hybrid format at the Grand Suvannabhumi Conference Room, 7<sup>th</sup> Floor, Interlink Building. The meeting approved all agenda items, including the resolution to pay dividends at the rate of 0.0696 Baht per share, amounting to no more than 96.67 million Baht. The XD sign will be posted on May 7, 2024 and dividend payments scheduled for May 23, 2024.



3. The Extraordinary General Meeting of Shareholders No. 1/2024 approved the listing of Blue Solution Public Company Limited (BLUE), a subsidiary in which ITEL holds a 51% stake, on the Market for Alternative Investment (mai). The company plans to issue 60 million newly issued ordinary shares with a par value of 1 Baht per share, representing 25.64% of the total shares after the offering.



4. TEL approved the allocation of 60,000,000 additional shares of BLUE, representing 10% of the total shares offered to the public. These shares are designated for the company's shareholders, allowing them to subscribe proportionally to their shareholding (Pre-emptive Right) to safeguard their shareholder rights.

# Changes and Developments in the Year 2024



5. ITEL signed an agreement to participate in the AseanConnect.One project to enhance service capabilities for telecommunications companies and Over-The-Top (OTT) content providers in the ASEAN region. This initiative enables seamless high-speed data communication services across international borders and key data centers in the region.

AseanConnect.One is a collaborative effort among seven leading telecommunications companies and data centers in ASEAN, including:

- APT Satellite (Hong Kong)
- FPT International Telecom (Vietnam)
- Interlink Telecom Public Company Limited (Thailand)
- NeocomISP Limited (Cambodia)
- NTC Asia Limited (Hong Kong)
- SEAX Global (Malaysia/Singapore)
- Telin (Indonesia)

This collaboration focuses on delivering more efficient and unified high-speed communication services. It aims to reduce installation and maintenance time, allowing telecommunications companies and OTT providers in ASEAN to access AseanConnect.One services quickly and adapt to dynamic business changes.

Additionally, ITEL hosted a reception for AseanConnect.One members in Bangkok on November 18, 2024. This event fostered collaboration and exchange of perspectives among members, strengthening partnerships and paving the way for a sustainable and prosperous future.



6. ITEL received a 3-star rating from the Thai Private Sector Collective Action Coalition Against Corruption (CAC) for 2024. Additionally, its membership was renewed for the second consecutive time, with the certification valid for three years. This recognition highlights the company’s commitment to operating with integrity, transparency, and good governance principles, while firmly opposing all forms of corruption to ensure sustainable and continuous growth.



7. ITEL secured several major projects in the fourth quarter, totaling over 390 million Baht. Notable projects include the expansion of WIFI service points for USO NET and USO Wrap, valued at 100 million Baht, as well as the installation of a 700-kilometer fiber optic network for the Provincial Electricity Authority, valued at 56 million Baht.



8. ITEL divested a 33.33% stake in ETIX ITEL Bangkok to a French partner. This strategic move aims to enhance financial flexibility, focus on the development of core business operations, and prepare for the arrival of Hyperscalers and the role of Cloud Implementor.



## Awards and Recognition



### ITEL Reinforces Excellence in Innovation by Winning the BUSINESS+ PRODUCT INNOVATION AWARDS 2024

Dr. Nattanaï Anuntarumporn, Chief Executive Officer of Interlink Telecom Public Company Limited (ITEL), a leading provider of fiber optic networks, installation services (Installation), and data center services (Data Center), proudly led the “Interlink Fiber Optic High-Speed Data Network Service” to receive the “Product and Service Innovation of the Year 2024” award, also known as the “BUSINESS+ PRODUCT INNOVATION AWARDS 2024,” in the category of “Technology Products and Services.”

This prestigious award was granted by the editorial team of Business+ Magazine, under ARIP Public Company Limited, in collaboration with distinguished experts from the College of Management, Mahidol University. The award ceremony took place on March 25, 2024, at the InterContinental Bangkok Hotel.

The award symbolizes the company’s success in product and service innovation, demonstrating its readiness to leverage communication technology to drive national development. ITEL promotes widespread access to technology through its high-speed data communication network services, supported by its Interlink Fiber Optic infrastructure. This utilizes advanced Internet Protocol (IP) technology as a foundation for data transmission, powered by key technologies such as Dense Wavelength Division Multiplexing (DWDM) and Multi-Protocol Label Switching (MPLS). These innovations enhance the network’s capacity, efficiency, and stability while providing seamless international connectivity to meet the diverse needs of businesses. With a Service Level Agreement (SLA) guarantee of 99.99% and a dedicated team of engineers offering 24/7, year-round support, ITEL continues to focus on elevating service quality, driving business innovation, and meeting the needs of all customer segments. The company is committed to contributing to Thailand’s sustainable growth and development.



### ITEL Achieves a Perfect Score in AGM Checklist 2024 for the 4<sup>th</sup> Consecutive Year, Upholding Good Corporate Governance

Interlink Telecom Public Company Limited (ITEL) has reaffirmed its commitment to transparency by achieving an excellent score of 100 in the AGM Checklist for the 4<sup>th</sup> consecutive year. This quality assessment of annual and extraordinary general meetings of listed companies on the Stock Exchange of Thailand (SET) in 2024 was conducted by the Thai Investors Association and the Thai Listed Companies Association.

ITEL adheres to best practices for conducting shareholder meetings, ensuring equal rights and fairness for all shareholder groups. It treats stakeholders equitably, enabling shareholders to actively participate in management decisions, thereby fostering robust checks and balances. This approach reflects the essence of good corporate governance for listed companies in Thailand.

## Awards and Recognition



### ITEL Achieves Sustainable Growth with 5-Star CGR “Excellent” Rating for the Fourth Consecutive Year

Interlink Telecom Public Company Limited (ITEL) has once again been awarded a 5-star “Excellent” rating in the 2024 Corporate Governance Report of Thai Listed Companies (CGR), conducted by the Thai Institute of Directors Association (IOD) with support from the Stock Exchange of Thailand. This marks the fourth consecutive year ITEL has achieved this prestigious recognition, which evaluated a total of 808 listed companies.

This accolade reflects ITEL’s unwavering commitment to consistent excellence in corporate governance, sustainable management, and ethical business practices. The company operates under the framework of good governance principles, emphasizing economic, social, and environmental dimensions (ESG). By embracing its philosophy of “continuous and sustainable growth” ITEL builds confidence among stakeholders and strengthens its reputation as a trusted partner. Through its expertise and dedication, ITEL continues to deliver lasting value to its business partnerships and contributes to the nation’s sustainable development.



### ITEL Wins Two Prestigious Awards from the Thai Social Foundation’s “One Million Good Deeds for the Nation” Project

Dr. Nattanai Anuntarumporn, Chief Executive Officer of Interlink Telecom Public Company Limited (ITEL), was honored with the “Organizational Leader of the Year 2024” in Organizational Management and Development. The company also received the “ Organizational Leader of the Year 2024” award in Telecommunications Network Services from the Thai Awards (Rangwanthai) ’s “1 Million Good Deeds for the Nation” project. The awards ceremony took place on August 23, 2024, at the Air Force Auditorium

These accolades underscore the remarkable leadership that turns knowledge into action, demonstrating excellence in creating impactful projects and initiatives that benefit society and the nation. ITEL has consistently engaged in diverse activities to give back to the community, earning recognition from stakeholders in all sectors. The awards signify ITEL’s commitment to serving as a model of outstanding societal contribution and public inspiration.

## Awards and Recognition



### **ITEL Continues Sustainable Growth with SET ESG Ratings “A” Level for the Fifth Consecutive Year**

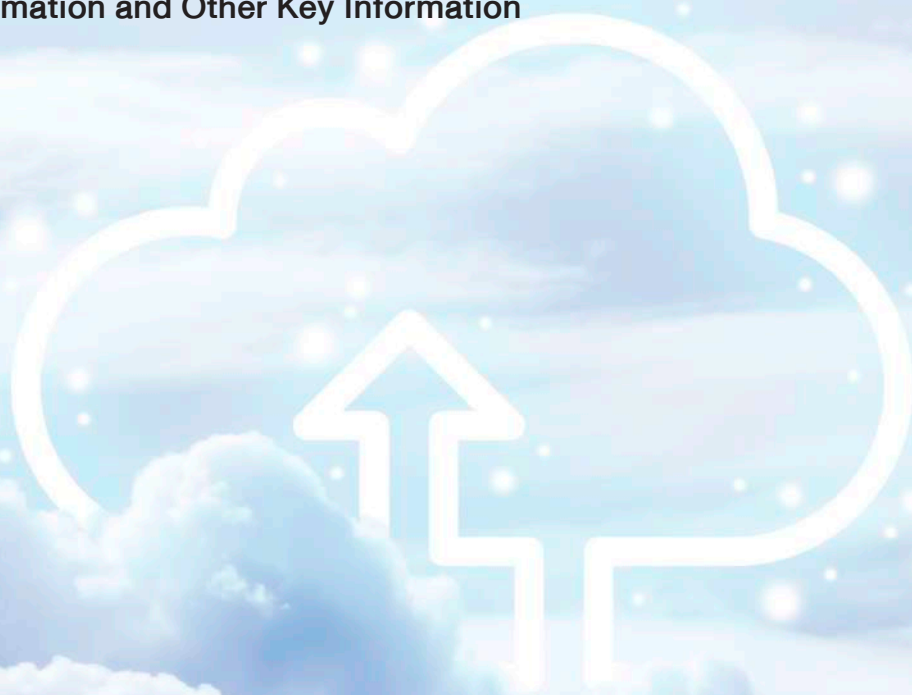
Interlink Telecom Public Company Limited (ITEL) has achieved an “A” level in the 2024 SET ESG Ratings for the 5<sup>th</sup> consecutive year. Conducted by the Stock Exchange of Thailand, this assessment places ITEL among 288 listed companies recognized in the Information and Communication Technology sector. The rating reflects ITEL’s effective strategy in disclosing sustainability performance and reinforcing trust among investors and stakeholders.

The company remains steadfast in incorporating sustainability across all dimensions—Environmental, Social, and Governance (ESG). By upholding corporate governance principles, ITEL takes responsibility for the environment, society, shareholders, and stakeholders. The company also instills a sustainability-focused culture within its employees, ensuring a strong foundation for driving ESG-aligned practices. These efforts position ITEL to achieve long-term sustainable development goals, foster business opportunities, and adapt to evolving social and environmental dynamics, contributing to resilient and sustainable business growth.

# Part 1

## Business Operations and Performance

1. Structure and Operations of the Company Group
2. Risk Management
3. Driving Business towards Sustainability
4. Management's Discussion & Analysis (MD&A)
5. General Information and Other Key Information



# 1. Structure and Operations of the Company Group

## 1.1 Business Policy and Overview

Interlink Telecom Public Company Limited founded on January 3, 2007 which was established by business restructuring policy (“Reorganization”) of the Interlink Communication Public Company Limited (“ILINK”) in order to expand from the cable distribution business and information technology (IT) equipment that ILINK be an expert integration with engineering business from the contractor to install cable equipment for the providers of mobile phone service with the purpose to provide data connection services between users’ offices and support development and increased the telecommunications system in Thailand which needed a network to connect to data that is highly stable and be able to support huge data transfer.

On May 8<sup>th</sup> 2012, the company received a type 3 telecommunications business license that has own network from the Office of the Broadcasting Commission Television business and the National Telecommunications Commission (NBTC) to do business as a provider of high speed communication circuits for 15 years and on October 19<sup>th</sup> 2012, the company was licensed by the State Railway of Thailand to install fiber-optic networks along the railway lines for 30 years which makes the company’s service more stability and also the route is different from the others fiber networks company. After receiving the license, the company has built the structure of fiber optic cable networks. (Interlink Fiber Optic Network) with the purpose to be the most secure and effective private network company and has started service under the network name “Interlink Fiber Optic” in June 2013.

Interlink Fiber Optic is a network which combines the main networks along the route of the State Railway of Thailand include the main route, alternate routes and sub-routes along the road path via electricity poles to connect to reach customers making data connection with the company’s network continuous and stable and also can provide services covering Interlink MPLS IP-VPN, Interlink Wavelength, Interlink Dark Fiber, Interlink IPLC and Broadcast Services which is suitable for use in all types of telecommunications and telecommunication businesses such as data, video, voice and internet. The company has team of engineers to take care of 24 hours and 365 days which making service is able to respond to data transmission and communication efficiently, with maximum security and can check the network status through the computer system in order to prevent or solve the problems in time. That makes Interlink Fiber Optic network have 99.99% service ability with standards and quality (Service Level Agreement). Also covers areas throughout Bangkok Metropolitan areas and others provinces around Thailand (on 31<sup>st</sup> December 2024, the network of the company serves 77 provinces around Thailand). In addition “the company is also licensed by the National Telecommunications Commission office in providing additional international telecommunications network services on April 26<sup>th</sup> 2014 which can connect the network to alliances in ASEAN such as Singapore, Malaysia, Cambodia, Vietnam, Myanmar and Laos.

The company has extended services name “Data Center” by providing server rental and disaster recovery for organizations. The Data Center was established to be Data center especially that designed and built by the specifications of Data Center type TIER 3 which has service areas to support customers up to 369 Racks. And joint to expand data center services with the Advance Information Technology Public Company Limited (AIT) and The WHA Corporation Public Company Limited (WHA) which can support customers up to 1,038 Racks that service 24 hours, 365 days.

January 12<sup>th</sup> 254 B.E. In 2025, the Company entered into an agreement with Etix Everywhere, a global data center partner from Australia, to acquire shares from Advanced Information Technology Public Company Limited (AIT) and WHA Corporation Public Company Limited (WHA) with 67 percent of Genesis Data Center’s shares, renamed “ETIX Bangkok #1”. We aim to expand this data center to serve future customers up to 2.4 megawatts to enhance our customer base, particularly overseas cloud service providers who want to use Thailand as a base for data center.

In 2023, the Company acquired Global Lithotripsy Services (GLS), a medical device distribution and service company, to expand its investment into related businesses, as well as to create opportunities to expand its Health Technology business in Thailand, enhance medical and Health Technology. To be more efficient and to push the company’s business to grow stronger and sustainable in the future.

## 1.1.1 Vision and Mission



### Vision

- 1) To become the Biggest Network Provider in Thailand
- 2) To become the Most Reliable Network in Thailand
- 3) To become the Most Admired Telecom in Thailand



### Mission

To be a timely, secured, safe and reliable fiber optic network provider with 77 provinces coverage and the most secure and innovative data center.



### Motto “WE SERVE THE BEST CONNECTIVITY”

We are the fastest and most stable fiber optic network provider covering 77 provinces throughout Thailand, including connecting to others countries according to customer’s requirement for satisfying customer’s business, and making every connection as flexible as possible.



### Objective เป้าหมาย

The company see that communication is the main key in every business therefore we determine to be the leader of network services throughout Thailand by focusing on the invention and technology integration to develop the capacity and potential of the network with the aim of making the fiber-optic interlink network to be the fastest and most stable network and able to support new services to keep up with changes in the industry by maintaining the importance of providing services to customers and will cling to customer’s demand by adaptation service platform to be more faster for support customer’s business in order to make every connection of the customer simple and uncomplicated.

## Core Value

# I G C T

## Innovative Thinker

Dare to think and do creatively for better things

## ChALLENGER

Dare to challenge, keep developing yourself, and accept mistakes



## Giver

Dare to give well to both internal and external customers

## Team Player

Join together and help each other as one under the same goal

## 1.2.2 Changes and Developments



2023

- The Company signed a partnership with Edge Centres, a world-class data center ally from Australia. Officially launched its first data center in Thailand in Chiang Mai under the name “EC61”, which uses cutting-edge 5G technology to meet every business need.

- Mr. Pakorn Malakul Na Ayudhya, Chairman of Interlink Telecom Public Company Limited or ITEL along with Dr. Nuttanai Anuntarumporn, CEO and the board of directors held the 2023 general shareholder meeting in hybrid format (physical meeting and electronic meeting) at the Grand Suvarnabhumi Meeting Room, 7<sup>th</sup> Floor, Interlink Building, Ratchadaphisek Road, where shareholders approve dividends at the rate of 0.0635 baht per share, marking XD with the date of 10 May 2023 and for dividend payment to occur on 26 May 2023.

- The Company received a new project from the Communications Network Division of the Provincial Electricity Authority. This is a turnkey contract in the repair and maintenance of fiber optic cable networks with 24-hour availability in 12 areas from 2023-2026 (3 years) by e-bidding with a value of 124,581,999.29 baht (one hundred twenty-four million five hundred eighty-one thousand nine hundred ninety-nine baht and twenty-nine satang), including VAT.

The turnkey contract for the repair and maintenance of fiber optic cable networks with 24-hour availability in 12 areas from 2023 - 2026, Function Region 1 (Northern Region) divides employment into 4 work groups (4 contracts) with deliveries scheduled within 1,096 days from the date of contract signing or after receiving notification from the PEA to commence work.

The work consists of 1) corrective maintenance of 11,313.59 kilometers of the fiber optic cable network with 24-hour availability with a value of 88,178,120.46 baht; and 2) preventive maintenance of 11,313.59 kilometers of the fiber optic cable network with a value of 28,253,654.58 baht.

- The Company was chosen to work on a large project in the fiber optic and systems equipment purchase-sales contract in Kanchanaburi and to carry out installations in the military communications network development project for the 2023 fiscal year in 1 project valuing a total of 39,500,000 baht (thirty-nine million five hundred thousand baht only), including VAT, installation fees, training expenses, taxes and other duties, trials and testing and all other associated expenses. This project was organized at the Royal Thai Army Headquarters, Chaeng Watthana Road, Thung Song Hong Sub-district, Lak Si District, Bangkok Metropolis, on 11 April 2023.





- The company became a certified member of the Thai Private Sector Collective Action Against Corruption Coalition (CAC), and the Company's membership has been renewed consecutively for the second time. This certification has a validity of 3 years, and the certification reflects our determination to operate business with consideration to governance, integrity, transparency and anti-corruption in every form as well as our specification of appropriate working processes to set clear practice guidelines and create continuous and sustainable growth in line the Company's missions.
- The Company entered into a contract for a project to develop information technology knowledge and skills to promote society's digital transition as part of the mission to deliver extensive basic telecommunications services and social services in Function Region 5 (Southern Region) by the Office of National Broadcasting and Telecommunications Commission (NBTC) by e-bidding with a total project value of 297,208,550.00 baht (two hundred ninety-seven million two hundred eight thousand five hundred fifty baht only), including VAT and all other expenses. The contract will commence on 15 August 2023 and last up to 4 August 2025.
- The Company was entrusted by customers to carry out solar cell installations by installing solar cells for base stations and local telecommunications poles in the Bangkok Metropolitan Region, the Southern Region and the Northeastern Region in over 4,224 sites with a total project value of at least 334 million baht (excluding VAT) and a project duration of 240 days.
- The Company acquired Global Lithotripsy Services Company Limited (GLS), a distributor and service provider of medical devices with a registered capital of 2,000,000 baht, divided into 20,000 ordinary shares valued at 100 baht per share, by purchasing all shares of GLS from the existing shareholders as well as the company's movable and immovable properties (without meeting the criteria for being a connected party) for the total price of 39,777,925.65 baht or approximately 1,989 baht per share.



- The company is trusted by major telephone service providers. The “2022 OSP Frame Contract” is a work project for the Southern Region for supporting fiber optic network expansion and has a value of 106,079,155.21 baht (including VAT). The project’s duration is 1 year.
- The company concluded an agreement with Etix Everywhere, a world-class data center partner from Australia, which purchased shares from Advanced Information Technology Public Company Limited or AIT, and WHA Corporation Public Company Limited or WHA, which holds 67% of the shares of Genesis Data Center as of 12 January 2022, with the name change to “ETIX Bangkok #1”, and there is a goal to expand this data center to support customers in the future with a capacity as high as 2.4 megawatts.
- The Extraordinary General Meeting of Shareholders No. 1/2022 that was held Electronic Meeting (E-EGM) on 27 January 2022 passed a resolution approving the purchase and acceptance of complete business transfer between ITEL and Weatheria E Co., Ltd. through the allocation of no more than 30,600,000 capital increase ordinary shares at the par value of 0.50 baht per share to Weatheria E and/or the shareholders of Weatheria E by private placement as remunerations for the transaction for acceptance of complete business transfer, along with 612,000 ordinary shares (or about 51% of the registered capital of Blue Solution (BS), a subsidiary whose shares are held by Weatheria E). The purpose of this investment is to give ITEL the opportunity to expand into the New S-Curve by operating a business that sells and offers comprehensive information technology system products and services to the public and private sectors without overlaps with the company’s business, and this also gives the opportunity for the company to participate in additional project work proposals.
- The company acquired the communications circuit and accessories leasing service for data for the Could First Innovation 2020 project of Krungthai Bank Computer Services Co., Ltd. The contract value is 45,410,800 Baht (including taxes).
- The company received the ISO/IEC20000-1:2018 standard certificate for the 4<sup>th</sup> consecutive year, thus guaranteeing international quality standards in information technology service management covering planning, design, service transfer, service delivery and performance monitoring and creating confidence in the effectiveness and stability of the company’s networks to demonstrate the potential of information technology and services to support the business transition toward the digital era.
- The company was entrusted by a major mobile phone service provider through receiving a solar cell installation project. This project involves the installation of solar cells at stations nationwide (except for Bangkok Metropolitan). The total project value is 167,936,500.00 baht (including taxes) and its duration is 180 days.
- The company acquired the network installation project for a major telecommunications service provider of Thailand in the “FTTX” project in the Southern Region. The project value is 167.33 million baht and the project installation duration is 165 days. This demonstrates the company’s capabilities and strengths in the area in being able to accept work and increase the effectiveness of employees in the area continuously.



- KTBST REIT Management Co., Ltd., as the KTBSTMR Real Estate Investment Trust manager (KTBSTMR), passed an approval resolution at the Extraordinary General Meeting of Shareholders (E-EGM) No. 1/2022 on 16 March 2022, whereby the shareholder meeting approved a financial loan for investment in real estate for the acquisition of related real estate for use in the 1<sup>st</sup> business expansion by the amount of 750 Million Baht for investment in real estate ownership rights of the “INTERLINK DATA CENTER” project of Interlink Telecom Public Company Limited.
- Tris Rating declared a rating of “BBB” with a “Stable” credit-rating inclination for Interlink Telecom Public Company Limited. This rating also includes standalone credit in the profile (SACP) of “bbb” and the status of being a subsidiary of Interlink Communication Public Company Limited (ILINK), which is the company’s parent company. This rating demonstrates the company’s strength as a telecommunications business service provider.
- The company issued and offered for sale warrants for the purchase of the company’s ordinary shares for the 4<sup>th</sup> time (ITEL-W4) on 20 July 2022 with an age of 2 years and rights-exercising ratio of 1:1 (with rights-exercising price at 11.50 baht).
- Blue Solution Co., Ltd. (BS) in which Interlink Telecom Public Company Limited or ITEL holds a 51% share was entrusted by the Electricity Generating Authority of Thailand (EGAT) to receive a project for the purchase and installation of signal networks and access network system accessories at Surat Thani Power Plant, Krabi Power Plant, Chana Power Plant, Bang Lang Dam, Chana Learning Center and the EGAT Office with a value of 166 million baht (including VAT), along with a project in the Central Region in the form of a project for the purchase and installation of signal networks and access network system accessories at Bang Pakong Power Plant, Vajiralongkorn Dam, Sri Nakarin Dam and the EGAT Office with a value of 151 million baht (including VAT), and BS will provide a 1-year warranty along with continual maintenance and repair services for an additional 5 years.
- The company acquired a bidding project for the development of a new e-budgeting project at Phaya Thai Sub-district, Phaya Thai District, Bangkok Metropolis by an additional system with a total project value of 636.50 million baht. The new e-budgeting project that the company will participate in developing will help improve the budget work of the country through transitioning more from the traditional system toward the paperless system with real-time data updates and queries to more rapidly integrate data inside and outside of agencies.
- The company became a certified member of “Thailand’s Collective Action Coalition Against Corruption” with a validity period of 3 years from the date of certification resolution, that is, from 31 December 2022 to 30 December 2025 from the Collective Action Coalition Against Corruption Project or CAC. The company is ready to declare its intention against corruption with the determination to build the organization toward sustainable growth within the framework of good corporate governance in management, transparency and verifiability, especially in processes related to or at risk of corruption in the company, and this includes all forms of corruption and is a major component of business principles.



- The company revised its New S-Curve strategy in Big Data and Security topics such as drones and anti-drones, social data and social analytics, security analytics and Tele of Everything to create solutions that meet the needs of customers in every sector while pushing the company's business toward strong and sustainable future growth.
- The company signed a contract with the Directorate of Joint Communications, Royal Thai Armed Forces Headquarters, in a project to procure IP microwave radio sets along with accessories for the 2021 fiscal year. The value of this project is 78,831,425.00 baht (seventy-eight million eight hundred thirty-one thousand four hundred twenty-five baht only), including VAT, other taxes, shipping fees, registration fees and all other expenses.
- The company received the "Best Practice Award" in the information and telecommunications technology category and the "Person of the Year" award of 2021 from the selection of the Board of Directors of the One Million Seedlings of Doing Goodness for the Country Project by the For Thai Social Foundation.
- At Special Shareholder Meeting No. 1/2021 on 17<sup>th</sup> February 2021, a resolution was passed to amend the company's objectives and the company's memorandum of association in Clause 3 from 40 items to 64 items to accommodate the company's future business growth.
- The company won the bid for the 3-year primary data center and backup data center and co-location equipment installation leasing project of the Islamic Bank Asset Management Company Limited pursuant to the e-Bidding Document No. ForNorChor.ChorChor.b 02/2021 dated 19<sup>th</sup> February 2021 by making the smallest bid of 7,499,880.00 baht (seven million four hundred ninety-nine eight hundred eighty baht only), including VAT, other taxes, shipping costs, registration expenses and all other expenses. Installation was scheduled to take place and be completed within 120 days from the date of contract signing, with 3 years being the total service duration.
- The company received 100 points for quality evaluation of its annual general shareholder meeting (AGM) in 2021 by the Thai Investors Association, thus becoming a model organization in developing good corporate governance in Thailand and giving shareholders confidence in the company's work.
- The company received a notification from the Office of Royal Thai Police for a procurement project of operational vehicles installed with 1-sensor unmanned aerial vehicle detection systems, unmanned aerial vehicle control signal interrupter devices and portable unmanned aerial vehicle signal interrupter devices (Drone guns) for a total of 11 vehicles for a project value of 552,722,500.00 baht (five hundred fifty-two million seven hundred twenty-two thousand five hundred baht only), including VAT, other taxes, shipping expenses, registration expenses and all other expenses.
- Interlink Telecom Public Company Limited modified the shareholder structure of the company after Interlink Communication Public Company Limited reported sales of the company's ordinary shares to the Stock Exchange of Thailand on 8<sup>th</sup> July 2021, reporting that 50,000,000 ordinary shares of the company were sold to MFC Asset Management Public Company Limited or a total of 4.85% of the company's registered and paid-up capital through trading in the Stock Exchange of Thailand.



- The company was given a project contract for the design, procurement and installation of fiberoptic cables over a distance of 1,400 kilometers for the Provincial Electricity Authority (PEA) pursuant to e-bidding Document No. PEA-CDD-04/2021 with a total project value of 99,938,000.00 baht (ninety-nine million nine hundred thirty-eight thousand baht only), including VAT, other taxes, shipping expenses, registration expenses and all other expenses. The project duration is 365 days after the contract signing date.
- The company received a 5-star or “Excellent” rating for corporate governance by the Corporate Governance Report (CGR) of 2021 by the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand. This reflects the commitment of the board of directors and the Executive Committee in continuously developing and enhancing good corporate governance to operate business in a responsible and transparent manner while giving importance to all stakeholders.
- The Stock Exchange of Thailand approved the transfer of the securities of Interlink Telecom Public Company Limited or ITEL for trading in the Stock Exchange of Thailand (SET) in the technology industry grouping, information and communications technology business category, by transferring from the previous market, namely, the Market for Alternative Investment (MAI), from the industrial group: technology, effective as of 8 November 2021 and onward.
- The company received 2 projects from the Provincial Waterworks Authority with a combined value of 45,527,000.000 baht (forty-five million five hundred twenty-seven thousand baht only) composed of the following:
  - 1) A virtual private network (VPN) system leasing project pursuant to Provincial Waterworks Authority Announcement on the Bidding for Leasing of a Virtual Private Network (VPN) System by e-Bidding and e-Bidding Document No. KorChorHor. 59/2021 with a value of 26,477,000.00 baht (twenty-six million four hundred seventy-seven thousand baht only), including VAT, other taxes, shipping expenses, registration expenses and all other expenses.
  - 2) A virtual private network and SMS system leasing project to support the information technology system for water users pursuant to Provincial Waterworks Authority Announcement on the Bidding for Leasing of a Virtual Private Network and SMS System for the Information Technology System for Water Users by e-Bidding and e-Bidding Document No. KorChorHor. 60/2021 with a value of 19,050,000.00 baht (nineteen million fifty thousand baht only), including VAT and other taxes, shipping expenses, registration expenses and all other expenses.
- The company was included in the Thailand Sustainability Investment (THSI) list in 2021 for the 2<sup>nd</sup> consecutive year for the company according to an announcement of the Stock Exchange of Thailand. This reflects the company’s focus in developing business sustainably with consideration to environmental, social and governance (ESG) issues in all dimensions.
- The company was chosen to be granted the SET Awards 2021 for Sustainability Excellence in the category of Rising Star Sustainability Awards and SET Awards 2021 in the category of Outstanding Investor Relations Awards for the 4<sup>th</sup> consecutive year.



- The Company won the tender in a service of virtual network system and short message notification (SMS) system for support water user information system. Total project value was 17,120,000.00 baht (including VAT) with the Provincial Waterworks Authority as the owner of project
- The Company has entered into a repair and maintain fiber optic cable network contract in 24 hour preparatory form, including 12 districts, phase 4, work group 1, northern region distance 9,929.44 km. According to the bidding document by electronic bidding method (e-bidding), PEA No. GPF (A) -002-2562 with the Provincial Electricity Authority (PEA), the total project value was 96,187,650.00 baht (ninety-six million one hundred eighty seven thousand, six hundred and fifty baht) (including VAT) service period 1,095 days from the date of signed contract or since the contractor was received a letter from the employer.
- The Company was recruited to work on 2 large projects from the Department of Military Communication, Royal Thai Armed Forces and signed contract on 22 May, 2020 total value 135,584,460 million baht which divided into 1. signed in a contract that buy and install an IP microwave set with accessories for system according with the project to supply an IP microwave set with accessories system. Total project value was 85,897,460.00 million baht including VAT. And 2. Signed a contract which buy a microwave set (Extension) with installation value 49,687,000.00 baht including VAT.
- The Company was received a memorandum of agreement to renew Data Center Co-location Service convention with some large financial institution at the 1<sup>st</sup> Data Center (Interlink Data Center) by extended service contract for another 5 years from September 12, 2020 to August 31, 2025 including contract value 202,230,000.00 baht (two hundred two million two hundred and thirty thousand baht) including VAT
- The Company received the Outstanding Investor Relations Awards for the 3<sup>rd</sup> consecutive year at the SET Awards 2020 ceremony that organized by the Stock Exchange of Thailand cooperated with the financial and banking magazine. The award is awarded to listed companies with an outstanding performance in investor relations activities. That their value participation in correct, complete and efficient disclosure of beneficial communication to shareholders and investors.
- The Company has also been selected on the Thailand Sustainability Investment (THSI) list for 2020 by the Stock Exchange of Thailand. That appear the commitment to develop and management business to grow in accordance with the sustainable development. And have good corporate governance, take into the responsibilities to stakeholders in all aspects. Apply environmental, social and governance issues or ESG (Environmental, Social and Governance) to development in business along with social and environmental. Which can create sustainability of the company.
- The Company has hired a design contractor and installation of fiber optic cables 3,600 kilometers distance of the Provincial Electricity Authority According to the electronic bidding process (e-bidding) No.PEA-CDD-11/2020 value 249,705,900 baht (two hundred forty nine million seven hundred five thousand and nine hundred baht) (including VAT) processing period 365 days from the signing date in the contract.



2020

- The Company has been renewed for information security management system standard (ISO/IEC 27001:2013). By that standard is a certification that the company has operated in accordance with laws, rules, regulations and contractual requirements with important information. In consequence, getting certified from the standard providing the process of the company has been implemented in the most efficient manner. To protect secret information from unauthorized access.
- The Company has started solar installation service for customers in communication business group. To create business opportunities and to be in a part of partner to driving organizations to the digital age. Which is another option to add value to the customer's business. That can increase the efficiency of clean energy usage by efficiently. That guaranteed by international service standards and create confidence of customer in the development of sustainable technology potential.



2019

- Received the Special Recognition Award under the “Rising Star Awards 2018” given to the company which has effectively performed by Thai Institute of Directors Association (IOD) Which is an organization that has important role in the professional development of directors and support good corporate governance in Thailand.
- Received Outstanding Investor Relations Awards for the second consecutive year at the SET AWARDS 2019 awards by the Stock Exchange of Thailand. This award is given to listed companies that are outstanding and focus on investor relations activities. Which reflects the importance and determination of the company in building investor confidence.
- Received Asia's Best Employer Brand Awards 2019 by Employer Branding Institute, reflecting the company's potential from having outstanding executives and be a role model in supporting the creation of internationally recognized learning organization. In which the company is determined to create and develop the personnel in the organization with full efficiency and to increase the ability to drive organizations modernly and can adaptation to the changing of digital age.
- Won the bidding for the purchase project installation of 24 Cores fiber optic cable from the Provincial Electricity Authority, totaling 3,140 kilometers with Information and Communication Network Public Company Limited (ICN), project value of 213 million baht.
- Cooperated with the company SiS Distribution (Thailand) Public Company Limited or SIS launches SiS Cloud Services to penetrate the public cloud market in Thailand. The organizations can adaptation the cloud themselves. Service through more than 2,000 partners, focused on 5 business groups such as real estate, retail with branches of insurance agencies or government organizations and independent software development companies.
- Interlink Telecom Public Company Limited work with the Metropolitan Electricity Authority (MEA) and the group of telecommunication operators for solving the problem of communication cables by studying and experimenting with the MEA line arrangement on electricity poles on the Nakniwat Road. Ratchaphruek Road and SalaThammasop Road and study the problems and impacts that suitable for organization of communication lines to progress the beautiful city scenery according to government policies.



## 2019

- Certified for service standards ISO / IEC20000-1: 2018 from BSI. That ISO / IEC20000-1: 2018 is a standard about IT service that must be integrated and able to respond to services such as security in-out of the DATA CENTER room, cctv camera system, 24 hour surveillance staff, temperature and humidity detection systems, 2 electrical systems, etc.
- Launched high-speed data connection service for securities clients that need a “Low Latency” connection. To provide services specifically for groups that use high frequency trading or HFT (High Frequency Trading) between the data center of the Stock Exchange of Thailand to the data center in Singapore.
- Member certification of the Private Sector Collective Action Coalition Against Corruption From the Thai Institute of Directors Association (IOD) by the Collective Action Coalition Against Corruption (CAC). The company is ready to announce intention to fight corruption with determination to build an organization for sustainable growth under the management framework of good ethics, transparency and accountability. Especially the processes that are related to or are at risk of corruption within the company including all forms of corruption. Create awareness among directors, executives and employees at all levels. Participate in anti-corruption which is considered as one of the heart of the business principles.
- Selected as a live broadcasting service for the 2019 elections by Broadcast TV systems which connecting signals from main voting point such as Bangkok city hall and city hall of another province for real time counted votes.
- Started providing CCTV data connection services (Surveillance as a Service) to connect CCTV in 6 areas in Bangkok together.



## 2018

- Registered capital increase to 625 million baht to reserve for the warrants to purchase ordinary shares of the Company No. 1 (ITEL-W1)
- Issue and offer warrants for purchasing the ordinary shares of the Company No. 1 (ITEL-W1) on 23 May 2018 aged 3 years. Can be used after 2 years, exercise ratio 1: 1 (exercise price at 5 baht)
- Launched Genesis Data Center, a collaboration between companies Interlink Telecom Public Company Limited (ITEL), Advanced Information Technology Public Company Limited (AIT) and WHA Corporation Public Company Limited (WHA) Established as a new company with all registration points 210.00 million baht and the company's shareholding is 33.33% and built a data center which received Tier 3 certification from UPTIME Institutional and have more service areas 1,038 Racks, which are currently serving more than 30% of the total service area.
- Won the bidding for the project providing high-speed internet in remote areas (Zone C) in 15,732 villages or USO 2 contract, group 8 in the southern worth 2,460.00 million baht.
- Won the bidding for the project providing high-speed internet in remote areas (Zone C) in 15,732 villages or USO 2 contract, group 6 in the central area 1, with Sky ICT Public Company Limited (SKY) worth 2,196.00 million baht, 51% belong to the company or 1,119.96 million baht.
- Won the project hiring communication system to support the DMS of the Metropolitan Electricity Authority total worth 414.36 baht, representing 66.67% of the company or 276.40 million baht.





2017

- The second data center under the Genesis Data Center Company Limited has operated construction completed and started service.
- Won the bidding and sign the contract for the mobile phone signal project and high speed internet in the border area of 3,920 villages (Zone C +) Group 4, Central-South and Group 5 (3 southern border provinces, including 4 districts in Songkhla province), worth total 1,868.24 million baht.



2016

- Expanded service areas to cover 75 provinces throughout Thailand. And set up more care and maintenance centers up to 38 centers.
- Additional network connection to Laos at the Thai border.
- Began to provide services in 3 southern border provinces.
- In 2016 Annual General Meeting of Shareholders in 21 April 2016 resolved to approve the company proceed and approve the allotment of 200 million shares with a par value of 1 baht per share as follows.
  - (1) 140,000,000 newly issued ordinary shares offered for sale to the public.
  - (2) 60,000,000 newly issued ordinary shares offered to the shareholders of ILINK in the same price as ordinary shares to the public.
- Issued and offered 200 million capital increase shares at the price of 5.20 baht per share in September 2016 with the fund raising of 1,040 million baht.
- Registration of additional and paid-up ordinary shares of the Ministry of Commerce in the amount of 200 million baht (200 million ordinary shares with a par value of 1 baht per share) on 12 September 2016.
- Joined the investment in Genesis Data Center Company Limited with 2 listed companies. Which has a 33.33% per shares to expand the data center business which can support up to 624 Racks. Construction started in 2016.



## 2015

• In 2015, Annual General Meeting of shareholders on 29 April 2015 resolved to approve the Company Proceed as follows.

- Changed to Public Company Limited.
- Changed the par value from 100 baht per share to 1 baht.
- Increased the registered capital 200 million baht from 300 million baht to 500 million baht.

By issuing 200,000,000 new ordinary shares with a par value of 1 baht each. The details as follows:

- (1) 130,000,000 newly-issued ordinary shares offered for sale to the public.
- (2) 60,000,000 newly-issued ordinary shares offered to the shareholders of ILINK in proportion holding shares in ILINK at the same price of ordinary shares to the public.
- (3) 10,000,000 newly issued ordinary shares offered to the directors, executives, and employees of the company at the same price of ordinary shares to the public.

• Accepting the job of constructing and / or improving telecommunication cable network for TrueMove Company Limited worth approximately 180 million baht.

• Additional network connection to Myanmar At the 2 border areas of Thailand, Mae Sot District, Tak Province and Mae Sai District, Chiang Rai.

• Expand service areas to cover 64 provinces throughout Thailand and establish a care and maintenance center total 26 centers.



## 2014

• Expanding the scope of service by creating network access points in important areas such as sports stadiums and large hall for live broadcast to support “Digital TV” especially.

• Increased the registered capital of 270 million baht from 30 million baht to 300 million baht by issuing 270,000 new ordinary shares, with a par value of 100 baht, to be offered to existing shareholders in order to use the money to expand the company’s network.

• Purchased data center buildings and related equipment from the Interlink Communication Public Company Limited and started the business of providing data center services.

• Accepting the quality of depository center from ISO under ISO / IEC 27001: 2013 Which is considered an important standard in business.

• Expanding service areas cover 58 provinces throughout Thailand and establish a care and maintenance center total 24 centers.



## 2014

- Licensed by the Office of the National Broadcasting and Telecommunications Commission (NBTC) to provide international personal leased circuits (IPLC) and virtual private leased circuits (International IP-VPN).
- Connect with the network service providers in others countries to send data such as Singapore, Malaysia, Cambodia, Vietnam and Hong Kong etc.
- Received the job of installing fiber optic cable networks for the Metropolitan Electricity Authority, expenditure 133 million baht.



## 2013

- Installation fiber-optic network in over 40 provinces nationwide, focusing on areas in Bangkok and surrounding provinces focus on important provinces.
- Launched the Interlink Fiber Optic network, focusing on quality services. The service ranges from Interlink MPLS IP-VPN, Interlink Wavelength and Interlink Dark Fiber, focusing on customers in the financial and banking sectors, large businesses and corporate clients with offices in various areas.
- Set up surveillance and maintenance centers nationwide, in the amount of 18 branches



## 2012

- Licensed by the Broadcasting Commission Television business and the National Telecommunications Commission (NBTC) type 3, number 3A/55/001, with the license covering 15 years.
- Lending the right to install fiber optic cable networks along the railway line for providing services for a period of 30 years.
- Begin the fiber optic network installation nationwide, started 10 provinces, base on Bangkok and nearby areas.



## 2011

- Established and registered as a company under the 100% ownership of Interlink Communication Public Company Limited, with initial registered capital of 30 million baht.

## 1.2 Feature of Business

### 1.2.1 Revenue Structure

Type of service	2022		2023		2024	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
1. Network service revenue *	1,310.73	38.13	1,466.32	53.13	1,263.33	46.58
2. Network installation revenue	1,994.52	58.02	1,154.49	41.83	1,005.96	37.09
3. Data center services revenue **	87.34	2.54	92.77	3.36	98.46	3.63
4. Revenue from the Sale and Provision of Medical Equipment Services	-	-	-	-	110.08	4.06
Profit from Acquiring a Business at a Price Below Fair Value	3,392.59	98.69	2,713.58	98.32	2,477.83	91.36
Profit from the Sale of Investments in Joint Ventures	-	-	-	-	54.36	2.00
Total service income	-	-	-	-	140.09	5.17
Other income ***	45.18	1.31	46.36	1.68	40.00	1.47
<b>Total income</b>	<b>3,437.77</b>	<b>100.00</b>	<b>2,759.94</b>	<b>100.00</b>	<b>2,712.28</b>	<b>100.00</b>

Note: \* Network services revenue consists of the installation of a telegraph network for customers and the connection of the customer network with the company network.

\*\* Revenue from data center area services includes revenue from data center area services, electricity and data center management services.

\*\*\* Other revenues consist of interest income, supporting business from partners, compensation income from insurance and fine.



## 1.2.2 Information Services

### Feature of Business

Interlink Telecom Public Company Limited is a telecommunications network service provider, with a type 3 telecommunications business license with own network The National Broadcasting and Telecommunications Commission (NBTC). Which allowed the company provide telecommunication network services of Fiber Optic Network. In addition, the Company provides telecommunication network installation services and providing data center services.

#### 1. Providing high speed data network service (Data Service)

The company provides high speed data service network by using the Interlink Fiber Optic network which is constructed by using modern Internet Protocol (IP) technology and is the basis for data transmission based on technologies such as Dense Wavelength Division Multiplexing (DWDM) and Multi-Protocol Label Switching (MPLS). Which will increase the capability of the network system and can provide all kinds of data-sending services make it possible to provide services to customers up to level 3 (Layer 3: Network Layer) with features that are increased from Level 2 (Layer 2: Data Link Layer) that has the ability to only control the data transmission as follows

- 1) Ability to manage and transfer data between networks (Managed Network)
- 2) Ability to manage routing
- 3) The ability to prioritize data traffic by type of service (Class of Service)
- 4) The ability to certify the quality of service (Quality of Service)

By prioritizing each type of service, which has a huge impact on the management of data transmission to the highest efficiency and also prevents bottlenecks within the network and can support the signal up to 100 Gbps and 400 Gbps in the future.

Layer	Performance characteristics
Layer 3 : Network Layer	Define the path for data transmission through the network.
Layer 2 : Data Link Layer	Controls the data transmission at the hardware level and check the correctness of data transfer.
Layer 1 : Physical Layer	Defining how to control the receiving and sending of data between computers at the bit level. By connecting to the data transmission line.

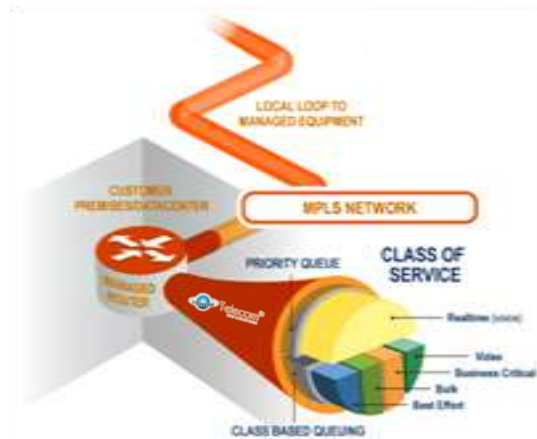
The company's high-speed data network services are divided into 6 types as follow

#### 1) Interlink MPLS IP-VPN

Interlink MPLS IP-VPN is a virtual private network (VPN) service that transmits data using the MPLS (Multi-Protocol Label Switching) technology. Resulting in a virtual circuit and can connect between multi point to multi point in the organization together without sending data back to process at central location and can also specify order of magnitude (class of service). MPLS IP-VPN will help customers decrease the cost of leasing communication circuits that connect between offices and will help increase the convenience of customer network connection in many areas. Which do not need to reserve private circuits all the time, allowing customers to use the full value and efficiency.

In addition, the company can manage Data transmission with Network Management System (NMS). In order to inspect and control the operation of all related devices within the whole network and can help manage equipment in the part of the user as well. If have objections the data can be automatically redirected to the alternate route within a short amount of time (less than 50 milliseconds), Therefore can be confident that the service will be in a normal state in 24 hours.

Interlink MPLS IP-VPN service is suitable for users who need to connect between corporate offices more than 2 branch offices such as banks securities companies, Shopping malls and supermarkets etc. and use more than 1 type of data whether voice, video, data or internet. The company is also able to provide services to those who have a Type 1 and Type 2 telecommunications license that needs to connect from the internet exchange point to the customers and also have services for voice over MPLS, video conference over MPLS and high definition TV Broadcast.

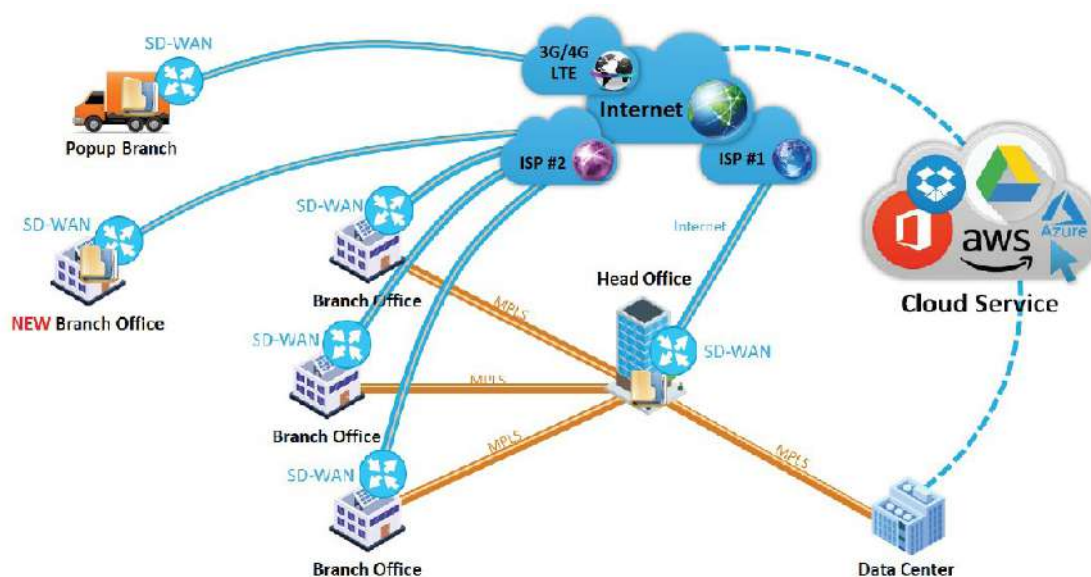


### Strengths of Interlink MPLS's IP-VPN service

- Installed by the whole fiber optic cable network system which can increase or decrease speed without having to change the type of cable.
- Stable, secure, and highly efficient, same the Leased Line, Frame Relay, and Asynchronous Transfer Mode (ATM).
- Can prioritize each application and can send images, sounds, data and internet connection according to customer needed and guarantee the service quality as QoS specified.
- Using a Ring Topology network connection for network stability and for maximum efficiency while using and if the network fails at any point, the others will still provide service as usual.
- Automatic route procurement system in case of certain routes failing. (Back Up Circuit)
- The main network can support large connections up to 10 Gbps.
- The company can connect to users devices immediately for solving problems and helping from a central location.
- Able to choose a variety of connection technology (Access) such as Fast Ethernet/ Gigabit Access, Leased Line etc. Without separate the network system, making the customer easy to care and repair.
- Have team to monitor and solve problems 24 hours, every day.

## 2) Interlink SD-WAN

This is the provision of services to enhance the capability and security of MPLS networks through use of SD-WAN or software-defined wide area network. SDN technology has been attracting attention due to its superior network management capabilities.



### Service Features of Interlink SD-WAN

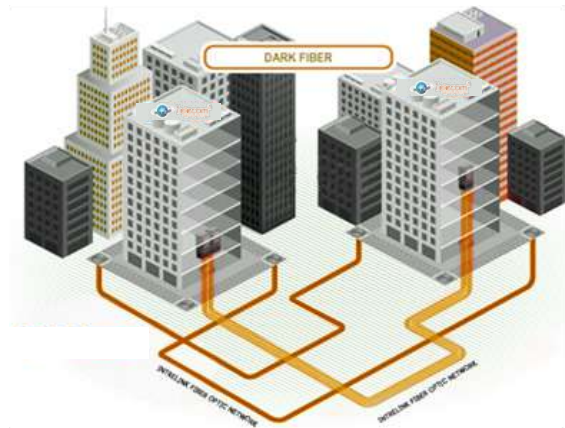
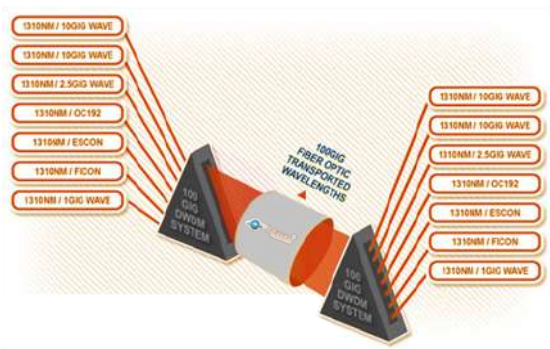
- **Bandwidth Management:** Internet bandwidth from each link can be merged to reduce traffic insufficiency problems, in addition to being able to access the internet with the same IP addresses regardless of the number of internet connections.
- **Operational Complexity:** This helps make setting configurations easier while requiring a shorter period of time, since most SD-WAN routers are automated models for searching for and creating routes from point to point.
- **Fragmented Security:** Management is easier due to the existence of a dashboard system for managing all functions on a single page.
- **Application Awareness:** It is possible to have awareness and limit the function of various user applications. After learning about the usage volume of an application, it is possible to block usage on an individual level and at different time periods. A usage summary can also be created personally from the dashboard.
- **Application Downtime:** In cases where an application or link is down, the system will be able to automatically search for and provide a new route, and an NMC team is always available to provide 24-hour, 365-day monitoring and supervision. It is also possible to assign monitoring privileges to customers.
- **Cloud App Readiness:** A built-in cloud server makes it unnecessary for the customer to procure additional cloud servers.
- **Scalability:** There can be less link or router device rental cost for branch expansions through VPN by only requiring that each branch has an internet connection.
- **Operating Costs:** With the aforementioned information, it is possible to immediately reduce various operating costs, which can save on unnecessary expenses while allowing you to use your funds to manage other aspects of your business.

### 3) Interlink Wavelength

Interlink Wavelength is a service to send - receive large data for users who need a bandwidth more than 1 Gbps. By sending data through the Interlink Fiber Optic Network using the core technology DWDM, which is data transmission on many wavelengths and can send large amounts of data at the same time on fiber optic networks. Which can reduce cost of data transfer that suitable for users who need to connect data between point to point and need for large channels greater than 1 Gbps. Interlink Wavelength's target customers such as users who want to connect data between 2 data centers, mobile service providers and internet service providers in various provinces around the country.

#### Strengths of the Interlink Wavelength

- Installed by the whole fiber optic cable network system which can increase or decrease speed without having to change the type of cable.
- Supporting large data transmission, from 1Gbps/ 2.5Gbps/ 10Gbps/ 40Gbps and 100Gbps.
- The cost of data transfer per Mbps is lower than normal.
- Select various connection technologies such as DWDM, SDH and Ethernet.
- Users do not have to pay for expensive connecting devices.
- Have team to monitor and solve problems 24 hours, every day.



### 4) Interlink Dark Fiber

Interlink Dark Fiber is a service for connecting data of users via the Interlink Fiber Optic network, in which the users can freely choose the technology for receiving and sending data. Including responsible for entire network management which is suitable for the users who need to connect data between point to point and need large channel including personnel who will manage their own networks. Which main target customers is large organizations such as commercial banks, mobile operators and telecommunication licensees in category 1, 2 and 3.

#### Strengths of the Interlink Dark Fiber

- Installed by the whole fiber optic cable network system which can increase or decrease speed changing cabling type.
- Supports the technology as the user chooses and can also set the speed of data transmission whether High Definition TV Broadcast 3G, 4G or 5G.
- Customers can exchange information with the network operation center for help and monitor the status of the system.
- Have team to monitor and solve problems 24 hours, everyday.





### 5) Interlink IPLC

High speed communication service to connect in a point-to-point through the Interlink Fiber Optic network from Thailand to around the world through the cooperation network of business partners which is a leader in international data connection services (Global Network Operator) .Which suitable for users who need to connect data between point to point to out of abroad .Or connections from abroad to Thailand, such as organizations or businesses with branches overseas, embassies or international organizations, hotel and tourism business, transportation business, import and export business, internet service provider and groups of telecommunications business licensees in category 1,2 and 3.

#### Strengths of the Interlink IPLC

- Installed by the whole fiber optic cable network system which can increase or decrease speed without having to change the type of cable.
- High speed communication circuit that has constant speed all the time.
- It is a high speed communication circuit that supports all forms of communication including image, sound, data and other multimedia.
- Able to support a variety of connections such as DWDM SDH and Ethernet.
- Supports large data transmission, the service from 1 Gbps/2.5 Gbps/ 10 Gbps/ 40 Gbps and 100 Gbps.
- Users do not have to pay for expensive connecting devices.
- Have team to monitor and solve problems 24 hours.

### 6) Broadcast Services

The Company is ready to provide a network that fully supports services of the broadcast business by offering signaling solutions and broadcasted by expert engineering team with the equipment that accepted in the world class standard. Emphasizes the importance of designing to be able to use all the time. Whether in a different path than usual. The interlink fiber optic network used for broadcasting must have at least two routes for signal transmission as the main link and backup link and the designed to be wired from different nodes to prevent the Single Point of Failure.

In addition, the company still choosing devices internationally grade, such as devices used for signal transmission (Encoder) and receive signal (Decoder). The company still emphasizes on installation and maintenance services by setting up an engineering team installation and advice for 24 hours a day, 365 days. Which the company has a Network Management Center (NMC) to monitor all parts of the customer's service that make customers confident in service of the company which is committed to developing services and drive the business to grow together sustainable.

The table summarizes the characteristics of the company's high-speed data network services as follows

Service Type	Bandwidth	Technology	Operating Characteristics	Estimated Contract Duration
1. Interlink MPLS IP-VPN	1 Mbps - 100 Gbps	MPLS & DWDM	Connect between offices with more than 2 branches	15 month
2. Interlink SD-WAN	1 Mbps - 10 Gbps	MPLS & Internet	For managing the WAN links of organizations that have multiple branches with each branch having a wide range of applications or whose internet access is achieved through the head office.	12 month
3. Interlink Wavelength	1 - 100 Gbps	DWDM	Connect to send and receive large data that requires more than 1Gbps of bandwidth	12 month
4. Interlink Dark Fiber	Unlimited	-	Connect with the device to manage the transfer direct customer information and the client will manage the network entirely	18 month
5. Interlink IPLC	1 Mbps - 100 Gbps	MPLS & DWDM	Connected to foreign networks	12 month
6. Broadcast Services	500 Mbps - 1 Gbps	MPLS	Connection between Thaicom with broadcasting stations	12 month

On December 31 2024, the company has a contract to provide high-speed data communication network services that are scheduled for future service in the amount of 1,044.93 million baht, which is divided into agreements with scheduled services by 2025 of 724.57 million baht and Providing services from Year 2026 onwards, in the amount of 557.39 million baht.

#### Distribution channels and target customers of high speed data transmission network service

The company divides the sales team into 5 groups to respond need of customers efficiently by customers of the company covering both private customers and government agencies which can classified into various groups as follows.

**1. General Business Companies (BIZ)** Means a group of business operators who want to connect between the corporate offices that have more than 2 branch offices or connect between the office and the backup center such as True Internet Corporation Company Limited, Zen corporation group public company limited, Insee Digital Company Limited, Tawandang DCM Company Limited, Bangchak Corporation Public Company Limited, HaadThip Public Company Limited, Lion (Thailand) Company Limited, Tipco Foods Public Company Limited, Siamchai Service Company Limited, Orora Design Company Limited and FN Factory Outlet Public Company Limited etc.

**2. Multimedia Broadcasting Companies (MBC)** Means television stations, cable TV operators, digital TV operators and content producers that want to distribute multimedia information to the receiver, which is a group that needs a large channel for real-time multimedia data transmission such as Triple V Broadcast Company Limited (Thairath TV), One 31 Company Limited (GMM), BEC-Multimedia Company Limited (Channel 3) and Bangkok Media and Broadcasting Company Limited (PPTV), etc.

**3. Communication and Telecommunications Service Providers (ISP)** Means an operator that provides data communication like mobile phone system services and internet system services such as CS LoXInfo Public Company Limited, Internet Thailand Public Company Limited, True Internet Corporation Limited, National Telecom Public Company Limited and Advanced Wireless Network Company Limited, etc.

**4. Banking, Securities and Insurance Companies (BFI)** Means entrepreneurs, banks, securities companies and insurance companies, which have many branches and emphasize to security and stability in data transfer such as Kasikorn Bank Public Company Limited, Siam Commercial Bank Public Company Limited, Srisawad Power 2014 Company Limited, Thai Credit Retail Bank Public Company Limited, Star Money Public Company Limited, Maybank Securities (Thailand) Public Company Limited, UOB Kay Hian Securities (Thailand) Public Company Limited, Islamic Bank Asset Management Company Limited, Kiatnakin Phatra Bank Public Company Limited, Bank of Ayudhya Public Company Limited and Yuanta Securities (Thailand) Company Limited.

**5. Government Institutions (GOV)** Means government agencies and state enterprises used in procurement, such as price checking and electronic bidding (E-Bidding) such as Royal Thai Air Force Electronics Communication Department, Provincial Waterworks Authority, Ministry of Natural Resources and Environment, Office of the Narcotics Control Board (ONCB), Cooperative Promotion Department, Signal Department Royal Thai Army and Budget Bureau etc.

## Work under progress

On December 31, 2024, the company has network installation services Work under progress in the amount of 726.68 million baht. However, the company expected that all deliveries can be completed within the year 2024 - 2026 as follow:

(Unit : Million Baht)

Project	The Value by Contract Amount* (Exclude VAT)	The Value of work delivered and revenue recognition	The value of Remaining Contract Amount On December 31, 2024*
1. 2023-2024 Optical Fiber Cable Installation	249.00	67.94	181.06
2. Contract for the Purchase and Installation of Equipment for Expanding Wi-Fi Service Points at Schools with USO Net Centers and USO Wrap Rooms under the Project for Providing Mobile Phone Signals and High-Speed Internet Services in Underserved Areas and the Project for Providing High-Speed Internet Services in Remote Areas	94.25	-	94.25
3. The contractor of 24 hours preventive maintenance of fiber optic network, Group 1, (Northern) 11,313.59 kilometers.	116.43	58.96	57.47
4. Subcontract for repair work and maintenance of the fiber optic cable	94.00	47.60	46.40
5. Subcontract for development of electronic budget management system (New E-Budgeting)	591.95	552.03	39.92
6. Project for the Improvement of the Closed-Circuit Television (CCTV) Network System in 5 Southern Border Provinces	37.00	-	37.00
7. Project for the Procurement of Repair and Maintenance Services for the Optical Fiber Cable Network in the Northeastern Region	44.46	18.38	26.08
8. Project for the Procurement of Design, Supply, and Installation of Optical Fiber Cable over a Distance of 700 Kilometers	55.56	31.10	24.46
9. Project for the 2024 Maintenance Agreement OSP Optical Fiber Cable for ER	16.67	5.49	11.18
10. Project for Providing Internet Network Equipment Installation Services in Schools under the Bangkok	38.73	29.05	9.68
11. Project for the Procurement and Installation of Optical Fiber Cable to Support the 115 kV Closed Loop Circuit Power Distribution System with Teleprotection	7.96	-	7.96
12. Crime Prevention Project to raise standards and increase the capacity in crime prevention, security in life and property of tourists and traffic discipline to reduce accidents by Smart CCTV in the area of Provincial Police Region 2	301.26	297.07	4.19
13. Installation of other telecommunication network	231.81	44.78	187.03
<b>Total</b>	<b>1,879.08</b>	<b>1,152.40</b>	<b>729.68</b>

Note: \*Contract Amount may be adjusted according to the actual work. And the remaining contract amount expected to be recognized as income in each period. Subject to change from the stated Due to change in contract amount or may not deliver work on schedule.

## Competitive strategy

### 1.1 The fiber optic networks installation with different routes.

The company recognizes the importance of stability in the highest data connection so the users could use the network continuously and with Service Availability. Therefore, the company uses the telegraph poles along the railway lines as the main route in the construction of the Interlink Fiber Optic network with higher safety than electric poles on roads that might cause the road accidents than telegraph poles along the railway line. The company has an agreement with the State Railway of Thailand to request permission to lay down fiber optic cables along the telegraph poles. The fiber-optic networks laying allows the company to save the cost of laying lines because its frequency is less than the electric poles.

Also, the interlink fiber optic network is required to lay along the main route, alternate routes, and sub-routes that reach customers. So, the company chooses to install on routes that do not overlap with other providers as possible to increase the using the service options for customers and differentiating from other service providers.

### 1.2 Providing end-to-end fiber optic services throughout the country.

The company is aware of the importance of the big data connection which has an increasing tendency continuously. Therefore, the company creates a network by defining fiber optic cables for the entire route which includes the subnet connecting to the end customer (Access) because the fiber network can support the maximum data transmission and it is more stable to use than other types of networks, such as telephone network lines or copper networks, etc. Also, the company's network is the whole fiber optic network causing no bottlenecks from changing the network type in receiving-sending data. Therefore, it allows users to use efficiently, such as increasing or decreasing channel size at certain times. Some of the networks may not be able to operate because of the limited networks that are not all-fiber networks.

The company has already laid the network covering 75 provinces nationwide. The company's fiber-optic cable network also covers the whole country including neighboring countries such as Singapore, Malaysia, Cambodia, Laos, and Myanmar. That will enable the company to provide services to all customer types covering both domestic and international connections, as well as be able to control service costs to suit customer needs.

### 1.3 The use of modern and stable technology.

The company uses the Multi-Protocol Label Switching (MPLS) and Dense Wavelength Division Multiplexing (DWDM), which is a technology that will increase the capacity of the network system which can provide services to send and receive all forms of data Which can provide services to customers up to level 3 (Layer 3: Network Layer), which has additional features from level 2 (Layer 2: Data Link Layer) that is widely used today. The MPLS technology will increase the sending and receiving data between networkability and routing management, which has a great effect on the management of sending and receiving information that bottlenecks and supports signaling and growing types of information. When it comes to DWDM technology, it will increase the sending and receiving data ability within the network using data transmission over multiple wavelengths in 1 fiber optic cable, which can transmit data up to 100Gbps. As the mentioned technology, it will help the company's fiber-optic network to be able to send and receive data quickly. Moreover, it is a safe and stable system that is important in the telecommunications industry. It is also a technology used by the world's largest telecommunications service providers, such as Singtel AT&T Verizon and British Telecom.

### 1.4 Providing services according to the consumer's needs (Customization)

The Company's policy is to provide a customized service to meet customer needs. The company recognizes the user's needs that may be different in each area, such as some bank's branch may need to use image data delivery while another branch may not need, the company will design a service that is suitable for each customer in each area. According to the mentioned service policy, the company is different from other service providers which may not be able to adjust to the customer's needs due to some limitations such as the network, the main technology services, etc. The technology seminars are also held in collaboration with technology leaders such as CISCO, Huawei, Ericsson, and others to allow engineers or the management team to have a better understanding of technology causing new needs that the company could fulfill. Including maintaining the users' relationship to have confidence in the service that they will not use others.

### 1.5 Business operations with fairness which

The company is committed to conducting business with neutrality, transparency, and openness for all organizations seeking to connect with telecommunications infrastructure. Whether it's businesses looking to connect with internet service providers or organizations in need of stable and secure connectivity solutions, the company is ready to meet all requirements for telecommunications infrastructure, including fiber optic network services, data center connectivity, and tailored network solutions for organizations. The company firmly believes that its neutral and transparent service approach helps create opportunities for all organizations to access technology equally, promoting growth across all sectors in the digital age and serving as a fundamental pillar of the country's digital economy.

### 1.6 Service Level Agreement (SLA) at 99.99%

Which is an agreement to guarantee service quality between service providers and service recipients. To increase the customers confidence in the level agreed upon by the telecommunications service providers, there are different Service Level Agreement guarantees such as SLA 99% or SLA 99.99%, which is the level of service that will occur while it is unable to provide the service (Downtime), only 438 minutes or 43 minutes for the 24-hour service a day, 30 days per month, respectively. The company can provide customers services with the Service Level Agreement (SLA) standard of not less than 99.99% due to the fiber optic network which is the main route of the company installed on the telegraph poles along the railway line, together with the alternate routes which are installed on the electricity poles along the road. This can prevent the route problems for example; when there is a problem in one route, the system can switch to use the network in another. The company also has 24 hours surveillance system 365 days by Network Management Center (NMC) to beware of causing the incident, monitor and fix the faults that occur in the company's system which can be detected from all customers circuits.

The Company also has a 24 hours service, 365 days surveillance team at the Network Management Center (NMC) to monitor repair any failure and incident in the network which can be detected through all customer's network. There are alerts and updates on progress for the customers to be aware of movement in network operation. The problem and incident correction are available 24 hours a day, because the installation of the Company's network equipment are accessible even at night and holidays. There are 36 main centers and 43 secondary centers nationwide. Also, the Company uses GPS tracking technology to monitor the accuracy and effectiveness of the team to correct any failure to ensure confidence the customers will receive the best service with guaranteed minimal damage. In an event of a failure, under the Company's policy, the mean time to recovery (MTTR) must be 4 hours nationwide. Currently, the company is able to maintain the quality of repair response time nationwide within 2 hours and 30 minutes.

### 1.7 After-sales service by team consisting of 100% engineers.

The company provides after-sales service with a 100% engineering team to be able to meet users needs immediately. Due to the company's service is a technology related service, it causes complex operations and problems solving method. Therefore, the company realizes the importance of establishing an engineering team to be the problem recipients and problem-solving person, thus it shortens the problem-solving time. It can satisfy customers with the service and they have confidence in the service if there are any errors occur.

### 1.8 Providing other additional services to customers through partners who have expertise in the company's business.

The company can provide other additional services to customers through partner collaboration including voice service or other services that customers need to facilitate customers and provide a one-stop service. Hence, the company collaborates with service providers and partners to offer other services that customers need at one time. The company will choose, recommend various companies to customers, let them make decisions and let them compare services and prices independently. The company is responsible for the partners' reliability. With this strategy, it makes partners and other service providers choose to offer the company's services in the sales as well.

## 2. Providing telecommunication network installation services

Providing telecommunication network installation services of the company is a one-stop service since the provision of consulting services, design and installation of networks related to high-speed communication systems. Which is the application of knowledge expertise of personnel including maximizing the benefits of personnel in each area throughout the country to generate income.

The company study the area and various systems that must be connected together to design the systems. When getting the client's approval, the company will hire a contractor with experience and expertise to installer in that section and company's engineering team will control the construction or installation the system. In addition, the company also provides after sales service with a guarantee of the quality of work. By the main customers will be a group of telecommunication service providers in both the public and private sectors such as CAT Telecom Public Company Limited, CS LoxInfo Public Company Limited, True Move Company Limited, True Universal Convergence Company Limited, Advanced Wireless Network Company Limited and including the Metropolitan Electricity Authority Which is also a type 3 telecommunications business license.

#### Distribution channels and target customers for telecommunication network installation services

The sales team of the company will offer service to customers directly by focusing on the telecommunication operators that need to expand the network. In providing the service, the company will plan the project with the client to create the project to be in line with the overall plan. From the company is a service provider of telecommunication network installation with own fiber optic network cable currently, the company's network covering an area of 77 provinces nationwide. Therefore, the company has received the recognition and trust from the customers, both public and private sectors.

Project	Customer's name	Duration	Project value (Million Baht)
1. ADSS Optical Fiber Cable project to support FRTU for DMS project *	Metropolitan Electricity Authority	2014-2015	133.00
2. The project to build and/or improve the telecommunication cable network under FTTX Project	True Move Company Limited	2015-Present	186.28
3. The project to build and/or improve the telecommunications cable network under Project 4G	True Move H Universal Communication Company Limited	2016-Present	140.09
4. Civil State Project	BFKT (Thailand) Company Limited	2016-2017	84.03
5. Contracting for design, procurement and fiber optic cables installation to support stability (Protection) **	Provincial Electricity Authority	2016-2017	49.20
6. The Village Broadband Internet Project (Net Pracharat)	TOT Public Company Limited Office of the Broadcasting	2017	35.73
7. The project providing mobile service and Broadband internet service in the border area of 4 <sup>th</sup> group (Central-Southern region)	Commission Television Business and the National Telecommunications Business	2017	35.73
8. The project providing mobile service and Broadband internet service in the border area 5 <sup>th</sup> group (3 southern border provinces (including 4 districts of Songkhla)	Office of the Broadcasting Commission Television Business and the National Telecommunications Business	2017	150.36
9. The contractor of 24 hours preventive maintenance of fiber optic network, Phase 3, Northern	Provincial Electricity Authority	2017 - 2020	57.72

Project	Customer's name	Duration	Project value (Million Baht)
10. The contractor of 24 hours preventive maintenance of fiber optic network, Phase 3, Southern	Provincial Electricity Authority	2017 - 2020	63.27
11. 2018 Optical Fiber Cable	Advanced Wireless Network Company Limited	2018	455.10
12. ADSS Optical Fiber Cable installation project to support FRTU for DMS project*	Metropolitan Electricity Authority	2018-2019	276.40
13. Broadband Internet Service Provider in Remote Area (Zone C), Group 6, Central 1 Region	Office of the Broadcasting Commission Television Business and the National	2019 - 2025	1,119.96
14. Broadband Internet Service Provider in Remote Area (Zone C), Group 8, South Region	Telecommunications Business Office of the Broadcasting	2019 - 2025	2,460.00
15. Procurement and fiber optic cables installation in Figure - 8 Corrugated Steel Type Armour, type G.652D, size 24 Cores for 164 routes, with a total distance of 3,140 kilometers.	Commission Television Business and the National Telecommunications Business Provincial Electricity Authority	2019 - 2020	127.80
16. The contractor of 24 hours preventive maintenance of fiber optic network for 12 districts Phase 4 ,Group 1, Northern	Provincial Electricity Authority	2020 - 2023	96.19
17. Procurement of IP microwave sets with system accessories for budget year 2020 by Selection Method	Directorate of Communications and Electronics Royal Thai Air Force	2020 - 2021	85.90
18. Procurement of microwave sets (Extension) with the additional budget for budget year 2020 by Selection Method	Directorate of Communications and Electronics Royal Thai Air Force	2020 - 2021	49.69
19. The design, procurement, and installation work of fiber optic cable distance 3,600 Kilometers	Provincial Electricity Authority	2020 - 2021	249.71
20. IP microwave radio and system assembly equipment buying project with installation, and IP microwave radio and system accessories procurement project of the fiscal year 2021	Directorate of Communications and Electronics Royal Thai Air Force	2021	78.83
21. Subcontract for fiber optic cable design, supply, and installation for 109 routes with a distance of 1,400 kilometers	Provincial Electricity Authority of Thailand	2021-2022	99.94



Project	Customer's name	Duration	Project value (Million Baht)
22. Crime Prevention Project to increase the capacity in crime prevention, security in life and property of tourists, and traffic discipline to reduce accidents by Smart CCTV in the area of Provincial Police Region 2	Royal Thai Police	2021-2023	322.35
23. Solar cell installation for base stations	Advanced Wireless Network Company Limited	2022	167.94
24. 2022 Optical Fiber Cable	Advanced Wireless Network Company Limited	2022	99.14
25. ODN for FBB Project Phase 10	Advanced Wireless Network Company Limited	2022	167.33
26. Subcontract for development of electronic budget management system (New e-Budgeting)	Budget Bureau	2022-2024	591.95
27. 2023-2024 Optical Fiber Cable	Advanced Wireless Network Company Limited	2023 - 2024	249.00
28. The contractor installed a solar cell system for the base station and telecommunication towers (TRUE PHASE 5)	Premier Solution Company Limited	2023 - 2024	333.75
29. The contractor of 24 hours preventive maintenance of fiber optic network, Group 1, (Northern) 11,313.59 kilometers.	Provincial Electricity Authority	2023 - 2026	116.43
30. Procurement contract for design and installation of solar PV system for AIS project base station totaling 4,500 units.	Gunkul Utility And Energy Company Limited	2023 - 2024	54.68
31. Project for the Procurement of Design, Supply, and Installation of Optical Fiber Cable over a Distance of 700 Kilometers	Provincial Electricity Authority	2024 - 2025	55.56
32. Project for the Procurement and Installation of Optical Fiber Cable to Support the Power Distribution System for the 115 kV Closed Loop Circuit with Teleprotection	Provincial Electricity Authority	2024 - 2025	7.96
33. Contract for the Purchase and Installation of Equipment to Expand Wi-Fi Service Points at Schools with USO Net Centers and USO Wrap Rooms under the Project for Providing Mobile Network Coverage and High-Speed Internet Services in Underserved Areas and the Project for Providing High-Speed Internet Services in Remote Areas	The National Broadcasting and Telecommunication Commission	2024 - 2025	94.25

Project	Customer's name	Duration	Project value (Million Baht)
34. Project for Providing Internet Network Equipment Installation Services in Schools under the Bangkok	SVOA Public Company Limited	2024 - 2025	38.73
35. Project for the Improvement of the Closed-Circuit Television (CCTV) Network System in 5 Southern Border Provinces	Forth Corporation Public Company Limited	2025	37.00

Note: \* Consortium between the company and ILINK which the company has the project proportion of 95.62% of the total work value.  
 \*\* Consortium between the company and ILINK, with the company having 90.39 percent of the total project value.  
 \*\*\* Consortium between the Company and Information and Communication Networks Public Company Limited (“ICN”).  
 The company has a percentage of project operation. 66.67 of the total work value.  
 \*\*\*\* Consortium between the Company and Information and Communication Networks Public Company Limited (“ICN”).  
 The company has a percentage of project operation. 60.00 of the total work value.

## Competitive strategy

### 2.1 Experience and expertise in telecommunication network installation

From the company's experience especially the installation of its own telecommunications network, it causes the company to understand the true customers needs. And it can design a telecommunication network system that can operate to maximize benefits for users. In addition, with expertise and experience, the company can proceed the installation quickly in a limited time with the standardized service quality. So, the company is trusted by government agencies and large private companies such as Metropolitan Electricity Authority, CAT Telecom Public Company Limited, CS LoxInfo Public Company Limited and True Move Company Limited in the telecommunication networks installation.

### 2.2 Efficient cost management

The company has its fiber optic network, which makes the company's potential ready equipped with personnel and services equipment to customers. The company does not need additional investments in such areas, including staff training as well as in equipment and also helps the company manage human resources to maximize benefits and proceed with effective project cost management.

Also, due to the company's network, which makes the company order a large number of fiber optic cables and related installation equipment regularly. It allows the company to negotiate prices with the equipment distributors at a lower price than other operators of the economic scale. It also allows the company to have a competitive advantage.

### 2.3 One stop service and consultation

Provides complete telecommunication network installation services to customers beginning with consultation and network planning to match with different preference of each customer as well as project management related to telecommunication network installation. Furthermore, the company focuses on the importance of providing after-sales services, such as technical knowledge training to the client's engineering team and the performance's quality guarantee to build confidence for customers.

### 2.4 Warranty and maintenance after-sales service

Besides providing telecommunication network installation services to customers, when customers need the company to provide continuous warranty and maintenance if any damage occurs after installation for at least 1-2 years. So, the company which has staff and maintenance team can make a difference from other installers who are not networked service providers. Therefore, the company is trusted by many customer groups and may also be an extension of future revenue if customers consider assigning the company to continue to maintain after maintenance insurance is expired.

### 3. Providing data center

The Interlink Data Center is built on the latest technology. In order to make the data transmission and communication all faster and easier that is the area for providing data storage services or servers and for providing Business Continuity Center services to various organizations. To meet the objectives and needs of different customers moving the client's server to the company's data center in order to reduce investment costs or for back up site or to prevent the effects of natural disasters or other serious events that may occur unexpectedly. The data center of the company is a building that has been designed and built to be a data center. In particular, which was constructed in accordance with the standard requirements of the Data Center TIER 3 and open 24 hours. The service stability is not less than 99.982% and has been certified according to ISO 9001: 2015, ISO/IEC 27001: 2022 and ISO/IEC.20000-1: 2018. The company's data center is 2,000 square meters and supports 369 Racks, located at 9/1 Soi 01 Kanchanaphisek 5/5 Kanchanaphisek Road, ThaRaeng Sub-district, Bang Khen District, Bangkok 10220. And currently the company jointly invested with the other 2 companies in the construction of a new data center which has service area of over 10,000 square meters (total area) which is allocated to the area of service center (white space) over 3,000 square meters or equivalent to cabinet which can come to use all 1,038 Racks located at 111/11-12 Village No. 11, Bang Chalong Sub-district, Bang Phli District, SamutPrakan 10540.

**Summary table of Data Center Properties in each TIER**

Structure	TIER 1	TIER 2	TIER 3	TIER 4
Electrical and cooling systems	1 Active	1 Active	1 Active/1 Passive	2 Active
Number of spare equipment (Minimum for all systems)	N	N + 1	N + 1	2(N + 1)
The ratio of supporting areas to equipment areas	20%	30%	80-90%	100%
Data Canter (White Space)	20 - 30	40 - 50	40 - 60	50 - 80
Minimum electric power per area	W/ft2	W/ft2	W/ft2	W/ft2
Raised Floor	12"	18"	30 - 36"	30 - 36"
Floor load-bearing capacity	85lbs/ft2	100lbs/ft2	100 -150lbs/ft2	150lbs/ft2
Operating voltage	208,480V	208,480V	12 - 15 kV	12 - 15 kV
Downtime per year	28.8 hours	22.0 hours	1.6 hours	0.4 hours
Site Availability	99.67%	99.75%	99.98%	100.00%

Source: Uptime Institute standards, the Data Center certification company from the United States

## Data center design

The company collaborates with experienced data center designers as well as consulting with foreign experts. To make the data center is most suitable for users. Open for customers to use carrier neutral under efficient and high-speed service standards. In which the design has carried out the construction of a 3-story building and separated the generator building from the main building to protect the equipment of customers from sound and vibration. At the first floor, in front of the building to serve as a client's reception area and the back is an area for placing electrical equipment.

Which has built a load-bearing base which can support up to 1,000 kilograms per square meter on every floor. As for the 2<sup>nd</sup> and 3<sup>rd</sup> floors, design and construction for customers to deposit information and equipment. The design of the support system areas is separated from the customer service areas for maximum security and also has a special support base to be able to support up to 1,300 kilograms per square meter (266.26 pounds per square foot), which can support all types of equipment as the customer demanded with additional details as follows Building construction.

1. Building construction	Created according to the TIER 3 specifications. The company's data center Design for redundant infrastructure to reduce the likelihood of system errors including having a backup power supply system and has been designed for energy efficiency and supporting disaster such as natural disasters and fire etc.
2. Cooling system	There is an efficient cooling system that measures and controls the temperature to an appropriate level around 18-27 degrees Celsius and humidity around 50 ± 10% will make electronic devices work more efficiently and has a last longer.
3. Security system	There are security systems from access control systems to the building and server room. Which supports 3-factor authentication which have CCTV system throughout the building, both outside and inside the server room, and can record images for 90 days. Including a system to detect water leakage High speed smoke detection system and modern automatic fire suppression systems certified in accordance with ISO 9001: 2015, ISO/IEC 27001: 2022 and ISO/IEC 20000-1: 2018.
4. Communication system	The company is the center of Interlink Fiber Optic Network from all regions of Thailand. Therefore, it can be used to connect to the network of interlink and other service provider seasily, conveniently, quickly and efficiently. With a team that is responsible for the National Internet Exchange (NIX) system at 80 Gbps and International Internet Gateway (IIG) Size 40 Gbps.

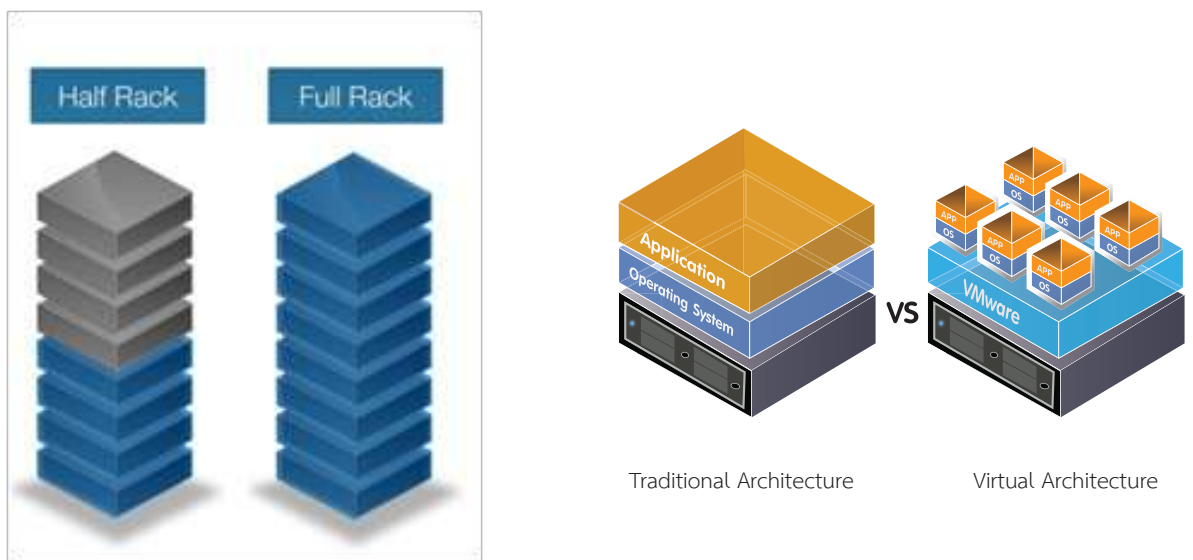
The Company's data center service can be categorized into 3 categories as described below.

### 1. Co-Location

That is the most data center's customers currently using the service which is for depositing server space of customers in the area that the company specifically prepared with the engineering team provide technical services 24 hours a day, every day and also have SMS notification service when have problems.

The customers tend to be a group of users who have their own server but looking for a place with appropriate and complete systems such as security backup power system or connection systems scale medium to large companies that need high security or corporate customers who want to spread the risk of setting the system in one place etc.

In this regard, for the services of depositing the server of the client, the customer can choose the type of service both in the form of services according to the area specified by the customer or according to the number of client servers.



### 2. Virtual Server

Is a high-quality virtual server service, in which each server will operate independently which the users can choose in terms of capabilities such as CPU, RAM and Hard Disk operating system as well as the program of use and various applications freely as needed. Resulting in flexibility when using and supports the upgrade conveniently and quickly. And also has the engineering team provide technical services 24 hours a day, every day and send SMS notification service when have problems. However, it become in a greater role in the current system because can reduce the problem of procurement of servers in each department to reduce unnecessary parts and to adjust the size to suit the needs of each job more. Which helps users save money on equipment.

### 3. Disaster Recovery Service

Is a provision of services for hosting servers and workspaces in the emergency time which customers can modify within the backup center as needed. And also has the engineering team provide technical services 24 hours a day, every day and send SMS notification service when have problems. Which helps users to save cost of space management and administration costs, suitable for general users who focus on data backup, such as medium to large group of companies and banking and securities groups, etc.

### Target customers for data center services

Target customers for data center services. The company focuses on customer groups medium to large business group, banks and securities companies. In which the company offers and selects the type of service to suit the purpose of each customer. On 31 December 2024, the company's data center already have user by about 98 percent of the total area. In which the company has a contract to provide data service will open in the future in the amount of 79.58 million baht. Which service in 2025 in the amount of 58.17 million baht and service from 2026 in amount of 21.41 million baht.

### Competitive strategy

#### 1. Creating the different data center and backup center

In currently, the data center services and backup center was located in building center which had limit InDesign and service such as the area load wasn't specifically design. In which the building can normally support a weight about 300 kilograms per square meter which is not enough to support new spec computers which have heavy weight or height from floor to ceiling in Data Center each floor. In addition, created Data Center in same building with other organizations caused to inability control the electrical system in the building independently. The company has chosen to build a new data center and backup center, starting from selecting the location and designed specifically that enough height between floors to support standard construction specifications including the weight and all other details. Causing customers to use the company's services receive quality and standards that are in line with international standards and increase confidence if inspected as well.

#### 2. Customization

The company has a policy to provide services according to customer needs due to various needs by designed main area can support needs more than standard and the customer service area is open space. Which the company can offer services to a variety needs of customer.

#### 3. Having your own network

Because the company's data center is the center of the Interlink Fiber Optic network from all regions of Thailand therefore can be used to connect to the office network of customers easily, quickly and efficiently. The company has team to engineers to take care to 24 hours.

#### **4. Guarantee service quality is higher than standard at the Service Level Agreement (SLA) 99.982%**

The company has built a data center and backup center in accordance with the TIER 3 standard, designed to support service quality at a minimum of 99.982% by focusing on electrical systems and cooling systems which work all times and have sufficient backup systems if power outages and cooling systems that can support proper temperature control at 18-27 degrees Celsius all times and measure the efficiency of electricity (PUE) lower than 2. In addition, the company also has Engineers Specialist. To monitor problems and provide technical services 24 hours.

And also have the measurement and certification from external agencies, ISO 9001: 2015, ISO/IEC 27001: 2022 and ISO/IEC. 20000-1: 2018, which is a testament to the international standard of management and service quality.

In addition to the Company's business of providing the telecommunications network services for fiber optic networks, installation services and Data Center service; in 2021, the Company had revised the New S-Curve strategic plan to operate a fully integrated information technology products and services business for the public and private sectors, which is not duplicated with the Company's main business. By expanding big data and security solutions such as Drone & Anti-Drone, Social Data & Social Analytic, Security Analytics, or Tele of Everything, the Company aims to meet the needs of all customer sectors and drive strong and sustainable growth in the future, especially in the current situation where demand for the telecommunications network is increasing. It can generate new revenue for the Company in the future with the confidence to grow by leaps and bounds. In the Year 2021, the Company had won 3 projects of Drone & Anti-Drone worth more than 846.07 million baht (VAT included) and 1 security analytics related project worth 322.35 million baht (VAT included). In 2023, the Company acquired Global Lithotripsy Services (GLS), which operates a business to distribute and provide medical device services, in order to expand investment to connected businesses and create opportunities for expanding the health technology business in Thailand and enhance medical and health technologies for greater effectiveness while pushing the Company's business toward strong and sustainable growth in the future.

#### **Price policy**

##### **1. Providing high speed data communication circuit services**

The company determines prices by mainly based on competition in the market, which depends on each type of service of the company.

##### **2. Providing telecommunication network installation services**

The company determines prices by mainly referring to project costs. And plus an appropriate margin (Cost-Plus Pricing)

##### **3. Providing storage services and backup centers**

The company has set the price according to the number of rack that customers use by considering additional competitive conditions in the market.



### 1.2.3 Blue Solution PCL.

#### Nature of Business

Blue Solution PCL. operates business in providing services in the design, procurement, consultation and operation of information technology system projects for customers in the public and private sectors with primary focus on public sector customers. The business operates as a system integrator (SI) or an operator of information technology systems for various systems, including hardware, software and applications, with the capability to effectively integrate and synchronize work. The company offers services in the turnkey format covering consultation, project planning, system design and procurement and delivery of IT hardware and software, system installation and improvements, training and maintenance, and the work team possesses knowledge and capabilities certified by various institutions, including knowledge certification by product owners of the highest level.

The company possesses expertise and is capable of offering services covering a variety of solutions such as computer network systems, cybersecurity systems, CCTV systems, computer and data storage systems, organization-level applications and consultation services and training in information technology. The company possesses experience and has work achievements confirmed by certificates issued by multiple agencies such as the Ministry of Commerce, the Electricity Generating Authority of Thailand, the Provincial Waterworks Authority, the National Broadcasting and Telecommunication Commission (NBTC), etc.”

Furthermore, the company is registered as a juristic person consultant in information and communications technology with the Consultant Database Center, Public Debt Management Office, Ministry of Commerce, and is also a holder of Category 3 Telecommunication Business License.



### 1.2.4 INTERLINK HEALTH TECHNOLOGY Co., Ltd.

#### Nature of Business

Currently, Interlink Health Technology Co., Ltd. (IHT) specializes in the rental and sales of medical equipment, The company provides on-site technical support with a team of specialized personnel stationed at hospitals. Additionally, IHT operates mobile medical service vehicles, ensuring accessibility to healthcare technology across multiple provinces in Thailand.

**IHT's service offerings are categorized into four main revenue streams:**

**1. Long-Term Medical Equipment Rental (Fix-Site)** Medical equipment is permanently installed at hospitals, with dedicated on-site staff providing continuous technical support throughout the usage period.

**2. Temporary Medical Equipment Rental (Mobile Service)** Hospitals can rent medical equipment on a case-by-case basis, with professional technicians available to assist throughout the service period.

**3. Lease-to-Own Medical Equipment** Upon contract completion, ownership of the medical equipment is transferred to the hospital, ensuring long-term operational benefits.

**4. Medical Equipment Sales (Outright Purchase)** Customers gain full ownership of the equipment immediately. The service includes comprehensive user training and after-sales support to ensure optimal functionality.

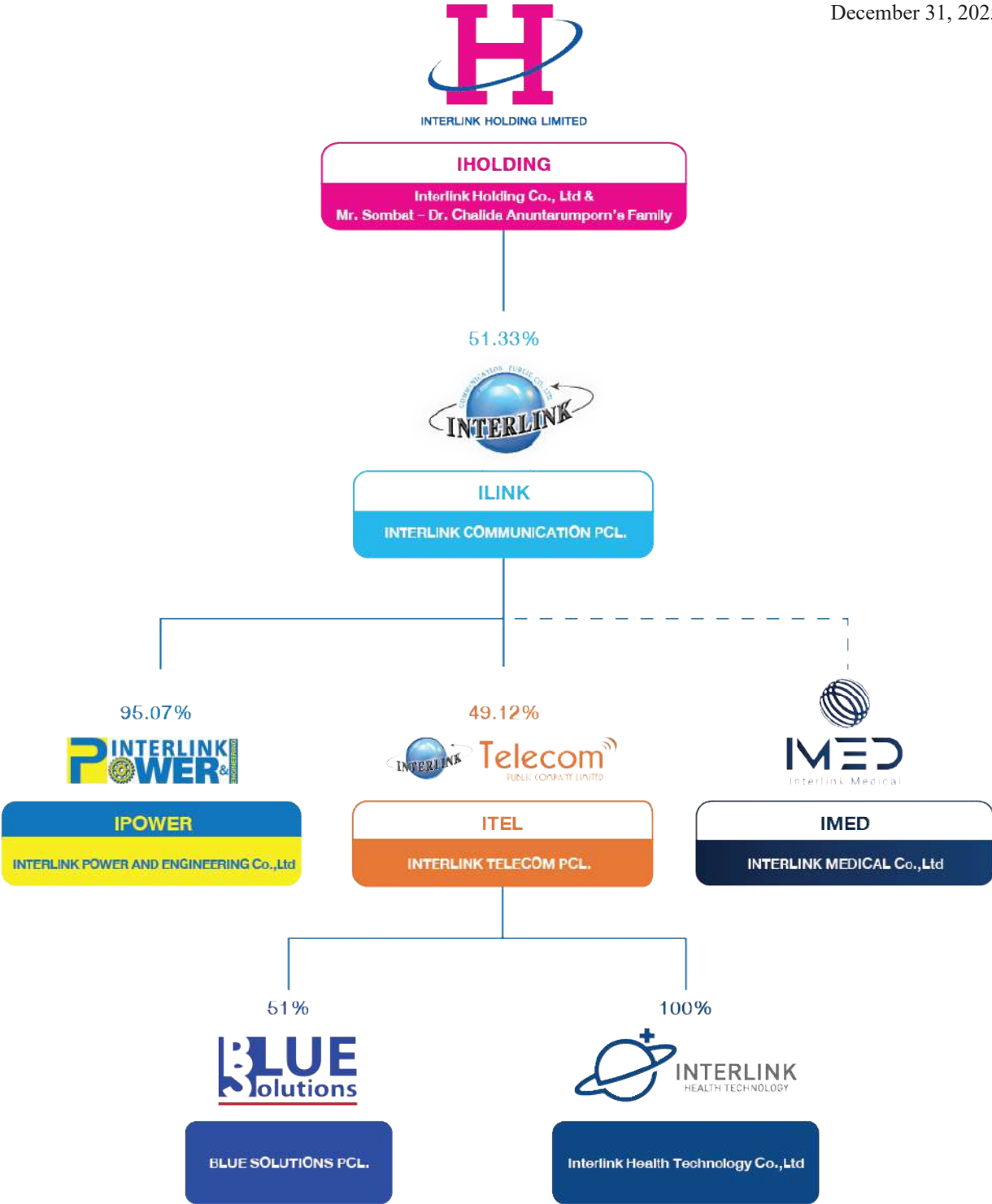
### Project in the Future

Interlink Telecom Public Company Limited planning to invest and expand business for the most benefits to shareholders and related persons. Which focus in development ability operating along with show strong pint of the company to expand into related business segment for the maximum advantage of the company. So, there is no another project that unrelated with nature of the business that has been shown in 56-1 One Report.



# 1.3 Structure of the Interlink Group

December 31, 2025



## 1.3.1 Security and Shareholder

### Registered and Paid-Up Capital

As of 3 January 2024, the Company had a registered capital of 845,865,896 baht (1,691,731,791 ordinary shares, par value of 0.50 Baht per share) and paid-up capital of 694,464,899 Baht (1,388,929,798 ordinary shares, par value of 0.50 baht per share).

### Restrictions on the transfer of shares

The company shares are freely transferable and the shares held by foreigners at any time but must not exceed more than 49% of the total shares sold. If above the ratio, the company has the right to refuse to transfer the shares of that company.

### Shareholder

The structure of the shareholders of the Company on 3<sup>rd</sup> January 2024 (the last closing date of shareholder's registration) can be summarized as follows.

No.	Name	No. of shares held	% of shareholding
1	Interlink Communication Public Company Limited <sup>1</sup>	682,180,812	49.12
2	Thai NVDR Company Limited	51,588,153	3.71
3	Dr.Nuttanai Anuntarumporn	37,719,691	2.72
4	Mrs.Vipa Tanthasethi	22,986,957	1.66
5	Mr.Thawat Thanawutwattana	12,561,762	0.90
6	Mr.Viboon Watcharasurang	8,639,006	0.62
7	Mr.Somchai Pongsuriyanan	7,414,600	0.53
8	Mr.Chakrit Sombuncharoenchai	7,396,000	0.53
9	Mr.Kris Anantakool	6,900,000	0.50
10	Mr.Theerawat Thantalakphark	6,166,300	0.44
	<b>Total</b>	<b>843,553,281</b>	<b>60.73</b>

Notation : 1 List of the top 10 shareholders of Interlink Communication Public Company Limited, 3<sup>rd</sup> January 2024 (the last book closing date), can be summarized as follows.

No.	Name	No. of shares held	% of shareholding
1	Interlink Holding Company Limited <sup>2</sup>	136,167,187	25.05
2	Mr.Sombat Anuntarporn	71,981,460	13.24
3	Dr.Chalida Anuntarporn	70,306,840	12.93
4	Thai NVDR Company Limited	27,889,984	5.13
5	Mr.Viboon Watcharasurang	12,297,475	2.26
6	Mr.Thawat Thanawutwattana	7,832,350	1.44
7	Mr.Tossaporn Nakay	7,800,000	1.43
8	BBHISL NOMINEES LIMITED	7,562,900	1.39
9	Mrs.Thitima Wangteeraprasert	6,380,000	1.17
10	Mr.Suppasit Jirajaroenyng	5,100,000	0.94
	<b>Total</b>	<b>353,318,196</b>	<b>64.99</b>

Notation : 2 List of the top 10 shareholders of Interlink Holding Co., Ltd. as of 3<sup>rd</sup> January 2024

No.	Name	No. of shares held	% of shareholding
1	Mr.Sombat Anuntarporn	30,000	30.00
2	Dr.Chalida Anuntarporn	30,000	30.00
3	Dr.Lillada Anuntarporn	10,000	10.00
4	Dr.Nuttanai Anuntarporn	10,000	10.00
5	Ms.Varisa Anuntarporn	10,000	10.00
6	Ms.Chutipana Anuntarporn	10,000	10.00
	<b>Total</b>	<b>100,000</b>	<b>100.00</b>

### Issuance of Other Securities

The Company issued 249,992,175 units of warrants to the existing shareholders of the Company without prorated value of holding the shares in a ratio of 4 ordinary shares per unit.

The ITEL-W1 warrants were valid for 3 years from the issuance date (23<sup>rd</sup> May 2018), and can be exercised on the last working day of every quarter after the 2-year maturity from the issuance date of warrants. The first exercise date was on 30<sup>th</sup> June 2020 and the final exercise date was on 22<sup>th</sup> May 2021. The ITEL-W1 warrants have an exercise rate of 1 unit per ordinary share and an exercise price of 5 baht per share. The Company had allocated 249,992,175 ordinary shares to support the exercise of ITEL-W1 warrants, with a total of 202 units of ordinary shares received from the exercise of warrants. The remaining and expired warrants amounted to 249,991,973 units and the Company registered a reduction of the ordinary shares allocated to support the exercise of 249,999,798 shares with the Ministry of Commerce.

The Company issued 249,999,451 units of ITEL-W2 warrants to the existing shareholders of the Company without prorating the shareholding in a ratio of 4 ordinary shares per unit.

The ITEL-W2 warrants were valid for 1 year as from the issuance date (20<sup>th</sup> August 2020), which can be exercised on the last working day of every quarter with the first exercise date falling on 30 September 2020, and the last exercise date was on 19<sup>th</sup> August 2021. The ITEL-W2 had an exercise ratio of 1 unit per 1 ordinary share and an exercise price of 3 baht per share. The Company had allocated 247,164,992 ordinary shares of ITEL-W2 warrants for the exercise of ITEL-W2 warrants, totalling 249,999,451 warrants, representing 247,164,992 ordinary shares and warrants. The remaining and expired warrants amounted to 2,834,459 units and the Company registered the reduction of the ordinary shares allocated to support the exercise of 2,835,008 shares with the Ministry of Commerce.

The Company issued 311,789,822 ITEL-W3 warrants to existing shareholders of the Company without prorating the shareholding in a ratio of 4 ordinary shares per unit.

The ITEL-W3 were valid for 18 months from the issuance date (15<sup>th</sup> October 2021), which can be exercised on the last working day of every quarter with the first day exercise date scheduled to fall on 30<sup>th</sup> December 2021, and the final exercise date was on 12<sup>th</sup> April 2023. The ITEL-W3 warrants had an exercise ratio 1 unit per 1 ordinary share and an exercise price of 3.30 baht per share. The Company had allocated 311,789,822 ordinary shares to support the exercise of ITEL-W3 warrants. At present, 117,126,697 units of ITEL-W3 warrants are exercised, representing 117,126,697 ordinary shares received from exercise, and ITEL-W3 warrants have a remaining of 194,663,125 units which has expired

The Company issued 262,802,218 units of ITEL-W4 warrants to its existing shareholders at no charge of its proportion of 5 ordinary shares per unit.

The invoices listed in the warrants are valid for 2 years from the date of issue (July 11, 2022), which can be exercised on the last business day of September 2022, December 2022, March 2023, June 2023, September 2023, December 2023 and March 2024, the first exercise date corresponds with September 30 2023. The Company has allocated 262,802,218 warrants to be exercised at 1 unit per common share and at Baht 11.50 per share. July 10<sup>th</sup> 2024 the Company has allocated ordinary shares to be eligible for the exercise of ITEL-W4 warrants. 2567 At present, there are 262,802,218 remaining units of ITEL-W3 warrants and the remaining shares reserved for warrants are 262,802,218 shares.

### Dividend payment policy

The Company has the dividend payment policy at a rate of not less than 40 percent of the net profit from the Company's special-purpose financial statements after deducting the corporate income tax and statutory reserve allocation. However, the Company may consider paying dividend differently from the specified policy, depending on the company's operating results, financial liquidity and the needs for working capital to manage the company's business and business expansion, as well as economic conditions.

## 1.4 Competitive Industry in 2024 and Trends in 2025

The Company conducts the business in the Information and Communication Technology (ICT) industry. The overall picture of the ICT industry at present is as follows:

### Information and Communication Technology (ICT) Industry

Information and communication technologies (ICT) are changing rapidly. The world is developing and increasingly adopting information and communication technologies in every area. The arrival of the internet was the starting point of today's ICT, and the entire world currently gives importance to upgrading their economic infrastructure to enter the Fourth Industrial Revolution (4IR), which is a major change in terms of both speed and scope of data exchanges. Today's machinery, software, hardware, humans and environments are all connected with sensors and data with a very high rate of acceleration in the development of various technologies. After The Covid-19 outbreak is also a major driving factor that is affecting ICT by facilitating and supporting more online work and online transactions to avoid contact.

There are also emerging technologies that play a key role in industry development and influence future lifestyles, such as 5G, IoT, drones, edge computing, AI and ML, and cloud technologies. These advancements help increase efficiency and open up new opportunities for developing innovative products and services.

These technologies will not only make our lives and work easier but will also play a vital role in driving the economy and society forward. They will foster innovation, boost efficiency in industries, and create new opportunities for businesses to grow in the digital era.

Which are causing the public and private sectors of Thailand to have to adapt in order to keep up with technological changes and developments while cutting operating costs long-term and rearranging organizations to be more flexible while raising the work standards and effectiveness, making the adoption of information and communication technologies in various work increasingly important.

Furthermore, in the past year, we learned about new and unfamiliar technologies such as metaverse and other changes that can direct the future or lead to economic, social and well-being changes, as apparent through the digital industry's confidence index survey results in the 3rd quarter of 2024 that was conducted by the Digital Economy Promotion Agency in 5 industries, namely, Hardware and Smart Device, Software, Digital services, Digital content and Telecommunications.

The overall direction of the industry has shifted downward. However, the strong baht positively impacts the cost of importing equipment and raw materials for production, as well as reducing expenses for hiring foreign personnel and organizations. Additionally, the growing use of artificial intelligence (AI) technology within organizations helps enhance efficiency and reduce costs for businesses.

The telecommunications industry index was at 49.5 and is expected to rise to 50.2 in the next three months. Survey results show that many entrepreneurs are optimistic about economic improvement in the next quarter, driven by the digital wallet policy to stimulate the economy. Additionally, the Ministry of Digital Economy and Society's plan to boost the gaming industry through a proposed bill to promote the sector and hosting the largest e-sports tournament in the country will encourage investment and create jobs in the digital content industry.

However, entrepreneurs remain concerned about the volatile baht and rising energy prices, which add uncertainty to production costs. They are also facing challenges from foreign digital products and services, which benefit from the strong baht and increase competition, potentially impacting their income.



Source: Digital Economy Promotion Agency (depa)

### Information and Communication Technology (ICT) Industry Market

According to the report of the National Science and Technology Development Agency (NSTDA), the ICT market of Thailand consists of 5 sub-groups, which are (1) Computer Hardware Market; (2) Software Market and Software Service; (3) Communication Market; (4) Computer Service Market; and (5) Television Receiver Device Market. The market that affects the telecommunications business of the Company is the communication market, which is the market that obtains the most proportion in the ICT market.

### Communication Market of Thailand

The communication market is the important market as being the driving force for the information and communication market. It is also the market that plays a role and obtains important mechanism for the development and the growth of economic and social sector of the nation. The communication market can be categorized into 3 main components, which are:

1. Communication Equipment
2. TelCo Network Equipment
3. Communication Service

### Data Communication Service

#### The value of the Communications Market 2023 – 2024f

List	Market Value 2023 (Million Baht)	Rate of change (Percent)	Market Value 2024 (Million Baht)
1. Communication Service	366,396	6.76	391,172
2. TelCo Network Equipment	68,260	-4.28	65,340
3. Communication Equipment	254,517	13.11	287,887
<b>Communication Market</b>	<b>689,173</b>	<b>8.01</b>	<b>744,399</b>

Source: Office of the National Broadcasting and Telecommunications Commission

With reference to survey information on the value of the communications market and information on the internet of Thailand for year 2023 and estimates for year 2024 prepared by the Office of the National Broadcasting and Telecommunication Commission (Office of the NBTC), it was found that the government's measures to control the spread of the virus, such as work from home and study at home measures, led to increased use of communications devices and services in online transactions and online education.

Three major events in the communications market between 2023 and 2024 are set to shape the telecommunications industry: the establishment of data centers by global cloud service providers in Thailand, the merger of leading mobile operators with major fixed internet service providers, and the collaboration to provide Low Earth Orbit (LEO) satellite services in the country.

The value of the communication market reflects the overall trade and investment in communication services, equipment, and core telecommunications networks. It indicates the growth or decline of the telecommunications industry across its entire supply chain. This information helps the NBTC and other relevant agencies understand the annual industry trends, shifts in each business sector, and changes among entrepreneurs. Such insights are essential for regulating and promoting the digital economy, ensuring the industry's survival and sustainable growth.

For private entrepreneurs, this will provide a clear overview of the telecommunications industry's growth, not just in their area of expertise, but also showing how events in other sectors may impact their business. Additionally, they can use the estimated market value figures as a benchmark to set growth targets or compare their business performance.

This communication market value also boosts investor confidence in the growth of Thailand's telecommunications industry. It demonstrates continuous development in key areas, including the construction of main telecommunications networks, service provision, and the sale of related equipment. Additionally, it reflects the readiness of the ecosystem supporting the telecommunications industry, ensuring its ongoing progress.

The value of the communication market in 2023 is approximately 689,173 million baht, showing a decline of about 3.08 percent compared to 2022. This decrease is mainly due to network optimization following the merger of major service providers in both the mobile phone and fixed internet sectors.

The valuation of all markets indicates a positive trend for the Thai communication market in 2024, with a total value of approximately 744,399 million baht and an annual growth rate of about 8.01 percent.

In 2024, the communication equipment market is expected to grow at the highest rate of 13.11 percent, while the market for communication services is projected to expand by approximately 6.76 percent. However, the core telecommunications network equipment market is still expected to contract by 4.28 percent.

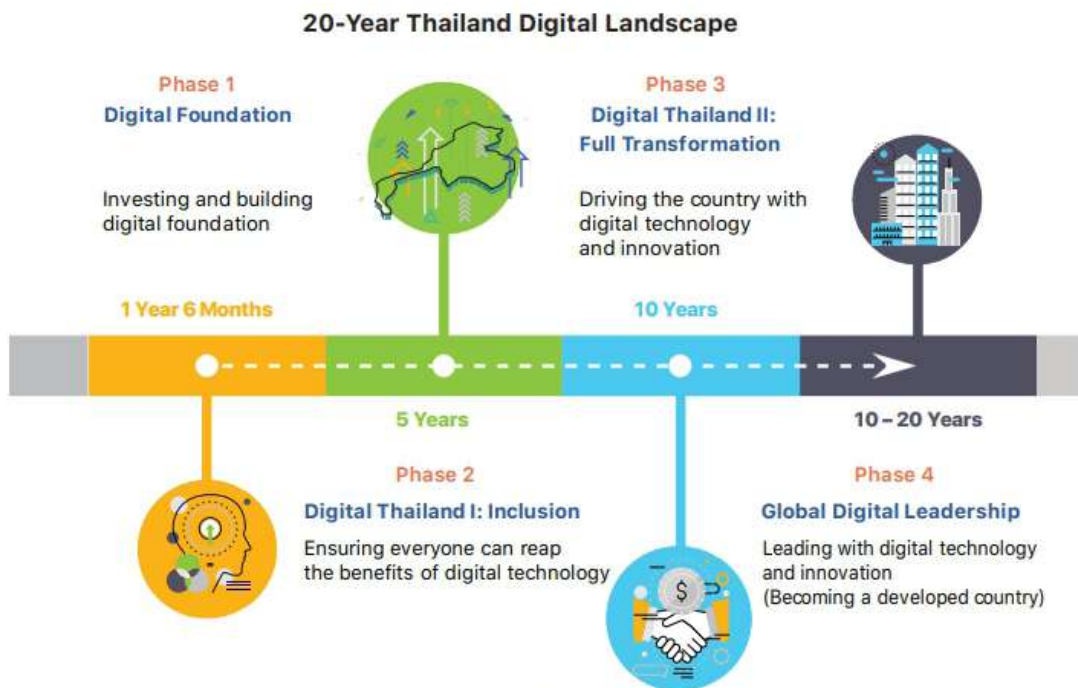
The communication service market will still hold the largest proportion, with an estimated value of approximately 391,172 million baht, followed by the communication equipment market, valued at around 287,887 million baht. Lastly, the core telecommunications network equipment market is expected to have a value of approximately 65,340 million baht.

**National Digital Economy and Society Development Policy and Plan**

The National Digital Economy and Society Development Policy and Plan, B.E. 2561-2580 (2018-2037) according to the Digital Development for National Economic and Social Act, B.E. 2560 (2017) that was enacted in the government gazette and was effective on 12 April 2019, the main model scheme in the digital economy and society development of the country, has determined the sustainable direction for the driving of country development by using the digital technology. Its important goal is to reform Thailand to keep up with the context of economic and social development that is changing rapidly into the digital era.

The said policy focuses on the development of digital infrastructure with the objective for the data connection in all areas to obtain the size that is adequate for usability with strong stability. The consumers can gain access to the connection at a reasonable price as the foundation to country development in terms of economic and social with maximum efficiency. The digital infrastructure means the infrastructure in terms of information technology (IT), telecommunications, and broadcast as well as the convergence of technologies in three aspects that are the new innovation in the development of digital for economy and society.

The digital economy and society development of Thailand focuses on the sustainable and long-term development in the digital economy and society development. Therefore, the digital landscape or the development direction and goal can be divided into 4 stages as follows:



Source: Office of the National Digital Economy and Society Commission, Ministry of Digital Economy and Society



In the year 2024, the action plan in terms of development for economy and society was still carried out by focusing on the transformation of Thailand to become the country that drives and uses the benefits from digital technology to the fullest potential or “Digital Transformation” This is the building of foundation of the country development to become the country that drives the development in terms of economic and social dimension with the innovation to create the competitiveness and enhance the quality of life of people under the 6 development strategic frameworks.



Source: Office of the National Digital Economy and Society Commission, Ministry of Digital Economy and Society

The driving approach according to the digital strategic framework for economy and society consists of 5 significant aspects as follows:

### 1. Digital Infrastructure Development (Hard Infrastructure)

Develop the infrastructure for the communication network to cover throughout the country with adequate size for usability, stability and reasonable price, causing Thailand to obtain stable and low-cost communication infrastructure or high-speed broadband for foreign businesses that will come to invest in Thailand in terms of ICT business itself, such as establishment of Data Center or service providing of Cloud Computing; joint venture in telecommunications business and software application; or other businesses that involve the utilization of communication with quality in the connection with the world.

### 2. Building of Security and Confidence in the Making of Transaction by Digital Technology (Soft Infrastructure)

Review, modify and draft the laws that are relevant with all digital economic developments with laws, rules on investment and supervision in telecommunications, and modern internet that are fair to all parties, including clear laws, rules and guidelines on security of digital system and protection of various types of data to increase confidence and build a good atmosphere to attract foreign investors.

### 3. Service Infrastructure

Enhance the E-Government service by connecting the data of government sector with the government platform, emphasizing on the service infrastructure and the cross-agency service (including the creation of national ID database and the establishment of Open Government Data), including storing, disclosing and exchanging of government data according to the Open Data standard (and pushing for the law on the development of Open Government Data) to facilitate the connection of data via the Application Programming Interface (API) that can lead to the development of new innovative products and services from the government and private sector.

### 4. Digital Economy Promotion

Stimulate the economy by creating the full digital ecosystem with many new digital entrepreneurs and changing the business method of Thai entrepreneurs in various aspects from the competition in price to the creation of value creation of products and services (service innovation) that the consumers are highly satisfied.

Enhance the competency of the business sector to add value to products and services with the application of digital technology and innovation, such as establishment of Digital Business Analytic Service Center for SMEs entrepreneurs; establishment of funds to support Digital SMEs; creation of National APIs' Platform for SMEs; expansion of base for development of existing service platform to support new types of service; or creation of Agile e-Marketplace on Cloud Computing system to be up-to-date and provide convenience in the changing of business process to support Thai businesses, especially in small and medium business groups as well as creating the new business by using the digital technology to support both domestic and international markets.

### 5. Digital for Society and Knowledge Resources

Develop the quality digital society by developing the information and the government's services that provide facilitation to the people in all levels as well as the disadvantaged people to gain access equally everywhere and every time via digital technology with warehouse for information resources to collect the data and knowledge of the country in the digital form in which people can gain access and retrieve the information for utilizing and analysing with convenience and response to the changes of the world.

It can be seen from various operations that in order to conform to the digital economy and social policy, the improvement of infrastructure to support the increase of transactions or to be another channel for customers to gain access, such as the development on internet service access of general users whether ADSL or Fiber Optic Technology (FTTX), is the important matter that needs to be developed and improved to support the quantity of information that is increasing together with the improvement of stability of data transmission. All of these are positive factors in the business operation of the Company.

# The 2024 IMD World Competitiveness Ranking

## 2024 COMPETITIVENESS RANKING

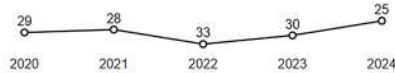
Rank	Country	Score	Change
01	Singapore	100.00	↗ 3
02	Switzerland	97.55	↗ 1
03	Denmark	97.07	✓ 2
04	Ireland	91.66	✓ 2
05	Hong Kong SAR	91.49	↗ 2
06	Sweden	90.30	↗ 2
07	UAE	89.75	↗ 3
08	Taiwan (Chinese Taipei)	88.50	✓ 2
09	Netherlands	88.04	✓ 4
10	Norway	86.22	↗ 4
11	Qatar	85.33	↗ 1
12	USA	83.48	✓ 3
13	Australia	81.66	↗ 6
14	China	81.04	↗ 7
15	Finland	80.26	✓ 4
16	Saudi Arabia	79.83	↗ 1
17	Iceland	78.93	✓ 1
18	Belgium	77.87	✓ 5
19	Canada	77.69	✓ 4
20	Korea Rep.	75.92	↗ 8
21	Bahrain	75.27	↗ 4
22	Israel	74.08	↗ 1
23	Luxembourg	73.70	✓ 3
24	Germany	72.74	✓ 2
25	Thailand	72.51	↗ 5
26	Austria	72.13	✓ 2
27	Indonesia	71.52	↗ 7
28	United Kingdom	70.82	↗ 1
29	Czech Republic	70.21	✓ 11
30	Lithuania	69.89	↗ 2



Rank 2024

**25<sup>th</sup>** of 67

### Overall Performance



### Peer Group Ranking - Asia - Pacific

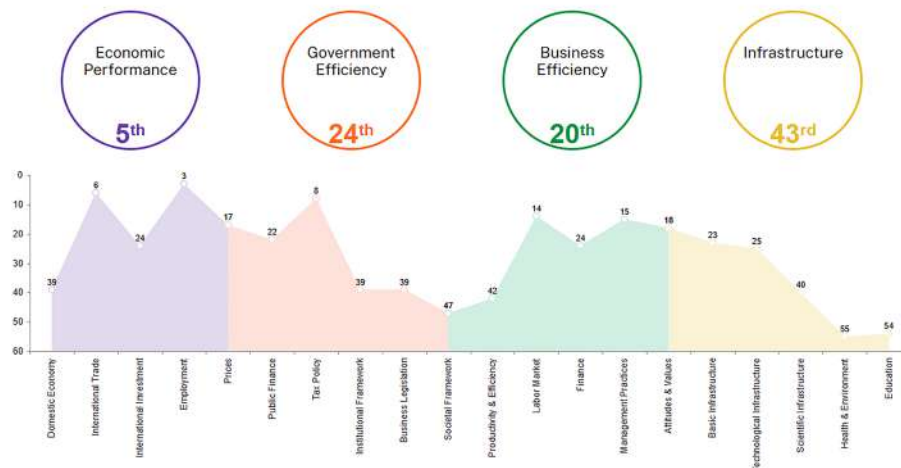
### Basic Facts

Land area (km² '000)	513	2023
Exchange Rate (per \$)	34,802	2023
Population (million)	66.05	2023
GDP (\$ billion)	514.9	2023
GDP (PPP) per capita (\$)	23,669	2023
Real GDP growth (%)	1.9	2023
Consumer price inflation (%)	1.23	2023
Unemployment rate (%)	1.04	2023
Labor force (million)	40.45	2023
Current account balance (%)	1.28	2023

### Direct Investment

Stocks inward (\$ billion)	306.2	2022
Flows inward (% of GDP)	2.02	2022

## COMPETITIVENESS LANDSCAPE for 2024



Source: IMD World Competitiveness Yearbook 2024

Considering the technological infrastructure as ranked by The World Competitiveness Yearbook by the International Institute for Management Development, which showed a ranking of 67 countries worldwide in 2024, it was found that the overall digital capabilities of Thailand for year 2024 had a ranking 25 out of 67 countries, or an improvement of 5 places from the previous year. Factors used in computing this included economic performance, the effectiveness of the public sector, the effectiveness of the business sector and basic infrastructure.

### Information and Communication Technology Competitive Condition

According to the Telecommunications Business Act, B.E. 2544 (2001), it was determined that the telecommunications entrepreneur must obtain the license from the National Broadcasting and Telecommunications Commission (Office of the NBTC). The Company has obtained the Type 3 license for telecommunications business, which is the license for telecommunications entrepreneur with own network with the objectives to provide the service to the general public and might have significantly impact on free and fair competitions or public interests.

In 2024, there were 103 licensees with Type 3 license for telecommunications business according to the information from the National Broadcasting and Telecommunications Commission.

Though there were licensees with Type 3 license for telecommunications business (according to the information from the National Broadcasting and Telecommunications Commission), but the licensees will receive different details in the licensed service providing, such as network service, landline service, international call service, or IPLC service. The Company is the licensee in the network service with own network that involves high investment as well as experience and expertise of the personnel in the installation and service providing. There are a few numbers of entrepreneurs that provide similar services to the Company. The examples of large entrepreneurs are National Telecom Public Company Limited, Advanced Wireless Network Company Limited, True Internet Corporation Company Limited, and United Information Highway Company Limited.

The examples of medium and small entrepreneurs are Symphony Communication Public Company Limited, CS Loxinfo Public Company Limited or Information Highway Company Limited. Moreover, there are some entrepreneurs who have their own network but do not provide commercial service, such as Provincial Electricity Authority of Thailand or Metropolitan Electricity Authority of Thailand. The Company is considered to be the medium and small entrepreneur. Nevertheless, the Company's network is ready to provide services that cover 77 provinces nationwide.

Therefore, the competition of high-speed communication service providing is not serious due to less number of competitors. Moreover, the target customer group does not place the importance on price mainly because most customers are company or medium or large organization that focuses on the quality of service providing and stability of the system, which corresponds to the highlight of the Company in providing the service with fiber optic cable in the whole system that can support the data transmission to obtain more stability than other competitors that use other types of network, such as telephone line network or copper wire network in which the bottleneck problem might occur during the connection between 2 types of network and reduce the efficiency in data transmission. Also, the fiber optic cable that the Company has selected to use in the network is from "LINK", which is the high-quality signal line from the United States with heat resistance and gnawing resistance. Therefore, there is less usage problem.

For the network installation strategy of the Company, the Company has selected the telegraph pole along the railway as the main route for networking because the telegraph pole is safer than the electricity post on public road with a chance of toppling down from accident. Moreover, for the networking in secondary route and alternate route, the Company will select the route that does not overlap with other entrepreneurs in order to provide choices for customers, which meets the demand of most customers who will use the service from more than 1 network service provider as backup network in case of failure.

Moreover, the Company has obtained the customization policy in which the service can be adjusted to be flexible according to the needs of customers in each area, which is the strong point that is different from other service providers that might obtain limitations in various aspects, such as types of network or technology of equipment used. Also, the Company has used a modern technology for data transmission, such as MPLS and DWDM that can provide the service to customers up to Layer 3. This can result in efficient data transmission that causes the Company's customers to feel confident in the service and to not change to use the service of other service providers.

In terms of quality of service quality, the Company can provide the service to customers with the Service Level Agreement (SLA) of no lower than 99.99% with the Network Management Center (NMC) to monitor and fix the failures for 24 hours. Also, the Company has provided the Operation and Maintenance Center according to various regions in 38 main centers and 52 secondary centers nationwide to ensure that the customer who uses the service will receive the best service and can guarantee that the least damage will occur to the Company's customers in case the failures occur.

### Telecommunications Installation and Networking Service Business

The telecommunications installation and networking service business of Thailand depends on the network investment and development policy of communication and telecommunications service providers, such as mobile phone service provider or internet service provider. At present, the needs for internet of customers have changed with the increasing trend in data usage. The broadband service via fiber optic cable network can respond to the customer needs because the fiber optic cable network can provide the service with maximum speed, which is higher than ADSL broadband technology (Asymmetric Digital Subscriber Line) that is currently used by 40 times with unlimited data usage at maximum speed. The severe competition of internet broadband service providers and the entering into the market of new players that provide the broadband service through fiber optic cable network technology can stimulate other service providers to invest in order to develop and change the internet broadband connection technology from ADSL to fiber optic cable network and extend the service providing area to cover the whole country to retain or to gain the market share.

The amount of money invested to change the cable broadband connection from ADSL technology to fiber optic cable network with many hundred billion baht during 3-5 years has caused the Company that conducts the telecommunications installation and networking service business to receive benefits due to its readiness in terms of personnel and technology and experience in networking, quality service capability, and on-time delivery of work, including strong financial status. Also, the Company has obtained neutrality and independency, causing the Company to be able to accept the telecommunications system installation work directly from all mobile telephone service providers and internet service providers. However, the employer will be a person who determines the price of work, causing the profit of the contractor to be relied on the bargaining power with material supplies and telecommunications devices to obtain good cost and trade terms. Therefore, due to factors in terms of experiences, works, financial status, and bargaining power with the employer, the entering of new entrepreneurs is relatively low. Also, due to the fact that the majority of projects of government and private sectors needs to be completed within a short period of time, the overall picture of the competition in this business is not severe.

Hence the factors that will push this market to grow are the need for high-speed internet that is increasing in almost all areas and the investment on network expansion to support 5G technology that is being bid in the early year of 2020 with the plan for expansion continuously for the next 2-3 years.

Currently, the world is entering into the 4th industrial revolution, which is considered to be a major change in terms of speed and scope of data transmission that is faster than other eras by many times. The application of technology will emphasize on adding business value in various industries. The work process will be in automatic form with the reduction of manpower for efficient work and to provide good experience to users to achieve maximum satisfaction as well as enhancing the competitive ability.

The Company recognizes the impacts mentioned above and has taken steps to explore investment models in new industries to enhance its product and technology offerings. These include Drone & Anti-Drone, Social Data & Social Analytics, Security Analytics, Internet of Everything, and Cloud Technologies. Investing in these technologies will not only strengthen the Company's competitiveness but also prepare it to adapt to the rapid changes in the Information and Communication Technology (ICT) industry, which will impact both people's lives and the operations of organizations in the future.

### Industry Competitive Conditions of Data Center Service

The industry competition of Data Center growth is occurring continuously today. Although data centers in Thailand remain smaller than 6 MW at each location, since service providers are still testing their services, if the service users' responses are good, it is expected that data centers sized as large as 10 MW will be increasingly constructed in Thailand. Moreover, the migration of the service base from Singapore to Malaysia and Thailand has led to a lot of excitement in the entrepreneurs in this business, since they view that this is a point of change for the communications market in Thailand and that this business sector will continue to experience leaping growth for many years.

There are still few data center service providers with one-stop service capabilities, which provide the business in the said manner. The large entrepreneurs are National Telecom Public Company Limited, True Internet Data Center Company Limited, TCC Technology Company Limited, Telehouse (Thailand) Limited and Supernap (Thailand) Company Limited. The medium and small entrepreneurs are, such as CS Loxinfo Public Company Limited, Internet Thailand Public Company Limited, Symphony Communication Public Company Limited, United Information Highway Company Limited, Advanced Wireless Network Company Limited and Proen Corp Public Company Limited etc.

The Company is considered to be the medium and small entrepreneur. However, the Data Center of the Company is the Data Center that is built to be the Data Center specifically. It has been designed to contain public utility system, cooling system, and security system. The floor load capacity and the floor height lift has met the requirements of Data Center in Tier 3 with ISO 9001:2015, ISO/IEC 20000-1:2018 and ISO/IEC 27001:2022. This can assure the customers that they will receive the services according to the internal standards.

Also, the Company can respond to various needs of customers in using the service of Data Center. The Company can provide the services according to the areas or number of active cabinets, determine the additional devices or services that the customers require, and design the work area according to the needs of customers because it is constructed in the Company's area.

Hence, the Company has emphasized on the design and construction concept of the new Data Center by taking 3 components into consideration, which are modernity, security, and reliability. The Data Center of the Company has been certified from Uptime Institute to be in Tier 3 standards, which are Tier III Certification of Design Documents (TCDD) that certifies the design on engineering and architectural structure of Data Center and Tier III Certification of Constructed Facility (TCCF) that certifies the construction of Data Center to be accurate and in accordance with the engineering and architectural structure as designed.

Moreover, the customers of the Company can use the fiber optic cable network of the Company in the data connection between the Data Center and the customers' offices to provide convenience to customers in terms of usability. The Company also has the personnel with expertise and ability in the system maintenance to monitor and make correction in case of the failures occur in the system of Data Center by which the Company can provide the service with the Service Level Agreement (SLA) of no lower than 99.982%.

From the growth opportunity of Data Center industry in the future and the National Data Center project of the government, the experiences of the Company in the building of Tier 3 Data Center will provide the opportunity for the Data Center business of the Company to grow from the needs to use Data Center in government and private sectors.

## 1.5 The 3 – 5 Year Business Direction

At present, the telecommunications technology and industry are changing rapidly. The customers have various and more complicated needs as well as emphasizing and looking for service providers that have quality and able to provide the service that covers the area of use and the customer demand (One-Stop Service). The said reasons have greatly changed the telecommunications industry and the demands for telecommunications, especially the production of new and various products and services (Digital Service), which can be seen from all sectors that mention about applying the technology into the business operation or applying the new technologies for adaptation, such as drone, Internet of Things (IoT), real-time broadcast (live), or Big Data. In the part of the Company, there is the need to adjust and change the strategies in order to keep up with the demands and the competitions that are changing each year. Hence, the Company still adheres to 3 main businesses, consisting of 1. High-speed data communication circuit network service (Data Service); 2. Telecommunications network installation service (Installation); and 3. Data Center service (Data Center) with the determination to bring the telecommunications technology to improve the infrastructure of Thailand. In addition, the company is also focusing on the new healthcare business group “Health Tech” which is in line with the future world where people will pay more attention to their health and care. And the focus on the continuous and sustainability growth according to the Company policy. In this regards, the Company has set the 3-5 Year Business Direction called the 5 Pillars for Continuous and Sustainability Growth for Interlink Telecom Public Company Limited as the goal for all agencies in the organization to drive in the same direction.

### Emphasize on Proportion of Recurring Revenue

For the growth of the Company to be sustainable and due to the main business of the Company that is the continuous service providing, the Company determines to generate the revenues that come from recurring revenues, which are revenue from high-speed data communication circuit network service (Data Service) and revenue from Data Center service (Data Center). All of which involve the making of long-term contract with customers. The increase of proportion of recurring revenue in comparison with all revenues will help the Company to obtain steady revenue and can reduce the risk from competitions that are increasing. In the year 2024, the proportion of recurring revenue of the Company in comparison with the total revenue of the Company was 41.21 percent (excluding the projects of mobile phone signal and high-speed internet service in rural area because they are the projects that must be firstly installed in Year 1 and the recurring revenue will occur in the following years). The 3 year direction of the Company has determined that the proportion of recurring revenue in comparison with the total revenue of the Company must be 80 percent. Hence, the future revenue from service fee will play an important role on the revenue structure of the Company due to the continuity of use and the payment of service fee that directly affects the revenue recognition of the Company that can lead to the reduction in economic fluctuation, which

### Proportion of Use of Interlink Fiber Optic Network

The form of telecommunications business that the Company is currently providing must involve the investment on construction of main network (Back Bone) and secondary route (Redundancy) for stability in service providing and for the telecommunications business to obtain efficiency in terms of quality and access, causing the Company to push the investment in nationwide Interlink Fiber Optic Network. The said assets need to be used to provide the service to customers. Hence, the main goal of the Company is to improve the usage amount in the said part to be no less than 60 percent in the year 2025, Which in the Year 2024, the volume of data that passed through the network in the service providing or the proportion of network usage was 65 percent with the expectation that the volume of data that passed through will gradually increase due to the change of customer behaviour that places the importance on the size of channel that is bigger. Hence, the increase of network usage can indicate the direction of industrial growth as well as the demand of users and can also help to generate the return in the assets that the Company has invested beforehand. The goal occurs from the assessment of suitable value and it is the point that will directly affect the gross profit of the Company in a positive way.

### Low Volume of Service Cancellation

Apart from expanding the business and adding of promises in the service providing to customers that are the sources of more revenues, the Company has placed the importance on retaining the existing customers of the Company. The Company has foreseen that in doing the business, the customer is important for the Company's business to carry on. Generally, all types of business consist of new customers and old customers that return to use the service of the Company. The Company has placed the importance on all types of customer and is considered to be a part of sales strategy of the Company. The Company has invested in the customer surveillance and monitoring system so that the Company can introduce the service that meets the customer needs in time. The customers who have cancelled the service will be presented every month and the Executive must monitor and solve or prevent the cancellation if it occurs from the mistakes of the Company. Also, the Company must meet with the customers continuously to inquire about ways that customers need the Company to develop in order to support the customer's business. This can lead the Company to be prepared and continuously support the usage of customers to retain the customer base and prevent the cancellation of the Company's customers. At present, the Company has maintained the standard of contract cancellation of customer to not exceed 1 percent, which is the main goal of the Company and will maintain the standard henceforth.

### Quality Network for Better Service and Stability

The Company believes and adheres to the quality matter. The Company has invested in the planning and the installation of Interlink Fiber Optic Network along the railway as the main route (Back Bone) and along the road as the secondary route (Redundancy), which are the investment in different areas that can prevent the damages from occurring to fiber optic cable at the same time, which is the main cause of low stability in telecommunications network service that affect the customers in a wide area. With the said investment structure and operation, the Company still determines to develop and control the quality of network that provides the service to be in accordance with the resolutions of the Company since the beginning, which are using of telecommunications technology to develop the infrastructure of Thailand and emphasizing on continuous and sustainability growth. The Company has measured the network quality via the Service Level Agreement (SLA) in which the Company has set the goal for maintaining of service standard at 99.99 %.

### Moving Forward with New S-Curve

Apart from the goals and the 4 Pillars for Continuous and Sustainability Growth, the Company has the growth strategy plan that leads to New S-Curve in order to be more consistent with the digital era and the new normal era by adding the services of Big Data and Security, Drone & Anti-Drone, Social Data & Social Analytic, Security Analytic, Tele of Eveything which are the building of differentiation to be superior than the competitors by providing the service via fiber optic cable along the entire route (End to End Fiber Optic), analysing customer behaviour on digital world regularly in order to provide the services that meet the demands of customer (Customization), and building of new forms of experience to impress the with after-sales service provided by 100% team of expert engineers. This can provide efficiency in the work and reduce the expenses in the business operation of customers



## 1.6 Customer Relations Management

The company is committed to creating satisfaction and confidence for consumers. In order to receive good quality products and services with customer relationship management and society together as well as strengthening the economy by adhering to the guidelines for doing business under the framework of corporate governance and taking care of all stakeholders of the organization to achieve the objectives of the business and achieve the direction of continuous and sustainable growth with the company's strategy. Which is based on the principle of responsible business operation, This is reflected through the way we operate our business and manage our business environment. In addition, the company has adapted to the needs of customers in the digital age at the same time, it facilitates and helps build more relationships between customers and the company.

The company is driven with the aim of connecting our customers with strengthening through interconnection and new digital services, the company treats every customer with heart through the development of services that support their needs in Continuously perform the work of customers as follows:



To differentiate our customer experience. The company customer relations management combines as follows:

- **Develop the best experience for customers**

The company is committed to growing and generating revenue by delivering a high-speed, cost-effective experience to the broader market. The company maintains its position as the most efficient and stable network service provider. User friendly as well as to create an unlimited service experience. However, the situation of the epidemic of Covid-19 in 2024 has no effect on the Company's operations. The Company has continued to work on Big Data and Security in accordance with the Company's New S-Curve plan. The Company has various projects that are the Company's New S-Curve, especially the Drone & Anti-Drone project that customers became interested and it will be another step in expanding the business for long-term growth. including Social Data & Business Social Analytics for analyzing data on social media and look at consumer behavior, Security Analytics business to take care of comprehensive security, and Tele of Everything business for use in doing business in remote areas. Driving the company's business to grow strongly and sustainable in the future especially the current situation where the demand for telecommunication networks is increasing rapidly. Able to generate new income for the company in the future, all of which will help the company to maintain its old customer base and attract new customers to the business.

- **Strengthen core business and maintain with quality network.**

The company has an important goal to maintain the leadership of the telecommunication industry. That focuses on service and operational excellence with a quality network system therefore invests in network equipment that combines technology that supports a variety of services. Make it worthwhile to invest can support increased network traffic and expand the service network. In addition, the company is determined to be the leader in providing solutions in multi-dimensional services. Meet the needs of service (Customization) as well as providing services that meet the needs of each customer. Through in-depth analysis that is what the company focuses on in order to create a body of knowledge in technology and to study examples of the use of technology with partners and partners. Which is an industry expert to strengthen the network and effective can provide new services Unlimited with service users, etc. for corporate customers. The company is preparing to develop the use of fiber optic technology. To create automation in various industrial processes including corporate customer data management aims to use expertise and network knowledge to meet the specific needs of each type of business. Including generating new revenue.

- **Providing services in the digital age in a new way that meets the changing lifestyles of customers while enhancing the potential of corporate businesses**

The company aims to add new services to customers, including providing services according to customer needs, whether providing digital services in the cloud, the company aims to expand its user base by collaborating with strong partners that will increase the convenience and usability of the platform. Committed to playing a key role in meeting the growing demands in the digital transformation to corporate customers by offering modern services such as cloud optimization. Promote cooperation with leading ICT service providers and expanding the capabilities of the data center to meet the growing demands of cloud services. These services will help customers

According to the leap in digital technology has change the needs for variety of businesses, the company aims to drive the organization to be able to complete in the market effectively. It is the brand that consumer recognize first. It supports the company to reach the customer easily. The company also has the performance indicator that emphasis on satisfying and serving customer. Therefore, the company conducts a questionnaire to evaluate and listen to opinions from customer in order to improve the service quality. The company conducts satisfaction survey every year. As 2024, the company surveyed satisfaction and the results are summarized as follows:

### Sales Department

- ✦ Knowledge and detailed understanding of services of the sale department.
- ✦ Service with speed/attentive service mind, politely and friendly.
- ✦ Completing quotation cover on demand.
- ✦ The sale department coordinate, solve the problem, give explanation and answer question direct to the point during and after sale service.
- ✦ Frequency of visiting customer of sale department.
- ✦ Able to solve problems and obstacles that arise appropriately.

### Network Planning and Installing Department

- ✦ The service is in line with the contract terms of the company that agree with the customer.
- ✦ The company' team able to advise, design, install the network very well.
- ✦ The installation team is knowledgeable and expert. They proceed with the installation and deliver work on time.
- ✦ Speed and time required for system testing and servicing.
- ✦ The service quality of the device and regular software update of device.
- ✦ The company's network able to cover all areas that customer want to use.
- ✦ The modernization of active technology can fully meet the needs of customers.
- ✦ The Operation and Maintenance Center according to various regions can serve customers in every area.

### Network Management Center

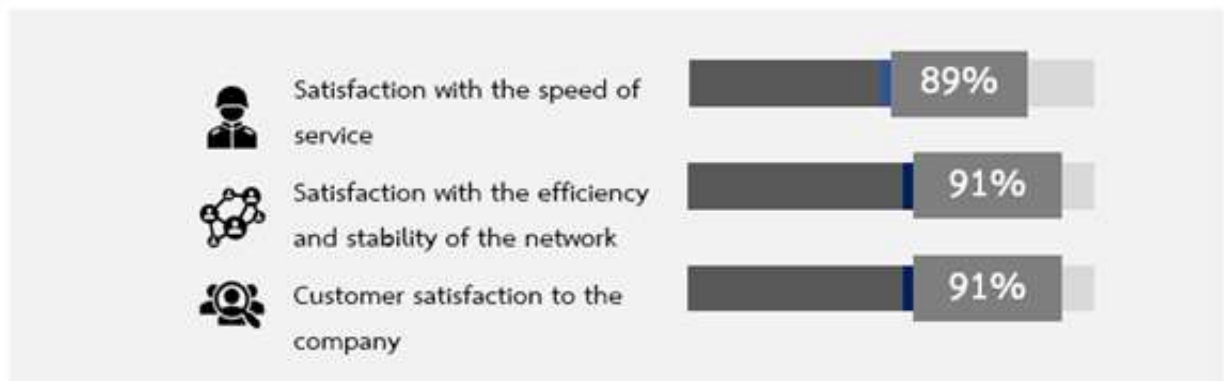
- ✦ Employee is enthusiastic and willing to serve politely and friendly.
- ✦ Correction and prevention when complaint occurs efficient and fast.
- ✦ Speed in editing and serving the service.
- ✦ Sending a monthly usage report accurately and fast.
- ✦ Competence of employee in consulting and solving problems throughout the usage.
- ✦ Employees dress properly and politely.

### Data Center

- ✦ Satisfied with the quality of products and services.
- ✦ Satisfied with technical and support.
- ✦ Satisfied with the building, location and facilities.

### Customer satisfaction measurement

Summary of the level of satisfaction from customer as a percentage received from the survey in 2024. The customers were satisfied with the company at a very satisfied level.



As the result of 2024 customer satisfaction survey, it was found that customer has an average overall satisfaction level of 90 percent, which is very satisfied.

## 2. Risk Management

### 2.1 Risk Factors

The company gives precedence to the consideration of risk factors and has set the policy in considering the risk together. By having a joint meeting in the monthly executive meeting in which the working group will consider the Effects, Opportunities and Risk Appetite and Tolerance. Including specifying methods to prevent, manage risks and measures to manage such risks. After that, presenting to the Audit and Risk Committee of the Company in order to know and give opinions, respectively, at present. The company has major risks which can be classified as follows.

#### Risk of technological and consumer behaviour changes.

Due to the company's business is about technology and has a lot of investment, for example investment in fiber optic cable networks. If has a change in technology, may cause significant damage to the company. The technology that may affect the investment in the cable is the wireless technology but wireless technology is suitable for use with a small channel size and doesn't transmit data at all times which is a different prospect of the company so that reduced the risk. In addition, fiber optic cable technology transmits data at the speed of light, it will support data transmission in the future. However, the company have management plan about the risks as follows.

- Define short-term and long-term plans for response the changes in technology that affect the users of the company. For example, if there is a change in technology, then how does the company do.

- Develop the company's service model to cover more other technologies such as providing peripheral services with wireless technology for some customers in order to reduce friction from changing technology which will affect users.

- Offer services in value-added forms such as integration with other devices and services to reduce complexity and help customers save costs and upvalue to the company's services.

- Invest in human resource development to keep up with the changing technology.

- Increase training sessions to enhance employees' skills and knowledge, ensuring they stay up to date with the company's services.

The potential impact of the risk	Risk level	Risk management methods
Income may be reduced. Service costs may increase. from additional investment and lose market share if the service cannot be substituted	Increase and expected will have a long-term effect	Developing the company's services to cover more other technologies and offer customers

#### Risk from competition in the telecommunications network service business

According to the Telecommunications Business Act A.D. 2001 which stipulates that telecommunications operators must obtain a license from the National Broadcasting and Telecommunications Commission (NBTC) from the original, which was a concession system change to a free system. Causing the number of operators increase resulting in more intense competition.

At present, the company's competitors there are only a few operators that are licensed to operate telecommunications businesses of the same type 3 as the company made the competition not be very intense and combined with the ability and experience of the management and staff in conducting business including a large amount of investment therefore making new service providers happening difficultly. Although the public sector is open to service providers to process licenses freely. Moreover, the company operates business with neutrality that has business license Telecommunications type 3 and provide only Network Provider and no policy to operate other types of telecommunications businesses compete with customers of the company who are telecommunications operator's type 1 and type 2. Therefore, has been trusted by customers that the company will not engage in overlapping businesses such as providing internet services. The company will continue to focus on the construction of quality fiber optic cable networks. To increase the area of service and support the increasing needs of customers to increase the competitive advantage in the future.

In the long term, the company's network is using MPLS and DWDM technology which is a modern technology for data transmission that can manage the data transmission stably and achieve the highest efficiency and combined with the after-sales service of the company which can serve customers with standards and quality of Service Level Agreement (SLA) less than 99.99%. With a team that ready to provide 24 hours a day, 365 days to ensure customers receive the best service and can guarantee that will have minimum damage with a reasonable price. Therefore, believe that the company will not be affected by competition that may intensify in the future also the company always develop strategies to maintain existing customer bases and offer other value-added services so that customers are always up to date.

The potential impact of the risk	Risk level	Risk management methods
Income maybe decreases and lost market share	decrease	Focusing on after sales service and service quality to attract new customers and maintain existing customers.

#### Risks from operation of network equipment, operation system and computer system

Company's business related to the telecommunications industry that related to complex technology such as the network equipment, operation system and computer system which must be able to work stable all times to made customers satisfied. Therefore, if any part of these systems has a crash either due to a system error, equipment failures, natural disasters, or accidents can affect the company's customer service.

The company concern about that problem which may affect customer satisfaction. Therefore, the network design has a backup network path in the form of Ring Topology which consists of two main networks, the network along the railwayline which is placed along the signal posts of the State Railway of Thailand and the network along the road routes are placed along the electricity towers of the Metropolitan Electricity Authority and the Provincial Electricity Authority. Which the method can prevent the problem that may cause by a crash in one of the routes when there is a problem the system will switch in another route. In addition, in the installation process of various devices, the company has given importance to the selection of equipment and the installation process to ensure that the installed system will be able to work with stability by the company's network has been defined as a whole fiber optic cable network route without mixing with other types of networks and provide services through all of own networks therefore has not mix between multiple service providers and has no problem in switching data across different networks. Which reduces the complexity of management and makes the network stable in delivering high data.

In addition, the company prevent the risk by giving importance to maintenance on a timely basis by allowing the engineering team to research and analyse the possibility of any failures or errors that should occur in the Engineering Failure Simulation and Preventive Maintenance such as maintenance of fiber optic cables by period, updating device firmware and software and maintenance of all relevant equipment of the project in the period suggested by the manufacturer. However, in order to deal with network system problems that may occur, the company has set up a network operation center team to solve problems 24 hours a day. The maintenance team will be able to access the area and complete the repair within the specified time according to each type of service standard. So that every connection of customers is not interrupted and fulfil customer satisfaction.

The potential impact of the risk	Risk level	Risk management methods
Company image and operations that do not comply with the agreements provided to users	high	Invest in redundancy as well as establish continuity management policies. Business according to relevant standards

### Legal risks and government policies related telecommunications

Currently, the company operates as a provider of fiber optic cable networks by obtaining a Type 3 telecommunications business license, having its own network from the Office of National Broadcasting and Telecommunications Commission (NBTC) therefore make the business operations is under the supervision of the Office of the NBTC. Also including the setting of fee rate structure and service fee structure, specifying the technical standards of telecommunication networks and set measures to prevent monopolies or unfair competition as well as protection of the rights and freedoms of users. Therefore, with the announcement and/ or change policies or regulations related to the telecommunications network service business may have a significant impact on the company's business operations so before change the policies or any regulations the NBTC will inform entrepreneurs in advance, including listening to opinions and meeting with entrepreneurs about appropriate policies, allowing the company to have time to prepare and have the right to oppose before enforcement new rules.

### Risk from the period of the type 3 telecommunication license granted to be shorter than the rental period from the railway.

The company received the telecommunications business license type 3 to be able to do business for 15 years from 2012 - 2027 while the company had contract to rent a telegraph cable with the State Railway of Thailand for the installation of fiber optic cables with a rental period of 30 years from 2012 - 2042. If the company is not able to request to renew the business license, then won't be able to provide network service to customers while having to pay the rental fee according to the Telegraph Line Rental Agreement with the State Railway of Thailand which may have an impact on the Company's operations significantly.

However, the company is confident that it will be able to proceed with the renewal of the license. Due to the Telecommunications Business Act for type 3 telecommunications business licenses specify that the applicant for a license renewal must have all the required criteria. Currently, the company still retains all qualifications as mentioned.

The potential impact of the risk	Risk level	Risk management methods
The company may not receive a license renewal which makes unable to provide service	low	To comply with the regulations of the relevant government agencies such as payment of licenses to be in accordance with the schedule.

### Risks from not be able to install fiber optic cable networks

The company's fiber optic cable services have to covering the whole country in order to serve customers thoroughly so must have cable installed buildings on the land or assets of other people or juristic persons which must ask permission from the owner. If the owner not authorized, may affect the company's services.

However, the office of the NBTC has determined the rights of the telecommunications licensee in the telecommunications business act 2001 A.D. section 39, which states that if a licensee has a reason to set up or set up a pole or wiring laying pipes or installing any components for telecommunication services can propose to the office of the NBTC to approve the operation when the licensee approval, will receive "Right of Way" for the installation or erection of columns or wiring, pipe installation or installation of any equipment of the following components.

- 1) Areas of other licensees or government agencies or utilities
- 2) Public land
- 3) The land of another person, which can force the landlord to allow the telecommunication service provider to proceed with the cable installation.

The company will directly negotiate the contract with the owner before requesting for approval of the right of way from the Office of the NBTC for example, the company has negotiated a long-term lease agreement with the State Railway of Thailand to lay cables on telegraph poles follow the train route and entered into a conduit lease agreement with TOT Public Company Limited and CAT Telecom Public Company Limited in the installation of cables, etc. For the main route, alternate routes and subsidiary routes of the company that will lay the cable along the road path through the electricity poles of the Metropolitan Electricity Authority and the Provincial Electricity Authority. The company will process the request for approval of the office of the NBTC in order to obtain approval of the right to lay the fiber optic cable on the electricity pole with that process, the company confidence that the network can be installed to provide services to customers

The potential impact of the risk	Risk level	Risk management methods
Unable to provide service to customers under contract	moderate	Check service availability before starting sales with customers.

#### Risk from inconsistency in revenue from network installation services business

The company's network installation services business is a consulting service design and installation of the network for customers who are telecommunications service providers which want to expand their own network. Revenue from the network installation service business of the company will depend on the service provider's investment plan. If service providers reduce investment in network expansion or proceed with network installation themselves may cause the company's revenue uneven and can affect the company's operating results.

However, with the current telecommunications industry in which there is a significant increase in users of data communication service especially the use of internet both wireless and wireline. In addition, the office of the NBTC opened the spectrum auction in 900 MHz and 1800 MHz frequencies in 2016 and during the year 2020, there will be 5G auctions, resulting in the bidders investing in expanding and improving their networks in order to be able to provide efficient services. Including the mobile service providers and many internet service providers come out to focus on entering the 5G era and the Internet of Things (IOT) causing the demand for network installation services during the next 2-3 years will be higher than the previous year. Expect the company will be trusted by customers in the past and telecommunication service providers to use the network installation services of the company continuously.

The potential impact of the risk	Risk level	Risk management methods
Revenue is not on target.	moderate	Make a plan to find customers in advance. In order to offer the service in advance to reduce the fluctuation in not getting the project

#### Risk of Data security Information systems and cyber threats

Due to the technology that is currently developed and many organizations adapt to use more technology causing many technological threats to occur. The company needs to develop the employee's knowledge and ability and emphasize the importance of data security such as preventing network harassment or (DDos Attack) sending fake data such as Malware or Virus, etc. And has invested in the systems development that are related to the aforementioned issue in 2023, such as use international standards such as ISO/ IEC27001:2013, ISO/IEC20000-1:2018 and PCI - DSS.

The potential impact of the risk	Risk level	Risk management methods
Affecting the safety of customers and the image of the company	Increase	Create operational manuals and emphasize that employees comply with standards such as ISO/IEC27001:2022 and PCI - DSS.

#### Risk from personnel readiness preparation to support the transition to the digital age

The rapid technological change and the rise of telecommunications industry made digital personnel tends to be more rare so employees are important resource for the company, made the company to develop risk management processes for personnel by

- Attach importance and develop human resource policies equal to companies in the same industry.
- Promote training in the organization which is divided into development of specific skills and management, where employees can participate voluntarily.
- Focusing on recruiting skilled personnel that be able to work immediately.

The potential impact of the risk	Risk level	Risk management methods
The ability to compete decreases and can't maintain service quality standards	Moderate	Focusing on recruiting employees with skills that match the needs of the company and emphasizing more human resource policies, including the training of staff in the company

#### Climate change risk

Due to the company's main assets located in various areas which may be affected by climate change for example, flooding in 2023, there was a flooding from the Typhoon. Resulting in difficult operations however, most climate change can prepare to cope such as send team from the center to be in the area, etc. So, it will not have an impact on the company's services.

The potential impact of the risk	Risk level	Risk management methods
The ability to compete decreases and can't maintain service quality standards	Moderate	Focusing on recruiting employees with skills that match the needs of the company and emphasizing more human resource policies, including the training of staff in the company



### **Risk from economic and political factors economic and political changes**

These are external factors that cannot be determined may affect the company's operations in opportunities and obstacles. Due to changes in the economy country may affect the purchasing power of users, which means the customers of the company. However, using data service and data center are considered as part of the usage to run the business of the client company continually and service structure and pricing structure of the company are focused on reaching customers and supporting their needs made that economic affected and political risks is an acceptable level.

However, the company has set a sales strategy in accordance with the economic conditions and strengths of the company for example, the focus on sales in the government sector in 2023 or the focus on installation work for service providers related to 5G.

### **Emerging risk factors management**

#### **Public health risk from COVID-19 disease**

The Company recognizes the impact of the Covid-19 pandemic, which could affect the operation, health and safety of employees, trade partners, customers and all related agencies. Therefore, the Company projects and assesses the situation in a timely and ongoing manner in order to prevent and prepare for dealing with any crisis that might occur. In doing so, we have set in place strict disease prevention and control measures and held joint meetings between the board of directors and executives on every level in order to prepare for handling all assessed potential risks, and we have created a business continuity plan (BCP) to establish prevention measures and recovery measures for the aforementioned risk to ensure that business can continue without disruption while reducing risk in the operation of the Company's office buildings.

## 3. Driving Business towards Sustainability

### 3.1 Corporate Sustainability Management Policy

#### Driving Business towards Sustainability

The business operation of Interlink Telecom Public Company Limited adhered to the mission and the vision of the Company, including all four core values that are the heart of driving sustainable business with business transparency and operational excellence. The Company is committed to adhering to sustainable development policy on the basis of good corporate governance with responsibilities for the community, society and environment. In 2024, the Company had determined the sustainable development goals in three main aspects: Corporate governance and economic dimension, social dimension and environmental dimension together with raising awareness of in all stakeholders and improving vulnerabilities on key corporate sustainability issues for continuous development and elevating the organization to be ready to drive towards the goals in 3 dimensions according to the Company's intentions, namely, to conduct the business with good governance, social and environmental care as well as responding effectively to the expectations of all stakeholders.

#### Corporate Sustainability Management Policy

It was determined to promote the sustainability development of the business on the basis of creating shared value to all stakeholders, including business risk management by aiming to maintain the balance in the creation of value on economic, social and environmental dimensions, in order to meet continuously the expectation of all stakeholders. The implementation of the sustainability development policy is the duties and responsibilities of the Board of Directors, executives and employees in all levels of the Company. The Company's sustainability management policy focus on the development of value in 3 dimensions including.

##### 1. Corporate governance dimension

- Managing with good corporate governance, stretching as the cornerstone of corporate culture.
- Anti - corruption of all forms.
- Operating the company's business for continuous and sustainable growth.
- Aiming to create value for all stakeholders by setting the highest goals, not just only making a profit but also creates mutual benefits for all parties involved in the company's business operations.

##### 2. Social dimension


- Keeping employee's hygienic good occupational safety, including injury prevention measures lost in an accident and work-related illness.
- Encouraging employees to have a good quality of life. Get development opportunities and has made progress in work equally.
- Supporting the sustainable development of the community and society in all areas that the group of companies running a business.
- Developing the company's services that create value to meet the needs of customers and society.
- Promoting the participation of the community in the development and the management of important projects
- Human rights



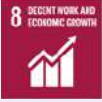

##### 3. Environmental dimensions





- Conserving and using resources in a sustainable way to maintain a sustainable ecological balance.
- Using energy efficiently and promote the use of renewable energy.
- Preventing, controlling and reducing the environmental impact from the company's operation.

## Corporate Sustainability Management Goals

The Company determined to give value to social development and natural resources and environmental conservation by using a method of participation and communication with stakeholders in all levels regularly through meetings, activities and developing social development projects in the operating area to achieve continuous and sustainability development. The Company had developed a long-term strategic plan for social development projects by focusing on supporting the organizational growth; creating of value to the society and the community; building of trust and acceptance from the community and related stakeholders to ensure confidence, acceptance, and operational support that will benefit the organization and the society as a whole; and applying the Sustainable Development Goals (SDGs) of the United Nations in the corporate governance adhering to excellence operation and focusing on providing good quality services with highest safety standards and complying with the international standard, recognized by all stakeholders covering all 3 dimensions, as well as delivering values to stakeholders.

Targets by SDGs	Operation plan	Benefits to the Company	Benefits to society and the environment
 <p><b>Goal 1</b> Targeting people living in situations where there is a risk of accessing basic resources and services.</p>	<ul style="list-style-type: none"> <li>- Operate business in accordance with corporate governance principles.</li> <li>- Value distribution to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>- Business value growth</li> </ul>	<ul style="list-style-type: none"> <li>- Have partners who operate transparent and have the standard as specified by the company</li> </ul>
 <p><b>Goal 3</b> Ensuring the health and well-being of all people at all ages.</p>	<ul style="list-style-type: none"> <li>- Provide welfare to employees.</li> <li>- Concerned for health and safety.</li> <li>- Human rights respect</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain employees satisfaction levels over 50%.</li> <li>- It does not have unfair employment and illegal employment.</li> </ul>	<ul style="list-style-type: none"> <li>- Create security from project management and control.</li> <li>- All employees receive equality and thoroughness.</li> <li>- No illegal employment</li> </ul>
 <p><b>Goal 4</b> Provide equal education and comprehensively promote equal learning.</p>	<ul style="list-style-type: none"> <li>- Organize activities for development knowledge of fiber optic networks for organizations and educational institutions.</li> <li>- To support the education of youth.</li> </ul>	<ul style="list-style-type: none"> <li>- Exchange Inter-institutional between institution education and the company.</li> <li>- Recruiting qualified personnel that meet the needs of the labour market.</li> <li>- Build a good rapport between people in society.</li> <li>- Be a part of the social development according to the vision and mission of the company.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce unemployment rate.</li> <li>- Society has a quality workforce that meets market needs.</li> <li>- Increased access education to the youth</li> <li>- Create jobs, create careers for a better quality of life.</li> </ul>

Targets by SDGs	Operation plan	Benefits to the Company	Benefits to society and the environment
<p><b>Goal 5</b></p>  <p>Achieve gender equality Develop the role of women and girls.</p>	<ul style="list-style-type: none"> <li>- Human rights respect.</li> <li>-Promote and develop employees’ potentials equally.</li> </ul>	<ul style="list-style-type: none"> <li>- It does not have unfair employment and illegal employment.</li> <li>- Manage employees of all genders and ages to grow in their expected fields.</li> <li>- Create a new generation of employees who can be the manager.</li> </ul>	<ul style="list-style-type: none"> <li>- It does not have unfair employment and illegal employment.</li> <li>- Increase opportunities for growing in the business line to support the company’s future growth.</li> </ul>
<p><b>Goal 7</b></p>  <p>Ensure access to accessible, reliable, sustainable, modern energy for all.</p>	<ul style="list-style-type: none"> <li>- Participatory in helping to improve energy efficiency.</li> <li>- decrease greenhouse gas emissions not higher than standard.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop services that reduce greenhouse gas emissions.</li> <li>- Reduce energy consumption.</li> <li>- Support the policy government sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce air pollution.</li> <li>- Reduce the impact of World changing.</li> <li>- Reduce health effects.</li> </ul>
<p><b>Goal 8</b></p>  <p>Promote sustained, inclusive and sustainable economic growth decent employment.</p>	<ul style="list-style-type: none"> <li>- Has legal employment</li> <li>- Treat all employees equally with no social divide.</li> </ul>	<ul style="list-style-type: none"> <li>- Create attachment between employees. With the organization</li> <li>- Support the policy government sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Create equality professionals with no divide social classes.</li> <li>- No illegal employment.</li> </ul>
<p><b>Goal 9</b></p>  <p>Develop a resilient infrastructure Promote sustainable and inclusive industrialization And support innovation.</p>	<ul style="list-style-type: none"> <li>- Develop innovation that support the industry</li> <li>- Support innovation technology to developing country.</li> <li>- Encourage employees Innovate to facilitate In the work.</li> </ul>	<ul style="list-style-type: none"> <li>- Generate income for the company.</li> <li>- Create new idea and development to be the corporate culture.</li> </ul>	<ul style="list-style-type: none"> <li>- Innovate to develop the country.</li> <li>- Support innovation technology to developing country.</li> </ul>

Targets by SDGs	Operation plan	Benefits to the Company	Benefits to society and the environment
<p><b>Goal 10</b></p>  <p>Reduce inequality within and between countries.</p>	<ul style="list-style-type: none"> <li>- Policy announcement human rights according to The International Standard of the United Nations agreement and the Declaration on Principles and Basis for making of the international labour organization.</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing human rights management processes consists of defining issues risk, identification of affected group planning and making corrective plans including measures to mitigate the damage and checking follow up.</li> </ul>	<ul style="list-style-type: none"> <li>- Create equality with no socially divided</li> </ul>
<p><b>Goal 11</b></p>  <p>Making cities and human settlements inclusive security ready for change and sustainable development.</p>	<ul style="list-style-type: none"> <li>- Establish measures safety and operation plan for risk management from various disasters.</li> <li>- Providing knowledge for disaster prevention and response.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the impact and disaster risk.</li> <li>- Create a good relationship and the confidence given to customers, employees, and communities.</li> </ul>	<ul style="list-style-type: none"> <li>- Innovate to develop the country</li> <li>- Encourage innovation technology to developing country.</li> </ul>
<p><b>Goal 13</b></p>  <p>Take urgent action to tackle climate change and its impacts.</p>	<ul style="list-style-type: none"> <li>- Create policy measures and carry out activities to reduce the quantity greenhouse gas.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the impact of natural disaster that may affect operation of the company.</li> <li>- To build cooperation for solve problems together in the organization.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the impact on the environment and world resources.</li> </ul>
<p><b>Goal 15</b></p>  <p>Protect, restore and promote sustainable use of terrestrial eco systems.</p>	<ul style="list-style-type: none"> <li>- Promoting and helping increase the green area for the country.</li> </ul>	<ul style="list-style-type: none"> <li>- Making a good relationship between companies, people in the community and government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase green area and restore degraded forests of the country.</li> <li>- Reduce the deforestation.</li> <li>- Make money to the community.</li> </ul>

Targets by SDGs	Operation plan	Benefits to the Company	Benefits to society and the environment
<p><b>Goal 16</b></p>  <p>Promote a peaceful, fair, non-discriminatory society for sustainable development.</p>	<ul style="list-style-type: none"> <li>- Declaration of intent in combating corruption and get CAC certification.</li> <li>- Educate and support partners in anti-corruption and join CAC.</li> </ul>	<ul style="list-style-type: none"> <li>- Create a good image and confidence in the company and people in society.</li> <li>- Create transparency and sustainability in business.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the problem of corruption in the country.</li> </ul>
<p><b>Goal 17</b></p>  <p>Build the power of partnerships, international cooperation for sustainable development.</p>	<ul style="list-style-type: none"> <li>- Promote development and the dissemination of environmentally friendly technology to the country.</li> <li>- Support, promote and cooperate between the public, private and social sectors for sustainable national development.</li> </ul>	<ul style="list-style-type: none"> <li>- Build a good relationship between companies in the industry and various departments.</li> </ul>	<ul style="list-style-type: none"> <li>- Achieve the goal sustainable development of the country.</li> </ul>

## 3.2 Value Chain of Interlink Telecom

Interlink Telecom Public Company Limited realizes and values fair business practices, especially in the business alliances, which are business partners, who need to develop and enhance their potentials in order to grow together in the long run in addition to conducting quality, standardized, and diverse business operations that responded to the customer needs until being generally accepted as the business goal. Additionally, the Company has attached importance to the principles and issues of sustainability as an important agenda and goal that will help strengthen the value chain of the Company. It is a pride and reinforces the vision of the organization with a quality team for “Continuous and Sustainability Growth”. In 2024, the Company had formulated an action plan of strategic initiatives focusing on continuous expansion of the network and service channels, and provided continuously the services that meet the needs of different groups of customers and developed the organization into a modern organization with flexibility and effective management. However, in 2024, the Company had made no change in any business operation process in the supply chain.

### Analysis of Stakeholders in the Value Chain of Business

To ensure that the business operation of the Company has created maximum value and benefits to Thai economy and society truly according to sustainability policy practices. the Company therefore, has identified 6 groups involved in the organization’s operation include employees, customers, alliance and business partners, shareholders, competitors and society. The Company has determined the rights of each stakeholder group and also has a method for identifying stakeholder groups by starting from the important business issues (Materiality) and the assessment of stakeholders both directly and indirectly and inside and outside of the Company, which is an important process to help build trust among the Company and all stakeholders as well as increasing the competitiveness of the Company in the long run and supervising to ensure that each group of stakeholders is treated appropriately. In 2024, the company managed relationships with stakeholders according to the details summarized as follows:

Participation promotion processes:

1. Identification and ranking of stakeholders.
2. Evaluation of the order of importance.
3. Planning for promoting participation and plan implementation.
4. Plan implementation and promotion of participation.
5. Inspection of performance and inspection of correctness and continuous development.

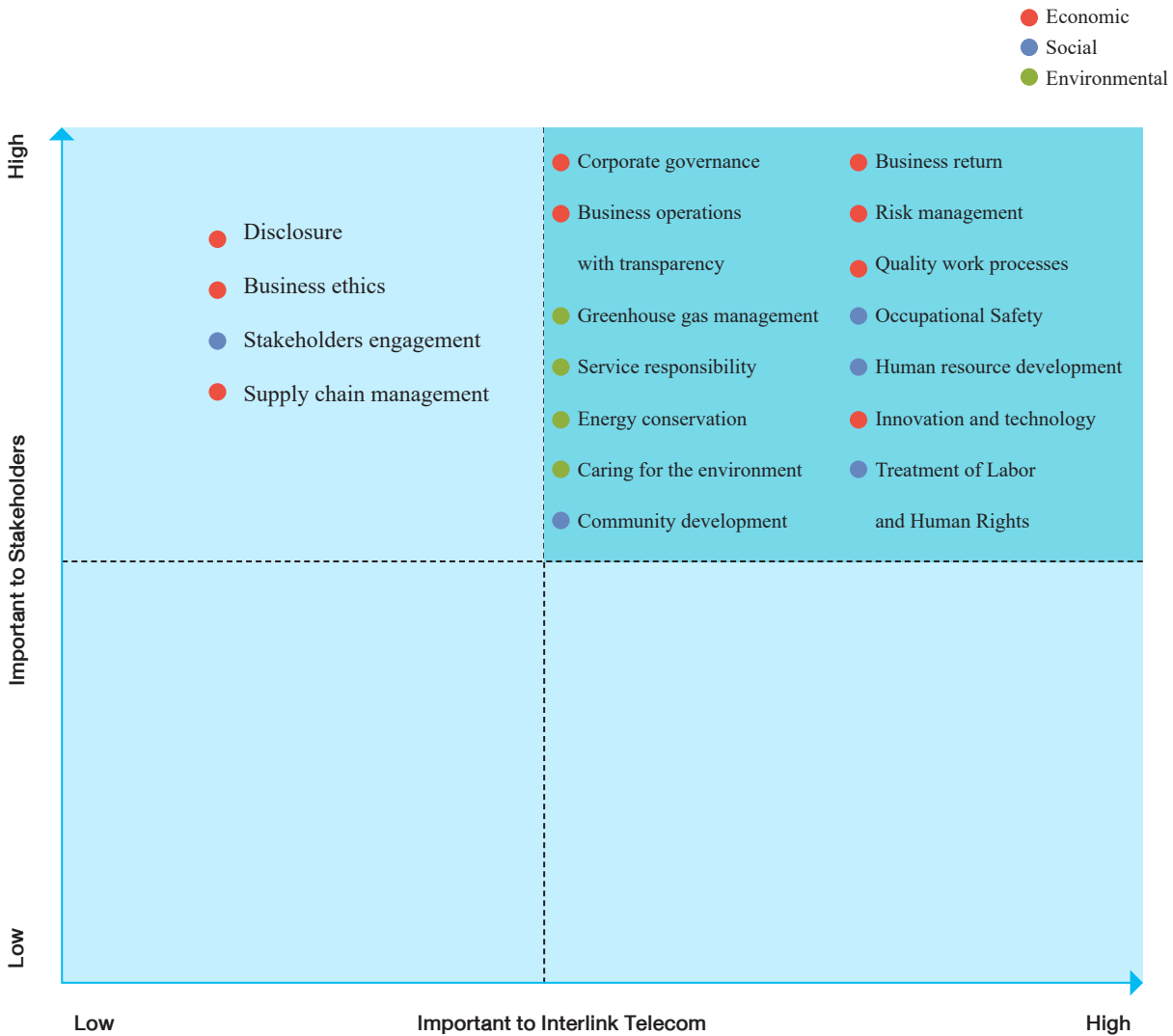
### Sustainable development issues

Interlink Telecom Public Company Limited considers key issues based on the process obtained from linking stakeholders and issues arising from the selection of key issues affecting the company according to the appropriate selection process and has addressed expectations on these issues through reliable channelled communication methods and sustainable management of those key issues and publicly disclosed in accordance with the guidelines of the Global Reporting Initiatives (GRI-G4). By selecting the key issues to sustainable business development, it takes into account the important factors for the company’s sustainable business operation to meet the needs of both direct and indirect stakeholders. The steps of determining key sustainability issues related to the Company are as follows:

**Identifying the important points:** In the past year, the company has identified relevant issues and has considered those issues with the Board of Directors and the management of the company to define key points that may have an impact on the company in different directions by using tools that consider impacts and effects in all dimensions that affect the company and the impact on stakeholders.

**Prioritization of important issues:** It comes from identifying issues by considering important issues affecting the company. In both economic, social and environmental aspects and important issues affecting and of interest to all stakeholders. After that, weigh each issue and prioritize according to the impact on the operations of the company and stakeholders.

To reflect the Company’s commitment to conducting business with social and community responsibility, the Company has determined the management framework for corporate social responsibility to carry out the social responsibility activities for the benefits of society and community. The Company has established the policies and operational guidelines, such as social responsibility policy and social contribution guidelines to supervise the operations in all operational areas. Moreover, the Company has paid attention and supported hygiene, safety, security, and environment of the local communities as well as supporting the basic human rights by emphasizing on the participation and the creation of value for stakeholders under the focus on implementing social development projects in a larger proportion than donations. The Company has identified the important business issues (Materiality) as follows:





Economy	Social	Environment
<ul style="list-style-type: none"> <li>• Business return</li> <li>• Risk management</li> <li>• Quality work processes</li> <li>• Innovation and technology</li> <li>• Corporate governance</li> <li>• Business operations with transparency</li> <li>• Disclosure</li> <li>• Business ethics</li> <li>• Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational Safety</li> <li>• Human resource development</li> <li>• Treatment of Labour and Human Rights</li> <li>• Community development</li> <li>• Stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Energy conservation</li> <li>• Caring for the environment</li> <li>• Greenhouse gas management</li> <li>• Service responsibility</li> </ul>

### Important Issues on Sustainability Development

#### Corporate Governance

- To create values by setting the ultimate goal, not just to make a profit, but to also focus on the sustainable business operation with the aim of creating business growth coupled with the country's economic growth and community at the same time as well as strengthening the foundation economy of the country by adhering to the business practices under the framework of Corporate Governance: CG and taking complete care of all stakeholders of the organization.

#### Environment

- Being aware of the impact of business operations on the environment. And to control the environmental operations to be in accordance with the environmental standards as required by law and internationally recognized environmental standards as an important foundation, focusing on continuously developing new services for the environment as well as developing projects to reduce consumption of the world's resources, reducing the wastes from the business operation, including recycling of wastes generated in business operations in order for the Company to be one of the important mechanisms that helps drive sustainability development of the country and raise awareness of the environmental conservation in the society.

#### Society

- To operate the business ethically adhering to the social responsibility as a whole. Respecting the principles of human rights as a basis for treating all groups of stakeholders of the organization thoroughly, emphasizing on operating the business that engage society. Building growth with the organization, responding to the true consumer's needs and keeping up with the change of social and economic context. At the same time, creating equal access to the opportunities for disadvantaged people in the society in order to enhance the quality of life of the people and help build a better society.

**Verification of important points:** The prioritization of key issues was presented to the corporate governance committee respectively to be reviewed and examine the issues to be correct covering all operations of the company. Including the dimensions of sustainable development (Corporate Governance, Social and Environmental) and approved the results of selecting important issues to lead to management of each issue according to appropriate communication channels.

**Constant updates:** The company develops a process to connect stakeholders every year to get the point that stakeholders have been including knowing the needs and desires expected in various operations more accurate through the process of connecting stakeholders has made a variety of communication channels as appropriate for the stakeholders, the real issue will lead to improvements in management efficiency.

### Analysis of stakeholders in the business value chain

The Company has determined and analysed the needs of stakeholders as well as communicating and building engagement with key stakeholders as an operational guideline. In addition, the information and opinions of the aforementioned stakeholders accompany the evaluation of the importance of sustainable development issues and are used to make adjustments to strategic plans and business activities for greater suitability as follows:

Stakeholders	Needs/Expectations	Communication and Participation Channels	Responding to stakeholder expectations
<b>Employees</b>	<ul style="list-style-type: none"> <li>- Development of capabilities essential for work and professional advancement.</li> <li>- Appropriate remunerations and benefits and employee safety.</li> <li>- Retention of suitable personnel who meet requirements.</li> <li>- Management and assistance during the spread of COVID-19.</li> <li>- Provision of modern and appropriate office equipment and technologies for use.</li> <li>- Participation in expressing opinions.</li> </ul>	<ul style="list-style-type: none"> <li>- Joint activities between executives and employees.</li> <li>- Communication of information and news via internal organization communication channels such as email, intranet, company Line account, etc.</li> <li>- Direct communication from executives to employees by holding townhalls by at least once annually.</li> <li>- Conduct yearly employee opinion surveys.</li> <li>- Have channels for accepting complaints and whistleblowing about wrongdoing and corruption.</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate the company's goals, strategies and performance to employees on every level.</li> <li>- Encourage the development of capabilities, skills and knowledge in employees through appropriate channels and a variety of related training activities.</li> <li>- Promote good health in the workplace by arranging for annual health check-ups for employees.</li> <li>- Create personnel development plans and plans for retaining good employees within the organization.</li> <li>- Set policies, strategies and criteria about the management of remunerations, welfare, rights and benefits to match or exceed legal specifications.</li> <li>- Provide appropriate remunerations to employees and in a timely fashion.</li> <li>- Improve the safety and occupational health system.</li> <li>- Instill organization values and culture and create activities that promote mutual employee engagement.</li> <li>- Employees can work from home during Covid-19.</li> <li>- Procure equipment for use as appropriate to positions and duties such as notebook computers, software and office supplies.</li> </ul>

Stakeholders	Needs/Expectations	Communication and Participation Channels	Responding to stakeholder expectations
<b>Customers</b>	<ul style="list-style-type: none"> <li>- Strict compliance to contract terms and specifications.</li> <li>- Uninterrupted services even during emergencies, disasters, epidemics and others.</li> <li>- Operate business fairly with integrity and transparency under the anti-corruption policy.</li> <li>- Offer a diverse range of solutions to effectively meet various usage requirements while aiming to achieve maximum satisfaction.</li> <li>- Receiving good services, including efficient and fast post-sale services.</li> <li>- Presence of measures to protect the personal data of customers.</li> </ul>	<ul style="list-style-type: none"> <li>- Have network management center to accept problem reports and provide 24-hour, 365-day services.</li> <li>- Have a work team to conduct surveys about customer satisfaction on products and services.</li> <li>- Meet with customers to support customers' business operations, build understanding and hear about problems and recommendations.</li> <li>- Hold meetings or discussions with customers online.</li> <li>- Customers can make recommendations or file complaints via the Company's channels such as website, email and telephone.</li> <li>- Notifications about personal data protection measures via the Company's channels such as website.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop innovations and modify business strategies to meet customers' needs.</li> <li>- Follow the organization's policy of treating all customers fairly and equitably.</li> <li>- Conduct customer satisfaction surveys for analysis, development and continuous improvement.</li> <li>- Provide customer service continuously and maintain network stability to support work from home activities in line with lockdown measures.</li> <li>- Develop activities to strengthen ties and confidence in customers on a regular basis through various seasonal activities in addition to providing training to increase knowledge through Interlink Training Courses.</li> <li>- Strictly follow the organization's policy regarding customer data protection by taking actions cautiously, thoroughly and in line with established specifications only. Take actions regarding personal data to limit usage to only as required and according to the purpose of providing effective customer care and only strictly with the consent of customers.</li> <li>- Make improvements and develop customer service continuously in order to deliver effective services and solve problems rapidly.</li> </ul>

Stakeholders	Needs/Expectations	Communication and Participation Channels	Responding to stakeholder expectations
<b>Allies/ Business Partners</b>	<ul style="list-style-type: none"> <li>- Equitable and fair treatment of trade partners and allies.</li> <li>- Transparent, fair and verifiable procurement process.</li> <li>- Develop the potential to mutually conduct business in the long-term.</li> <li>- Make payment fully and on time.</li> <li>- Protect trade secrets such as concepts, products, etc.</li> <li>- Knowledge and understanding about the appropriate practices for trade partners and business allies (Suppliers' Code of Conduct) covering environmental, social and governance (ESG) specifications.</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate via telephone, Line and email.</li> <li>- Hold joint meetings between the company and trade partners/contractors.</li> <li>- Handling corruption complaints filed via email at <a href="mailto:ir@interlinktelecom.co.th">ir@interlinktelecom.co.th</a></li> </ul>	<ul style="list-style-type: none"> <li>- Encourage trade partners in combating bribery and corruption.</li> <li>- Share new knowledge and technologies that might impact the work of trade partners.</li> <li>- Treat trade partners equitably, transparently and fairly without demanding, receiving or accepting assets or other benefits.</li> <li>- Make payment on time and according to the required value.</li> <li>- Follow the procurement policy in writing to ensure that trade partner companies have confidence about the selection process and receive clear explanations.</li> <li>- Follow the policy for the conduct of trade partners and business allies (Suppliers' Code of Conduct) covering environmental, social and governance (ESG) specifications.</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>- Equitable treatment of all stakeholders.</li> <li>- Transparent work management.</li> <li>- Accurate and timely disclosure of information via a variety of accessible channels.</li> <li>- Company dividend payments and dividend payment policy and business growth factors in different dimensions.</li> <li>- Continuous presentation of important company information for acknowledgement about the operation and performance of the Company.</li> <li>- Presentation of appropriate investment plans for future growth.</li> </ul>	<ul style="list-style-type: none"> <li>- Hold annual shareholder meetings.</li> <li>- Hold activities where executives meet with investors (opportunity days).</li> <li>- Visits to observe the Company's business operation.</li> <li>- Days for the listed company to meet investors.</li> <li>- Presentation of company information to foreign institute investors via online channels.</li> <li>- Investor relations contact channels.</li> <li>- Shareholders can present recommendations or complaints via website, email and telephone.</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate strategies and business direction to build confidence in investors through shareholder meetings and activities to meet with investors and various online channels.</li> <li>- Follow the guidelines and regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.</li> <li>- Disclose business information correctly, transparently and regularly on a quarterly and yearly basis and report the Company's sustainability.</li> <li>- Manage the organization by following good corporate governance principles.</li> <li>- Create a structured anti-corruption culture in the organization.</li> <li>- Have multiple channels in place for disclosing information and communicating with shareholders and investors.</li> <li>- Make investments to promote future business growth.</li> </ul>

Stakeholders	Needs/Expectations	Communication and Participation Channels	Responding to stakeholder expectations
<b>Competitors</b>	<ul style="list-style-type: none"> <li>- Free and fair trade competition.</li> <li>- Economic, social and national development for mutual long-term sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>- Presentation of the Company's information via website.</li> <li>- Continuously dissemination of public relations information via social media.</li> <li>- Ability to file complaints via website, email and telephone.</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with the law regarding trade competition and free and fair-trade competition.</li> <li>- Avoid seeking secret information belonging to competitors by using dishonest means.</li> <li>- Avoid damaging the reputation of trade competitors.</li> </ul>
<b>Society and Communities</b>	<ul style="list-style-type: none"> <li>- Business operations According to the principles of respect for human rights</li> <li>- Participation in economic development and society</li> <li>By bringing expertise in digital technology and the company's knowledge to create benefits for the public</li> <li>- Safe work operations for life and property without impacts on communities and the environment.</li> <li>- Support for community activities and social assistance.</li> </ul>	<ul style="list-style-type: none"> <li>- Presentation of the company's information via website and open channels for handling complaints or suggestions via website, email and telephone.</li> <li>- Correct and transparent disclosure of business information regularly every year via the 56-1 One Report, annual information disclosures and corporate sustainability reports.</li> </ul>	<ul style="list-style-type: none"> <li>- Support for promotion and involvement in activities that benefit communities and society.</li> <li>- Development of agencies in the organization in a structured manner in collaboration with the Interlink Hai Chai Foundation to carry out corporate social activities.</li> <li>- Organizing activities to promote and develop educational potential through INTEL Campus Knowledge Delivery to School and ITEL I GIVE activities, etc.</li> <li>- Effective resource utilization to minimize impacts to society and the environment.</li> </ul>

### Sustainability Development Framework

The Company has established the sustainability framework of the organization, which is the framework used to determine the guidelines for sustainability operations. The sustainability framework is based on sustainability that has been focused on by the stakeholders as an important topic of sustainability to the organization, covering the economic, social, and environment (Environmental, Social, and Governance: ESG) dimensions through the scrutinizing process from the Company's Executives with stakeholders in various aspects of sustainability to obtain the context of sustainability topic that can be incorporated into the core operations of the organization's mission. By recognizing the importance of sustainability development, the Company is determined to operate the business with the balance of 3 important elements: economy, society The United Nations Sustainable Development Goals have been adopted (UN SDGs) as a guideline for business operation.

Hence, the sustainability framework determined through the consideration and the approval from the top executives of the organization is used to formulate the 3-year sustainability roadmap, in which the plan will be reviewed regularly. The operational plan is enforced as an operational guideline for leading the organization to the sustainability development concretely. Details of the Company's sustainable operation plan are as follows:

1) Be concentrated in a responsible telecommunication market leader	2) Operating business under the principles of good governance	3) Social creation and responsible environment
<ul style="list-style-type: none"> <li>• Upgrading network services that are responsible for economic and social dimensions</li> <li>• Creating customer satisfaction and recognition</li> <li>• Risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Compliance with good governance principles and fair customer service</li> <li>• Guidelines for designing new solutions or new operational processes</li> <li>• Anti-corruption</li> <li>• Environmentally friendly supply chain</li> <li>• Responsibility to employees</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the economy and inclusive access to technological</li> <li>• Encouragement a good living</li> <li>• Environmental impact management</li> </ul>

From continue working on sustainability, the company has changed our thinking to Value Driven US Toward Further Sustainability by expanding the scope of thinking from originally just had an expert engineer worthy of trust into delivering sustainable business partner values. So, that is a main reason to the company still able to operate business to grow continuously and sustainably because we can make a profit and pass profits to create value for society and the environment that the company has involved. And ready to become a sustainable partner to deliver sustainable value through the value that organization and employees adhere such as:



### 3.3 Sustainability Management in Corporate Governance and Economic Dimensions

The company is committed to fostering continuous and sustainable business growth by exceeding expectations in terms of quality, network stability, and customer satisfaction. Key activities in 2024 aimed at strengthening customer engagement include initiatives designed to reinforce trust and relationships with partners and clients.

#### Performance in Corporate Governance and Economic Dimensions in 2024 Corporate Governance, Business Ethics, and Regulatory Compliance



The company adheres to its corporate governance policy to ensure that executives and employees fully understand and strictly comply with these principles. Corporate Governance is recognized as a cornerstone of the company’s operations, emphasizing transparency, accountability, integrity, anti-corruption, and fairness towards all stakeholders. These principles are viewed as essential to achieving strong and sustainable performance, building trust and confidence among all stakeholders.

The board of directors has approved governance policies, including the company’s business ethics and code of conduct, to guide executives, management, and employees in their practices. These policies are reviewed annually to ensure alignment with international standards, legal compliance, and regulations set by relevant authorities.

The board diligently upholds governance standards, monitors management’s adherence to laws, company objectives, shareholder resolutions, and safeguards the company’s interests. This aligns with corporate governance principles defined by G20/OECD, as well as the Corporate Governance Report of Thai Listed Companies (CGR) by the Thai Institute of Directors (IOD).

Additionally, the company regularly revises its code of business ethics to ensure that all employees, executives, and directors act with integrity, thereby maintaining the company’s reputation and building trust in accordance with its governance policies.

#### Corporate Governance Excellence

The company has been awarded a 5-star rating or “Excellent” CG Scoring for the fourth consecutive year by the Thai Institute of Directors (IOD), with support from the Stock Exchange of Thailand. This recognition is based on the Corporate Governance Report of Thai Listed Companies 2024 (CGR), reflecting the company’s continued commitment to exemplary corporate governance practices.

#### Membership in the Collective Action Against Corruption (CAC)

The company has successfully renewed its membership in the CAC for the second consecutive term, valid for three years, from December 31, 2022, to December 31, 2025. Additionally, the company received a three-star recognition from the Thai Private Sector Collective Action Against Corruption (CAC) for 2024.

The company remains steadfast in its commitment to anti-corruption policies, emphasizing corporate governance principles such as integrity, transparency, and accountability. It strictly opposes all forms of corruption and has established appropriate measures to ensure clear and effective operational practices that foster sustainable and continuous growth.

### Customer Satisfaction Survey

The company is committed to fostering long-term customer relationships by undertaking diverse activities aimed at ensuring the highest level of satisfaction. These initiatives include comprehensive training programs and customer development strategies based on the value chain concept. The goal is to equip business clients with knowledge and expertise to drive their success and promote sustainable growth. Additionally, the company conducts regular customer satisfaction surveys and collects feedback to continuously enhance its processes and strengthen client relationships.

In the 2024 Customer Satisfaction Survey, the company achieved an overall satisfaction rating of 90%, reflecting the highest level of customer approval. Insights from this survey have been utilized to further refine and improve customer service excellence.

### Training for Customers, Partners, and Knowledge Sharing

The company places great importance on providing effective training programs to enhance the capabilities and success of its clients. In 2024, various activities were organized to present information and exchange best practices. These included knowledge-sharing sessions on network technologies and company services, as well as health and safety training covering personal protection measures, such as safe work techniques.

Additionally, the company offered business training sessions to support the growth of its partners and hosted online training programs to further professional development within partner organizations. These initiatives highlight the company's commitment to empowering stakeholders and fostering sustainable business success.

### Customer support during the COVID-19 epidemic

- The company has built a confidence in service system of the company that there have to no an obstruction because it will affect to the telephone and internet system. So, the company has planned and coordinated with the government and related agencies to ask for permission to working in curfew period and included during limited traveling in various province for purpose the company able to send a team to resolve the problem in a timely manner.

- The company offered to customers who used service of the company's collect center moved to work at Data Center for reduced the risk and ensured that all customer data is taking care of 24 hours a day.

- The company postpones service fees during the period customers were affected.

- The company has automatically expanded channels for customers to support their Work From Home effectively.





### Development of Digital Network

The digital network system has played an important role in the business greatly in the digital transformation era. Use of one-stop service will assist the business to operate effectively. From the year 2022 onwards, building the engineering reliability of data will be necessary. From being driven by the power of “Data” power that can be useful for the business, the Company has developed the digital network innovation to promote the potential of all organizations in the business. The digital technology development has played a role in the rapidly changing the world, changing the needs of customers in different ways, along with the growth of digital business in new ways around the world, as a result, the telecommunications service providers faces a wide range of challenges. However, the said changes the opportunity for the Company to develop the digital technology, create new services to drive business and build the competitiveness in the digital age. To meet the needs of various industries, the Company determines to create the innovation for delivery of products and services that will enhance the quality of life of Thai people and develop the potential and growth of business, as well as setting the goals to become a leader in the sustainability network innovation, promoting the growth of new sources of income to be in accordance with the tendency of changes at present and in the future, such as Big Data and Security, according to the New S-Curve plans of the Company such as Anti-Drone project that the customers are becoming interested in and will be another step towards further growth in the long run. This includes Social Data & Social Analytic to analyze data on social media and observe the consumer behaviors; Security Analytics to ensure comprehensive security; and Tele of Everything to operate the business in remote areas, driving the Company’s business to grow strongly and sustainably in the future.



### Customer Data Protection

The Company has a personal data protection and retention division that serves as a center for the data prevention and monitoring of the protection of personal information of customers for customers, providing the guidelines and policies for the organization to operate within the framework of relevant laws and regulations, with the guidelines and processes to reinforce the effectiveness of the personal data protection, for example; determine measures to protect the personal data of users to clarify to users. It also aims to raise awareness and knowledge of the protection of personal data for all employees in the organization, including business partners, and to establish the framework for systematic review of personal data protection. There is an internal audit team to plan the continuous review throughout the year. The Company has revised the practices to be consistent and in accordance with the Personal Data Protection Act, B.E. 2019, which will be effective in the year 2022. The Company has implemented significant operational procedures in various processes to comply with the said Act as follows:

- Customer service
- Working with business partner
- Cyber security
- Risk assessment on personal data protection that emphasizes on transparency and use of information for legal purposes
- Storage of customer consent and data life cycle

The Company has announced the privacy policy to ensure that the personal data of customer is protected and comply with the legal standards. The ‘Customer Data Protection Agency’ is established to enforce the use of policy, and to provide the training, monitor the risks, and assess the impacts, including constantly improving the customer data protection procedures to suit the current situation and the emerging risks.

In 2024, the Company received no complaints on personal data protection. Moreover, the training was provided to the employees that the Company has assessed that their work might involve the customer data and may incorrectly access to the customer data.

### Cyber Security

The Company has systems and established procedures for managing and monitoring cyber security by the Cyber Security Division. It is specifically responsible for protecting and raising awareness of corporate cybersecurity of the organization. The Company is committed to protect the system from cyber threats by constantly improving the system and the infrastructure to be safe in accordance with the data security standards, and conduct security tests and checks before using the system, which increasing the potential and speed of response to cyber threats incidents. Moreover, the Company has a 24-hour surveillance and response to cyber threats of the organization and its customers through a central notification system to ensure a timely response to incidents and enhance the capabilities of detecting irregularities and assess cyber threats quickly, as well as to regularly establish and update the cyber security policies and guidelines.

### On driving business for ITEL’s sustainability shown in 56-1 One Report

ITEL Sustainability Driving Business that has shown in 56-1 One-Report is a conclusion ITEL’s sustainability business driving Which shows the performance of Interlink Telecom Public Company Limited to communicate with stakeholders about the progress of the sustainability plan. And the determination to continue with the plan under the company’s business strategy related to sustainability management and related with economic, environmental and social issues. The information was disclosed in accordance with the GRI Sustainability Reporting Standards (GRI Standards) in main indicator. In addition, the company also linked the result of performance to the Sustainable Development Goals (SDGs) of the United Nations. That the company has selected issues was consistent with the nature of business and had relationships with stakeholders were shown in the Sustainability Development Report 2022.

<b>Level of disclosure information</b>	Following standard (‘In accordance’ – Core)
<b>Reporting period</b>	1 January 2024 – 31 December 2024
<b>Reporting cycle</b>	Annual
<b>Certification quality report</b>	Interlink Telecom Public Company Limited’s management and sustainability development team have a duty on monitoring and controlling in preparation of the sustainability report to ensure contents is complete and covering the important topics relevant to the organization and stakeholders. Along with giving approval and verify the accuracy of the information. In order that, the company have a plan for invites external agencies review and checking that report for reliance and reliability of report.
<b>Previous report</b>	Sustainability Development Report 2024 Of Interlink Telecom Public Company Limited

The details of information indicators of sustainability, economic (Economic Performance Index), Social Performance and environment (Environment Performance Index), you can learn more details from the 2024 sustainability Development Report which would be displayed on the company’s website. <https://ir.interlinktelecom.co.th/>

## 3.4 Sustainability Management in Environmental Dimension

### Environmental Policy

The company places great importance on sustainable development in environmental, social, and economic aspects, recognizing that business operations inevitably impact the environment both directly and indirectly. To mitigate these impacts effectively, the company strives to implement proactive environmental management to sustainably reduce environmental risks while simultaneously exploring opportunities to enhance business efficiency, reduce costs, and increase returns for shareholders. The company adheres to ethical principles, transparency, and social responsibility. It complies with relevant laws, regulations, and environmental standards, as well as practices under good corporate governance principles. This commitment aims to promote environmentally friendly business operations and strengthen the communities where the company operates, ensuring the preservation of the environment for future generations. To guide its sustainable business operations, the company has established an environmental policy covering key aspects as follows:

- 1) Strict adherence to laws, regulations, and relevant environmental standards.
- 2) Integration of environmental considerations into systemic risk management to minimize direct and indirect negative impacts.
- 3) Continuous improvement and development of environmental management systems and processes to mitigate environmental impacts and optimize resource utilization.
- 4) Support and promote activities and processes to reduce waste, pollution, and the efficient use of natural resources.
- 5) Advocate and encourage employees to cultivate environmental awareness and participate in activities aimed at waste and pollution reduction at organizational and individual levels, focusing on resource reduction, reuse, and recycling.
- 6) Implement measures to prevent pollution from operations or activities that could adversely affect the environment.
- 7) Support purchasing procurement of goods and services that are environmentally friendly. This includes procurement of supplier who can comply with the code of conduct which covers environmental issues.

### Determination and Goal

ITEL is committed to conducting its business with environmental responsibility to achieve sustainable growth and create balanced shared value for all stakeholders. Recognizing the importance of efficient resource utilization and robust environmental management, the company strives to prevent and minimize potential impacts. To this end, the company has developed an “Environmental Policy” to serve as a guideline for reducing environmental impacts. It continuously instills the concept of environmental responsibility among its employees, fostering an understanding of the importance of comprehensive environmental care. ITEL operates with a dual focus on business operations and environmental responsibility, considering both internal and external organizational factors. For suppliers, environmental management has been incorporated as a criterion in the selection process. Additionally, the company promotes environmental awareness and educates employees and executives about environmental policy. Efforts also include campaigning for efficient resource use through activities such as energy reduction and minimizing resource consumption.

## Performance on Environmental Dimension in the Year 2024

### Green Organization

The company places paramount importance on the principles of a Green Organization, integrating them as a fundamental practice since its inception. The company is unwavering in its commitment to conducting business with a profound sense of responsibility toward society and the environment. This commitment extends across its internal operations, the entire value chain, and the communities in which it operates. ITEL consistently advances initiatives and implements programs centered on social and environmental responsibility. To this end, the company has developed robust policies designed to promote the conservation of natural resources and the environment, foster the efficient utilization of resources and energy, and encourage the adoption of environmentally friendly materials and office equipment. Through the adoption of these measures, ITEL endeavors to achieve a harmonious balance between business growth, the creation of societal value, and the pursuit of environmental sustainability.

#### 1. Reduction of Paper Usage

Paper is a fundamental resource in various business activities, including customer service, internal management, and transactions such as issuing receipts, contracts, audit reports, and documents related to the installation and maintenance of telecommunication networks. Recognizing the need to reduce paper usage and promote environmentally friendly business practices, the company has implemented a systematic Paper Resource Management approach. This ensures operational efficiency, responsiveness to customer needs, and increased sustainability awareness among employees. To minimize paper usage, the company has undertaken the following key initiatives:

1.1 Transitioning customer communication to electronic channels such as email and SMS for disseminating information and notifying service payment deadlines, thereby reducing printed and mailed documents.

1.2 Developing a digital document storage system to store essential documents in digital format within the company's information management system. This ensures easy access and verification by relevant departments without the need for physical copies.

1.3 Enhancing training processes through paperless methods by utilizing QR codes for educational materials and training documents. Participants can access information digitally, effectively reducing paper consumption.

1.4 Fostering a resource-efficient organizational culture under the Internal Paper Usage Management Initiative, which encourages employees to optimize resource usage and integrate digital technologies into work processes as an alternative to paper documents.

ITEL remains committed to continuously improving its work processes to further reduce paper consumption. This aligns with its environmental goals and sustainable development principles, ensuring a balance between business operations and long-term environmental conservation.

### Waste Management

#### 1. Establishing Drop Box Points for Plastic Bags and Bottles at the Headquarters Building

The company has implemented the 3Rs principles (Reduce, Reuse, Recycle), an international standard for waste management, as part of its organizational practices. It actively promotes employee collaboration in managing plastic waste through the establishment of Drop Box points within the headquarters building, which accepts only plastic bags and bottles. Employees are encouraged to reuse plastic bags to minimize the need for new ones, as well as to separate plastic waste before disposal at designated points to facilitate recycling efforts. This initiative supports the reduction of single-use plastic waste and emphasizes the importance of reusable practices, which can be integrated into daily routines. By fostering such behaviors, the company aims to cultivate an organizational culture that values resource efficiency and minimizes environmental impacts in the long term.

#### 2. Waste Management and Sorting within the Headquarters Building

Waste-related challenges are among the critical issues impacting health and the environment. To address this, the company has adopted a participatory waste management strategy within its headquarters, instilling awareness among employees about the importance of reducing waste, sorting waste, and maintaining environmental conservation. Waste segregation points have been established on each floor of the office building to classify waste into recyclable waste, general waste, and organic waste. Recyclable waste is further categorized for recycling and value enhancement. Proceeds generated from the sale of recyclable waste are allocated to support the company's community-focused initiatives under the **"ITEL I GIVE" project**. This approach enhances waste management efficiency, reduces the volume of waste requiring disposal, mitigates environmental impacts, and fosters employee cooperation in addressing waste-related issues.

### 3. Donation of Plastic Bottle Caps to “Renew Reborn”

The company supports the Circular Economy by encouraging employees to donate plastic bottle caps to the “Renew Reborn” research unit, part of the Department of Environmental Science, Faculty of Science, Silpakorn University. Through this initiative, the company successfully collected 30 kilograms of plastic bottle caps, which were upcycled into socially beneficial products. For example, the research center transformed the plastic waste into tables and chairs, later donated to underprivileged schools. This effort reduced greenhouse gas emissions by 45 kgCO<sub>2</sub>e, equivalent to planting 2–5 trees, highlighting ITEL’s commitment to sustainability and social impact.

### 4. Donation of Old Calendars to the Foundation for the Blind

The company organized a project to collect and donate old desk calendars to the Foundation for the Blind in Thailand under the Royal Patronage of HM the Queen. These calendars were gathered and delivered to the foundation, where they were repurposed into Braille educational materials for visually impaired individuals. As a result, the project successfully produced 1,500 Braille materials, providing opportunities and support for the visually impaired to access knowledge and improve their quality of life. This initiative also contributed to recycling efforts by repurposing paper waste, reducing carbon dioxide emissions by 760 kilograms, which is equivalent to planting 35–85 trees.

### 5. Sustainable Management of Electronic Equipment

The company prioritizes efficient electronic equipment management to minimize e-waste and maximize resource utilization under the Circular Economy concept. Unused equipment in good condition is redistributed to units in need. In 2024, the company launched the “ITEL I GIVE: Delivering Computers to Students in Remote Areas” project, supporting schools such as Ban Huai Phai in Phetchaburi Province. This initiative aims to enhance technology education and skill development for underprivileged students. Additionally, the company organized training sessions where employees guided students on equipment usage and introduced suitable programs to enhance their digital skills. This project not only helps mitigate e-waste but also promotes education, improves youth quality of life, and creates greater learning opportunities.

### 6. Reducing Resource Usage and Procuring Eco-Friendly Products

The company has established a sustainability policy focusing on the procurement of environmentally friendly products and services while emphasizing efficient use of natural resources. Key initiatives include:

- **Efficient Paper Usage:** Promoting a Paperless Office by encouraging employees to use digital technology instead of printed documents. Reused paper is also advocated before disposal.
- **Eco-Friendly Furniture:** Selecting office furniture produced through sustainable processes, emphasizing recycled or low-impact materials.
- **Green Office Equipment:** Utilizing eco-certified photocopiers and printer cartridges that comply with health, safety, and environmental standards.
- **Reducing Single-Use Packaging Waste:** Campaigning against the use of foam, plastic, and paper bags. Employees are encouraged to use ITEL fabric bags and bring reusable water bottles instead of single-use items.

These initiatives align with the company’s mission to minimize environmental impact and maximize resource efficiency.

### Sustainable Water Management

The company emphasizes water conservation and efficient usage to minimize environmental impact and maximize benefits for both the organization and society. Measures include installing water-saving devices, regularly checking water meters for consistent usage, and inspecting restroom fixtures for leaks. Employees are also encouraged to adopt water conservation habits and are educated on daily practices to reduce water usage.

### Energy Reduction Within the Organization

The company actively promotes efficient energy use through practical measures such as encouraging employees to turn off lights, unplug devices, and switch off air conditioners during lunch breaks. Air conditioners are set to optimal temperatures, and routine maintenance ensures energy efficiency. Additionally, the company has transitioned to energy-saving lighting and supports online meetings to reduce travel. These efforts not only cut operational costs but also align with sustainability goals and environmental targets, fostering a greener business model.

### Greenhouse Gas Emission Reduction

The company has developed Interlink Data Center as a Green Data Center to reduce energy usage and environmental impact. The building incorporates natural light through glass structures, minimizes heat accumulation, and enhances air conditioning efficiency. The Power Usage Effectiveness (PUE) target is set below 2, with continuous monitoring and improvement to lower energy consumption and CO<sub>2</sub> emissions.

Furthermore, the company has embraced clean energy by installing Solar Rooftops and transitioning to 100% solar power to reduce fossil fuel reliance, CO<sub>2</sub> emissions, and environmental impact, while advancing the adoption of renewable energy.

### 7. Environmentally friendly network.

The company has developed the Interlink Fiber Optic Network, focusing on creating a private network with maximum security and efficiency, resembling a high-speed ICT highway capable of transmitting large volumes of data. This End-to-End Fiber Optic network spans nationwide, ensuring fast data transmission and handling high traffic volumes. The network is designed to prioritize data protection, stability, and minimal impact on nearby communities during installation. Additionally, it is equipped to accommodate future economic and technological growth, meeting the needs of businesses, government agencies, and the public effectively.

As part of its sustainable practices under the leadership of Interlink Communication Public Company Limited (ILINK), its parent company, the network’s development leverages ILINK’s expertise in signal cables and IT equipment distribution. Every stage of fiber optic network development considers environmental impact, especially in community zones, ensuring minimal disruption to both the environment and residents. Environmentally friendly equipment, technology, and installation methods are utilized to promote sustainable operations and stakeholder trust.

The company uses key products from ILINK’s LINK brand, compliant with RoHS (Restriction of Hazardous Substances) standards. This ensures safe recycling, reduces the release of hazardous substances, and lowers electronic waste management costs. Products are also selected based on international certifications to guarantee top-quality, durability, and minimal environmental impact, contributing to the company’s eco-friendly goals.

Banned substance	Limited intensity(standard)
1. Lead	0.1 wt%
2. Mercury	0.1 wt%
3. Cadmium	0.1 wt%
4. Hexavalent chromium	0.1 wt%
5. Polybrominated Biphenyl :PBB	0.1 wt%
6. Polybrominated diphenyl ether :PBDE	0.1 wt%
7. Bis (2-ethylhexyl) phthalate : DEHP	0.1 wt% New Added substance
8. Butyl Benzyl Phthalate :BBP	0.1 wt% New Added substance
9. The Butyl Phthalate : DBP	0.1 wt% New Added substance
10. Diisobutyl phthalate :DIBP	0.1 wt% New Added substance

The company emphasizes community-conscious installation routes by prioritizing railway paths for its Interlink Fiber Optic Network instead of public roads. Railway telegraph poles are sturdier and safer than roadside electric poles, minimizing risks of accidents that could damage the network and disrupt communications. This approach also reduces noise, dust, and inconvenience during construction, aligning with environmental and community well-being goals.

The network is free from electromagnetic interference, even near high-voltage areas or frequent lightning zones, as fiber optic cables are insulated and non-conductive. This ensures public safety and supports efficient, eco-friendly energy usage compared to traditional communication technologies.

Additional measures include protective steel casings for cables against animal damage, dual-layer cable coatings for durability, and heat-resistant materials to safeguard against fire. Expert engineers design and install the network with redundant systems to ensure high security, minimal downtime, and continuous service for clients.

Currently, the network spans over 77 provinces nationwide, utilizing routes through railways, roads, and both overhead and underground installations for comprehensive coverage. The company continues to expand its services to support key infrastructures like Smart Cities, Data Center, AI, and Cloud services, driving Thailand's digital economy. Regionally, the network extends to Singapore, Malaysia, Cambodia, Laos, and Myanmar, fostering seamless communications across Southeast Asia, enhancing digital business growth and cross-border service capabilities. With these initiatives, the Interlink Fiber Optic Network delivers high-speed, stable, and eco-friendly connectivity, positioning the company as a leader in advancing digital infrastructure.

## 3.5 Sustainability management in social dimensions

### Policies and practices on social dimensions

The company focuses on continuous sustainable growth with a commitment to the importance of its employees, believing that human resources are the key factors leading the organization to sustainable success. Alongside this, it strives to take care of and develop society and community by reducing negative impacts and increasing positive ones. The company promotes knowledge, skills, potential, and opportunities to improve the quality of life for society and communities in terms of education and living standards. It has established 7 important policies as follows:

1. Operating business in accordance with good corporate governance principles to ensure transparency, respect for human rights, and equality for all stakeholders. human rights and equally with all stakeholders.
2. Ensuring non-discrimination towards the organization's stakeholders, such as customers and trade partners.
3. Employees take care and respect human rights equally in accordance with the international principle of human rights and related labour laws.
4. Operating business with clearness and ethics including anti-corruption and compliance rules and regulations strictly.
5. Environment taking care and sustainable development. Promote and pay attention to the protection of the environment and reduce the impact on the environment and community which extends the highest environment management standards.
6. Respect for community and social development by support sustainable community development in every public area.
7. Monitor and report on all activities that are important to the operation and social to stakeholders through various channels. Listening to an opinion of stakeholders and take those suggestions to continuous improvement and development.

### Commitment and Goals

The company is committed to building strength and sustainable growth, recognizing the value and importance of its employees. It believes that quality employees are essential for leading the organization toward sustainable growth and success. The company is dedicated to taking care of and developing society and the community, creating benefits for both by minimizing negative impacts and generating positive results. The company promotes knowledge and skills to build capacity based on the needs of each community, creating opportunities and enhancing the quality of life for society and communities. This includes education, quality of life, and well-being. The company contributes to improving the quality of life in all communities where it operates, emphasizing activities that align with the United Nations' sustainability goals. Additionally, it complies with proper labour regulations and respects human rights according to international standards.

### Performance on Social Dimension in 2024

#### Employee Development and Retention



The Company realizes the importance of personnel which is an important resource of the organization and the main factor that leads the Company to success. Therefore, the Company has established the human resources strategies and policies focusing on increasing the effectiveness in the management and developing the human resources to suit the Company's business, taking into account key factors such as the analysis on the needs of employee rate to support business expansions, competitions, and various changes in accordance with the Company's policies, missions, and cultures. During the past 5 years, the Company has no significant change of number of employees or has no significant labour dispute.



In response to the personnel management and development policy, the Company has formulated the operational plan and implemented the personnel development and policies related to personnel by emphasizing on various matters as follows:

### 1. Human Rights Operations

The company adheres to the United Nations Guiding Principles on Business and Human Rights (UNGP), firmly believing that sustainable business operations can only thrive when human rights are respected. All stakeholders are expected to uphold and follow these principles. To ensure proper understanding and application, employees are regularly educated on human rights practices, including mandatory training sessions for new hires during orientation.

Executives and employees at all levels of Interlink Telecom Public Company Limited must commit to respecting and safeguarding human rights in all aspects concerning individuals, society, and communities, in accordance with national laws and international treaties. The company's commitments include:

- Treating all individuals equally and without discrimination
- Avoiding actions that violate human rights.
- Promoting and supporting human rights
- Communicating, educating, and monitoring adherence to human rights principles throughout the business value chain. This includes suppliers, contractors, and other business partners to ensure ethical practices and respect for human rights in alignment with the company's policies.

#### Human Rights Practices

- The company respects human rights and ensures equal treatment with dignity for all, irrespective of physical or mental attributes, race, nationality, religion, gender, language, age, skin color, education, social status, or any other differences.
- The company exercises caution in its operations to prevent risks of human rights violations, while consistently monitoring compliance with human rights principles.
- It promotes and supports initiatives aimed at protecting human rights.
- The company actively monitors human rights practices, ensuring no negligence occurs in cases of suspected violations. Any such instances must be promptly reported to supervisors or responsible personnel for investigation. For inquiries or concerns, employees can consult the designated grievance channels.
- Fairness and protection are provided to individuals reporting human rights violations related to the company.
- The company is dedicated to maintaining a corporate culture that upholds respect for human rights.
- Violations of human rights are considered breaches of the company's code of conduct and will be subject to disciplinary action per organizational regulations.
- Communication and knowledge dissemination on human rights are provided to all stakeholders, along with support for partners and business collaborators to ensure ethical practices and adherence to human rights principles.
- The company identifies, assesses, and regularly evaluates human rights risks and impacts in business activities, establishing appropriate measures for monitoring, responding to emergencies promptly, and offering effective remediation in line with justice and equality principles.
- It actively encourages all stakeholders to engage in and adhere to human rights principles.

To further enhance its human rights practices, the company conducts comprehensive Human Rights Due Diligence (HRDD), facilitating long-term studies, business process improvement plans, and regular communication with stakeholders. Training programs for employees on human rights topics are also organized. These initiatives ensure alignment with international standards and national laws, preventing human rights violations across the value chain.

## Human Rights Risk Assessment

### Key Risk Issue: Employee Safety and Health



Accidents during work include:  
Slip or fall down stairs, fall from a height,  
accident from a forklift hitting.



Inappropriate personal protective equipment  
(PPE) e.g. Safety shoes, work overalls etc.

In 2024, the company faced no such risks and recorded no workplace accidents or human rights violations, either within or outside the organization. This demonstrates the company's proactive safety measures and strong commitment to upholding human rights standards.

### Complaints and Human Rights Violations



For further details on the company's Human Rights Policy, please visit the official website on the Investor Relations page under Corporate Governance at: <https://ir.interlinktelecom.co.th/corporate-policy.php>.

#### 1.1 Protection of employee rights

The rights of employee and their working environment must be consistent with the labour standards of both domestically and internally in all areas which the Company operates the business. This includes cultivating a work culture that respects equal human rights without blocking the state of body and mind, race, nationality, religion, gender, language, age, skin colour, education, social status, cultural and tradition, or other statuses. The Company, therefore, provides equal opportunities to all employees regardless of gender differences in sexual orientation, disability, education, race, age, or religion by ensuring that the Company has a fair and transparent recruitment procedures.

#### 1.2 Fair Treatment of Employees

The company protects and provides appropriate benefits to all employees and safeguards employment conditions in every department. Compensation is fairly allocated alongside a range of benefits, such as:

- Medical services and uniforms.
- Public holidays and annual leave.
- Overtime pay and leave, including sick, personal, maternity, and training leave.
- Grievance mechanisms, provident funds, group health insurance, annual check-ups, social security, and annual bonuses.
- Workplace safety and hygiene promotion.

The company fosters an organizational culture that emphasizes learning and development under the “Good People, Great People” initiative, offering continuous training programs internally and externally for all departments. Additional commitments include:

- No employment of underage workers, whether permanent or under fixed-term contracts.
- Strict opposition to forced or debt-bonded labor.
- Adherence to legal working hours and sufficient rest periods as per labor laws

### 1.3 Respect for Freedom and Gender Equality in Human Rights

The company strictly adheres to human rights laws, emphasizing respect for human dignity, freedom, and equality. All employees are protected under the Constitution of Thailand and the Gender Equality Act B.E. 2015, which prohibits discrimination based on gender. Mechanisms for protection, redress, and grievance reporting are in place, ensuring respect for cultural, gender, racial, national, educational, belief, and religious differences among employees. The company fosters awareness among all departments to uphold human rights principles, preventing violations of freedom in thought and action. It protects against the misuse or transfer of personal data, such as medical records, employment history, or other private information, to unauthorized parties that could cause harm.

In addition, the company has a grievance mechanism for employees via the direct contract channel to Human Resource or email: [hr@interlinktelecom.co.th](mailto:hr@interlinktelecom.co.th) to provide opportunities for employees to participate in expressing opinions. And there are always surveys to receive suggestions from employees both formal and informal.

The company gives importance to the equal rights of women and is determined to maintain fair work conditions to serve as the best role model in business and other related areas.

## 2. Employee Development and Retention

The company encourages employees at all levels to adapt and grow in response to the evolving business environment. It also fosters internal engagement to retain employees, recognized as vital resources for driving sustainable business growth. The company has set a goal to achieve over 60% employee satisfaction, along with implementing performance assessments and development plans for staff.

### Strategies

- Building Organizational Value: Attracting talented and capable individuals to join the company.
- Ensuring Fair Treatment: Providing comprehensive and equitable care to foster employee loyalty.
- Enhancing Employee Capabilities: Equipping employees to meet business challenges, enjoy their work, and collaborate effectively as a team.
- Fostering a Learning Culture: Offering opportunities for self-development tailored to individual interests and learning preferences. Employees can access a variety of training courses, including both Hard Skills and Soft Skills, through diverse learning platforms.

The company aims for all employees to undergo training programs to enhance work efficiency. Training is categorized into three levels according to the Career Path Planning framework.

**Level 1: Core Competency** is a soft skill training course that enhances basic working skills. It also drives working to be successful and progressive. There is a Training Year Plan related with Core Competency of the company and the Training Matrix of position for ensure the staff at position have sufficient potential work.

**Level 2: Technical Training** is a developing specific course in each position. To provide employees have knowledge and understanding of their responsibility. The company has a development plan by send to training with specialized institutions and internal training.

**Level 3: Managerial Training** is a course that focuses on overall of the organization or related with the person who have to management systems of the company those persons have leadership and administration qualification to work in accordance with each level.

## 2.1 The development of operation competence

- The company has an Orientation Training for new employees for understand and have basic knowledge of the company, team, working process and corporate culture.
- The company established a Buddy Program for all new employees be able to understand working methods and the information from their buddy. Which they are expertise their job that can make confidence to new employees.
- The company has a Service Training of the organization that made employees understanding and service in overall and they can adapt their skill in different areas.
- The company has training and seminars about new technology to employees by invited expert speakers to talk about present and future trends for prepare the changing of the world.
- The company has a project to developed executives and supervisors to be effective leaders. And they have known leader skill management in their team for maximum efficiency and effectiveness. Adjusted the working atmosphere and developed strengths and fixed weakness point. And created a strong team to stimulated operational inspiration to develop and lead the organization to sustainable goals.

## 2.2 Talent Development

The company recognizes the importance of preparing its high-potential employees (Talent) to drive organizational growth in the digital era. This approach also equips employees for new business ventures that add value to the organization while reducing turnover rates.

- Assigning Specialized Tasks or Projects: High-potential employees are given opportunities beyond routine work to utilize and expand their diverse skills, knowledge, and abilities.
- Competency-Based Development Plans: Various forms of development, such as internal and external training, coaching, and job rotations, are implemented to strengthen employee capabilities.
- Succession Planning: Beginning at the executive level, the company designs individualized succession plans to evaluate the readiness of successors and identify areas for improvement. Tailored development plans ensure precise and effective preparation for future leadership roles.

## 2.3 Performance Evaluation

The Board of Directors has developed a Performance Evaluation Handbook as a tool to assess employees' performance. This evaluation process guides decisions on compensation adjustments, salary increases, bonuses, and other benefits. It considers responsibilities, achievements, skills, attributes, attendance, and compliance with organizational rules and discipline. Standardized procedures ensure consistency in evaluating employee capabilities. The data collected is utilized for workforce development and competency enhancement, aligning employees' knowledge, skills, and performance with organizational objectives.

## 3. Compensation Management

The company has established clear and transparent policies, criteria, and methods for recruitment and compensation determination. These are aligned with industry standards and competitiveness. The Corporate Governance Committee for Recruitment and Compensation initially reviews remuneration details. The proposals are then presented to the board of directors for consideration, before being submitted to the annual general meeting of shareholders for approval.

## Remunerations for Top Executives

### Criteria and Procedures for Specifying Remunerations for Top Executives and Other Personnel

1. Remunerations for top executives, the board of directors has set a remuneration structure that motivates the chief executive officer, managing director and top executives in line with the key objectives and goals of the organization, including the long-term business interests.

1.1 Considerations are made regarding the suitability of the proportions of salary remunerations and remunerations for short-term performance such as bonuses and long-term performance such as loans for buying company shares that are offered to directors, etc.

1.2 The remuneration payment policy is set with consideration to such factors as remunerations that are approximately greater than or equal to the levels of the industry or that are based on the company's performance, etc.

1.3 The policy on the criteria for evaluating the performance of the managing director is set and communicated for acknowledgement covering at least the following issues:

1.3.1 Approval of the criteria for evaluating the performance of the chief executive officer, where the performance evaluation criteria should incentivize the managing director to manage business according to key objectives and strategies and consistently with long-term business interests.

1.3.2 Annual evaluation of the performance of the chief executive officer or assignment for the Nomination and Remuneration Committee to perform evaluation and for the chairman of the board or a senior director to communicate evaluation results and the topics requiring improvement to the managing director.

1.3.3 Approval of the annual remunerations of the managing director with consideration to the performance of duties by the chief executive officer and other related factors.

1.4 The board of directors should approve the criteria and factors for performance evaluations and the structure of the remunerations for high-ranking executives and monitor to ensure that the managing director evaluates high-ranking executives consistently with the aforementioned evaluation principle. The company has a policy to pay remunerations to employees consistently with the company's short-term and long-term performance such as performance evaluation results (KPI) and profitability each year.

## Employee Remunerations

The board of directors stipulated for the creation of a performance evaluation manual to evaluate the performance of employees for the purpose of using the findings as a tool for evaluating payment of remunerations, salary raises, bonuses and other benefits to employees with consideration to the burdens of responsibilities and work achievements, including the evaluation of skills and different attributes, leaves and compliance to the organization's disciplinary rules and regulations and to ensure that personnel performance evaluations follow the same regulations and system for the assessment of employee performance for development according to the company's policy, with information obtained used to accompany development of personnel and competency for improved knowledge, skills and capabilities in carrying out work assignments.

The scope of systematic work performance evaluation contains 2 work performance evaluation topics as follows:

**Part 1 KPIs or key performance indicators for the work of each position.**

**Part 2 Competency or skills, knowledge and abilities required for work and work potential.**

For performance levels according to the work performance evaluation criteria, in the evaluation of personnel, weighted performance criteria covering the 2 topics above are used, divided by evaluation score ranges. The company has clear and fair criteria for salary raises, wages, salaries and annual bonuses.

### The company's salary wage system

The person who was collected work with the company will receive wages according the rate salary's company which consistent with job description that not less than the legal minimum wage.

### 4. Quality Management System

The company is committed to continuously improving work efficiency and quality by maintaining service excellence aligned with the ISO 9001:2015 Quality Management System standard. It has been certified by the Management System Certification Institute (Thailand) (MASCI), demonstrating adherence to internationally recognized quality management practices.

### 5. Code of Conduct and Compliance Monitoring

The company has established a Code of Conduct to ensure that all employees are knowledgeable about regulations and guidelines, enabling them to perform their duties correctly and appropriately. Employees are required to understand and consistently adhere to the Code of Conduct. As part of the onboarding process, employees take a test on the company's Code of Conduct after orientation sessions about rules and regulations. Test results are used to evaluate employee understanding and highlight their responsibilities in promoting corporate governance. These results also inform the performance assessment process.

Additionally, the company has introduced policies related to workforce management and development to uphold the highest standards of conduct and operational excellence.

### Information Security and Safety Policy

Interlink Telecom Public Company Limited ("Company") takes actions to maintain information security according to information security management standards (ISO/IEC 27001) in order to maintain confidentiality, accuracy and usability of information. As such, the information security policy was specified as follows:

1. The company has a work manual (Information Security Management Framework) to support the work of employees and for use in effective information security management.
2. The company encourages employees and work supervisors to realize the importance of maintaining information security and safety.
3. The company provides essential work support resources to employees for use in effective information security management.
4. The company supports and grants rights to employees to develop and manage the security of information used in the place of work.
5. The company communicates the Information Security Management System Framework and various related policies in the Information Security Management System Framework with all related employees in the company.
6. The needs of customers and stakeholders (interested parties) along with legal specifications or requirements and contractual obligations must be strictly followed for so long as they do not conflict with business and technical work.
7. Arrange for measurement of information security management to ensure effective practice.
8. Information security is a component of the company's strategies.
9. Continuously develop and improve the security management system as part of the company's goals.
10. Arrange for management review to take place regularly every year to improve the quality of services and the information security management system.
11. Plan and review the capacity plan regularly every year by at least once annually to improve quality of service according to objectives and agreements to ensure in an adequate service capacity to meet business growth requirements.

12. Maintain the service facilities at the Interlink Data Center regularly and establish the specifications for system maintenance with suppliers to ensure that the system can provide service effectively according to agreements.

13. Manage risks in line with information security and safety standards to ensure that the risk management system of the Interlink Data Center assesses and controls risks appropriately and can achieve set objectives.

14. The Interlink Data Center has specified information risk management to take place according to the information risk management process specified in the practice regulation PM-IDC-04 Risk Treatment Process.

15. Work measures have been set for work during Covid-19 to ensure work continuity according to information security objectives.

16. The information security and safety policy is reviewed annually.

## 6. Provision of Occupational Health and Safety Welfare

To manage the organization successfully, apart from driving transformation of corporate culture and aims for excellence, the Company has also attached importance to employee welfares including the occupational health and safety at work to be in strict compliance with the labour laws and welfares, aiming to promote employees to have a suitable quality of life in line with their job characteristics and the social status, as well as providing work equipment, facilities, and safe working environment according to the occupational health principle. In addition to other benefits provided for the employees, such as provident fund, employee grant, overtime pay, workload allowance and diligent allowance, annual health check-up, employee uniform, life insurance, accident insurance, and health insurance, saving cooperatives, annual wage adjustment, bonus payment, training, and social security; there are also internal activities in various occasions, such as traditional activities, meeting with executives, training for knowledge exchange and communication of news that are beneficial to employees via e-mail or online social media which have been received good feedback from the employees.

Moreover, the Company believes that the occupational health and safety of the employees are the important matter that the Company has always taken into account. The Company has clearly laid the guidelines for occupational health and safety protection of the employees, starting from providing life insurance and health insurance to all employees in addition to social security and other welfares as specified by law, including establishing measures to prepare a safety plan for the management of hygiene and environment in both office and premises with the preparation of quality safety protection equipment and the arrangement of employee training about regulations and safety, healthy, and environment management regularly from before starting to work to reduce the risk from dangers and accidents. Also, there is the arrangement of training for the Company's contractors for safety knowledge, fire and accident prevention, and first aid.

The accident and illness statistics (from work) in 2024 of the company are shown as follows:

Company Name	Number of Employees	Accidents	Illnesses
Interlink Telecom Public Company Limited	798	0	None

### Basic Firefighting Training and Fire Evacuation Drills

The company provides training to give basic knowledge about how to fight fires for actual implementation during emergencies such as knowledge about fires, how to use fire extinguishers, first aid, etc. with the purpose of planning and preparing for evacuations during fires. Employees are put in simulated situations to prepare them in the event of an actual situation without causing panic or negligence.

### Ethical Employee Promotion

The Company adheres to conducting business with honesty, ethics, responsibility to duties, and good corporate governance. The Company has continuously provided ethical knowledge to the employees through various perception channels, such as training on ethics to employees, public relations campaign to abstain from gifts to extract the root cause of corruption, and show of transparency in their work. The activities are intended to focus on all employees and encourage employee engagement to promote the Company's ethical awareness.

### Good Holistic Well-Being in the Company during the Situation of Covid-19 Pandemic

The Company believes that the good holistic well-being in the Company of both physical and mental health, social well-being, and good environment in the situation of Covid-19 pandemic will allow the employees to perform their work better. Therefore, the Company has supported and encouraged the care of employees' health in a way that create a safe environment and conducive to good health. The Company has announced for the employees to Work from Home during the situation of Covid-19 pandemic because we care about our employees' health when commuting to the office, to reduce the risk of transmission, by using online application or online meeting system that allow fast and convenient communication, providing adequate use of alcohol gel and face masks for employees, recording temperature measurement, access to work in case of need or systematic urgency, and providing of public relations media on health issue to educate the Company's employees.

### Addressing the PM 2.5 Dust Problem

In 2024, the PM 2.5 fine particulate matter remained a pressing environmental issue, impacting the quality of life in many areas across Thailand, including regions where the company operates. Acknowledging the health risks posed by air pollution to employees, customers, and surrounding communities, the company adopted proactive measures to mitigate PM 2.5 effects and foster a safer and more sustainable environment for all stakeholders.

- Promoting awareness among employees and business partners about the importance of addressing air pollution.
- Advocating for the use of online meeting systems to reduce the need for travel.
- Encouraging employees to utilize public transportation to minimize their environmental footprint.

### Employee Engagement Survey

The company actively addresses and responds to employee expectations through its Employee Engagement Survey. In 2024, survey results showed that 90.45% of employees participated, with 79.03% indicating high engagement and satisfaction with the organization. These findings reflect a very positive overall sentiment among employees. To maintain and strengthen this engagement, the company will conduct annual surveys and use the results to refine management systems. Following the feedback collected, key engagement factors-such as career growth, management efficiency, the development of high-potential employees, and performance management-have been reviewed and improved to enhance operational outcomes.

### Training to Increase Employee Knowledge





To foster greater employee engagement, the company involves line executives in key initiatives as follows:

1. Delegating to Experienced Executives: Assigning executives who understand and can effectively communicate with others to collaborate on employee engagement activities tailored to the organization's needs.
2. Monitoring Progress: Consistently tracking the progress of organizational engagement plans to ensure alignment with objectives.
3. Creating a Positive Atmosphere: Encouraging both executives and employees to interact in alignment with the company's culture, fostering happiness and success in collaborative work environments.

### Training to Increase Employee Knowledge

The company has a policy to continually develop personnel to support personnel with knowledge and work competence to achieve maximum work effectiveness. As such, training is provided to personnel on a regular basis, with support for training to be provided from inside and outside the organization regularly to enhance beneficial and necessary work skills.

A summary of training provided to the company's executives and employees in 2024 is as follows:

Training	Number (times)	Number of Trainees (people)	Number of Hours
In-House Training	14	272	66
External Training	48	187	610
<b>Total Training</b>	<b>62</b>	<b>459</b>	<b>676</b>

In 2024, the company organized a total of 62 training courses, both internal and external. On average, employees participated in 7 hours of training per person annually, reflecting the company's commitment to continuous development and skill enhancement for its workforce.

No.	In-House Training in 2024
1	Basic Firefighting and Fire Evacuation Drill (Class 3, 2024)
2	Training on Electrical Systems, Fuel Refill, and Flood Protection (Class 1, 2024)
3	Training on Cooling Systems, Hot Spot Cooling, and Water Leak Management (Class 1, 2024)
4	Professional Training in Leadership & Management ( Part I )
5	Professional Training in Leadership & Management ( Part II )
6	VESDA, Fire Suppression, Fire Alarm, and Fire Drill Exercises (Class 1, 2024)
7	Customer Incident Reporting Procedure (Class 1, 2024)
8	Customer Incident Reporting Procedure (Class 2, 2024)
9	Training on Electrical Systems, Fuel Refill, and Flood Protection (Class 2, 2024)
10	Routine DC Service Operations (Class 1, 2024)
11	Power System Node Preventive Maintenance and Secure CRT 2024 (Class 1)
12	Professional Training in Leadership & Management (Class 2)
13	DWDM Tejas : TJ1600 (Class 1)
14	MPLS Fiberhome Configuration (Class 1)

No.	External Training in 2024
1	E-Payment System Training Course (Electronic Payment Processing)
2	E-Withholding Tax Training Course (Electronic Withholding Tax System)
3	Training on Communication Cable Operations by External Agencies on PEA Utility Poles, Class 2/2024, Chonburi (New Badge)
4	Training for Safety, Occupational Health and Working Environment Committee of Business Establishments, Class 7/2024-1
5	Training for Safety, Occupational Health and Working Environment Committee of Business Establishments, Class 7/2024-2
6	Extreme Proxmox Cluster Administration
7	Smart City LeaderShip Program Class 4
8	Hadoop Ecosystem for Big Data
9	Account Closing and Resolution of Tax Issues
10	150 Key Issues in Advanced Withholding Tax Deductions
11	Training Course on Installation, Repair, and Relocation of Wall-mounted Inverter Air Conditioners
12	ROAD TO FRONT - END DEVELOPER Bootcamp # 4
13	Accounting Documentation Issues and Recognition of Accounting Entries with Case Studies
14	Certificate Program for Chief Audit Executives (CAE) - Class 4
15	“Internal Auditing of Information Security Management System Based on ISO/IEC 27001:2022
16	Company Secretary Professional Development Program 2024
17	Training on Working with External Agency Communication Lines on PEA Utility Poles, Class 4/2024 (For License Renewal)
18	Proxmox Essential & Advanced
19	Service Mind Training: Elevating Service Excellence, Class 1
20	Service Mind Training: Elevating Service Excellence, Class 2
21	ARUBA PARTNER DAY FY24
22	NTT DATA IGNITE 2024 “SPARK THE FUTURE THROUGH TECH INNOVATION
23	CyberPower Solution Day IN Bangkok
24	Exclusive Hillstone Training on Firewall and NDR
25	Data Center Networking for Simplified Operations
26	TTT 2024 Restructure: Enterprise IT Infrastructure Day
27	Break Free from VMware
28	Routing Infrastructure & Security Operations Workshop
29	Personal Data Protection Officer Training, Class 2 (Data Protection Officer : DPO)
30	Effective Quality Management Representative (QMR)
31	Comprehensive Training on Electronic Taxation System 2024
32	Comprehensive Training on Value Added Tax (VAT) Issues
33	The Art of Internal Audit Report Writing Class 2/67
34	Tax Training for Accountants: Comprehensive Taxation System
35	Cloud Forum Bangkok 2024
36	Strategic Human Resource Analysis for Organizations, Class 3
37	Training CCNP ENARSI (Classroom)

No.	External Training in 2024
38	ISO9001 : 2015 Internal Auditor
39	Comprehensive Training on Tax Issues to Be Resolved for Goods and Service Businesses
40	e-PAYMENT SYSTEM Training: Electronic Payment Processes for Entrepreneurs and Financial Accounting Professionals
41	Training on Effective Communication and Coordination Skills and Techniques
42	Training on Revenue and Expense Accounting Based on Accounting Standards and Its Impact on Financial Statements
43	GenAI for Sales and Marketing Masterclass
44	Height Safety Training
45	Confined Space Safety Training
46	Training on Working with External Agency Communication Lines on PEA Utility Poles, Class 7/2024 (For License Renewal)
47	Training on 155 Key Issues in Value Added Tax
48	Training on Legal Transactions and Legal Considerations: Business Contracts to Watch Out For

### ITEL Townhall Project

This project was started as an activity to help strengthen the relationship between high-ranking executives and employees through announcements of the company's direction and work strategies and hearing of recommendations and problem solutions to promote mutual understanding and the setting of shared goals.



## Social Responsibility Initiatives:



### Enhancing Technological Capabilities in Society

Advances in technology play a crucial role in driving economic growth and industrial development in the country. Technological innovations offer competitive advantages, reduce operational costs, and address barriers to national progress. However, the rapid evolution of technology also impacts consumer behaviors, breaking down limitations such as time, location, and social status, making life more convenient and reducing social inequality in accessing basic services and financial opportunities.

The company acknowledges the challenges and opportunities arising from this transformation. It emphasizes investment in technological infrastructure and educating the population to stay ahead of advancements and harness the maximum benefits from technology.

The company's mission is to ensure equitable access to and utilization of information technology across society, enabling individuals to develop, innovate, and apply knowledge effectively. This enhances learning, career development, quality of life, and environmental sustainability, aiming to create a wisdom-based, caring, and sharing Thai society.

- Responsible Network Expansion for Communities and Society

The company identifies stakeholders connected to communities and society, particularly those in areas where its networks are installed, as well as the broader society. Recognizing that network installations may carry risks of negative community impacts, the company places strong emphasis on collaborating closely with communities to ensure that its network installations adhere to standards, fairness, and genuine community involvement.

- Creating a Digital Society for All

The company views the creation of a digital society for everyone as a cornerstone of its long-term sustainability efforts and a key strategic priority. Recognizing the potential to reduce disparities and promote digital equity within society, the company has incorporated this initiative into its core strategy.

In 2024, the following activities were implemented as part of this endeavor:

#### 1. ITEL I GIVE Initiative: Sharing Electronic Equipment to Help Those in Need

The company continues to promote volunteerism through its "ITEL I GIVE" program, reflecting its commitment to the philosophy of creating "Good People and Great People." This initiative aligns with the company's goals to support society and the environment sustainably by reducing electronic waste and repurposing functional equipment for individuals in need.

- Donating old laptops and electronic devices to the International Association of Persons with Physical Disabilities. These items are recycled into funds for acquiring assistive equipment such as wheelchairs and hand-propelled tricycles, as well as supporting essential supplies for people with disabilities in need.

- Providing computers for students in remote areas, including donations of laptops in good condition to Ban Huay Phai School and Ban Dan Ngo School, located in Kaeng Krachan District, Phetchaburi Province. Basic usage training and appropriate software installation were offered to empower students with tools for education and increased learning opportunities.

This initiative demonstrates the company's dedication not only to delivering high-quality business services but also to ongoing community activities. By repurposing electronics, the program contributes to improved educational opportunities and enhanced quality of life while effectively addressing electronic waste reduction. These efforts embody sustainable development principles, fostering societal and environmental growth in a lasting, impactful manner.

## 2. ITEL I GIVE: Repairing and Building Love, Season 7

The company remains committed to driving stable and sustainable business growth while simultaneously contributing to societal and environmental development. In 2024, the “ITEL I GIVE: Repairing and Building Love” project entered its 7th consecutive year. In collaboration with Interlink Communication Public Company Limited (ILINK), the project focused on maintaining and organizing the communication and CCTV cables at the Wat Ratchapradit Sathitmahasimaram Ratchaworawihan in Bangkok. These efforts aim to enhance round-the-clock safety and convenience for monks and the public engaging in religious activities.

This initiative reflects the company’s dedication to delivering quality services while maintaining continuous social responsibility, fostering a stronger and more sustainable society in the long term.

## 3. ITEL Campus Knowledge Delivery to School, Season 8

The “ITEL Campus Knowledge Delivery to School” project continues into its 8th consecutive year, providing hands-on learning experiences for students and preparing them for careers in the telecommunications industry. This year, the company offered opportunities for fourth-year undergraduate students from the Department of Electrical Engineering at Naresuan University, Phitsanulok, and the Department of Electronics and Telecommunications Engineering at King Mongkut’s University of Technology Thonburi. These students visited the Interlink Data Center, certified to the international security standard ISO/IEC 27001:2022, and the Network Management Center (NMC), where engineers monitor and resolve network issues 24/7. The visits provided insight into real-world telecommunications network operations and advanced data management systems.

The company recognizes the importance of nurturing talented youth in the field of telecommunications engineering. Through direct knowledge-sharing from industry experts, it aims to develop skilled, ethical, and quality individuals. This initiative serves as an integral step in enhancing students’ abilities and inspiring them to apply academic knowledge in real-world scenarios, preparing them for future careers in the rapidly expanding digital industry.

## 4. ITEL’s Participation in Organizing Communication Cables for Safer, Tidier Cities

The company acknowledges the importance of urban safety and orderliness, and has actively participated in communication cable organization projects across multiple areas. In 2024, the company contributed to:

- Cable dismantling efforts at Maleenont Tower on Rama IV Road.
- Underground cable relocation on Sutthisan Winitchai Road, spanning 1.6 kilometers.
- Organizing communication cables on utility poles along Ekkamai Road (Soi Sukhumvit 63), covering 5.5 kilometers.

The company collaborated with public and private organizations including Bangkok Metropolitan Administration, Metropolitan Electricity Authority (MEA), Office of The National Broadcasting and Telecommunications Commission (NBTC), National Telecom Public Company Limited (NT), Royal Thai Police (RTP), and telecommunications operators. These efforts focused on cable removal and organization to enhance safety, reduce accident risks, and improve urban aesthetics.

The company remains committed to nationwide cable organization projects aimed at advancing telecommunications infrastructure to be neat, secure, and capable of supporting Smart City development. Through efficient network management, ITEL continues to provide user-friendly systems that deliver rapid, seamless communication experiences, addressing the future needs of Thailand’s growing digital industry.

## 5. Give Blood Together Season 6: “One Donor Saves Many Lives”

Interlink Telecom Public Company Limited (ITEL), in collaboration with the National Blood Centre of the Thai Red Cross Society, continues to promote volunteerism and selflessness through the “Give Blood Together: One Donor Saves Many Lives Season 6” campaign. This initiative aims to raise awareness among employees and the general public about the importance of blood donation, ensuring an adequate reserve of blood to treat patients nationwide. The company prioritizes improving the quality of life for Thai citizens by increasing blood reserves while fostering a spirit of selflessness among employees, customers, and the public. Each blood donation can save more than three lives.

In 2024, the company collected 64,350 cc. of blood, which was donated to the National Blood Centre to assist patients in need. This initiative is part of the company’s ongoing commitment to supporting society and the work of the Thai Red Cross Society. Given the constant demand for blood to treat patients, ITEL is proud to contribute to this vital cause, providing safe blood donations and helping to build a society filled with generosity and care, ensuring every life has a chance to thrive.

## 6. ITEL Donates Calendars to the Foundation for the Blind in Thailand

The company proudly contributed old desk calendars to the **\*\*Foundation for the Blind in Thailand under the Royal Patronage\*\***, utilizing these materials to produce Braille media for visually impaired individuals. These calendars were collected through a collaborative effort by employees who generously donated their outdated calendars to support access to knowledge and information for visually impaired communities.

This meaningful initiative exemplifies the company’s commitment to social responsibility by providing opportunities for disadvantaged groups in society and empowering them through education and accessibility.

## 7. ITEL Offers Opportunities to People and Disabled Animal

Continuing its volunteer program under “ITEL I GIVE,” the company extended support to Ban Fueng Fah Home for Persons with Disabilities Protection and Development by donating essential items, both consumables and non-consumables, along with financial contributions to improve the quality of life for individuals with disabilities. Moreover, the company emphasized the importance of assisting disabled animals by donating pet food and providing monetary support to the Home for Disabled Animals Foundation in Pak Kret.

This initiative highlights the company’s dedication to social responsibility, driving positive change and offering life-changing opportunities to both humans and animals in need. ITEL remains committed to conducting business under good corporate governance, achieving continuous growth alongside sustainable contributions to society and the environment. Its efforts aim to create long-term value and sustainability for communities.

Interlink Telecom Public Company Limited (ITEL) is dedicated to conducting its business alongside sustainable social advancement. Through strategic support initiatives, ITEL fosters shared value between business and society. By leveraging its expertise in communication networks and digital technology, the company aims to support community efforts and stakeholder groups, driving social projects that can be developed and scaled further in the future.

ITEL operates with strong adherence to business ethics and social responsibility, prioritizing the benefits of all stakeholders. Its vision includes enhancing the quality of life for citizens and building a resilient and sustainable society. This is achieved through concrete projects that deliver positive outcomes for Thai society, ensuring long-term growth and impactful change.

## 4. Management’s Discussion and Analysis (MD&A)

### Management Discussion and Analysis of operating results and financial position

#### Overview of the past results’ operation

Interlink Telecom Public Company Limited (“the Company”) operates in telecommunication business by providing telecommunication services through nationwide fiber optic network and providing installation of telecommunication infrastructure. On 8 May 2012, the Company obtained telecommunication license type 3 from National Broadcasting and Telecommunication Commission (NBTC) in which, allowed the Company to own the network and rendering service through the mentioned network. The period of license is 15 years. The Company has started to construct core fiber optic network since 2012 in which the fiber optic were installed along with telegraph poles that the Company has 30 years’ right of way since 19 October 2012 from The State Railway of Thailand. The Company has also constructed the main trunk routes and sub-routes along with the road through the poles as to connect to customers. The Company has launched a service under the network called “Interlink Fiber Optic Network” in June 2013.

In 2014, the Company has entered into data center business by acquiring assets from Interlink Communication Public Company Limited (“ILINK”) including building and equipment as to provide data center space services for companies and organizations according to their needs. The data center services have been operated in October 2014.

According to the policies of the government, Digital Economy and Thailand 4.0, they are to use information technology to apply to the economic and social activities, by focusing on the development of digital infrastructure and aiming to provide stability data connection in all areas with adequately supply for demand and could be access at a reasonable cost, as to lead to further development of the nation in both economic and social aspects in efficiency way. These policies are important to help promote the growth of information and communications technology industry (ICT) of Thailand and the Company as well.

In 2024, the Company acquired Global Lithotripsy Services Company limited (changed its name to Interlink Health Technology Company Limited on 9 January 2025), which provides distribution and leasing of medical equipment, to expand sustainable growth for business. For the year ended 31 December 2024, the Company and its subsidiary (“the Group”) has total revenue of Baht 2,712.28 million and net profit attributable to owners of the parent of Baht 303.99 million.

For the year ended 31 December 2024, the Company has total revenue of Baht 2,113.68 million, decreasing by Baht 274.74 million, 11.50% comparing to the same period of prior year. In addition, the Company has net profit of Baht 194.70 million decreasing by Baht 59.64 million, 23.45% comparing to the same period of prior year as well.

#### Analysis of Operating Results

##### 1. Revenues

For the year ended 31 December 2024, the Group has total revenues of Baht 2,712.28 million in which they were decreased from the prior year by Baht 47.66 million, or 1.73%. The Company has total revenues of Baht 2,113.68 million in which they were decreased from the prior year by Baht 274.74 million, or 11.50% as presented table below.

Type of Services	Consolidated financial information						Separate financial information					
	31 December 2024		31 December 2023		Increase/(Decrease)		31 December 2024		31 December 2023		Increase/(Decrease)	
	MB	%	MB	%	MB	%	MB	%	MB	%	MB	%
Service income	2,477.84	91.36	2,713.58	98.32	(235.74)	(8.69)	1,955.68	92.53	2,335.87	97.80	(380.19)	(16.28)
Other income	234.44	8.64	46.36	1.68	188.08	405.67	158.00	7.47	52.55	2.20	105.45	200.68
Total revenues	2,712.28	100.00	2,759.94	100.00	(47.66)	(1.73)	2,113.68	100.00	2,388.42	100.00	(274.74)	(11.50)

## 1.1. Service incomes

Type of Services	Consolidated financial information						Separate financial information					
	31 December 2024		31 December 2023		Inc/(Dec)		31 December 2024		31 December 2023		Inc/(Dec)	
	MB	%	MB	%	MB	%	MB	%	MB	%	MB	%
Service income from network rendering	1,263.33	50.99	1,466.32	54.04	(202.99)	(13.84)	1,263.33	64.60	1,466.32	62.77	(202.99)	(13.84)
Service income from network installation service	1,005.97	40.60	1,154.49	42.54	(148.52)	(12.86)	593.89	30.37	776.78	33.25	(182.89)	(23.55)
Service income from data center space service	98.47	3.97	92.77	3.42	5.70	6.14	98.47	5.03	92.77	3.97	5.70	6.14
Service income from medical equipment service	110.07	4.44	-	-	110.07	100.00	-	-	-	-	-	-
<b>Total service incomes</b>	<b>2,477.84</b>	<b>100.00</b>	<b>2,713.58</b>	<b>100.00</b>	<b>(235.74)</b>	<b>(8.69)</b>	<b>1,955.68</b>	<b>100.00</b>	<b>2,335.87</b>	<b>100.00</b>	<b>(380.19)</b>	<b>(16.28)</b>

Service incomes consist of 4 categories as follows;

### 1.1.1. Service income from network rendering

Service income from network rendering is categorized into various types such as Interlink MPLS IP-VPN, Interlink Dark Fiber, and Interlink IPLC which the Company has started the services since June 2013.

For the year ended 31 December 2024, the Company had service income from network rendering amounted to Baht 1,263.33 million or represented 50.99% and 64.60% of total service incomes per consolidated financial statements and separate financial statements, respectively.

### 1.1.2. Service income from network installation service

Service income from network installation is related to the construction of telecommunication hi-speed network and is categorized into 2 types as follows;

- 1) Service income from installation in which recognises revenue when the Company satisfies a performance obligation by transferring services to customers over time in accordance with term of each service contract with customers.
- 2) Service income from network connection or other service in which recognises revenue once the service from network connection has been completed or the service has been completed.

For the year ended 31 December 2024, these services generated revenue of Baht 1,005.97 million for the Group and Baht 593.89 million for the Company, or 40.60% and 30.37% of total service incomes, respectively. The service income decreased for the Group and the Company from the same period of the prior year by Baht 148.52 million, 12.86%, and Baht 189.89 million, 23.55%, respectively. Mainly projects which had recognized revenue in this period such as Service to install optic fiber amounted to Baht 96.24 million, Service for development of a new e-budgeting with Government Agency amounted to Baht 85.76 million, Service for optic fiber maintenance in the South region amounted to Baht 64.30 million, Service for solar power system installation amounted to 54.68 million Baht and Service for information technology skills development for digital society amounted to Baht 110.95 million.

### 1.1.3. Service income from data center space service

For the year ended 31 December 2024, the Company had service income from data center space of Baht 98.47 million, 3.97% and 5.03% of total service incomes per consolidated financial statements and separate financial statements, respectively. The current occupancy rate is 98%.

### 1.1.4. Service income from medical equipment service

For the year ended 31 December 2024, the Company had service income from medical equipment service of Baht 110.07 million, 4.44% of total service incomes per consolidated financial statements.



## 1.2. Other income

For the year ended 31 December 2024, the Group had other income of Baht 234.44 million or 8.64% and of total revenues, and the Company had other income of Baht 158.00 million or 7.47% and of total revenues. The other income increased for the Group and the Company from the same period of the prior year by Baht 188.08 million and Baht 105.45 million, respectively. Other income mainly increased from gain from dispose of investment in a joint venture, ETIX ITEL Bangkok Company Limited, amounted to Baht 140.09 million, and gain from a bargain purchase from acquiring shares of Global Lithotripsy Services Company Limited, a subsidiary, amounted to 54.36 million.

## 2. Costs and expenses

The major costs of the Group are such as costs of services, service expenses, administrative expenses and finance cost. For the year ended 31 December 2024, the costs and expenses of the Group was Baht 2,333.72 million, and the Company was Baht 1,877.24 million as follows;

### 2.1. Costs of services and gross profit margin

Costs of services are main expenses of the Group amounted to Baht 1,914.44 million and the Company amounted to Baht 1,543.98 million for year ended 31 December 2024. It was less than the same period of 2023 by 3.80% and 11.73% which was aligned with the service incomes. The table below illustrated the components of costs of services as;

Service Costs	Consolidated financial information				Separate financial information			
	31 December 2024		31 December 2023		31 December 2024		31 December 2023	
	Million Baht	GPM (%)	Million Baht	GPM (%)	Million Baht	GPM (%)	Million Baht	GPM (%)
Cost of network rendering	1,048.23	17.03	1,131.42	22.84	1,048.23	17.03	1,131.42	22.84
Cost of network installation service	722.60	28.17	796.43	31.01	441.18	25.71	555.53	28.48
Cost of data center space service	54.57	44.58	62.24	32.91	54.57	44.58	62.24	32.91
Cost of medical equipment service	48.38	24.55	-	-	-	-	-	-
Cost of sales medical equipment	40.66	11.52	-	-	-	-	-	-
Total costs of services	1,914.44		1,990.09		1,543.98		1,749.20	

#### 2.1.1. Cost of network rendering

For the year ended 31 December 2024, the Company had cost of network rendering of Baht 1,048.23 million in which resulting to gross profit margin at 17.03% which decreased comparing to the prior year. The major expenses are such as cost of service for USO, depreciation expenses, interconnection of network expenses, rental fee for space to install the network, employee benefit expenses and repair and maintenance expenses which represented 29.82%, 29.20%, 15.79%, 9.22%, 7.06%, and 3.81% of total cost of network rendering for the year ended 31 December 2024, respectively.

#### 2.1.2. Cost of network installation service

For the year ended 31 December 2024, the Group and the Company had cost of network installation service of Baht 722.60 million and Baht 441.18 million in which resulting to gross profit margin at 28.17% and 25.71%, respectively. The major costs of network installation service are such as material cost and installation cost which vary according to the projects. Gross profit margin of year 2024 is less than the prior year due to differences in the nature of the projects.

#### 2.1.3. Cost of data center space service

For the year ended 31 December 2024, the Company had cost of data center space service of Baht 54.57 million in which resulting to gross profit margin of data center business was at 44.58% which increased from the prior year because the Company has installed a solar power generation system at the Interlink Data Center to reduce electricity costs that are likely to increase. It saved electricity costs, this results in a better gross profit margin. Major costs of data center space service are such as depreciation expenses, utilities expenses, employee benefit expenses, and repair & maintenance expenses.

#### 2.1.4. Cost of sales and medical equipment service

For the year ended 31 December 2024, the Group had cost of medical equipment service of Baht 48.33 million in which resulting to gross profit margin of 24.55%. Major costs of medical equipment service are such as employee benefit expenses, repair & maintenance expenses, and depreciation expenses. The cost of sales is Baht 40.66 million in which resulting to gross profit margin of 11.52%.

#### 2.1.5. Gross profit and gross profit margin

For the year ended 31 December 2024, the Group and the Company had gross profit of Baht 563.40 million and Baht 411.71 million which the gross profit margin was at 22.74% and 21.05%, respectively. The gross profit margin was decreased by comparing the same period of prior year Baht 723.49 million and the gross profit margin was at 26.66%. The increase derived from gross profit margin for each type of service as stated above.

#### 2.2. Finance costs

For the year ended 31 December 2024, the Company had finance costs of Baht 187.72 million. The major of finance costs are interest expenses from loans. As of 31 December 2024, the Company had bank overdraft and short-term loans from financial institutions amounted to Baht 1,648.14 million, long-term loans from financial institution amounted to Baht 838.31 million, lease liabilities amounted to Baht 164.24 million, and lease liabilities under the agreement with Trust, net, amounted to Baht 687.80 million (31 December 2023: short-term loans from financial institutions amounted to Baht 1,796.85 million, long-term loans from financial institution amounted to Baht 997.68 million, finance lease liabilities amounted to Baht 204.20 million, and lease liabilities under the agreement with Trust, net, amounted to Baht 688.07 million).

#### 2.3. Net profit and net profit margin

The Group's net profit for the year ended 31 December 2024 was Baht 324.63 million, and the net profit margin was 11.97% which increase from the same period in 2023 which net profit was Baht 298.21 million, and the net profit margin was at 10.80%. This mainly due to acquisition of Global Lithotripsy Services Company limited (changed its name to Interlink Health Technology Company Limited on 9 January 2025) which provides distribution and leasing of medical equipment, to expand sustainable growth for business.

The Company's net profit for the year ended 31 December 2024 was Baht 194.70 million and the net profit margin was at 9.21% which less than in the same period in 2023 which net profit was Baht 254.34 million, and the net profit margin was at 10.65%. The decrease was mainly due to the decrease of revenue as stated above.

## Financial Position

### 1. Assets

As at 31 December 2024, the Group and the Company had total assets of Baht 8,669.82 million and Baht 8,017.03 million, or 2.92% and 5.58% of decreasing compared to Baht 8,930.89 million and Baht 8,490.95 million at the end of 2023 per consolidated financial statements and separate financial statements, respectively, respectively. Major assets are such as trade and other receivables, current accrued revenue, non-current accrued revenue, fixed assets and telecommunication networks and right-of-use assets which were presented as at 31 December 2024 represented at 11.97%, 19.22%, 3.43%, 53.43% and 2.84% of total assets, respectively. The changes are as follows;

1) Trade and other receivables increased due to the Company billing from various major project such as Service for providing high-speed internet in remote areas and Service for installation of fiber optic cable.

2) Current accrued revenue increased by Baht 162.50 million. The increase was due to the company reclassifying accrued income that was expected to be collected after 1 year to expected to be collected within 1 year.

3) Non-current accrued revenue decreased from the reclassification of accrued income expected to be received within 1 year net with income from the providing mobile broadband and High-speed Internet service in border area and providing High-Speed Internet service in remote area and the Company recognized Expected Credit Loss on such a project. The Company has adjusted the estimate and classification of accrued income from service and network installation work that is expected to be collected after 1 year to expected to be collected within 1 year.

## 2. Liabilities

As at 31 December 2024, the Group and the Company had total liabilities of Baht 4,445.60 million and Baht 4,067.34 million, decreased by 9.68% and 12.22% comparing to Baht 4,921.86 million and Baht 4,633.34 million at the end of 2023 per consolidated financial statements and separate financial statements, respectively. The decreasing is mainly from short-term and long-term borrowings from financial institutions.

Major liabilities are such as short-term and long-term loans from financial institutions, trade and other payables, lease liabilities under the Trust and lease liabilities which are represented approximately at 60.84%, 14.69%, 16.91%, and 4.04% of total liabilities as at 31 December 2024, respectively.

## 3. Equity

As at 31 December 2024, the Group had equity attributable to owners of the parent company totaling Baht 4,054.52 million. The Company had equities of Baht 3,949.69 million increased by 2.39% comparing to Baht 3,857.61 million at the end of 2023. The shareholders' equity increased from the operating results for the year ending 31 December 2024 of Baht 194.70 million, with the dividend payment of Baht 96.67 million.

## 4. Capital Structure

The Company had debt to equity ratio at 1.03 times as at 31 December 2024 that decreased from 1.20 times in 2023.

In addition, the Company had to comply to 2 conditions of debt covenant as follows:

- 1) Loans from financial institution to equities and loans from related party must not be greater than 2.5 times; and
- 2) DSCR must not be less than 1.2 times.

As at 31 December 2024, the Company had complied with the conditions which had ratios at 0.67 times and 1.32 times, respectively.

Please be informed accordingly.

Yours sincerely,



(Dr. Nuttanai Anuntarumporn)

Chief Executive officer

## 5. General Information and Other Important Information

### 5.1 General Information and Other Important Information

#### General information on related companies

Related companies	business type	registered capital(shares)	par value (baht)	paid-up capital (baht)	shareholding proportion (%)
<b>Parent company</b> <b>Interlink Communication Public Company Limited</b> 48 Interlink Building, Soi Rung-Reung Ratchadapisek Road, Samsennok, Huay Khwang, Bangkok 10310 Phone : 0 2666 1111 Fax : 0 2666 1199 Email : info@interlink.co.th Website : www.interlink.co.th	The largest import and distribution company in ASEAN and importers and wholesalers of networking equipment.	543,632,325	1.00	543,632,325	-
<b>Related company</b> <b>Interlink Power and Engineering Company Limited</b> 48 Interlink Building, Soi Rung-Reung Ratchadapisek Road, Samsennok, Huay Khwang, Bangkok 10310 Phone : 0 2666 1133 Fax : 0 2666 1144 Email : power@interlink.co.th	The service providers and project construction expert, digital electrical and transportation system engineering.	300,000	100.00	30,000,000	-
<b>Interlink Data Center Company Limited</b> 48 Interlink Building, Soi Rung-Reung Ratchadapisek Road, Samsennok, Huay Khwang, Bangkok 10310 Phone : 0 2666 2255 Fax : 0 2666 1193 Email : info@interlinktelecom.co.th	The data center business is registered to maintain the name status and prepare to expand to support the growth of the future's data center business.	1,000	100.00	100,000	-
<b>BLUE SOLUTIONS PUBLIC COMPANY LIMITED</b> 59/37, 59/39 T59 WESTGATE Moo 2, Bang Rak Pattana, Bang Bua Thong, Nonthaburi 11110 Phone : 0 2102 9654 Fax : 0 2102 9654 Email : info@bluesolutions.co.th	System Integrator	234,000,000	1.00	174,000,000	51

Related companies	business type	registered capital(shares)	par value (baht)	paid-up capital (baht)	shareholding proportion (%)
<b>Interlink Health Technology Company Limited</b> No. 48/66 Interlink Telecom Building 6 <sup>th</sup> floor Soi Rung-Reung Ratchadapisek Road, Samsennok, Huay Khwang, Bangkok 10310 Phone : 0 2666 2222 Email : info@interlinkhealthtech.co.th	Distributing, renting and leasing medical equipment.	20,000	100	2,000,000	100

#### Company's general information

<b>Name of the issuing company</b>	: Interlink Telecom Public Company Limited
<b>Securities Abbreviations</b>	: ITEL (Industry group: Technology)
<b>Company registration number</b>	: 0107558000211
<b>Business type</b>	: Providing fiber optic cable network services Providing network installation services and provide service for the deposit center area or Data Center.
<b>Registered capital</b>	: 845,865,895.50 baht consisting of ordinary shares 1,691,731,791 shares
<b>Issued and fully paid-up capital</b>	: 694,464,899 baht consisting of ordinary shares 1,388,929,798 shares
<b>Head office location</b>	: No. 48/66 Soi Rung-Reung Ratchadapisek Road, Samsennok, Huay Khwang, Bangkok 10310 Phone : 0 2666 2222 (Automatic) Fax : 0 2666 2299 (Automatic) Email : info@interlinktelecom.co.th Website : www.interlinktelecom.co.th
<b>Network Management Center (NMC)</b>	: 9/1 Soi 01 Kanchanaphisek 5/5 Kanchanaphisek Road, ThaRaeng Subdistrict, Bang Khen District, Bangkok 10220 Phone : 0 2666 2288 (Hotline) Fax : 0 2666 2298 (Automatic) Email : nmc@interlinktelecom.co.th
<b>Data Center (NOC)</b>	: 9/1 Soi 01 Kanchanaphisek 5/5 Kanchanaphisek Road, ThaRaeng Subdistrict, Bang Khen District, Bangkok 10220 Phone : 0 2666 2255 (Hotline) Email : noc@interlinkdatacenter.co.th

#### Information of other references

<b>Registrar of securities</b>	: Thailand Securities Depository Company Limited 93 Ratchadapisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400 Phone : 0 2009 9000 Fax : 0 2009 9991
<b>Auditor</b>	: Miss Wanvimol Preechawat Certified Public Accountant Registration Number 9548 PricewaterhouseCoopers ABAS Company Limited 179 / 74-80 Bangkok City Tower Building, Floor 15 South Sathorn Road, Sathorn, Bangkok 10120 Phone : 0 2344 1000, 0 2824 5000 Fax : 0 2286 5050

#### Additional information for the auditor's report

After the date of the auditor's report, the auditor has read and considered that other information included in the 56-1 One Report provided by the company has a conflict of interest with the financial statements or knowledge gained from an auditor's examination, or it appears that other information is contrary to the important facts or not.

However, the auditor did not find any misstatement information that the auditor must report in any way.

## 5.2 Legal disputes

As of December 31<sup>st</sup> 2024, the company is not a party or a litigant in the following cases;

1. Cases that may have a negative impact on the company's assets which are higher than 5% of shareholders.
2. Cases that affect the business operations of the company significantly but it cannot estimate the impact in numbers.
3. Cases that do not arise from normal business operations of the company.

## Part 2

### Corporate Governance

6. Corporate Governance Policy
7. Corporate Governance Structure and Key Information on the Committees, Sub-committees, Executives, Employees and Others
8. Reports of the Significant Corporate Governance Performance
9. Internal Control and Interrelated Transactions

## 6. Corporate Governance Policy

### 6.1 Overall Policy and Corporate Governance Guideline

The Company has established the Corporate Governance Policy to ensure the Company has an efficient operating system and is the basis of sustainable growth, with integrity and ethics in mind. With the Company's partnership and partnership policy with its customers, partners, shareholders, investors and society to develop competitiveness in the business and grow with the Company.

#### Corporate Governance Policy

The Board of Directors has reviewed and revised the policy in accordance with the good corporate governance principles for the listed companies in 2560 in accordance with the good corporate governance principles of the SEC. According to the definition of Corporate Governance of G20/OECD, the 8 categories are as follows :

1. Establishing clear leadership roles and responsibilities of the Board of Directors as the leader of sustainable value creation organization
2. Defining the objectives and goals that promote sustainable value creation
3. Strengthening the Board of Directors' effectiveness
4. Ensuring effective CEO and people management
5. Nurturing innovation and responsible business
6. Strengthening effective risk management and internal control
7. Ensuring disclosure and financial integrity
8. Ensuring engagement and communication with shareholders

These are the guidelines for the Board of Directors to apply to the corporate governance to ensure satisfying operating results in the long run, build shareholders' trust and create sustainable business value.

In 2024, the Corporate Governance Committee held a total of 2 meetings, proposed the Board of Directors to consider and review appropriate application of the CG Code Principles to the Company's businesses in order to ensure maximum benefits.

All directors are present and perform all their duties as specified in the Charter of the cards and report the results of the meeting to the Board of Directors. The details of the following functions are as follows:

1. To consider the charter review of the Corporate Governance Committee
2. To review the corporate governance policy
3. To review the sustainability management policy at the enterprise level
4. To review the anti-corruption policy
5. To ensure that the organization operates with transparency and disclose the information completely and accurately.

And the Board of Directors reviewed the suitability of the CG Code implementation at least once a year and may be deployed during the year continuously to ensure appropriateness and compliance with the Company's business operations.

#### Policy and Practice Guideline about the Board of Directors

The board of directors is made up of knowledgeable people with expertise and experience that are very beneficial to the Company. The board of directors is appointed by shareholders to oversee the Company's operating guidelines, and the management department was appointed to take on the responsibility of operating the business. Additionally, sub-committees have been appointed to take responsible for specific matters as assigned, as well as the Company's auditor and the Company's secretary to take on the responsibility of conducting meetings and ensuring legal compliance. Accordingly, we have specified topics related to the policies and practice guidelines about the board of directors as follows:



### **The separation of duties between the board of directors and management**

There is a clear separation of roles and responsibilities. By the board of directors responsible for set policy and supervise the operations of the management at the policy level. While the management of the company responsible for managing various fields to be in accordance with the policy determined by the Board of Directors and responsible for overall performance, control expenses and investment budgets as approved by the Board in the annual plan. Matters that must be considered and supervised for action and should not.

#### **1. Matters to be considered and implemented**

1. The committees set business objectives and goals.
2. The committees establish strategies, operating policies and allocation of important resources to achieve objectives and goals.
3. The committees follow up, evaluate and supervise the reporting of performance.
4. The committees can be competitive and perform well with long term impacts.
5. The committees ensure that business operations are ethical, respect rights and be responsible for shareholders and stakeholders.
6. The committees pay attention to business beneficial to society and develop or reduce negative impact on the environment.
7. The committees can adapt under changing factors.
8. The committees ensure that all directors and executives perform their duties with responsibility, prudence, and honesty to the organization. Also, to ensure that the operations are in line with the laws, regulations, and resolutions of the shareholder's meeting.
9. The committees build a corporate culture that adhere to ethics.
10. The committees nominate, develop, remunerate, evaluate of the Chief Executive Officer.
11. The committees set up a compensation structure to motivate personnel to work in line with the main objectives and goals of the organization.

#### **2. Matters deal with the management**

1. Establish and review strategies, goals and annual plans
2. Appropriate sufficiency of the risk management system and internal control
3. Determine the operational authority appropriate to the management's responsibility.
4. Determine the framework for resource allocation, development and budget
5. Monitoring and evaluation of performance
6. Ensuring the disclosure of financial and other information to be reliable.

#### **3. The matter that the board of directors should not operate**

1. Not interfere with management decisions such as procurement recruitment of personnel (approved by the management).
2. Approval of transactions with directors having interests.

## The Board of Directors' Independence from the Management

### Separation of power and authority of the Chairman

The Company has the policy to clearly separate the power and authority of the Chairman and the President. Persons holding the positions shall possess required qualifications, knowledge, ability and professional experience in business operations and they are not the same person for the purpose of balancing the power and clear operations with transparency and effectiveness. Details are as follows:

### Power and authority of the Chairman

1. Support and supervise effectiveness of operations of the Board of Directors and the sub-committees under the highest standard of the corporate governance principles.
2. Promote effective communication and communication channels between the shareholders, government agencies and related agencies and the Board of Directors.
3. Determine the meeting agendas and oversee and conduct the Board of Directors' meeting as well as providing the opportunity to share opinions, principles and reasons as reference for decision making.
4. Define appropriate procedures or methods of recruitment and appointment of the Board of Directors and committee members to support the Company's operations.
5. Provide orientation or education concerning the Company's business operations for the newly appointed directors and commit members.
6. Encourage the Managing Director in developing and defining the Company's operational strategy and providing consultation on operations.
7. Encourage communication and strengthen relationship between the executive directors and nonexecutive directors.

## Authorization of the Board of Directors

The Board of Directors has the authority to approve any matters of the Company under the scope of its duties prescribed by the applicable laws, Articles of Association, charter of the Board of Directors and the shareholders' resolutions, including but not limited to determination and review of the vision, mission, operational strategy, operational plans, risk management policy, budget plan and annual business plan, intermediate business plan, determination of the operational targets and monitoring and evaluation of performance in line with the specified plans, significant interrelated items, establishment, merger, business splitting and joint venturing.

## Succession Plan for the Organization's Top Management

The Board of Directors realizes the importance of continued business growth and sustainability. Therefore, it has prepared the succession plan as part of the recruitment of qualified executives in order to develop the executives potential to succeed any significant position involving business operations. The qualified executive may be able to success such position immediately or within 1-2 years. The key operations are as follows:

1. Determine key positions of the Company business operations.
2. The Corporate Governance, Nomination and Remuneration Committee defines the criteria for consideration and recruitment of the successor by taking into consideration knowledge, ability, professional experience, potential of each position as well as management visions. The executives possessing the required qualifications will be recruited.
3. Consider and select the successor who possesses the required qualifications according to the criteria and evaluate readiness of the qualified person, in terms of strong points and matters needed to be improved.
4. Individual Development Plan is prepared for the qualified successor to make sure that he/she is ready to succeed such position. The Human Resources Department is assigned to supervise and monitor the results of training and development knowledge and ability of the successor.
5. The Corporate Governance, Nomination and Remuneration Committee regularly reviews and evaluate the succession plan and report to the Board of Directors at least once a year.

### Development of Directors

The Company values encourage and development of its directors to obtain knowledge. It encourages all directors to join training courses as suggested by the Office of Securities and Exchange Commission and other related training courses.

For any newly appointed director, the Company provides an orientation which involves the roles, duties and responsibilities and knowledge in business and operations of the Company as well as policy manuals such as the corporate governance policy, anti-corruption policy and risk management policy. These will help the director to effectively perform his duties.

### The Board's Performance Assessment

The Board has appointed the Board of Directors and the Nomination and Remuneration Committee to determine the criteria and review the results of the Board of Directors each year. The Secretary of the Company shall submit an assessment form to the Board at least once a year, based on the assessment form of the Stock Exchange of Thailand. 2015 and summarize the results of the assessment and report on the results of the Board of Directors' Meeting by evaluating the Company Board of Directors performance each year.

### The Meeting of Non-Executive Directors

The executive directors attended the meeting in order for non-executive directors to exchange their opinions and consider various issues related business and matters in their interest. In 2024, the Company had arranged 1 meeting of non-executive directors.

### Directors' positions in other companies in positions of Chief Executive Officer or higher

Directors' positions in other companies in positions of Managing Director or higher in an excessive amount may affect the efficiency of work. Therefore, the Board has set policies to be able to devote time for performing duties effectively with guidelines for performing as follows.

1. Position from the upper managing director able to hold positions in the company Interlink Telecom Public Company Limited, subsidiaries and associates.

2. Director Positions at other companies which are competitive or similar to the business or the company's group. To present to the audit committee in order to give an opinion before proposing for approval to the Board of Directors considered and approved respectively before assuming that position.

### Limiting the number of listed companies

In order to perform the duties of the directors with efficiency, The Board sets a policy to limit the number of listed companies in which each director will hold a position as a director in other listed companies not more than 5. So everyone can allocate enough time for preparation and attend the board meeting and sub-committees. The Corporate Governance Committee and Nomination and Remuneration saw that the directorship in other companies of the directors follow the company policy (Profile of the Directors, Management, Company Secretary in the 56-1 One Report).

### Conflict of interest

Board of Directors sets a policy regarding prevention of conflict of interest to ensure compliance with the Securities Act and the Stock Exchange of Thailand 1992 and related laws such as creating connected transactions set policies for the directors, executive directors and executives to report the holding of the company's securities in every board meeting and must disclose any interests that may have conflicts of interest for the company. If any director or executive has an interest in the matters that the company will enter into the transaction, won't be able to participate in the approval processor requiring the directors, executives and employees who receive information, can't buy or sell the company's securities during 1 month before the financial statements are publicized, etc.

## Conflict of Interest Policy

The Board of Directors realizes the importance of prevention of conflict of interest. Therefore, it has determined the policy to oversee and manage any possible conflict of interest against the Company and its subsidiaries and related stakeholders such as the management, the committees or the shareholders, and to prevent any exploitation of assets, data and opportunity of the Company and any improper transaction with any person having relationship with the Company.

## The Use of Company Information Policy

Interlink Telecom Public Company Limited and its subsidiaries have policies and procedures to look after the directors, executives, and employees in using the internal information of the company which has not been disclosed to the public for personal benefits as follows:

1. The company will provide knowledge to the company directors and executives regarding the duty to report the securities holding of the company by themselves, their spouses and children who have not yet become legal age to the Office of the Securities and Exchange Commission under Section 59 and penalties under Section 275 of the Securities and Exchange Act A.D. 1992 (including additional amendments), including the report of the acquisition or disposal of the company's securities by oneself spouse and underage children to the Office of the Securities and Exchange Commission under Section 246 and the regulations Penalties under Section 298 of the Securities and Exchange Act A.D. 1992 (including additional amendments).

2. The company requires that directors and executives of the company including spouses and underage children prepare and disclose reports Securities holding and reporting of changes in the company's securities holdings to the Office of the Securities and Exchange Commission under Section 59 and penalties under Section 275 of the Securities and Exchange Act A.D. 1992 (including additional amendments) and send copies of this report to the Company on the same day that the report is submitted to the Office of the Securities and Exchange Commission.

3. The company prohibits the directors, management, and staff of the company that has been informed of the company's internal information to use that information to make use of securities trading. The mentioned persons must not disclose such information to other persons who may use that information for the same benefit. Both the informant and the receiver of the information used may have to be guilty as specified by law, including the company is considered a disciplinary offense according to work regulations by considering the punishment as appropriate as the case, including a verbal warning, termination of employment warning, termination of employment by dismissal or resignation from the committee, depends on each case.

4. The company prohibits the directors, management and staff of the company or former directors, executives and employees who have resigned and disclose inside information or the secrets of the company as well as the confidential information of company's business partners that they have been aware of in performing his duties to outsiders. Although the disclosure of mentioned information will not cause damage to the company and the company's customers.

5. Directors, executives and employees of the company or former directors, executives, and employees are responsible for maintaining the confidentiality and/or the company's internal information and is responsible for using the company's internal information for the business of the company's benefit only, which is not against the Securities Act And the Stock Exchange of Thailand. Directors, management, and staff of the company have strictly prohibited the confidentiality and/or inside information of the company to use for other companies in which they are shareholders, directors, executives, employees, and employees.

For more information, please refer to the full version of "The Use of Company Information Policy"  
on the Company's website Investor Relations, Corporate Governance  
on <https://ir.interlinktelecom.co.th/corporate-policy.php>

## Policies and practices regarding shareholders and stakeholders

The Board of Directors recognizes and gives importance to the shareholders' rights and must look after the interests of all shareholders equally as specified. In the company's regulations and related laws regardless of whether the shareholders are small foreign investors, institutional investors or major shareholders, they all have the rights and equality as follows

1. The right to receive share certificates and purchase or transfer shares right.
2. The right to receive enough and timely information suitable for decision-making
3. The right to attend and vote at the shareholders' meeting to decide on important company policy changes.
4. The right to appoint or remove directors and determine the directors' remuneration.
5. The right to appoint the auditor and determine audit fees.
6. Right to share the profits of the company.

## Rights of Shareholders

As owners of the Company, shareholders naturally have the right to set the Company's business direction or to make decisions regarding matters that cause significant impacts. Thus, shareholder meetings provide an important stage for shareholders to express their opinions, make contact, ask questions and consider and cast votes to decide on matters and to choose the board of directors to perform the duty of overseeing the Company on the shareholders' behalf. As such, shareholders naturally have the right to attend shareholder meetings, receive enough time consider matters and to acknowledge meeting outcomes and receive support in the engagement of shareholders.

## Shareholder Meeting Schedule

The Company has stipulated for a general shareholder meeting to be held each year within no more than 4 months after the end of each of the Company's accounting year, and, in urgent and necessary cases where special agendas have to be presented due to matters impacting or connected to the interest of shareholders or related to the conditions or criteria of laws that are in force, for which shareholders' authorization is required, the Company will hold special shareholder meetings on a case-per-case basis.

In 2024, the Company scheduled for the general shareholder meeting to take place on 24 April 2024. The meeting was held in the hybrid meeting format (physical and E-AGM) at the Grand Suvarnabhumi Meeting Room, 7<sup>th</sup> Floor, No. 48, Interlink Building, Rung Rueang Alley, Ratchadaphisek Road, Sam Sen Nok Sub-district, Huai Khwang District, Bangkok Metropolis 10310. In doing so, we strictly implemented anti-Covid-19 measures and followed the guidelines of the general shareholder meeting quality evaluation project (AGM Checklist) of the Thai Investors Association, and the Thai Listed Companies Association, and the Office of the Securities and Exchange Commission (SEC). In 2024, Interlink Telecom Public Company Limited received a full score of 100 points for the 4<sup>th</sup> consecutive year, and an Extraordinary General Meeting of Shareholders No. 1/2024 was convened on July 26, 2024, as an electronic meeting (E-EGM).

## Advance Meeting Notification

In holding Board Meeting No. 1/2567 on 23 February 2024, a resolution was passed to hold on 24 April 2024 the annual general meeting. The aforementioned meeting resolution, the meeting date, rules and meeting agendas were disclosed, and the Company announced them on the website of the Stock Exchange of Thailand to let shareholders have knowledge about the meeting in advance on the date the board of directors passed the resolution and before the delivery of the meeting invitation letter. The Thailand Securities Depository Co., Ltd., which is the Company's securities registrar, delivered a meeting invitation letter containing details about the meeting agendas and important and essential information for decision-making as well as the board of directors' opinions and a report of the preceding meeting containing all relevant details, the Company's annual report (Form 56-1 One Report), documents accompanying the meeting and proxy appointment documents, the process of which we also clearly stated. All of these documents were delivered to shareholders by more than 14 days ahead of the shareholder meeting. In addition, the meeting invitation letter was issued on 2 April 2024 and an announcement was made in a daily newspaper with in the Thai language and the English language for 3 days consecutively and by at least 7 days ahead of the meeting date (9,10,11 April 2024) in order to notify shareholders about the meeting in advance. Accordingly, the Company disclosed the shareholder meeting invitation letter and accompanying documents on the Company's website by at least 28 days ahead of the meeting date (by disclosing since 26 March 2024).

### Actions on the Shareholders' Meeting

1. The Board of Directors determines the date, time and venue of the meeting by considering the convenience of attending shareholders' meeting.
2. The board of directors does not require shareholders or proxies to bring more documents or identification than specified in the guidelines of the relevant regulatory agencies.
3. The chairman of the board is the chairman of the shareholders' meeting who ensures that the meeting is following the law, related rules and company regulations, together with allocate time for each agenda and allows shareholders to express opinions and can ask questions at the meeting about relevant company issues.
4. Shareholders can make important decisions and the committee does not support unnecessary meeting agenda additions especially the important agenda that shareholders need to spend time studying before deciding.
5. The Board encourages the ballots for important agenda items and encourages the independent person to count or check the votes on each agenda. The meeting shall be informed and recorded in the meeting report.

### The Meeting's Resolutions Disclosure and the Preparation of the Shareholders' Meeting Minutes

1. The company discloses the shareholders' meeting together with voting results within the next working day through the Stock Exchange of Thailand's news system and on the company's website.
2. Send a copy of the meeting's minutes to the Stock Exchange of Thailand within 14 days from the meeting date.
3. The shareholders meeting's minutes have recorded the following information
  - 1) List of the board of directors and executives attending the meeting and directors who attended and did not attend the meeting's proportion.
  - 2) Voting and counting methods, meeting's resolutions, and voting results (approved, disapproved, abstained) of each agenda.
  - 3) Questions and answers at the meeting including name-surname of the questioners and respondents.
  - 4) Other issues

### Equitable Treatment of Shareholders

The Company treats shareholders equally (even if the number of shares held differs and cause the share and voting rights to be different). Every shareholder has the same and equal rights as shareholders without consideration to sex, age, ethnicity, nationality, religion, beliefs, social status, disability or political opinion. Accordingly, the Company discloses shareholder meeting information ahead of shareholder meeting dates and provides information in both the Thai language and English language and requires stake-holding directors to refrain from participating in the meeting agendas to which they are related, including other activities.

### Proposing Additional Meeting Agendas and Nominating Persons for Appointment as Directors

For the annual general shareholder meeting, the Company has set in place criteria, steps and consideration guidelines for granting to minor shareholders the right to propose agendas and/or nominate persons to be appointed as company directors in advance for the Company's board of directors to consider setting general shareholder meeting agendas to give shareholders the opportunity to participate in overseeing the Company and selecting suitably qualified persons who can perform duties effectively for the best interest of shareholders and all stakeholders.

### Proxy Appointments

In order to protect the rights of shareholders who are unable to attend annual general shareholder meetings in person, shareholders have the right to appoint proxies by having other persons or one of all of the Company's independent directors attending the meeting, which company lists in the proxy appointment letter according to the form specified by the Ministry of Commerce, to unconditionally attend meetings and vote on behalf of shareholders.

### Contact Information for Stakeholders

The Company gives importance to communication with all stakeholders in order to share information and listen to their opinions and suggestions for mutual benefits. In case of any unfair treatment by the Company, the stakeholders may contact the Company as follows:

1. Company secretary E-mail : [secretary@interlinktelecom.co.th](mailto:secretary@interlinktelecom.co.th)  
Tel : 0 2666 2222 ext. 8012 Fax : 0 2666 2299
2. Investor Relations Division E-mail : [ir@interlinktelecom.co.th](mailto:ir@interlinktelecom.co.th)
3. Chairman of the Audit Committee Mrs. Kesara Manchusree  
E-mail : [m.kesara@interlinktelecom.co.th](mailto:m.kesara@interlinktelecom.co.th)
4. Website : [www.interlinktelecom.co.th](http://www.interlinktelecom.co.th)
5. Mailing : 48/66 Soi Rung-Reung Ratchadapisek Road,  
Samsennok, Huay Khwang, Bangkok 10310

The Company's secretary will be responsible for receiving any document sent to the Board of Directors and then submitting to the Sub-Committees or related directors. Other duties are to summarize suggestions and issues to propose to the Board of Directors on a quarterly basis. Any e-mail sent to the Chairman of the Audit Committee Email: [m.kesara@interlinktelecom.co.th](mailto:m.kesara@interlinktelecom.co.th) will be opened by the Chairman.

▶ In 2024, there was no complaint.

For more information on “Engagement and Communication with shareholders” visit the Company's Website, Investor Relations, and the Corporate Governance Principles: <http://ir.interlinktelecom.co.th/corporate-policy.php>

### Related Transaction Policy

The Board of Directors sets the Connected Transactions Policy, regulations, consideration and approval process list as well as the information disclosure to be following the rules and notifications of the Stock Exchange of Thailand regarding the disclosure of information and the company operations, listed on the connected transaction as follows

“**Connected Transaction**” means any transaction between a listed company or a subsidiary and the listed company's connected persons, or any transaction between a subsidiary and its connected persons.

“**Decision to enter into a transaction**” means entering or a decision to enter any contract or agreement, whether direct or indirect, to cause an acquisition or disposition of assets, leasing or renting asset, an offer or a receipt of service, an offer or a receipt of financial assistance and issuance of new securities, including to create rights or waiver of such right to do the same.

“**Connected person**” means the following:

1. The management, major shareholders, controlling persons or persons to be nominated as the management or controlling persons of a listed company or a subsidiary including related persons and close relatives of such persons.
2. Any juristic person having a major shareholder or a controlling person as the following persons of a listed company or a subsidiary:
  - 1) the management
  - 2) major shareholder
  - 3) controlling person
  - 4) person to be nominated as the management or a controlling person
  - 5) related persons and close relatives of persons from 1) to 4)
3. Any person whose behavior can be indicated as a representative or under major influence of persons from (1) to (2) when making the decision, determining policy, handling management or operation: or other persons the SET deems as having the same manner.

**“Management”** means managers and the next four management levels succeeding the manager position, including all individuals at the equivalent position to the fourth holding management level and all individuals in management positions of accounting or finance departments at the manager level upward or equal.

**“Major Shareholder”** means a shareholder who directly or indirectly holds shares in any juristic person in a total amount exceeding 10 percent of the paid-up capital of that juristic person. Such shareholding shall also include the shares held by related persons.

**“Controlling persons”** means a shareholder or other persons that influence the determination of management policies or operations of the company significantly whether the mentioned influence comes from being a shareholder or authorized under the contract or whatever else.

**“Related person”** means persons under Section 258 (1) to (7) of the Securities and Exchange Act, A.D. 1992.

1. Spouses of the person.

2. Underage children of the person.

3. Ordinary partnership in which the mentioned person or person under 1) or 2) is a partner.

4. A limited partnership in which the mentioned person or person under 1) or 2) is a partnership type unlimited liability or being a partner limited liability for shares in an amount exceeding thirty percent of the shares of all limited partnership.

5. Limited companies or public limited companies in which the mentioned persons or persons under 1) or 2) or partnerships under 3) or 4) hold shares in aggregate sold shares of more than thirty percent of all that company.

6. Limited companies or public limited companies in which the mentioned persons or persons under 1) or 2) or a partnership under 3) or 4) or a company under 5) holds shares in an amount exceeding thirty percent of all sold shares for that company.

7. Juristic persons in which the persons under Section 246 and Section 247 can have management power as a representative of a juristic person.

**“Close relative”** means a person who has a blood relationship or by legal registration, as follows: parents, spouse, siblings and children, including spouses of children.

**“Big company”** means a company that holds shares in a listed company whether directly or indirectly more than fifty percent of the paid-up capital of listed companies.

**“Subsidiary company”** means a company which the registered company holds shares Whether directly or indirectly more than fifty percent of the paid-up capital of that company

**“Affiliate”** means the parent company, subsidiary company and a subsidiary company of the subsidiary company mutatis mutandis

**“Associated Company”** means a company in which the registered company holds shares whether direct or indirectly more than twenty percent but not more than fifty percent of the paid-up of the company’s capital.

**“Shareholders with interests”** means those who have received benefits or lost benefits.

**“General trading conditions”** means trading conditions with fair prices and conditions that do not transfer benefits which includes trade terms with prices and the following conditions.

1. Prices and conditions that a registered company or a subsidiary company receives or for the general public.

2. Price and conditions that connected persons to the general public

3. Price and condition that a listed company can show that it is the price and condition that a business operator has in the same way for the general public.



## Ensure Disclosure and Financial Integrity

The Board of director concerns the disclosure of information because it affects to the decision of investor and stakeholder. Therefore, it is necessary to control and set measure for the information disclosure to compliance with the code of conduct. Anti-corruption policy applies with fair practice to employee, stakeholder as well as human right. It is including social and environment responsibility which related to reporting framework that accepted locally and internationally. The Company may disclose such information in its annual report with sufficient, sufficient, reliable, timely, and reflecting the actions that will lead to sustainable development in Thai and English. The Company will also disclose information through the SET Community Portal on the set website at the Stock Exchange of Thailand. The Board of Directors is committed to ensuring compliance with laws and regulations. 48/66, Soi Rung-Reung, Ratchadapisek Road, Samsennok, Huay Kwang, Bangkok, Tel. 02 666 2222 ext. 8012

1. The Company has invested relations to provide opportunities to ask questions about information that is not understood. Those interested can contact for more information at telephone number 02 666 2222 ext. 8012 or E-mail: [ir@interlink.co.th](mailto:ir@interlink.co.th).

2. The Company has published information on its website in Thai and English through the Website: <http://www.interlinktelecom.co.th>. At the same time, the Corporate Communications Agency is responsible for the distribution of the Company's operational information and results through various media to shareholders, investors, interested parties, etc. And other stakeholders have been informed thoroughly and in the time of the Company's information.

3. The Company has provided opportunities to provide better understanding of the current situation and transparency of financial data and quarterly and annual performance. Also, disclose information outside of the legal obligations.

4. The Company is offering investors, analysts and financial institutions the opportunity to visit, meet, and raise direct inquiries with senior executives on an equal and timely basis. The Company also issues press releases to journalists from time to time to provide financial information and other relevant information to investors, interested persons and the general public.

The board of director ensuring the disclosure of information which includes financial statement in annual report / 56-1 One Report can adequately reflect financial status and operating results. It also encourages the company to make a discussion and analysis of the management for the disclosure of financial statement every quarter. This is in order for investor to be informed and understand the changes that have occurred to the financial position and performance of the company to be better in each quarter apart from the number in financial statement. Moreover, the board of director monitored the adequacy of financial liquidity and the ability to pay debts.

If in case the company tend to cannot pay debt or the company has financial problems, the board of directors will follow up closely. The board will supervise the business operation with care and comply the disclosure requirement including publish information.

## 6.2 Code of Conduct

The Board of Directors has established the “Code of Conduct” since 2019 with a strong commitment to fair treatment of all interested parties. The Company shall have the right to conduct its business in a manner that is sustainable and sustainable.

The Company has established the Code of Conduct booklet which consists of the Business Conduct, the Ethics of the employees, the Code of Conduct of the Board of Directors, to ensure that all employees adhere to strict adherence and standards, must be studied and treated consistently. Both in writing and in acting in accordance with the Code of Conduct, which the Company considers to be the most valuable property of the Company, and is publicly announced on the Company’s website with guidelines to encourage compliance with the Code. The following are also followed:

- Code of Business Principles
- Investor Relations Code of Conduct
- Employee Conduct
- Board of Directors Code of Conduct
- Management Code of Ethics

For more information, please refer to the full version of “Code of Conduct” on the Company’s website Investor Relations, Corporate Governance on <https://ir.interlinktelecom.co.th/corporate-policy.php>

### Personnel Management Policy

#### Personnel Management and Development Policy

The Company realizes the importance of personnel which are significant resources and key factor for the Company’s success. The Company has determined the human resources strategy and policy focusing on enhancement of management effectiveness and personnel development appropriate for the Company’s business. Key factors taken into consideration include analysis on manpower demand for business expansion, competition and changes in conformity with the corporate policy, mission and culture as well as Key Performance Indicators (KPIs) and knowledge and competency of personal at all levels.

In response to the personnel management and development policy, the Company has defined the operation and human resources development plans and other personnel-related policies with a focus on the following matters:

#### 1. Development of Operational Performance

The Company provides personnel development for both main divisions and business support divisions. For main divisions, it provides training programs on practical and theoretical knowledge by experts to ensure that employees will have skills and ability in their specific functions and to review and provide supplementary specific skills. The key performance indicator is annually reviewed in conformity with the Company’s policy

#### 2. Development of Employee Potential

The Company believes that all employees have their own indefinite potential if they are given support and opportunity. Therefore, it provides all employees the opportunity to show their potential through the quality activities such as 5S activity, suggestion or long-term specific training programs.

#### 3. Retention of Potential Employees in the Company

The retention of potential employees in the company is to prepare them for succession in addition to technical competency development in areas that require expertise by developing an individual development plan to ensure that the potential employees who will be a key force in the Company’s business operations are cared for and developed. In this regard, the Company will consider their performance together with growth potential, strategic planning capability and leadership skills.

- The supervisor has a talk regularly plan the career path of the employees in order for employees to understand the process of growing up in various positions in their professional field.

- The company has assigned specific tasks or special projects to employees in the potential group. So that employees can use their knowledge and skills, not just normal work but still have the opportunity to work in other ways for enhance skills, knowledge and more abilities.

#### **4. Determination of Succession Plan**

The Company has begun planning for the succession plan, starting at the executive level, which take into account the skills and abilities of successor individually, how ready and where further development is needed, which will be developed individually in order to be able to develop as precisely as possible. The development and the career advancement are one of the most important factors that encourage employees to perform at full efficiency and grow their career along with the organization. This is a new career advancement system that helps employees to design the career advancement by themselves, depending on the career aspirations and the business needs of the Company. Also, the Company provides employees with opportunities for career advancement in a variety of ways, such as becoming a field expert or the supervisor, advancing in career into positions with higher responsibilities, or advancing in career in the same level but in a new or different field of work. Moreover, the employees can grow by gaining an increased scope of duties and responsibilities in their current position. All of these are the career advancement that the employees can choose by themselves.

#### **5. Quality Management System**

The company is committed to continuously improving work efficiency and quality by maintaining service quality with standards of quality management systems ISO9001: 2015 which the company has been certified by Management System Certification Institute (Thailand) : MASCI.

#### **6. Encourages the compliance with the code of conduct and monitor the operation**

The company established a “Code of conduct” for all employees to understand the rules, regulations, and code of conduct to be able to perform their duties properly and appropriately which all employees must understand and act a regular basis. Therefore, the company conducted the test in terms of understanding the code of ethics of the company after admission to the rules for orientation. Also, the company use the test results that obtained for evaluation to emphasize on empowering employees to understand and be aware of their own duties and responsibilities. To supporting corporate governance and take the test results obtained to consider and evaluate the performance of employees.

#### **The company has made various policies management related and personnel development as follows**

##### **• Occupational Health and Safety Welfare**

In addition to driving the culture of excellence, the Company places emphasis on ensuring the well-being of its employees, including occupational health and safety and strict compliance with labor-related laws and benefits. To promote good quality of life at all levels, in accordance with job conditions and social conditions, and to provide workers with safe and adequate equipment, facilities and work environment, other than benefits provided to them such as provident funds, Working expenses, overtime, work allowances, and working expenses, annual health check, uniforms, life insurance, accident and health insurance, cooperative saving, annual employment rate adjustment, bonus payment, training and social security. Organize a learning exchange to share knowledge with others, communicate useful information to employees through e-mail or social media, which is well received by employees.

We believe that occupational health and safety is important to our attention. We have clearly established our guidelines for protecting our personnel health and safety. In addition to social security and other benefits as required by law, including safety plan for the management of occupational health and environment in the office and outside of the office. Provide workers with quality protective equipment and provide regular training on safety, health and environmental requirements and management measures (Safety and environment) from the start of their job to reduce the risk of incidents and accidents. The Company also provides training to its contractors to educate them on fire safety, accident prevention, including first aid.

### • Information Security Policy

Interlink Telecom Public Company Limited (“Company”) has implemented data security in accordance with the data security management standard (ISO/IEC 27001) to maintain the confidentiality, accuracy, and usability of information. Therefore, the information security policy is established as follows:

1. The Company has the manual of Information Security Management System Framework that will support the operation of the employees to effectively implement the information security management.
2. The Company encourages the employees and the supervisors to recognize the importance of the information security.
3. The Company provided employees with necessary resources for their operations in order to effectively manage information security.
4. The Company supports and provide employees the rights to develop the implementation of information security management in the operating areas.
5. The information security management system framework and other polices related to the information security management system are communicated to all relevant employees in the Company.
6. The customers’ needs, the needs of interested parties, legal requirements, regulations or contractual obligations must be strictly implemented, if they are not contradicted to the business and the technical operation.
7. The information security management must be measured to ensure effective implementation.
8. The information security is considered to be one of the Company’s strategies.
9. The continuous improvement and development of the security management system is a part of the Company’s goals.
10. The Management shall implement the management review annually to improve the quality of service provided and the security management system.
11. The capacity plan must be planned and reviewed annually at least once a year to improve the quality of service in accordance with the objectives and agreements to ensure the service capacity is sufficient to meet the needs of business expansion.
12. The facilities provided in the Interlink Data Center shall be regularly maintained and the system maintenance requirements are established for the distributors to ensure that the system can provide the service as agreed efficiently.
13. The risk management shall be implemented in accordance with the data security standard to ensure that the risk management system of Interlink Data Center is properly assessed and controlled and able to achieve the goals set forth.
14. Interlink Data Center has designated the data security risk management in accordance with the data security risk management procedure as determined in PM-IDC-04 Risk Treatment Process.
15. Work measures have been established during the pandemic of Covid-19 for work continuity in accordance with the objectives of information security.
16. The data security policy shall be reviewed annually.

### • Environment Policy

The company has set up energy and environment conservation working group by having various activities to develop personnel in organization to become aware of energy saving and environmental care such as turning off lights and air conditioners during lunch breaks or when no need to use, use stairs instead of elevator and make campaign sign making in various locations to support saving water and using electricity within the organization.

- **Policy to prevent and solve drug problems in workplace.**

The company realizes the creating the standard of prevention and solving of drug problems in the organization. Because the company understand the harm of it especially the loss of human resources due to that cause. Therefore, the company has policy to prevent and solve this problem in workplace. This policy announced for all departments of the company. Employees must comply with the corporate governance guidelines of the company. In addition, all employees must understand and follow the policy in every stage of the operation.

- **Policy Non-Infringement of Intellectual Property or Copyright**

The Company has prepared the written policy of information technology system the Company has operational guidelines, for example, all employees are required to sign the memorandum of agreement on non-offence concerning computer and non-infringement of intellectual property. The Company has determined the policy of information technology system usage and inspected usage of software applications of employees to prevent any software which infringes copyright or unrelates to their functions. These are direct responsibilities of all executives and employees as well as contractors working on behalf of the Company.

- **5S Policy**

To improve working environment for orderliness, safety and hygiene and to promote and enhance operational effectiveness and desirable atmosphere as well as positive corporate image and employee engagement under the corporate culture. The Company has appointed the 5S working team to carry out related activities for continuous environment improvement. The 5S activities are part of the operations and help boost the corporate image and facilitate employees. The 5S activities are annually held.

- **Conflict of interest**

Board of Directors sets a policy regarding prevention of conflict of interest to ensure compliance with the Securities Act and the Stock Exchange of Thailand 1992 and related laws, such as creating connected transactions set policies for the directors, executive directors and executives to report the holding of the company's securities in every board meeting and must disclose any interests that may have conflicts of interest for the company. If any director or executive has an interest in the matters that the company will enter into the transaction, won't be able to participate in the approval processor requiring the directors, executives and employees who receive information, can't buy or sell the company's securities during 1 month before the financial statements are publicized, etc.

- **Conflict of Interest Policy**

The Board of Directors realizes the importance of prevention of conflict of interest. Therefore, it has determined the policy to oversee and manage any possible conflict of interest against the Company and its subsidiaries and related stakeholders such as the management, the committees or the shareholders, and to prevent any exploitation of assets, data and opportunity of the Company and any improper transaction with any person having relationship with the Company.

### The Use of Company Information Policy

Interlink Telecom Public Company Limited and its subsidiaries have policies and procedures to look after the directors, executives and employees in using the internal information of the company which has not been disclosed to the public for personal benefits as follows:

1. The company will provide knowledge to the company directors and executives regarding the duty to report the securities holding of the company by themselves, their spouses and children who have not yet become legal age to the Office of the Securities and Exchange Commission under Section 59 and penalties under Section 275 of the Securities and Exchange Act A.D. 1992 (including additional amendments), including the report of the acquisition or disposal of the company's securities by oneself spouse and underage children to the Office of the Securities and Exchange Commission under Section 246 and the regulations Penalties under Section 298 of the Securities and Exchange Act A.D. 1992 (including additional amendments)

2. The company requires that directors and executives of the company including spouses and underage children prepare and disclose reports Securities holding and reporting of changes in the company's securities holdings to the Office of the Securities and Exchange Commission under Section 59 and penalties under Section 275 of the Securities and Exchange Act A.D. 1992 (including additional amendments) and send copies of this report to the Company on the same day that the report is submitted to the Office of the Securities and Exchange Commission.

3. The company prohibits the directors, management and staffs of the company that has been informed of the company's internal information to use that information to make use of securities trading. The mentioned persons must not disclose such information to other persons who may use that information for the same benefit. Both the informant and the receiver of the information used may have to be guilty as specified by law, including the company is considered a disciplinary offense according to work regulations by considering the punishment as appropriate as the case, including a verbal warning, termination of employment warning, termination of employment by dismissal or resignation from the committee, depends on each case.

4. The company prohibits the directors, management and staff of the company or former directors, executives and employees who have resigned and disclose inside information or the secrets of the company as well as the confidential information of company's business partners that they have been aware of in performing his duties to outsiders. Although the disclosure of mentioned information will not cause damage to the company and the company's customers.

5. Directors, executives and employees of the company or former directors, executives, and employees are responsible for maintaining the confidentiality and/or the company's internal information and is responsible for using the company's internal information for the business of the company's benefit only, which is not against the Securities Act And the Stock Exchange of Thailand. Directors, management, and staff of the company have strictly prohibited the confidentiality and/or inside information of the company to use for other companies in which they are shareholders, directors, executives, employees and employees.

#### • Non-Discrimination Policy

The Company respects and strictly adheres to the principles and laws governing human rights. Thus, we value respect for human dignity, rights and freedoms and the equality of individuals in being vouched for or protected. All employees are protected under the Constitution of the Kingdom of Thailand and the Gender Equality Act, B.E. 2558 (2015), which protects against and prevents discrimination on the basis of sex. Moreover, we have measures to protect, remedy and receive complaints through various channels, and we respect differences in the culture, sex, ethnicity, nationality, education, belief and religion of each employee while simultaneously instilling consciousness in personnel from every work section to follow human rights principles and provide oversight to prevent rights violations, whether by thoughts or actions, and to prevent violations or disclosures or transfers of personal data such as personal background information, health information, work history or other personal information to other unrelated parties that might lead to damage to the owners of such information or other persons. In doing so, the Company has taken the following actions:

1. The Company allocates work seats without discrimination on the basis of sex, gender, age, ethnicity, religion, nationality or other attributes that are irrelevant to competency.
2. The workplace must be free of all forms of harassment and violations, regardless of whether they are sexual or not and verbal or not in nature, and this includes online violations and/or cyber bullying.
3. We create confidence that justice will be provided without discrimination in matters regarding remunerations, rights, benefits, work conditions and opportunities for professional development and advancement.
4. We have set in place clear measures and policies to prevent discrimination and violations in the workplace and other places that are related to work.
5. We provide training to all employees and have clear complaint mechanisms and/or channels for filing reports, which we regularly monitor.
6. We communicate the Company's non-discrimination policy to shareholders inside and outside the organization.

#### Investigations and Disciplinary Actions

The Company has a policy to not accept discrimination and violations of any form. In cases where discrimination and/or violations occur in the workplace or in the Company's processes, reports can be made to work supervisors, the Human Resources Department or the Internal Audit Department. In all cases, whistleblowers are protected under the Company's whistleblowing policy.

#### • Confidentiality of Information Policy

The Company has a policy to maintain the confidentiality of information about the Company and customers by taking actions securely and strictly. Accordingly, it is the duty of directors, executives and all employees to be responsible for this, especially regarding internal information that cannot be disclosed or should not be disclosed to the public, and all directors, executives and employees are required to not use internal information to seek gains (insider trading/dealing), nor use information to obtain personal benefits in the trading of company securities, which affects the business and stock value, to ensure equality and fairness for all stakeholders. Moreover, disclosure to business competitors of confidential information is strictly prohibited.

## 6.3 Anti-Corruption Policy

Interlink Telecom Company Limited and affiliates dedicated to conducting business in accordance good corporate governance and corporate governance principles, with a focus on anti-corruption. Including adhering to the principles of morality, morality, ethics, code of conduct and good governance. Transparent management and responsible to all stakeholders. In this regard, the company has specified guidelines for the proper conduct of the advisory committee, executive subcommittee, employees of the company in business ethics and employees ethics. Which is a part of the corporate governance of the company. For ensure that the company has a policy to specify guidelines, regulations, and channels of complaint to prevent corruption. Including decisions and conducting business that may be risk with corruption has been considered and implement by carefully. Therefore, has established a “Anti-Corruption Policy” in writing so as to be guideline for business operations.

### Purpose

1. To support the company, directors, consultants, sub-committee directors, executives and employees of the company in being uninvolved in any form of corruption.
2. To support the roles and participation of employees and stakeholders in anti-corruption.
3. To provide information and practice guidelines for directors, consultants, sub-committee directors, executives and employees of the company, including stakeholders, for encounters of or involvement with corruption.
4. To build confidence in stakeholders that the company truly has in place an anti-corruption policy and supports good corporate governance.

### Scope

This anti-corruption policy applies to directors, consultants, sub-committee directors, executives and employees in every agency of the company and subsidiaries and is meant for them to adhere to as a guideline in operating business. The company also encourages outside persons and organizations taking actions on behalf of the company to follow this policy.

### Definitions

- 1. Company** means Interlink Telecom Public Company Limited and subsidiaries.
- 2. Corruption** means bribery of any form through promises, gifts, assurances or acceptance of monies, assets or other inappropriate benefits involving government officials, government agencies, stakeholders or any persons performing their duties, whether directly or indirectly to cause the aforementioned persons to perform actions or refrain from performing actions in their duties in order to acquire or maintain inappropriate business gains.
- 3. The giving of gifts, welcoming service fees, accommodation fees, travel expenses and other expenses** means the giving of gifts, welcoming service fees, accommodation fees, travel expenses and other expenses that are not actions that impact the company’s performance but that comply with related laws and that they are done in the name of the company and not in the name of employees and are appropriate to the occasion such as during New Year, Songkran and Chinese New Year celebrations as part of normal custom and are done openly.
- 4. The giving of gifts, assets, bribes or other benefits** means the giving of gifts, assets, bribes or other benefits that are not actions that impact the company’s performance but that comply with related laws and are done in the name of the company and not the name of employees and are appropriate to the occasion such as during New Year, Songkran and Chinese New Year celebrations as part of normal custom and are done openly and that they are accepted due to necessity, inability to refuse or for the purpose of maintaining good business relations or for other reasons.
- 5. Charitable donations, donations for charity and financial assistance** means the donation of monies or items or other benefits for persons or juristic persons established for the purpose of providing public benefits to society without expecting remunerations or benefits from such activities.



**6. Political contributions** mean the offering of assistance, whether financially or in other forms, to political parties, politicians or politically-connected persons in order to acquire unlawful special rights, privileges or gains or business advantage.

**7. Facilitation payment** means a form of payment of giving of money to government employees in order to facilitate the performance of actions or speed up actions from normal procedures and such procedures do not require the discretion of government employees and are actions due to be performed as part of the duties of the government employees in question, including rights that juristic persons are already entitled to receive under the law, or in order to acquire business or business advantage.

**8. Welcoming service and accommodation banquets** mean expenses paid in organizing activities in order to establish good relations or, on occasion, to display social etiquette. Welcoming services and accommodation banquets may include accommodation expenses, transportation expenses, travel expenses or food and beverage expenses, etc., and these actions must not impact the decisions of actions or cause conflicts of interest.

**9. Conflict of interest** means any situation or action or activity in which the operators have personal interest or that of persons connected with them, whether by blood or by other ties, in a manner that affects the decisions or performance of duties in the position and responsibilities of said persons and that also impact the overall interest of the company and the situation might cause said persons to become biased in making transparent decisions.

**10. Hiring of government officials (revolving door)** means a situation in which public sector personnel work in the company in a manner that creates risk of corruption in the form of conflict of interest through a person holding roles in both organizations.

### Anti-Corruption Policy

Directors, executives and employees will not commit or accept any form of corruption either directly or indirectly. Which covers every business of the company in all categories and all related departments by the company. As well as providing reviews and regularly review the implementation of the anti-corruption policy.

### Responsibility

1. Board of Directors have duties and responsibilities in determining policy and supervise to have an efficient system to support anti-corruption and instill it into the culture of the organization. Board of directors responsible for giving advice recommendations for penalties and jointly find solutions to problem for the chief executive officer and executive committee.

2. The audit committee's duties and responsibilities as follows

2.1 To review the anti-corruption policy received from the executive committee to be suitable for the business model, its environment, its culture and present to the board of directors for the approval.

2.2 To review whether the change of the anti-corruption received from the executive committee is appropriate or not. Then it needs to be presented to the board of directors for approval.

2.3 To review and ensure that the financial report, the internal system control, the internal audit and the risk management system correspond appropriately with international standard, modern including with efficiency.

2.4 To perform the duties of reporting any clue in association with the corruption in the organization involved by it's officers and ensure any information received then propose to the board of directors for the punishment or revision.

3. The internal audit department's duties and responsibilities as follows

3.1 To review and consider the performance according to the internal audit plan goes correctly along with its policy to ensure that the control system is appropriate and enough to resist the fraud and corruption that may occur and report directly to the audit committee.

4. Chief executive and the executive committee's duties and responsibilities as follows
  - 4.1 To establish the system as well as the policy according to the anti-corruption issue including the policy's support.
  - 4.2 To communicate with the personnel in the organization and the relevant people to be aware of the anti-corruption policy.
  - 4.3 To review the suitability of the systems and measures including the anti-corruption policy to be appropriate according to the business changes and the legal requirements.
  - 4.4. To cooperate with the audit committee to investigate the fact as notified or any assignments received from the audit committee relating to the corruption by assigning the tasks to the management team that could help to figure out the fact.

### Practice Guidelines According to Anti-Corruption Policy

#### 1. Policy on the Acceptance-Giving of Gifts, Accommodation Banquets, Welcoming Services or Other Benefits

The company operates business according to good corporate governance principles and the Code of Conduct, is transparent and must treat all stakeholders from every sector in an equitable manner while avoiding actions that might lead to discrimination or conflicts of interest in order to comply with the anti-corruption policy. Thus, the company has specified a no-gift policy on the acceptance-giving of gifts, accommodation banquets, greeting services and other benefits in order to establish good standards for operating transparently and effectively to achieve sustainable growth.

##### Principles

The company's personnel must firmly commit to not accept or gift bribes or other benefits to outside parties, especially government officials. If it is proven that such activities have occurred, the company's personnel involved will be deemed to be in violation of the company's regulations and the law.

##### 1.1 Gifts, souvenirs or other benefits

1.1.1 Offering gifts or souvenirs by any occasion must be by the employee's code of ethics. For example, the limit price for Thailand is not more than 3,000 baht per person ruled by The National Counter Corruption Commission (NACC) and it should be provided in a form that helps to promote the company's image as follows:

1.1.1.1 Calendar or diary

1.1.1.2 Products used as public relations media

1.1.1.3 Royal project products, community products, charity or public interest products or products that support sustainable development.

1.1.2 Offering gifts or souvenirs should be applied by the same standard to prevent discrimination.

1.1.3 Avoid giving gifts, souvenirs, fees or other advantages to spouses, children, related persons of government officials, customers, business partners and the persons who are considered as a substitute.

1.1.4 Offering souvenirs as important business events such as the establishment day, the business contract signing day could be accepted if the gift's value does not exceed 3,000 baht and it must be approved by the chief executive or according to with the company's regulation.

##### 1.2 Accepting gifts, souvenirs or other benefits

1.2.1 The company's employees are banned from accepting gifts, souvenirs or other benefits and it's their responsibility to inform the outsiders about the policy too.

1.2.2 If it's in the necessary case to accept the gift that can not be returned, the company must appoint the responsible department to collect and donate them to others or the external organization for charity or public benefit or perform by the company's regulations except.

1.2.2.1 In case it is food with a less than the 1-month expiration date, this shall be up to the discretion of the supervisor who receives the gift.

1.2.2.2 In case it is a calendar or diary published for public relation purposes, the employee could own it.

1.2.2.3 In case you receive the gifts or souvenirs in the name of the organization to an organization such as signing a business contract could be accepted. So, these gifts and souvenirs must belong to the company.

### **1.3 Welcoming Services and Accommodation banquets**

1.3.1 Business accommodation banquets such as food and beverage accommodation banquets, accommodation through sports and other expenses directly related to business activity or as part of trade custom and provision of business knowledge and understanding are permissible, but expenses must be reasonable and not impact the work decisions of the persons receiving the welcoming services or accommodation banquets in a manner that might cause conflict of interest. For example, refrain from offering welcoming services and accommodation banquets during bidding projects, etc.

1.3.2 Welcoming services and accommodation banquets must be provided in the name of the company only, and evidence of spending showing the value, persons and agencies of the trade partners and employees of the company attending the accommodation banquets must be made available to permit verification.

### **1.4 Carry out CSR activities with government organizations or government officials.**

1.4.1 Organizing CSR with government organizations or government officials could be done appropriately on behalf of the company. Its objective must be corresponding with the company's CSR policy. Furthermore, there should be a process, clear evaluation proceeding through the company's regulations.

1.4.2 Organizing CSR or any activities on behalf of the company is forbidden if it involves supporting politics.

### **1.5 Accepting meeting proposals, meetings, training and business visits using business partner's budget**

1.5.1 Accepting meeting proposals, meetings, training and business visits using the business partner's budget can proceed if it follows the contract but it must not have another hidden tourism purpose.

1.5.2 Accepting meeting proposals, meetings, training and business visits using the business partner's budget if it's appropriate and beneficial for the company. It must be approved by the supervisor and the company's regulation. The company will not accept the proposal relating to the meetings or seminars for traveling without the knowledge transfer purpose.

### **1.6 Supporting traveling and other expenses for the government officials**

Supporting traveling and other expenses for the government officials can proceed appropriately along with the company's regulation.

### **1.7 Donations and Financial Assistance**

1.7.1 Charitable donations, whether in the form of financial assistance or others, such as the provision of knowledge or time, etc. can be made by the company as part of social benefit activities and public relations activities for boosting the company's positive image without any expected business returns and must be for charity and public benefit purposes.

1.7.2 Financial assistance, whether in monetary or cash-equivalent items, for activities or projects must be provided transparently with the company must always be named as the donor and must be provided through the approval process in line with the company's regulations with the certainty that said financial assistance will not be used for corruption. Financial assistance must be provided for the purpose of public relations, business promotion and enhancement of the company's positive image and can be provided in many forms such as sponsoring of cultural activities, social and environmental activities and educational and sports activities, etc.

1.7.3 Donating and supporting the government organization or government officials including the non-profit organization, the charity and other supports must be proceeded by the followed conditions:

1.7.3.1 It's a reliable organization and/or it's established legally.

1.7.3.2 All processes must be done on behalf of the company in a legal manner and according to the company's regulations.

1.7.3.3 Do not pay directly to the government officials or any person unless there is a clear description of the request of the support and there is written evidence.

1.7.3.4 There should be the monitoring step to ensure that the donation or the supports have been used for donation purposes or the company's personnel support. There should also understand the gifts and entertainment policy or other benefits.

1.7.4 Persons who request for the company to provide financial support, financial donations and financial assistance must perform the following actions:

1.7.4.1 The applying persons must present details of the request for spending for financial support, financial donations and financial assistance to a supervisor for consideration.

1.7.4.2 The supervisor of the applying person will review the request before submitting the proposal to an authorized person according to the regulations on approval authority.

1.7.4.3 The authorized person will consider the information about the financial support, financial donations and financial assistance to ensure confidence that the purpose of the financial support, financial donation and financial assistance follows the practice guidelines of the company before considering granting approval.

1.7.4.4 The applying person must present evidence of financial support, financial donation or financial assistance such as a thank you letter from the agency that received the financial support, financial donation or financial assistance, along with photographs or receipts, etc. to submit them to the accounting department as evidence to accompany accounting records after the financial support, financial donation or financial assistance is provided.

1.7.4.5 The accounting department will review the evidence of the financial support, financial donation or financial assistance. If the evidence provided by the applying person is insufficient, the applying person is to be notified in order to request for additional information or explanation. If it is proven that the financial support, financial donation or financial assistance does not follow the company's practice guidelines or is used as an excuse for corruption, the company will use the harshest measure to punish the wrongdoer.

## **1.8 Facilitation Fees**

The company has a policy prohibiting the payment of facilitation fees to government officials in every case, because the payment of facilitation fees to government officials creates a very high risk of them becoming bribery or unlawful expenses.

1.8.1 Company employees are prohibited from giving, requesting to give or to accept or provide facilitation fees or bribes either in asset form or other benefits to government officials in order to incentivize actions, inactions or delaying of actions in a manner that causes impacts on the company's operations.

1.8.2 Work contacts with the government must take place transparently and honestly and strictly comply with related laws.

## **1.9 Political Contributions**

The company has a policy prohibiting payment of funds, assets or other benefits to provide political support and assistance, and the company has no practice guidelines to provide any political contributions to political parties, politicians or politically-connected persons either directly or indirectly in order to acquire special privileges or illegitimate gains or commercial advantages, but this excludes employees' participation in political activities according to their rights and freedoms.

## **1.10 Conflict of Interest**

1.10.1 Directors, executives and employees are to avoid conducting transactions that are connected to themselves that might cause conflicts of interest with the company, and the performance of duties and the holding of their positions must not conflict with the company's interest, and all decisions they make that relate to the company's business activities must be for the best interest of the company.

1.10.2 Actions and decisions taken by directors, executives and employees on every level must be free from the influence of personal desires or those of persons connected to said directors, executives and employees, whether by blood or through other persons with particular acquaintanceship, and involve the use of fair and appropriate prices akin to transactions conducted with external persons, and when a decision or approval is required for transactions with potential conflict of interest, said transactions must be reported to a supervisor or a person involved in the approval and the persons with conflict of interest are to recuse themselves from involvement in the aforementioned transactions.

1.10.3 In the consideration of transaction that have or might have conflict of interest involving shareholders, directors, executives and other persons with potential conflict of interest, use clear practice guidelines with the confidence that the aforementioned transactions are conducted fairly, transparently and reasonably with correct and complete disclosure of information.

1.10.4 Directors and executives are required to report to the company about their interest and/or that of persons connected to them that is involved with the company's management, and this includes reporting their direct and indirect holding of company securities and following the specifications of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.

1.10.5 In cases where directors, executives, employees or their family members become involved or become shareholders in businesses that compete with the company's business or in businesses that might create conflict of interest with the company, these persons are to report to the board of directors in writing.

1.10.6 Employees on every level of the company must avoid becoming financially involved with and/or related to external parties in a manner that might cause the company to lose interest or that might cause conflict of interest or disrupt effective operation.

1.10.7 While working for the company and after losing employment status, directors, executives and employees must not disclose secret information of the company for the benefit of any person, whether it is electronic information, financial information, operational information, business information or information about the company's future plans or others.

### Government Employees Employment Policy

The company has a policy to comply with the constitution and the law by maintaining political neutrality and supporting company personnel to have the duties, rights and freedoms prescribed by constitutional laws and other related laws, and the company has no policy to provide assistance to or to become aligned with any political party or political group.

As a practice guideline, in the specification of the policy for the employment of government employees who might be hired to become directors, executives, employees or workers of the company or consultants of the company, the company has a process to select and approve employment and to specify remunerations and control processes to ensure that the hiring of government employees does not constitute a provision of any remuneration for the acquisition of any benefits or gains for the company in a manner that harms credibility and honesty in the performance of duties.

Accordingly, the company will not hire a government employee if the hiring of the particular government employee creates benefits or remunerations for the company.

**1. Operating Measures** to ensure that the hiring of government employees is governed by clear operating measures, control measures have been set to serve as operating guidelines as follows:

1.1 The selection and approval of employment and the specification of remunerations in the hiring of a government employee to hold position on the rank of department manager and below requires consideration to reason and necessity by the chief executive officer before the government employee can be hired.

1.2 The selection and approval of employment and the specification of remunerations in the hiring a government employee to hold the position of director or assistant chief executive officer or above requires careful consideration of the reasoning and importance by the Nomination and Remuneration Committee and a request must be submitted to the board of directors for approval.

1.3 The company will not hire a government employee if the hiring of the government employee produces gains or remunerations for the company.

1.4 Information about the hiring of government employees is disclosed in the company's annual report to ensure transparency.

1.5 Human resource employees are required to acknowledge the process for hiring government employees. If a government employee or local politician is to be hired for work, prior approval consideration is required and information has to be disclosed according to the aforementioned approval and reporting process.

### Human Resources Management

The company manages its human resources to support the anti-corruption policy effectively and prevent corruption in every form through adoption of the anti-corruption policy in the human resource management process.

## 1. Operating Measures

1.1 The company has established a human resource management process ranging from recruitment and selection of personnel to promotions, training and performance evaluations of employees and remunerations. Accordingly, supervisors on every level are required to communicate and develop understanding in employees about the anti-corruption policy in order to implement it in the business activities under their responsibility and control effective implementation.

1.2 The company has set in place a process for providing orientation to new employees to ensure that employees understand and have awareness about the anti-corruption policy and the company's expectations, including penalties in cases where employees fail to follow this policy.

1.3 The company has established a human resource management process to ensure fairness and protect employees who refuse or who report acts of corruption involving the company. As such, these employees will not be subjected to demotions, penalties or negative impacts, even if the aforementioned actions cause the company to lose business opportunity. The company has established channels for whistleblowing and for safely protecting whistleblowers for when employees wish to report information or clues or recommendations about how to comply with the anti-corruption policy.

### Whistleblowing and Complaints

The company provides channels for complaints, comments or suggestions from those who are affected from the company or from the performance of the management crew or the officers involving the illegal acts or failure to comply the company's rules and the acts considered fraud or corruption, please notify the company to conduct further investigation. Complaints and Whistleblowing.

### Place to Contact for Whistleblowing and Complaints

1. Company secretary E-mail : [secretary@interlinktelecom.co.th](mailto:secretary@interlinktelecom.co.th)  
Tel : 0 2666 2222 Ext. 8012 Fax : 0 2666 2299
2. Chairman of the Audit Committee Mrs.Kesara Manchusree E-mail : [m.kesara@interlinktelecom.co.th](mailto:m.kesara@interlinktelecom.co.th)
3. Website : [www.interlinktelecom.co.th](http://www.interlinktelecom.co.th)
4. E-mail : [info@interlinktelecom.co.th](mailto:info@interlinktelecom.co.th)
5. Mailing : Interlink Telecom Public Company Limited  
48/66 Soi Rung-Reung Ratchadapisek Road, Samsennok, Huay Khwang, Bangkok 10310

### Procedures for Receiving Complaints

The company has the following practices when receiving complaints

1. Upon receiving a clue or complaint, the internal audit supervisor will gather related preliminary information that convinced that corruption occurred and will report to the chief executive officer in order to consider the appointment of fact-finding committee involving the managing director and the internal audit supervisor and the appointment of a management level supervisor not related to the employee or process subjected to the complaint.

2. After the investigation is concluded, results are to be reported to the Audit Committee and the board of directors for acknowledgement and further instruction or specification of guidelines for appropriate corrective actions and consideration of penalties.

3. If a company director violates or fails to comply with this policy, the company will establish a fact-finding committee to investigate the facts related to the aforementioned actions. The fact-finding committee will consist of all of the company's independent directors, and, in cases where consideration in any fact-finding investigation involves the violation or non-compliance of this policy by an independent director, said independent director must be prohibited from being a member of the fact-finding committee established for that occasion. Furthermore, if it is proven that a director has violated or failed to comply with the policy, the fact-finding committee is to consider the appropriate penalties based on consideration of evidence and facts and the circumstances as appropriate to each case and to report the results of the investigation and consideration of penalties to the board of directors (excluding the director who violated or failed to comply with the anti-corruption policy) for further consideration. If the policy violation or non-compliance is a legal violation, also administer penalties according to the law.

### **Announcement of Conclusions to Whistleblowers and Complaint Filers, Information Collection and Corrections**

1. The internal audit supervisor or a person assigned to handle complaints are to report action outcomes to whistleblowers and complaint filers (if the whistleblowers and complaint filers stated an intention to receive a reply.)
2. The internal audit supervisor or person assigned to handle complaints is to record the outcomes of actions taken regarding complaints and maintain the confidentiality thereof and prepare whistleblowing statistics and report to the Audit Committee and the board of directors for acknowledgement.
3. Executives according to the chain of command of persons subjected to complaints must prepare corrective action plans and measures for preventing recurrence and report them to the Executive Committee.

### **Protection and Damage Compensation Measures for Whistleblowers, Complaint Filers or Persons Cooperating in Reports of Violations or Misconduct**

Whistleblowers and complaint filers and persons cooperating in fact-finding investigations are to receive protection and justice from reporting information or clues beneficial to the company in relations to cooperation and failure to comply with the law or regulations issued by the government, including violations or non-compliance to regulations, rules or code of ethics set by the company as follows:

1. Whistleblowers, complaint filers or persons giving cooperation can choose to not disclose their names if they deem that such disclosures might create risk for their safety or might lead to any damage. However, disclosing their names can allow the company to report outcomes to them or to provide damage compensation more conveniently and quickly.
2. The company shall deem related information to be confidential information and will disclose it only in necessary cases to persons in charge of resolving problems with consideration to the safety and damage of report filers and related persons.
3. In cases where the complaint filer perceives that he or she might be unsafe or that trouble or damage might occur, the complaint filer can request for the company to set appropriate protection measures. Otherwise, the company might specify protection measures for the complaint filer without requiring any request if the matter is deemed to be capable of leading to trouble or damage or loss of safety, and persons suffering from trouble and damage will also receive damage remediation according to an appropriate and fair process.
4. The company will not demote or punish or cause any negative impacts from refusal to engage in corruption, even if such an act causes the company to lose business opportunities.
5. The company will not punish or take legal actions against complaint filers or connected persons if said persons provide information out of honest intention, and this will be the case even if after the investigation it appears that the reported wrongdoing or violation did not occur.

### **Penalty**

The company has a policy to not demote, not punish and not cause negative impacts on employees who refuse to commit acts of corruption, even if their actions cause the company to lose business opportunity.

The executives, directors and employees of the company who fail to follow this policy or who remain idle in the presence of wrongdoing or who know that wrongdoing has occurred but do not report to the company are liable to disciplinary penalties if their wrongdoing is severe. Such employees might be considered for termination of employment according to the company's work regulations or the regulations, announcements and orders stipulated by the company. Furthermore, if the wrongdoing is a legal violation, the company will consider taking actions in line with the related laws.

The company might consider terminating the employment of external parties who take actions in the name of the company in violation of this policy or who remain idle to the presence of wrongdoing or who know about wrongdoing but do not report it to the company or who cause misunderstandings, obstruct or do not cooperate with investigations.

### Communication or Dissemination of the Policy in the Organization and Among External Parties

1. The company provides orientation, training and seminars related to the anti-corruption policy to the directors, executives and employees of the company for their acknowledgement and appropriate implementation.

2. The company communicates and disseminates the anti-corruption policy and channels for whistleblowing or filing complaints as well as penalties according to the anti-corruption policy among persons inside the company for their acknowledgement through many channels such as announcements posted on announcement boards, the company's email and website, etc. to ensure that every company employees understands, accepts and follows the anti-corruption policy.

3. The company communicates and disseminates the anti-corruption policy and channels for whistleblowing and filing complaints to the public, subsidiaries, related business trade partners and stakeholders through various channels such as the company's website, annual reports, etc. to develop understanding and support firm commitments to the standards for social responsibility in anti-corruption in the same manner as the company.

4. The company prepares documents to inform all customers and trade partners about the company's policy and practice guidelines against every form of corruption.

For more information, please refer to the full version of "Anti-Corruption Policy" on the Company's website

**Investor Relations, Corporate Governance on <https://ir.interlinktelecom.co.th/corporate-policy.php>**



## 6.4 Significant Changes and Developments of Corporate Governance Policy, Practices and System in Previous Year

The Company's Board of Directors has reviewed the Company good corporate governance practices annually, and also monitored the development of good corporate governance and good practices to analyze and apply to the Company's business operations. Major developments in 2024 are as follows:

- The Company received the Quality Assessment of the Annual General Meeting of Shareholders for 2024 (AGM), with a total of 100 points for the 4th consecutive year from the Thai Investor Relations Association.
- The Company has received a rating on the 5-Star Excellence Award, which was held in the 2024 Thailand Corporate Governance Survey (CGR) for the 4th consecutive year from the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand.
- The Company received an SET ESG Rating of "A" in 2024. Previously known as the Thailand Sustainability Investment (THSI) project this was the 5<sup>th</sup> consecutive year for the Company to receive this rating, which was organized by the Stock Exchange of Thailand. ITEL was 1 of 288 listed companies who passed the listed stock evaluation in information technology and communication. This reflects a robust strategy in disclosing sustainability performance, aimed at enhancing confidence in the business among investors and all stakeholders.
- The annual general shareholder meeting of 2024 was held during the Coronavirus 2019 pandemic (Covid-19) in line with the guidelines set by the government. The Company held the meeting in the hybrid format (physical and E-AGM) according to the criteria specified by laws related to meetings in the normal format and electronic meetings to provide convenience in attending the meeting.
- Conduct the Company's electronic committee meeting to ensure compliance with the Company's Board of Directors meeting during the outbreak of the 2019 virus outbreak (Covid-19).
- Review the implementation of good corporate governance principles for the 2017 listed companies in compliance with the Company's business, and determine additional practices that the Company should take to make improvements to the Company's circumstances.
- The Board of Directors shall have an assessment of the performance of the Board of Directors.

### Compliance with Corporate Governance Principles under CG Code 2017

In 2022, the Board of Directors has reviewed and applied the CG Code 2017 to the Company's business to a large extent as deemed appropriate. Any issue which has yet been implemented is clarified in the Board's resolution as follows:

Principle/Best Practices under CG Code	Reason/Measure of the Company
1. The Board of Directors should comprise more than 50% of independent directors.	The Board of Directors comprises less than 50% of independent directors. However, the Board of Directors determines that each independent director has knowledge and ability and is able to independently perform duties. This is appropriate for the organization scale.

In 2024, there was no corruption or immoral act and none of non-executives resigned due to the Company's corporate governance. In addition, there was no incident concerning the Company's negative reputation.

## 6.5 Supplier Code of Conduct

Interlink Telecom Public Company Limited aims to support “Supplier” who are main stakeholders. Adhere to ethical business practices in order to create sustainable growth. In order that partners of the company have to adhere to as a common practice.

The company is committed to conducting business in accordance to the operational guidelines with the laws, rules and regulations related to business operations by establishing the supplier code of conduct. For executives and employees to use as guidelines for their work and perform duties with honesty transparent adhere to morals, giving importance to partners, being socially responsible and do not infringing intellectual property rights or copyrights of others. The company arranges for action Consists of the following details.

1. Business ethics
2. Labor and human rights principles
3. Responsibility for safety Occupational health and environment
4. Responsibility to communities and society
5. Complaint

### Scope

The term “partner” or “supplier” under the Supplier Code of Conduct includes “Partners” with agreements in conducting business with the company Interlink Telecom Public Company Limited. This guideline is enforced concrete.

### Policy of business ethics

The Company operates the business with the realization of stakeholders’ rights, whether they are established by law or by mutual agreements including good relationship and cooperation are important factor that will help promote the company to grow sustainably, building a competitive edge to contribute to the long-term success of the company. Therefore, the board of directors has set policies as follows:

1. Promoting processes for strengthening relationships and cooperation between companies with stakeholders.
2. Adherence to the concept of the company’s business operation with transparency and taking into account the roles of all groups of stakeholders including policies to care for the environment and community society.
3. Providing communication channels for stakeholders in making inquiries, reporting complaints or concerns through the following channels.

-Searching for information can check from the website of the company-In case of doubts on financial reports can contact the investor relations department by phone number 0 2666 2222 ext. 8012.

-In case of reporting complaints, the company secretary can be informed by email: [secretary@interlinktelecom.co.th](mailto:secretary@interlinktelecom.co.th) to report to the chairman of the audit committee or the designated person to investigate / resolve the problem as appropriate. The company has measures to keep the information received confidential and protect the informants.

Board of Directors have a commitment to protect partner (supplier) from the risks of business operations arising from legal issues relevant regulations and requirements including the risk of interruption in business operation.

## Measures and Guidelines

### 1. Business Ethics

Interlink Telecom Public Company Limited aims to support “partners” who are main stakeholders. Adhere to ethical business practices in order to create sustainable growth. In order that partners of the company have to adhere to as a common practice.

1.1 Compliance of rules : Business partners of the company must conduct business. By following the law including rules that apply to business operations and the necessary licenses at that location.

1.2 Corruption : If any trading partner is involved in paying or receiving a bribe, the contract will be terminated. The company will not be responsible for any damage to the partners due to cancellation of contracts and partners may be prosecuted in accordance with the law.

1.3 Gift or rewards : The company will not give or receive gifts, prizes, or souvenirs, which will affect the operational decisions or causing unfair benefits.

1.4 Conflict of interest : Business partners must notify the company know if there are any actions that are in conflict of interest with management, employees and personnel in the company with partners.

1.5 Confidentiality : Company partners must have a process to prevent the confidential information of the company.

1.6 Disclosure : The partners of Company must keep the information correctly and open the information in business, environment, social activities, and structure including the performance in accordance with the law.

1.7 Business Integrity : Partners of Company must conduct business in strict accordance with ethics, without corruption, bribery or illegal operations.

1.8 Respect Intellectual Property : Partners of Company must respect and be careful violate the intellectual property of others. Do not distribute without permission or use for the benefit of any person.

### 2. Labor and Human Rights Principles

Partners must conduct business by adhering to respect for human rights in accordance with international principles, as they are important principles and fundamental rights that individuals should be protected.

Partners must treat their employees equally. Do not discriminate because of differences in physical, mental, ethnic, nationality, religion, gender, age, political affiliation, sexual orientation any membership.

#### **Labor protection**

Partners must not use child labor under the legal threshold. If child labor is used. Must provide child labor protection as required by law in all respects and can be inspected. Must not allow female employees to work in a way that may be harmful to health or safety if the employee is a pregnant woman, the protection and benefits are required by law. If hiring foreign workers suppliers must fully comply with the law.

#### **Non-forced labor**

Partners must use labor in consideration of human dignity and must not use labor in a manner that is coercion, detention or violation of rights. Violations of human trafficking and must not enforce the use of labor that is not suitable for physical conditions including the use of violence in all forms.

#### **Salary**

Company partners have to pay overtime, pay holiday and pay including benefits that employees should receive according to the law and the rate not lower than required by law.

#### **Working period**

Partners must not allow employees to work longer than the law. However, overtime or holiday work must be voluntary and must provide employees with holidays that not less than the rate required by law.

### 3. Responsibility for Safety, Occupational Health and The Environment

Business partners have to pay attention and comply with laws, rules, regulations, policies and safety guidelines occupational health and environment strictly and jointly monitor together.

3.1 Safe working environment : Must manage and maintain a safe working environment for life and property relating to various infrastructure issues, safety and hygiene management systems Including preparation for emergency disaster.

3.2 Personal safety : Risks must be assessed both before and during the operation. In terms of personnel readiness and provide adequate and appropriate personal protective equipment in order to allow all parties involved to be safe at work.

3.3 Environmental protection : Must operate with care in protecting the environment. Using natural resources for maximum benefit and must have the least impact on the community and environment. Control pollution caused by various operational processes related before releasing into the outside environment.

3.3.1 Environmental management throughout the service life cycle : The partners of the Company are committed to increasing energy efficiency and reducing the amount of emissions throughout the service life cycle.

3.3.2 Waste and Hazardous Waste : Suppliers of the Company must identify and control waste and hazardous wastes caused by related operations before being released to environment.

3.4 Water pollution : Partners of the Company must monitor and control the quality of waste water from operations and sanitation systems before releasing into environment.

3.5 Climate change : Partners of the Company must monitor and control and treat waste discharge and produce products from the production process before being released into environment. To reduce greenhouse gases through various mechanisms.

3.6 Environmental Management : Partners of the Company must have an environmental management system. That is in accordance with the laws, regulations, and can lead to continuous development for effective operations.

### 4. Responsibility to Communities and Society

Business partners should conduct their business with due regard for their impacts on communities and society. And respect a culture, local traditions including cooperation with community and participate in development societies according in opportunities.

4.1 Community involvement : Partners of the company must establish and maintain community involvement in order to maintain effectiveness in building and strengthening relationships in the operational area.

4.2 Impact on the community : The partners of the company must systematically assess and control the environmental impacts that may occur from operations in the surrounding communities.

### Complaints and Whistleblowing

Interlink Telecom Public Company Limited gives opportunity to company partners jointly monitor and provide information, clues or complaints when witnessing an act of corruption. Non-compliance with laws, rules, regulations and ethics of trade partners can making complaint or giving a clue to the recipient of the complaint through the specified channels in accordance with the process specified by the company. Defined in the guideline on complaints or notification contains false information or bullying considered as a violation of the code of business partners.

When seeing the situation with violation or failing to comply with the code of conduct including actions that related to the corruption or illegal, please send the question or complaint to the following people.

1. Managing Director
2. Supervisor that you trust at all levels.
3. Director of internal audit department.
4. Board of director.

### Complaints and Whistleblowing Address

Company Secretary  
Interlink Telecom Public Company Limited  
48/66 Soi Rung-Reung  
Ratchadapisek Road, Samsennok,  
Huay Khwang, Bangkok 10310  
E-mail : secretary@interlinktelecom.co.th  
Phone : 0 2666 2222 Ext. 8012  
Fax : 0 2666 2299

or Chairman of the Audit Committee  
Mrs.Kesara Manchusree  
E-mail : m.kesara@interlinktelecom.co.th

### Complaints Procedures

The company has the following guideline for action when receiving complaints as follow:

1. When the company receives the hint pr complaint, the recipient will consider and appoint a person that responsible for the complaint as appropriate. So, that person will a moderator carrying out relevant fact, investigate and consider making offenses related to violation or non-compliance with the code of conduct. In the case that the accused is a director of the company, the person who responsible for the complaint must file for the audit committee to determine the fault.

2. Present to the Chief Executive Officer to appoint an investigation committee consisting of expert with appropriate and fair knowledge to investigate the fact of the complaint.

3. The investigation committee is collecting information that related to complaint by interview and/or document verification.

4. The investigation committee performs the processing and judge the fact to determine procedure and appropriate management method.

5. The investigation committee arranged corrective measures and mitigate the damage to the affected person. Considering all the damage and report the result to the Chief Executive Officer for reporting to board of director for acknowledgment.

6. the investigation committee reports the results to the complainant. If the complainant disclose himself or herself.

### Protection and Confidentiality of Complainant.

The company considers the privacy and safety of the complainants who could choose to anonymous, if the disclosure considered to be unsafe or damage of any kind or those who cooperate in the investigation will be covered. Also, the fairness from providing information that are beneficial to the company in terms of corruption as well as the failure to comply with laws or regulation issued by government agencies including the violation or compliance with rules, regulations, or the code of conduct of the company as defined as follows:

1. The complainant can be anonymous if the disclosure considered to be unsafe or damage. But if there is a self-disclosure, the company will be able to report the results for acknowledgment or mitigate the damage conveniently and quickly.

2. The company considers all related information confidential. Also, it will disclose if necessary, to the person responsible for resolving the problem. The company concerns the safety and damage of the person concerned.

3. In case that the complainants believes that it is insecure, and it may cause some trouble. The complainants can request the company to prescribe the protection measure to support them without requesting if it tends to damage or insecure. The person who suffered damage will be alleviated by appropriate and fair procedures.

## 6.6 Relationship with Investors

The Investor Relations Department of the Company is the center for public relations and disclosure the important information of the company for analysts and support decision of investors. The mission is create confidence and understanding with business of the company to investors and reflect appropriately value of the company.

This is for transparent and credibility operation of the company to investors. The Investor Relations Department has specify disclosure a policy and investor relations ethics. Which has an essence following:

### Information Disclosure Policy and Investor Relation Ethics.

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#### Disclosure of information transparently and fairly.

1. Disclose information in accordance with relevant laws and regulations.
2. Disclose important information for investment decisions correctly, sufficiently, on time and on a regular basis.
3. Treat all investors and analysts fairly and equally in accessing information without discrimination.

#### Preventing the use of internal information.

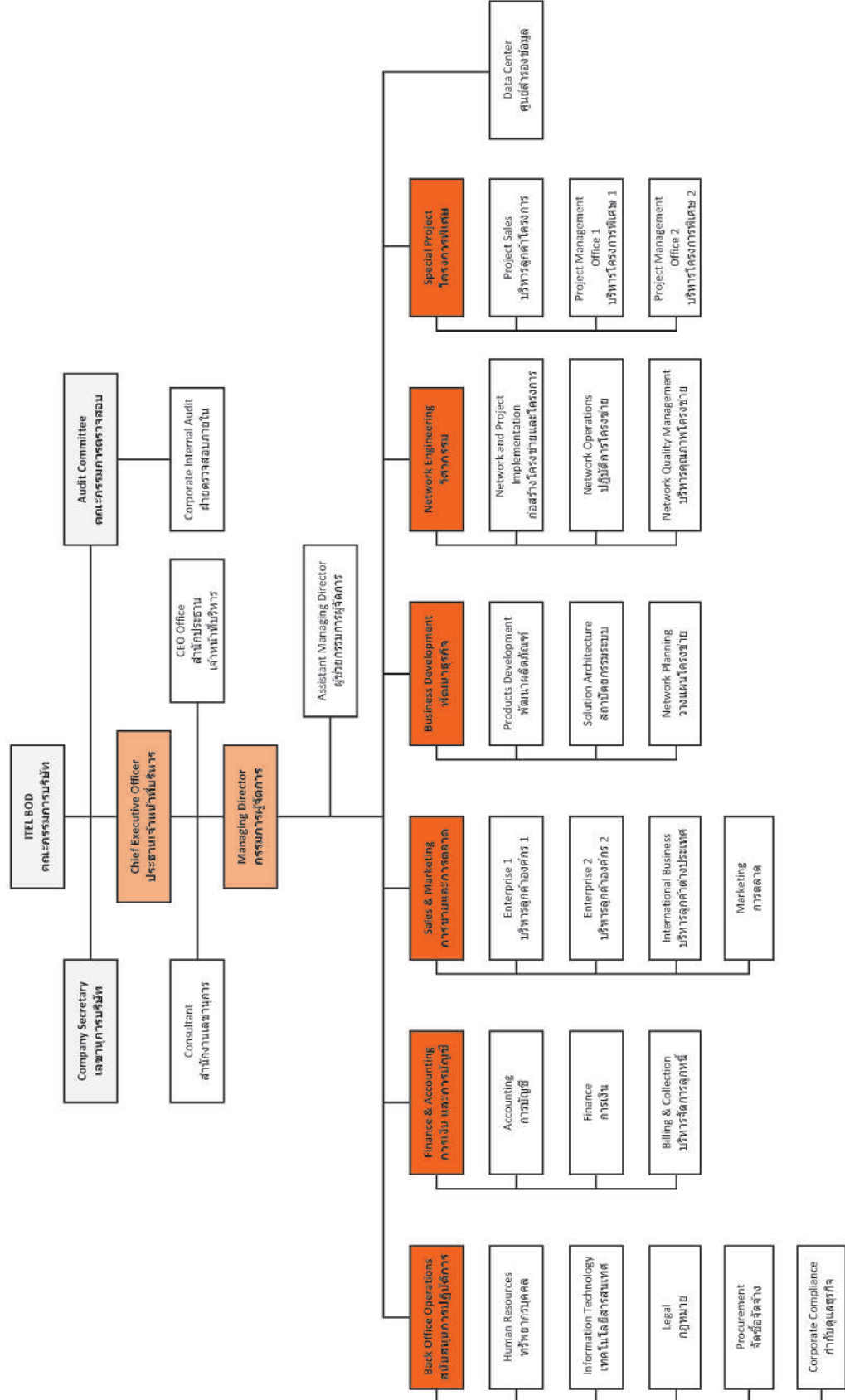
1. Do not disclose or notify confidential information or inside information to anyone before disclosure to the public throughout the Stock Exchange of Thailand.
  2. Specify period to suspend the meeting or answer any questions about operating result (Silent Period) for 1 month before announcing the result of every quarter.
  3. Prohibiting executives and employees that may have known or access the company's inside information, purchase, and transfer or receive securities of the company during 30 days before the company announce the quarterly results.
  4. Specify executives and employees that may have known or access the company's inside information must prepare a report on the holding of the company's securities, spouse, children, and a person who live together including report changes of securities holding within 3 working days.
- 

The company arranges disclosure and communication of important information in Thai and English version that is 56-1 One Report quarterly earnings reports and press releases. By allocating disclosure in many channels for the convenience to investors. Such as on [www.interlinktelecom.co.th/th/ir/index.ph](http://www.interlinktelecom.co.th/th/ir/index.ph), attend Opportunity Day of the Stock Exchange of Thailand. Arranging meetings and traveling to meet domestic and foreign investors. Which the senior management have pay attention to meeting investors regularly. Including e-mail channel. Investors and analysts and contact the investor relations officers directly via telephone number 0 2666 2222 ext. 8012 or email [ir@interlinktelecom.co.th](mailto:ir@interlinktelecom.co.th)

# 7. Corporate Governance Structure and Key Information on the Committees, Sub-committees, Executives, Employees and Others

## 7.1 Corporate Governance Structure

Interlink Telecom Organization Chart



## 7.2 Information on the Committees

The Board of Directors consists of directors with diverse qualifications in terms of skills, experience, ability and specific characteristics as well as gender and age needed to achieve the objectives and main goals of the organization with details as follows.

Corporate Governance Structure of Interlink telecom Public Company Limited consists of the following committees:

1. Board of Directors
2. There are 4 sub-committees as follows:
  - 1) Audit Committee
  - 2) Risk Management Committee
  - 3) Nomination and Remuneration Committee
  - 4) Corporate Governance Committee
3. Executive Committee

### Positions of the Committees in 2024 (as of 31<sup>st</sup> December 2024)

Profiles of each director appear in Enclosure 1

Name-Surname	Positions
1. Mr.Pakorn Malakul Na Ayudhya	Chairman and Independent Director
2. Mrs.Kesara Manchusree	Chairman of the Audit Committee and Independent Director
3. Mr.Sombat Anuntarumporn	Vice Chairman (Authorized Director)
4. Dr.Chalida Anuntarumporn	Director (Authorized Director) and Corporate Governance Committee Member
5. Gen.Ponpipat Benyasri	Independent Director and Chairman of the Risk Management Committee/ Audit Committee Member/ Nomination and Remuneration Committee Member/ Corporate Governance Committee Member
6. Mr.Amnuay Preemonwong	Independent Director and Chairman of the Corporate Governance Committee/ Risk Management Committee/ Nomination and Remuneration Committee/ Audit Committee
7. Mr.Suwichan Nilanan	Director, Risk Management Committee Member, and Nomination and Remuneration Committee Member
8. Mr.Suwat Punnachaiya	Director and Chairman of the Nomination and Remuneration Committee/ Risk Management Committee Member
9. Dr.Lillada Anuntarumporn	Director and Corporate Governance Committee Member
10. Dr.Nuttanai Anuntarumporn	Director (Authorized Director) and Risk Management Committee Member
11. Ms.Varisa Anuntarumporn	Director, Nomination and Remuneration Committee Member

Remark: Directors in No. 1, 2, 5, 6 are independent directors who are well-qualified according to the qualifications of independent director of the Company





### 7.2.1 Composition of the Board of Directors

1. The Board of Directors no need to be a shareholder of the company.
2. Board of Directors have to have the number as specified by the meeting of shareholders which must have at least 5 people but not more than 15 people and not less than half of the total number of directors must have residence in the Kingdom of Thailand.
3. The Board of Directors must consist of independent directors at least 1 in 3 of the total number of directors but must not be less than 3 people.

The Board of Directors select one of the directors to be the chairman of the board and may select the Vice Chairman and other positions as appropriate.

### Qualifications of the Board of Directors

1. Having knowledge, ability, honesty, ethics in conducting business and having sufficient time to devote knowledge and ability to perform duties for the company.
2. Having qualifications and not being under any of the prohibitions required by law and must not have characteristics that indicate lack of appropriateness to be entrusted to manage the business that has a public shareholder as according to The Securities and Exchange Commission, Thailand.
3. Not being a person or becoming a partner or directors in other juristic persons which operates in the same business and competition with the company. Regardless of doing for own benefit or others, unless notified to the shareholders' meeting before a resolution is made to appoint.
4. Independent directors must have qualifications relating to independence as determined by the company, must look after the interests of all shareholders equally and prevent conflicts of interest in addition, also able to attend the board meetings with independent opinions.

### Compensation

Nomination and Remuneration Committee has a duty to consider the policy and criteria for the remuneration of directors by considering the rate be suitable for the duties and responsibilities including comparing with industries of similar type and size in accordance with the business performance and the target success and present to the board of directors before proposing to the shareholders' meeting for approval.

### Election and tenure

1. the Nomination and Remuneration Committee shall be the recruiter who has the qualifications to hold the position of the Board of Directors to present such person to the Meeting of Shareholders for further consideration and approval of the election.
2. The Board of Directors shall elect the persons who are qualified to serve as directors. In the case where an election of directors is in place of office for other reasons other than the expiration of the term, the Board of Directors shall be able to elect persons who are fully qualified to serve as directors. In such case, the person who is a member shall remain in office for the remaining term of the members replaced by him.
3. In all annual ordinary shareholders meetings, the directors shall be out of office for a third of the total number of directors. If the number of directors cannot be directly divided into three sections, the number of directors shall be closest to the third part. Members who vacate office in the first year and year. Second, after registering the company, draw a label for the latter year, the director of the longest-holding office shall leave.

### Term of Office of the Board of Directors

The Company's Board of Directors require directors to hold a position for 3 years per term. The directors who vacate the office might be re-elected for another term, provided that the independent directors have a total term of office not exceeding 9 years, unless the Company's Board of Directors deem it appropriate that such persons should continue holding the position as the independent director of the Company for best benefits of the Company.

## Evaluation of the Board of Directors

Arrange for an assessment of the committee's performance group and individually.

1. Individual self-assessment. The secretary will send the evaluation form to the committee to assess their own performance and determine the return period to compile and process data and present to the Nomination and Remuneration Committee and the Board of Directors to be informed in February of next year.

2. Evaluation of committee by group. The secretary submits the assessment form to the Board of Directors to evaluate the efficiency when work together in the meeting to consider and review the performance results together on December.

## Meeting of the Board of Directors

1. Board meetings are held at least 6 times / year. Which the meeting date is determined in advance throughout the year and may have special meeting as necessary.

2. In making appointments for the Board meetings. The chairman of the board or the assigned person shall send a meeting invitation letter with details of the meeting to all directors at least 7 days before the meeting made the directors have sufficient time to study the information. Except in urgent cases can notify the meeting by other methods or set the meeting date earlier.

3. Directors with vested interests in any matter have no right to vote on that matter. And the interested directors shall leave the meeting during consideration for the meeting to debate, express opinions freely.

### 7.2.2 Information of the Board of Directors and individual regulatory authorities;

The Board of Directors consists of at least 5 members but not more than 11 persons, and the Board shall elect the members together to be Chairman and may elect the Vice-Chairman and other positions as appropriate. And not less than one-half of the total number of members shall have a residence in the Kingdom.

As of 31<sup>st</sup> December 2024, the Board of Directors consists of 11 directors as follows:

Name-Surname	Nationality	Position	Type of Director	Date of Initial Appointment
1. Mr.Pakorn Malakul Na Ayudhya	Thai	Chairman and Independent Director	Non- Executive	26 <sup>th</sup> Dec 2014
2. Mr.Sombat Anuntarporn	Thai	Vice Chairman	Non- Executive	3 <sup>rd</sup> Jan 2007
3. Mrs.Kesara Manchusree	Thai	Independent Director	Non- Executive	3 <sup>rd</sup> Jul 2018
4. Gen.Ponpipat Benyasri	Thai	Independent Director	Non- Executive	13 <sup>th</sup> Jul 2023
5. Mr.Amnuay Preemonwong	Thai	Independent Director	Non- Executive	24 <sup>th</sup> Feb 2024
6. Dr.Chalida Anuntarporn	Thai	Director	Non- Executive	3 <sup>rd</sup> Jan 2007
7. Dr.Lillada Anuntarporn	Thai	Director	Non- Executive	26 <sup>th</sup> Dec 2014
8. Ms.Varisa Anuntarporn	Thai	Director	Non- Executive	16 <sup>th</sup> Jan 2019
9. Dr.Nuttanai Anuntarporn	Thai	Director	Executive	16 <sup>th</sup> Oct 2012
10. Mr.Suwichan Nilanan	Thai	Director	Executive	26 <sup>th</sup> Dec 2014
11. Mr.Suwat Punnachaiya	Thai	Director	Executive	26 <sup>th</sup> Dec 2014

Mr.Sumit Jaroenpornpiti is the secretary company.

Note. The board of directors/shareholder meeting appointed a new director to replace a director who left office according to term and who resigned in 2024 as follows:

Person No. 5: Mr.Amnuay Preemonwong, to hold the position of an independent director, effective as of 24<sup>th</sup> February 2024, instead of Mr.Chavalit Chookajorn, who resigned effectively as of 19<sup>th</sup> January 2024 onward. (Accordingly, Mr.Amnuay Preemonwong was appointed to become the Chairman of the Risk Management Committee, an audit director, a nomination and remuneration director and a corporate governance director, effective as of 24<sup>th</sup> February 2024 onward.)

The information and history of the directors are contained in the "Attachment 1, details of the Executive Committee, the controlling authority, the person assigned the highest responsibility for the accounting and finance functions and the Corporate Secretary" and on the Company's website <http://ir.interlinktelecom.co.th/index.php>

### 7.2.3 Roles, Duties and Responsibilities of the Board of Directors

1. The Board of Directors has the duty and responsibility to manage the company to be in accordance with the laws, objectives, regulations of the company and resolutions of the shareholders' meeting that are lawful with honesty and carefully protect the interests of the company.

2. Organize an Annual General Meeting of shareholders within 4 months from the end of the company's accounting period.

3. Arrange for a board meeting at least 6 times/ year.

4. Prepare and be responsible for the preparation and disclosure of the financial statements to show the financial status. And the past year's operating results and present to the shareholders' meeting for consideration and approval.

5. Set goals, guidelines, policies, business plans and the company's budget. Monitoring and supervision. Manage of the management to be in accordance with the policies, plans and budgets with efficiency.

6. Set risk management policies and supervise the management comply with policies and report the results to the committee including providing a systematic and always review or assessment of the effectiveness of risk management.

7. Consider, review, and approve the business expansion plan of the large investment project. As well as the investment participation proposed by the management.

8. Prepare and be responsible for the annual report of the Board of Directors and disclosure of financial statements in order to show the financial status and operating results of the previous year in the annual report and present to the shareholders' meeting for consideration and approval.

9. Control and supervise management and operations of the company and subsidiaries to be in accordance with the specified policy, Securities and Stock Exchange Law, Announcement of the Capital Market Supervisory Board and regulations of the Stock Exchange of Thailand such as related transactions and acquisition or disposal of important assets that does not conflict with other laws including establishing sufficient and appropriate internal control systems and checklists.

10. Consider the management structure. Have authority to appoint the executive committee, chief executive officer and other sub-committees as appropriate. Including determining the scope of duties and responsibilities of the appointed person.

In this regard, the authorization must not enable the consideration and approval of transactions that may cause conflicts of interest with the company or subsidiaries except for approval of items that are in accordance with the policies and criteria considered and approved by the board.

11. To authorize one or more directors or any other person to perform any act on behalf of the board by under control and within the period that the board deems appropriate. The Board may cancel, withdraw, change or amend such authorization as appropriate.

In this regard, the authorization must not enable the consideration and approval of transactions that may cause conflicts of interest with the company or subsidiaries (As defined in the notification of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other notices of the relevant department) Except for approval of normal business transactions and in general trading conditions or in accordance with the policies and criteria approved by the board and the acquisition or distribution transaction the important assets of listed companies in accordance with the announcement of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other announcements of the relevant agencies.

#### Authorized Directors

Mr.Sombat Anuntarumporn or Mrs.Chalida Anuntarumporn or Mr.Nuttanai Anuntarumporn affixes signature and the Company's seal.

## 7.3 Information on the Sub-committees

There are 4 sub-committees as follows:

1. Audit Committee
2. Risk Management Committee
3. Nomination and Remuneration Committee
4. Corporate Governance Committee

### 1. Audit Committee

As of 31<sup>st</sup> December 2024, the Audit Committee consists of 3 independent committee members as follow:

Name-Surname	Position
1. Mrs.Kesara Manchusree	Chairman of the Audit Committee
2. Gen.Ponpipat Benyasri	Audit Committee
3. Mr.Amnuay Preemonwong	Audit Committee

Acting Sub Lt. Watcharin Wonghan Corporate Internal Audit Manager, is the Audit Committee's secretary.

**Remark:** 1. Mrs.Kesara Manchusree, Gen.Ponpipat Benyasri and Mr.Chavalit Chookajorn are well-qualified according to the composition prescribed in the Charter of the Audit Committee.

2. Mr.Amnuay Preemonwong holds the position of Audit Committee. Effective from 24<sup>th</sup> February 2024 (replacing the position of Mr.Chavalit Chookajorn who resigned from 19<sup>th</sup> January 2024)

In 2024, Mrs.Kesara Manchusree, Gen.Ponpipat Benyasri and Mr.Amnuay Preemonwong, the independent directors and the three audit committee members who possess adequate knowledge and experience, have performed an audit for reliability of the financial statements.

### The composition of the audit committee

1. The audit committee consists of directors which is at least 3 independent directors
2. The audit committee must consist of at least 1 audit committee that has knowledge of finance and accounting and sufficient experience to review financial statements.

### Qualifications of the Audit Committee

The Audit Committee must have all the qualifications in accordance with the rules and regulations of the Capital Market Supervisory Board and various regulatory agencies set up by the Audit Committee must have the following qualifications

1. Holds no more than 1 percent of the total voting shares of the company including main company, subsidiaries, associates, and juristic persons that may have conflicts of interest by including the shareholding of the related parties.

2. Not being or used to be a director who is involved in management, employees, staff, consultants that receive a regular salary or the person with power to control the company including main company, subsidiaries, associates, and juristic persons that may have conflicts of interest. Unless having resigned from the position for not less than 2 years before being appointed.

3. Never or have had a business relationship with the company including main company, subsidiaries, associates, and juristic persons that may have conflicts of interest in a manner that may obstruct his independent discretion and including neither being nor having ever been a major shareholder main company, subsidiaries, associates and juristic persons that may have conflicts of interest. Unless having resigned from the position for not less than 2 years before being appointed.

4. Not being or used to be an auditor of the company including main company, subsidiaries, associates and juristic persons that may have conflicts of interest and not a major shareholder, directors that not an independent director, executives or managing partners of the audit firm which has an audit of the company including main company, subsidiaries, associates, and juristic persons that may have conflicts of interest. Unless having resigned from the position for not less than 2 years before being appointed.

5. Not being or used to be a professional service provider of any kind which includes services that are legal or financial advisors which received service fees in excess of two million baht per year from the company including main company, subsidiaries, associates, and juristic persons that may have conflicts of interest.

However, in the case that the professional service provider, a juristic person, including major shareholders, directors who are not independent directors and executives or managing partners of those professional service providers as well. Unless having resigned from the position for not less than 2 years before being appointed.

6. Not having relationship in the form of father, mother, spouse, siblings and children including spouse of children with major shareholder management, the person with controlling power or the person who will be nominated as the executive or controlling person of the company or subsidiary.

7. Not being a director appointed to be a representative of the company major shareholder or shareholders who are related to the major shareholder of the company.

8. Not having any characteristics which make incapable of expressing independent opinions with the company's business affairs.

9. Not being a director assigned by the Board of Directors to decide on the operations of the main company, subsidiaries, associates, and juristic persons that may have conflicts of interest.

10. Not being a director of a company in the group (only being a listed company).

11. Have sufficient knowledge and experience to be able to perform duties as the audit committee. There is at least one audit with sufficient knowledge and experience to review the credibility of the financial statements.

#### **Scope of duties and responsibilities of the audit committee**

1. Review to ensure that the financial reports are accurate, complete, reliable and disclose sufficient information.

2. Review for the company has an internal control system, risk management system and sufficient internal audit systems appropriate and effective.

3. Review to ensure compliance with the good corporate governance policy and business ethics appropriate and effective.

4. Review for the company comply with the law on securities and stock exchange SET requirements or laws related to the company's business.

5. Consider, select, nominate and propose remuneration and terminating the company's auditor.

6. Consider the connected transaction to be in accordance with the law and regulations of the Stock Exchange of Thailand to ensure that reasonable and beneficial to the company.

7. Supervise the operations of the internal audit department by considering and approving the charter. Independence, including the scope and plan of the internal audit department.

8. Consider the appointment, transfer and termination of the internal audit chief, including assessing the performance of the internal audit chief.

9. Consider and review the audit results and recommendations of the auditor and the internal audit plan. Including follow up to ensure that the management has implemented recommendations efficiently and within a reasonable time.

10. The audit committee can invite executives or employees who involved to report or presenting information or join the meeting or sending documents as deemed relevant and necessary.

11. Review and amend the audit committee charter as necessary to modernize and suitable for the organization's environment and presented to the Board of Directors approve.

12. Prepare a report which contains data and the opinions of the audit committee in various fields as disclosed in the annual report of the company. The report must be signed by the chairman of the audit committee.

13. To perform other duties as assigned by the Board of Directors with the approval of the audit committee. In this regard, management has a duty to report or present relevant information and documents to the Audit Committee in order to support the operations to achieve their assigned duties.

### Term of the Audit Committee

The Audit Committee has a term of 3 years. If the position becomes vacant for any reason other than the expiration of term, The Board of Directors appointing a qualified person be a member of this position to complete the number as specified and will work only in remaining term of whom he replaces.

### Audit Committee Meeting

1. The audit committee has arranged or meeting as deemed appropriate at least 4 times a year. And has the power to call for additional meetings as necessary and the quorum consists of not less than half of the members of the audit committee.

2. All directors should attend every meeting. Except if it necessary to notify the chairman of the audit committee at least 3 days in advance.

3. The chairman of the audit committee shall be the chairman of the meeting. If the Chairman is not present at the meeting, the audit committee members that present at the meeting shall elect one of the audit committee members to be the chairman.

4. Meetings specifically with management or the internal auditor or the auditor must be held regularly at least once a year.

5. The resolution of the audit committee can be made by majority votes. The member of the audit committee who has an interest in consideration of the matter, must not participate in expressing their opinions and voting on that matter. If the votes are equal, the chair of the meeting shall have an additional casting vote.

6. Sending meeting invitation not less than 7 days before the meeting. Except in case of necessity or urgency, the meeting can be notified by other methods or set the meeting date earlier, with the secretary of the audit committee recording the meeting.

## 2. Risk Management Committee

At December 31<sup>st</sup> 2024 , the Audit Committee consists of 5 directors who are independent directors of 2 persons and 3 directors as follows:

Name-Surname	Position
1. Gen.Ponpipat Benyasri	Chairman of the Risk Management
2. Mr.Amnuay Preemonwong	Risk Management
3. Dr.Nuttanai Anuntarumporn	Risk Management
4. Mr.Suwat Punnachaiya	Risk Management
5. Mr.Suwichan Nilanan	Risk Management

Sub Lt.Watcharin Wonghan Corporate Internal Audit Manager, is the Risk Management Committee's secretary.

Remark:

1. Gen.Ponpipat Benyasri and Mr.Amnuay Preemonwong, the independent directors and Risk Management, are well-qualified according to the composition prescribed in the Charter of the Risk Management and Sustainability Committee.

2. Mr.Amnuay Preemonwong holds the position of Audit Committee. Effective from 24<sup>th</sup> February 2024 (replacing the position of Mr.Chavalit Chookajorn who resigned from 19<sup>th</sup> January 2024)

### **Configuration and properties of the Risk Management Committee**

1. Risk Management Committee appointed by the Board of Directors to help oversee risk management at various levels within the organization to ensure that the management has implemented an effective risk management system covers all various risks completely and helps to supervise the implementation of the corporate governance guidelines in order to ensure that the business operations of the organization comply with good governance.

2. The Risk Management Committee consists of at least 3 Directors and at least 1 Board of Directors.

### **Term of the Risk Management Committee**

Risk Management Committee has a term of 3 years. The directors who are retire by rotation can be re-appointed if approved by the Board of Directors.

### **Scope of duties and responsibilities of the Risk Management Committee**

1. Consider and propose risk management policies and frameworks to the Board of Directors for approval.  
2. Consider, review and approve the risk appetite and present to the Board of Directors for acknowledgment.  
3. Supervise the development and continual implementation of the policy and risk management framework for the group of companies have an effective risk management system and continuous compliance.

4. Review the risk management report to monitor important risks and take steps to ensure that the organization has sufficient and appropriate risk management.

5. Coordinate with the audit committee about significant risks and having an internal auditor to review to ensure that the company has an internal control system and appropriate risk management systems implemented throughout the organization.

6. Regularly report of the Board of Directors about risks and managing significant risks.

7. Providing advice to the risk management working group including considering appropriate approaches for resolving various information about the development of risk management systems.

8. Consider and appoint additional or replacement personnel in the risk management sub-committee as appropriate including defining roles and responsibilities for the benefit of carrying out the objectives.

9. To perform any other duties in relation to risk management as assigned by the Board of Directors.

10. Meetings for communication, information exchange, and coordination about risks and internal controls with the Audit Committee at least once a year.

The management/ risk management sub-committee/internal auditor/ auditor have to report or present relevant information and documents in order to support the operations of the Risk Management Committee to achieve the assigned duties.

### **Risk Management Committee Meeting**

1. The Risk Management Committee shall hold a meeting at least once a year, with the ability to invite any person to join meeting.

2. Each meeting requires an executive committee to attend the meeting and have directors not less than half of the number of directors present at that time to constitute a quorum.

3. In the event that the Chairman of the Risk Management Committee does not attend the meeting and does not have a replacement appointment, the directors who attend the meeting at that time will select one of the directors to chair the meeting.

4. Risk Management Committee Chairman may call a special meeting of the risk management committee. If requested to consider additional important issues that need to be discussed together.

5. If any director has an interest in the matter considered unable to comment or vote on that matter.

6. Secretary of the Risk Management Committee responsible for meeting appointments, prepare the meeting agenda, deliver meeting documents and record the meeting. Invitation letters and meeting documents shall be delivered in advance of the meeting.

7. In the resolution of the Risk Management Committee, The Chairman and the Risk Management Committee each person has one vote and the majority vote shall be considered. In case an equality of votes, the chairman of the board has the right to vote and the secretary has no right to vote.

8. Present the report to the board of directors' meeting in relation to enterprise risk management, have changes or adjustment for the Board of Directors to acknowledge. And aware of the major risks that the organization faces and factors that may affect the risk of the organization in the future.

### 3. Nomination and Remuneration Committee

At December 31<sup>st</sup> 2024, the Nomination and Remuneration Committee consists of a total of 5 directors, 2 independent directors and 3 directors as follows:

Name-Surname	Position
1. Mr.Suwat Punnachaiya	Chairman of the Nomination and Remuneration Committee
2. Gen.Ponpipat Benyasri	Nomination and Remuneration committee
3. Mr.Amnuay Preemonwong	Nomination and Remuneration committee
4. Mr.Suwichan Nilanan	Nomination and Remuneration committee
5. Ms.Varisa Anuntarumporn	Nomination and Remuneration committee

With Mr.Sumit Jaroenpornpiti Member of the Nomination and Remuneration Committee / Company Secretary and Secretary of the Nomination and Remuneration Committee

Remark:

1. Gen.Ponpipat Benyasri and Mr.Amnuay Preemonwong are independent directors. And Member of the Nomination and Remuneration Committee fully qualified According to the elements specified in the Nomination and Remuneration Committee Charter.

2. Mr.Amnuay Preemonwong holds the position of Audit Committee. Effective from 24<sup>th</sup> February 2024 (replacing the position of Mr.Chavalit Chookajorn who resigned from 19<sup>th</sup> January 2024)

### Composition of the Nomination and Remuneration Committee

1. Nominating and Remuneration Committee consists of at least 3 directors, half of must be an independent director and the Chairman of the Nomination and Remuneration Committee should be an independent director.

2. Board of Directors appointed the Nominating and Remuneration Committee by selecting from the board of directors.

3. If it is necessary to have the Executive Committee, it shall consist of at least two-third of independent directors and the Chairman of the Corporate Governance, Nomination and Remuneration Committee shall be the independent director.



### **Qualifications of the Nomination and Remuneration Committee**

1. A person with knowledge, ability, experience and understanding of qualifications, duties and responsibilities as the Nominating and Remuneration Committee as well as knowledge in corporate governance.
2. Chairman and Director of the Nominating and Remuneration Committee should be an independent director for the main driving force in the performance of duties of this position independently.
3. The Remuneration Committee must not have any securities allocated more than 5 percent, If the allocation is over than 5%, then no right to approve that allocation.

### **Term of office of the Nomination and Remuneration Committee**

The Nomination and Remuneration Committee shall hold office for a period of 3 years. Members due to the expiration of the term may return to their new positions if approved by the Board of Directors. In the case where the Board of Directors of the Nomination and Remuneration Committee becomes vacant for any reason other than the expiration of the term, the Board of Directors shall re-hold office. Appoint qualified persons to be directors of the Nomination and Remuneration Committee to ensure that the number of persons required by the Board of Directors is the Recruitment and Remuneration Committee. The remaining term of the Nomination and Remuneration Committee shall be replaced.

### **Scope of duties and responsibilities of the Nomination and Remuneration Committee**

1. Stipulate criteria and policies for the selection of sub-committees of the company, executive chairman and the managing director of the company.
2. Consider the selection of directors and sub-committee, executive chairman and the managing director by considering suitable persons to propose to the Board of Directors to approve and/or propose for approval to the shareholders' meeting.
3. Determine necessary and appropriate compensation both the money and not the money of the director, sub-committee, executive chairman and the managing director of the company each year for the benefit of the shareholders of the company.
4. Establish criteria and policies for determining the remuneration of the Board of Directors, executive chairman and the managing director to propose to the Board of Directors for consider and/or present to the shareholders' meeting for approval.
5. Report of the remuneration for directors, principles/reasons and objectives of the policy disclosed in the annual report.
6. Join with the executive chairman of the company assess and determine the successors of the company's executive chairman, including senior management. Which reported directly to the executive chairman and reported the succession plan of senior management to the Board of Directors acknowledged annually.
7. Join with the executive chairman of the company establish a succession plan for the position of Chief Executive Officer of the company including senior executives who report directly to the executive committee.
8. Review and evaluate the adequacy of the charter and present to the Board of Directors to consider and approve the change.
9. Perform other operations or according to the authority and responsibility as the Board of Directors assign duties sometimes.

### Nomination and Remuneration Committee Meeting

1. The Nomination and Remuneration Committee has a meeting at least 2 times a year.
2. In the Nomination Committee meeting must have at least half of the directors attending the meeting to constitute a quorum.
3. In case if the Chairman is not in the meeting or unable to perform duties, the committee shall elect one of the members to be the chairman of the meeting.
4. Member of the Nomination and Remuneration Committee who has an interest in any matter considered can't vote in that matter except for the determination of remuneration for the group of Board of Directors.
5. The decision of the meeting shall be made by a majority of votes. If the votes are equal, the chairman of the meeting shall have a casting vote.
6. Report on the performance of the Nomination and Remuneration Committee which has a meeting with the Board of Directors completed within 30 days and endorsed by the Chairman of the Nomination and Remuneration Committee.
7. Self-assessment report, committee of both the faculty and individual to the shareholders' meeting in the annual report and annual report form as appropriate.

### 4. Corporate Governance Committee

At December 31<sup>st</sup> 2024, the Corporate Governance Committee consists of 4 directors who are 2 independent directors and 2 directors as follows:

Name-Surname	Position
1. Mr.Amnuay Preemonwong	Chairman of the Corporate Governance Committee
2. Gen.Ponpipat Benyasri	Corporate Governance Committee
3. Dr.Chalida Anuntarumporn	Corporate Governance Committee
4. Dr.Lillada Anuntarumporn	Corporate Governance Committee

With Mr. Sumit Jaroenpornpiti, Company Secretary Acting as secretary of the Corporate Governance Committee

Remark:

1. Mr.Amnuay Preemonwong and Gen.Ponpipat Benyasri are independent directors. And Member of the Corporate Governance Committee fully qualified According to the elements specified in the Corporate Governance Committee and Sustainability Charter
2. Mr.Amnuay Preemonwong holds the position of Chairman of the Corporate Governance Committee. Effective from 24<sup>th</sup> February 2024 (replacing the position of Mr.Chavalit Chookajorn who resigned from 19<sup>th</sup> January 2024)

### Composition of the Corporate Governance Committee

1. The Corporate Governance Committee appointed by the Board of Directors to help supervise the implementation of the principles of good corporate governance in order to ensure that the business operations of the organization comply with the principles of good governance.
2. The Corporate Governance Committee consists of at least 3 directors and executives, of which half of the directors must be an independent director, with the independent director be the chairman.

### Qualifications of the Corporate Governance Committee

1. The Chairman of the Corporate Governance Committee is the Board of Directors.
2. The Corporate Governance Committee able to devote sufficient time use knowledge and experience in performing director to achieved objectives.
3. The Corporate Governance Committee is generally accepted and respected.

### Term of office of the Corporate Governance Committee

The Board of Directors shall hold office for a term of 3 years. The directors who are due for the term of the term may return to the new office if they have the approval of the Board of Directors. In the case where the position of the Supervisory Board becomes vacant for any reason other than the term of the Board of Directors, the Board of Directors shall re-position. Appoint qualified persons to be directors of the affairs to be in the amount prescribed by the Board of Directors. The Board of Directors of the Company shall instead hold office for only the remaining term of the directors of the Corporate Governance Committee which he replaces.

### Scope of duties and responsibilities of the Corporate Governance Committee

1. Establish policies and guidelines for corporate governance. To the Board of Directors Consider and approve.
2. To advice on good corporate governance principles to Board of Directors.
3. Prepare a manual for good corporate governance, review the company's corporate governance practices by comparing with the principles of good corporate governance of international standards and of the Stock Exchange of Thailand and propose to the Board of Directors to consider and approve the regularly updated.
4. Appoint a working group to assist the work as appropriate and set corporate governance policies for the working group by reporting corporate governance results periodically.
5. Specify objectives, goals, policies, strategies and work plans in sustainability management covering the environmental, social and governance dimensions to keep with the Company's goals and strategies and review them regularly every year.
6. Specify objectives, goals and strategies for management and caring for society, communities and the environment (Corporate Social Responsibility: CSR) and give recommendations in line with the goals and practice guidelines and review them regularly every year.
7. Report the operations to the Board of Directors for acknowledgment.
8. Perform other duties as assigned by the Board of Directors.

### Board of Directors Meeting

1. The Corporate Governance Committee shall hold a regular meeting not less than once a year. The Board of Directors can invite any person to attend the meeting.
2. At each meeting, there shall be a member of the Executive Committee attending the meeting, and at the meeting, not less than one-half of the existing members shall constitute a quorum.
3. In the event that the Chairman of the Supervisory Board does not attend the meeting and the Chairman of the Supervisory Board has not been appointed, the Board of Directors at that time shall elect one among themselves to preside over the meeting.
4. If any director is interested in a matter considered, he cannot give opinions or vote on such matters.
5. The Chairman of the Board of Directors shall have the duty to schedule the meeting, prepare the agenda, submit the minutes of the meeting, and record the minutes of the meeting. The invitation letter of the meeting and the supporting documents shall be submitted in advance of the meeting.
6. In the passing of a vote of the Board of Directors, the Chairman and the Supervisory Board shall have one vote, each and the majority shall be votes. In the case of an equal vote, the President shall have the right to vote as a casting vote and the Secretary shall have no right to vote.
7. To report on matters related to the Company's Corporate Governance Committee to the Board of Directors meeting within a reasonable time in order to take corrective action in the event that action which may have a significant impact on the Company's operations and does not comply with good Corporate Governance, Code of Conduct and Business Ethics.

## Executive Committee

### Composition of Executive Committee

1. The Executive Committee consists of not less than three directors and executives.
2. The Board of Directors shall one executive director as the Chairman of the Executive Committee. It may elect one or more executive directors as the Vice Chairman as deemed appropriate.
3. The Chairman of the Executive Committee may be the same person as the CEO.

### Qualifications of Executive Committee

1. The Executive Committee shall possess knowledge, ability and experience beneficial to the Company's business operations with integrity, honesty, business ethics and dedication to perform the duties for the Company.
2. The Executive Committee shall possess required qualifications without any prohibited characteristic in accordance with the public company law, the securities and exchange law and any other relevant laws.

### Executive Board Compensation

The Company has the criteria for remuneration of executives based on prior knowledge, capabilities, experience and performance, as well as consideration for comparison with other companies in the same business. For executive compensation including salary, bonus and other benefits.

### Scope of Power and Authority of the Executive Committee

1. The Executive Committee has the duty to manage the Company's business in accordance with the objectives. Such management shall be in line with any policy, regulation or order stipulated by the Board of Directors. In addition, the Executive Committee shall scrutinize related matters and propose for an approval of the Board of Directors.
2. To determine and approve rules, regulations, business policies, targets, guidelines, operational plans and budget of the Company and its subsidiaries and propose for an approval of the Board of Directors.
3. To have the authority to approve only any normal case or operation of the Company under the amount or annual budget approved by the Board of Directors and to have the authority to perform as approved.
4. To appoint, remove, dismiss and renew employment of any employees or management officer of the Company of the level below the Chairman of the Executive Committee, and to consider employment or dismissal of personnel whose employment reaches or exceeds the retirement age according to the Company's work regulations as well as considering remuneration according to the organization's salary structure.
5. To report the operating results of the following matters and in the following period to the Board of Directors:
  - The Company's quarterly operating results within a period specified by the Stock Exchange of Thailand.
  - The auditor's report on the Company's financial statements, including annual and quarterly financial statements, within a period specified by the Stock Exchange of Thailand.
  - Other reports as deemed appropriate by the Executive Committee.
6. To consider and approve participation in auctions and projects as deemed appropriate as well as relevant transactions until completion.
7. To review and approve transactions concerning investment and disposal of assets, human resources management, finance and financial and general management as well as any other transaction concerning the Company's business operations under the scope of authority approved by the Board of Directors.
8. To perform self-assessment and evaluate adequacy of the Charter and propose to the Board of Directors for consideration on any change.
9. To perform any other act or under the scope of authority and responsibility as assigned by the Board of Directors from time to time.

### Executive Committee Meeting

The Executive Committee shall hold a meeting on a monthly basis. If the meeting is cancelled or held online, it will notify related persons in advance. The meeting is held to consider the matters according to the power and authority assigned by the Board of Directors and proposes for an approval of the Board of Directors.

1. Report the operating results of the Company and its subsidiaries compared to the quarterly budget plan to the Board of Directors.

2. Report significant information and activities in the Company's annual report.

3. Meeting documents and minutes

• The meeting's secretary notifies the meeting schedule and delivers the invitation letter at least 7 days prior to the date of the meeting.

• The meeting's secretary takes the minutes of the meeting and prepares the draft meeting to propose of the management's consideration before publishing the full version within 14 days from the date of the meeting.

## 7.4 Information on Executives

### 7.4.1 Executive Committee

As of 31<sup>st</sup> December 2024, the Executive Committee of the Company and its subsidiaries consists of 9 persons as follows:

No.	Name - Surname	Position
1	Dr.Nuttanai Anuntarumporn	Chief Executive Officer
2	Dr.Bundit Rungcharoenporn	Managing Director
3	Mr.Sumit Jaroenpornpiti	Acting Chief Financial & Accounting Officer Company Secretary
4	Mr.Vinai Paiboonkulwong	Acting Chief Network Engineering Officer Acting Project Management Office 2 Director
5	Mr.Mek Samukkee	Acting Chief Business Development Officer Acting Solution Architecture Director Acting Products Development Director
6	Mr.Chakkrit Jaiman	Deputy Information Technology Director
7	Mrs.Wilairat Utta	Deputy Network Quality Management Director
8	Mrs.Saranya Kanchanaopas	Deputy Sales Director
9	Ms.Juthathip Charoensriwani	Sales Assistant Director

Information and profile of the directors appear in “Attachment 1 Details on Directors, Executives, Controlling Persons, Designated Person with Top Responsibility for Accounting and Finance and Secretary” and on the Company's website <https://ir.interlinktelecom.co.th/index.php>

#### 7.4.2 Remuneration Policy for Directors and Executives

The Company has clearly determined the transparent and appropriate policy, criteria and method of recruitment and remuneration, comparable to those of similar industry. It has assigned the Corporate Governance, Nomination and Remuneration Committee to initially the remuneration and propose to the meeting of the Board of Directors for consideration before submitting to the shareholders' meeting for an approval.

#### Remuneration for Directors

Remuneration of directors consists of 2 parts that are meeting allowance and annual gratuity without any other benefit. Such meeting allowance shall be approved by the shareholders' meeting and paid to the directors attending the meetings only. Among the Board of Directors and the Audit Committee, all directors and committee members will obtain an equal meeting allowance, whereas the Chairman will obtain higher meeting allowance than the committee members. For two sub-committees including the Risk Management and Sustainability Committee and the Corporate Governance, Nomination and Remuneration Committee, all committee members will obtain an equal meeting allowance, while the Chairman of the Sub-committee will obtain higher meeting allowance. However, executive-directors or committee members will not obtain the meeting allowance because they are the Company's executives. For the annual gratuity, it will be based on appropriateness and compared to that of other companies in similar industry with comparable scale as well as the Company's operating results, achievements and responsibilities of the Board of Directors and overall business circumstances.

#### Criteria and Method to Determine Remuneration of Directors and Sub-committee

##### 1. Remuneration of Directors

1.1 Remuneration of the Board of Directors will be based on the duties and responsibilities of the Board of Directors and performance and must be approved by the shareholders' meeting.

1.2 The Corporate Governance, Nomination and Remuneration Committee will consider the type of remuneration, payment method and remuneration amount and propose for the Board of Directors' approval and the shareholders' approval respectively.

1.3 The Company has clearly and transparently determined the remuneration policy to ensure that the remuneration is appropriate with the duties and responsibilities of each director and able to attract and retain the qualified directors and executives.

1.4. Remuneration consists of 2 parts as follows:

1.4.1 Meeting allowance

1.4.2. Annual gratuity

1.5 Remuneration of the Board of Directors and Sub-committees shall be approved by the general meeting of shareholders

##### 2. Other remuneration – None –

#### Remuneration of Senior Executives

Criteria and Method to Determine Remuneration of Senior Executives and Other Personnel

1. Remuneration of CEO and Senior Executives. The Board of Directors has determined the remuneration structure as an incentive for CEO and senior executives in accordance with the organization's main objectives and goals and for long-term business benefits.

1.1 To consider appropriateness of the remuneration ratio which consists of salary and short-term performance such as bonus and long-term performance.

1.2 To determine the remuneration policy by taking into account related factors such as higher or equivalent remuneration compared to that of similar industry and the business performance.

1.3 To determine the policy concerning assessment criteria for the CEO and make an announcement at least in the following matters:

1.3.1 To approve the performance assessment criteria of the CEO this should attract the CEO to manage the organization in accordance with the main objectives, goals, strategy as well as long-term business benefits.

1.3.2 To assess the CEO performance on a yearly basis or assign the Corporate Governance, Nomination and Remuneration Committee to do so and the Chairman or senior committee member will report the assessment result.

1.3.3 To approve annual remuneration of the CEO by taking into consideration the CEO's performance assessment result and other factors.

1.4 The Board of Directors shall approve the criteria and factors concerning the performance assessment and also approve the remuneration structure of senior executives. It shall require the CEO to perform the assessment on the performance of senior executives in accordance with the criteria.

The Company has an employees compensation policy that is consistent with short-term and long-term performance, such as performance reviews (KPIs), annual profitability.

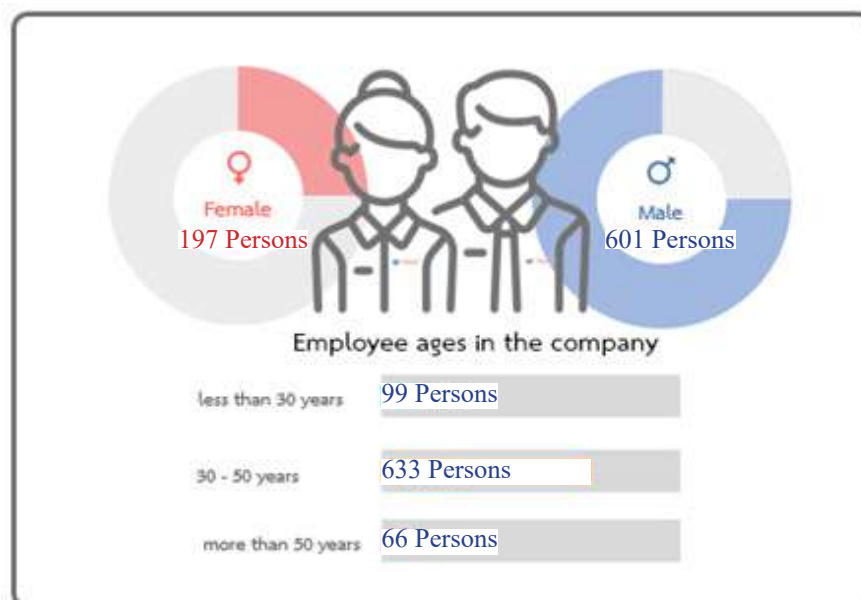
For the remuneration of executives, Interlink Telecom Public Company Limited in 2023 and 2024, the company paid remuneration to executives including top executives in the amount of 27.99 million baht and 29.00 million baht, respectively.

1) The remuneration for the money includes the salary, the annual bonus based on the performance and the annual employee evaluation, the contribution to the Social Security Fund.

2) Other benefits, such as health insurance plans; Provident funds, annual health check, medical check, new employee, annual vacation, etc.

## 7.5 Information on Employees

As of 31<sup>st</sup> December 2024, the number of employees of the Company is as follows:



Total Number of Employees by Age and Sex (Unit: Person)

Company / Age range	Male	Female	Total
Interlink Telecom Public Company Limited			
Below 30 years old	68	31	99
30 - 50 years old	483	150	633
Over 50 years old	50	16	66
<b>Total</b>	<b>601</b>	<b>197</b>	<b>798</b>

Total Number of Employees by Field of Work (Unit: Person)

Field of Work	Male	Female	Total
Management	5	3	8
Accounting and Finance	2	32	34
Sales and Marketing	9	22	31
Engineering	539	101	640
Support	7	15	22
Data Center	14	2	16
Internal Audit	4	0	4
Special Project	10	19	29
Business Development	11	3	14
<b>Total</b>	<b>601</b>	<b>197</b>	<b>798</b>



## 2. Employee Compensation

The Company's Board of Directors requires that the Performance Evaluation Guide be established to assess the employee's performance as a tool for assessing the job performance in compensation, merit, bonus and so on, taking into account the duties, responsibilities and results of the job as assigned. Assessing skills and attributes including absence and compliance with organizational discipline and to ensure compliance with personnel performance and systems, assessing employee performance for development in accordance with company policy, applying data to improve people and performance levels. The "Competition" provides knowledge, skills and competency in performing the duties assigned.

### Employee's Remuneration and other benefits.

1. The compensation (Non-monetary) such as Uniform, Functional tools, for example, safety helmets, shoes, back support, belt, raincoats, medical masks as well as basic medicines, etc.

2. The compensation (Monetary) such as salary, overtime payment, allowances, bonuses and provident fund. In 2024, the total remuneration of employees such as salary overtime payment, allowances, bonuses as well as other benefits approximately 360,418,528 Baht.

Details	Amount of Money (Million Baht)
Salary	292,512,817
Other Benefits	61,303,111
Provident Fund	6,602,599
<b>Total</b>	<b>360,418,528</b>

## 7.6 Other Important Information

### 7.6.1 List of Designated Persons in Key Positions

#### 1. Company Secretary

In the meeting of Interlink Telecom Public Company Limited Committee No.3/2023 on 9<sup>th</sup> May 2023 Board of directors has appointed Mr. Sumit Jaroenpornpiti responsible to the position of company's secretary to comply with the section 89/15 Of the Securities and Exchange Act A.D. 1992 edited by the securities and exchange act (no.4) 2008.

To ensure that secretarial operations of the Company are effectively performed, the Board of Directors has considered and appointed the qualified person holding the position of the Company's secretary

#### Duties and responsibilities of the company secretary

1. Prepare and maintain the following documents
  - 1.1 Director registration
  - 1.2 Annual report of the company
  - 1.3 Notice of the board meeting and the report of the board meeting
  - 1.4 Notice of the shareholders' meeting and the minutes of the shareholders' meeting
2. Keeping reports of interests reported by directors or executives.
3. Send a copy of the report of interest of directors and executives or related persons for the chairman of the board and the audit committee chairman shall be informed within 7 working days from the date that received this report.
4. Arranging the meeting of the Board of Directors and the meeting of shareholders to be in accordance with the rules, regulations and relevant laws.
5. Supervise, inspect and advise the operations of the company and the board of directors in accordance with the memorandum of association, the regulations of the company securities and exchange act public limited companies act and other related laws.
6. Be a central for communication and information between directors, executives and shareholders.
7. Coordinate and monitor the operations according to the resolutions of the directors and shareholders.
8. Supervise the disclosure of information and information reports in the responsible section to the regulatory agencies in accordance with the rules and regulations of the authorities.
9. Perform other tasks as specified by the Capital Market Supervisory Board or as assigned by the Board of Directors.

#### Company Secretary Contact Information

E-mail : [secretary@interlinktelecom.co.th](mailto:secretary@interlinktelecom.co.th) Tel: 0 2666 2222 Ext. 8012

Mailing address: Interlink Telecom Public Company Limited

48/66 Soi Rung-Reung Ratchadapisek Road, Samsennok, Huay Khwang, Bangkok 10310

#### 2. Head of Internal Audit

The board of directors with the endorsement of the Audit Committee has appointed Acting Sub Lt. Watcharin Wonghan to be the Head of Internal Audit Appointed by resolution Audit Committee No. 1/2022 on February 22<sup>nd</sup> 2022. Acting Sub Lt. Watcharin Wonghan is experienced in internal audit works in many leading companies as well as well-versed in the business operations of the company and have training in audit work always. Therefore, considered to be suitable to perform such duties. A consideration and an approval for the appointment, removal or transfer of the Head of Internal Audit of the Company must be approved or assented by the Audit Committee. Profile and details on training courses of the Internal Audit Chief appear in Attachment 3 (Details of Internal Audit Chief and Compliance Chief) and available on the Company's website: <https://ir.interlinktelecom.co.th/>

## 7.6.2 Investor Relations Division

To ensure accurate, complete, rapid and transparent disclosure of significant data, the Company has established the Investor Relations Division which will be a point of disclosure of significant information to local and overseas shareholders and investors as well as significant financial information such as quarterly operating results and financial statements, quarterly report of Management Discussion and Analysis (MD&A), strategies and trends in a consistent, equal and complete manner based on the facts. The Company publishes key information for investors in both Thai and English versions on its website <https://ir.interlinktelecom.co.th/>

Investor Relations Division contact information

Contact Person	Electronic Mail	Telephone
Investor Relations	<a href="mailto:ir@interlinktelecom.co.th">ir@interlinktelecom.co.th</a>	
Mr.Sumit Jaroenpornpiti	<a href="mailto:j.sumit@interlinktelecom.co.th">j.sumit@interlinktelecom.co.th</a>	0 2666 2222 Ext. 8012

## 7.6.3 Auditor Remuneration

### Auditor Appointment Policy

The general meeting of shareholders has considered the appointment of the Company's auditor and the auditor remuneration on a yearly basis. The Audit Committee has nominated the auditor and determined the audit fee to submit to the Board of Directors in order to propose for an approval of the shareholders' meeting. The Company has the policy of the auditor nomination by inviting leading auditing companies meeting the international standard to provide the audit service quotation for the Audit Committee's consideration. The rotation of the auditor has been performed by the Audit Committee in accordance with the Capital Market Supervisory Board if the existing auditor has performed the review or audit and provided the opinions on the financial statements for 7 calendar years in a row.

The selected auditing company and auditor shall have independence, reliability and acceptable qualifications to be the Company's auditor. The auditor shall be approved by the SEC and have no relationship or interest with the Company, executives, major shareholders or any party related to such persons.

### Audit Remuneration

At the general meeting of shareholders 2024, the shareholders have approved the appointment of 3 auditor of the Company and its subsidiaries for the year 2024 including Miss Wanvimol Preechawat (Certified Public Account Registration No. 9548), Miss. Amornrat Permpoonwattanasuk (Certified Public Account Registration No. 4599) and Mr. Kan Tanthawirat (Certified Public Account Registration No. 10456) from PricewaterhouseCoopers ABAS Limited. The Company and its subsidiaries have paid the audit fees for the year 2024 in the amount of 1,999,000.00 Baht (One Million Nine Hundred and Ninety-Nine Thousand Baht Only).

Through the last three years, the Company and its subsidiaries have paid the audit fees to Pricewaterhouse Coopers ABAS Limited as follows:

Audit fee	2022	2023	2024
Quarter	705,000.00	726,000.00	738,000.00
Year	1,180,000.00	1,215,000.00	1,261,000.00
Total	1,885,000.00	1,941,000.00	1,999,000.00
Increase (Baht)	152,500.00	56,000.00	58,000.00
Increase (%)	8.80%	2.97%	2.99%
Other Fees	None	None	None

## 8. Report on Significant Corporate Governance Performance

### 8.1 Summary of Performance of the Committees in Previous Year

The Board of Directors has required the following 4 Sub-committees to report to the Board of Directors.

1. Audit Committee
2. Risk Management Committee
3. Nomination and Remuneration Committee
4. Corporate Governance Committee

In 2024, the Board of Directors has considered and approved various matters. They can be summarized as follows:

- To consider and approve the annual strategic plan.
- To consider and approve the quarterly financial statements and operating results.
- To consider and approve the report of the Board of Directors' responsibility to financial reporting.
- To consider and approve disclosure in One Report (Form 56-1).
- To consider risks and internal control assessment results.
- To consider annual dividend payment.
- To review the structure and composition of the Board of Directors and the Sub-committees.
- To consider selection and appointment of directors.
- To consider the policy and budget concerning director remuneration for the year 2024.
- To consider appointment of the auditor and auditor fee for the year 2024.
- To organize the General Meeting of Shareholders for the year 2024.
- To organize the Extraordinary General Meeting of Shareholders No.1/2024.
- To consider the annual performance assessment result of the Board of Directors, the Sub-committees
- To consider and monitor legal issues of the Company.
- To review the Corporate Governance Policy.
- To review the Risk Management Manual.
- Other Matters

#### The Company's corporate governance performance in 2024

- The Company received the Quality Assessment of the Annual General Meeting of Shareholders for 2024 (AGM), with a total of 100 points from the Thai Investor Relations Association.
- The Company has received a rating on the 5-Star Excellence Award, which was held in the 2024 Thailand Corporate Governance Survey (CGR) for the 4th consecutive year from the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand.
- The company received the results of the SET ESG Ratings 2024, level A, or Thailand Sustainability Investment (THSI), This is the 5<sup>th</sup> year in a row. This assessment is organized by the Stock Exchange of Thailand. This reflects the determination to develop business management to grow in accordance with sustainable development guidelines. Covering environmental, social and governance issues or ESG (Environmental, Social and Governance)
- The board of directors held the Annual General Shareholder Meeting of 2024 during the coronavirus 2019 (Covid-19) pandemic according to the guidelines of government agencies. The company held the meeting in the hybrid meeting format (physical and E-AGM) according to the criteria set forth by laws related to normal meetings and electronic meetings in order to provide convenience to the shareholders in attending the meeting.
- Conduct the Company's electronic committee meeting to ensure compliance with the Company's Board of Directors meeting during the outbreak of the 2019 virus outbreak (Covid-19).
- Review the implementation of good corporate governance principles for the 2017 listed companies in compliance with the Company's business, and determine additional practices that the Company should take to make improvements to the Company's circumstances.
- The Board of Directors shall have an assessment of the performance of the Board of Directors.

## 8.1.1 Recruitment, Development and Assessment of the Committee Performance

### (1) Criteria for Selection of Independent Directors

Independent Director means a director who is independent in expressing opinions on the operations of the company. Which must be someone who is not involved or have benefit in operating results both directly and indirectly. Independence from management and major shareholders of the company.

The company has specified the definition and qualifications of independent directors. By shown in the attachment in the notice of the Annual General Meeting of Shareholders. That must have all the criteria Regulations of the Capital Market Supervisory Board and various regulatory agencies as follows:

1. Holds no more than 1% of the total voting shares of the company including main company, subsidiaries, associates and juristic persons that may have conflicts of interest by including the shareholding of the related parties.

2. Not being or used to be a director who is involved in management, employees, staff, consultants that receive a regular salary or the person with power to control the company including main company, subsidiaries, associates and juristic persons that may have conflicts of interest. Unless having resigned from the position for not less than 2 years before being appointed.

3. Never or have had a business relationship with the company including main company, subsidiaries, associates and juristic persons that may have conflicts of interest in a manner that may obstruct his independent discretion and including neither being nor having ever been a major shareholder main company, subsidiaries, associates and juristic persons that may have conflicts of interest. Unless having resigned from the position for not less than 2 years before being appointed.

4. Not being or used to be an auditor of the company including main company, subsidiaries, associates and juristic persons that may have conflicts of interest and not a major shareholder, directors that not an independent director, executives or managing partners of the audit firm which has an audit of the company including main company, subsidiaries, associates and juristic persons that may have conflicts of interest. Unless having resigned from the position for not less than 2 years before being appointed.

5. Not being or used to be a professional service provider of any kind which includes services that are legal or financial advisors which received service fees in excess of two million baht per year from the company including main company, subsidiaries, associates and juristic persons that may have conflicts of interest.

However, in the case that the professional service provider, a juristic person, including major shareholders, directors who are not independent directors and executives or managing partners of those professional service providers as well. Unless having resigned from the position for not less than 2 years before being appointed.

6. No relationship in the form of father, mother, spouse, siblings and children including spouse of children with major shareholder management, the person with controlling power or the person who will be nominated as the executive or controlling person of the company or subsidiary.

7. Not being a director appointed to be a representative of the company major shareholder or shareholders who are related to the major shareholder of the company.

8. Not having any characteristics which make incapable of expressing independent opinions with the company's business affairs.

9. Not being a director assigned by the Board of Directors to decide on the operations of the main company, subsidiaries, associates, and juristic persons that may have conflicts of interest.

10. Not being a director of a company in the group (only being a listed company).

### (2) Recruitment of Directors and Senior Executives

Recruitment of Directors

## Board Orientation Guideline

The company gives importance to arranging orientation for new directors every time. In order to be aware of the roles, duties and responsibilities. Including education and understanding of business and various operations of the company in order to prepare the directors to perform their duties.

Therefore, has created a guideline for Board Orientation Guideline by presenting documents and information which are useful to the duty, such as 56-1 One Report. The company has prepared the information and proceeded as follows.

### 1. Information about inviting new directors to take positions

- Company history and the nature of the company's business
- Company group structure, organizational structure, structure of major shareholders and directors.
- Directors' remuneration and benefits.
- Financial status and operating results for at least 3 years.
- Responsibilities of the board according to relevant laws.

### 2. Information for orientation when being appointed as a director from the shareholders' meeting.

- Matters that must comply with the law.
- Memorandum and the regulations of the company.
- Scope of duties and responsibilities of the Board of Directors and sub-committees.
- Board meeting minutes and meeting schedule.
- Corporate Governance Policy
- Anti-Corruption Policy
- Policy on the use of inside information of the company
- Risk Management Policy
- Internal Control Policy
- Connected Transaction Policy
- Code of Business Ethics
- Measures for complaints and clues and countermeasures protection measures and mitigate damage to the reporter complainants or those who cooperate in reporting violations or violations of the Code.
- Policy for accepting-giving gifts, entertainment or other benefits
- Legal Dispute
- Conflict of Interest Policy
- Human Rights Policy

### 3. Meeting with the Chairman of the Board of Directors and the Chief Executive Officer before the first board meeting.

In order to notify the new director of important company policies, corporate culture and the expectations of the company that will benefit from the knowledge and experience of the new director.

In 2024, a director resigned and a new director was appointed as follows:

- A director resigned.

Mr.Chavalit Chookajorn resigned from the positions of independent director, Independent Director and Chairman of the Corporate Governance Committee/ Risk Management Committee/ Nomination and Remuneration Committee/ Audit Committee due to having a large number of responsibilities, effective as of 19 January 2024 onward.

- A new director was appointed.

At Board Meeting No. 2/2024 on 23 February 2024, a resolution was passed authorizing the appointment of a director according to the proposal of the Nomination and Remuneration Committee. Accordingly, Mr.Amnuay Preemonwong was appointed to the positions of Independent Director and Chairman of the Corporate Governance Committee / Risk Management Committee / Nomination and Remuneration Committee / Audit Committee, effective as of 24 February 2024 onward.

### Non-executive directors' meeting

The Board of Directors has appointed non-executive directors to meet with no executive directors to attend the meeting, so that non-executive directors have discussed and considered matters relating to business and subject areas of interest. In 2024, the Company held 1 meeting.

### Director Development Plan

The company encourages all directors to attend training courses in accordance with the recommendations of the Office of the Securities and Exchange Commission. Organized by the Thai Institute of Directors Association (IOD) such as Directors Accreditation Program (DAP), Directors Certification Program (DCP), Audit Committee Program (ACP) etc. Currently, most of the company's directors have passed that training course. However, the company secretary will inform in providing additional training courses to all directors includes new directors regularly.

In addition, the company encourages the company secretary to attend various courses and listen to dialogue on issues related to the situation organized by the Securities and Exchange Commission, the Stock Exchange of Thailand, the Thai Listed Companies Association And other related departments on a regular basis for efficient work.

The company's top priority is to conduct business in a manner that maximizes benefits for both the company and its shareholders. This is achieved by maintaining consistent growth and a competitive edge, which in turn creates long-term value for our shareholders. To fulfill this crucial mission, we place a strong emphasis on transparent and dependable information disclosure to our valued shareholders. In 2023, there were 2 directors of the Company who received the training for knowledge development as follows:

No.	Name List	Position	Curriculum	Institution
1	Mr.Suwat Punnachaiya	Director and Chairman of the Nomination and Remuneration Committee/ Risk Management Committee Member	The Board's Role in Mergers and Acquisitions (BMA) Class 2024	Thai Institute of Directors Association (IOD)
2	Dr.Nuttanai Anuntarumporn	Director (Authorized Director) and Risk Management Committee Member	National Defence Course for Future Leaders (NDCFL)#1	National Defence Studies Institute

### Procedures and criteria in the Performance Appraisal of the Company's Board of Directors

The Board of Directors had assigned the Corporate Governance Committee and the Nomination and Remuneration Committee to determine the rules and evaluate the performance of directors of the entire Board each year. The Company Secretary shall submit the evaluation form to the Board of Directors at the end of every year at least once a year, and summarize the assessment results and report the results to the Board of Director's Meeting by evaluating the performance of the Company's Board of Directors each year.

The performance appraisal of the Company's Board of Directors for the year 2023 is divided as follows:

1. Self-assessment form of each Sub-Committee, the brief assessment topics are as follows:

- Structures and Qualifications of the Committee Members
- Meeting of Sub-Committees
- Audit Committee
- Nomination and Remuneration Committee
- Corporate Governance Committee
- Risk Management Committee

A summary of the self-assessment results of each Sub-Committee in 2024 from a full score of 100% are as follows:

Strongly Agree	Agree	Strongly Disagree
99%	1%	0%

2. Self-assessment form of each Board of Directors, the brief assessment topics are as follows:

- Structures and Qualifications of Directors
- Roles, Duties, and Responsibilities of the Board of Directors
- Board meetings
- Duties of Directors
- Relationship with the Management Division
- Self-Development of Directors and Development of Executives

A summary of the self-assessment results of each Board of Directors in 2024 from a full score of 100% are as follows:

Strongly Agree	Agree	Strongly Disagree
99%	1%	0%

3. Assessment form of the Committees and individual Sub-Committee, the brief assessment topics are as follows:

- Structures and Qualifications of the Board of Directors
- Board meetings
- Roles, Duties and Responsibilities of the Board of Directors

A summary of the assessment results of individual Sub-Committee in 2024 from a full score of 100% are as follows:

Strongly Agree	Agree	Strongly Disagree
98%	2%	0%



4. CEO assessment form, the brief assessment topics are as follows:

- Leadership
- Determination of Strategies
- Strategy Implementation
- Financial Planning and Performance
- Relationship with the Board of Directors
- External Relationships
- Work Management and Relationship with the Personnel
- Succession
- Knowledge on Products and Services
- Personal Characteristics

A summary of the CEO's assessment results in 2024 from a full score of 100% are as follows:

Strongly Agree	Agree	Strongly Disagree
95%	5%	0%

All assessment forms made are based on the sample assessment form of the Stock Exchange of Thailand in February 2015.

#### Assessment process

1. At the end of the year, the company secretary submits the assessment form to each committee for evaluation, 1 set separately.
2. Company Secretary will compile and report the evaluation summary by using all points to calculate the weighted average and report the results to the Board of Directors meeting for consideration, acknowledgment and discussion together annually.

#### 8.1.2 Attendance & Remuneration for individual directors

The Company has guidelines for determining directors' remuneration to be appropriate and sufficient for influencing directors who are capable and benefit the Company in the long term without excessive compensation. The Company has determined the remuneration of directors with regard to the suitability of the directors. Based on previous knowledge, capabilities, experiences and performance, and in comparison with other companies in the same business and similar industries. In addition, the Board of Directors' remuneration must be considered and approved at the Annual General Shareholders' Meeting. In 2024, the Company has held the following meetings:

Meeting	Number of meetings (Year 2023)
Annual General Meeting of Shareholders for the year 2024	1
Extraordinary General Meeting of Shareholders No.1/2024	1
Board of Directors	8
Audit Committee	4
Risk Management Committee	1
Corporate Governance Committee	2
Nomination and Remuneration Committee	2
Meeting of the Risk Management Committee and Audit Committee	1

**Table showing attendance of the committee meeting for the year 2023**

No.	Name - Surname	Position	Board of Directors		Audit Committee		Risk Management Committee		Nomination and Remuneration Committee		Corporate Governance Committee		Annual General Meeting		Extraordinary General Meeting	
			Position**	Attend in a Meeting/Actual of Meeting	Position**	Attend in a Meeting/Actual of Meeting	Position**	Attend in a Meeting/Actual of Meeting	Position**	Attend in a Meeting/Actual of Meeting	Position**	Attend in a Meeting/Actual of Meeting	Position**	Attend in a Meeting/Actual of Meeting	Position**	Attend in a Meeting/Actual of Meeting
<b>Board of Directors</b>																
1	Mr. Fakorn Malakul Na Ayudhya	Independent Director	C	7/8									C	1/1	C	1/1
2	Mr. Sombhat Ananturaporn	The Executive The Authorized Director	VC	8/8									VC	1/1	VC	1/1
3	Mr. Nuttanan Ananturaporn	The Executive The Authorized Director	M	8/8			M	0/1					M	1/1	M	1/1
4	Dr. Chalida Ananturaporn	The Executive The Authorized Director	M	8/8								M	2/2	M	M	1/1
5	Dr. Laksana Ananturaporn	The Executive	M	8/8								M	2/2	M	M	1/1
6	Mrs. Kesara Manucharog*	Independent Director	M	8/8	C	4/4							M	1/1	M	1/1
7	Mr. Arunay Prasomwong	Independent Director	M	6/6	M	3/3	M	1/1	M	1/2	C	1/1	M	1/1	M	1/1
8	Gen. Porpipat Betsyasi	Independent Director	M	8/8	M	4/4	C	1/1	M	2/2	M	2/2	M	1/1	M	1/1
9	Mr. Chavath Chookjorn	Independent Director	M	1/1									C	1/1	M	1/1
10	Mr. Suvichai Nilasin	The Executive	M	8/8			M	1/1	M	2/2			M	1/1	M	1/1
11	Mr. Sirawat Punnachaiya	The Executive	M	8/8			M	1/1	C	2/2			M	1/1	M	1/1
12	Ms. Varisa Ananturaporn	The Executive	M	8/8					M	2/2			M	1/1	M	1/1
<b>Secretary of the Board of Directors</b>																
1	Mr. Surut Jaroanpompib	Company Secretary	S	8/8					S	2/2	S	1/1				
2	Aching Sub.Li. Wachain Wonghan	Secretary of Audit Committee			S	4/4	S	1/1								

Remark: \* Being a director with sufficient knowledge and experience that is able to review the credibility of the financial statements and work experience as according to the history of the Board of directors and executive page 292 - 307

\*\* C : Chairman

VC : Vice Chairman

M : Director

S : Secretary to the board

Considering the above 2024 Board of Directors' attendance schedule, most of the directors attended the meeting on a regular basis. The entire team attended not less than 96 percent of the total annual committee meeting, and each of the members attended 97 percent of the annual meeting.

### Board Compensation

At the 2024 Annual General Shareholders' Meeting, April 24, 2024 passed a resolution to determine the directors' remuneration for 2024. The Company shall pay the directors remuneration for the meeting allowance and annual remuneration for the year as follows:

Remuneration of Directors	Previous Rate		Proposed New Rate
	2022	2023	2024
<b>Meeting Attendance Fee</b>			
<b>1. Board of Directors/Annual General Meeting/ Extraordinary General Meeting</b>			
- Company Chairman	9,000 Baht/times	10,000 Baht/times	10,000 Baht/times
- Company Director, per Director	6,000 Baht/times	7,000 Baht/times	7,000 Baht/times
<b>2. Audit Committee</b>			
- Chairman of the Audit Committee	9,000 Baht/times	10,000 Baht/times	10,000 Baht/times
- Audit Director, per Director	6,000 Baht/times	7,000 Baht/times	7,000 Baht/times
<b>3. Nomination and Remuneration Committee</b>			
- Chairman of the Nomination and Remuneration Committee	5,000 Baht/times	6,000 Baht/times	6,000 Baht/times
- Nomination and Remuneration Director, per Director	3,000 Baht/times	4,000 Baht/times	4,000 Baht/times
<b>4. Risk Management Committee</b>			
- Chairman of the Risk Management Committee	5,000 Baht/times	6,000 Baht/times	6,000 Baht/times
- Risk Management Director, per Director	3,000 Baht/times	4,000 Baht/times	4,000 Baht/times
<b>5. Corporate Governance Committee</b>			
- Chairman of the Corporate Governance Committee	5,000 Baht/times	6,000 Baht/times	6,000 Baht/times
- Corporate Governance Director, per Person	3,000 Baht/times	4,000 Baht/times	4,000 Baht/times
<b>Annual Pension for Directors</b>			
- Company Chairman	80,000 Baht/year	90,000 Baht/year	116,500 Baht/year
- Chairman of the Audit Committee	65,000 Baht/year	75,000 Baht/year	93,200 Baht/year
- Company Director, per Director	65,000 Baht/year	75,000 Baht/year	93,200 Baht/year
<b>Other Benefits</b>	<b>None</b>	<b>None</b>	<b>None</b>

**In 2023 and 2024, the company paid compensation to the board of directors as follows.**

No.	Name - Surname	Meeting Allowance for 2024 (Baht)										Meeting Allowance for 2023 (Baht)
		Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Corporate Governance Committee	Annual General Meeting	Extraordinary General Meeting	Retainer Fee (Baht)	Total (Baht)		
1	Mr.Pakorn Malakul Na Ayudhya	70,000					10,000	10,000	116,500	206,500	167,000	
2	Mr.Sombat Anuntarumporn	56,000					7,000	7,000	93,200	163,200	128,000	
3	Mr.Nittarat Anuntarumporn	56,000					7,000	7,000	93,200	163,200	121,000	
4	Dr.Chalida Anuntarumporn	56,000				8,000	7,000	7,000	93,200	171,200	135,000	
5	Dr.Lillada Anuntarumporn	56,000				8,000	7,000	7,000	93,200	171,200	135,000	
6	Mrs.Kesra Manusree	56,000	40,000				7,000	7,000	93,200	203,200	167,000	
7	Mr.Arunay Freemanwong	42,000	21,000	4,000	4,000	6,000	7,000	7,000	79,912	170,912		
8	Gen.Pompipat Benyasri	56,000	28,000	6,000	8,000	8,000	7,000	7,000	93,200	213,200	86,808	
9	Mr.Chavalit Chookajorn	7,000				6,000			4,596	17,596	181,000	
10	Mr.Suwichan Nilanan	56,000		4,000	8,000		7,000	7,000	93,200	175,200	143,000	
11	Mr.Suwat Pumsachaiya	56,000		4,000	12,000		7,000	7,000	93,200	179,200	149,000	
12	Ms.Varisa Anuntarumporn	56,000			8,000		7,000	7,000	93,200	171,200	139,000	
	รวมทั้ง	623,000	89,000	18,000	40,000	36,000	80,000	80,000	1,039,808	2,005,808	1,633,000	

### 8.1.3 Monitoring of compliance with corporate governance policies

#### 1. preventing conflicts of interest

The Board of Directors recognizes the importance of preventing conflicts of interest, has established policies to oversee and manage potential conflicts of interest between the Company and its subsidiaries and stakeholders, such as the Board of Directors or shareholders, as well as to prevent the use of information assets. And the opportunities of the Company and transactions with the parties in an improper manner connected with the Company.

#### 2. The Use of Company Information

Interlink Telecom Public Company Limited and its subsidiaries have policies and procedures to look after the directors, executives, and employees in using the internal information of the company which has not been disclosed to the public for personal benefits as follows

1. The company will provide knowledge to the company directors and executives regarding the duty to report the securities holding of the company by themselves, their spouses and children who have not yet become legal age to the Office of the Securities and Exchange Commission under Section 59 and penalties under Section 275 of the Securities and Exchange Act A.D. 1992 (including additional amendments), including the report of the acquisition or disposal of the company's securities by oneself spouse and underage children to the Office of the Securities and Exchange Commission under Section 246 and the regulations Penalties under Section 298 of the Securities and Exchange Act A.D. 1992 (including additional amendments)

2. The company requires that directors and executives of the company including spouses and underage children prepare and disclose reports Securities holding and reporting of changes in the company's securities holdings to the Office of the Securities and Exchange Commission under Section 59 and penalties under Section 275 of the Securities and Exchange Act A.D. 1992 (including additional amendments) and send copies of this report to the Company on the same day that the report is submitted to the Office of the Securities and Exchange Commission.

3. The company prohibits the directors, management and staffs of the company that has been informed of the company's internal information to use that information to make use of securities trading. The mentioned persons must not disclose such information to other persons who may use that information for the same benefit. Both the informant and the receiver of the information used may have to be guilty as specified by law, including the company is considered a disciplinary offense according to work regulations by considering the punishment as appropriate as the case, including a verbal warning, termination of employment warning, termination of employment by dismissal or resignation from the committee, depends on each case.

4. The company prohibits the directors, management and staff of the company or former directors, executives and employees who have resigned and disclose inside information or the secrets of the company as well as the confidential information of company's business partners that they have been aware of in performing his duties to outsiders. Although the disclosure of mentioned information will not cause damage to the company and the company's customers.

5. Directors, executives and employees of the company or former directors, executives and employees are responsible for maintaining the confidentiality and/or the company's internal information and is responsible for using the company's internal information for the business of the company's benefit only, which is not against the Securities Act and the Stock Exchange of Thailand. Directors, management, and staff of the company have strictly prohibited the confidentiality and/or inside information of the company to use for other companies in which they are shareholders, directors, executives, employees, and employees.

## Disclosure

The Board of director concerns the disclosure of information because it affects to the decision of investor and stakeholder. Therefore, it is necessary to control and set measure for the information disclosure to compliance with the code of conduct. Anti-corruption policy applies with fair practice to employee, stakeholder as well as human right. It is including social and environment responsibility which related to reporting framework that accepted locally and internationally. In addition, the company offers investor, analyst and financial institutions visit, meet and inquire on various issues. They can inquire directly with senior management. The company also arranges the press conference to reports to provide financial and other relevant information that can reach investor, interest parties and the public thoroughly and equally with all stakeholders.

Moreover, the company has a discloser policy to the public which defines the way to communicate and the operation in case of rumor, maintain confidential information. The way to communicate with investor or analyst and appoint the Chief Executive Officer or the chief executive in accounting and financial to represent the company to providing information to them or media.

In 2024, there was the disclosure of information through various channels as follows:

1. 56-1 One Report contains all important and reliable information. Timely and reflective practices that will lead to sustainable value creation for the business Both Thai and English. by disclosing information via the SET Community Portal of the SETLink and the company website.

2. The company provides the agency of Investor relation and company secretary to communicate with institutional investor equally, fairly including analyst and related government agencies. The board attempted to compliance with all application laws, regulations regarding to information disclosure and transparency. If shareholder need additional information, Contact the company as follows:

Contact	E-mail	Phone / Fax Number
Company secretary	secretary@interlinktelecom.co.th	Telephone: 0 2666 2222 Ext. 8012 /Fax: 0 2666 2299
Investor Relations	ir@interlinktelecom.co.th	Telephone: 0 2666 2222 Ext. 8012 /Fax: 0 2666 2299

The mailing address: Interlink Telecom Public Company Limited  
48/66 Soi Rung-Reung Ratchadapisek Road,  
Samsennok, Huay Khwang, Bangkok 10310

3. The company publishes information on the company's website both in Thai and English via website: [www.interlinktelecom.co.th](http://www.interlinktelecom.co.th) If there are information or important events, the company will update on the website within 24 hours.

4. The company provided an organization's communication department to broadcast the news as well as the company's performance via various media to let shareholder, investor and stakeholder comprehend the company's information thoroughly and in time.

5. The company organized activities for listed company to meet investors (SET opportunity day) on a regular basis every quarter. This event organized by the Stock Exchange of Thailand to promote better understanding of the current situation and transparency of the disclosed quarterly and annually. Also, it discloses the other information from duties under the regulations of the law.



5. The investigation committee arranged corrective measures and mitigate the damage to the affected person. Considering all the damage and report the result to the Chief Executive Officer for reporting to board of director for acknowledgment.

6. the investigation committee reports the results to the complainant. If the complainant disclose himself or herself.

#### **Protection and confidentiality of complainant.**

The company considers the privacy and safety of the complainants who could choose to anonymous, if the disclosure considered to be unsafe or damage of any kind or those who cooperate in the investigation will be covered. Also, the fairness from providing information that are beneficial to the company in terms of corruption as well as the failure to comply with laws or regulation issued by government agencies including the violation or compliance with rules, regulations, or the code of conduct of the company as defined as follows:

1. The complainant can be anonymous if the disclosure considered to be unsafe or damage. But if there is a self-disclosure, the company will be able to report the results for acknowledgment or mitigate the damage conveniently and quickly.

2. The company considers all related information confidential. Also, it will disclose if necessary, to the person responsible for resolving the problem. The company concerns the safety and damage of the person concerned.

3. In case that the complainants believe that it is insecure, and it may cause some trouble. The complainants can request the company to prescribe the protection measure to support them without requesting if it tends to damage or insecure. The person who suffered damage will be alleviated by appropriate and fair procedures.

#### **4. Maintain financial Credibility**

The Board of director encourages employee involved in the preparation and disclose information such as the person with the highest responsibility in accounting and financial, accounting supervisor, internal auditor, company secretary, investor relation and senior management responsible for the financial disclosure of the company. To have knowledge, skill and experience that are suitable for duty and responsibility. The company separated the accounting and financial department to work effectively by managing the number of employees sufficiently for various workload. In addition, vice-president of financial and vice president of accounting who take care of the accountant and company secretary. They have completely qualification according to the regulation of the Stock Exchange of Thailand according to various rules. Also, they trained completely which specified by the Stock Exchange of Thailand to improve accounting knowledge. Also, they assign the investor relation to receive various training to gain better understanding of the rules. They should aware the impact on the business from external and internal factors on a regular basis include accurate communicating, transparent, timely, reliable. It is equal to all stakeholders.

The board of director ensuring the disclosure of information which includes financial statement in annual report form 56-1 can adequately reflect financial status and operating results. It also encourages the company to make a discussion and analysis of the management for the disclosure of financial statement every quarter. This is in order for investor to be informed and understand the changes that have occurred to the financial position and performance of the company to be better in each quarter apart from the number in financial statement. Moreover, the board of director monitored the adequacy of financial liquidity and the ability to pay debts. If in case the company tend to cannot pay debt or the company has financial problems, the board of directors will follow up closely. The board will supervise the business operation with care and comply the disclosure requirement including publish information through the website and other channels.



From 2018 to present, the stock exchange of Thailand determined listed company must have the highest responsibility in accounting, financial and a qualified accounting supervisor. To provide listed company with quality financial report. Also, to disclose the changes in accounting supervisor, the company reports information of the highest responsible person in accounting and financial department. According to the key qualification related to work effectively, the list of qualified persons has been announced as follows:

1. Mr. Sumit Jaroenpornpiti is the most responsible person in the accounting sector and finance sector (CFO).

In the past 2 years, there were no director or senior management of the company who are employee or partner of the company, external auditing that company are using the service.

Details of the most responsible persons in the accounting and financial functions (CFO) are provided in the “Attachment 1, details of the directors, officers of the authority, the persons assigned to be the highest responsibility for the accounting and finance functions and the Corporate Secretary” and on the Company’s website <https://ir.interlinktelecom.co.th/index.php>.

## 5. Anti-Corruption

The Company has received membership renewal. 2<sup>nd</sup> time in a row. This certification will be valid for 3 years from 31<sup>st</sup> December 2022 to 31<sup>st</sup> December 2025. From the Thai Private Sector Collective Action Against Corruption (CAC). In 2024, the Company has provided training courses and tests on knowledge and understanding in anti-corruption for existing employees and the orientation for new employees as the anti-corruption is one of key elements in the Code of Conduct. No corruption case was reported in 2024.



## 8.2 Reports on Performance of the Audit Committee and Other Sub-Committees

The Company's Board of Directors highlights good corporate governance with 4 sub-committees: The Audit Committee, the Risk Management Committee, the Nomination and Remuneration Committee and the Corporate Governance Committee and Sustainability.

The report on the performance of duties and responsibilities of the Audit Committee and other sub-committees conducted in 2024 can be viewed.

In Attachment 5, Report of the Audit Committee and the sub-committees, and on the Company’s website <https://ir.interlinktelecom.co.th/index.php>.

## 9. Internal Controls and Risk Management

### 9.1 Internal Controls and Risk Management

#### The opinion of the Board of Directors regarding the company's internal system control.

Board of directors Interlink Telecom Public Company Limited has given importance to the company provide a good and effective internal system control. By announcing clearly in the corporate governance policy of the company. The company has believed that having a good internal system control can reduce risk and prevent damage from operation business of the company. And give the company able to achieve vision, mission and goal. Therefore, the audit committee has been assigned with authority and responsibility to review the company has an internal control and internal audit are appropriate and effective. From the assessment adequacy of the company's internal system control of the audit committee found that internal system control of the company developed from framework of the international system control of The Committee of Sponsoring Organizations of the Treadway Commission (COSO).

From the performance evaluation of the audit committee for 2024, the audit committee performed their duties and responsibilities as specified in the audit committee charter. By used knowledge, ability, caution, prudence and sufficient independence as well as providing constructive opinions and suggestions for benefit of stakeholders equally. In reviewed the preparation of financial statements, consideration of connected transaction or the transaction may have conflicts of interest, risk management, internal system control, corporate governance, reviewing the company complying with law relating to the company's business, complying with corruption prevention, the selection appointment of the auditor, review the charter of the audit committee and report of the audit committee. In which the overall evaluation concluded that completed according to the charter.

The opinion of audit committee that the company has prepared accurate financial information conformed with generally accepted accounting standards, disclosed sufficient information about connected transactions or transactions may conflicts with interest, adequate risk management, appropriate internal control and internal audit systems effective, have complied with the law of the Stock Exchange of Thailand and relevant law are accurate completed and continuously development. To support the company is a sustainable good corporate governance.

#### Internal Control

Interlink Telecom Public Company Limited is attaches importance to internal control in accordance with COSO 2013 (The Committee of Sponsoring Organization of Treadway Commission) in order the company enable achieve the object of internal control in all 5 areas.

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

In 3<sup>rd</sup> of 2024 at the board of directors meeting held on February 25<sup>th</sup>, 2024, the board of directors considered adequacy of the internal system control by considering according to the evaluation from the Office of the Securities and Exchange Commission (SEC) as assessed by the internal audit department report to the Board of Directors and reviewed the internal system control evaluation results by audit committee. Which the board of directors considered that the company system was sufficient and suitable by the company providing sufficient personal effective implementation of the internal system control. As well as having an internal system control that can monitor and control the company's operation in accordance with the object of the organization. The report was reliable and conducted business in accordance with relevant laws and regulations as well as able to protect the company's assets.

In 2024, the company has improved procedures and system in order to permit internal control and support the inspection process to find more problems or risks efficiently and quickly. Management of the company's internal system control can summarize internal control components as follows.

## 1. Control Environment

Board of Directors and management team support corporate culture that emphasizes honesty and ethics in operations. As well as supervising the business operations of the company in accordance with vision and mission. Have a good internal environment control and facilitating the implementation of internal control policies as follows

1.1 The company requires personnel have responsibility and honesty including determining organizational structure manual for each position. Also, monitoring of operations are sufficient, effective and cause conflicts of benefits for the company.

1.2 It supervises to have a clear and measurable business goal as a guideline for management and employees. To ensure that the company's operations able to achieve the set target.

1.3 Management of the company effective and operate in the same direction throughout the group of the companies. In addition, there is a separation of duties in important areas in order to balance the power between each other. The company set duties, authority according to the organizational structure and all employees are aware of their roles, powers, duties and responsibilities.

1.4 The company determines the qualifications of personnel as a basis for recruiting and developing and defining the succession plan for important positions as well as defining the transparent and standardized evaluation process. In order to give fair compensation for the person who work efficiently including stipulating various benefits to be able to complete and retain staff.

1.5 The company has organized activities to raise awareness and understanding for executives in term of risks and internal controls through the training course in the risk management to motivate everyone to concern aware of those factors.

## 2. Risk Assessment

The board of directors and executives concern in term of risk management. To build confidence in the organization to short-term and long-term goals.

Therefore, the risk management committee is appointed by the board of directors and provide a working group which consists of executives in each department in order to oversee the risk management. To be appropriate efficient and effective with management guidelines as follows.

2.1 The company operates the risk management throughout the organization according to the standard framework of COSO Enterprise Risk Management and a risk management policy. By communicating to everyone in the company being one of the corporate cultures. In addition, the company's financial reports prepared according to reliable accounting standards. It reflects the organization's activities. Also, it is audited by a licensed external auditor.

2.2 The company has assessed the risk at the organizational, business and department level with regard to changes in both internal and external factors including specifying risk management guidelines to be at an acceptable level. There is a risk review process at least once a year, which is the responsibility of the department in risk management as well as management.

2.3 The company has closely followed the external environment news and events. To assess changes in business models and new trends that may affect the company's goals as well as prepare appropriate support measures in advance.

### 3. Control Activities

The company has specified effective and effective control activities which helps reduce the risk of not achieving the company's objectives. To be in the acceptable level as follows.

3.1 Control activities with regard to the principles of good internal control such as duty separation and system atically authorize approval for groups of personnel in order to be confident that there is a system of checks and balances. There are policies and guidelines related to transaction. It may have a conflict of interest transparent transactions verifiable and fair approval of transactions with due regard to the best interests of the company, etc.

3.2 The company establishes the security control process for information technology systems. Automatic control processes have been established in key processes to ensure that operating rights are assigned to the system with good duties. In addition, the company has modernized the system by having the person responsible for conducting the examination and fixing in a timely manner.

3.3 The company has written regulations, policies, operating instructions by defining the scope of authority of the management and employees at each level and procedures clearly. In order to be a guideline for work with the rules, policies, requirements and various operating manual on regular basis.

### 4. Information and Communication

The company pays attention to the quality of information and communication, which is important part of supporting internal control and being able to operate efficiently. With guidelines for information and communication management as follows.

4.1 The company has the right information. There are enough details and in time for the decision making and meeting operations in order to consider important issues. The company will gather and consider relevant information from inside and outside the organization for analysis and decision making. In this regard, the department must specify that data is delivered appropriately and data is checked before being used.

4.2 There is a class of information confidentiality, guidelines for the storage of important documents and control documents. By using software to collect data in all areas to reduce duplication and able to quickly summarize the report to the management.

4.3 The company provides various communication channels with external stakeholders such as website and Facebook of the company and also has a department responsible directly. To disclose important information regularly to all stakeholders as well as channels for receiving complaints.

### 5. Monitoring Activities

The company has monitoring and evaluating the sufficiency of the internal control process including setting guidelines for development and improvement to ensure that the company's internal control system is effective as follows

5.1 The company evaluates internal control at the organizational level and evaluates the internal control at the process level through the internal control assessment process with the internal audit department. Review the adequacy and appropriateness of the mentioned assessment as well as advising on determining guidelines for improvement if there are defects in internal control. Besides, the company provides the process of reporting deficiencies found to management promptly. Including the follow-up process to ensure that improvements are completed within the specified time.

5.2 Internal Audit Department is an independent agency directly to the audit committee which is responsible for reviewing to ensure that existing internal control is sufficient and appropriate and with regular practice by examining and evaluating the effectiveness of internal control of various activities as approved by the audit committee. The audit plan is in line with the company's strategic direction and significant risks affecting the operations, including recommendations for supporting internal control. In this regard, the management is aware of and requires the amendments based on recommendations and report the audit results to the audit committee quarterly. As for the assessment of internal control in financial accounting, there are audits and reviews by external auditors and present the examination result together with review to the audit committee to consider on a quarterly and yearly basis.

5.3 The company is certified as a member of the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) at the 2 star level and which every 3 years is reviewed and signed by the company's audit committee to confirm that the company has policies, guidelines, and measures to prevent corruption, including conducting business following the principles of good corporate governance as specified by the CAC.

In 2024, The company has provided channels for reporting clues and complaints. and report to the Audit Committee and the Board of Directors. there were no significant defects in the company's internal control system that may affect the achievement of the organization's main objectives or significant defects regarding items that may cause a conflict of interest fraud or violation of the Securities and Exchange Act Regulations of the Stock Exchange of Thailand or laws relating to the company's business.

### Internal Audit

The Company's Board of Directors has established an Internal Audit Unit and a Compliance Unit to oversee business operations. They are operating in parallel with an audit committee overseeing the operations of the internal audit department independence, fairness, ethics, and professional expertise with professional standards. Moreover, internal audits that are recognized internationally, including the international institute of internal auditors (IIA) with the Charter of the audit committee and the internal audit charter, which has set the mission scope of operation authority and responsibility as well as guidelines for the operation of the audit clearly and regularly reviewed annually.

In addition to the risk-based audit planning, Considered, the audit department has developed audit work with emphasis on the creation of prevention systems and benefits in order to increase efficiency and effectiveness for the company. Also, there are enhance, assurance advise and insight with important actions in 2024 as follows.

#### 1. Continuous development of auditing to create value added and sustainability

In order to strengthen various departments to have operational guidelines covering oversight risk management, supervising operations and good internal control for the internal audit department, proceed as follows.

1.1 The company raise awareness for responsibility, risk management and good control. In order to communicate to the supervisor and the operator to understand their roles and apply to the operation.

1.2 The company evaluate the effectiveness of the internal control with COSO 2013 to achieve objectives such as operational reporting in both financial and non-financial data. Also, in compliance with the assessment form for the sufficiency of the internal control system of the securities and exchange commission (SEC) presented to the audit committee and the board of directors giving approval to the 56-1 One Report/ Annual Report

1.3 Risk assessment and control for the company's system, the internal audit department is responsible for inspecting, evaluating, giving advice to operators as well as ensure that the internal control with efficient and effective.

1.4 The company always emphasized on anti-corruption with transparency and fairness. Starting from the year 2019, the company joined the anti-corruption network. Moreover, it has been certified the company from the private sector collective action coalition against corruption commission in the 3<sup>rd</sup> quarter of year 2019. Furthermore, in the 4<sup>th</sup> quarter of 2022, the company has renewed certification as a "member of Thailand's Private Sector Collective Action Coalition Against Corruption". This certification will remain valid for 3 years from the date of the certification resolution, and the company remains committed to continuously. In 2024, the company was also certified at the 3-star level and has invited partners to join in declaring their commitment to anti-corruption efforts and follow the anti-corruption policy and provides training in anti-corruption to give knowledge to executives and employees on every level.

## 2. Development of Auditors

To improve the professionalism and business knowledge of the auditors the internal audit department proceed as follows.

### 2.1 Development of the audit profession

- The company follow up on good governance practices. Risk management supervision of operation and internal control of leading professional institutions in order to be applied in the auditing with the business operations of the company.

- They support continuously in term of development and training both internal and external. In order to have knowledge, competence and professional expertise in the examination internal and increase other skills that are necessary for the company.

### 2.2 Development of business intelligence

- They improve business knowledge for internal auditors by inviting representatives from each department to provide it. Also, auditors can assess risks and provide practical advice.

- They provide knowledge sharing on interesting issues or material finding within internal audit department on a regular basis.

### 2.3 Information technology knowledge

- They apply technology knowledge in the inspection process, including inspection process, tool creation to analyse data which can check for unusual information faster. Furthermore, to reduce damage arising from operational irregularities and dishonesty to employees.

- They stimulate the auditor's capabilities to be able to suggest for internal information technology auditing. The audit committee's opinions are different from those of the board of directors.

- None

## Risk Management

Interlink Telecom Public Company Limited ("Company") provides integrated risk management covering effective risk management across the entire organization. The board of directors has passed a resolution to appoint the Risk Management and Corporate Governance Committee to take responsibilities in setting policies and management frameworks for risks and to establish risk management work committees composed of persons with knowledge, expertise and experience in risk management and to give opinions and recommendations to Management, work committees and the board of directors of the company to ensure that the company appropriately manages risks in line with specifications and consistently with international standards (by managing risks according to the COSO international guidelines) with the confidence that all of the organization's major risk areas are covered by major risk management processes divided by type of existing risks as follows:

1. Strategic risk.
2. Financial risk.
3. Operational risk.
4. Compliance risk.
5. Information technology risk.
6. Corruption risk.
7. Emerging Risk.
8. Sustainability Risk.

Accordingly, these affect the creation of satisfaction in customers and remunerations of shareholders and all stakeholders. Thus, the company manages work according to good corporate governance principles, and the company's Risk Management Committee has specified policies and operating guidelines to support the company in making the best decisions and to help the company see opportunities and successfully and effectively mitigate impacts from major situations that might occur.

### Practice Guidelines

1. The company establishes risk management systems and processes across the entire organization, including affiliated companies, to respond to strategies and business objectives and comply with international standards and assesses risks covering different risk areas such as strategic risk, operational risk, financial risk, compliance risk, information technology risk, product quality and service risk and corruption risk.

2. All company executives and employees are owners of risks and are duty-bound to identify and assess the risks existing as part of the responsibilities of their agencies and to specify appropriate measures to deal with said risks, and the company will manage risks to remain within the acceptable levels (risk appetite) or to not exceed the company's acceptable risk levels (risk tolerance).

3. All risks impacting the ability of the company to accomplish its objectives must be dealt with as follows:

1) Identify risks in a timely manner.

2) Assess the likelihood of risks and impacts when situations occur.

3) Manage risks according to the set risk management criteria with consideration to related expenses and the benefits from the management of said risks.

4) Regularly monitor and assess risk management to ensure confidence that the company's risks are appropriately managed.

4. All high and very high risks that might impact the company's business plans and strategies must be reported to the Risk Management Committee, the Audit Committee and the board of directors for acknowledgement.

The Risk Management and Corporate Governance Committee must be appointed by the board of directors to oversee risk management on various levels in the organization to ensure that Management, which is responsible for risk management work, effectively implements the risk management system to fully cover various risks that exist and supervise compliance to the good corporate governance guidelines to ensure that the organization's business is operated according to good governance principles. Accordingly, the Risk Management Committee and Corporate Governance Committee is made up of at least 3 directors and executives, with at least 1 member of the Risk Management Committee being required to be an independent director.

### 1. Risk Management Structure

Company Risk Management Structure Chart Show as follows.





### **Board of Directors and The Audit Committee**

Board of Directors and Audit Committee have the highest responsibility in overseeing the company's risk management. It is a part of business operations and responsible for assessing risk management efficiency. To ensure that risk management is carried out efficiently and effectively.

### **Risk Management Committee**

There are 5 directors consist of independent directors and the company's director. The independent directors served as the chairman of the risk management committee responsible for policy setting risk management framework, risk assessment criteria and acceptable risk level. To propose to the board of directors consider and approve the risk review and important risk management measures of the company. Also, it evaluated by the risk management agency and provides recommendations for improved risk management.

### **Risk Management Subcommittee**

They consist of a management team (Risk Owner) responsible for assessing and monitoring risks in daily operations continuously.

### **Internal Audit Department**

Responsibility for inspect various departments by planning according to the risk based of each department in order to ensure there is appropriate risk management and report the result to the audit committee. In addition, adviser to audit agencies and communicating opinions from audit committee back to the operators for further improvement.

### **Acceptable Risk Level**

Board of Directors approved the acceptable risk criteria of the company. It determines the risk levels acceptable by the board both in terms of quality and quantity for the company able to meet specified business objectives by the board of directors has reviewed the acceptable level of risk annually. Also, to ensure if changes occur in business that the acceptable risk level with the strategy and business of the company including regulations and the needs of the stakeholders.

Moreover, acceptable risk levels are important part of an effective risk management process. By linking the risk management process with the business objectives of the company for employees at all levels to respond the same risk.

### **Risk Management Culture**

The Company is well aware that the corporate culture is an important component to success of risk management. Therefore, an executive has been designated to communicate the important of risk management and a prototype for risk management. Including establishing methods for applying risk management in order to see the results in practice by determining acceptable risk and have a risk assessment system in the same form, defining roles, duties and responsibilities of each risk. By having the topic of risk management as part of the orientation for new employees. To raise an awareness about risk management in employees. And put the risk in one part of training and development program for directors, executives, and employees. So that all employees have knowledge and understanding. An employee receives benefits from risk management on framework continuously.

## Emerging risk, cyber security and information security risk including information related to the Personal Data Protection Act (PDPA)

**Risk** : Business operations must rely on the information technology system to operation therefore faced with both internal and external cyber threats such as

- Business information and personal information leaking
- Risks from mobile devices use for connect to the system
- Cyber-attack that may result in business interruption.

Including the Personal Data Protection Act, which is effectual and must obey the law that the company has to consider the risks involved beyond the policy within the established. Also, giving the important to protect the information that may be leaked through cyber channels.

The above risks affect the company's operations and reputation therefore, the company management of information is emphasized so that the information does not get leaked. It is accurate, reliable and up to date for decision making.

**Guidelines for managing major risks** : The company has established a cyber security framework to raise awareness and ability to respond to potential threats as follows:

- Establish a policy for processes and tools covering the general use policy. Security and information of the internet and e-mail usage policy and policies for using information technology systems that are unacceptable. All employees sign a memorandum of understanding for computer - related violations. Additional frameworks in accordance with the PDPA act.

- Provide screening and assigning specific rights to persons responsible for access. Carry out and distribute various information Backup information including presenting to the board of directors. Appointing the chairman of the working group to study and understand the legal context and appoint an organization's Data Protection Officer (DPO).

- Set up a system audit cycle with system staff to supervise the work and solve problems that may arise in every times.

- Establish a contingency plan in case of having an incident that causes the system stop working with an annual rehearsal. To be able to deal with the situation on time, reduce the damage of the company's information system and to make the business can continue.

- Install systems and equipment for protection against threats (Firewall) and surveillance of threat behavior.

## Head of Internal Audit

### The Appointment of Head of Internal Audit

The board of directors with the endorsement of the Audit Committee has appointed Acting Sub Lt. Watcharin Wonghan to be the Head of Internal Audit Appointed by resolution Audit Committee No.1/2022 on 22 February 2022 Acting Sub Lt. Watcharin Wonghanis experienced in internal audit works in many leading companies as well as well-versed in the business operations of the company and have training in audit work always. Therefore, considered to be suitable to perform such duties. A consideration and an approval for the appointment, removal or transfer of the Head of Internal Audit of the Company must be approved or assented by the Audit Committee.

**The duties and responsibilities are as follows:**

1. Determine the objectives, goals, scopes, responsibilities, and practical guidelines of Internal Audit Department as well as prepare a manpower plan and annual budget plan
2. Audit, evaluate, and monitor the operation to ensure that it complies with the policies, plans, and rules that are laid as well as relevant laws, to achieve the objectives of the organization effectively, efficiently, and economically as follows:
  - 1) Assess the internal control of Interlink Telecom Public Company Limited, to ensure to the Audit The duties and responsibilities  
Committee of Interlink Telecom Public Company Limited and executives that all activities have received the adequate internal control to manage risks to a controllable level and in accordance with the corporate governance process
  - 2) Assess the risk and internal control about information technology that is relevant with financial reports and other data reports
  - 3) Audit the efficiency, effectiveness, and adequacy of internal control activities
  - 4) Audit the efficiency and effectiveness of operational systems, asset maintenance, and utilization of all types of resources to ensure that they are efficient, effective and economical and without causing any loss or damage.
  - 5) Review and report the reliability and completeness of finance and non-finance information, as well as methods used for diagnosis and measurement of evidences in case there are doubts about the operation that might affect the performance of the Company significantly, such as conflicts of interest that might affect the operation, corruptions, irregularities, mistakes or significant deficiencies to the internal control system
  - 6) Audit the compliance with the laws regarding the securities and the stock exchange, terms of the stock exchange, policies, work instructions, rules, regulations, requirements, and relevant laws
  - 7) Audit according to the policies as assigned by the Audit Committee of Interlink Telecom Public Company Limited
3. Review the business ethics and code of conduct for employees and executives
4. Assurance service: The Internal Audit Department helps the Executive to improve the risk management, internal control, and corporate governance by applying the professional skills of the internal audit in the evaluation of systems and operational regulations provided by the Executive, to ensure that the objectives of Interlink Telecom Public Company Limited achieved the required results and presented improvement suggestions for better systems and performance.
5. Professional opinion service on various matters assigned, such as investigating cases of corruptions or illegal fraud or cases where there are reasonable grounds to suspect fraudulent acts. The internal audit will be conducted to find out causes of the facts including damages occurred or will occur, and the responsible person and suggest preventive measure.
6. Consultation to the Board of Directors of Interlink Telecom Public Company Limited, executives, and auditing unit on internal control, risk management and corporate governance
7. Consider giving advices to the Board of Directors of Interlink Telecom Public Company Limited and the Executive in establishing effective and efficient control of self-assessment by which the Internal Auditor should audit the efficiency and effectiveness of self-assessment process.
8. Coordinate with the risk management agency to present the risk issues that are significant to the Board of Directors of Interlink Telecom Public Company Limited (if any)

### **Relationship between the Head of Internal Audit and Agencies, and Individuals**

1. Relationship between the Head of Internal Audit and the Audit Committee of Interlink Telecom Public Company Limited and the Executive

1) The Head of Internal Audit should have a specific discussion with the Audit Committee of Interlink Telecom Public Company Limited specifically without the Executive at least once a year.

2) The Head of Internal Audit should be entitled to meet with the Chief Executive Officer to discuss about various matters as appropriate

2. In the relationship between the Head of Internal Audit, the Executive, Auditor, and other regulatory organizations, the Head of Internal Audit should discuss and plan an internal audit with the top executives, executives, inspection agencies, internal auditors, auditors, and inspectors of other regulatory organizations to ensure that the internal audit plan and other operations have covered the relevant issues effectively without redundancies.

3. In the relationship between the Head of Internal Audit, the Executive, and other individuals that receive the internal audit report, the Head of Internal Audit should present the audit report to the Executive, Managing Director and the Chief Executive Officer before presenting to others.

## Profile of Corporate Internal Audit Manager



**Acting Sub Lt. Watcharin Wonghan** Age 34 years

Position Corporate Internal Audit Manager

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	Yes

1. Internal Audit Manager / Blue Solutions PCL.

### Educational Qualifications

- Bachelor's Degree Electronics Engineering Technology (Telecommunication) King Mongkut's University of Technology North Bangkok
- Training Certified Professional Internal Audit of Thailand : CPIAT Class of 66, The Institute of Internal Auditors of Thailand
- Training Risk Management ISO30001, BSI Thailand
- Certification CQI and IRCA certified ISO/IEC 27001:2013 Information security management system lead auditor, BSI Thailand
- Training Anti-Corruption The Practical Guide (ACPG) Class of 56/2021, The Institute of Directors (IOD)
- Training Company secretary professional development program
- Training financial audit for Internal Auditor Class of 1/66, Federation of Accounting Professions under the royal patronage of His Majesty the king

### Work Experiences

Aug 2565 - Present	Internal Audit Manager / Blue Solutions PCL. Corporate Internal Audit Manager / Interlink Telecom PCL.
Jan 2565 - Present	Telecom PCL.
Jan 2564 - Dec 2564	Assistant Internal Audit Manager / Interlink Telecom PCL.
Aug 2559 - Dec 2563	Head of Interlink Data Center Compliance department / Interlink Telecom PCL.
May 2558 - Jul 2559	Data Center Engineer / Interlink Telecom PCL.



**Miss Sureeporn Kampiew** Age 41 years

Position Acting Corporate Compliance Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

### Educational Qualifications

- Bachelor's Degree Admission Bachelor of Arts Chiangmai Rajabhat University
- Master's Degree Business Administration Ramkhamhaeng University
- Training Data Protection Officer: DPO Class 3, Association of Legal and Political Studies

### Work Experiences

Dec 2565 - Present	Acting Corporate Compliance Director / Interlink Telecom PCL.
Aug 2559 - Dec 2565	Assistant Manager, Data Center Management / Interlink Telecom PCL.
May 2557 - Aug 2559	Senior Officer Interlink Data Center / Interlink Telecom PCL.

## 9.2 Related Transactions

During 2023 and 2022 transactions here made with people who may have conflicts with details of items.

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2024	Year 2023	
"1. Interlink Communication Public Company Limited ("ILINK")"	<b>Revenues</b> Revenues from Network Services	1,580,400	1,617,600	The Company generates revenue by providing high-speed communication network circuit services, including MPLS and Dark Fiber, to connect ILINK's data across various branches nationwide. The transaction adhered to normal trade practices, with pricing aligned to market standards.
	Accounts Receivable	164,459	166,729	The Audit Committee reviewed the transaction and expressed the opinion that the service arrangement complied with the Company's standard trade practices and was deemed reasonable.
	<b>Other Revenues</b> Revenues from Sales of Materials and Equipment	1,800	153,094	The Company generates revenue from providing electricity services connected to the Interlink Data Center building. Charges are based on ILINK's actual usage. The Audit Committee has reviewed and expressed the opinion that the sale of goods was reasonable.
	<b>Other Debtors</b> Employee Benefits Receivable	329,747	329,747	In 2024, ILINK is classified as an other debtor of the Company, which includes the following:
	Others Receivable	236,500	251,466	1. Employee benefits receivable from employee transfers in 2014. 2. Others receivable from connected expenses such as sharing of electricity fees and other expenses belonging to ILINK that the company advanced. The Audit Committee has reviewed and expressed the opinion that the sale of goods was reasonable.
	<b>Product Purchase</b> Product Purchase	14,886,484	7,149,721	The company purchased fiber optic cables and related accessory products from ILINK, a distributor of these products. The transaction adhered to normal trade conditions and reflected prices consistent with market standards.
	Accounts Payable	10,436,748	3,602,130	The Audit Committee has reviewed and expressed the opinion that the purchase of goods aligns with the Company's normal trade practices and is reasonable.

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2024	Year 2023	
“1. Interlink Communication Public Company Limited (“ILINK”) (Continued)”	<b><u>Lease Expenses and Administrative Expenses</u></b>			<p>The Company leases office buildings, warehouse buildings, and rooftops for the installation of Solar Cell panels from ILINK to support its operations. The details are as follows:</p> <p>1. The Company leases office spaces, including the Interlink Telecom Building at a monthly rate of 1,004,870 baht; floors 2, 3, and 4 of the Administrative Building at a monthly rate of 187,898.40 baht; and the server area on the 3rd floor of the Interlink Building at a monthly rate of 21,120 baht. The rental rates are based on market prices for office spaces in nearby areas, and the contracts are renewable annually. Additionally, the Company leases the Grand Suvamabhumi Meeting Room for hosting annual and extraordinary shareholder meetings during 2024.</p> <p>2. The warehouse lease expenses cover the rental of warehouse spaces at ILINK branches, with contracts effective from January to December 2024. The rental fee for the Chiang Mai and Rayong branches is 5,000 baht per month, including an additional fee of 250 baht per month for space allocated to install a Node Server cabinet.</p> <p>3. The rooftop is leased for the installation of a Solar Rooftop at the Data Center located in Kanchanaphisek. The lease agreement is effective from January 1 to December 31, 2024, with a monthly rental rate of 134,400 baht.</p> <p>The Audit Committee has reviewed and expressed the opinion that the transaction is beneficial to the Company and reasonable</p>
	1. Lease Expenses	13,728,425	11,460,530	
	- Office Building Lease Expenses			
	- Goods Warehouse Lease Expenses	64,850	123,000	
	- Rooftop Lease Expenses	1,738,529	-	
<b>Total</b>	<b>15,531,804</b>	<b>11,583,530</b>		
	2. Administrative Expenses	6,128,368	5,050,229	<p>The Company engages ILINK to provide services in human resources management, internal auditing (ISO), and financial services at a fixed monthly rate of 408,518.98 baht, effective from January 1 to December 31, 2024. The service fee is determined based on the average hours ILINK employees dedicate to the Company, including IT equipment rental and maintenance services.</p> <p>The Company borrowed 119.00 million baht from ILINK to support financial operations with a financial institution. The loan carried an annual interest rate of 3.85%, which was referenced from the one-month promissory note interest rate of commercial banks. The Company successfully repaid the principal and interest in full on September 28, 2024.</p>
	3. Interest Expenses	376,562	-	

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2024	Year 2023	
"1. Interlink Communication Public Company Limited ("ILINK") (Continued)"	Total Other Outstanding Payables at End of Period	5,721,852	1,900,493	The Audit Committee has reviewed and expressed the opinion that the transaction is beneficial to the Company. The cost of the system services is reasonable and more cost-effective compared to the Company investing in its own system and hiring additional staff to carry out the tasks
	<b><u>Short-term Borrowings</u></b>			
	Beginning Borrowings	-	-	The Company borrowed 119.00 million baht from ILINK to support financial operations with a financial institution. The loan carried an annual interest rate of 3.85%, referenced from the one-month promissory note interest rate of commercial banks. The principal and interest were fully repaid by the Company on September 28, 2024.
	Additional Borrowings During the Period	119,000,000	-	
	Repayments During the Period	-119,000,000	-	
	Ending Borrowings	-	-	
	<b><u>Loan Guarantee</u></b>			
	Loan Facility	3,935,000,000	3,935,000,000	As most of the Company's assets consist of fiber optic networks and network equipment, which cannot be used as collateral for loans with financial institutions, ILINK had to act as the guarantor. ILINK provided collateral in the form of land with buildings and a portion of the Company's common shares to secure the loans from commercial banks. However, ILINK does not charge the Company any compensation for guaranteeing these loans.
	Outstanding Loan Balance at the End of the Period	561,620,000	937,140,000	The Audit Committee has reviewed and concluded that the guarantee arrangement is beneficial to the Company, arising from the necessity of obtaining loans from commercial banks to support business operation, there is no compensation charged between the parties for this guarantee.
	<b><u>Shared Credit Line</u></b>			
Unused Credit Facility	390,000,000	430,000,000	The Company utilizes LC/TR credit facilities and bank guarantee facilities jointly with ILINK without any remuneration for the shared use of these credit lines.	
Utilized Loan Amount	45,491,828	38,915,694	The Audit Committee has reviewed and concluded that this transaction arose out of necessity to benefit the Company and support its business operations. However, since the Company was approved for LC/TR credit facilities by a commercial bank at the end of 2015, it currently uses the shared credit facility solely for issuing bank guarantees.	



Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2024	Year 2023	
2. Blue Solutions Public Company Limited (“BLUE”)	<b>Revenues</b> Revenues from Network Installation Services	553,068	1,900,380	The Company generates revenue from providing installation services for network cables and associated Access Network System equipment for power plants located in the Central-Eastern and Southern regions. These services are provided to the Electricity Generating Authority of Thailand and are conducted as part of regular commercial operations, with pricing aligned with market rates.
	Trade Receivables - Project Work	12,933	1,605	
	Accrued Revenue from Network Installation Services	2,005,600	1,898,880	The Audit Committee has reviewed and opined that the provision of these services aligns with the Company’s normal business practices and is considered reasonable.
	Prepaid Expenses for Network Installation Services	9,539,537	-	The Company has outstanding receivables from providing installation services for network cables and associated Access Network System equipment for power plants in the Central-Eastern and Southern regions. These services were conducted for the Electricity Generating Authority of Thailand as part of regular commercial operations, with pricing aligned with market rates.
	<b>Other Income:</b> Dividend Income	7,099,200	5,679,360	The Company received dividends from its shareholding in Blue Solution Public Company Limited.
	Management Service Income	610,000	546,656	The Company was engaged to provide internal audit services at a fixed monthly service fee of 45,000 Baht, determined based on the average service hours provided by employees.
	Others Receivable	120,060	55,272	The Audit Committee has reviewed and concluded that the sale of goods in question is reasonable.
	<b>Procurement of Goods</b> Trade Payables	9,524,191	22,390,743	The Company procured software systems for the installation and delivery of the second phase of the New e-Budgeting system development project for the Bureau of the Budget.
	Goods Procurement	3,531,000	82,833,540	The Audit Committee has reviewed and concluded that the procurement of these goods aligns with the Company’s standard commercial practices and is considered reasonable.

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2024	Year 2023	
3. Interlink Health Technology Co., Ltd.	<b>Revenues</b>			The Company has been contracted to provide management services at a monthly rate of 300,000 baht. This rate is determined based on the average hours of service provided by employees and includes preparations for an ISO standard assessment. This is required as the current certificate, which references Sodexo, is set to expire in June 2024. The Audit Committee has reviewed and concluded that the provision of these services is consistent with the Company's normal business practices and is deemed reasonable.
	Management Revenue	4,268,000	-	
	Others Receivable	4,268,000	-	
	<b>Short-Term Lending</b>			“This represents a loan provided to Interlink Health Technology Co., Ltd. while the company awaits payment from project clients. The loan was necessary to facilitate payment to Bangkok Bank in advance.” The loan carries an interest rate of 6.25% per annum.
	Beginning Loan Balance	-	-	
	Additional Lending During the Period	35,080,000	-	
	Repayments During the Period	-	-	
	Ending Lending Balance	35,080,000	-	
	Interest Income	252,562	-	
	Accrued Interest Income	252,562	-	
	<b>Short-term Borrowings</b>			This represents a loan provided to the company as an interim measure while awaiting dividend payments from Interlink Health Technology Co., Ltd., based on the 2024 performance results. The loan carries an interest rate of 6.25% per annum.
	Beginning Loan Balance	-	-	
Additional Borrowings During the Period	44,635,933	-		
Repayments During the Period	-31,500,000	-		
Ending Borrowings	13,135,933	-		
Interest Income	859,422	-		
Accrued Interest Income	859,422	-		
Dividend Payment	20,200,000	-		
			The Audit Committee has reviewed and concluded that the loan was necessitated by business operations. Additionally, the interest rate received by the Company is deemed appropriate and closely aligns with the rates offered by financial institutions for similar loans	

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2024	Year 2023	
“4. ETIX ITEL BANGKOK CO., LTD. (Previous Name: Genesis Data Center Co., Ltd.)”	<b>Revenues</b> Revenues from Network Services	92,640	92,640	The Company generates revenue from providing high-speed data communication network services under the I-TEL NET system for internet connectivity. These transactions are conducted as part of regular commercial operations, with pricing aligned with market rates.
	Trade Receivables	-	8,260	The Audit Committee has reviewed and concluded that the provision of these services aligns with the Company’s normal commercial practices and is considered reasonable.
	<b>Other Revenues</b> Revenues from Operating Services	-	1,819,125	The Company generated revenue from providing operational services for its data center business, receiving monthly payments of 606,375 baht. However, the contract for these services was terminated effective March 31, 2023
	Other Receivables	-	-	The Audit Committee has reviewed and concluded that the provision of these services aligns with the Company’s normal business practices and is deemed reasonable.
	<b>Short-Term Lending</b> Beginning Loan Balance	129,012,000	58,040,000	This represents a short-term loan provided to ETIX ITEL Bangkok Co., Ltd. while the company is in the process of securing financing from a bank. The loan was issued in the form of promissory notes, outlining the terms and obligations.  The Audit Committee has reviewed and concluded that the loan was necessitated by business operations. Furthermore, the interest rate received by the Company is deemed appropriate and comparable to the rates offered by financial institutions for similar borrowings “Since ETIX ITEL Bangkok Co., Ltd. is a newly established company, it is not eligible to participate in bids. As a result, the Company acts as an intermediary to facilitate the sale of Data Center services and issues invoices under its name. The Company generates revenue from brokerage fees or from providing network connectivity services linking the data centers of ETIX ITEL Bangkok Co., Ltd. with its customers
	Additional Lending During the Period	20,000,000	76,332,000	
	Repayments During the Period	-149,012,000	-5,360,000	
	Ending Lending Balance	-	129,012,000	
	Trade Payables	-	16,701,799	The Audit Committee has reviewed and concluded that these transactions align with the Company’s standard commercial practices and are considered reasonable.”

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2024	Year 2023	
5. Interlink Power and Engineering Company Limited	Cost of network installation services	1,410,162	1,536,258	The Company engaged Mr. Suphot Theprueang and Mr. Loetphinit Phongnanachok, affiliated with IPOWER assist with Project I0103, involving inspection, repair, and maintenance of the optical fiber cable network in Northern Thailand, and Project I0133, focused on developing the New e-Budgeting system for managing electronic budget processes.
	Trade Payables	245,441	394,591	The Audit Committee has reviewed and concluded that the provision of these services aligns with the Company's standard commercial practices and is deemed reasonable.
6. Mr. Suwat Punnachaiya	Administrative Expenses	1,056,000	1,056,000	The company engaged Mr. Suwat Punnachaiya as a strategic consultant specializing in international business operations. His role includes business planning, developing strategies to enhance competitive advantages, and providing recommendations and guidance on business opportunities. The consultancy period runs from October 1, 2023, to September 30, 2024, with a monthly contractual fee of 88,000 baht.
				The Audit Committee has reviewed and concluded that the transaction is beneficial to the Company and deemed reasonable. This is because Alist, as a consulting firm with expertise in information technology systems, can provide valuable advice to enhance the Company's business operations effectively
7. Mr. Suwichan Nilanan	Administrative Expenses (Consulting Fee)	1,056,000	1,056,000	The company engaged Mr. Suwichan Nilanan as a strategic consultant to provide business planning, develop strategies for enhancing competitive advantages, and offer recommendations and guidance on business opportunities. His initial contract covered the period from July 1, 2021, to June 30, 2022, and was renewed on July 1, 2022, for an additional term running from July 1, 2022, to June 30, 2023, with a monthly compensation of 88,000 baht.
				The Audit Committee has reviewed and concluded that the transaction is beneficial to the Company and deemed reasonable. This is because Mr. Suwichan, with over 20 years of expertise and experience in the telecommunications industry, can provide valuable advice to enhance the Company's business operations effectively.

# Part 3

## Financial Report



# Report of the Board of Directors' Responsibilities for Financial Statements

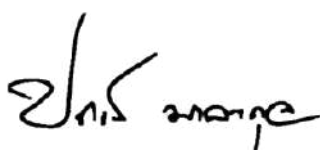
The Board of Directors is responsible for the financial statements representing the investment using the equity method of the company. Interlink Telecom Public Company Limited (“The Company”) and separate financial statements including financial information appearing in the annual report. The financial statements are prepared following generally accepted accounting standards by choosing to use appropriate accounting policies and practice regularly. The directors also use discretion carefully with the best estimates for preparation including sufficient disclosure of important information in the notes accompanying financial statements for the shareholders’ benefit and general investors transparently.

The Board of Directors establishes a risk management system and maintains an appropriate and effective internal control system to reasonably be confident that the accounting information is considered accurate, complete and enough to maintain assets as well as to prevent fraud or significant unusual operation.

In this regard, the Board of Directors has appointed the audit committee which consists of independent directors to oversee the financial reports’ quality, Internal control system, Internal audit risk management system as well as considering the disclosure of connected transaction information. The Audit Committee’s opinion regarding this issue appears in the Report of the Audit Committee as shown in the annual report.

Financial statements in which the equity method is applied to investment by the company and the separate financial statements have been audited by the company’s auditor which is PricewaterhouseCoopers ABAS Company Limited. The Board of Directors supports information and documents to enable auditors to audit and express opinions following the auditing standards. The auditor’s opinion has appeared in the auditor’s report as shown in the annual report.

The committee agrees that the company’s overall internal control system is at a satisfactory level and be able to reasonably build confidence that the financial statements in which the equity method is applied to investment by Interlink Telecom Public Company Limited and the separate financial statements for the year ended 31 December 2024, it is reliable by complying with accepted accounting standards and with the relevant laws and regulations.



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**Mr. Pakorn Malakul Na Ayudhya**  
Chairman



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**Dr. Nuttanai Anuntarumporn**  
Chief Executive Officer

# Independent Auditor's Report

To the shareholders of Interlink Telecom Public Company Limited

## My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Interlink Telecom Public Company Limited (the Company) and its subsidiaries (the Group) and the separate financial position of the Company as at 31 December 2024, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRS).

## What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2024;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include material accounting policies and other explanatory information.

## Basis for opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated and separate financial statements section of my report. I am independent of the Group and the Company in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (TFAC Code) that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the TFAC Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the consolidated and separate financial statements of the current period. The matter was addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on the matter.

Key audit matter	How my audit addressed the key audit matter
<p><b>Recognition of revenue from network installation service</b></p> <p>Refer to accounting policy No. 4.19, revenue recognition.</p> <p>The Group recognises revenue from network installation in accordance with term of each service contract with customers. Recognition of the Group’s revenue is complex because there are several conditions and performance obligations of each contract type such as sales and installation, services and turnkey contracts.</p> <p>I focused on these areas because:</p> <p>1) The amount of revenue from network installation service of Baht 1,005.97 million is significant, representing 37% of total revenue. The Group provides network installation service nationwide. This service comprises small projects and large projects and;</p> <p>2) The recognition of revenue from network installation service requires significant management’s judgements in determining the revenue recognition using point in time when the obligations are satisfied or over time either input of output method, to measure progress towards completion of the contract, which directly affects the accuracy of the revenue from network installation service recognised in the financial statements.</p>	<p>I performed the following procedures to evaluate the recognition of revenue from network installation service which included:</p> <p>1) Understanding the process and accounting treatment as well as internal controls relating to recording contract revenue and the key estimates and judgements made by management. In addition, I performed testing key internal controls over revenue and receivable cycle as well as purchase and payment cycle.</p> <p>2) Reading and understanding contract with customers to assess the appropriateness of performance obligations identified, the timing of performance obligation satisfied, process to determine the transaction price and allocation of the transaction price to performance obligations.</p> <p>3) Examining documents supporting the calculation of revenue from network installation service on which input method, output method or point in time were applied respectively as follows:</p> <p><u>Input method</u></p> <ul style="list-style-type: none"> <li>- Examining documents supporting the actual costs incurred for work performed to date by testing the actual costs incurred with vendor’s invoices and assessing the completeness of the costs recorded by examining costs incurred but not yet billed from suppliers or service providers.</li> <li>- Comparing the percentage of completion by measuring the proportion of contract costs incurred for work performed to date compared to the estimated total cost of the contract against the physical proportion of the contract work completed as assessed by the project engineers and considering whether any adjustments were required.</li> </ul>



Key audit matter	How my audit addressed the key audit matter
	<p><u>Output method</u></p> <ul style="list-style-type: none"> <li>- Examining the documents supporting for calculation of value of services completed and transferred to customer relative to total value of service promised under the contract with customers for the revenue recognition over time.</li> <li>- Assessing the accuracy of performance completed to date relative to the monthly progress of work reported by engineer.</li> </ul> <p><u>Point in time</u></p> <ul style="list-style-type: none"> <li>- Examining the documents supporting for control transferring of the revenue recognition at a point in time.</li> </ul> <p>4) Performing site visits of certain projects and observing the method used by engineer to determine the progress of work.</p> <p>I found that the determination of the revenue recognition of each performance obligation and evaluation of value of services completed in accordance with term of each service contract relating to the recognition of revenue from network installation service were appropriate and consistent with the evidence obtained.</p>

### Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to the audit committee.

### Responsibilities of the directors for the consolidated and separate financial statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRS, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibilities for overseeing the Group's and the Company's financial reporting process.

### Auditor's responsibilities for the audit of the consolidated and separate financial statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers ABAS Ltd.



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**Wanvimol Preechawat**

Certified Public Accountant (Thailand) No. 9548

Bangkok

25<sup>th</sup> February 2025

# Statements of Financial Position

	Notes	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
		Baht	Baht	Baht	Baht
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	9	42,290,344	109,287,805	31,210,821	109,112,877
Trade and other current receivables, net	10	1,244,518,381	846,761,936	959,685,316	762,419,265
Work in process		97,451,926	121,044,909	82,749,372	111,001,135
Short-term loan receivable to a joint venture	33.9	-	129,012,000	-	129,012,000
Short-term loan receivable to a subsidiary	33.10	-	-	35,080,000	-
Current accrued revenue	11.1	1,911,064,212	1,755,753,853	1,540,573,811	1,378,069,054
Retention receivables		2,298,864	13,837,498	2,298,864	13,837,498
Revenue department receivable		33,516,151	45,716,385	25,325,008	39,546,297
<b>Total current assets</b>		<b>3,331,139,878</b>	<b>3,021,414,386</b>	<b>2,676,923,192</b>	<b>2,542,998,126</b>
<b>Non-current assets</b>					
Restricted cash at financial institutions		79,239,423	73,230,277	72,239,422	69,980,000
Non-current accrued revenue, net	11.1	280,938,367	914,905,199	274,756,788	895,077,063
Financial assets measured at fair value through other comprehensive income	6	56,648,113	62,514,433	56,648,113	62,514,433
Investment in a joint venture	12	-	16,391,424	-	69,999,900
Investment in subsidiaries	13	-	-	192,777,926	153,000,000
Advance payment for acquisition of investment in a subsidiary	13	-	39,777,926	-	39,777,926
Fixed assets and telecommunication network, net	14	4,328,660,232	4,162,423,928	4,283,357,013	4,154,717,020
Right-of-use assets, net	15	242,473,408	256,145,446	227,648,248	250,932,292
Right-of-use assets under Trust, net		52,137,805	64,230,450	52,137,805	64,230,450
Goodwill	16	40,000,890	40,000,890	-	-
Intangible assets, net	17	103,858,036	124,171,465	27,385,003	32,935,924
Deferred tax assets, net	18	117,861,554	116,155,075	116,342,593	115,315,276
Other non-current assets		36,862,810	39,525,158	36,811,010	39,473,358
<b>Total non-current assets</b>		<b>5,338,680,638</b>	<b>5,909,471,671</b>	<b>5,340,103,921</b>	<b>5,947,953,642</b>
<b>Total assets</b>		<b>8,669,820,516</b>	<b>8,930,886,057</b>	<b>8,017,027,113</b>	<b>8,490,951,768</b>

## Statements of Financial Position

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2024	2023	2024	2023
		Baht	Baht	Baht	Baht
<b>Liabilities and equity</b>					
<b>Current liabilities</b>					
Bank overdraft from a financial institution		20,635,479	15,265,311	12,080,582	-
Short-term borrowings from financial institutions, net	19	1,845,711,406	1,991,659,495	1,636,063,150	1,796,850,784
Short-term borrowings from a subsidiary	33.11	-	-	13,135,933	-
Trade and other current payables	20	694,707,208	882,379,003	597,487,330	851,898,779
Current portion of lease liabilities, net	21	84,023,552	80,223,147	78,634,826	77,573,121
Current portion of long-term borrowings from financial institutions, net	23	340,585,900	381,442,976	336,042,516	381,442,976
Current advance received from services	11.3	26,095,034	27,617,917	22,253,643	23,914,605
Current corporate income tax payable		3,808,982	17,666,128	-	7,278,146
Current provisions for employee benefits	24	1,338,438	901,347	528,134	901,347
Other current liabilities		49,028,505	40,401,647	34,426,753	32,182,180
<b>Total current liabilities</b>		<b>3,065,934,504</b>	<b>3,437,556,971</b>	<b>2,730,652,867</b>	<b>3,172,041,938</b>
<b>Non-current liabilities</b>					
Lease liabilities, net	21	86,458,413	128,814,212	85,608,659	126,621,985
Lease liabilities under the agreement with Trust, net	22	687,795,739	688,069,091	687,795,739	688,069,091
Long-term borrowings from financial institutions, net	23	518,069,203	616,239,818	502,264,500	616,239,818
Deferred tax liabilities, net	18	17,542,897	17,644,495	-	-
Non-current advance received from services	11.3	32,312,263	5,505,183	32,312,263	5,505,183
Non-current provisions for employee benefits	24	37,485,640	28,025,499	28,702,078	24,860,818
<b>Total non-current liabilities</b>		<b>1,379,664,155</b>	<b>1,484,298,298</b>	<b>1,336,683,239</b>	<b>1,461,296,895</b>
<b>Total liabilities</b>		<b>4,445,598,659</b>	<b>4,921,855,269</b>	<b>4,067,336,106</b>	<b>4,633,338,833</b>

# Statements of Financial Position

	Notes	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
		Baht	Baht	Baht	Baht
<b>Liabilities and equity (Cont'd)</b>					
<b>Equity</b>					
Share capital					
Authorised share capital					
1,691,731,791 ordinary shares					
at par value of Baht 0.50 each					
(2023: 1,945,592,698 ordinary shares					
at par value of Baht 0.50 each)					
	25	<u>845,865,896</u>	<u>972,796,349</u>	<u>845,865,896</u>	<u>972,796,349</u>
Issued and paid-up share capital					
1,388,929,798 ordinary shares					
at paid-up of Baht 0.50 each					
(2023: 1,388,929,573 ordinary shares					
at paid-up of Baht 0.50 each)					
	25	694,464,899	694,464,787	694,464,899	694,464,787
Premium on paid-up share capital	25	1,901,494,690	1,901,492,214	1,901,494,690	1,901,492,214
Retained earnings					
Appropriated - legal reserve					
	28	82,410,000	72,670,000	82,410,000	72,670,000
Unappropriated					
		1,390,904,945	1,193,320,210	1,286,071,819	1,197,783,279
Other components of equity		<u>(14,750,401)</u>	<u>(8,797,345)</u>	<u>(14,750,401)</u>	<u>(8,797,345)</u>
<b>Total equity attributable to owners of the parent</b>		<u>4,054,524,133</u>	<u>3,853,149,866</u>	<u>3,949,691,007</u>	<u>3,857,612,935</u>
Non-controlling interests		<u>169,697,724</u>	<u>155,880,922</u>	-	-
<b>Total equity</b>		<u>4,224,221,857</u>	<u>4,009,030,788</u>	<u>3,949,691,007</u>	<u>3,857,612,935</u>
<b>Total liabilities and equity</b>		<u>8,669,820,516</u>	<u>8,930,886,057</u>	<u>8,017,027,113</u>	<u>8,490,951,768</u>

# Statement of Comprehensive Income

	Notes	Consolidated financial statements		Separate financial statements	
		2024 Baht	2023 Baht	2024 Baht	2023 Baht
Service income from network rendering	8	1,263,329,392	1,466,321,595	1,263,329,392	1,466,321,595
Service income from network installation service	8	1,005,966,486	1,154,486,973	593,887,782	776,781,931
Service income from data center space service	8	98,467,609	92,767,593	98,467,609	92,767,593
Sales and service income from medical equipment service	8	110,077,416	-	-	-
Gain on disposal of investment in a joint venture, net	12	140,086,182	-	87,186,608	-
Gain from a bargain purchase, net	13	54,360,167	-	-	-
Other income		39,995,118	46,362,466	70,808,681	52,546,551
<b>Total revenue</b>	29	<b>2,712,282,370</b>	<b>2,759,938,627</b>	<b>2,113,680,072</b>	<b>2,388,417,670</b>
Cost of network rendering		(1,048,225,733)	(1,131,422,178)	(1,048,225,733)	(1,131,422,178)
Cost of network installation service		(722,605,475)	(796,427,013)	(441,179,420)	(555,533,955)
Cost of data center space service		(54,570,515)	(62,239,004)	(54,570,515)	(62,239,004)
Cost of sales and medicale equipment service		(89,039,875)	-	-	-
Service expenses		(61,366,973)	(58,885,609)	(50,908,506)	(52,062,340)
Administrative expenses		(145,807,833)	(137,527,102)	(83,979,434)	(80,421,033)
Expected credit loss		(12,999,769)	(15,125,617)	(10,662,492)	(15,078,411)
Finance costs		(199,107,937)	(181,658,927)	(187,716,879)	(175,189,475)
<b>Total expense</b>		<b>(2,333,724,110)</b>	<b>(2,383,285,450)</b>	<b>(1,877,242,979)</b>	<b>(2,071,946,396)</b>
<b>Profit before share of loss from investment in a joint venture and income tax expense</b>		<b>378,558,260</b>	<b>376,653,177</b>	<b>236,437,093</b>	<b>316,471,274</b>
Share of profit (loss) from investment in a joint venture	12	708,902	(3,713,211)	-	-
<b>Profit before income tax expense</b>		<b>379,267,162</b>	<b>372,939,966</b>	<b>236,437,093</b>	<b>316,471,274</b>
Income tax expense	31	(54,637,192)	(74,734,883)	(41,740,920)	(62,133,226)
<b>Net profit for the year</b>		<b>324,629,970</b>	<b>298,205,083</b>	<b>194,696,173</b>	<b>254,338,048</b>
<b>Other comprehensive income (expense)</b>					
Items will not be reclassified subsequently to profit or loss					
- Remeasurements of post-employment benefit obligations, net of tax		-	100,976	-	-
Changes in fair value of financial assets measured at fair value through other comprehensive income, net of tax		(5,953,056)	(14,153,443)	(5,953,056)	(14,153,443)
<b>Total comprehensive income for the year</b>		<b>318,676,914</b>	<b>284,152,616</b>	<b>188,743,117</b>	<b>240,184,605</b>

# Statement of Comprehensive Income

	Notes	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
		Baht	Baht	Baht	Baht
<b>Profit attributable to:</b>					
- Owners of the Company		303,992,368	272,107,876	194,696,173	254,338,048
- Non-controlling interests		20,637,602	26,097,207	-	-
		<u>324,629,970</u>	<u>298,205,083</u>	<u>194,696,173</u>	<u>254,338,048</u>
<b>Total comprehensive income</b>					
<b>attributable to:</b>					
- Owners of the Company		298,039,312	258,005,931	188,743,117	240,184,605
- Non-controlling interests		20,637,602	26,146,685	-	-
		<u>318,676,914</u>	<u>284,152,616</u>	<u>188,743,117</u>	<u>240,184,605</u>
<b>Earnings per share</b>					
Basic earnings per share	32.1	0.22	0.20	0.14	0.18
Diluted earnings per share	32.2	0.22	0.19	0.14	0.18



# Statement of Changes in Equity

	Notes	Other component of equity										Retained earnings		Total
		Issued and paid-up share capital	Premium on share capital	Advance received from share subscription	Measurement of financial assets at fair value through other comprehensive income		Appropriated - legal reserve	Unappropriated	Total owners of the parent	Non-controlling interests	Total			
					Baht	Baht						Baht	Baht	
<b>Opening balance as at 1 January 2023</b>		657,363,837	1,693,726,897	164,308,525	5,356,098	59,950,000	1,022,076,064	3,602,781,421	88,363,194	3,691,144,615				
<b>Changes in equity for the year</b>														
Increase in share capital	25	37,100,950	207,765,317	(164,308,525)	-	-	-	80,557,742	-	80,557,742				
Dividend payment		-	-	-	-	(88,195,228)	-	(88,195,228)	-	(88,195,228)				
Dividend payment from a subsidiary		-	-	-	-	-	-	-	(5,456,640)	(5,456,640)				
Legal reserve	28	-	-	-	-	12,720,000	(12,720,000)	-	-	-				
Remeasurement of the fair value of a subsidiary's net assets		-	-	-	-	-	-	-	46,827,683	46,827,683				
Total comprehensive income for the year		-	(14,153,443)	-	-	-	272,159,374	258,005,931	26,146,685	284,152,616				
<b>Closing balance as at 31 December 2023</b>		694,464,787	1,901,492,214	-	(8,797,345)	72,670,000	1,193,320,210	3,853,149,866	155,880,922	4,009,030,788				
<b>Opening balance as at 1 January 2024</b>		694,464,787	1,901,492,214	-	(8,797,345)	72,670,000	1,193,320,210	3,853,149,866	155,880,922	4,009,030,788				
<b>Changes in equity for the year</b>														
Increase in share capital	26	112	2,476	-	-	-	-	2,588	-	2,588				
Dividend payment	27	-	-	-	-	(96,667,633)	-	(96,667,633)	-	(96,667,633)				
Dividend payment from a subsidiary		-	-	-	-	-	-	-	(6,820,800)	(6,820,800)				
Legal reserve	28	-	-	-	-	9,740,000	(9,740,000)	-	-	-				
Total comprehensive income for the year		-	(5,953,056)	-	(5,953,056)	-	303,992,368	298,039,312	20,637,602	318,676,914				
<b>Closing balance as at 31 December 2024</b>		694,464,899	1,901,494,690	-	(14,750,401)	82,410,000	1,390,904,945	4,054,524,133	169,697,724	4,224,221,857				

# Statement of Changes in Equity

	Notes	Other component of equity										Retained earnings		Total Baht
		Issued and paid-up share capital		Premium on share capital	Advance received from share subscription	Measurement of financial assets at fair value through other comprehensive income		Appropriated - legal reserve		Unappropriated		Baht		
		Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht				
<b>Opening balance as at 1 January 2023</b>		657,363,837	1,693,726,897	164,308,525	5,356,098	59,950,000	1,044,360,459	3,625,065,816						
<b>Changes in equity for the year</b>														
Increase in share capital	25	37,100,950	207,765,317	(164,308,525)	-	-	-	-	-	-	-	-	80,557,742	
Dividend payment		-	-	-	-	-	-	-	-	-	(88,195,228)	-	(88,195,228)	
Legal reserve	28	-	-	-	-	12,720,000	-	-	-	-	(12,720,000)	-	-	
Total comprehensive income for the year		-	-	-	(14,153,443)	-	-	-	-	-	254,338,048	-	240,184,605	
<b>Closing balance as at 31 December 2023</b>		694,464,787	1,901,492,214	-	(8,797,345)	72,670,000	1,197,783,279	3,857,612,935						
<b>Opening balance as at 1 January 2024</b>		694,464,787	1,901,492,214	-	(8,797,345)	72,670,000	1,197,783,279	3,857,612,935						
<b>Changes in equity for the year</b>														
Increase in share capital	26	112	2,476	-	-	-	-	-	-	-	-	-	2,588	
Dividend payment	27	-	-	-	-	-	-	-	-	-	(96,667,633)	-	(96,667,633)	
Legal reserve	28	-	-	-	-	9,740,000	-	-	-	-	(9,740,000)	-	-	
Total comprehensive income for the year		-	-	-	(5,953,056)	-	-	-	-	-	194,696,173	-	188,743,117	
<b>Closing balance as at 31 December 2024</b>		694,464,899	1,901,494,690	-	(14,750,401)	82,410,000	1,286,071,819	3,949,691,007						

# Statement of Cash Flows

	Notes	Consolidated financial statements		Separate financial statements	
		2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Cash flows from operating activities</b>					
Profit before income tax expense		379,267,162	372,939,966	236,437,093	316,471,274
Adjustments to reconcile profit before income tax to net cash from operations:					
- Depreciation and amortisation	14, 15, 17	422,095,446	377,429,949	389,488,969	358,994,337
- Amortisation of prepaid expenses		35,977,703	53,633,525	37,177,703	53,633,525
- Share of loss (gain) from investment in a joint venture	12	(708,902)	3,713,211	-	-
- Unrealised loss (gain) on exchange rate		112,912	(1,191,640)	112,912	(1,191,640)
- Expected credit losses	10, 11.1	12,999,769	15,125,616	10,662,493	15,078,410
- Loss from written-off equipment and intangible assets		13,751	353,242	-	353,242
- Provision of obsolete inventory		949,415	623,692	-	-
- Dividend income		(3,851,888)	(3,857,935)	(31,151,088)	(9,537,295)
- Interest income		(1,784,534)	(1,112,780)	(2,006,642)	(1,099,568)
- Finance costs		199,107,937	181,658,927	187,716,879	175,189,475
- Gain on disposal of investment in a joint venture, net	12	(140,086,182)	-	(87,186,608)	-
- Gain from a bargain purchase, net	13	(54,360,167)	-	-	-
- Provisions for employee benefit	24	5,862,239	8,403,264	4,523,901	6,957,701
Cash flows before changes in operating assets and liabilities		855,594,661	1,007,719,037	745,775,612	914,849,461
Changes in operating assets and liabilities:					
- Trade and other current receivables		(410,219,354)	(70,595,189)	(251,949,363)	(281,785,962)
- Work in process		59,498,482	47,220,299	60,475,146	39,579,110
- Accrued revenue		489,998,824	(339,659,508)	464,291,893	(91,806,670)
- Retention receivables		11,538,634	1,668,706	11,538,634	1,668,706
- Revenue department receivable		18,170,493	1,142,821	17,925,871	6,201,632
- Other non-current assets		2,662,346	(4,030,171)	2,662,347	(4,068,371)
- Trade and other current payables		(177,369,878)	(393,769,846)	(228,277,417)	(268,551,915)
- Advance received from services		25,284,196	4,817,059	25,146,118	1,847,081
- Employee benefits paid	24	(1,055,854)	(398,250)	(1,055,854)	(398,250)
- Other current liabilities		5,817,824	18,578,316	2,244,573	20,183,419
Cash generated from operations		879,920,374	272,693,274	848,777,560	337,718,241
- Income tax paid		(78,156,320)	(62,046,946)	(52,262,700)	(47,932,789)
<b>Net cash generated from operating activities</b>		<b>801,764,054</b>	<b>210,646,328</b>	<b>796,514,860</b>	<b>289,785,452</b>

# Statement of Cash Flows

	Notes	Consolidated financial statements		Separate financial statements	
		2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Cash flows from investing activities</b>					
- Increase in restricted cash at financial institutions		(6,009,145)	-	(2,259,422)	-
- Payments for financial assets measured at fair value through other comprehensive income	6	(1,575,000)	(420,000)	(1,575,000)	(420,000)
- Dividends income from investment in real estate investment trust		3,851,888	3,857,935	3,851,888	3,857,935
- Proceeds from dispose of investment in a joint venture	12	157,186,507	-	157,186,507	-
- Payments for acquisition of investment in a subsidiary in advance	13	-	(39,777,926)	-	(39,777,926)
- Payments for short-term borrowings to a subsidiary		-	-	(35,080,000)	-
- Proceeds (payments) from short-term borrowings to a joint venture		129,011,999	(70,972,000)	129,011,999	(70,972,000)
- Payments for purchase of fixed assets and telecommunication networks		(484,639,247)	(450,800,178)	(460,351,904)	(443,784,193)
- Payments for purchases of intangible assets		(972,200)	(18,431,160)	(319,000)	(18,149,400)
- Payments for borrowing cost capitalisation of fixed assets and telecommunication networks	14	(34,900,000)	(22,620,000)	(34,900,000)	(22,620,000)
- Dividends income from subsidiaries	13	-	-	27,299,200	5,679,360
- Proceeds from interest income		1,784,532	1,112,779	1,754,080	1,099,568
<b>Net cash used in investing activities</b>		<b>(236,260,666)</b>	<b>(598,050,550)</b>	<b>(215,381,652)</b>	<b>(585,086,656)</b>
<b>Cash flows from financing activities</b>					
- Proceeds from bank overdraft from financial institutions, net		5,370,169	7,060,161	12,080,582	-
- Proceeds (payments) for short-term borrowings from financial institutions, net		(143,168,599)	1,006,681,494	(158,008,143)	913,669,283
- Proceeds from short-term borrowings from a subsidiary		-	-	13,135,933	-
- Payments for deferred financing fees of short-term borrowings from financial institutions		(639,813)	(1,063,887)	(639,813)	(1,063,887)
- Payments for lease liabilities	21	(93,320,657)	(82,606,705)	(79,721,973)	(80,657,820)
- Payments for lease liabilities under the agreement with Trust	22	(1,475,759)	(1,363,808)	(1,475,759)	(1,363,808)
- Proceeds from long-term borrowings from financial institutions	23	360,068,393	14,662,167	338,136,232	14,662,167
- Payments for long-term borrowings from financial institutions	23	(501,081,271)	(489,477,553)	(499,497,197)	(489,477,553)
- Proceeds from issue of ordinary shares	26	2,588	80,557,742	2,588	80,557,742
- Dividend paid to the Company's shareholders	27	(96,667,633)	(88,195,228)	(96,667,633)	(88,195,228)
- Dividend paid to non-controlling interests		(6,820,800)	(5,456,640)	-	-
- Interest paid		(198,585,205)	(172,844,108)	(186,380,081)	(166,454,508)
<b>Net cash generated from (used in) financing activities</b>		<b>(676,318,587)</b>	<b>267,953,635</b>	<b>(659,035,264)</b>	<b>181,676,388</b>
<b>Net decreased in cash and cash equivalents</b>		<b>(110,815,199)</b>	<b>(119,450,587)</b>	<b>(77,902,056)</b>	<b>(113,624,816)</b>
Cash increase from business combination		43,817,738	-	-	-
Beginning balance		109,287,805	228,738,392	109,112,877	222,737,693
<b>Ending balance</b>	9	<b>42,290,344</b>	<b>109,287,805</b>	<b>31,210,821</b>	<b>109,112,877</b>
<b>Non-cash transactions</b>					
- Account payable - purchases of fixed assets and telecommunication networks		169,467,819	196,976,921	169,438,394	196,794,796
- Purchases of fixed assets and telecommunication networks under lease contracts		39,770,352	44,749,502	39,770,352	42,000,502

# Note to Financial Statement

## 1 General information

Interlink Telecom Public Company Limited (the Company) is a public limited company, incorporated and resident in Thailand. The address of its registered office is 48/66 Soi Rung Reung, Ratchadapisek Road, Samsennok, Huaykwang, Bangkok.

The Company's ordinary shares are listed on the Stock Exchange of Thailand. For reporting purposes, the Company and its subsidiaries are referred to as "the Group".

The principal business operations of the Company are to provide telecommunication services nationwide fiber optic network and to provide data center space services such as co-location service, cloud computing service and disaster recovery service, also to provide design and construction services, construction of fiber optic project, telecommunication project, service related to the information and communication technology and products, sales and services relating to medical equipment.

On 8 May 2012, the Company obtained Telecommunication license type 3 from National Broadcasting and Telecommunication Commission (NBTC) in which, allowed the Group to own the network and rendering service on such network. The period of license is 15 years.

These consolidated and separate financial statements were authorised for issue by the Board of Directors on 25 February 2025.

## 2 Basis of preparation

The consolidated and separate financial statements have been prepared in accordance with Thai Financial Reporting Standards ("TFRS") and the financial reporting requirements issued under the Securities and Exchange Act.

The consolidated and separate financial statements have been prepared under the historical cost convention except for certain accounts as disclosed in the accounting policies below.

The preparation of financial statements in conformity with TFRS requires management to use certain critical accounting estimates and to exercise its judgement in applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas that are more likely to be materially adjusted due to change in estimates and assumptions are disclosed in Note 7.

An English version of the consolidated and separate financial statements have been prepared from the financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language financial statements shall prevail.

Certain figures in the comparative information in the statement of comprehensive income for the year ended 31 December 2024 have been reclassified to conform to the presentation of the current period. This reclassification was made to better reflect the nature of the business and its transactions by separately presenting expected credit losses of Baht 15.13 million and Baht 15.08 million, which were previously included in administrative expenses in the consolidated and separate statements of comprehensive income. As a result, administrative expenses decreased by an equal amount.

## 3 Amended financial reporting standards

### 3.1 Amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2024 which have no significant impact to the Group.

- a) **Amendment to TAS 1 - Presentation of financial statements** revised the disclosure from 'significant accounting policies' to 'material accounting policies'. The amendment also provides guidelines on identifying when the accounting policy information is material. Consequently, immaterial accounting policy information does not need to be disclosed. If it is disclosed, it should not obscure material accounting information.
- b) **Amendment to TAS 8 - Accounting policies, changes in accounting estimates and errors** revised to the definition of 'accounting estimates' to clarify how companies should distinguish between changes in accounting policies and changes in accounting estimates. The distinction is important because changes in accounting estimates are applied prospectively to transactions, other events and conditions from the date of that change. Whereas changes in accounting policies are generally applied retrospectively to past transactions and other past events as well as the current period as if the new accounting policy had always been applied.

- c) **Amendments to TAS 12 - Income taxes** Companies must recognise any deferred tax related to assets and liabilities arising from a single transaction that, on initial recognition, gives rise to equal amounts of taxable and deductible temporary differences. Companies must recognise any deferred tax related to assets and liabilities arising from a single transaction that, on initial recognition, gives rise to equal amounts of taxable and deductible temporary differences. Example transactions are leases and decommissioning obligations.

The amendment should be applied to transactions on or after the beginning of the earliest comparative period presented. In addition, entities should recognise deferred tax assets (to the extent that they can probably be utilised) and deferred tax liabilities at the beginning of the earliest comparative period for all deductible and taxable temporary differences associated with:

- right-of-use assets and lease liabilities, and
- decommissioning, restoration and similar liabilities, and the corresponding amounts recognised as part of the cost of the related assets.

The cumulative effect of these adjustments is recognised at the beginning of retained earnings or any other component of equity, as appropriate.

### 3.2 Amended financial reporting standards that are effective for the accounting period beginning on or after 1 January 2025.

The following amended TFRSs were not mandatory for the current reporting period and the Group has not early adopted them.

- a) **Amendments to TAS 1 Presentation of Financial Statements** clarified that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the entity's expectations or events after the reporting period (for example, the receipt of a waiver or a breach of covenant).

Covenants of loan arrangements will not affect classification of a liability as current or non-current at the end of reporting period if the entity must only comply with the covenants after the reporting period. However, if the entity must comply with a covenant either before or at the end of reporting period, this will affect the classification as current or non-current even if the covenant is only tested for compliance after the reporting period.

The amendments require disclosures if an entity classifies a liability as non-current and that liability is subject to covenants with which the entity must comply within 12 months of the reporting period. The disclosures include:

- the carrying amount of the liability;
- information about the covenants; and
- facts and circumstances, if any, that indicate that the entity might have difficulty complying with the covenants.

The amendments also clarify what TAS 1 means when it refers to the 'settlement' of a liability. Terms of a liability that could, at the option of the counterparty, result in its settlement by the transfer of the entity's own equity instrument can only be ignored for the purpose of classifying the liability as current or non-current if the entity classifies the option as an equity instrument.

The amendments must be applied retrospectively in accordance with the normal requirements in TAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.

- b) **Amendments to TFRS 16 Leases** added to the requirements for sale and leaseback transactions which explain how an entity accounts for a sale and leaseback after the date of the transaction.

The amendments specify that, in measuring the lease liability subsequent to the sale and leaseback, the seller-lessee determines 'lease payments' and 'revised lease payments' in a way that does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use that it retains. This could particularly impact sale and leaseback transactions where the lease payments include variable payments that do not depend on an index or a rate.

- c) **Amendments to TAS 7 Statement of cash flows and TFRS 7 Financial instruments: Disclosures** require specific disclosures about supplier finance arrangements (SFAs). The amendments respond to investors that said that they urgently needed more information about SFAs to be able to assess how these arrangements affect an entity's liabilities, cash flows and liquidity risk.

To meet investors' needs, the new disclosures will provide information about:

- (1) The terms and conditions of SFAs.
- (2) The carrying amount of financial liabilities that are part of SFAs, and the line items in which those liabilities are presented.
- (3) The carrying amount of the financial liabilities in (2), for which the suppliers have already received payment from the finance providers.
- (4) The range of payment due dates for both the financial liabilities that are part of SFAs, and comparable trade payables that are not part of such arrangements.
- (5) Non-cash changes in the carrying amounts of financial liabilities in (2).
- (6) Access to SFA facilities and concentration of liquidity risk with the finance providers.

The Group's management is currently assessing the impact of adoption of these standards.

## 4 Accounting policies

### 4.1 Principles of consolidation

#### a) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group until the date that control ceases.

In the separate financial statements, investments in subsidiaries are accounted for using cost method.

#### b) Joint arrangements

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangements.

##### *Joint operations*

A joint operation is a joint arrangement whereby the Group has rights to the assets, and obligations for the liabilities relating to the arrangement. The Group recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the Group's financial statement line items.

##### *Joint ventures*

A joint venture is a joint arrangement whereby the Group has rights to the net assets of the arrangement. Interests in joint ventures are accounted for using the equity method.

In the separate financial statements, investments in joint ventures are accounted for using cost method less provision for impairment.

#### c) Equity method

The investment is initially recognised at cost which is consideration paid and directly attributable costs.

The Group's subsequently recognises shares of its associates and joint ventures' profits or losses and other comprehensive income in the profit or loss and other comprehensive income, respectively. The subsequent cumulative movements are adjusted against the carrying amount of the investment.

When the Group's share of losses in associates and joint ventures equals or exceeds its interest in the associates and joint ventures together with any long-term interests, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associates and joint ventures.

d) Changes in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A difference between the amount of the adjustment to non-controlling interests to reflect their relative interest in the subsidiary and any consideration paid or received is recognised within equity.

If the ownership interest in associates and joint ventures is reduced but significant influence and joint control is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss or retained earnings where appropriate or retained earnings based on accumulation. Profit or loss from reduce of the ownership interest in associates and joint ventures is recognise in profit or loss.

When the Group losses control, joint control or significant influence over investments, any retained interest in the investment is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value becomes the initial carrying amount of the retained interest which is reclassified to investment in an associate, or a joint venture or a financial asset accordingly.

e) Intercompany transactions on consolidation

Intra-group transactions, balances and unrealised gains on transactions are eliminated. Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in the associates and joint ventures. Unrealised losses are also eliminated in the same manner unless the transaction provides evidence of an impairment of the asset transferred.

## 4.2 Business combination

The Group applies the acquisition method to account for business combinations with an exception on business combination under common control. The consideration transferred for the acquisition of a subsidiary comprises.

- fair value of the assets transferred,
- liabilities incurred to the former owners of the acquiree
- equity interests issued by the Group

Identifiable assets and liabilities acquired and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group initially recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets according to the proportion of non-controlling interests.

The excess of the consideration transferred, the amount of any non-controlling interest recognised and the acquisition-date fair value of any previous equity interest in the acquiree (for business combination achieved in stages) over the fair value of the identifiable net assets acquired is recorded as goodwill. In the case of a bargain purchase, the difference is recognised directly in profit or loss.

### *Acquisition-related cost*

Acquisition-related cost are recognised as expenses in consolidated financial statements.

### *Step-up acquisition*

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measured are recognised in profit or loss.

### *Changes in fair value of contingent consideration paid/received*

Subsequent changes to the fair value of the contingent consideration that is an asset or liability is recognised in profit or loss. Contingent consideration that is classified as equity is not re-measured.



#### 4.3 A service concession arrangement

A service concession arrangement is an arrangement involving an operator constructing and/or upgrading, operating and maintaining infrastructure used to provide a public service for a specified period of time. Governmental agency pays the operator for its services over the period of the arrangement. The arrangement is governed by a contract that sets out performance standards, mechanisms for adjusting prices and arrangements for arbitrating disputes. Governmental agency controls (through ownership, beneficial entitlement or otherwise) any significant residual interest in the infrastructure at the end of the term of the arrangement.

The Group, as the operator for constructing and operating infrastructure, recognises accrued revenue from service to the extent that it has an unconditional right to receive cash or another financial asset from or at the direction of the grantor (Government). The revenue from services is recognized by the condition of contracts.

#### 4.4 Functional and presentation currency

The financial statements are presented in Thai Baht, which is the Group's functional and presentation currency.

#### 4.5 Trade accounts receivable

Trade receivables are subsequently measured at amortised cost when the consideration is unconditional, less loss allowance.

The impairment of trade receivables are disclosed in Note 4.7.

#### 4.6 Inventory

Inventories are stated at the lower of cost and net realisable value. Cost of inventories is determined by the weighted average method.

#### 4.7 Financial assets

##### a) Recognition and derecognition

Regular way purchases, acquires and sales of financial assets are recognised on trade-date, Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

##### b) Classification and measurement

###### Debt instruments

The Group classifies its debt instrument financial assets depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest (SPPI).

There are three measurement categories into which the Group classifies its debt instruments:

- Amortised cost: Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of comprehensive income.

- Fair value through other comprehensive income (FVOCI): Financial assets that are held for i) collection of contractual cash flows; and ii) for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income (OCI), except for the recognition of impairment losses/reversal of impairment, interest income using the effective interest method, and foreign exchange gains and losses which are recognised in profit or loss. When the financial assets is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income is included in other income. Impairment expenses are presented separately in the statement of comprehensive income.
- Fair value through profit or loss FVPL: Financial assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

#### Equity instruments

Except for equity instruments held for trading, which are measured at FVPL, the Group makes an irrevocable election at the time of initial recognition, classifying its equity instruments into two measurement categories.

- FVPL: the equity instruments are measured at fair value and changes in the fair value are recognised in other gains/losses in the statement of comprehensive income.
- FVOCI: the equity instruments are measured at fair value and changes in the fair value are recognised in OCI. There is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Impairment losses (and reversal of impairment losses) are not reported separately from other changes in fair value. Dividends from such investments (FVPL/FVOCI) continue to be recognised in profit or loss as other income when the right to receive payments is established

The Group represents investments in real estate investment trusts registered and established in Thailand, which pays dividends to unitholders of not less than 90% of the adjusted net profit of each reporting period. It is an investment in equity instruments according to the clarification of the TFAC's as of 25 June 2020 "Interpretation of investments in Property Fund unit trusts, Real Estate Investment Trust units, Infrastructure Fund units, and Infrastructure Trust units established and registered in Thailand" the Group measures them at FVOCI.

#### c) Impairment

The Group applies the TFRS 9 simplified approach and general approach in measuring the expected credit loss of trade receivables and contract assets, which apply lifetime expected credit loss, from initial recognition, for all trade receivables and contract assets.

To measure the expected credit losses by simplified approach, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances. In addition to the simplified approach, the management applies the general approach to consider individual assessment by using discounted cashflow method. The contract assets relate to unbilled work in progress and have substantially low risk characteristics, the management has therefore considered the expected loss rates by using discounted cashflow method based on collection plan.

The significant increase in credit risk (from initial recognition) assessment is performed every end of reporting period by comparing i) expected risk of default as of the reporting date and ii) estimated risk of default on the date of initial recognition.

For other financial assets carried at amortised cost and FVOCI, the Group applies TFRS 9 general approach in measuring the impairment of those financial assets. Under the general approach, the 12-month or the lifetime expected credit loss is applied depending on whether there has been a significant increase in credit risk since the initial recognition.

The Group assesses expected credit loss by taking into consideration forward-looking information and past experiences. The expected credit loss is a probability-weighted estimate of credit losses (probability-weighted present value of estimated cash shortfall). The cash shortfall is the difference between all contractual cash flows that are due to the Group and all cash flows expected to receive, discounted at the original effective interest rate.

When measuring expected credit losses, the Group reflects the following:

- probability-weighted estimated uncollectible amounts
- time value of money; and
- supportable and reasonable information as of the reporting date about past experience, current conditions and forecasts of future situations.

Impairment and reversal of impairment losses are recognised in profit or loss as included in administrative expenses.

#### 4.8 Fixed assets and telecommunication networks

Fixed assets and telecommunication networks are initially recorded at cost. Subsequently they are stated at historical cost less accumulated depreciation and impairment losses. Depreciation on fixed assets and telecommunication networks are calculated using the straight-line method to write off the cost of each asset to their residual values over their estimated useful lives, as follows:

Building	25 - 30 years
Building improvement	10 years
Infrastructure system	10 - 30 years
Furniture, fixtures and office equipment	5 years
Tool and equipment	3 - 10 years
Vehicle	5 years
Telecommunication network equipment	5 - 25 years

#### 4.9 Goodwill

Goodwill is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired. It is carried at cost less accumulated impairment losses.

#### 4.10 Intangible assets

##### *Computer software*

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of 3 - 15 years.

Costs associated with maintaining computer software programmes are recognised as an expense as incurred.

##### *Contract customer and customer relationships*

Contract customer and customer relationships acquired in a business combination are recognised of fair value at acquisition date, and are amortised by using straight-line method over their estimated useful lives of 4 - 10 years.

#### 4.11 Impairment of assets

Assets that have an indefinite useful life are tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever there is an indication of impairment. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

Where the reasons for previously recognised impairments no longer exist, the impairment losses on the assets concerned other than goodwill is reversed.

## 4.12 Leases

### Leases - where the Group is the lessee

The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value asset comprises photocopy machines.

## 4.13 Financial liabilities

### a) Classification

Financial instruments issued by the Group are classified as either financial liabilities or equity securities by considering contractual obligations.

### b) Measurement

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost.

### c) Derecognition and modification

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, or expired.

Where the terms of a financial liability are renegotiated/modified, the Group assesses whether the renegotiation/modification results in the derecognition of that financial liability. Where the modification results in an extinguishment, the new financial liability is recognised based on fair value of its obligation. The remaining carrying amount of financial liability is derecognised. The difference as well as proceed paid is recognised as other gains/(losses) in profit or loss.

Where the modification does not result in the derecognition of the financial liability, the carrying amount of the financial liability is recalculated as the present value of the renegotiated / modified contractual cash flows discounted at its original effective interest rate. The difference is recognised in other gains/(losses) in profit or loss.

## 4.14 Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets are added to the cost of those assets less investment income earned from those specific borrowings. The capitalisation of borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Other borrowing costs are expensed in the period in which they are incurred.

#### 4.15 Employee benefits

a) Short-term employee benefits

Liabilities for short-term employee benefits such as wages, salaries, paid annual leave, bonuses and medical care that are expected to be settled wholly within 12 months after the end of the period are recognised in respect of employees' service up to the end of the reporting period. They are measured at the amount expected to be paid.

b) Defined contribution plan

The Group pays contributions to a separate fund. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

c) Defined benefit plans

Amount of retirement benefits is defined by the agreed benefits the employees will receive after the completion of employment. It usually depends on factors such as age, years of service and an employee's latest compensation at retirement.

The defined benefit obligation is calculated by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that matches the terms and currency of the expected cash outflows.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise are included in retained earnings in the statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

d) Other long-term benefits

The Group gives gold rewards to employees when they have worked for the Group at the certain years.

These obligations are measured similar to defined benefit plans except remeasurement gains and losses that are charged to profit or loss.

#### 4.16 Provisions

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

#### 4.17 Current and deferred income taxes

Income tax comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax is recognised based on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their value for tax purposes. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

#### 4.18 Share capital

Ordinary shares with discretionary dividends are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

#### 4.19 Revenue recognition

Revenue include all revenues from ordinary business activities. All ancillary income in connection with the others income in the course of the Group's ordinary activities.

Multiple element arrangements involving delivery or provision of multiple products or services are separated into distinct performance obligations. Total transaction price of the bundled contract is allocated to each performance obligation based on their relative standalone selling prices or estimated standalone selling prices. Each performance obligation is recognised as revenue on fulfilment of the obligation to the customer.

Revenue are recorded net of value added tax. They are recognised in accordance with the provision of goods or services, provided that collectability of the consideration is probable.

##### Revenue from network installation service

The Group recognises revenue from network installation in accordance with term of each service contract with customers. Revenues are recognised at point in time when the obligations are satisfied or over time over the contract term by measuring progress towards completion of the contract.

##### Revenue from services

The Group recognises revenue from service contracts when the obligations are satisfied or over time when provides the services with a continuous service provision on a straight-line basis over the contract term, regardless of the payment pattern.

##### Contract assets and contract liabilities

A contract asset is recognised where the Group recorded revenue for fulfilment of a contractual performance obligation before the customer paid consideration or before the requirements for billing which is presented as accrued revenue in the statement of financial position.

A contract liability is recognised when the customer paid consideration or a receivable from the customer that is due before the Group fulfilled a contractual performance obligation which is presented as advance received from customers under construction contracts and advance received from service in the statement of financial position.

For each customer contract, contract liabilities is set off against contract assets.

##### Others income

Interest income is recognised using the effective interest method and other income is recognised on an accrual basis in accordance with the substance of the relevant agreements.

##### Cost to fulfil a contract

The Group capitalises asset from the costs relating to an obtained contract, an anticipated contract or the cost expected to be recovered in the future as costs to fulfil a contract included in prepaid expenses (Note 10) in the statement of financial position. The asset is amortised on a straight-line basis over the term of the specific contract it relates to, consistent with the pattern of recognition of the associated revenue.

#### 4.20 Dividend distribution

Dividend distribution to the Group's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Group's shareholder and the Board of Directors.

#### 4.21 Derivatives

Embedded derivative and derivatives that do not qualify for hedge accounting.

Embedded derivative that is separately accounted for and derivatives that do not qualify for hedge accounting is initially recognised at fair value. Changes in the fair value are included in other gains(losses).

Fair value of derivatives is classified as a current or non-current following its remaining maturity.

#### 4.22 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as President and Chief Executive Officer that makes strategic decisions.

### 5 Financial risk management

#### 5.1 Financial risk

The Group exposes to a variety of financial risk: market risk (including foreign exchange risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

##### 5.1.1 Market risk

###### Foreign exchange risk

The Group operates internationally and is exposed to foreign currency risk primarily the US Dollar from trading and service transactions that are denominated in foreign currencies. The risk is managed by entering into forward exchange contracts when it considers appropriate.

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in Baht are as follows:

	<b>(Unit : Baht'000)</b>	
	<b>Consolidated and Separate financial statements</b>	
	<b>2024</b>	<b>2023</b>
	<b>US Dollar</b>	<b>US Dollar</b>
Financial assets	11,537	8,056
Financial liabilities	2,047	2,019

Foreign currency financial assets represent cash and trade receivables while the above foreign currency financial liabilities represent trade payables and short-term borrowings.

###### Sensitivity

As shown in the table above, the Group is primarily exposed to changes in Baht and US Dollar exchange rates. The sensitivity of profit or loss to changes in the exchange rates arises mainly from financial assets and financial liabilities denominated in US Dollar.

	<b>Consolidated and Separate financial statements</b>	
	<b>Impact to net profit</b>	
	<b>2024</b>	<b>2023</b>
	<b>Baht'000</b>	<b>Baht'000</b>
US Dollar to Baht exchange rate		
- increase 10%*	949	604
- decrease 10%*	(949)	(604)
* <i>Holding all other variables constant</i>		

### 5.1.2 Cash flow and fair value interest rate risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing liabilities and assets. These exposures are managed partly by manage income and expenses that have similar interest.

	Consolidated financial statements							
	Fixed interest rates			Floating interest rates		Non-Interest bearing Baht'000	Total Baht'000	Interest rate (% p.a.)
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Within 1 year Baht'000	1 - 5 years Baht'000			
<b>As at 31 December 2024</b>								
<b>Financial assets</b>								
Cash and cash equivalents	36,112	-	-	-	-	-	42,290	0.15 - 1.60
Restricted cash at financial institutions	-	79,239	-	-	-	-	79,239	0.25 - 1.55
	36,112	79,239	-	-	-	6,178	121,529	
<b>Financial liabilities</b>								
Bank overdraft from financial institutions	20,635	-	-	-	-	-	20,635	7.24 - 8.20
Short-term borrowings from financial institutions	1,845,711	-	-	-	-	-	1,845,711	3.85 - 6.80
Long-term borrowings from financial institutions	12,566	64,017	-	328,020	454,052	-	858,655	3.94 - 6.10
Lease liabilities	84,024	86,458	-	-	-	-	170,482	3.75 - 7.05
Lease liabilities under the agreement with Trust	-	7,513	680,283	-	-	-	687,796	7.50
	1,962,936	157,988	680,283	328,020	454,052	-	3,583,279	



	Separate financial statements								
	Fixed interest rates			Floating interest rates			Non-Interest bearing Baht'000	Total Baht'000	Interest rate (% p.a.)
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000			
<b>As at 31 December 2024</b>									
<b>Financial assets</b>									
Cash and cash equivalents	30,086	-	-	-	-	-	1,125	0.15 - 1.60	
Short-term borrowings to a subsidiary	35,080	-	-	-	-	-	-	6.25	
Restricted cash at financial institutions	-	72,239	-	-	-	-	-	0.25 - 1.45	
	65,166	72,239	-	-	-	-	1,125	138,530	
<b>Financial liabilities</b>									
Bank overdraft from financial institutions	12,081	-	-	-	-	-	-	7.55 - 8.20	
Short-term borrowings from financial institutions	1,636,063	-	-	-	-	-	-	3.85 - 6.80	
Short-term borrowings from a subsidiary	13,136	-	-	-	-	-	-	6.25	
Long-term borrowings from financial institutions	8,023	48,212	-	328,020	454,052	-	-	3.94 - 6.10	
Lease liabilities	78,635	85,608	-	-	-	-	-	3.75 - 6.00	
Lease liabilities under the agreement with Trust	-	7,513	680,283	-	-	-	-	7.50	
	1,747,938	141,333	680,283	328,020	454,052	-	-	3,351,626	

	Consolidated financial statements							
	Fixed interest rates			Floating interest rates		Non-Interest bearing Baht'000	Total Baht'000	Interest rate (% p.a.)
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Within 1 year Baht'000	1 - 5 years Baht'000			
<b>As at 31 December 2023</b>								
<b>Financial assets</b>								
Cash and cash equivalents	94,683	-	-	-	-	-	109,288	0.15 - 1.35
Short-term borrowings to a joint venture	-	-	-	-	-	-	129,012	-
Restricted cash at financial institutions	-	73,230	-	-	-	-	73,230	0.15 - 1.35
	94,683	73,230	-	-	-	143,617	311,530	
<b>Financial liabilities</b>								
Bank overdraft from financial institutions	15,265	-	-	-	-	-	15,265	7.58 - 8.18
Short-term borrowings from financial institutions	1,991,659	-	-	-	-	-	1,991,659	2.00 - 7.00
Long-term borrowings from financial institutions	8,158	12,308	13,927	373,285	590,005	-	997,683	2.00 - 6.00
Lease liabilities	80,223	126,531	2,283	-	-	-	209,037	4.75 - 7.05
Lease liabilities under the agreement with Trust	-	5,509	682,560	-	-	-	688,069	7.50
	2,095,305	144,348	698,770	373,285	590,005	-	3,901,713	

	Fixed interest rates						Floating interest rates			Separate financial statements	
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Non- Interest bearing Baht'000	Total Baht'000	Interest rate (% p.a.)		
<b>As at 31 December 2023</b>											
<b>Financial assets</b>											
Cash and cash equivalents	94,657	-	-	-	-	-	14,456	109,113	0.15 - 1.35		
Short-term borrowings to a joint venture	-	-	-	-	-	-	129,012	129,012	-		
Restricted cash at financial institutions	-	69,980	-	-	-	-	-	69,980	0.15 - 1.35		
	94,657	69,980	-	-	-	-	143,468	308,105			
<b>Financial liabilities</b>											
Short-term borrowings from financial institutions	1,796,851	-	-	-	-	-	-	1,796,851	2.00 - 7.00		
Long-term borrowings from financial institutions	8,158	12,308	13,927	373,285	590,005	-	-	997,683	2.00 - 5.60		
Lease liabilities	77,573	124,339	2,283	-	-	-	-	204,195	4.75 - 5.60		
Lease liabilities under the agreement with Trust	-	5,509	682,560	-	-	-	-	688,069	7.50		
	1,882,582	142,156	698,770	373,285	590,005	-	-	3,686,798			

### Sensitivity

Profit or loss is sensitive to higher or lower interest expenses from borrowings as a result of changes in interest rates.

	Consolidated financial statements		Separate financial statements	
	Impact to net profit		Impact to net profit	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Interest rate				
- increase 1%*	(26,739)	(29,743)	(24,642)	(27,795)
- decrease 1%*	26,739	29,743	24,642	27,795

\* Holding all other variables constant

### 5.1.3 Credit risk

Credit risk arises from cash and cash equivalents, as well as credit exposures to customers, including outstanding receivables.

#### a) Risk management

Credit risk is managed on a group basis. For banks and financial institutions, only independently rated parties.

If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on assessments in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by line management.

#### b) Impairment of financial assets

The Group has 3 types of financial assets that are subject to the expected credit loss model:

- Trade and other receivables
- Contract assets
- Short-term borrowings to a subsidiary

The impairment of trade receivables and contract assets are disclosed in Note 10 and Note 11.1.

While cash and cash equivalents and restricted cash at financial institutions are also subject to the impairment requirements of TFRS 9, the identified impairment loss was immaterial.

#### 5.1.4 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and to close out market positions. At the end of the reporting period the Group held deposits at call of Baht 35.31 million (2023 : Baht 109.29 million) that are expected to readily generate cash inflows for managing liquidity risk. Due to the dynamic nature of the underlying businesses, the Group Treasury maintains flexibility in funding by maintaining availability under committed credit lines.

Management monitors i) rolling forecasts of the Group's liquidity reserve (comprising the undrawn borrowing facilities below); and ii) cash and cash equivalents on the basis of expected cash flows. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary, monitoring balance sheet liquidity ratios and maintaining financing plans.

The Group has adequate source of fund including operating cash flows and other financing sources in accordance with the Group's business plan for using in operation in the future as borrowing facilities from financial institutions in the amount of Baht 1,522.59 million.

##### a) Financing arrangements

The Group has access to the following undrawn credit facilities as at 31 December as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
<b>Floating rates</b>				
Expiring beyond one year				
- Credit facilities of financial institutions	1,522,592	1,415,637	1,089,240	959,446

##### b) Maturity of financial liabilities

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their contractual maturities for all non-derivative financial liabilities

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant. For interest rate swaps, the cash flows have been estimated using forward interest rates applicable at the end of the reporting period.

Contractual maturities of financial liabilities	Consolidated financial statements				Book value Baht'000
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Total Baht'000	
<b>As at 31 December 2024</b>					
Bank overdraft from financial institutions	20,635	-	-	20,635	20,635
Short-term borrowings from financial institutions	1,845,711	-	-	1,845,711	1,845,711
Trade and other current payables	694,707	-	-	694,707	694,707
Lease liabilities	90,150	92,428	-	182,578	170,482
Long-term borrowings from financial institutions	342,995	521,038	-	864,033	858,655
Lease liabilities under the agreement with trust	-	14,786	722,451	737,237	687,796
<b>Total financial liabilities that is not derivatives</b>	<b>2,994,198</b>	<b>628,252</b>	<b>722,451</b>	<b>4,344,901</b>	<b>4,277,986</b>

Contractual maturities of financial liabilities	Separate financial statements				
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Total Baht'000	Book value Baht'000
<b>As at 31 December 2024</b>					
Bank overdraft from financial institutions	12,081	-	-	12,081	12,081
Short-term borrowings from financial institutions	1,636,063	-	-	1,636,063	1,636,063
Short-term borrowings from a subsidiary	13,136	-	-	13,136	13,136
Trade and other current payables	597,487	-	-	597,487	597,487
Lease liabilities	84,525	91,547	-	176,072	164,243
Long-term borrowings from financial institutions	337,366	503,490	-	840,856	838,307
Lease liabilities under the agreement with trust	-	14,786	722,451	737,237	687,796
<b>Total financial liabilities that is not derivatives</b>	<b>2,680,658</b>	<b>609,823</b>	<b>722,451</b>	<b>4,012,932</b>	<b>3,949,113</b>

Contractual maturities of financial liabilities	Consolidated financial statements				
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Total Baht'000	Book value Baht'000
<b>As at 31 December 2023</b>					
Bank overdraft from financial institutions	15,265	-	-	15,265	15,265
Short-term borrowings from financial institutions	1,991,659	-	-	1,991,659	1,991,659
Trade and other current payables	882,379	-	-	882,379	882,379
Lease liabilities	87,782	133,478	2,512	223,772	209,037
Long-term borrowings from financial institutions	383,678	603,927	13,927	1,001,532	997,683
Lease liabilities under the agreement with trust	-	12,351	726,361	738,712	688,069
<b>Total financial liabilities that is not derivatives</b>	<b>3,360,763</b>	<b>749,756</b>	<b>742,800</b>	<b>4,853,319</b>	<b>4,784,092</b>

Contractual maturities of financial liabilities	Separate financial statements				
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Total Baht'000	Book value Baht'000
<b>As at 31 December 2023</b>					
Short-term borrowings from financial institutions	1,796,851	-	-	1,796,851	1,796,851
Trade and other current payables	851,899	-	-	851,899	851,899
Lease liabilities	84,902	131,158	2,512	218,572	204,195
Long-term borrowings from financial institutions	383,678	603,927	13,927	1,001,532	997,683
Lease liabilities under the agreement with trust	-	12,351	726,361	738,712	688,069
<b>Total financial liabilities that is not derivatives</b>	<b>3,117,330</b>	<b>747,436</b>	<b>742,800</b>	<b>4,607,566</b>	<b>4,538,697</b>

## 5.2 Capital management

### 5.2.1 Risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure.

As at 31 December, net debt to equity ratios of the Group are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Borrowings from financial institutions	2,725,002	3,004,608	2,486,451	2,794,534
Equity	4,224,222	4,009,031	3,949,691	3,857,613
<b>Net debt to equity ratio</b>	<b>0.65</b>	<b>0.75</b>	<b>0.63</b>	<b>0.72</b>

The net debt to equity ratio decreased from 0.75% to 0.65% due to an increase in equity from gain from disposal of investments in a joint venture and payments for borrowings from financial institutions during the year.

#### ***Debt covenants***

Under the terms of the group's main bank borrowing facilities, the group must maintain the following financial ratios:

- the net debt from financial institutions to equity ratio must not exceed 2.50 : 1, and
- the debt service coverage ratio (DSCR) must be not less than 1.20.

The Group has complied with these covenants throughout the reporting period. As at 31 December 2024, the net debt from financial institutions to equity ratio was 0.65 (2023: 0.75) and the debt service coverage ratio was 2.94 (2023: 2.05).

**6 Fair value**

The following table shows financial assets and liabilities that are measured at fair value at different levels. Including showing the fair value and book value of each type of financial assets and liabilities, but does not include items whose book value is measured at amortized cost close to fair value.

		Consolidated and Separate financial statements			
		31 December 2024		31 December 2023	
Fair value level		Fair value through profit or loss (FVPL) Baht'000	Fair value through other comprehensive income (FVOCI) Baht'000	Fair value through profit or loss (FVPL) Baht'000	Fair value through other comprehensive income (FVOCI) Baht'000
<b>Financial assets</b>					
	Investment in real estate investment trust	1	-	-	35,997
	General investment - equity instrument	3	-	-	26,517
	<b>Total financial assets</b>		56,648	-	62,514



Fair value of following financial assets and financial liabilities measured at amortised cost where their carrying value approximated fair value are as follows:

<b>Consolidated financial statements</b>	<b>Separate financial statements</b>
<b>Financial assets</b> <ul style="list-style-type: none"> <li>- Cash and cash equivalents</li> <li>- Restricted cash at financial institutions</li> <li>- Trade and other current receivables, net</li> <li>- Accrued revenue, net</li> <li>- Retention receivables</li> <li>- Other non-current assets</li> </ul>	<b>Financial assets</b> <ul style="list-style-type: none"> <li>- Cash and cash equivalents</li> <li>- Restricted cash at financial institutions</li> <li>- Trade and other current receivables, net</li> <li>- Short-term borrowings to a subsidiary</li> <li>- Accrued revenue, net</li> <li>- Retention receivables</li> <li>- Other non-current assets</li> </ul>
<b>Financial liabilities</b> <ul style="list-style-type: none"> <li>- Trade and other current payables</li> <li>- Other current liabilities</li> <li>- Bank overdraft from financial institutions</li> <li>- Short-term borrowings from financial institutions</li> <li>- Long-term borrowings from financial institutions</li> </ul>	<b>Financial liabilities</b> <ul style="list-style-type: none"> <li>- Trade and other current payables</li> <li>- Other current liabilities</li> <li>- Bank overdraft from financial institutions</li> <li>- Short-term borrowings from a subsidiary</li> <li>- Short-term borrowings from financial institutions</li> <li>- Long-term borrowings from financial institutions</li> </ul>

Fair values are categorised into hierarchy based on inputs used as follows:

Level 1: The fair value of financial instruments is based on the current bid price / closing price by reference to the stock Exchange of Thailand / the Thai Bond Dealing Centre.

Level 2: The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.

Level 3: The fair value of financial instruments is not based on observable market data.

Fair value measurements using significant unobservable inputs (level 3)

The following table presents the changes in level 3 items for the years ended 31 December

	<b>Consolidated and Separate financial statements</b>
	<b>Unlisted equity securities</b>
	<b>Baht'000</b>
<b>Opening balance 1 January 2024</b>	26,517
Additions	1,575
Loss recognised in other comprehensive income	(5,517)
<b>Closing balance 31 December 2024</b>	<b>22,575</b>

## Transfers between fair value hierarchy

There were no transfers between levels during the year.

### 6.1 Fair value valuation techniques

Fair values are categorised into hierarchy based on inputs used as follows:

#### 6.1.1 Valuation techniques used to measure fair value level 1

Level 1 equity investments in the active market comprise investment in real estate investment trust which have been calculated using closing price of the shares by reference to the Stock Exchange of Thailand at the statement of financial position date.

#### 6.1.2 Valuation techniques used to measure fair value level 2

Level 2 hedging derivatives comprise foreign currency forward contracts which have been calculated using rates quoted by the Company's counterparties to terminate the contracts at the statement of financial position date. The effects of discounting are generally insignificant for level 2 derivatives.

#### 6.1.3 Valuation techniques used to measure at fair value level 3

The Group utilises valuation technique used to measure fair value level 3 are as follows:

- Adjusted net assets value for the unquoted equity investment. The significant inputs are from both observable market data and unobservable market data.
- Fair value less cost to sell for the unquoted equity investment. The significant inputs are from related sale and purchase agreement.

## The Group's valuation processes

The Group performs valuation on financial assets and financial liabilities. The valuation includes fair value level 3. Management organised and discussed valuation process and result among valuation team members on a quarterly basis.

## 7 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### a) Goodwill impairment

The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. The calculations use cash flow projections based on financial budget approved by management covering a five-year period.

Cash flows beyond the five-year period are extrapolated using the estimated growth rates stated in note 16. These growth rates are consistent with forecasts included in industry reports specific to the industry in which each CGU operates.

### b) Revenue recognition when the Group toward complete satisfaction of a performance obligation

The Group recognises revenue from network installation in accordance with term of each service contract with customers. Revenues are recognised at point in time when the obligations are satisfied or over time over the contract term by measuring progress towards completion of the contract.

**c) Determination of lease terms**

Critical judgement in determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of properties, the most relevant factors are historical lease durations, the costs and conditions of leased assets.

Most extension options on offices and vehicles leases have not been included in the lease liability, because the Group considers i) the underlying asset condition and/or ii) insignificant cost to replace the leased assets.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstance affecting this assessment occur, and that it is within the control of the Group.

**d) Determination of discount rate applied to leases**

The Group determines the incremental borrowing rate as follows:

- Where possible, use recent third-party financing received by the individual lessee as a starting point, adjusting to reflect changes in its financing conditions.
- Make adjustments specific to the lease, e.g. term, country, currency and security.

**e) Impairment of financial assets**

The loss allowances for financial assets are based on assumptions about default risk and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs used in the impairment calculation, based on the Group's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period.

**f) Fair value measurement of an investment in an equity instrument**

The fair value of measurement of an investment in an equity instrument that are not traded in an active market is determined using valuation techniques. The Group uses judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. Details of key assumptions used are included in Note 6.

## 8 Segment information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as management that makes strategic decisions.

The group reports 2 business segments, which consist of telecommunication services and medical equipment service. All operating segment have main geographical area in is Thailand. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in this financial statement pertain to the aforementioned reportable operating segment and geographical area.

	Consolidated financial statements									
	For the year ended 31 December									
	Telecommunication services					Medical equipment services				
	Service income from network rendering		Service income from network installation service		Service income from data center space service		Sales and service income from medical equipment service			Total
	Million Baht		Million Baht		Million Baht		Million Baht			Million Baht
2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	
Revenues	1,263.33	1,466.32	1,005.97	1,154.49	98.47	92.77	110.08	-	2,477.85	2,713.58
Gross profit	215.10	334.90	283.36	358.06	43.90	30.53	21.04	-	563.40	723.49
Other income									40.00	46.36
Total revenues									603.40	769.85
Share of gain (loss) from investment in a joint venture									0.71	(3.71)
Gain from a bargain purchase									54.36	-
Gain on disposal of investment in a joint venture									140.09	-
Service expenses and administrative expenses									(207.18)	(196.41)
Expected credit losses									(13.00)	(15.13)
Finance costs									(199.11)	(181.66)
Income tax expense									(54.64)	(74.73)
Profit for the period									324.63	298.21
<b>Timing of revenue recognition</b>										
Point in time	-	-	441.17	440.56	-	-	108.64	-	549.81	440.56
Overtime	1,263.33	1,466.32	564.80	713.93	98.47	92.77	1.44	-	1,928.04	2,273.02
Total revenues	1,263.33	1,466.32	1,005.97	1,154.49	98.47	92.77	110.08	-	2,477.85	2,713.58

	Separate financial statements							
	For the year ended 31 December							
	Telecommunication services							
	Service income from network rendering		Service income from network installation service		Service income from data center space service		Total	
	Million Baht		Million Baht		Million Baht		Million Baht	
2024	2023	2024	2023	2024	2023	2024	2023	
<b>Timing of revenue recognition</b>								
Point in time	-	-	372.80	436.36	-	-	372.80	436.36
Overtime	1,263.33	1,466.32	221.09	340.42	98.47	92.77	1,582.89	1,899.51
Total revenues	1,263.33	1,466.32	593.89	776.78	98.47	92.77	1,955.69	2,335.87

### Main customer

During the year ended 31 December 2024, revenue from 1 major customer of approximately Baht 461.85 million represented 18.64% of the Group's total revenue (2023: revenue from 1 major customer of approximately Baht 786.70 million represented 29.01% of the Group's total revenue).

## 9 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Cash on hand	847	954	615	952
Deposits at financial institutions				
- Current accounts	5,331	13,651	510	13,505
- Savings accounts	29,981	94,552	29,977	94,549
- Fixed deposit due within 3 months	6,131	131	109	107
Total cash and cash equivalents	42,290	109,288	31,211	109,113

As at 31 December 2024, the deposits at financial institutions of the Group are deposits at local financial institutions, bore interest at rates from 0.15% to 1.60% per annum (2023: 0.15% to 1.35% per annum).

## 10 Trade and other receivables, net

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Trade receivables	1,071,777	691,385	829,656	644,292
Trade receivables - related parties (Note 33.5)	164	175	177	177
<u>Less</u> Expected credit losses	(21,303)	(2,026)	(18,864)	(1,725)
Total trade receivables, net	1,050,638	689,534	810,969	642,744
Other receivables	15,484	10,551	11,817	10,545
Other receivables - related parties (Note 33.8)	566	581	5,207	636
Prepaid expenses	103,045	123,509	87,210	86,062
Deposit for goods	43,120	-	18,000	-
Advance payment	23,686	17,788	23,215	17,633
Deposits	7,979	4,799	3,267	4,799
Total trade and other receivables, net	1,244,518	846,762	959,685	762,419

The expected credit losses for trade receivables are determined as follows:

	Consolidated financial statements					Total Baht'000
	Not yet due Baht'000	Less than 3 months Baht'000	3 - 6 months Baht'000	6 - 12 months Baht'000	Over than 12 months Baht'000	
<b>As of 31 December 2024</b>						
Gross carrying amount						
- trade receivables	523,082	167,239	37,235	153,512	190,873	1,071,941
Expected credit losses	(27)	(105)	(77)	(1,359)	(19,735)	(21,303)
<b>As of 31 December 2023</b>						
Gross carrying amount						
- trade receivables	361,155	122,886	57,401	45,169	104,949	691,560
Expected credit losses	(80)	(34)	(316)	(1,033)	(563)	(2,026)

	Separate financial statements					Total Baht'000
	Not yet due Baht'000	Less than 3 months Baht'000	3 - 6 months Baht'000	6 - 12 months Baht'000	Over than 12 months Baht'000	
<b>As of 31 December 2024</b>						
Gross carrying amount - trade receivables	439,972	138,069	32,053	32,074	187,665	829,833
Expected credit losses	-	(48)	(77)	(20)	(18,719)	(18,864)
<b>As of 31 December 2023</b>						
Gross carrying amount - trade receivables	350,531	121,706	22,114	45,169	104,949	644,469
Expected credit losses	(80)	(26)	(23)	(1,033)	(563)	(1,725)

The reconciliations of expected credit losses of trade receivables for the year ended 31 December are as follow:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
<b>As of 1 January</b>				
Expected credit losses	2,026	1,022	1,725	768
	19,277	1,004	17,139	957
<b>As of 31 December</b>	21,303	2,026	18,864	1,725

## 11 Assets and liabilities relating to contracts with customers

### 11.1 Contract assets

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Contract assets				
- Current				
Accrued revenue from service and network installation	1,911,064	1,755,754	1,540,574	1,378,069
- Non-current				
Accrued revenue from service and network installation	298,105	937,892	291,267	918,064
Total contract assets	2,209,169	2,693,646	1,831,841	2,296,133
<u>Less</u> Expected credit losses	(17,166)	(22,987)	(16,510)	(22,987)
Total contract assets, net	2,192,003	2,670,659	1,815,331	2,273,146

Contract assets consist of unbilled service revenue.

Contract assets increased due to the recognition of service revenue in consolidated financial statements and separate financial statements during the year by Baht 1,369.35 million and Baht 957.27 million, respectively, and decreased due to the billing of contractual payment installments amounting to Baht 1,853.82 million and Baht 1,421.56 million, respectively.

The contract assets increased from the increase in services rendered before billing schedule. As at December 31, 2024, the management expects that 44.07% of the contract assets in consolidated financial statements will be billed to customers within 6 months, 42.44% will be billed within 12 months, and the remaining portion will be billed to customers after more than 12 months. The management expects that 35.20% of the contract assets in separate financial statements will be billed to customers within 6 months, 48.90% will be billed within 12 months, and the remaining portion will be billed to customers after more than 12 months.

The expected credit losses allowance for contract assets are determined as follows.

	Consolidated financial statements				
	Less than 3 months Baht'000	3 - 6 months Baht'000	6 - 12 months Baht'000	Over than 12 months Baht'000	Total Baht'000
<b>As of 31 December 2024</b>					
Gross carrying amount - contract assets	212,398	205,890	371,334	1,419,547	2,209,169
Expected credit losses	-	-	-	(17,166)	(17,166)
<b>As of 31 December 2023</b>					
Gross carrying amount - contract assets	609,323	386,343	274,452	1,423,528	2,693,646
Expected credit losses	-	-	-	(22,987)	(22,987)
	Separate financial statements				
	Less than 3 months Baht'000	3 - 6 months Baht'000	6 - 12 months Baht'000	Over than 12 months Baht'000	Total Baht'000
<b>As of 31 December 2024</b>					
Gross carrying amount - contract assets	168,295	151,254	300,089	1,212,203	1,831,841
Expected credit losses	-	-	-	(16,510)	(16,510)
<b>As of 31 December 2023</b>					
Gross carrying amount - contract assets	403,962	329,330	259,504	1,303,337	2,296,133
Expected credit losses	-	-	-	(22,987)	(22,987)

The reconciliations of expected credit losses of trade receivables for the year ended 31 December are as follow:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
<b>As of 1 January</b>	22,987	8,865	22,987	8,865
(Reversal) Expected credit losses	(5,821)	14,122	(6,477)	14,122
<b>As of 31 December</b>	17,166	22,987	16,510	22,987

## 11.2 Assets recognised from contract costs

Costs to fulfil a contract

The Group capitalises asset from the costs relating to an obtained contract, an anticipated contract or the cost expected to be recovered in the future as costs to fulfil a contract included in prepaid expenses (Note 10) in the statement of financial position. The asset is amortised on a straight-line basis over the term of the specific contract it relates to, consistent with the pattern of recognition of the associated revenue.

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
<b>Statement of financial position as at 31 December:</b>				
Assets recognised from costs to fulfil a contract	22,526	32,998	-	-
<b>Statement of comprehensive income for the year ended 31 December:</b>				
Amortisation charges	26,918	18,375	-	4,487

## 11.3 Contract liabilities

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Contract liabilities				
- Current				
Advance received from services	26,095	27,618	22,254	23,915
- Non-current				
Advance received from long-term services	32,312	5,505	32,312	5,505
Total contract liabilities	58,407	33,123	54,566	29,420

Revenue recognised in relation to contract liabilities

Revenue recognised in the current reporting period relates to carried-forward contract liabilities and how much relates to performance obligations that were satisfied in a prior year.

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
<b>Revenue recognised that was included in the brought forward balance of contract liabilities</b>				
- Service contract	26,217	28,306	22,514	27,573



## 12 Investment in a joint venture

As at 31 December 2024 the Group has no investment in a joint venture and as at 31 December 2023, the Group has an investment in a joint venture as follows;

### ETIX ITEL Bangkok 1 Co., Ltd. (formerly named ETIX ITEL Bangkok Co., Ltd.)

ETIX ITEL Bangkok 1 Co., Ltd. (formerly named ETIX ITEL Bangkok Co., Ltd.), a joint venture of the Group, has a total of 2,100,000 registered ordinary shares at a par value of Baht 100 per share amounting to Baht 210 million. The Group holds 33.33% of its authorised share capital amounting to Baht 70 million.

### Disposal of investment in a joint venture

On 8 November 2024, at the Company's Board of Directors' Meeting, the Board had a resolution to approve the disposal of its investment in ETIX ITEL Bangkok Co., Ltd. to an unrelated company in France which has been completed on 19 December 2024. ETIX ITEL Bangkok Co., Ltd. registered the change of its name to ETIX ITEL Bangkok 1 Co., Ltd. on 20 December 2024.

The movement in investment in a joint venture is analysed as follows:

	<b>Consolidated financial statements</b>	<b>Separate financial statements</b>
	<b>Baht'000</b>	<b>Baht'000</b>
Total cash received from disposal of investment	318,806	318,806
<u>Less:</u> Cash received from borrowings to a joint venture	(161,300)	(161,300)
<u>Less:</u> Related costs	(319)	(319)
Net cash received from disposal of investment in a joint venture	157,187	157,187
<u>Less:</u> Cost of investment in a joint venture	(17,101)	(70,000)
Gain on disposal of investment in a joint venture	140,086	87,187

The movement in investment in a joint venture is analysed as follows:

	<b>Consolidated financial statements</b>	<b>Separate financial statements</b>
	<b>Baht'000</b>	<b>Baht'000</b>
<b>For the year ended 31 December 2024</b>		
Opening book value	16,392	70,000
Share of gain from investment in a joint venture	709	-
Dispose of investment in a joint venture	(17,101)	(70,000)
Closing book value	-	-

The joint venture has share capital consisting solely of ordinary shares, which is held directly by the Group.

### Summarised financial information for joint venture

Set out below are the summarised financial information for ETIX ITEL Bangkok 1 Co., Ltd. (formerly named ETIX ITEL Bangkok Co., Ltd.) which is accounted for using the equity method for the year ended 31 December 2023.

## Summarised statement of financial position

	ETIX ITEL Bangkok Co., Ltd. As at 31 December 2023 Baht'000
<b>Current assets</b>	
Cash and cash equivalents	88,015
Other current assets (excluding cash)	63,593
Total current assets	151,608
<b>Non-current assets</b>	777,758
<b>Total assets</b>	929,366
<b>Current liabilities</b>	
Other current liabilities (excluding trade payables)	281,613
Other current liabilities (including trade payables)	94,457
Total current liabilities	376,070
<b>Non-current liabilities</b>	504,122
<b>Total liabilities</b>	880,192
<b>Net assets</b>	49,174

## Summarised statement of comprehensive income

	ETIX ITEL Bangkok Co., Ltd. For the year ended 31 December 2023 Baht'000
Rental and service income	87,933
Other income	9,023
Rental and service cost	(73,520)
Administrative expense	(18,901)
Finance costs	(15,675)
<b>Loss from continuing operations</b>	(11,140)
Income tax expense	-
<b>Post-tax loss from continuing operations</b>	(11,140)
Other comprehensive loss	-
<b>Total comprehensive loss</b>	(11,140)

The information above reflects the amounts presented in the financial statements of the joint venture adjusted for differences in accounting policies between the Group and the joint venture (and not the Group's share of those amounts).

## Reconciliation of summarised financial information

Reconciliation of summarised financial information presented to the carrying amount of its interest in a joint venture.

	ETIX ITEL Bangkok Co., Ltd. For the year ended 31 December <u>2023</u> <u>Baht'000</u>
<b>Summarised financial statements</b>	
<b>Opening net assets</b>	60,314
Loss for the year	(11,140)
<b>Closing net assets</b>	49,174
Interest in a joint venture	33.33%
<b>Carrying value</b>	<u>16,392</u>

## 13 Investment in subsidiaries

### Interlink Health Technology Co., Ltd. (formerly named Global Lithotripsy Services Co., Ltd.)

On 24 February 2023, the Company entered into the business transfer agreement with Sodexo Services (Thailand) Co., Ltd. to acquire 20,000 shares or 100% of the paid-up share capital of Global Lithotripsy Services Co., Ltd. for a total consideration paid of Baht 39.78 million. Global Lithotripsy Services Co., Ltd. provides medical equipment distribution and rental service business. Subsequently, on 2 January 2024, the Company successfully received the transfer of shares of Global Lithotripsy Services Co., Ltd.

During the year of 2024, the Group completed the calculation of the fair value of the net assets acquired from Global Lithotripsy Services Co., Ltd. The allocation of the business combination cost was finalized, with the fair value of the identifiable net assets acquired primarily comprising trade and other receivables and right-of-use assets. The fair value measurement did not have a material impact on the consolidated financial statements for the year ended 31 December 2024.

The Group recognised a net gain from bargain purchase amounting to Baht 54.36 million in the statement of comprehensive income for the year ended 31 December 2024.

On 9 January 2025, Global Lithotripsy Services Co., Ltd. registered a change of its name to Interlink Health Technology Co., Ltd.

Consideration paid at acquisition date are as follows:

	<u>As at acquisition date</u> <u>Baht'000</u>
<b>Total consideration</b>	
Purchase price considerations	39,778
<b>Details of valuation fair value of net assets as at acquisition date are follow:</b>	
Cash and cash equivalents	43,818
Trade and other current receivables	48,564
Work in process	4,632
Other current assets	435
Property, plant and equipment, net	9,370
Right-of-use assets, net	30,369
Intangible assets, net	539
Trade and other current payables	(15,687)
Corporate income tax payable	(1,729)
Lease liabilities, net	(14,995)
Other current liabilities	(2,809)
Employee benefit obligations	(5,091)
Deferred tax liabilities, net	(2,078)
Total identifiable net assets	<u>95,338</u>
Gain from a bargain purchase	<u>(55,560)</u>
Related cost	<u>1,200</u>
Net gain from a bargain purchase	<u>(54,360)</u>

Details of a subsidiary established in Thailand are as follows.

	Paid-up share capital		Proportion of ordinary shares held by parent		Proportion of shares held by non-controlling interest		Cost method		Dividend income during the period	
	31 December 2024	31 December 2023	31 December 2024 (%)	31 December 2023 (%)	31 December 2024 (%)	31 December 2023 (%)	31 December 2024	31 December 2023	31 December 2024	31 December 2023
Business	Baht'000	Baht'000					Baht'000	Baht'000	Baht'000	Baht'000
Blue Solutions Public Company Limited	174,000	174,000	51.00	51.00	49.00	49.00	153,000	153,000	7,099	5,679
Interlink Health Technology Company Limited (Formerly name Global Lithotripsy Services Company Limited)	39,778	-	99.99	-	0.01	-	39,778	-	20,200	-
Total							192,778	153,000	27,299	5,679

14 Fixed assets and telecommunication networks, net

		Consolidated financial statements																	
		Building improvement		Infrastructure system		Furniture, fixtures and office equipment		Tool and equipment		Vehicle		Telecommunication network equipment		Equipment under construction		Construction in progress		Total	
		Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000
<b>As at 1 January 2023</b>																			
Cost		8,248	41,649	76,895	51,685	201,464	1,982	4,633,524	58,436	451,152	5,525,035								
Less: Accumulated depreciation		(8,130)	(23,365)	(75,384)	(39,588)	(157,785)	(1,982)	(1,264,001)	-	-	(1,570,235)								
Less: Impairment loss on assets		-	-	-	-	-	-	-	-	(3,662)	(3,662)								
Net book value		118	18,284	1,511	12,097	43,679	-	3,369,523	58,436	447,490	3,951,138								
<b>For the year ended 31 December 2023</b>																			
Opening net book value		118	18,284	1,511	12,097	43,679	-	3,369,523	58,436	447,490	3,951,138								
Additions		138	1,613	18,625	4,885	6,905	-	145,172	45,362	292,268	514,968								
Transfer in (out)		-	-	-	-	-	-	110,030	-	(110,030)	-								
Transfer to work in process		-	-	-	-	-	-	-	(33,432)	-	(33,432)								
Transfer from right-of-use assets		-	-	-	-	-	-	14,880	-	-	14,880								
Depreciation charge		(9)	(2,830)	(296)	(5,305)	(17,661)	-	(259,029)	-	-	(285,130)								
Closing net book value		247	17,067	19,840	11,677	32,923	-	3,380,576	70,366	629,728	4,162,424								
<b>As at 31 December 2023</b>																			
Cost		8,386	43,262	95,520	56,570	208,369	1,982	4,903,606	70,366	633,390	6,021,451								
Less: Accumulated depreciation		(8,139)	(26,195)	(75,680)	(44,893)	(175,446)	(1,982)	(1,523,030)	-	-	(1,855,365)								
Less: Impairment loss on assets		-	-	-	-	-	-	-	-	(3,662)	(3,662)								
Net book value		247	17,067	19,840	11,677	32,923	-	3,380,576	70,366	629,728	4,162,424								

Consolidated financial statements										
	Building Baht'000	Building improvement Baht'000	Infrastructure system Baht'000	Furniture, fixtures and office equipment Baht'000	Tool and equipment Baht'000	Vehicle Baht'000	Telecommunication network equipment Baht'000	Equipment under construction Baht'000	Construction in progress Baht'000	Total Baht'000
<b>As at 1 January 2024</b>										
Cost	8,386	43,262	95,520	56,570	208,369	1,982	4,903,606	70,366	633,390	6,021,451
Less Accumulated depreciation	(8,139)	(26,195)	(75,680)	(44,893)	(175,446)	(1,982)	(1,523,030)	-	-	(1,855,365)
Less Impairment loss on assets	-	-	-	-	-	-	-	-	(3,662)	(3,662)
Net book value	247	17,067	19,840	11,677	32,923	-	3,380,576	70,366	629,728	4,162,424
<b>For the year ended 31 December 2024</b>										
Opening net book value	247	17,067	19,840	11,677	32,923	-	3,380,576	70,366	629,728	4,162,424
Additions	3,788	930	10,837	4,146	26,694	46	95,584	31,131	320,313	498,469
Increased from the acquisition of a subsidiary	-	-	-	-	9,370	-	-	-	-	9,370
Transfer in (out)	-	-	-	-	-	-	278,267	-	(278,267)	-
Write-off	-	-	-	(5)	-	-	-	-	-	(5)
Transfer to work in process	-	-	-	-	-	-	-	(32,223)	-	(32,223)
Transfer from right-of-use assets	-	-	-	-	10,164	-	1,575	-	-	11,739
Depreciation charge	(59)	(2,998)	(1,194)	(4,772)	(18,249)	(2)	(288,840)	-	-	(316,114)
Closing net book value	3,976	14,999	29,483	11,046	60,902	44	3,467,162	69,274	671,774	4,328,660
<b>As at 31 December 2024</b>										
Cost	12,174	44,192	106,357	60,708	273,908	2,028	5,279,457	69,274	675,436	6,523,534
Less Accumulated depreciation	(8,198)	(29,193)	(76,874)	(49,662)	(213,006)	(1,984)	(1,812,295)	-	-	(2,191,212)
Less Impairment loss on assets	-	-	-	-	-	-	-	-	(3,662)	(3,662)
Net book value	3,976	14,999	29,483	11,046	60,902	44	3,467,162	69,274	671,774	4,328,660

		Separate financial statements							
		Furniture, fixtures and office equipment							
		Building improvement	Infrastructure system	Tool and equipment	Vehicle	Telecommunication network equipment	Equipment under construction	Construction in progress	Total
		Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000
<b>As at 1 January 2023</b>									
Cost	8,248	41,649	76,895	201,464	1,982	4,633,524	58,436	451,152	5,523,592
Less Accumulated depreciation	(8,130)	(23,365)	(75,384)	(157,785)	(1,982)	(1,264,001)	-	-	(1,570,159)
Less Impairment loss on assets	-	-	-	-	-	-	-	(3,662)	(3,662)
Net book value	118	18,284	1,511	43,679	-	3,369,523	58,436	447,490	3,949,771
<b>For the year ended 31 December 2023</b>									
Opening net book value	118	18,284	1,511	43,679	-	3,369,523	58,436	447,490	3,949,771
Additions	138	1,503	18,625	1,032	-	145,172	45,362	292,268	507,868
Transfer in (out)	-	-	-	-	-	110,030	-	(110,030)	-
Transfer to work in process	-	-	-	-	-	-	(33,432)	-	(33,432)
Transfer from right-of-use assets	-	-	-	-	-	14,880	-	-	14,880
Depreciation charge	(9)	(2,828)	(296)	(17,358)	-	(259,029)	-	-	(284,370)
Closing net book value	247	16,959	19,840	27,353	-	3,380,576	70,366	629,728	4,154,717
<b>As at 31 December 2023</b>									
Cost	8,386	43,152	95,520	202,496	1,982	4,903,606	70,366	633,390	6,012,908
Less Accumulated depreciation	(8,139)	(26,193)	(75,680)	(175,143)	(1,982)	(1,523,030)	-	-	(1,854,529)
Less Impairment loss on assets	-	-	-	-	-	-	-	(3,662)	(3,662)
Net book value	247	16,959	19,840	27,353	-	3,380,576	70,366	629,728	4,154,717

	Separate financial statements									
	Building Baht'000	Building improvement Baht'000	Infrastructure system Baht'000	Furniture, fixtures and office equipment Baht'000	Tool and equipment Baht'000	Vehicle Baht'000	Telecommunication network equipment Baht'000	Equipment under construction Baht'000	Construction in progress Baht'000	Total Baht'000
<b>As at 1 January 2024</b>										
Cost	8,386	43,152	95,520	54,010	202,496	1,982	4,903,606	70,366	633,390	6,012,908
Less Accumulated depreciation	(8,139)	(26,193)	(75,680)	(44,362)	(175,143)	(1,982)	(1,523,030)	-	-	(1,854,529)
Less Impairment loss on assets	-	-	-	-	-	-	-	-	(3,662)	(3,662)
Net book value	247	16,959	19,840	9,648	27,353	-	3,380,576	70,366	629,728	4,154,717
<b>For the year ended 31 December 2024</b>										
Opening net book value	247	16,959	19,840	9,648	27,353	-	3,380,576	70,366	629,728	4,154,717
Additions	3,788	930	10,837	3,835	2,870	46	99,584	31,131	320,313	469,334
Transfer in (out)	-	-	-	-	-	-	278,267	-	(278,267)	-
Transfer to work in process	-	-	-	-	-	-	-	(32,223)	-	(32,223)
Transfer from right-of-use assets	-	-	-	-	-	-	1,575	-	-	1,575
Depreciation charge	(59)	(2,930)	(1,194)	(4,200)	(12,821)	(2)	(288,840)	-	-	(310,046)
Closing net book value	3,976	14,959	29,483	9,283	17,402	44	3,467,162	69,274	671,774	4,283,357
<b>As at 31 December 2024</b>										
Cost	12,174	44,082	106,357	57,845	205,366	2,028	5,279,457	69,274	675,436	6,452,019
Less Accumulated depreciation	(8,198)	(29,123)	(76,874)	(48,562)	(187,964)	(1,984)	(1,812,295)	-	-	(2,165,000)
Less Impairment loss on assets	-	-	-	-	-	-	-	-	(3,662)	(3,662)
Net book value	3,976	14,959	29,483	9,283	17,402	44	3,467,162	69,274	671,774	4,283,357

During the year ended 31 December 2024, borrowing cost of Baht 34.90 million was capitalised as the cost of fixed assets and are included in additions (2023: Baht 22.62 million). A capitalisation rate of 5.57% (2023: 4.23%) was used representing the actual borrowing cost of the borrowings used to finance the project.

As at 31 December 2024, the Group pledged fixed asset and telecommunication networks as collateral against the long-term borrowings from a financial institution with net book value amount of Baht 3,644.59 million (2023: Baht 43.87 million) (Note 23).



## 15 Right-of-use assets, net

As at 31 December, right-of-use asset balance are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Building	54,536	61,623	51,535	56,410
Equipment	127,459	106,687	115,635	106,687
Vehicles	60,478	87,835	60,478	87,835
<b>Total right-of-use assets</b>	<b>242,473</b>	<b>256,145</b>	<b>227,648</b>	<b>250,932</b>

For the year ended 31 December, amounts charged to profit or loss and cash flows relating to leases are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Depreciation charge of right-of-use assets:				
Building	20,779	16,738	17,540	14,893
Equipment	16,482	9,447	9,128	9,447
Vehicles	34,811	30,487	34,811	30,487
<b>Total</b>	<b>72,072</b>	<b>56,672</b>	<b>61,479</b>	<b>54,827</b>
Increased from the acquisition of a subsidiary	30,369	-	-	-
Addition to the right-of-use assets during the year	39,770	44,750	39,770	42,001
Transfer to fixed assets and telecommunication networks	(11,739)	-	(1,575)	-
<b>Total cash outflow for leases</b>	<b>128,696</b>	<b>118,937</b>	<b>112,737</b>	<b>116,165</b>
Interest expense (included in finance cost)	8,553	9,912	7,855	9,725
Expense relating to short-term leases	26,076	25,739	24,766	25,423
Expense relating to leases of low-value assets	746	679	394	358

## 16 Goodwill

	<b>Consolidated financial statements</b>	
	<b>2024</b>	<b>2023</b>
	<b>Baht'000</b>	<b>Baht'000</b>
<b>As at 1 January</b>		
Cost	40,001	88,740
<u>Less</u> Allowance for impairment	-	-
Net book amount	<u>40,001</u>	<u>88,740</u>
<b>For the year ended 31 December</b>		
Beginning net book amount	40,001	88,740
Remeasurement	-	(48,739)
Ending net book amount	<u>40,001</u>	<u>40,001</u>
<b>As at 31 December</b>		
Cost	40,001	40,001
<u>Less</u> Allowance for impairment	-	-
Net book amount	<u>40,001</u>	<u>40,001</u>

Goodwill of Baht 40.00 million (2023: Baht 40.00 million) arose from the business acquisition of Blue Solutions Public Company limited which provides IT products and services. The initial goodwill was Baht 88.74 million. During the year 2023, the Group completed the measurement of the fair value of the acquired identifiable net assets at an acquisition date and allocated the cost of business acquisition resulting to the change of the fair value of net identifiable assets and the goodwill decreased at Baht 48.74 million accordingly.

Goodwill from business acquisition is tested annually for impairment by comparing the carrying amount to the recoverable amount, based on value-in-use. The value-in-use was calculated by using a cash flow projection, approved by the management, over 5 years. The long-term growth rate of 2.0% per annum and discount rates of 12.3% per annum were applied. Based on the value-in-use, the recoverable amount was greater than the carrying amount. Even if the discount rate increased by 1% per annum, the recoverable amount is still not lower than the carrying amount.

## 17 Intangible assets, net

	Consolidated financial statements			
	Computer Software Baht'000	Contract with customer Baht'000	Relationships with customers Baht'000	Total Baht'000
<b>At 1 January 2023</b>				
Cost	37,310	-	-	37,310
<u>Less</u> Accumulated amortisation	(13,732)	-	-	(13,732)
Net book amount	23,578	-	-	23,578
<b>For the year ended 31 December 2023</b>				
Opening net book value	23,578	-	-	23,578
Additions	18,432	-	-	18,432
Increased from the acquisition of a subsidiary	-	17,234	86,054	103,288
Amortisation charge	(6,061)	(4,309)	(10,757)	(21,127)
Closing net book value	35,949	12,925	75,297	124,171
<b>At 31 December 2023</b>				
Cost	55,742	17,234	86,054	159,030
<u>Less</u> Accumulated amortisation	(19,793)	(4,309)	(10,757)	(34,859)
Net book amount	35,949	12,925	75,297	124,171
<b>For the year ended 31 December 2024</b>				
Opening net book value	35,949	12,925	75,297	124,171
Additions	972	-	-	972
Increased from the acquisition of a subsidiary	20	-	519	539
Write-off	(9)	-	-	(9)
Amortisation charge	(6,696)	(4,308)	(10,811)	(21,815)
Closing net book value	30,236	8,617	65,005	103,858
<b>At 31 December 2024</b>				
Cost	56,722	17,234	86,573	160,529
<u>Less</u> Accumulated amortisation	(26,486)	(8,617)	(21,568)	(56,671)
Net book amount	30,236	8,617	65,005	103,858

	<b>Separate financial statements</b>
	<b>Computer software</b>
	<b>Baht'000</b>
<b>As at 1 January 2023</b>	
Cost	33,668
<u>Less</u> Accumulated amortisation	<u>(13,586)</u>
Net book value	<u>20,082</u>
<b>For the year ended 31 December 2023</b>	
Opening net book value	20,082
Additions	18,149
Amortisation charge	<u>(5,295)</u>
Closing net book value	<u>32,936</u>
<b>As at 31 December 2023</b>	
Cost	51,817
<u>Less</u> Accumulated amortisation	<u>(18,881)</u>
Net book value	<u>32,936</u>
<b>For the year ended 31 December 2024</b>	
Opening net book value	32,936
Additions	319
Amortisation charge	<u>(5,870)</u>
Closing net book value	<u>27,385</u>
<b>As at 31 December 2024</b>	
Cost	52,136
<u>Less</u> Accumulated amortisation	<u>(24,751)</u>
Net book value	<u>27,385</u>

## 18 Deferred income taxes

The analysis of deferred tax assets and deferred tax liabilities is as follows:

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>Baht'000</b>	<b>Baht'000</b>	<b>Baht'000</b>	<b>Baht'000</b>
Deferred tax assets	214,378	215,613	206,208	213,827
Deferred tax liabilities	<u>(114,058)</u>	<u>(117,102)</u>	<u>(89,865)</u>	<u>(98,512)</u>
<b>Deferred tax assets, net</b>	<u>100,320</u>	<u>98,511</u>	<u>116,343</u>	<u>115,315</u>

The movement of the deferred tax is as follows:

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>Baht'000</b>	<b>Baht'000</b>	<b>Baht'000</b>	<b>Baht'000</b>
As at 1 January	98,511	119,126	115,315	118,699
Increased from the acquisition of a subsidiary	(2,078)	(20,658)	-	-
Charged / (credited) to profit or loss	2,399	(3,516)	(460)	(6,922)
Charged / (credited) to other comprehensive income	<u>1,488</u>	<u>3,559</u>	<u>1,488</u>	<u>3,538</u>
As at 31 December	<u>100,320</u>	<u>98,511</u>	<u>116,343</u>	<u>115,315</u>

The movements in deferred tax assets and liabilities during the years are as follows:

	Consolidated financial statements									
	Allowance for expected credit losses	Impairment loss on assets	Provision	Employee benefit obligations	Depreciation	Leases	Lease under the agreement with Trust	Others	Total	
	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000
<b>Deferred tax assets</b>										
As at 1 January 2024	5,003	857	4,769	5,785	8,371	45,753	137,614	7,461	215,613	
Increased from the acquisition of a subsidiary	83	-	-	1,018	-	2,999	-	-	4,100	
Charged / (credited) to profit or loss	2,477	321	(77)	962	527	(8,125)	(55)	(1,750)	(5,720)	
Charged / (credited) to other comprehensive income	-	-	-	-	-	-	-	385	385	
As at 31 December 2024	7,563	1,178	4,692	7,765	8,898	40,627	137,559	6,096	214,378	
As at 1 January 2023	1,977	732	9,328	4,205	7,668	57,681	137,662	6,331	225,584	
Charged / (credited) to profit or loss	3,026	125	(4,559)	1,559	703	(11,928)	(48)	(1,509)	(12,631)	
Charged / (credited) to other comprehensive income	-	-	-	21	-	-	-	2,639	2,660	
As at 31 December 2023	5,003	857	4,769	5,785	8,371	45,753	137,614	7,461	215,613	

	Separate financial statements									
	Allowance for expected credit losses	Impairment loss on assets	Provision	Employee benefit obligations	Depreciation	Leases	Lease liabilities under the agreement with Trust	Others	Total	
	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000
As at 1 January 2024	4,942	732	4,769	5,152	8,371	44,786	137,614	7,461	213,827	
Charged / (credited) to profit or loss	2,133	-	(77)	694	527	(9,476)	(55)	(1,750)	(8,004)	
Charged / (credited) to other comprehensive income	-	-	-	-	-	-	-	385	385	
As at 31 December 2024	7,075	732	4,692	5,846	8,898	35,310	137,559	6,096	206,208	
As at 1 January 2023	1,927	732	9,328	3,841	7,668	56,873	137,662	6,331	224,362	
Charged / (credited) to profit or loss	3,015	-	(4,559)	1,311	703	(12,087)	(48)	(1,509)	(13,174)	
Charged / (credited) to other comprehensive income	-	-	-	-	-	-	-	2,639	2,639	
As at 31 December 2023	4,942	732	4,769	5,152	8,371	44,786	137,614	7,461	213,827	

#### Deferred tax assets

As at 1 January 2024

Charged / (credited) to profit or loss

Charged / (credited) to other comprehensive income

As at 31 December 2024

As at 1 January 2023

Charged / (credited) to profit or loss

Charged / (credited) to other comprehensive income

As at 31 December 2023

Consolidated financial statements						
	Leases Baht'000	Lease agreement with Trust Baht'00	Remeasurement of financial asset at fair value Baht'000	Fair value from business acquisition Baht'000	Others Baht'000	Total Baht'000
<b>Deferred tax liabilities</b>						
As at 1 January 2024	(74,768)	(8,822)	(1,220)	(17,643)	(14,649)	(117,102)
Increased from the acquisition of a subsidiary (Charged) / credited to profit or loss	(6,074)	-	-	(104)	-	(6,178)
(Charged) / credited to other comprehensive income	3,282	570	-	3,024	1,243	8,119
	-	-	1,103	-	-	1,103
As at 31 December 2024	(77,560)	(8,252)	(117)	(14,723)	(13,406)	(114,058)
<b>Deferred tax liabilities</b>						
As at 1 January 2023	(78,481)	(9,402)	(2,119)	-	(16,456)	(106,458)
Increased from the acquisition of a subsidiary (Charged) / credited to profit or loss	-	-	-	(20,658)	-	(20,658)
(Charged) / credited to other comprehensive income	3,713	580	-	3,015	1,807	9,115
	-	-	899	-	-	899
As at 31 December 2023	(74,768)	(8,822)	(1,220)	(17,643)	(14,649)	(117,102)

**Deferred tax liabilities**  
As at 1 January 2024  
Increased from the acquisition of a subsidiary  
(Charged) / credited to profit or loss  
(Charged) / credited to other comprehensive income

As at 31 December 2024  
**Deferred tax liabilities**  
As at 1 January 2023  
Increased from the acquisition of a subsidiary  
(Charged) / credited to profit or loss  
(Charged) / credited to other comprehensive income

As at 31 December 2023

Separate financial statements						
	Leases Baht'000	Lease agreement with Trust Baht'00	Remeasurement of financial asset at fair value Baht'000	Others Baht'000	Total Baht'000	
<b>Deferred tax liabilities</b>						
As at 1 January 2024	(73,821)	(8,822)	(1,220)	(14,649)	(98,512)	
(Charged) / credited to profit or loss	5,730	570	-	1,244	7,544	
(Charged) / credited to other comprehensive income	-	-	1,103	-	1,103	
As at 31 December 2024	(68,091)	(8,252)	(117)	(13,405)	(89,865)	
As at 1 January 2023	(77,686)	(9,402)	(2,119)	(16,456)	(105,663)	
(Charged) / credited to profit or loss	3,865	580	-	1,807	6,252	
(Charged) / credited to other comprehensive income	-	-	899	-	899	
As at 31 December 2023	(73,821)	(8,822)	(1,220)	(14,649)	(98,512)	



## 19 Short-term borrowings from financial institutions, net

As at 31 December 2024, short-term borrowings from financial institutions comprise unsecured promissory notes, totally Baht 1,845.71 million and Baht 1,636.06 million, respectively bearing interest rates between 3.85% - 6.80% per annum. These borrowings are due for repayment within 1 year. (31 December 2023: totally Baht 1,991.66 million and Baht 1,796.85 million, respectively bearing interest rates between 2.00% - 7.00% per annum. These borrowings are due for repayment within 1 year).

## 20 Trade and other current payables

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Trade payables	494,450	641,385	410,490	538,244
Trade payables - related parties (Note 33.5)	10,732	20,819	14,213	103,532
Total accounts payables	505,182	662,204	424,703	641,776
Other payables	17,857	23,129	13,376	21,185
Other payables - related parties (Note 33.8)	6,801	2,630	7,621	2,630
Network installation cost payables	82,043	87,850	82,043	87,850
Service agreement payables	22,865	21,911	22,866	21,911
Retention payables	8,375	31,199	8,375	31,199
Accrued expenses	34,934	26,994	27,022	25,136
Accrued bonus	16,629	26,462	11,460	20,212
Dividend payable	21	-	21	-
Total trade and other current payables	694,707	882,379	597,487	851,899

## 21 Lease liabilities, net

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Within 1 year	90,150	87,782	84,525	84,902
Over 1 years, but less than 5 years	92,427	133,478	91,548	131,158
Over 5 years	-	2,512	-	2,512
	182,577	223,772	176,073	218,572
<u>Less</u> Future interest paid of finance lease liabilities	(12,095)	(14,735)	(11,829)	(14,377)
Present value of finance lease liabilities, net	170,482	209,037	164,244	204,195

Finance lease liabilities excluded future interest paid are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Finance lease liabilities, net	170,482	209,037	164,244	204,195
<u>Less</u> Current portion of finance lease liabilities, net	(84,024)	(80,223)	(78,635)	(77,573)
	86,458	128,814	85,609	126,622

Changes in lease liabilities are as follows:

	Consolidated financial statements			Separate financial statements	
	Lease liabilities - due within 1 year	Lease liabilities - due over 1 year	Total	Lease liabilities - due within 1 year	Lease liabilities - due over 1 year
<b>Net liabilities as at 1 January 2023</b>	76,177	170,718	246,895	74,427	168,425
Cash flows:					
Payment for lease liabilities	(82,607)	-	(82,607)	(80,658)	-
Non-cash items:					
Addition of lease liabilities, excluding future interest	43,807	942	44,749	41,157	844
Transferred from lease liabilities that is due over 1 year to lease liabilities due within 1 year	42,846	(42,846)	-	42,647	(42,647)
<b>Net liabilities as at 31 December 2023</b>	80,223	128,814	209,037	77,573	126,622
<b>Net liabilities as at 1 January 2024</b>	80,223	128,814	209,037	77,573	126,622
Increased from the acquisition of a subsidiary	10,949	4,046	14,995	-	-
Cash flows:					
Payment for lease liabilities	(93,321)	-	(93,321)	(79,722)	-
Non-cash items:					
Addition of lease liabilities, excluding future interest	15,993	23,778	39,771	15,993	23,778
Transferred from lease liabilities that is due over 1 year to lease liabilities due within 1 year	70,180	(70,180)	-	64,791	(64,791)
<b>Net liabilities as at 31 December 2024</b>	84,024	86,458	170,482	78,635	85,609
					164,244

## 22 Lease liabilities under the agreement with Trust, net

Change in lease liabilities under the agreement with Trust are as follows:

	<b>Consolidated and Separate financial statements</b>
<b>Lease liabilities under the agreement with Trust, net as at 1 January 2024</b>	688,069
Increase	
Cash flows:	
Payment for lease liabilities under the agreement with Trust	(1,476)
Non-Cash items:	
Amortised fees and costs of transaction under the agreement with Trust	1,203
<b>Lease liabilities under the agreement with Trust, net as at 31 December 2024</b>	<b>687,796</b>

At the Company's Board of Directors' Meeting No. 2/2022 held on 22 February 2022, the Board had a resolution to approve the transaction regarding the disposal of assets to a Real Estate Investment Trust (the Trust) and the related transaction of an asset acquisition relevant to the land of Interlink Data Center with a related party.

On 30 March 2022, the Company entered into the agreements with the Trust, to transfer the ownership of the properties under the Interlink Data Center project at the Department of Lands and to lease the properties under the Interlink Data Center project for three years and pledge irrevocably to renew the agreement nine times, every three years, the end of the last renewal period is 29 March 2052, and to comply with other terms and conditions specified in the agreements.

The Company considered the transfer of asset transaction with the Trust is satisfied the requirements of TFRS 15 Contracts with Customers as a sale of asset. The Company measured the right-of-use assets arising from the leaseback at the proportion of the previous carrying amount of the asset that related to the right of use retained by the Company.

## 23 Long-term borrowings from financial institutions, net

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<b>2024 Baht'000</b>	<b>2023 Baht'000</b>	<b>2024 Baht'000</b>	<b>2023 Baht'000</b>
<b>Current portion of long-term borrowings from financial institutions</b>				
Borrowings	340,839	381,887	336,296	381,887
<u>Less</u> Deferred financing service fees due within one year	(253)	(444)	(253)	(444)
Current portion of long-term borrowings from financial institutions, net	<u>340,586</u>	<u>381,443</u>	<u>336,043</u>	<u>381,443</u>
<b>Long-term borrowings from financial institutions</b>				
Borrowings	518,238	616,661	502,433	616,661
<u>Less</u> Deferred financing service fees due later than one year	(169)	(421)	(169)	(421)
Long-term borrowings from financial institutions, net	<u>518,069</u>	<u>616,240</u>	<u>502,264</u>	<u>616,240</u>
Total long-term borrowings from financial institutions, net	<u>858,655</u>	<u>997,683</u>	<u>838,307</u>	<u>997,683</u>

The movement of the long-term borrowings from financial institutions can be analysed as follows:

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
Opening book value	997,683	1,468,190	997,683	1,468,190
Cash flows:				
Proceed from borrowings during the year	360,068	14,662	338,136	14,662
Repayment to borrowings during the year	(501,082)	(489,477)	(499,498)	(489,477)
Non-cash items:				
Amortisation of financing fee	475	767	475	767
Adjusted by using the effective interest rate method	1,511	3,541	1,511	3,541
Closing book value	858,655	997,683	838,307	997,683

The fair value of long-term borrowings from financial institutions approximated their carrying amount, as the impact of discounting from floating rate from major borrowings is not significant.

The fair values are based on discounted cash flows using a discount rate based upon the borrowing rate of 3.94% - 6.10% (2023: 3.90% - 5.60%) and are within level 2 of the fair value hierarchy.

As at 31 December 2024, the Group had long-term borrowings denominated in Thai Baht with a local financial institution which were secured amounting to Baht 860.52 million (2023: Baht 1,001.53 million) as follows:

Number	Outstanding balance as at 31 December 2024 (Baht'000)	Outstanding balance as at 31 December 2023 (Baht'000)	Interest rate per annum	Principal repayment term	Interest payment period
1*	-	15,200	MLR - 1.5%	Repayment every month from May 2018	Payment every month
2*	-	41,600	MLR - 1.5%	Repayment every month from January 2019	Payment every month
3*	5,300	44,900	MLR - 1.5%	Repayment every month from February 2019	Payment every month
4*	18,500	58,100	MLR - 1.5%	Repayment every month from June 2019	Payment every month
5*	28,400	68,000	MLR - 1.5%	Repayment every month from September 2019	Payment every month
6*	201,920	311,840	MLR - 1.5%	Repayment every month from November 2021	Payment every month
7**	30,000	30,000	MLR - 1.5%	Repayment every month from January 2022	Payment every month
8**	307,500	397,500	MLR - 1.5%	Repayment every month from June 2023	Payment every month
9**	13,927	14,662	MLR - 2.43%	Repayment every month From 2024	Payment every month
10*	122,316	-	MLR - 1.0%	Repayment every month from November 2024	Payment every month
11*	100,000	-	MLR - 2.0%	Repayment every month from January 2025	Payment every month
12**	-	732	4.26%	Repayment every 3 months from July 2020	Payment every 3 months
13**	-	991	3.90%	Repayment every month from October 2020	Payment every month
14**	453	927	4.04%	Repayment every month from December 2020	Payment every month
15**	270	1,319	3.94%	Repayment every month from April 2021	Payment every month
16**	3,265	4,567	4.35%	Repayment every month from May 2022	Payment every month
17**	8,320	11,194	4.31%	Repayment every month from September 2022	Payment every month
18**	3,815	-	5.60%	Repayment every month from June 2024	Payment every month
19**	8,703	-	6.00%	Repayment every month from September 2024	Payment every month
20**	7,830	-	6.00%	Repayment every month from December 2024	Payment every month
Total	860,519	1,001,532			

\* The long-term borrowings from financial institutions are secured by Director of the Group and 51% share of the Group. In addition, the Group is required to comply with certain conditions throughout the borrowings period such as maintaining borrowings from financial institution to the equity and borrowings from related parties ratio, maintaining debt service coverage ratio, etc.

\*\* The long-term borrowings from financial institutions are secured by pledge of fixed assets and telecommunication networks as mentioned in Note 14.

## 24 Employee benefit obligations

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Statement of financial position:				
Retirement benefits	35,264	25,352	26,785	23,098
Other long-term benefits	3,560	3,575	2,445	2,664
Liability in the statement of financial position	38,824	28,927	29,230	25,762
Profit or loss including in profit from operating:				
Retirement benefits	5,253	4,431	4,119	3,895
Other long-term benefits	610	3,973	404	3,062
	5,863	8,404	4,523	6,957
Remeasurement for:				
Retirement benefits net of tax	-	(84)	-	-
	-	(84)	-	-

### Retirement benefits

The plans are final salary retirement plans. The level of benefits provided depends on members' length of service and their salary in the final years leading up to retirement.

The movements in the defined benefit obligation for the years are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Opening balance	25,352	21,027	23,098	19,203
Increased from the acquisition of a subsidiary	5,091	-	-	-
Current service cost	4,340	3,784	3,407	3,305
Interest cost	913	647	712	590
Remeasurements:				
Loss from change in financial assumptions	-	78	-	-
Experience gain	-	(184)	-	-
Benefit paid during the year	(432)	-	(432)	-
Closing balance	35,264	25,352	26,785	23,098

The following table is a summary of the assumptions relating to the actuarial technique as at the date of financial statements:

	Consolidated financial statements		Separate financial statements	
	2024 %	2023 %	2024 %	2023 %
Discount rate	2.24 - 3.16	3.08 - 3.14	3.11	3.08
Salary growth rate	3.00 - 6.00	3.00 - 6.00	6.00	6.00
Turnover rate	4.00 - 26.00	5.00 - 18.00	5.00 - 18.00	5.00 - 18.00

Sensitivity analysis for each significant assumption used is as follows:

	Consolidated financial statements				
	Impact on retirement benefits				
	% Change	Increase		Decrease	
		2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Discount rate	0.5	(2,077)	(1,635)	2,259	1,788
Salary growth rate	0.5	2,444	1,855	(2,257)	(1,710)
Turnover rate	10	(3,082)	(2,532)	3,576	2,941

	Separate financial statements				
	Impact on retirement benefits				
	% Change	Increase		Decrease	
		2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Discount rate	0.5	(1,613)	(1,467)	1,758	1,604
Salary growth rate	0.5	1,976	1,672	(1,820)	(1,541)
Turnover rate	10	(2,818)	(2,381)	3,290	2,776

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

The weighted average durations of the Group's defined benefit obligation is equal to 12 - 18 years (2023: 17 - 18 years).

## Other long-term employee benefits

The plans are long service award plans. The level of benefits provided depends on members' length of service.

The movements in the defined benefit obligation for the years are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Opening balance	3,575	2,612	2,664	2,612
Current service cost	535	402	355	402
Past service cost	-	911	-	-
Interest cost	74	48	50	48
Benefit paid during the year	(624)	(398)	(624)	(398)
Closing balance	3,560	3,575	2,445	2,664

The following table is a summary of the assumptions relating to the actuarial technique as at the date of financial statements:

	Consolidated financial statements		Separate financial statements	
	2024 %	2023 %	2024 %	2023 %
Discount rate	3.11 - 3.16	3.08 - 3.14	3.11	3.08
Gold increase rate	Fixed, 3.50	Fixed, 3.50	Fixed	Fixed
Turnover rate	5.00 - 18.00	5.00 - 18.00	5.00 - 18.00	5.00 - 18.00

Sensitivity analysis for each significant assumption used is as follows:

	Consolidated financial statements				
	% Change	Impact on retirement benefits			
		Increase		Decrease	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000	
Discount rate	0.5	(104)	(100)	110	106
Gold increase rate	0.5	49	39	(47)	(36)
Turnover rate	10	(271)	(226)	272	249

	Separate financial statements				
	% Change	Impact on retirement benefits			
		Increase		Decrease	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000	
Discount rate	0.5	(62)	(64)	66	67
turnover rate	10	(188)	(164)	179	179

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

The weighted average durations of the Group's defined benefit obligation is equal to 12 - 18 years (2023: 17 - 18 years).



Expected maturity analysis of undiscounted retirement:

	Consolidated financial statements				
	Less than a year Baht'000	Between 1-2 years Baht'000	Between 2-5 years Baht'000	Over 5 years Baht'000	Total Baht'000
At 31 December 2024					
Retirement benefits	968	1,780	3,661	155,795	162,204
Other long-term benefits	370	519	1,798	7,112	9,799
<b>Total</b>	<b>1,338</b>	<b>2,299</b>	<b>5,459</b>	<b>162,907</b>	<b>172,003</b>

	Consolidated financial statements				
	Less than a year Baht'000	Between 1-2 years Baht'000	Between 2-5 years Baht'000	Over 5 years Baht'000	Total Baht'000
At 31 December 2023					
Retirement benefits	390	348	3,568	142,931	147,237
Other long-term benefits	511	370	1,802	7,627	10,310
<b>Total</b>	<b>901</b>	<b>718</b>	<b>5,370</b>	<b>150,558</b>	<b>157,547</b>

	Separate financial statements				
	Less than a year Baht'000	Between 1-2 years Baht'000	Between 2-5 years Baht'000	Over 5 years Baht'000	Total Baht'000
At 31 December 2024					
Retirement benefits	260	1,780	2,609	126,207	130,856
Other long-term benefits	268	488	1,409	3,320	5,485
<b>Total</b>	<b>528</b>	<b>2,268</b>	<b>4,018</b>	<b>129,527</b>	<b>136,341</b>

	Separate financial statements				
	Less than a year Baht'000	Between 1-2 years Baht'000	Between 2-5 years Baht'000	Over 5 years Baht'000	Total Baht'000
At 31 December 2023					
Retirement benefits	390	260	3,568	127,027	131,245
Other long-term benefits	511	268	1,469	3,748	5,996
<b>Total</b>	<b>901</b>	<b>528</b>	<b>5,037</b>	<b>130,775</b>	<b>137,241</b>

## 25 Share capital and premium on share capital

	Consolidated and Separate financial statements				
	Authorised share capital Share'000	Issued and paid-up Share'000	Issued and paid-up Baht'000	Premium on share capital Baht'000	Total Baht'000
At 1 January 2023	1,945,593	1,314,728	657,364	1,693,727	2,351,091
Increased	-	74,202	37,101	207,765	244,866
At 31 December 2023	1,945,593	1,388,930	694,465	1,901,492	2,595,957
At 1 January 2024	1,945,593	1,388,930	694,465	1,901,492	2,595,957
Increased	-	- <sup>(*)</sup>	- <sup>(*)</sup>	2	2
Decreased	(253,861)	-	-	-	-
At 31 December 2024	1,691,732	1,388,930	694,465	1,901,494	2,595,959

(\*) Value less than a thousand share / a thousand baht

On 24 April 2024, at the Annual General Shareholders' Meeting for the year, the shareholders approved the reduction of the registered capital by decreasing the unissued ordinary shares from the expiration of the warrants and unsold warrants of 253.86 million units at a par value of Baht 0.50. The Company registered the changes in share capital with the Ministry of Commerce on 7 May 2024.

## 26 Warrants

The Company issued warrants on ordinary shares without charge to the Company's existing shareholders which is approved at the Annual General Meeting as follows:

Issued by	Allotted to	Approval date	Determined exercising date	Last exercise	As at 31 December 2023		Decrease during the period				As at 31 December 2024		
					Outstanding warrant Unit'000	Increase during the period Unit'000	Exercise Unit'000	Exercise ratio for ordinary shares per 1 Warrant	Issue of ordinary shares during the period Share'000	Exercise price Baht'000	Amount Baht'000	Expired warrant Unit'000	Outstanding warrant Unit'000
The Company	Existing-shareholder (ITEL-W4)	27 April 2022	30 September 2022	10 July 2024	262,802	-	- <sup>(*)</sup>	1	- <sup>(*)</sup>	11.50	3	262,802	-
	Total issuance by the Group				262,802	-	- <sup>(*)</sup>		- <sup>(*)</sup>		3	262,802	-

-<sup>(\*)</sup> Value less than a thousand unit / a thousand baht

On 8 July 2024, the warrant holders exercised their warrants (ITEL-W4) totalling 225 units to purchase 225 ordinary shares at Baht 11.50 each, in total amount of Baht 2,587.50. The Company registered the share subscription with the Ministry of Commerce on 25 July 2024. In addition, the remaining warrants (ITEL-W4) of 262,801.80 thousand units expired due to reaching their last exercise date.

## 27 Dividends

On 24 April 2024, at the Annual General Shareholders' Meeting for the year 2024, the shareholders approved the annual dividend payments for the operation performance for the year ended 31 December 2023 at Baht 0.0696 per share, totalling Baht 96.67 million. The Company paid those dividends on 23 May 2024.

## 28 Legal reserve

	<b>Consolidated and Separate financial statements</b>	
	<b>2024</b>	<b>2023</b>
	<b>Baht'000</b>	<b>Baht'000</b>
At 1 January	72,670	59,950
Appropriation during the year	9,740	12,720
At 31 December	82,410	72,670

Under the Public Limited Company Act., B.E. 2535, the Group is required to set aside as a legal reserve at least 5% of its net profit after accumulated deficits brought forward (if any) until the reserve is not less than 10% of the registered capital. The legal reserve is non-distributable.

## 29 Revenue

29.1 In order to comply with the Notification of NBTC on License Fees for Telecommunications Business, the details of revenue used for the purpose of the calculation of the license fee ("license fee") were as follows:

<b>For the years ended 31 December</b>	<b>Separate financial statements</b>	
	<b>2024</b>	<b>2023</b>
	<b>Baht'000</b>	<b>Baht'000</b>
Relevant revenue and must be used to calculate the license fee		
- Service income from network rendering	821,900	800,441
- Service income from data center space service	98,467	92,768
Total relevant revenue and must be used to calculate the license fee	920,367	893,209
Irrelevant revenue and were not be used to calculate the license fee		
- Service income from network rendering	441,429	665,880
- Service income from network installation service	593,888	776,782
- Gain from disposal of investments in a joint venture	87,187	-
- Other income	70,809	52,547
Total irrelevant revenue and were not be used to calculate the license fee	1,193,313	1,495,209
Revenue		
- Service income from network rendering	1,263,329	1,466,321
- Service income from network installation service	593,888	776,782
- Service income from data center space service	98,467	92,768
- Gain from dispose of investments in a joint venture	87,187	-
- Other income	70,809	52,547
Total revenue	2,113,680	2,388,418

**29.2** In order to comply with the Notification of NBTC on Criteria and Procedures for Universal Service Obligation Fee (“USO fee”), the details of revenue used for the purpose of the calculation of the USO fee were as follows:

For the years ended 31 December	Separate financial statements	
	2024 Baht'000	2023 Baht'000
Relevant revenue and must be used to calculate the USO fee		
- Service income from network rendering	821,900	800,441
Total relevant revenue and must be used to calculate the USO fee	821,900	800,441
Irrelevant revenue and was not be used to calculate the USO fee		
- Service income from network rendering	441,429	665,880
Total irrelevant revenue and was not be used to calculate the USO fee	441,429	665,880
Total service income from network rendering	1,263,329	1,466,321

### 30 Expenses by nature

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Subcontract costs	431,645	266,167	252,448	107,303
Service contract costs	116,017	135,224	116,017	135,224
Staff costs	205,669	178,784	143,542	134,063
Depreciation and amortisation charges	422,095	377,430	389,489	358,994
Repair and maintenance expense	125,064	119,726	116,653	120,050
Material and equipment used	136,396	288,956	30,197	247,146
System and network expense	248,280	265,220	248,272	265,220
Rental fee under service contracts	107,597	104,858	104,201	103,926

### 31 Income taxes

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Current tax	57,036	71,219	41,281	55,211
Deferred tax	(2,399)	3,516	460	6,922
Total income taxes	54,637	74,735	41,741	62,133

The income tax on the profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
Profit before income tax	379,267	372,940	236,437	316,471
Tax calculated at a tax rate of	20%	20%	20%	20%
The result of the accounting profit multiplied by the income tax rate	75,853	74,588	47,287	63,294
Tax effect of:				
Joint ventures' operating result, net of tax	(142)	743	-	-
Income not subject to tax	(21,702)	(1,136)	(5,460)	(1,136)
Expenses not deductible for tax purpose	729	613	15	48
Double deductible expenses for tax purpose	(101)	(73)	(101)	(73)
Income tax	54,637	74,735	41,741	62,133

## 32 Earnings per share

### 32.1 Basic earnings per share

The basic earnings per share is calculated by dividing the profit for the year attributable to shareholders of the Group by the weighted average number of ordinary shares in issue during the year.

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Profit attributable to the Group (Baht'000)	303,992	272,108	194,696
Weighted average number of ordinary shares in issue (Shares'000)	1,388,930	1,381,683	1,388,930	1,381,683
Basic earnings per share (Baht)	0.22	0.20	0.14	0.18

### 32.2 Diluted earnings per share

The diluted earnings per share is calculated adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. The Group has one category of dilutive potential ordinary shares: the warrants. A calculation is made to determine the number of shares that could have been acquired at fair value (determined as the average market price during the period of the Group's shares) based on the monetary value of the subscription rights attached to outstanding warrants. The number of shares calculated as above is compared with the number of shares that would have been issued assuming warrants which the exercise price is lower than the average market price of the Group's shares have been exercised.

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Profit attributable to the Group (Baht'000)	303,992	272,108	194,696	254,338
Weighted average number of ordinary shares in issue (Shares'000)	1,388,930	1,381,683	1,388,930	1,381,683
Adjustment: conversion of warrants (Shares'000)	-	22,180	-	22,180
Weighted average number of ordinary shares for diluted earnings per share (Shares'000)	1,388,930	1,403,863	1,388,930	1,403,863
Diluted earnings per share (Baht)	0.22	0.19	0.14	0.18

### 33 Related party transactions

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the Group, including holding companies, subsidiaries, and fellow subsidiaries, are related parties of the Group. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Group that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Group and close members of the family of these individuals and companies associated with these individuals, also constitute related parties.

In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

The major shareholder of the Group is Interlink Communication Public Company Limited, holding 49.12% of the Group's shares.

Blue Solutions Company Limited and Interlink Health Technology Company Limited (formerly named Global Lithotripsy Services Company Limited) are subsidiaries of the Group.

ETIX ITEL Bangkok 1 Co., Ltd. (formerly named ETIX ITEL Bangkok Co., Ltd.) is a joint venture of the Group until 19 December 2024.

The pricing policies for particular types of related parties' transactions are explained further below.

Transactions	Pricing policies
Service	Contract price
Sales of goods	Market price or contract price where market price is not available
Rental expenses	Contract price
Service expenses	Contract price
Interest income / Interest paid	Contract rate

The significant related party transactions are as follows:

### 33.1 Revenue from services

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
Revenue from services				
- Parent company	1,580	1,618	1,580	1,618
- Joint venture	93	93	93	93
- Subsidiary	-	-	553	1,900
Other income				
- Parent company	2	153	2	153
- Joint venture	-	1,819	-	1,819
- Subsidiaries	-	-	4,878	547
Interest income				
- Subsidiary	-	-	253	-
Dividend income				
- Subsidiaries	-	-	27,299	5,679

### 33.2 Purchases of goods

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
Purchases of goods				
- Parent company	18,858	8,595	14,886	7,150

### 33.3 Network installation service cost

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
- Other related company	1,410	1,536	1,410	1,536
- Subsidiary	-	-	9,524	22,010

### 33.4 Other expenses

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
Rental expenses				
- Parent company	15,562	11,854	15,532	11,854
- Directors	2,880	2,000	-	-
Administrative expenses				
- Parent company	5,462	5,058	5,330	5,050
- Subsidiary	-	-	234	478
- Directors	2,112	3,112	2,112	2,112
Interest expenses				
- Parent company	377	-	377	-
- Subsidiary	-	-	859	-

### 33.5 Trade receivables and trade payables - related parties

As at 31 December	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Trade receivables				
- Parent company	164	167	164	167
- Joint venture	-	8	-	8
- Subsidiaries	-	-	13	2
Trade payables				
- Parent company	10,487	3,723	10,437	3,602
- Joint venture	-	16,702	-	16,702
- Subsidiaries	-	-	3,531	82,834
- Other related company	245	394	245	394

### 33.6 Advance payment for network installation

As at 31 December	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
- Subsidiary	-	-	9,540	-

### 33.7 Network installation accrued income

As at 31 December	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
- Subsidiary	-	-	2,006	1,899

### 33.8 Amount due from and amount due to related parties

As at 31 December	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Other receivables				
- Parent company	566	581	566	581
- Subsidiaries	-	-	4,388	55
Accrued interest income				
- Subsidiary	-	-	253	-
Other payables				
- Parent company	5,740	1,900	5,722	1,900
- Directors	1,061	730	1,040	730
Accrued interest payables payable				
- Subsidiary	-	-	859	-

### 33.9 Short-term borrowings to a joint venture

As at 31 December	Consolidated financial statements		Separate financial statements	
	2024 Baht'000	2023 Baht'000	2024 Baht'000	2023 Baht'000
Short-term borrowings to a joint venture	-	129,012	-	129,012

As of 31 December 2024, there were no short-term borrowings to a joint venture. (As of 31 December 2023, short-term borrowings to a joint venture were unsecured, non-interest-bearing, and repayable on demand).



### 33.10 Short-term borrowings to a subsidiary

As at 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
Short-term borrowings to a subsidiary	-	-	35,080	-

As of 31 December 2024, short-term borrowings to a subsidiary were unsecured, with interest rate 6.25% per annum and are due for repayment at call (31 December 2023: Nil).

### 33.11 Short-term borrowings from a subsidiary

As at 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
Short-term borrowings from a subsidiary	-	-	13,136	-

As of 31 December 2024, short-term borrowings from a subsidiary were unsecured, with interest rate 6.25% per annum and are due for repayment at call (31 December 2023: Nil).

### 33.12 Key management compensation

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	Baht'000	Baht'000	Baht'000	Baht'000
Short-term benefits	34,566	31,483	28,169	27,146
Post benefits	983	899	826	787
Other long-term benefits	29	93	7	61
	35,578	32,475	29,002	27,994

## 34 Commitments and contingent liabilities

For the year ended period 31 December 2024, there were no significant changes in commitments and significant contracts from the year ended 31 December 2023, except the commitments as follows:

### 34.1 Financial institution guarantees

As at 31 December 2024, there were outstanding guarantees issued by the financial institution on behalf of the Group of Baht 749.82 million (2023: Baht 696.23 million) in respect of certain performance obligations required in the normal course of business of the Group.

### 34.2 Service contracts

The Group has entered into several services contracts. The terms of the contracts are generally between 1 and 30 years, which future minimum lease payments required under these non-cancellable service contracts are as follows:

Payment within:	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	(Unit : Million Baht)		(Unit : Million Baht)	
- Within 1 year	252.62	175.62	252.46	175.45
- 1 to 5 years	111.07	124.89	110.84	124.57
- More than 5 years	158.21	179.05	158.21	179.05

### **35 Events occurring after the reporting date**

On January 15, 2025, at Meeting No. 1/2025, the Board of Directors of the Company approved a share repurchase program. The program authorizes the repurchase of shares with a maximum value not exceeding Baht 300 million, and a maximum of 130 million shares. The repurchase transactions will be executed through automated order matching via the trading system of the Stock Exchange of Thailand. The period for share repurchase program is 20 January 2025 to 18 July 2025.

# Attachment



## Attachment 1

Information of the Board of Directors, Executives, Controlling Person and Company Secretary

## Attachment 2

Details of Directors of the Subsidiaries

## Attachment 3

Details of Head of Internal Audit and Compliance

## Attachment 4

Business Assets and Details on Asset Valuation

## Attachment 5

Reports of the Audit Committee and Other Sub-committees

## Attachment 6

Accuracy Certification of the Information

# Attachment 1

## Profile of the Board of Directors



**Mr. Pakorn Malakul Na Ayudhya** Age 82 years

Position Chairman and Independent Director

Shareholding in the Company (31/12/2024)	0.0720%
Percentage of Shareholding by Spouse and Minor Children	Yes
1. Mrs. Panorchand Malakul Na Ayudhya	0.0720%
Stock Trading During 2024	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	26 December 2014
Position in other listed companies	Yes
1. Chairman of the Board of Director / Starflex PCL.	
Position in Other Companies (Non-listed company)	Yes
1. Member of State Enterprise Director Nomination Subcommittee / Prime Minister Office	
2. President / Association of Capital Market Academy Alumni	
3. Vice Chairman / Institute of Research and Development for Public Enterprises (IRDPE)	
4. Independent Director and Chairman of the Corporate Governance Committee / Thai Life Insurance PCL.	

### Educational Qualifications

- Bachelor of Economics, The Queen's University of Belfast, Northern Ireland
- National Defense Course for the Joint State-Private Sector, Class 8, Thailand National Defense College
- Financial Institutions Governance Program (FGP), Class 2/2011
- Role of the Chairman Program (RCP), Class 7/2002

### Work Experience

Oct 2021 - Present	Independent Director and Chairman of the Corporate Governance Committee / Thai Life Insurance PCL.
2018 - Present	Chairman of the Board of Directors/ Starflex PCL.
2018 - Present	Member of State Enterprise Director Nomination Subcommittee / Prime Minister Office
2016 - Present	President / Association of Capital Market Academy Alumni
2016 - 2019	Chairman of the Board of Directors / Aira Capital PCL.
2015 - 2019	Chairman of the Board of Directors / Aira Property PCL.
Dec 2014 - Present	Chairman and Independent Director / Interlink Telecom PCL.
2014 - 2020	Expert on Corporate Governance and Social Responsibility / The Stock Exchange of Thailand
2012 - Present	Vice Chairman / Institute of Research and Development for Public Enterprises (IRDPE)
2012 - 2018	Preparation of memorandum and evaluation of working Capital Committee / The Comptroller General's Department
2009 - 2018	Chairman / TSFC Securities PCL.
2007 - 2022	Vice Chairman of the Board of Director and Independent Director / Standard Chartered Bank (Thai) PCL.
2007 - 2009	Chairman / The Stock Exchange of Thailand
2005 - 2022	Chairman of the Nomination and Remuneration Committee / Standard Chartered Bank (Thai) PCL.
2003 - 2022	Member of the Audit Committee / Standard Chartered Bank (Thai) PCL.
2002 - 2005	Chairman / Export - Import Bank of Thailand
2000 - 2002	Deputy Governor / Bank of Thailand
1995 - 1999	Secretary - General / The Securities and Exchange Commission, Thailand

## Profile of the Board of Directors



**Mrs. Kesara Manchusree**

**Age 64 years**

**Position** Chairman of the Audit Committee and Independent Director

Percentage of Shareholding in the Company (31/12/2024)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2024	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	3 July 2018
Has/Has no special interest that is different from other directors	None
Position in Other Listed Companies	Yes
1. Independent Director, Chairman and Chairman of the Corporate Governance and Social Affairs Committee for Sustainable Development / NR Instant Produce PCL.	
2. Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee Member / NgernTidLor PCL.	
Position in Other Companies (Non-Listed Company)	Yes
1. Chairman and Chairman of Corporate Governance Committees / TSFC Securities PCL.	
2. Independent Director and Chairman of the Audit Subcommittee / DAOL (THAILAND) PCL.	
3. Independent Director and Chairman of the Audit Subcommittee / DAOL Securities (Thailand) PCL.	
4. Independent Director, Chairman and Audit Committee Member / DAOL Asset Management Co., Ltd	
5. Honorary Director / Social Enterprise Thailand Association	
6. Honorary Director / Khon Kaen University Council	
7. Honorary Director / Economics Faculty - Thammasat University	
8. Director / Private Sector Collective Action Coalition Against Corruption (CAC) Council - The Thai Institute of Directors Association (IOD)	
9. President / Thammasat Economics Association	
10. Independent Director and Chairman of the Audit Committee / aCommerce Group PCL.	
11. Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee / Interlink Telecom PCL.	
12. Honorary Director / National Institute of Metrology (Thailand)	

### Educational Qualifications

- Master of Science in Finance, Golden Gate University, San Francisco, USA
- Bachelor of Art in Economics, Thammasat University
- Certificate, Advanced Senior Executive Program (ASEP), Evanston, Chicago, USA, a joint program between Sasin (Chulalongkorn University) and Kellogg School of Management (Northwestern University)
- Certificate, Director Certification Program (DCP 82/2010), Thai Institute of Directors Association (IOD)
- Certificate, Role of the Chairman Program (RCP 46/2020), Thai Institute of Directors Association (IOD)
- Certificate, Advanced Audit Committee Program (AAP 45/2022), Thai Institute of Directors Association (IOD)
- Certificate, Digital CEO Program, Class 1, Digital Economy Promotion Agency
- Certificate, TLCA Leadership Development Program (LDP), Class 3, Thai Listed Companies Association
- Certificate, Leadership Program (Class 4), Capital Market Academy (CMA)

### Work Experience

2022 - Present	Associate Judge / The Central Intellectual Property and International Trade Court
2021 - Present	Honorary Director / Khon Kaen University Council
2021 - Present	Director / Private Sector Collective Action Coalition Against Corruption (CAC) Council - The Thai Institute of Directors Association (IOD)
2021 - Present	Honorary Director / Economics Faculty Thammasat University
2021 - Present	President / Thammasat Economics Association
2021 - Present	Independent Director and Chairman of the Audit Committee / aCommerce Group PCL.
2020 - Present	Independent Director, Chairman of the Audit Committee, and Nomination and Remuneration Committee Member / NgernTidLor PLC.
2018 - Present	Independent Director and Chairman of the Audit Subcommittee / DAOL (THAILAND) PLC.
2018 - Present	Independent Director and Chairman of the Audit Subcommittee / DAOL Securities (Thailand) PLC.
Jul 2018 - Present	Independent Director and Chairman of the Audit Committee / Interlink Telecom PCL.
2018 - Present	Honorary Director / Social Enterprise Thailand Association Chairman and Chairman of Corporate Governance Committees / TSFC Securities PCL.
2018 - Present	Independent Director, Chairman, and Chairman of Corporate Governance and Social Affairs Committee for Sustainability Development / NR Instant Produce PLC.
2018 - Present	Independent Director, Chairman and Audit Committee Member / DAOL Asset Management Co., Ltd.
2018 - Present	Honorary Director / Thammasat University Council Committee
2016 - Nov 2022	Honorary Director / Economics Faculty Thammasat University
2016 - May 2018	Director / World Federation of Exchange (WFE)
2016 - May 2018	Director / Thammasat Economics Association (T.E.A.)
2015 - 2021	Director and Manager / The Stock Exchange of Thailand Chairman / Thailand Securities Depository Co., Ltd. / Thailand Clearing House Co., Ltd. / Settrade.com Co., Ltd.
2014 - May 2018	Advisory Committee / Sasin Graduate Institute of Business Administration of Chulalongkorn University
2014 - May 2018	Director / Thai Institute of Directors (IOD)
2014 - 2018	Director / Thai Institute of Directors (IOD)
2004 - 2014	Managing Director / Thailand Future Exchange PLC. (TFEX)

## Profile of the Board of Directors



### Mr. Sombat Anuntarumporn

Age 65 years

Position Vice Chairman (Authorized Director)

Percentage of Shareholding in the Company (31/12/2024)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2024	None
Family Relationship with Directors and Executives	Yes
<ul style="list-style-type: none"> <li>• Spouse : Dr. Chalida Anuntarumporn, Director (Authorized Director) and Corporate Governance Committee Member</li> <li>• Father : Dr. Nuttanai Anuntarumporn, Director (Authorized Director), Risk Management Committee Member and Chief Executive Officer Dr. Lillada Anuntarumporn, Director and Corporate Governance Committee Member Miss. Varisa Anuntarumporn, Director, Nomination and Remuneration Committee Member</li> </ul>	
Date of Initial Appointment	3 January 2007
Position in Other Listed Companies	Yes
1. Chairman / Interlink Communication PCL.	
Position in Other Companies (Non-Listed Company)	Yes
1. Chairman and Authorized Director / Interlink Power and Engineering Co., Ltd.	
2. Chairman and Authorized Director / Interlink Holding Co., Ltd.	
3. Chairman and Authorized Director / Interlink Data Center Co., Ltd.	
4. Chairman and Authorized Director / Interlink Medical Co., Ltd.	

#### Educational Qualifications

- Honorary Doctor of Business Administration, Dhonburi Rajabhat University
- Master of Business Administration, National Institute of Development Administration (NIDA)
- Bachelor of Engineering in Electrical Engineering, King Mongkut's University of Technology Thonburi
- The National Defence Course Degree, Class 2005, The National Defence College
- Certificate, Leadership Program Class 4, Capital Market Academy (CMA)
- Certificate, Politics Democracy Program Class 14, King Prajadhipok's Institute
- Certificate, The Program for Senior Executives on Justice Administration Class 19, National Justice Academy
- Certificate, Top Executive Program in Energy Literacy for a Sustainable Future Class 8, Thailand Energy Academy
- Certificate, Advanced Political and Election Development Class 9, Political and Electoral Development Institute
- Certificate, Directors Accreditation Program (DAP) Thai Institute of Directors Association (IOD)
- Certificate, Technique of Reconcile Sentence, The Central Intellectual Property and International Trade Court

#### Work Experience

- 2022 – Present Honorary Advisor Commission on Information Technology, Communications and Telecommunications / The Senate of Thailand
- 2021 – Present Honorary Director / Nakhon Sawan Rajabhat University Council
- 2019 – Present Chairman (Authorized Director) / Interlink Medical Co., Ltd.
- 2019 – 2020 Expert of the Senate / The Senate of Thailand
- 2019 – 2022 Specialist of the Committee on Natural Resources and Environment / The Senate of Thailand
- 2016 – 2019 Committee / The Zoological Park Organization Under the Royal Patronage of H.M. The King
- 2014 – 2019 Honorary Advisor of The Committee on Economics, Monetary and Finance / National Legislative Assembly
- 2014 – 2019 Honorary Advisor of The Committee on Commercial Industry and Labour / National Legislative Assembly
- 2013 – Present Chairman (Authorized Director) / Interlink Data Center Co., Ltd.
- 2013 – Present Founding President and Honorary President / Thai Cabling Association
- 2011 – Present Founding President and Honorary President / maiA Listed Companies Association
- 2008 – Present Chairman (Authorized Director) / Interlink Power and Engineering Co., Ltd.
- 2007 – Present Vice Chairman (Authorized Director) / Interlink Telecom PCL.
- 2003 – 2019 Associate Judge / The Central Intellectual Property and International Trade Court
- 1995 – Present Chairman / Interlink Communication PCL.
- 1992 – Present Director / Amnuay Silpa Alumni Association School
- 1987 – Present Chairman / Interlink Holding Co., Ltd.

## Profile of the Board of Directors



### Dr. Chalida Anuntarumporn

Age 66 years

Position Director (Authorized Director) and Corporate Governance Committee Member

Percentage of Shareholding in the Company (31/12/2024)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2024	None
Family Relationship with Directors and Executives	Yes
<ul style="list-style-type: none"> <li>• Spouse : Mr.Sombat Anuntarumporn, Vice Chairman (Authorized Director)</li> <li>• Mother : Dr.Nuttanai Anuntarumporn, Director (Authorized Director), Risk Management Committee Member and Chief Executive Officer Dr.Lillada Anuntarumporn, Director and Corporate Governance Committee Member Miss.Varisa Anuntarumporn, Director, Nomination and Remuneration Committee Member</li> </ul>	
Date of Initial Appointment	3 January 2007
Position in Other Listed Companies	Yes
1. Authorized Director, Vice Chairman and Managing Director / Interlink Communication PCL.	
Position in Other Companies (Non-Listed Company)	Yes
1. Authorized Director / Interlink Medical Co., Ltd.	
2. Authorized Director / Interlink Data Center Co., Ltd.	
3. Authorized Director / Interlink Power and Engineering Co., Ltd.	
4. Authorized Director and Managing Director / Interlink Holding Co., Ltd.	

### Educational Qualifications

- Doctor of Philosophy (Ph. D.) in Business Administration, North Bangkok University
- Master of Business Administration, National Institute of Development Administration (NIDA)
- Bachelor of Business Administration in General Management, Sukhothai Thammathirat Open University
- Diploma in Accounting, Commercial College Phranakron Campus
- Certificate, Directors Accreditation Program (DAP) Thai Institute of Directors Association (IOD)
- The National Defence Course Degree Class 2009, The National Defence College
- Certificate, Leadership Program Class 8, Capital Market Academy (CMA)
- Certificate, Advance Security Management Course Class 4, The National Defence College
- Certificate, The Top Executive Program in Commerce and Trade (TEPCoT), Class 5
- Certificate, Good Governance for Medical Executives Course, Class 7 held by King Prajadhipok's Institute and The Medical Council of Thailand
- Certificate, Top Executive Program in Energy Literacy for a Sustainable Future Class 14, Thailand Energy Academy
- Certificate, The academic seminar for associate judges in juvenile and family courts nationwide in 2024, the topic of "The Context of Juvenile and Family Court and the Dimensions of Changing Challenges in Society" the Juvenile and Family Court

### Work Experience

- Jul 2020 - Present Vice Chairman / Interlink Communication PCL.
- Jan 2018 - Present Director and Managing Director / Interlink Communication PCL.
- Aug 2017- Present Corporate Governance Committee Member, Nomination and Remuneration Committee Member / Interlink Communication PCL.
- 2012 - Present President / Interlink Haijai Foundation
- 2013 - Present Associate Judge / Central Juvenile and Family Court
- 2014 - Present Chairman / Saving and Credit Cooperatives Interlink Hai jai Foundation
- 2014 - Present Founding President / Zonta Club Bangkok 10
- 2021 - Present Honorary Director / Office of the Basic Education Commission
- 2021 - Present Expert of the Senate Member / The secretariat of the Senate
- 2009 - Present Executive Director of International Relations Department / The National Council of Women of Thailand Under the Royal Patronage of Her Majesty the Queen
- 2014 - Present Chairman of Central Committee Class 61 / Women Personality Development Association
- 2016 - Present Board of Directors at Public Relations Position and Special Activities Project / National Council of Outstanding Mother - Bangkok
- 2018 - Present Board of Directors / Business and Professional Women Association of Thailand under the Royal Patronage of Her Majesty the Queen (BPW Bangkok)

## Profile of the Board of Directors

### Work Experience

2013 - 2014	Director of Corporate Governance Committee / The Thai Chamber of Commerce & Board of Trade of Thailand
2016 - 2018	President of Funding Department / Business and Professional Women Association of Thailand under the Royal Patronage of Her Majesty the Queen (BPW Bangkok)
2010 - Present	President of Special Events / Business and Professional Women Association of Thailand under the Royal Patronage of Her Majesty the Queen (BPW Bangkok)
2013 - 2014	President of Funding Department / Zonta Club Bangkok 1
2015 - 2017	Former Consultant of The Committee on Economics, Monetary and Finance / National Legislative Assembly
2013 - 2014	Honorary Advisor and The Committee on Social Development and Children Affairs, Youth, Women, Elderly, Disabled and Underprivileged / The Senate
2013 - 2014	Secretary to The Committee on Agriculture and Cooperatives / The Senate
2010 - 2014	Hostess Committee / Association of Capital Market Academy (ACMA)
2009 - 2010	Vice president on Recreation Department and Student committee Batch 2009 (๓๐๖. ๕๒ 2552) / Thai NDC (National Defence College)
2007 - 2008	Committee, Treasurer and Public relations officer / The Thai Chamber of Commerce & Board of Trade of Thailand

### Other in Listed company

2007 - Present	Director and Corporate Governance Committee Member (Authorized Director) / Interlink Telecom PCL.
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### Other in non-listed company

Aug 2019 - Present	Authorized Director / Interlink Medical Co., Ltd.
1987 - Present	Authorized Director and Managing Director / Interlink Holding Co., Ltd.
2008 - Present	Authorized Director / Interlink Power & Engineering Co., Ltd.
2013 - Present	Authorized Director / Interlink Data Center Co., Ltd.



## Profile of the Board of Directors



**Gen. Ponpipat Benyasri**

**Age 65 years**

**Position** Independent Director and Chairman of Risk Management Committee / Audit Committee/ Nomination and Remuneration Committee / Corporate Governance Committee

Percentage of Shareholding in the Company (31/12/2024)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2024	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	13 July 2023
Position in Other Listed Companies	Yes
1. Director, Independent Director and Corporate Governance Committee member / Thai Life Insurance PCL.	
Position in Other Companies (Non-Listed Company)	None

### Educational Qualifications

- Master of Defence Studies, University of New South Wales
- Master of Business Administration, Kasetsart University
- Bachelor of Science, Chulachomkhalo Royal Military Academy
- Senior International Defence Management Course (SIDMC), Defence Resource Management Institution, Naval Postgraduate School
- Director Accreditation Program (DAP) Class 187/2021, Thai Institute of Directors (IOD)
- Ethical Leadership Class 27/2022, Thai Institute of Directors (IOD)

### Work Experience

2021 - Present	Director, Independent Director and Corporate Governance Committee Member / Thai Life Insurance PCL.
2020 - Present	Director and Assistant Secretary / Rak Muang Thai Foundation
2018 - 2020	Chief of Defence Forces / Royal Thai Armed Forces Headquarters
2017 - 2018	Chief of Joint Staff / Royal Thai Armed Forces Headquarters
2013 - 2015	Comptroller General / Office of the Comptroller General, Royal Thai Armed Forces Headquarters
2006 - 2009	Superintendent / Armed Forces Academies Preparatory School



**Mr. Amnuay Preemonwong**

**Age 66 years**

**Position** Independent Director and Chairman of the Corporate Governance Committee / Risk Management Committee / Nomination and Remuneration Committee / Audit Committee

Percentage of Shareholding in the Company (31/12/2027)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2027	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	24 February 2024
Position in Other Listed Companies	Yes
1. Chairman of the Board of Director / T.C.J. Asia PCL.	
Position in Other Companies (Non-Listed Company)	Yes
1. Director / Tip IB Co., Ltd.	

### Educational Qualifications

- Master of M.P.A., National Institute of Development Administration
- Bachelor of B.A. in Economics, Ramkhamhaeng University
- Bachelor of L.L.B., Sukhothai Thammathirat Open University
- Top Executive Program, Office of the Civil Service Commission
- Director Certificate Program, Thai Institute of Directors (IOD)
- Audit Committee Program, Thai Institute of Directors (IOD)
- National Defence College (Class 51), Royal Thai Armed Forces Headquarters
- Top Executive Program in Commerce and Trade (TEPCOT6), Commerce Academy
- Executive Program (Class 17), Capital Market Academy
- Executive Program in Administrative Justice (Class 6), The Administrative Court
- Executive Program in Energy (Class 8), Thailand Energy Academy

### Work Experience

2023 - Present	Director / Tip IB Co., Ltd.
2022 - Present	Chairman of the Board of Director / T.C.J. Asia PCL.
2022 - 2023	Chairman of the Board of Director / SRT Asset Co., Ltd.
2020 - 2023	Director / National Telecom PCL.
2019 - 2023	Director / State Railway of Thailand
2019 - 2023	Committee / Anti-Money Laundering Office
2018 - 2019	Director General of the Treasury Department / Ministry of Finance
2014 - 2018	Deputy Permanent Secretary / Ministry of Finance
2009 - 2011	Inspector General / Ministry of Finance
2008 - 2009	State Property Development Advisor / Ministry of Finance
2003 - 2006	Deputy Director General of the Treasury Department / Ministry of Finance

## Profile of the Board of Directors



**Mr. Suwichan Nilanan** Age 65 years

Position Director, Risk Management Committee Member and Nomination and Remuneration Committee Member

Percentage of Shareholding in the Company (31/12/2024)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2024	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	26 December 2014
Position in Other Listed Companies	None
Position in Other Companies (Non-Listed Company)	Yes
1. Director / Etix Itel Bangkok Co., Ltd.	
2. Director / Blue Solutions PCL.	

### Educational Qualifications

- Master of Business Administration, Thammasat University
- Bachelor of Engineering in Electrical Engineering, King Mongkut's University of Technology Thonburi
- Certificate, Director Accreditation Program (DAP 118/2015) Thai Institute of Directors Association (IOD)

### Work Experience

2022 - Present	Director / Etix Itel Bangkok Co., Ltd.
2023 - Present	Chairman of The Nomination and Remuneration Committee / Blue Solutions PCL.
Feb 2022 - Present	Director / Blue Solutions PCL.
2016 - 2022	Director / Genesis Data Center Co., Ltd.
Dec 2014 - Present	Director, Risk Management Committee Member and Nomination and Remuneration Committee / Interlink Telecom PCL.
2012 - Present	Managing Director Consultant / Interlink Telecom PCL.
1994 - 2012	Assistant to Managing Director / TT&T PCL.



**Mr. Suwat Punnachaiya** Age 62 years

Position Director and Chairman of the Nomination and Remuneration Committee / Risk Management Committee Member

Percentage of Shareholding in the Company (31/12/2024)	None
Percentage of Shareholding by Spouse and Minor Children	Yes
1. Mrs. Angkhana Punnachaiya	0.00003%
Stock Trading During 2024	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	26 December 2014
Position in Other Listed Companies	None
Position in Other Companies (Non-Listed Company)	Yes
1. Director / Alist Asia Co., Ltd.	

### Educational Qualifications

- Bachelor of Engineering in Electrical Engineering, King Mongkut's Institute of Technology Ladkrabang
- Certificate, Director Certification Program (DCP 240/2017) Thai Institute of Directors Association (IOD)
- Certificate, Director Accreditation Program (DAP 118/2015) Thai Institute of Directors Association (IOD)
- Certificate, Boards that Make a Difference (BMD 6/2018) Thai Institute of Directors Association (IOD)
- Certificate, Law with Thailand 4.0 Business Era and Tax with Business Class 2018, Chulalongkorn University
- Certificate, Intro to Data Analytics and Big Data Business Class 2018, Chulalongkorn University
- Financial Statements for Directors (FSD) 2023, Thai Institute of Directors (IOD)
- The Board's Role in Mergers and Acquisitions (BMA) Class 2024, Thai Institute of Directors Association (IOD)

### Work Experience

Dec 2014 - Present	Director and Chairman of The Nomination and Remuneration Committee/ Risk Management Committee Member / Interlink Telecom PCL.
2013 - Present	Director / Alist Asia Co., Ltd.
2011 - 2013	Deputy Managing Director and Executive Director / TCC Technology Co., Ltd.
2006 - 2011	General Manager and Director of the Office of Managing Director / Triple Three Global Net Co., Ltd.
2002 - 2011	Head of Thailand and Indochina / Hutchison Global Communications Ltd.

## Profile of the Board of Directors



### Dr. Lillada Anuntarumporn

Age 39 years

Position Director and Corporate Governance Committee Member

Percentage of Shareholding in the Company (31/12/2024)	None
Percentage of Shareholding by Spouse and Minor Children	Yes
1. Mr. Chawalit Namjaisat	0.0108%
Stock Trading During 2024	None
Family Relationship with Directors and Executives	Yes
Daughter :	Mr. Sombat Anuntarumporn, Vice Chairman (Authorized Director) Dr. Chalida Anuntarumporn, Director (Authorized Director) and Corporate Governance Committee Member
Sister :	Dr. Nuttanai Anuntarumporn, Director (Authorized Director), Risk Management Committee Member and Chief Executive Officer Miss Varisa Anuntarumporn, Director, Nomination and Remuneration Committee Member
Date of Initial Appointment	26 December 2014
Position in Other Listed Companies	Yes
1. Assistant to Managing Director / Interlink Communication PCL.	
Position in Other Companies (Non-Listed Company)	Yes
1. Managing Director / Interlink Medical Co., Ltd.	

#### Educational Qualifications

- Bachelor of Medicine, Srinakharinwirot University
- Bachelor of Medical Science, The University of Nottingham, UK
- Diploma in Practical Dermatology, Cardiff University
- Thai Board Certified in General Pediatrics, Siriraj Hospital
- Thai Board Certified in Pediatric Dermatology, Siriraj Hospital
- Fellowship in Pediatric Dermatology and Cutaneous Surgery at Miller School of Medicine, University of Miami

#### Work Experience

Present	Pediatrician / Bumrungrad International Hospital
2020 - 2022	Pediatrician/ Pediatrician Dermatologist / Bangkok Hospital Pediatrician / Pediatrician Dermatologist
Oct 2019 - Present	Part-Time Doctor / Lerssin Hospital under the Department of Medical Services Ministry of Health Assistant to Managing Director / Interlink Communication PCL.
Aug 2019 - Present	Managing Director / Interlink Medical Co., Ltd.
2019 - Present	Vice President / Interlink Hai Jai Foundation
Dec 2014 - Present	Director and Corporate Governance Committee Member/ Interlink Telecom PCL.
2015 - 2020	Pediatrician / Maternal Fetal Medicine Dermatology Branch / Siriraj Hospital

## Profile of the Board of Directors



### Dr. Nuttanai Anuntarumporn

Age 37 years

Position Director (Authorized Director)  
and Risk Management Committee Member

Percentage of Shareholding in the Company (31/12/2023) 2.7157%

Percentage of Shareholding by Spouse and Minor Children None

Stock Trading During 2024 Yes

As of 31/12/2023 37,719,691 shares

Change during the year -0- shares

As of 31/12/2024 37,719,691 shares

Family Relationship with Directors and Executives Yes

Son : Mr.Sombat Anuntarumporn,  
Vice Chairman (Authorized Director)  
Dr.Chalida Anuntarumporn, Director (Authorized Director)  
and Corporate Governance Committee Member

Younger Brother : Dr.Lillada Anuntarumporn, Director  
and Corporate Governance Committee Member

Brother : Miss Varisa Anuntarumporn, Director, Nomination  
and Remuneration Committee Member

Date of Initial Appointment 16 October 2012

Position in Other Listed Companies Yes

1. Director and Deputy Managing Director in Strategy and Telecom  
Business / Interlink Communication PCL.

Position in Other Companies (Non-Listed Company) Yes

1. Authorized Director / Managing Director / Interlink Power  
and Engineering Co., Ltd.

2. Authorized Director / Interlink Data Center Co., Ltd.

3. Director / Blue Solutions PCL.

4. Chief Executive Officer / Interlink Health Technology Co., Ltd. (IHT)

### Educational Qualifications

- Doctor of Philosophy Program in Innovation and Industrial Management , King Mongkut's Institute of Technology Ladkrabang
- Master of Science in Financial Economics, Boston University, USA
- Bachelor of Engineering, Chulalongkorn University
- Certificate, Directors Accreditation Program (DAP) Class 103/2013 Thai Institute of Directors Association (IOD)
- Certificate, Director Certification Program (DCP) Class 281/2019 Thai Institute of Directors Association (IOD)
- Certificate, SCB Young Entrepreneur Program Class 12, Siam Commercial Bank PCL.
- Certificate, New Democracy Leader Class 3, King Prajadhipok's Institute
- Certificate, Project Manager Boston University, USA
- Certificate, "Trends, direction of M&A, important issues to consider. and M&A strategies", The Stock Exchange of Thailand (SET)
- Certificate, Smart Disclosure Program (SDP) , The Stock Exchange of Thailand (SET)
- EXIN EPI Certified Data Centre Professional, EXIN Holding B.V
- Leadership Principles course, Harvard Business School
- Wealth of Wisdom course : WOW#3
- National Defence Course for Future Leaders (NDCFL)#1, National Defence Studies Institute

### Work Experience

- 2023 - Present Chief Executive Officer/ Global Lithotripsy Services Co., Ltd. (GLS)
- Dec 2022 - Present Director / Blue Solutions PCL.
- Jul 2020 - Present Chief Executive Officer / Interlink Telecom PCL.
- Jan 2018 - Present Deputy Managing Director in Strategy and Telecom Business / Interlink Communication PCL.
- Jul 2016 - Present Managing Director / Interlink Power and Engineering Co., Ltd.
- 2013 - Present Managing Director / Interlink Data Center Co., Ltd.
- 2013 - Present Executive Director / Thai Listed Companies Association: mai
- 2012 - Present Director / Interlink Communication PCL.
- 2012 - 2020 Authorized Director and Managing Director / Interlink Telecom PCL.
- 2011 - 2012 General Manager / Interlink Telecom PCL.
- 2011 SAP Project Organizer / Boston University
- 2009 Research and Development Engineer / Nissan Motor (Thailand) Co., Ltd.

## Profile of the Board of Directors



### Ms. Varisa Anuntarumporn

Age 33 years

Position Director, Nomination and Remuneration Committee Member

Percentage of Shareholding in the Company (31/12/2024)	None
Percentage of Shareholding by Spouse and Minor Children	Yes
1. Mr.Paroot Mekkrangaj	0.0002%
Stock Trading During 2024	None
Family Relationship with Directors and Executives	Yes
Daughter :	Mr.Sombat Anuntarumporn, Vice Chairman (Authorized Director) Dr.Chalida Anuntarumporn, Director (Authorized Director) and Corporate Governance Committee Member
Younger Sister :	Dr.Nuttanai Anuntarumporn, Director (Authorized Director), Risk Management Committee Member and Chief Executive Officer : Dr.Lillada Anuntarumporn, Director and Corporate Governance Committee Member
Date of Initial Appointment	16 January 2019
Position in Other Listed Companies	Yes
1. Director, Risk Management and Sustainability Committee Member, and General Manager / Interlink Communication PCL.	
Position in Other Companies (Non-Listed Company)	Yes
1. Director / Interlink Medical Co., Ltd.	

#### Educational Qualifications

- Master of Business Administration, University of Michigan, Ann Arbor, USA
- Bachelor of Accounting (International Program), Thammasat University
- Certificate, IR Fundamental Course Class 2, The Stock Exchange of Thailand (SET)
- Certificate, Company Secretary Program (CSP) Class 103/2019, Thai Institute of Directors Association (IOD)
- Certificate, Director Certification Program (DCP) Class 272/2019, Thai Institute of Directors Association (IOD)
- Certificate, Director Accreditation Program (DAP) Class 157/2019, Thai Institute of Directors Association (IOD)
- Certificate, Student Internship Program (SIP) Class 60, Bangkok Bank
- Certificate, Data Protection Officer Program (DPO), Bureau Veritas (Thailand) Co., Ltd.
- Certificate, Digital Asset and Opportunities for Business Growth (New S-Curve) of Listed Company, The Stock Exchange of Thailand (SET)

#### Work Experience

- Aug 2022 - Present** Risk Management and Sustainability Committee Member / Interlink Communication PCL.
- Apr 2022 - Present** Director / Interlink Communication PCL.
- Jan - Dec 2022** Secretary to the Public Administration Commission / the Senate of Thailand
- Aug 2019 - Present** Director / Interlink Medical Co., Ltd.
- Jul 2019 - Present** Company Secretary / Interlink Telecom PCL.
- Jan 2019 - Present** Director and Nomination and Remuneration Committee Member / Interlink Telecom PCL.
- Nov 2018 - Present** General Manager / Interlink Communication PCL.
- May 2015 - Oct 2018** Assistant to General Manager/ Interlink Communication PCL.
- Jul 2013 - Apr 2015** Associate / PricewaterhouseCoopers ABAS Co., Ltd.

# Profile of the Management



## Dr. Nuttanai Anuntarumporn

Age 37 years

Position Director (Authorized Director)  
and Risk Management Committee Member

Percentage of Shareholding in the Company (31/12/2023) 2.7157%

Percentage of Shareholding by Spouse and Minor Children None

Stock Trading During 2024 Yes

As of 31/12/2023 37,719,691 shares

Change during the year -0- shares

As of 31/12/2024 37,719,691 shares

Family Relationship with Directors and Executives Yes

Son : Mr.Sombat Anuntarumporn,  
Vice Chairman (Authorized Director)  
Dr.Chalida Anuntarumporn, Director (Authorized Director)  
and Corporate Governance Committee Member

Younger Brother : Dr.Lillada Anuntarumporn, Director  
and Corporate Governance Committee Member

Brother : Miss Varisa Anuntarumporn, Director, Nomination  
and Remuneration Committee Member

Position in Other Listed Companies Yes

1. Director and Deputy Managing Director in Strategy and Telecom  
Business / Interlink Communication PCL.

Position in Other Companies (Non-Listed Company) Yes

1. Authorized Director / Managing Director / Interlink Power  
and Engineering Co., Ltd.

2. Authorized Director / Interlink Data Center Co., Ltd.

3. Director / Blue Solutions PCL.

4. Chief Executive Officer / Interlink Health Technology Co., Ltd. (IHT)

### Educational Qualifications

- Doctor of Philosophy Program in Innovation and Industrial Management , King Mongkut's Institute of Technology Ladkrabang
- Master of Science in Financial Economics, Boston University, USA
- Bachelor of Engineering, Chulalongkorn University
- Certificate, Directors Accreditation Program (DAP) Class 103/2013 Thai Institute of Directors Association (IOD)
- Certificate, Director Certification Program (DCP) Class 281/2019 Thai Institute of Directors Association (IOD)
- Certificate, SCB Young Entrepreneur Program Class 12, Siam Commercial Bank PCL.
- Certificate, New Democracy Leader Class 3, King Prajadhipok's Institute
- Certificate, Project Manager Boston University, USA
- Certificate, "Trends, direction of M&A, important issues to consider. and M&A strategies", The Stock Exchange of Thailand (SET)
- Certificate, Smart Disclosure Program (SDP) , The Stock Exchange of Thailand (SET)
- EXIN EPI Certified Data Centre Professional, EXIN Holding B.V
- Leadership Principles course, Harvard Business School
- Wealth of Wisdom course : WOW#3
- National Defence Course for Future Leaders (NDCFL)#1, National Defence Studies Institute

### Work Experience

- 2023 - Present Chief Executive Officer/ Global Lithotripsy Services Co., Ltd. (GLS)
- Dec 2022 - Present Director / Blue Solutions PCL.
- Jul 2020 - Present Chief Executive Officer / Interlink Telecom PCL.
- Jan 2018 - Present Deputy Managing Director in Strategy and Telecom Business / Interlink Communication PCL.
- Jul 2016 - Present Managing Director / Interlink Power and Engineering Co., Ltd.
- 2013 - Present Managing Director / Interlink Data Center Co., Ltd.
- 2013 - Present Executive Director / Thai Listed Companies Association: mai
- 2012 - Present Director / Interlink Communication PCL.
- 2012 - 2020 Authorized Director and Managing Director / Interlink Telecom PCL.
- 2011 - 2012 General Manager / Interlink Telecom PCL.
- 2011 SAP Project Organizer / Boston University
- 2009 Research and Development Engineer / Nissan Motor (Thailand) Co., Ltd.

# Profile of the Management



## Dr. Bundit Rungcharoenporn

Age 54 years

Position Managing Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	Yes
<ol style="list-style-type: none"> <li>Independent Director / Chubb Samaggi Insurance PCL.</li> <li>Director / Blue Solutions PCL.</li> <li>Subcommittee / Thailand Post Distribution Co., Ltd.</li> </ol>	

### Educational Qualifications

- Doctor of philosophy degree Doctor of Philosophy (Ph.D.), Educational Communications and Technology (EdTech) Kasetsart University
- Master's degree Master of Business Administration (MBA) Kasetsart University
- Bachelor's degree Bachelor of Electrical Engineering and Computer Science (EECS) University of California, Berkeley, USA
- Certificate Director Certification Program (DCP), Class 259 Thai Institute of Directors (IOD)
- Certificate Leadership Succession Program (LSP), Class 10 Institute of Research and Development for Public Enterprises (IRDPE)
- Certificate Capital Market Academy Program, Class 19 Capital Market Academy (CMA)
- Certificate Executive Management Development Program, Class 29 Thailand Management Association (CMA)
- Certificate Crypto asset Revolution Program, Class 1 Thai Fintech Association and ICORA Co., Ltd. (CAR 1)
- Certificate Digital Economy Promotion Leadership Program (Digital CEO), Class 5, Digital Economy Promotion Agency Ministry of Digital Economy and Society (DE)
- Budgeting for Executives Program (BEP), Class 11, Budget Bureau (BB)

### Work Experience

- 2023 - Present Chairman of the Risk Management Committee, Chairman of the Management Committee and Corporate Governance Committee Member / Blue Solution PCL.
- 2022 - Present Director (Authorized Director) / Blue Solution PCL.
- 2022 - Present Independent Director / Chubb Samaggi Insurance PCL.
- 2020 - Present Subcommittee / Thailand Post Distribution Co., Ltd.
- 2020 - Present Managing Director / Interlink Telecom Public PCL.
- 2018 - 2020 Managing Director / SBP Digital Services Co., Ltd.
- 2017 - 2018 Group Chief Information Officer / BJC PCL.
- 2015 - 2017 Chief Information Officer / Big C Supercenter PCL.
- 2007 - 2015 Chief Information Officer / Chief Finance Officer / Regional Container Lines PCL.

## Profile of the Management



**Mr. Sumit Jaroenpornpiti**

**Age 37 years**

**Position** Acting Chief Financial & Accounting Officer  
Company Secretary

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

### Educational Qualifications

- Master of Business Administration, Chulalongkorn University
- Bachelor of Accounting, Chulalongkorn University

### Work Experience

May 2023 - Present	Company Secretary / Interlink Telecom PCL.
Dec 2022 - Present	Acting Chief Financial & Accounting Officer / Interlink Telecom PCL.
Jan 2019 - Nov 2022	Deputy Chief Financial Officer / Interlink Telecom PCL.
Jan 2015 - Dec 2018	Accounting Manager / Interlink Telecom PCL.
2009 - 2014	Assistant Manager / KPMG Phoomchai Audit Ltd.



**Mr. Vinai Paiboonkulwong**

**Age 58 years**

**Position** Acting Chief Network Engineering Officer  
Acting Project Management Office 2 Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

### Educational Qualifications

- Bachelor of Industrial Technology, Fields of Electrotechnology Industry, Phranakorn Rajabhat University
- Certificate Smart City Leadership Program, Class 4, Digital Economy Promotion Agency Ministry

### Work Experience

Dec 2022 - Present	Acting Chief Network Engineering Officer Acting Project Management Office 2 Director / Interlink Telecom PCL.
2014 - Nov 2022	Deputy Network Operation Director / Interlink Telecom PCL.
2013 - Dec 2014	Network Operations Manager / Interlink Telecom PCL.
Aug - Dec 2012	Project & Subcontractor Management Manager / Mobicrat Co., Ltd.
2009 - 2012	Deputy Director of Central Region / TT&T Subscriber Services Co., Ltd.
2007 - 2009	Operation Manager / Tripper T Broadband PCL.
1991 - 2007	Project Manager, Acting Operation Manager / TT&T Subscriber Services Co., Ltd.



## Profile of the Management



**Mr. Mek Samukkee**

**Age 44 years**

**Position** Acting Chief Business Development Officer  
Acting Solution Architecture Director  
Acting Products Development Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

### Educational Qualifications

- Masters of Management Information Systems, King Mongkut's University Of Technology North Bangkok
- Bachelor of Engineering Electronics and Computer, King Mongkut's Institute of Technology Ladkrabang

### Work Experience

<b>Dec 2022 - Present</b>	Acting Chief Business Development Officer Acting Solution Architecture Director Acting Products Development Director/ Interlink Telecom PCL.
<b>Dec 2014 - Nov 2022</b>	Deputy Network Planning Director / Interlink Telecom PCL.
<b>2013 - Dec 2014</b>	Network Planning Manager / Interlink Telecom PCL.
<b>2011 - 2013</b>	Business Development Manager / Interlink Communication PCL.



**Mr. Chakkrit Jaiman**

**Age 51 years**

**Position** Deputy Information Technology Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

### Educational Qualifications

- Master of Business Administration, Ramkhamhaeng University
- Bachelor of Engineering in Electronics, King Mongkut's Institute of Technology Ladkrabang
- Bachelor of Business Management, Sukhothai Thammathirat University

### Work Experience

<b>Jan 2022 - Present</b>	Deputy Information Technology Director / Interlink Telecom PCL.
<b>Dec 2014 - Jan 2022</b>	Deputy Network Quality Management Director / Interlink Telecom PCL.
<b>2013 - Dec 2014</b>	Network Quality Manager / Interlink Telecom PCL.
<b>2009 - 2012</b>	Multimedia Network Operation Manager / TT&T PCL.

## Profile of the Management



**Mrs. Wilairat Utta** Age 49 years

Position Deputy Network Quality Management Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

### Educational Qualifications

- Master of Science (Management of Information Technology) ; Walailak University
- Bachelor of Telecommunication Engineering ; King Mongkut's Institute of Technology Ladkrabang.

### Work Experience

Feb 2022 - Present	Deputy Network Quality Management Director / Interlink Telecom PCL.
Dec 2017 - Jan 2022	Assistant of Network Operation Director / Interlink Telecom PCL.
May 2014 - Apr 2017	Director of Network management / TT&T Public Co., Ltd.
Apr 2013 - Apr 2014	Special Project Consultant / Elnet Co., Ltd.



**Mrs. Saranya Kanjanaopas** Age 48 years

Position Deputy Sales Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

### Educational Qualifications

- Bachelor Degree in Marketing Management, Phranakhon Rajabhat University

### Work Experience

Dec 2014 - Present	Deputy Sales Director / Interlink Telecom PCL.
Feb - Dec 2014	Sales Manager / Interlink Telecom PCL.
2009 - 2014	Sales Manager / United Information Highway Co., Ltd.

## Profile of the Management



**Ms. Juthathip Charoensriwanich**      **Age 37 years**

**Position** Assistant Sale Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

### Educational Qualifications

- Bachelor Degree Management, Phranakhon Rajabhat University

### Work Experience

Feb 2016 - Present	Sales Assistant Director / Interlink Telecom PCL.
Aug 2013 - Feb 2016	Account Manager / Interlink Telecom PCL.
2008 - 2013	Account Executive / Business Application Co.,Ltd. (MFEC Group)

## Attachment 2

### Details of Directors and Subsidiaries

Information about the positions of directors, executives and controlling persons in the parent company, subsidiaries and affiliated companies is shown in the following table:

Name of Directors and Executives	Interlink Telecom Public Company Limited	Parent Company	Subsidiaries
		Interlink Communication Public Company Limited	Blue Solution Public Company Limited
1. Mr.Pakorn Malakul Na Ayudhya	X		
2. Mr.Sombat Anuntarporn	V	X and //	
3. Dr.Chalida Anuntarporn	/	V and //	
4. Dr.Nuttanai Anuntarporn	/ and //	/ and //	/ and //
5. Dr.Lillada Anuntarporn	/	/ and //	
6. Mrs.Kesara Manchusree	/		
7. Gen.Ponpipat Benyasri	/		
8. Mr.Chavalit Chookajorn	/		
9. Mr.Suwichan Nilanan	/ and //		/
10. Mr.Suwat Punnachaiya	/ and //		
11. Ms.Varisa Anuntarporn	/	/ and //	

Note: X = Chairman of the Board      V = Vice Chairman      / = Director      // = Executive

Information about directors in subsidiaries is shown in the following table:

List	Blue Solution Public Company Limited
1.Mr.Phairot Sanyadechakun	X
2. Prof Dr.Warapatr Todhanakasem	/
3. Ms.Sunee Seripanu	/
4. Mr.Theerakul Niyom	/
5. Mrs.Vipa Tanthasesthi	/ and //
6. Dr.Bundit Rungcharoenporn	/
7. Dr.Nuttanai Anuntarporn	/
8. Mr.Suwichan Nilanan	/

Note: X = Chairman of the Board      V = Vice Chairman      / = Director      // = Executive

List	Global Lithotripsy Services Company Limited
Dr.Nuttanai Anuntarporn	/ and //

Note: X = Chairman of the Board      V = Vice Chairman      / = Director      // = Executive

## Attachment 3

### Details of Head Internal Audit



**Acting Sub Lt. Watcharin Wonghan** Age 34 years

Position Corporate Internal Audit Manager

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	Yes

1. Internal Audit Manager / Blue Solutions PCL.

#### Educational Qualifications

- Bachelor's Degree Electronics Engineering Technology (Telecommunication) King Mongkut's University of Technology North Bangkok
- Training Certified Professional Internal Audit of Thailand : CPIAT Class of 66, The Institute of Internal Auditors of Thailand
- Training Risk Management ISO30001, BSI Thailand
- Certification CQI and IRCA certified ISO/IEC 27001:2013 Information security management system lead auditor, BSI Thailand
- Training Anti-Corruption The Practical Guide (ACPG) Class of 56/2021, The Institute of Directors (IOD)
- Training Company secretary professional development program
- Training financial audit for Internal Auditor Class of 1/66, Federation of Accounting Professions under the royal patronage of His Majesty the king

#### Work Experiences

Aug 2565 - Present	Internal Audit Manager / Blue Solutions PCL. Corporate Internal Audit Manager / Interlink Telecom PCL.
Jan 2565 - Present	Telecom PCL.
Jan 2564 - Dec 2564	Assistant Internal Audit Manager / Interlink Telecom PCL.
Aug 2559 - Dec 2563	Head of Interlink Data Center Compliance department / Interlink Telecom PCL.
May 2558 - Jul 2559	Data Center Engineer / Interlink Telecom PCL.



**Miss Sureeporn Kampiew**

Age 41 years

Position Acting Corporate Compliance Director

Shareholding in the Company (31/12/24)	None
Spouse and minor child shareholding	None
Stock trading during 2024	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	None

#### Educational Qualifications

- Bachelor's Degree Admission Bachelor of Arts Chiangmai Rajabhat University
- Master's Degree Business Administration Ramkhamhaeng University
- Training Data Protection Officer: DPO Class 3, Association of Legal and Political Studies

#### Work Experiences

Dec 2565 - Present	Acting Corporate Compliance Director / Interlink Telecom PCL.
Aug 2559 - Dec 2565	Assistant Manager, Data Center Management / Interlink Telecom PCL.
May 2557 - Aug 2559	Senior Officer Interlink Data Center / Interlink Telecom PCL.

## Attachment 4

### Business Assets and Details Assets Valuation

#### 1. Details of the assets used in the business

As of December 31<sup>st</sup> 2023, the company has the following assets in business operation.

Type / characteristic of asset	Ownership	Commitment	Net Value (Million Baht)
building	Own	Some are bound by the hire-purchase contract	0.25
Building decoration improvement	Own	Some are bound by the hire-purchase contract	17.07
Utilities	Own	Some are bound by the hire-purchase contract	19.84
Tools and equipment	Own	Some are bound by the hire-purchase contract	32.92
Office supplies and furnishings	Own	Not bound by obligations	11.68
Vehicle	Own	Not bound by obligations	-
<u>Telecom network equipment</u>			
- Outer network	Own	Not bound by obligations	1,448.94
- Inner network	Own	Not bound by obligations	1,289.75
- Network equipment	Own	Some are bound by the hire-purchase contract.	641.88
Equipment during installation	Own	Not bound by obligations	70.37
Work during construction	Own	Not bound by obligations	629.73
<b>Total</b>			<b>4,162.42</b>

#### 2. Major contracts related to the business.

##### 2. 1 Telecom Business License

License Name	:	Telecommunications Business License Type III No. 3A/55/001.
Licensor	:	National Broadcasting and Telecommunication Commission (“NBTC”)
Duration of license	:	15 years from May 8 <sup>th</sup> 2012 - May 7 <sup>th</sup> 2027.
Renewal	:	The licensee must apply for renewal at least 30 days before the license expires and comply with the rules, procedures, methods and time specified by the NBTC.

Permitted nature  
and types of Telecom Business  
service Type 3

1. Telecom Network Services

Telecom Network	Service Characteristic
1.1 Cable Network	Fiber Optic Network
1.2 Telecom facility service	Data Center

2. Telecommunication Services

Network used in Service	Type	Service
Fiber Optic Network	2.1 Public Broadband Multimedia Service	1. VPN 2. VoIP 3. Video Conference

3. International telecommunication service \*

3.1. International Private Leased Circuit: IPLC

3.2. International Internet Protocol Virtual Private Network

\* Obtained NBTC's approval to add international telecommunication services on April 29<sup>th</sup> 2015.

Service Area : The licensee provides services in permitted areas throughout Thailand.

Revenue Allocation : The licensee must allocate revenue from the provision of telecommunication services to the Broadcasting Research and Development fund for public interest ("Fund") at a rate of 2.50 percent of the net income earned per annum.

Terms and Conditions :

- Addition of any nature or type of service besides those permitted under this condition shall be notified and requested documents by the NBTC must be submitted for a consideration. If the licensee intends to suspend or stop the services, whether in whole or in part, must first get permission from the NBTC. And, if wishes to dissolve the business during the license period, the licensee must notify the NBTC at least 1 year prior and must comply with conditions set by the NBTC before the dissolution.
- The licensee wishing to expand, adjust, change or increase the scope of the service area, must submit an application to the NBTC for consideration and approval no less than 90 days prior the commencement of the operation.
- The licensee must set the same fees and service charges for the same service, nature or type.
- The licensee is responsible for keeping records showing actual operating results and financial status in accordance with accounting standards and additional requirements specified by the NBTC and must submit annual audited accounts and auditor's report to the NBTC within 1 month of the approved date from the general meeting of shareholders, though must not exceed 5 months from the end of the fiscal year.

- The licensee shall not undertake any action to monopolize or reduce or limit competition in the provision of telecom services.
- Licensee must respect and maintain rights by establishing rules and taking necessary and appropriate measures to protect service users of their personal information, right to privacy and freedom of speech.
- Licensee must provide emergency communication system in time of emergencies and disasters, notify the relevant agency and must provide user information inquiries for notification service or other services for public interest as required.
- The licensee must act in compliance with procedures and conditions announced by NBTC to provide fundamental telecom services ubiquitously as well as social services or in congruence with other regulations, proclamations, orders, requirements or pertinent criteria imposed by the committee.
- The licensee has the right to set up or install poles, cables, ducts or equipment for telecommunication services.
- The licensee is required to procure or raise funds and invest according to conditions, specified period of time and credit line congruent with business plan approved by the NBTC - including addressing progress along with the problems, obstacles, and guidelines for prevention and solution in fundraising, which is in conformity with business plan, with the NBTC on a quarterly basis.

License Name	:	Internet Service License Type I, No. NTC/MM/INT/ISP/ I/019/2561
Licensor	:	National Broadcasting and Telecommunications Commission (“NBTC”)
Duration of license	:	5 years from July 18 <sup>th</sup> 2018 - July 17 <sup>th</sup> 2023.
Renewal	:	The licensee must apply for renewal at least 15 days before the license expires and comply with the rules, procedures, methods and time specified by the NBTC.
Permitted nature and type of Internet service of Type 1	:	<p>1. WIFI internet service</p> <p>1.1 Radio frequency band of 2.4 GHz transmit power level in Equivalent Isotropic Radiated the Power: EIRP of up to 100 milliwatts.</p> <p>1.2 Radio frequency band of 5.150 – 5.350 GHz transmit power level in Equivalent Isotropic Radiated the Power: EIRP of up to 0.2 watt.</p> <p>1.3 Radio frequency band of 5.470 – 5.725 GHz transmit power level in Equivalent Isotropic Radiated the Power: EIRP of up to 1 watt.</p> <p>1.4 Radio frequency band of 5.725 – 5.850 GHz transmit power level in Equivalent Isotropic Radiated the Power: EIRP of up to 1 watt.</p> <p>2. Internet service via fiber optic network (FTTx)</p>
Service Area	:	Licensee provides service in areas throughout Thailand
Revenue Allocation	:	The licensee must allocate revenue from the provision of telecommunication services to the Broadcasting Research and Development fund for public interest (“Fund”) at a rate of 2.50 percent of the net income earned per annum.



Terms and Conditions

- Addition of any nature or type of service besides those permitted under this condition shall be notified and requested documents by the NBTC must be submitted for a consideration. If the licensee intends to suspend or stop the services, whether in whole or in part, must first get permission from the NBTC. And, if wishes to dissolve the business during the license period, the licensee must notify the NBTC at least 30 days prior and must comply with conditions set by the NBTC before the dissolution.
- The licensee wishing to expand, adjust, change or increase the scope of the service area, must submit an application to the NBTC for consideration and approval no less than 90 days prior the commencement of the operation.
- The licensee must set the same fees and service charges for the same service, nature or type.
- The licensee is responsible for keeping records showing actual operating results and financial status in accordance with accounting standards and additional requirements specified by the NBTC and must submit annual audited accounts and auditor's report to the NBTC within 1 month of the approved date from the general meeting of shareholders, though must not exceed 5 months from the end of the fiscal year.
- The licensee shall not undertake any action to monopolize or reduce or limit competition in the provision of telecom services.
- Licensee must respect and maintain rights by establishing rules and taking necessary and appropriate measures to protect service users of their personal information, right to privacy, and freedom of speech.
- Licensee must provide emergency communication system in time of emergencies and disasters, notify the relevant agency and must provide user information inquiries for notification service or other services for public interest as required.
- The licensee must act in compliance with procedures and conditions announced by NBTC to provide fundamental telecom services ubiquitously as well as social services or in congruence with other regulations, proclamations, orders, requirements or pertinent criteria imposed by the committee.
- The licensee has the right to set up or install poles, cables, ducts or equipment for telecommunication services.
- The licensee is required to procure or raise funds and invest according to conditions, specified period of time and credit line congruent with business plan approved by the NBTC - including addressing progress along with the problems, obstacles, and guidelines for prevention and solution in fundraising, which is in conformity with business plan, with the NBTC on a quarterly basis.

## 2.2 Lease Agreement

Lease Name	:	Lease for co-deployment of fiber optic cables along telegraph poles
Partner	:	State Railway of Thailand (“Lessor”) and the Company (“Lessee”)
Lease Term	:	30 years from October 19 <sup>th</sup> 2012 - October 18 <sup>th</sup> 2042.
Essence of Leasing	:	<ul style="list-style-type: none"> <li>- The lessor agrees to lease out, and the lessee agrees to rent a telegraph poles along railway network to deploy 53,087 fiber optic cables, 15 routes, total distance of 3,244.09 kilometers, with no rights to use telegraph poles for other purposes.</li> <li>- If the rental fee for co-deployment of fiber optic cables, the cost of the telegraph pole survey, and the deployment management fees or other expenses increase, the lessee agrees to pay to the lessor within 15 days from the date the lessee is given a written notice from the lessor.</li> <li>- The lessee allows the lessor to inspect and order to fix or repair the deployment of the fiber optic cable as deemed appropriate.</li> <li>- The lessee shall not assign nor sublet this lease to be used by others unless permitted by the lessor and pay fees according to the lessor’s regulations.</li> <li>- If the lessee breaches any of the condition specified with consequential damages, the lessor has the right fine the lessee for the defined amount. In the event that the consequential damage is not stipulated, the lessee agrees to be fined equivalent to one year rental fee.</li> <li>- When the lease expires, the lessee shall be entitled to demolish or remove any buildings, towers, telecommunication cables, assets and other related items from the lessor’s telegraph poles and hand over the area back to the lessor within 270 days from lease termination date.</li> </ul>

Lease Name	:	Cable Conduit Lease Agreement
Partner	:	TOT Public Company Limited (“Lessor”) and the Company (“Lessee ”) 1 - 3 years, depending on the routes and can be continued for a period of 1 year if not canceled.
Number of Routes & Distance	:	<p>140 routes 198.89 kilometers</p> <ul style="list-style-type: none"> <li>- The lessor agrees to lease out and the lessee agrees to rent the underground conduit to deploy fiber optic cables and install telecommunication equipment to provide telecommunication circuit service to customers.</li> <li>- The lessee shall not sublet nor assign this lease to others without the written consent of the lessor unless it is a utilization from or transfer right to the parent company and/or companies within the parent company of the lessee.</li> <li>- The lessee shall not modify or add or change the leased property that may affect the structure of the property.</li> <li>- Lessee, employees or agents of the lessee shall have unlimited access in the leased premises 24 hours a day for inspection, maintenance and repair of equipment by giving the lessor a written notice.</li> <li>- At the end of the contract the lessee must move property and employee. Also, they must deliver the leased property to the lessor in the normal condition that lessor can use immediately. However, it should move completely with 20 days from the end of contract.</li> </ul>

Lease Name	:	Conduit rental agreement
Partner	:	CAT Telecom Public Company Limited (“CAT”) and the company (“Applicant”)
Number of Routes & Distance	:	83 routes 19.60 kilometers
Contract Period	:	Duration 3 years
The essence of the contract	:	<ul style="list-style-type: none"> <li>- CAT Plc. Agrees to use conduits and the applicant agrees to rent conduits for the benefit of the applicant’s business.</li> <li>- The applicant must maintain of the leased conduit as the applicant maintain own property as well as maintenance of the fiber optic cable system of the application own expense.</li> <li>- The applicant agrees to allow CAT Plc. Of staff of CAT to inspect the conduit as well as fiber optic cable systems installed in conduits as the CAT considers appropriately.</li> <li>- If CAT Plc. wishes to use conduits or it is necessary for the applicant to cease to use conduits of CAT. It has the right to terminate the contract with a written notice to the applicant at least 30 days in advance</li> </ul>

### 2.3 Permit for laying fiber optic cables on electric poles

Permit	:	Permit for laying fiber optic cables on electric poles.
Licensor	:	Provincial Electricity Authority (“PEA”).
Number of routes and distances	:	5,730 routes 20,383.84 kilometers.
Contract period	:	Ended on 31 <sup>st</sup> December of every year and can be renewed for one year at a time.
Summary of permit	:	<ul style="list-style-type: none"> <li>- The company is allowed to lay fiber optic cables on the power poles of the licensor by paying for the service fee specified in the permit.</li> <li>- When paying for the service liaise with PEA in each area to carry out installation and sign a contract for service on PEA electric poles.</li> <li>- If using more equipment or detects that a device is installed other than the authorized one, PEA will charge a fee based on its actual use.</li> </ul>

## 2.4 Loan Agreement

At 31<sup>st</sup> December 2023, the Company has loan agreements with major financial institutions as follows:

Type / purpose	Financial amount	Guarantee	Loan terms
1 <sup>st</sup> limit Bank overdraft		- Cancel -	-None-
2 <sup>nd</sup> limit General loan to refinance from other financial institutions	565.00 million baht	- Pledge of 306 million shares of ITTEL, ownership of ILINK - Guaranteed by ILINK	-Maintain the ratio of loans from financial institutions to equity and borrowings from the group Since 2019, not more than 2.5 : 1 time, considering from the company's annual financial statements.
3 <sup>rd</sup> - 8 <sup>th</sup> limits General loan to invest in projects	200 - 300 million baht per limit total 1,300 million baht.		-Maintain the Debt Service Coverage Ratio (DSCR) since 2019 at least 1.2 times based on the company's annual financial statements.
9 <sup>th</sup> limit General loan to repay borrowings from group companies to adjust the financial structure		- Cancel -	Mr.Sombat Anuntarumporn's group must maintain shareholding in the company. (Either directly or indirectly through an affiliate company) not less than 20%.
10 <sup>th</sup> - 11 <sup>th</sup> limits LC / TR limit and foreign exchange limit for fiber optic import and network equipment	400.00 million baht		-None-

Type / purpose	Financial amount	Guarantee	Loan terms
12 <sup>th</sup> limit General loan to invest in projects	550.00 million baht	- Pledge of 306 million shares of ITEL, ownership of ILINK - Guaranteed by ILINK	- Maintain the ratio of loans from financial institutions to equity and borrowings from the group Since 2019, not more than 2.5 : 1 time, considering from the company's annual financial statements. - Maintain the Debt Service Coverage Ratio (DSCR) since 2019 at least 1.2 times based on the company's annual financial statements. - Mr.Sombat Anuntarporn's group must maintain shareholding in the company. (Either directly or indirectly through an affiliate company) not less than 20%.
13 <sup>th</sup> limit General loan to invest in the project	450.00 Million baht	- Pledge of 306 million ITEL shares in the ownership of ILINK - Guaranteed by ILINK	- Maintain the ratio of loans from financial institutions to shareholders' equity and loans from the business group since 2019 not exceeded 2.5:1 times, considering from the Company's annual financial statements - Maintain the Debt Service Coverage Ratio (DSCR) since 2019 to be not less than 1.2 times, considering from the Company's annual financial statements - Mr.Sombat Anuntarporn's group must maintain their shareholding in the Company (either directly or indirectly through its affiliates) not less than 20%

Annotation: The financial institution has extended the loan repayment period under the original loan agreement for another one year. As a result, the company is exempted from loan repayment from April 1<sup>st</sup>, 2020 to March 31<sup>st</sup>, 2021.

## Attachment 5

### Report of the Risk Management Committee

To Shareholders of Interlink Telecom Public Company Limited

Interlink Telecom Public Company Limited recognizes the importance of specifying an organizational risk management framework and developing an internal risk management system in line with international practices in order to achieve the organization's goals and objectives in an effective and efficient manner, increase the ability to adapt and deal with various situations in a timely manner at an age of uncertainty. Accordingly, the Risk Management Committee performs its duties as assigned by the board of directors, which assigned it to oversee risk management across the entire organization, in order to support the company's work along with business strategies and objectives with consideration to changing internal and external circumstances while reviewing various measures to ensure that they are up to date.

The Risk Management Committee of Interlink Telecom Public Company Limited is composed of 5 directors, namely, 2 independent directors and 3 company directors.

Name - Surname	Position	Number of Meetings Attended/ Meeting Attendance Rights
Gen.Ponpipat Benyasri	Chairman of the risk management committee	1/1
Mr.Chavalit Chookajorn	Risk management committee	1/1
Dr.Nuttanai Anuntarumporn	Risk management committee	0/1
Mr.Suwat Punnachaiya	Risk management committee	1/1
Mr.Suwichan Nilanan	Risk management committee	1/1

Acting Sub Lt.Watcharin Wonghan, Manager of the Internal Audit Department, is the secretary of the Risk Management Committee.

In 2023, the Risk Management Committee held 1 meeting total. All risk management directors attended the meeting and deliberated upon various matters. The Risk Management Committee has reported the meeting and its opinions to the board of directors for consideration. A summary of the key duties performed by the Risk Management Committee is as follows:

#### 1. Consider Reviewing the Charter of the Risk Management Committee

Consider reviewing the charter of the Risk Management Committee for suitability, which specifies the scopes of duties and responsibilities and good practices to use as standard in the working of the Risk Management Committee and to be able to perform the duties to achieve the objectives of the Company.

#### 2. Consider and review the charter of the risk management committee to be appropriate.

This indicates the scope of duties, responsibilities and the best practice guidelines. To be used as a standard for the performance of the committee as well as to create ability to perform duties in order to achieve the company's objectives.

#### 3. To review the risk management policy,

To define operational framework for company's risk management process and apply it throughout the organization. Also, to ensure the responsibilities for controlling the identified risks are appropriately defined.

#### **4. Review of Business Risk Factors, Risk Classification and Risk Control Activities of 2023**

A review was conducted thoroughly into business risk factors in various areas in 2023 in a manner that covered and was consistent with the current situation, and opinions were rendered about risk control activities on whether or not they were complete and sufficient in order to reduce potential short-term and long-term impacts on the organization. These were presented to a meeting of the board of directors for consideration of approval.

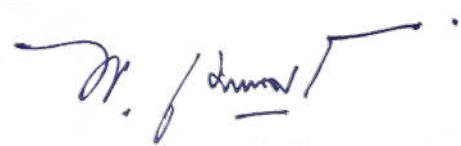
#### **5. Approval of the Risk Management Plan and Monitoring of Results for Year 2024**

Approval was granted for the risk management plan and results monitoring for year 2024 in order to clearly specify a future work plan along with the monitoring period to ensure the maximum risk management effectiveness.

The aforementioned activities show that the Risk Management Committee performed its duties and responsibilities according to the charter of the Risk Management Committee and reported its meeting outcomes to the board of directors continuously. Accordingly, in 2023, the Risk Management Committee was able to complete all of its duties cautiously and independently and expressed its opinions straightforwardly for the best interest of shareholders and all stakeholders with the determination to continue performing work by relying upon the principle of organizational risk management and development of an internal organizational risk management system according to international guidelines.

#### **Report of Meetings between the Audit Committee and the Risk Management Committee**

The Audit Committee audited the effectiveness and efficiency of the risk management process, and the risk management work committee of Interlink Telecom Public Company Limited was responsible for performing duties in considering the structure, policy, risk management framework, risk management plans, risk reviews and monitoring of the risk management of Interlink Telecom Public Company Limited by evaluating risks in 8 areas, namely, strategic risk, financial risk, operational risk, compliance risk, corruption risk, information technology risk, emerging risk/crises and sustainability risk with reports made every 6 months to ensure confidence that Interlink Telecom Public Company Limited manages risks effectively and efficiently and for the maximum benefits.



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**Gen. Ponpipat Benyasri**  
Chairman of the Risk Management Committee

## Report of the Audit Committee

Dear Shareholders of Interlink Telecom Public Company Limited

The Audit Committee is composed of 3 senior and independent directors who are qualified with knowledge and experience and who performed their duties within the scope of responsibilities assigned by the board of directors consistently with the announcements of the Capital Market Supervisory Board and the Specifications of the Stock Exchange of Thailand.

In 2023, the Audit Committee held 4 meetings total and reported its activities to the board of directors every quarter. Each audit director attended meetings according to the following details:

First-Last Name	Position	No. of Meetings Attended
Mrs.Kesara Manchusree	Chairman of the Audit Committee	4/4
Pol.Lt.Gen.Suchat Muankaew	Audit Director	2/2
Mr.Chavalit Chookajorn	Audit Director	4/4
Gen.Ponpipat Benyasri	Audit Director	2/2

Meeting No. 4/2023 held on 12 July 2023 resolved to appoint Gen. Ponpipat Benyasri is a member of the audit committee. In place of Pol.Lt.Gen. Suchat Muankaew who resigned from being a member of the Audit Committee. From 1 July 2023. Accordingly, Acting Sub Lt. Watcharin Wonghan, Manager of the Internal Audit Department, serves as the Audit Committee's secretary.

The Audit Committee has its duties and responsibilities according to the charter of the Audit Committee and according to assignments it receives from the board of directors, which include auditing to ensure the correct and adequate reporting of the company's finances, the existence of an effective internal control and governance, compliance with related laws and specifications, and oversight for transactions with potential conflict of interest to ensure compliance with related regulations and for the best interest of the company. The Audit Committee also has duties in selecting and expressing opinions for the appointment of auditors. The work of the Audit Committee can be summarized in essence as follows:

### 1. Accuracy, Completeness and Reliability of Financial Reports

The Audit Committee audited the quarterly and annual financial statements of 2023 of Interlink Telecom Public Company Limited and concluded that the financial statements of Interlink Telecom Public Company Limited were prepared according to Thailand's financial reporting standards and consistently with international financial reporting standards. The committee audited key issues, special transactions, connected transactions and important changes to accounting, including accounting estimates, and received explanations from the auditor, Management and the director of internal audit until it was satisfactorily determined that the preparation of the financial statements and the disclosure of financial statement annotations complied with legal specifications and accounting standards according to generally-accepted accounting principles and financial reporting standards. Thus, the aforementioned financial statements that were audited and reviewed were approved.

The Audit Committee attended 1 meeting with the auditor without the involvement of Management to discuss audit plans, independence in the performance of duties and the expression of opinions of the auditor, with importance given to the accurate, complete and sufficient presentation of information. In 2023, the auditor did not raise any significant observations and did not discover any suspicious circumstances. Thus, the preparation of the company's financial statements and the consolidated financial statements of the company were deemed reliable, transparent and conforming to standards, and the auditor was independent and was able to perform audits.



## **2. Internal Control and Internal Audit**

The Audit Committee audited the effectiveness and efficiency of strategic plans and annual audit plans along with long-term audit plans and adherence to the plans and the audit results of the Internal Audit Department, and the committee gave recommendations and monitored activities to correct significant issues to ensure good corporate governance and adequate internal control in line with the COSO standard and manpower plans and internal audit human resources development plans. Additionally, the committee considered internal audit reports made quarterly by the Internal Audit Department and gave recommendations to the Internal Audit Department and Management in order to benefit work improvements and performed evaluation according to the evaluation form for the adequacy of the internal control system of the Office of the Securities and Exchange Commission (SEC) and found that it was effective, efficient, adequate and suitable for business activities and was consistent with the opinions of the auditor, who reported that no significant faults were discovered during the audit.

## **3. Selection and Nomination for the Appointment of the Auditor**

The Audit Committee considered performance in the past year of PricewaterhouseCoopers ABAS Co., Ltd., which worked as the auditor of the company and subsidiary, and deemed the work to be satisfactory through a meeting held with the auditor who reported faults in the internal control system that were detected along with practice guidelines according to accounting standards to the Audit Committee. Thus, it was deemed fitting to propose for the board of directors to propose to the shareholder meeting for the appointment of Miss Wanwimon Prichawat, Licensed Auditor No. 4548, and/or Miss Amonrat Permpoon Wattanasuk, Licensed Auditor No. 4599, and/or Mr. Kan Tanthawirat, Licensed Auditor No. 10456, from PricewaterhouseCoopers ABAS Co., Ltd., to be the company's auditor for year 2023.

## **4. Disclosure of Information about Connected Transactions**

The Audit Committee audited approvals and disclosures of information and actions taken relating to connected transactions and connected transactions between the company and its subsidiary and stake-holding shareholders that might create conflicts of interest with the company before making proposals to the board of directors for consideration of approval. The transactions that took place in 2023 were trade transactions that were part of normal business, and the company acted according to policy and disclosed information according to the criteria for the Stock Exchange of Thailand for acknowledgement correctly within the required time.

## **5. Risk Management**

The Audit Committee audited the effectiveness and efficiency of the risk management system with the Risk Management Committee responsible for performing duties in evaluating the structure, policies and framework for risk management, including the risk management manual, risk management plans and risk reviews and monitoring of risk management of Interlink Telecom Public Company Limited. Accordingly, the Risk Management Committee prepared its risk management report for year 2023, and Interlink Telecom Public Company Limited gave importance to emerging risks such as accident/emergency risks and disease risks (Covid-19), which are an ongoing crisis, and it considered important and likely risks that might produce future impacts. The Risk Management Committee prepared supporting measures by specifying risk management guidelines and considered risk assessment results and responded to risks based on the auditor's report. Accordingly, recommendations were made in order to make improvements, and in 2023, the Audit Committee held a meeting with the Risk Management Committee to express its opinions about the risks in the company's internal control system to specify various control measures according to the risk management guidelines, and the company's risk management system was already adequate.

## **6. Good Corporate Governance**

The Audit Committee audited the effectiveness and efficiency of good corporate governance and it was found that the board of directors, the Executive Committee and employees strictly followed set policies and that the board of directors and executives served as good role models and seriously applied the anti-corruption policy and Code of Conduct, with results expanded to business partners for business partners to jointly adopt them as guidelines for conducting business. Accordingly, the board of directors recognizes the importance of good corporate governance and continuously monitors progress in the process to improve the good corporate governance and corporate social responsibility, and the Executive Committee and the Internal Audit Department under the supervision of the Audit Committee were responsible for providing oversight and arranging for performance evaluations according to the good corporate governance policy each year, and these have already been disclosed in the annual report under the topic of "Corporate Governance".

## 7. Implementation of Anti-Corruption Measures

The company developed a system for handling complaints and whistleblowing by external parties in addition to handling internal complaints submitted by employees. Accordingly, complaints can be filed via the company's website at [www.interlinktelecom.co.th](http://www.interlinktelecom.co.th) in addition to filing complaints via telephone, email and registered mail to the Chairman of the Audit Committee and the company's secretary. In 2023, there were no ethical violations, nor non-compliance to company regulations, and there were no encounters with anti-corruption policy violations. Furthermore, the company filed to renew its Certified Company status with the Collective Action Coalition Against Corruption by Thailand's Private Sector Collective Action Coalition Against Corruption for the 1<sup>st</sup> time, and the new certificate will be valid from 31 December 2022 to 31 December 2025, with each certificate having an age of 3 years.

## 8. Compliance with Related Specifications and Laws

The Audit Committee audited to ensure that the company followed securities and exchange laws, the specifications of the Stock Market of Thailand and related laws on a regular basis and held the opinion that the audited items in which the company was required to comply with securities and exchange laws, the specifications of the Stock Exchange of Thailand and business-related laws were adequate.

## 9. Opinions About Performance of Duties According to the Committee's Charter

From the self-evaluation of the performance of the Audit Committee in 2023, the Audit Committee performed its duties and responsibilities as stated in the Audit Committee's charter and used its knowledge, abilities, caution, thoroughness and independence sufficiently and creatively expressed its opinions and recommendations to the equal benefit of all stakeholders in auditing the preparation of financial statements, consideration of connected transactions and transactions with potential conflict of interest, risk management, audit of internal control, good corporate governance, audit to ensure that the company complied with business-related laws and adherence to anti-corruption measures, consideration and nomination for the appointment of the auditor, good corporate governance, review of the charter of the Audit Committee and preparation of the report of the Audit Committee, and it can be concluded based on the overall results that the Audit Committee performed all of its duties according to its charter.

## 10. Report of Meetings between the Audit Committee and the Risk Management Committee

The Audit Committee audited the effectiveness and efficiency of the risk management process, and the risk management work committee of Interlink Telecom Public Company Limited was responsible for performing duties in considering the structure, policy, risk management framework, risk management plans, risk reviews and monitoring of the risk management of Interlink Telecom Public Company Limited by evaluating risks in 8 areas, namely, strategic risk, financial risk, operational risk, compliance risk, corruption risk, information technology risk, emerging risk/crises and sustainability risk with reports made every 6 months to ensure confidence that Interlink Telecom Public Company Limited manages risks effectively and efficiently and for the maximum benefits.

The Audit Committee holds the opinion that the company prepared its financial reports correctly according to generally-accepted accounting standards with adequate disclosure of information about connected transactions and transactions with potential conflict of interest and managed risks adequately with an appropriate and effective internal control and internal audit system in addition to complying with the law and specifications of the Stock Exchange of Thailand and related laws correctly and fully and improving continually to support the company with sustainable good corporate governance.



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**Mrs. Kesara Manchusree**  
Chairman of the Audit Committee  
23<sup>rd</sup> February 2024

## Report of the Corporate Governance Committee

To Shareholders of Interlink Telecom Public Company Limited

The Corporate Governance Committee should be made up of at least 3 directors, with an independent director serving as its chairman, who must be a senior, qualified, knowledgeable and experienced person, whose roles and responsibilities are concerned with supervising the company's activities to follow the principles of good corporate governance of the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) and to manage work transparently, fairly and in a verifiable manner, in addition to overseeing work according to corporate governance plans and firmly committing to following the business code of conduct for sustainable growth. The duties of the Corporate Governance Committee also cover anti-corruption work, ensuring justice and responsibility for stakeholders from every sector.

Accordingly, the Corporate Governance Committee of Interlink Telecom Public Company Limited has 4 directors total, namely, 2 independent directors and 2 company directors.

Name - Surname	Position	Number of Meetings Attended/ Meeting Attendance Rights
Mr.Chavalit Chookajorn	Chairman of the Corporate Governance Committee	2/2
Gen.Ponpipat Benyasri	Corporate Governance Committee	2/2
Dr.Chalida Anuntarumporn	Corporate Governance Committee	2/2
Dr.Lillada Anuntarumporn	Corporate Governance Committee	2/2

Mr.Sumit Jaroenpornpiti, Company Secretary, was the Secretary of Corporate Governance Committee.

In the year 2023, the Corporate Governance Committee had conducted 2 meetings in total by which all Directors in Corporate Governance had attended the meeting and had performed their duties completely as specified in the charter and the meeting report to the Company's Board of Directors. The summary of duties performed was as follows:

### 1. Consider Reviewing the Charter of Corporate Governance Committee

Consider reviewing the charter of the Corporate Governance Committee for suitability, which specifies the scopes of duties and responsibilities and good practices to use as standard in the working of the Corporate Governance Committee and to be able to perform the duties to achieve the objectives of the Company.

### 2. The committees review the corporate governance policy

The committees review the corporate governance policy to be appropriate and comply with corporate governance and principles and practices (Corporate Governance Code: CG Code). To build confidence among shareholders, investors, stakeholders and all related parties. Also, they operate business with efficiency, transparency and credibility.

### 3. Consideration and Review of the Code of Conduct

The Code of Conduct was reviewed to ensure that all executives and employees adhere to it as a practice guideline, have understanding according to good practices and apply it strictly and according to a single standard.

#### **4. Consideration and Review of the Guidelines for Providing Orientation to New Directors**

The guidelines for providing orientation to new directors were considered and reviewed to ensure that invited persons sufficiently receive information about the company before beginning their work.

#### **5. Overseeing the Organization to Ensure Work Transparency and Complete and Accurate Information Disclosures**

The organization is supervised to ensure that it operates transparently while following the principles and practice guidelines of the Corporate Governance Code (CG Code). The committee also considered and approved the guidelines for disclosing corporate governance information in the annual information disclosure report/annual report (56-1 One Report) and sustainability report in a complete and correct manner.

The aforementioned activities show that Interlink Telecom Public Company Limited recognizes and gives enormous importance to corporate governance and business ethics according to the guidelines of supervisory agencies that make up an essential foundation for the company's continuous and sustainable growth and that are factors contributing to effective and transparent business operations that build confidence among all stakeholders while increasing business value in the long-term.



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**Mr.Chavalit Chookajorn**

Chairman of the Corporate Governance Committee

# Report of the Nomination and Remuneration Committee

The company recognizes the importance of its personnel in the organization and therefore places the right attention to the talent acquisition of the right people for the business to serve as directors and senior executives and to determine appropriate remuneration for the area of responsibility. Therefore, the Nomination and Remuneration Committee has been appointed to select and select qualified persons to serve as directors and senior management and to propose the compensation and other benefits policy for directors, senior management and employees fairly and transparently, appropriate for their responsibilities. And consistent with the Company's performance and economic conditions at that time.

The Company's Nomination and Remuneration Committee Interlink Telecom Public Company Limited consists of 6 directors, 3 of which are independent directors and 3 are the Company's directors as follows:

Name - Surname	Position	Number of Meetings Attended/ Meeting Attendance Rights
Mr.Suwat Punnachaiya	Chairman of the Nomination and Remuneration Committee	3/3
Pol.Lt.Gen.Suchat Muankaew	Nomination and Remuneration Committee	1/1
Gen.Ponpipat Benyasri	Nomination and Remuneration Committee	1/1
Mr.Chavalit Chookajorn	Nomination and Remuneration Committee	3/3
Mr.Suwichan Nilanan	Nomination and Remuneration Committee	3/3
Miss Varisa Anuntarumporn	Nomination and Remuneration Committee	3/3

Mr.Sumit Jaroenpornpiti, Director of Nomination and Remuneration/Company Secretary, was the Secretary of Nomination and Remuneration Committee.

In the year 2023, the Nomination and Remuneration Committee had conducted 3 meetings in total. All directors had attended the meeting every time to make the consideration in various matters. The Nomination and Remuneration Committee had reported the meeting result and had given comments to the Company's Board of Directors continuously. The summary of the duties performed was as follows:

## 1. Select and nominate persons to be directors

To consider and select candidates for the holding of an independent director, the Company's directors and sub-committees to replace those who have met their term. To consider the selection from qualified persons in accordance with the requirements of the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). And are not prohibited under the law. This is a person who has knowledge, competency and experience of working in a transparent, moral and responsible manner as well as appropriate and beneficial to the Company's business operations. The Board of Directors and the Annual General Meeting of Shareholders are also allowed to nominate qualified persons for the election to be directors before presenting at the Board of Directors meeting and at the Annual General Meeting of Shareholders to consider and approve.

## 2. To formulate compensation policy and other benefits.

To determine compensation and other benefits for directors and senior management with transparency, it appropriate to the scope of the duties and responsibilities consistent with the performance and economic condition in each period. It is also compared with policies of other companies that similar sizes and the same industry to create it reasonably and the most competitive before presenting to the meeting for further approval.

## 3. Review the rules of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has identified the duties, responsibilities and scope of operations of the Nomination and Remuneration Committee in accordance with the rules and guidelines for complying with the Securities and Exchange Act of Thailand.

## 4. Review the policy, criteria and procedures for Nomination and Remuneration

Consider and review the policy, criteria and procedures for Nomination and Remuneration as appropriate and up to date. The qualifications of directors and senior management have been identified in detail. The Nomination and Remuneration Committee has made a significant priority to those with a variety of skills, experience and profession that are essential to the Company's business in order to provide the highest level of integrity and efficiency to the Board and Management.

In 2023, the Nomination and Remuneration Committee has continuously performed the duties and reported the results of the meeting to the Board of Directors. Therefore, in this year, the Nomination and Remuneration Committee is able to perform the task in a full, careful and independent manner. The Company has also provided direct and candid feedback for the best interests of all shareholders and stakeholders and is committed to doing the job using the equal, fair, transparent and consistent with the good corporate governance principles set out by the Stock Exchange of Thailand.



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**Mr.Suwat Punnachaiya**  
Chairman of the Nomination  
and Remuneration Committee

## Attachment 6

### Certification of Information Accuracy

The company already carefully reviewed the information presented in the 2023 annual report, and the company hereby certifies that the aforementioned information is correct and complete without falsification or causing misunderstanding in others, nor lacking in any substantial information that should be reported. Furthermore, the company would like to also certify as follows:

(1) The financial statements and financial information summarized in the annual information report form/ annual report of 2023 (56-1 One Report Form) present information correctly, completely and in substance about the financial position, performance and cashflow of the company and subsidiaries.

(2) The company has established a good information disclosure system to ensure that the company discloses important information of the company and subsidiaries correctly and completely and supervises to ensure actions in line with said system.

(3) The company has established a good internal control system and controls practice according to the system, and the company has reported information about the evaluation of the internal control system as of 31 December 2023 to the auditor and Audit Committee of the company, covering the faults and significant changes in the internal control system along with inappropriate actions that might impact the preparation of the financial reports of the company and subsidiaries.

Accordingly, to provide evidence that all of the documents belong to the same set that the company already certified, the company assigned Dr.Nuttanai Anuntarumporn, Chief Executive Officer and Authorized Signatory Director to affix his signature in these documents to certify the accuracy of the aforementioned information.

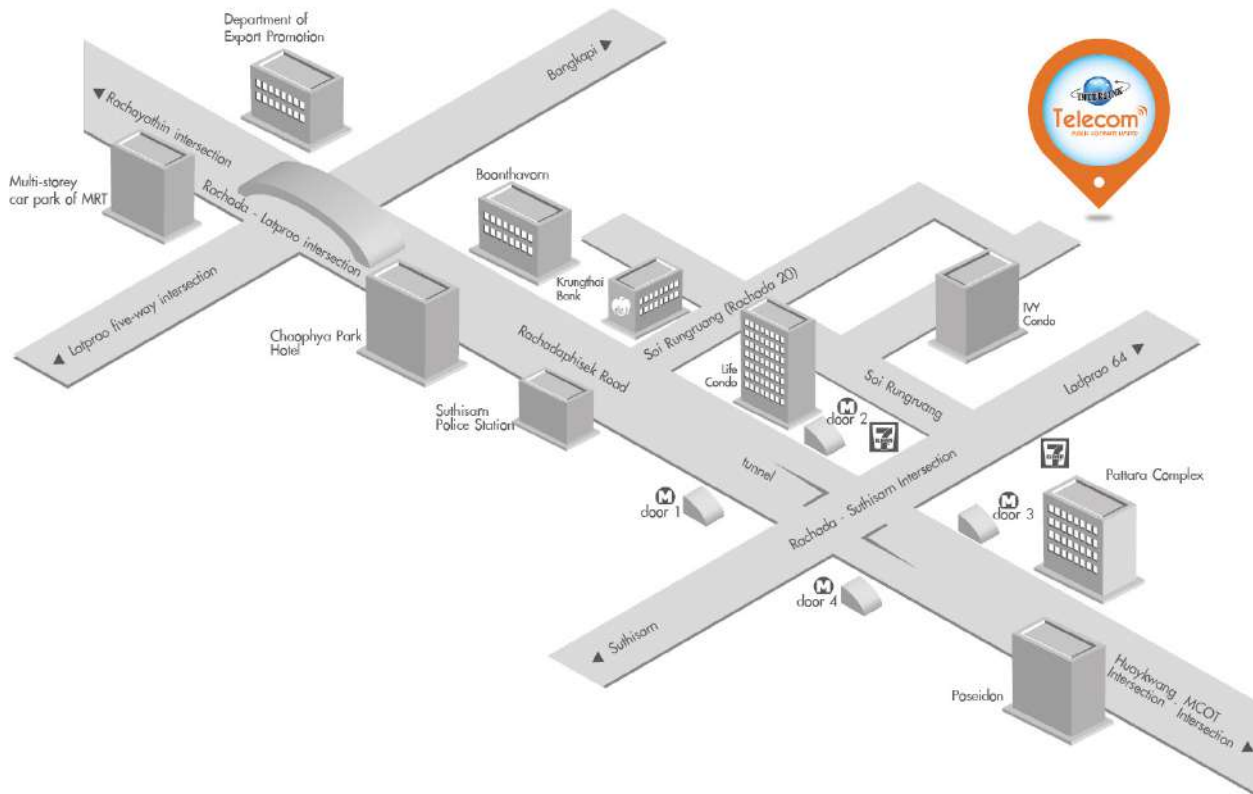
**Name - Surname**  
Dr.Nuttanai Anuntarumporn

**Position**  
Chief Executive Officer  
and Authorized Signatory  
Director

**Sign**

  
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## Map of Interlink Telecom Public Company Limited



For More Information Please Contact : 0 2666 2222

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Visit our website



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