



56-1 One Report **2025**
INTERLINK TELECOM 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 support the demands of today’s digital businesses.

Connect your business anywhere with ITEL’s best-in-class network

- **Primary network along railway routes**, with road-based backup to reduce risks and ensure seamless connectivity
- **A 99.99% SLA** guarantees maximum stability for uninterrupted business operations
- **Expert engineers** providing design and installation in accordance with international standards
- **24/365** technical support with real-time troubleshooting to keep your business running smoothly
- **Cross-border connectivity** to support your business growth anytime, anywhere



**Choose ITEL – the network that takes your business further
Connecting the future for sustainable 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

2025: From Digital Infrastructure to Powering the Nation's Digital Future

Dear shareholders,

The year 2025 marks a true inflection point in the global technological transition. Digital technology is no longer merely a tool that supports business operations; it has become a **core infrastructure of the modern economy**. Artificial Intelligence (AI), cloud computing, data centers, and high-speed data connectivity are now fundamental to the long-term competitiveness of nations and organizations alike.

Within this context, Interlink Telecom Public Company Limited is entering one of the most important phases in its growth journey - a period in which the digital infrastructure we have steadily built over many years is beginning to transform into a powerful engine for the company's next wave of growth.

From "Network Provider" to "Enabler of the Digital Economy"

Over the years, ITEL has remained firmly committed to its role as a provider of stable, reliable, and trusted communications infrastructure. We have always believed that **no matter how advanced technology becomes, without high-quality connectivity, it cannot deliver real value**.

Connectivity infrastructure is therefore not merely one component of the digital ecosystem; it is the foundation that defines the growth potential of businesses, nations, and the economy as a whole. When this foundation is strong, economic activity can expand continuously and without disruption.

In 2025, this role is elevated to the next level. ITEL moves beyond being a "network provider" to becoming a **strategic enabler of the digital economy**, supporting the private sector, public sector, and advanced technology industries alike.

Infrastructure Ready for the AI and Hyperscale Era, When Data Centers Come Online Together, Connectivity Becomes the Decisive Factor

The rapid growth of AI, cloud services, and hyperscale data centers is fundamentally reshaping the global technology landscape. Data centers are no longer simply facilities that house servers; they are the core engines of the digital economy, operating continuously on a 24/7 basis.

However, experience from many countries clearly demonstrates that **the presence of numerous data centers alone does not guarantee digital readiness**. Without high-quality connectivity, data centers cannot effectively support large-scale AI workloads, enterprise-grade cloud systems, or cross-regional digital services.

AI providers and hyperscalers therefore require networks that go beyond speed - networks that offer **stability, security, scalability, and seamless connectivity at both national and regional levels**, enabling distributed data processing across multiple data centers simultaneously.

With ITEL's nationwide fiber-optic network spanning both railway corridors and road networks, and with infrastructure designed to support data center interconnection, the Company is well positioned to meet the needs of this rapidly evolving industry today and in the years ahead.

In the coming years, Thailand will see the commissioning of multiple large-scale data centers to support global cloud services, AI processing, and digital infrastructure for both public and private sectors. **Connectivity between these data centers will become a critical determinant of the country's competitiveness in the digital economy**.

Expanding Beyond Networks to Integrated Digital Services

ITEL continues to build upon its core infrastructure business by expanding into high-value digital services, creating more diversified and sustainable revenue streams. We believe that long-term growth is not driven solely by scale, but by elevating the Company's role in alignment with the direction of the digital economy.

In 2025, the Company focuses on five key technology domains that extend directly from ITEL's core network expertise: **Big Data & AI Analytics, Cloud & Edge Computing, Cybersecurity & Blockchain, IoT, Drone & Smart Infrastructure, and Green Technology & Sustainability**. These capabilities support the needs of enterprises, government agencies, and key industries nationwide.

These technologies are not departures from ITEL's core business. Rather, they are **extensions of our network expertise**, integrated into a practical digital ecosystem that spans healthcare technology, enterprise system integration such as ERP (including SAP), connectivity services for cloud providers and hyperscalers, and drone and anti-drone solutions that rely on real-time connectivity, network resilience, and secure data management.

Growth Through Strategic Partnerships Toward Becoming a Regional Operator

In 2025, ITEL places strong emphasis on elevating its role through disciplined, purpose-driven strategic partnerships. The Company recognizes that the next phase of growth cannot rely solely on domestic expansion, but must come from enhancing organizational capabilities to operate at a regional level.

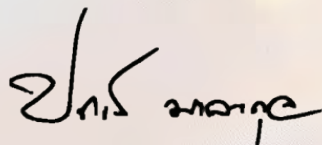
The addition of a strategic investor and strategic partner such as SEAX Global represents a significant milestone in ITEL's evolution - extending the Company's role from a domestic infrastructure provider to an integral part of a regional network ecosystem capable of supporting cross-border, cross-data-center, and multi-cloud connectivity. The integration of domestic network assets, regional connectivity capabilities, and strategic partnerships positions ITEL to evolve into a Regional Digital Infrastructure Operator, capable of supporting enterprise customers, cloud service providers, and data center operators both nationally and across the region.

A Year of Foundation-Building for the Next Phase of Acceleration

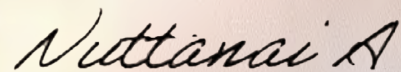
While 2025 may not reflect ITEL's strongest financial results, it is a year of profound strategic importance—a year focused on building structure, investing in capability, and preparing for the next phase of growth.

We are confident that with a strong infrastructure foundation, expanded capabilities, and a clear strategic direction, the year ahead will see ITEL's potential increasingly translate into tangible results, enabling sustainable and resilient long-term growth.

Finally, on behalf of the Board of Directors, management, and employees, I would like to express my sincere appreciation to our shareholders for your continued trust and support. We remain firmly committed to creating long-term value for our shareholders, customers, and Thai society.



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 Manchusree

- Chairman of the Audit Committee
- Independent Director



Mr. Sombat Anuntarporn

- Vice Chairman (Authorized Director)



Ms. Varisa Anuntarporn

- Director
- Chairman of the Nomination and Remuneration Committee Member



Mr. Alexander Ery Wibowo

- Director
- Corporate Governance Committee Member
- Nomination and Remuneration Committee Member

Board of Directors



Dr. Chalida Anuntarumporn

- Director (Authorized Director)
- Corporate Governance Committee Member



Gen. Ponpipat Benyasri

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



Dr. Nuttanai Anuntarumporn

- Director (Authorized Director)
- Risk Management Committee



Mr. Teng Bingquan

- Director
- Risk Management Committee Member
- Nomination and Remuneration Committee Member



Mr. Tien Chye Soh

- Director
- Risk Management Committee Member
- Nomination and Remuneration Committee Member



Ms. Pornteera Pawijit

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

Management



Dr. Nuttanai Anuntarporn
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

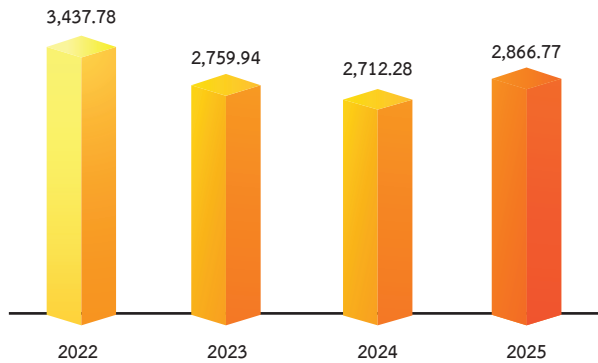


Ms. Juthathip Charoensriwanich
Assistant Sale Director

Financial Highlight

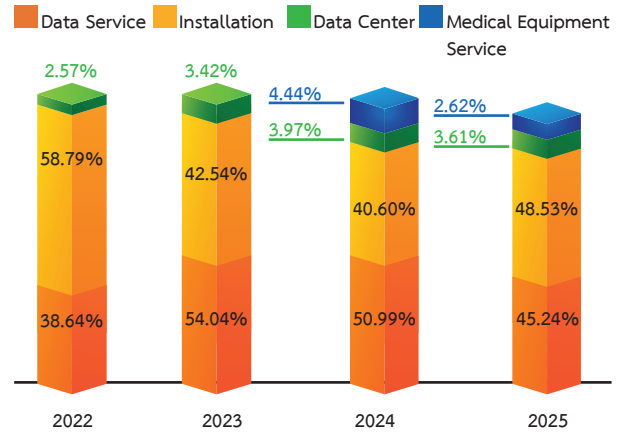
Service Revenue (Million Baht)

Total service revenue increased by 14%. Revenue from network services increased by 1%, while revenue from network installation services increased by 36%. Revenue from data center services increased by 4%. However, revenue from the sale and services of medical equipment decreased by 33% compared to the previous year.



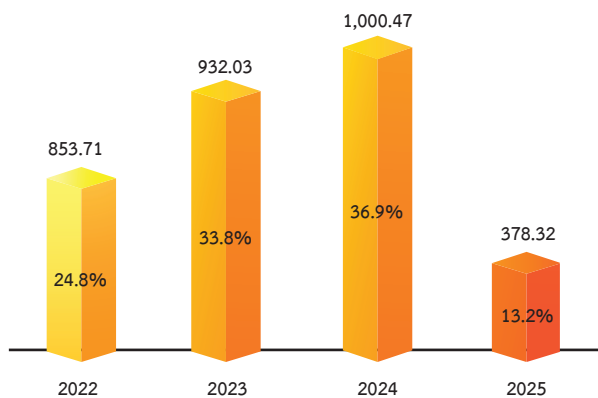
Service Revenue Component

The increase in network usage, together with the expansion of the Interlink Fiber Optic customer base, were the key drivers of revenue growth.



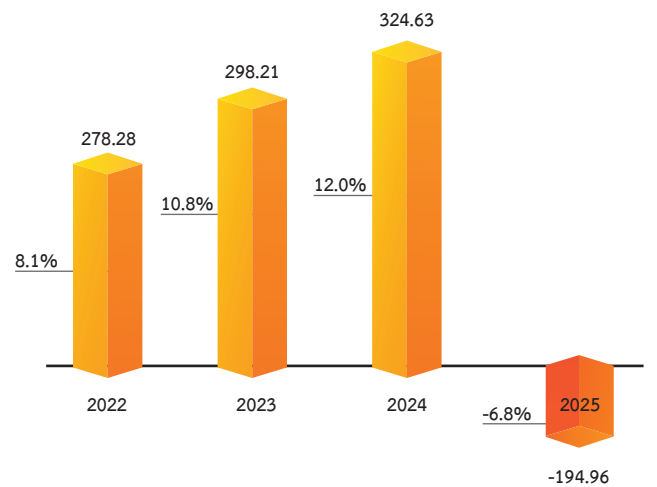
EBITDA (Million Baht, Margin)

EBITDA decreased by 62.19% compared to the previous year, mainly due to a decline in gross profit margin. In addition, the previous year included one-time gains from the disposal of investment in a joint venture and gains from a bargain purchase, which did not recur in the current year.



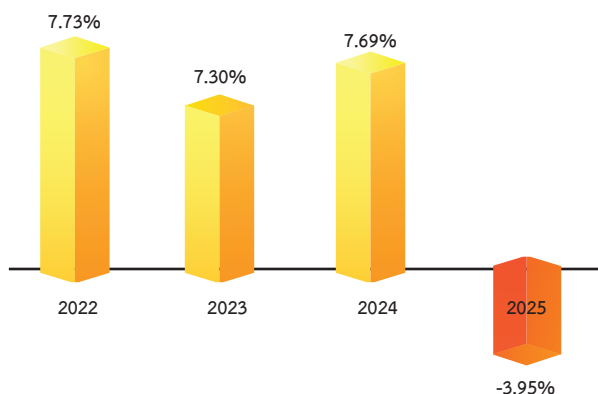
Net Profit (Million Baht, Profit Margin)

Total net profit decreased by 160.06% compared to the previous year, resulting in a net loss attributable to the Company of THB 176.19 million.



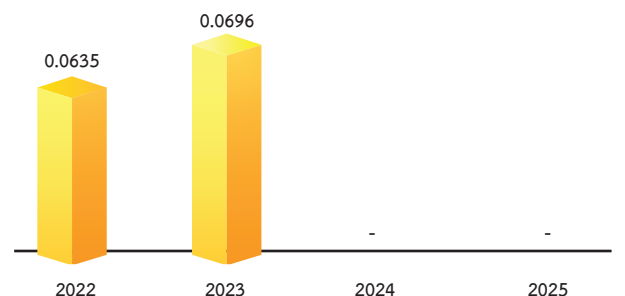
Return on Equity

The Company has consistently delivered stable and sustainable 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

Advanced Network Infrastructure Driving Industry Leadership

Market Capitalization

2,783.36 Million Baht

(Summary information on 31st December 2025)



Total Assets

9,487.39 Million Baht



Total Revenues

2,866.77 Million Baht



Total Net Profit

176.19 Million Baht

Net loss attributable to the Company



Total Shareholders' equity

4,872.36 Million Baht

Equity attributable to owners of the Company

**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;



1,277.41 Million Baht

Revenue from Network Services



1,370.48 Million Baht

Revenue from Network Installation Services



101.97 Million Baht

Revenue from Data Center Services



73.90 Million Baht

Revenue from Medical Equipment



43.01 Million Baht

Other income

- Expand the service area continuously, always support customer 24 hours a day.
 - Leadership in fiber optic technology Covering 77 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%

Key developments in the Year 2025



1. ITEL expands into the Health Tech sector, rebranding Global Lithotripsy Services Company Limited (GLS) as Interlink Health Technology Company Limited (IHT) to enhance Thailand’s public health technology, as well as improving the efficiency of medical and health technologies.



2. ITEL Thailand’s leading service provider of fiber-optic networks with optimal efficiency and stability throughout the country, is affirmed its company rating in the year 2024 by “TRIS Rating”, Thailand’s top credit rating agency, at “BBB” with a “stable” rating outlook. This reflects the Company’s stable financial status and sustainable business capabilities as a trusted fiber-optic data communications service provider by government and private sectors.



3. The Company has elevated its service security standards to a new level, as the Interlink Data Center has received certification for the Payment Card Industry Data Security Standard (PCI DSS), the latest version 4.0.1. This globally recognized standard governs the storage, processing, and transmission of credit and debit card data. PCI DSS was developed by the PCI Security Standards Council (PCI SSC), comprising leading global payment network providers including Visa, Mastercard, American Express, Discover, and JCB. The certification is effective from 30th May 2025 onwards.



4. The Company reaffirms its commitment to elevating the service standards of the Interlink Data Center by achieving international certification for ISO/IEC 27701:2019 (Privacy Information Management System) from BSI Group (Thailand) Limited (BSI). This certification validates the Company’s readiness to deliver data center services with the highest international standards - secure, reliable, and trustworthy - catering to the confidence of leading organizations. The certification is effective from 5th August 2025 onwards.

Key developments in the Year 2025



5. ITEL led by Mr. Sombat Anuntarporn, Vice Chairman, and Dr. Nuttanai Anuntarporn, Chief Executive Officer, attending the event via Electronic Media Conference, together with the Board of Directors hosts the 2025 Annual General Meeting of Shareholders in the form of a Hybrid Meeting at Grand Suvarnabhumi Conference Room, 7th Floor, Interlink Building. The meeting approved all agenda items, enabling the issuance of the warrants to purchase ITEL’s newly issued ordinary shares No. 5 (ITEL-W5) and No. 6 (ITEL-W6) at no cost for existing shareholders of the Company. The list of eligible shareholders to receive this warrant was to be issued on 16th May 2025.

Moreover, the meeting approved the increase of the Company’s registered capital from THB 694,464,899 to THB 1,006,974,103 to support the exercises of both warrants aforementioned (ITEL-W5 and ITEL-W6).



6. ITEL joins hands with DTI to launch a joint venture company “NDC”, reinforcing national defense technologies. Interlink Telecom Public Company Limited or ITEL, Thailand’s leading one-stop telecommunication network and digital solutions provider, and Defence Technology Institute (DTI) arranged an “incorporated joint venture agreement” signing ceremony at Ratchaseni Phitak Room, 10th Floor, Ministry of Defence Office of the Permanent Secretary of Defence (Chaengwattana), to jointly establish a company named National Defense Corporation Limited or “NDC”. On this occasion, Gen Porpon Maneerin, Chairman of the Defence Technology Institute (DTI), had his honor to preside over this signing ceremony, with Dr. Nuttanai Anuntarporn, Chief Executive Officer of Interlink Telecom Public Company Limited (ITEL), and Gen Ph.D. Charat Oumsomrit, Director - General of Defence Technology Institute (DTI), jointly signing the agreement. The members of ITEL’s Board of Directors including Mr. Pakorn Malakul Na Ayudhya, Chairman, Gen. Ponpipat Benyasri, Director, and Mr. Sombat Anuntarporn, Executive Chairman of Interlink Communication Public Company Limited (ILINK), as well as representatives from government agencies and partner companies also participated in this ceremony to witness the occasion. The key objective of this joint venture is to operate a communications and information technology service business in order to reinforce Thailand’s national security and defense industry. The joint venture company provides services of public safety system, digital solutions, modern communications and information technologies such as IoT, AI, Cloud Computing, Big Data Analytics, and more.

Key developments in the Year 2025



7. The Company has registered the Interlink Data Center to receive an International Renewable Energy Certificate (I-REC) from Innopower Company Limited (INNOPOWER). Dr. Bundit Rungcharoenporn, Managing Director of ITEL, attended the certificate handover ceremony with Mr. Athip Tantivorawong, Chief Executive Officer of INNOPOWER, on 20th August 2025 at the Headquarter of Interlink Telecom Public Company Limited, Ratchadaphisek Road. The certificate confirms the use of 7,000 MWh of renewable energy throughout 2025 for the Company’s Data Center operations.



8. The Company reinforces confidence in the quality and operational readiness of the Interlink Data Center by achieving international certification for ISO 22301:2019 (Business Continuity Management System) from BSI Group (Thailand) Limited (BSI). This certification is a globally recognized standard for business continuity management.



9. Mr. Pakorn Malakul Na Ayudhya, Chairman of the Board of Interlink Telecom Public Company Limited (ITEL), together with Dr. Nuttanai Anuntarumporn, Chief Executive Officer, and the Board of Directors, convenes the Extraordinary General Meeting of Shareholders No. 1/2025 in the form of a Hybrid Meeting at Grand Suvannabhumi Conference Room, 7th Floor, Interlink Building. The Extraordinary General Meeting (EGM) passed a resolution approving a capital increase of 628,000,000 shares at a price of THB 1.61 per share, representing a total value of THB 1,011,080,000, to be offered to SEAX Asia, a subsidiary of SEAX Global, a regional submarine network and cable services provider.



10. SEAX Global (“SEAX”), a leading wholesale telecommunications network provider in Southeast Asia, has announced the successful completion of a share acquisition in Interlink Telecom Public Company Limited (“ITEL”), Thailand’s leading fiber-optic network and data center services provider. This acquisition consolidates SEAX’s operations across Malaysia, Singapore, and Indonesia, with Thailand now added as the latest market. The transaction integrates ITEL’s nationwide fiber-optic network and telecommunications operating licenses with SEAX’s submarine and terrestrial cable systems. By leveraging ITEL’s domestic operational capabilities alongside SEAX’s cross-border network reach, customers will benefit from faster service deployment, greater flexibility, and more seamless regional connectivity.

Awards and Recognition



ITEL received the Climate Action Leaders Award for its sustainability initiative, the ITEL Green Data Center

Presented by AFMA (Agricultural and Food Marketing Association for Asia and the Pacific – UN FAO) in collaboration with Sustainism, a cooperative network for sustainable development, on 27th March 2025 at the United Nations, Thailand.



ITEL received the Consolation Prize at the “Good People Save the World 2025” project For the work “ITEL Green Data Center – A Data Center Driving a Sustainable Future”,

Presented by the Senate Commission on Religion, Morality, Ethics, Art and Culture, in collaboration with the Catholic Association of Thailand and the Port Authority of Thailand, on 1st July 2025, at the Parliament Building, Bangkok.



Recognition as a “CAC Change Agent” for the second consecutive time, awarded with the three star symbol

Presented by the Thai Private Sector Collective Action Against Corruption (CAC) on 6th June 2026.



ITEL received the Outstanding Organization of the Year Award 2024

In the field of Telecommunications Network Services, along with the Outstanding Organizational Leadership Award in the category of Management and Organizational Development, presented by the project “One Million Good Deeds for the Land” under the Foundation for Thai Society, on 30th April 2025 at the Royal Thai Air Force Auditorium, Bangkok.

Awards and Recognition



Outstanding CSR Award 2025 for exemplary performance in promoting corporate social responsibility in Bangkok Metropolitan Area, presented by the **Department of Social Development and Welfare, Ministry of Social Development and Human Security**, on 12th September 2025, at the Prince Palace Hotel, Bangkok.



ITEL received the Outstanding CSR Award 2025 For exemplary performance in promoting corporate social responsibility in the **Bangkok Metropolitan Area**, presented by the **Department of Social Development and Welfare, Ministry of Social Development and Human Security**, on 4th September 2025, at the Prince Palace Hotel, Bangkok.



ITEL received the “Outstanding Business Operator of the Year 2025” Award In the field of **Telecommunications and Technology**, presented by the project **“One Million Good Deeds for the Land”** under the **Foundation for Thai Society**, on 25th August 2025.



ITEL received the SDG emblem as a Sustainism partner (stnsm.org) On the stage of the **CSCAP - Climate & Sustainability Capital Forum, Bangkok** on 21st October 2025, at the United Nations, Thailand.

Awards and Recognition



ITEL has been awarded a 5-Star “Excellent CG Scoring” in Corporate Governance for the fifth consecutive year.

Recognized by the **Corporate Governance Report of Thai Listed Companies (CGR)**, organized by the **Thai Institute of Directors Association (IOD)** with support from the Stock Exchange of Thailand.



ITEL honored with the “CAC Change Agent Award 2025”

Presented by the **Thai Private Sector Collective Action Against Corruption (CAC)** on 24th November 2025 at the Hyatt Regency Hotel, Bangkok.



ITEL wins the Outstanding Investor Relations Award at SET Awards 2025

Recognized for excellence in transparency and stakeholder engagement.

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 3rd, 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 8th 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 19th 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 31st 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 26th 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 12th 2022, 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.

In 2024, the Company divested its investment in ETIX ITEL Bangkok Company Limited to an unrelated company based in France. The transaction was completed on December 19, 2024. The Company recognized a gain on the disposal of this investment amounting to THB 87 million.

In 2025, the Company, in collaboration with the Defense Technology Institute (DTI), established National Defense Corporation Ltd. (NDC) with the objective of providing information and communication technology services for national security, as well as supporting the development of Thailand's defense industry. The Company will offer services in Public Safety systems, Digital Solutions, and advanced ICT technologies, including Internet of Things (IoT), Artificial Intelligence (AI), Cloud Computing, and Big Data Analytics, to enhance operational efficiency and strengthen national security infrastructure.

In December 2025, the Company further expanded its business through a new strategic partnership with SEAX Global (SEAX), a Singapore-based partner, which invested in the Company through a capital increase of 628 million shares at a price of THB 1.61 per share, totaling THB 1,011 million, with the objective of enhancing submarine cable and aerial cable network infrastructure, expanding access to cross-border connectivity, and enabling the Company to deliver faster, more flexible services with seamless regional connectivity, while supporting the expansion of service opportunities for hyperscaler customers.

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.



Objective

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.



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.

Core Value

I G C T

Innovative Thinker

Dare to think and do creatively for better things



Giver

Dare to challenge, keep developing yourself, and accept mistakes



Core Value



Team Player

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



Challenger

Dare to give well to both internal and external customers



1.2.2 Changes and Developments



2024

- The Company acquired Global Lithotripsy Services Co., Ltd. (GLS) with an investment value of 39.78 million baht to expand into the Health Technology business in line with its New S-Curve strategy. GLS specializes in providing medical equipment services, including CT Scan, MRI Scan, and ESWL. This acquisition is expected to strengthen the Company's capabilities and create new growth opportunities for ITEL in the future.
- Mr. Pakorn Malakul Na Ayudhya, Chairman of Interlink Telecom Public Company Limited (ITEL), together with Dr. Nuttanai Anuntarumporn, Chief Executive Officer, and the Board of Directors, held the 2024 Annual General Meeting of Shareholders in a hybrid format (physical and electronic meeting) at the Grand Suvarnabhumi Meeting Room, 7th Floor, Interlink Building. The meeting approved a dividend payment of 0.0696 baht per share, with the XD date on 7 May 2024 and the payment date on 23 May 2024.
- The Company received approval from the Extraordinary General Meeting of Shareholders No. 1/2024 to proceed with the listing of Blue Solutions Public Company Limited (BLUE), in which ITEL holds a 51% stake, on the Market for Alternative Investment (mai). The plan includes an initial public offering of 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.
- The Company approved the allocation of 60,000,000 newly issued shares of BLUE, representing 10% of the total offering, to be offered to the Company's existing shareholders in proportion to their shareholding (Pre-emptive Rights).
- The Company signed a collaboration agreement under the AseanConnectOne project to enhance service capabilities for telecommunications operators and over-the-top (OTT) service providers across ASEAN. The project aims to provide seamless, high-speed international connectivity between major data centers in the region. AseanConnectOne is a collaboration among seven leading telecommunications and data center companies in ASEAN, including APT Satellite (Hong Kong), FPT International Telecom (Vietnam), Interlink Telecom Public Company Limited (Thailand), Neocom ISP (Cambodia), NTC Asia (Hong Kong), SEAX Global (Malaysia/Singapore), and Telin (Indonesia). This initiative enhances operational efficiency through unified processes and seamless services, reducing installation and maintenance time while enabling customers to respond quickly to changing business demands. In addition, ITEL hosted the AseanConnectOne member reception in Bangkok on 18 November 2024 to strengthen collaboration and exchange perspectives among partners.
- The Company received a 3-star certification from the Thai Private Sector Collective Action Against Corruption (CAC) for 2024 and successfully renewed its membership for the second consecutive term. The certification is valid for three years and reflects the Company's commitment to good corporate governance, transparency, and zero tolerance for corruption, supporting sustainable business growth.
- The Company secured several key projects in the fourth quarter with a total value exceeding 390 million baht. These include the expansion of WiFi service points under the USO NET and USO Wrap projects valued at 100 million baht, and a fiber optic network installation project spanning 700 kilometers for the Provincial Electricity Authority valued at 56 million baht.



2024

- The Company divested a 33.33% stake in ETIX ITEL Bangkok to a strategic partner from France to enhance financial flexibility and focus on core business development, while preparing to support the expansion of hyperscale customers and strengthen its position as a Cloud Implementator.



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, 7th 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 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.



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 15th 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.



2022

- 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 27th 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 4th 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 16th 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 1st 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 4th time (ITEL-W4) on 20th July 2022 with an age of 2 years and rights-exercising ratio of 1:1 (with rights-exercising price at 11.50 baht).



2022

- 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 31st December 2022 to 30th 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.



2021

- 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 17th 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 19th 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 8th 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.



2021

- 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 2nd 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 4th consecutive year.



2020

- 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.



2020

- The Company was received a memorandum of agreement to renew Data Center Co-location Service convention with some large financial institution at the 1st 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 3rd 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.
- 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 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.
- 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.
- 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.
- 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.
- 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.
- 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.



- 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.
- 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.



2007

- 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	2023		2024		2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
1. Network service revenue *	1,466.32	53.13	1,263.33	46.58	1,277.41	44.56
2. Network installation revenue	1,154.49	41.83	1,005.96	37.09	1,370.48	47.80
3. Data center services revenue **	92.77	3.36	98.46	3.63	101.97	3.56
4. Revenue from the Sale and Provision of Medical Equipment Services	-	-	110.08	4.06	73.90	2.58
Profit from Acquiring a Business at a Price Below Fair Value	2,713.58	98.32	2,477.83	91.36	2,823.76	98.50
Profit from the Sale of Investments in Joint Ventures	-	-	54.36	2.00	-	-
Total service income	-	-	140.09	5.17	-	-
Other income ***	46.36	1.68	40.00	1.47	43.01	1.50
Total income	2,759.94	100.00	2,712.28	100.00	2,866.77	100.00

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.

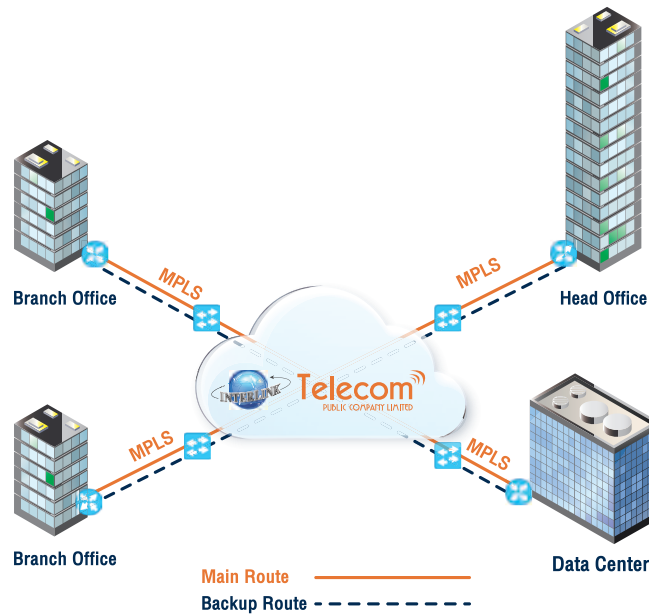
The company's high-speed data network services are divided into 6 types as follow

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.

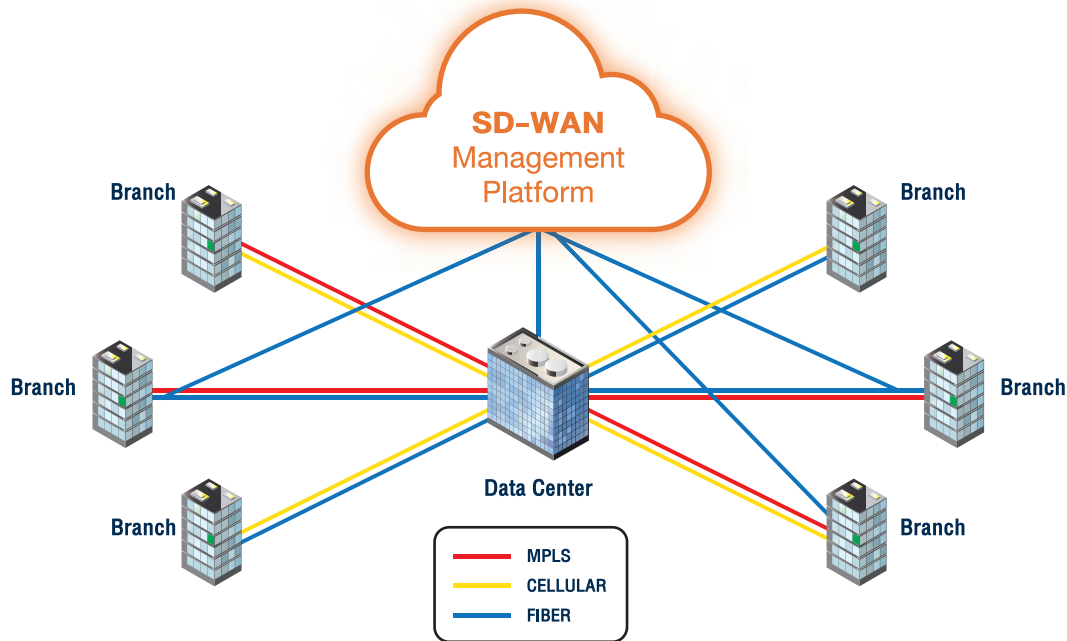


Strengths of Interlink MPLS's IP-VPN service

- 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.

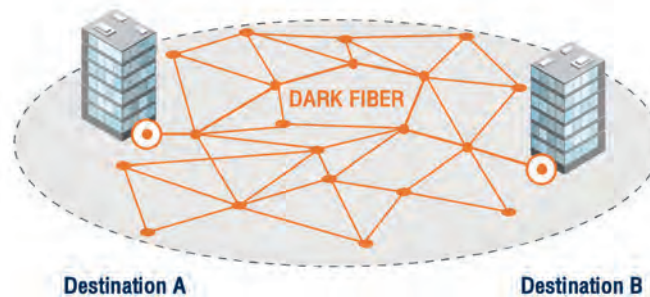


3) Interlink Wavelength

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 2025, the company has a contract to provide high-speed data communication network services that are scheduled for future service in the amount of 1,239 million baht, which is divided into agreements with scheduled services by 2026 of 587 million baht and Providing services from Year 2027 onwards, in the amount of 226 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, 2025, the company has network installation services Work under progress in the amount of 676 million baht. However, the company expected that all deliveries can be completed within the year 2026 in the amount of 483 million baht 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, 2025*
1. 2025-2026 Optical Fiber Cable Installation	205.83	15.51	190.32
2. Project for Repair and Maintenance of the Optical Fiber Cable Network in Contract for the Development of the Electronic Budget Management System (New e-Budgeting) the Northeastern Region (2025-2027)	101.56	8.47	93.09
3. Project for the Procurement and Installation of Microwave Radio Systems in the Southern Region, including Radio Link Systems under the Additional Budget for Fiscal Year 2025	92.64	-	92.64
4. Contract for Installation, Testing, and Detailed Design of Optical Fiber Cable (OFC) for the Telecommunications Network Installation Project of the State Railway of Thailand	66.64	-	66.64
5. Project for the Repair and Maintenance of the Optical Fiber Cable Network in the Central Region (2025-2027)	74.39	14.19	60.20
6. Contract for the Development of the Electronic Budget Management System (New e-Budgeting)	591.95	544.91	47.04
7. Project for Repair and Maintenance of the Optical Fiber Cable Network in the Northern Region (2025-2027)	48.14	4.01	44.13
8. Contract for 24 - Hour Inspection, Repair, and Maintenance of the Optical Fiber Cable Network, Work Package 1 (Northern Region), total distance of 11,313.59 kilometers	116.43	95.84	20.59
9. Contract for Inspection, Repair, and Maintenance of the Optical Fiber Cable Network	94.00	77.36	16.64
10. Project for the Development of a Criminal Background Check System for Police Stations (Phase 2)	66.00	56.29	9.71
11. Project for the Installation of Internet Network Equipment in Schools under the Bangkok Metropolitan Administration	38.73	35.22	3.51
12. Project for Repair and Maintenance to Support EDS Operations in the Northern and Central Regions (2025–2026)	5.61	2.33	3.28
13. Project for the Procurement and Installation of Optical Fiber Cable Systems and Related Equipment in the Northeastern Region under the Military Telecommunications System Development Project for Fiscal Year 2025	23.70	22.27	1.43
14. Other Telecommunications Network Installation Services	43.27	16.45	26.82
Total	1,568.89	892.85	676.04

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 77 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 38 main centers and 52 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 th group (Central-Southern region)	Commission Television Business and the National Telecommunications Business	2017-2024	1,595.65
8. The project providing mobile service and Broadband internet service in the border area 5 th group (3 southern border provinces (including 4 districts of Songkhla)	Office of the Broadcasting Commission Television Business and the National Telecommunications Business	2017-2024	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 Amour, 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
36. Optical Fiber Cable Installation Project (2025–2026)	Advanced Wireless Network Company Limited	2025-2026	205.83
37. Maintenance Services for Optical Fiber Cable Network in the Northeastern Region (2025–2027)	Advanced Wireless Network Company Limited	2025-2027	101.56
38. Maintenance Services for Optical Fiber Cable Network in the Central Region (2025–2027)	Advanced Wireless Network Company Limited	2025-2027	74.39
39. Maintenance Services for Optical Fiber Cable Network in the Northern Region (2025–2027)	Advanced Wireless Network Company Limited	2025-2027	48.14
40. Maintenance Services to Support EDS Operations in the Northern and Central Regions (2025–2026)	Advanced Wireless Network Company Limited	2025-2026	5.61
41. Criminal Record Verification System Development Project for Police Stations (Phase 2)	CDG Systems Company Limited	2025-2026	66.00
42. Contract for Installation and Testing of Optical Fiber Cable (OFC) and Detailed Design (Telecommunications Network Installation Project of the State Railway of Thailand)	United Telecom Sales and Services Company Limited	2025-2026	66.64
43. Procurement and Installation of Optical Fiber Cable System and Accessories in the Northeastern Region under the Military Telecommunications Development Project (FY2025)	Directorate of Joint Communications, Royal Thai Armed Forces Headquarters	2025-2026	23.70
44. Procurement and Installation of Microwave Radio Systems and Link Equipment in the Southern Region (Additional Budget FY2025)	Directorate of Joint Communications, Royal Thai Armed Forces Headquarters	2026	92.64

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/IEC 27001:2022, ISO/IEC 27701:2019, ISO/IEC 22301:2019, PCI DSS V4.0.1. and iREC 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.

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 2nd and 3rd 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/IEC 27001:2022, ISO/IEC 27701:2019, ISO/IEC 22301:2019, PCI DSS V4.0.1 and iREC.
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.

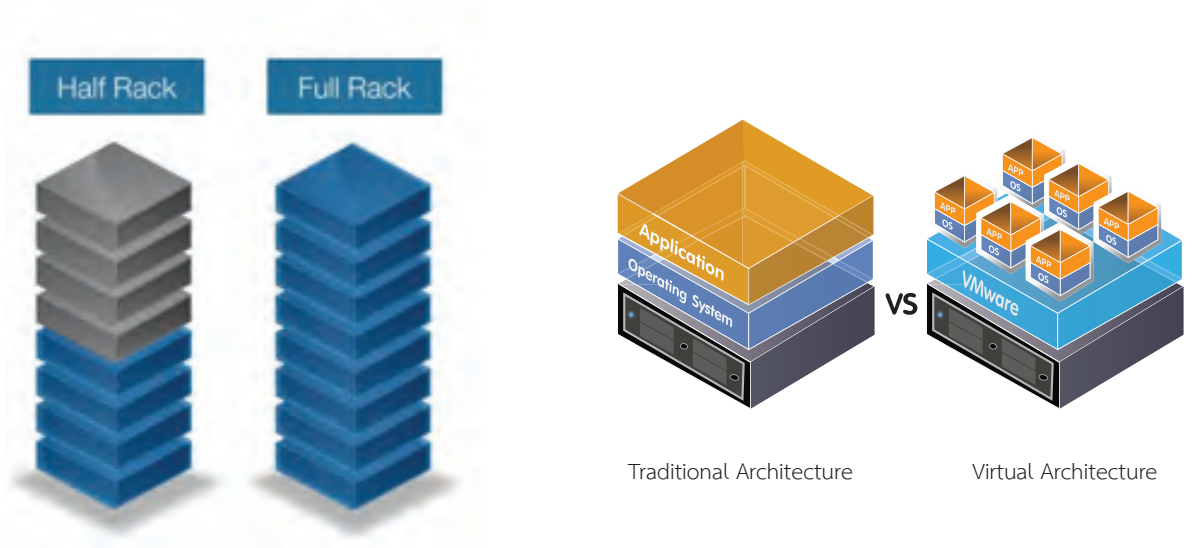
The Company's data center service can be categorized into 3 categories as described below.

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 2025, 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 325 million baht. Which service in 2026 in the amount of 75 million baht and service from 2027 in amount of 65 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/IEC 27001:2022, ISO/IEC 27701:2019, ISO/IEC 22301:2019, PCI DSS V4.0.1 and iREC, 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.

1.2.5 National Defence Corporation Co., Ltd.

Nature of Business

The Company engages in the provision of information and communication technology (ICT) services for national security and defense. Its operations encompass public safety systems and digital solutions, integrating advanced technologies such as the Internet of Things (IoT), Artificial Intelligence (AI), Cloud Computing, and Big Data Analytics. These technologies are applied to support government agencies and Thailand's defense industry.



1.2.6 ITEL Global Co., Ltd.

Nature of Business

The Company operates in the telecommunications and digital infrastructure sector, providing high-speed data communication networks both domestically and internationally. Its services include fiber optic and submarine cable connectivity, as well as data communication circuits for enterprise customers and wholesale operators.

The Company also invests in and develops core network infrastructure, including Core Network systems and DWDM (Dense Wavelength Division Multiplexing) technology. In addition, it offers network management services and cybersecurity monitoring to support the growth of digital technologies, cloud computing, and Artificial Intelligence (AI) across the Southeast Asian region.

*The Company has been a subsidiary since January 9, 2026

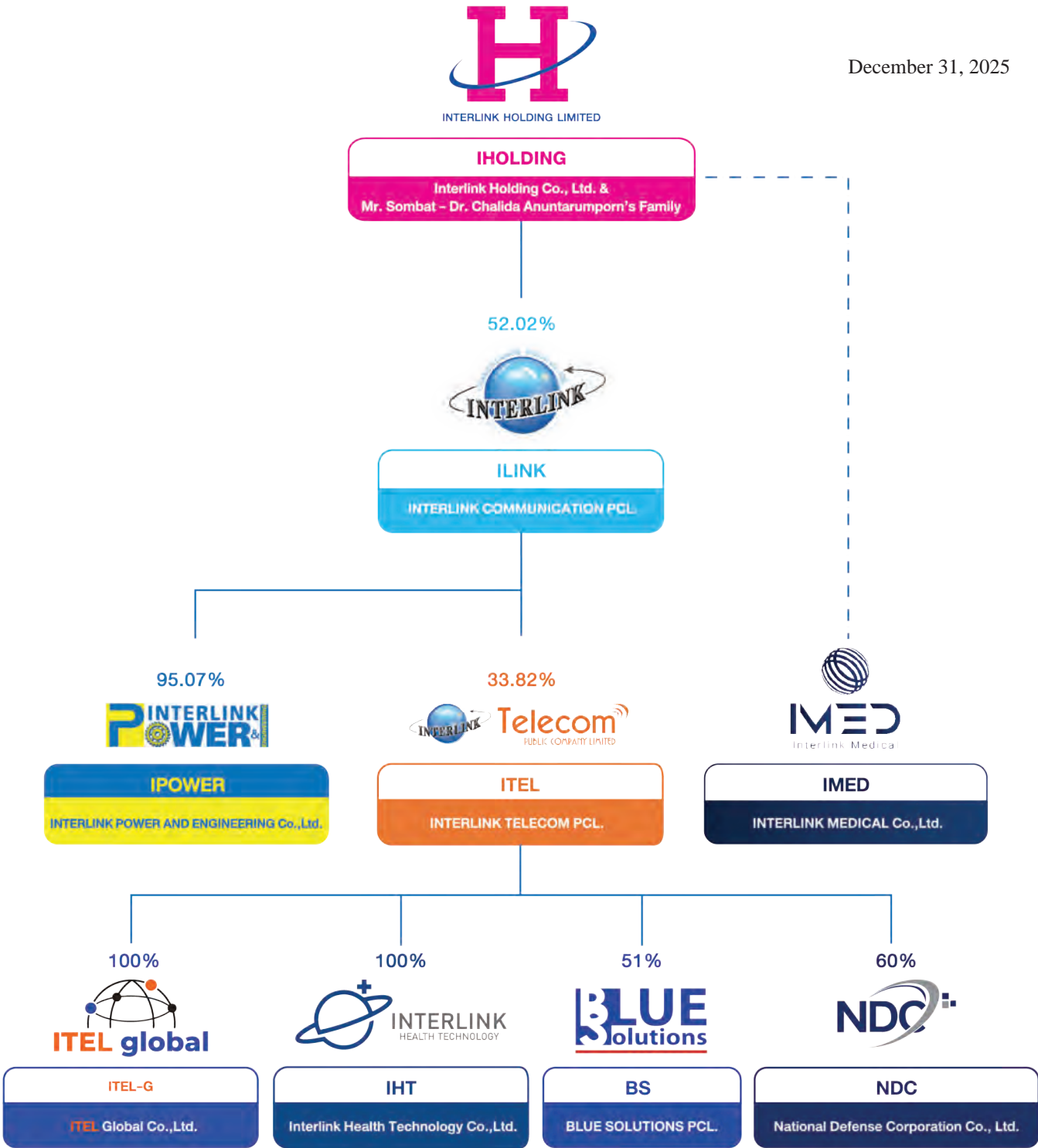


Project in the Future

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



*The Company has been a subsidiary since January 9, 2026

1.3.1 Security and Shareholder

Registered and Paid-Up Capital

As of 31 December 2025, the Company had a registered capital of 1,320,020,076 baht (2,640,040,152 ordinary shares, par value of 0.50 Baht per share) and paid-up capital of 1,008,464,899 Baht (2,016,929,798 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 19 January 2026 (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	682,180,812	33.82
2	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD. (SEAX) ¹	628,000,000	31.13
3	Thai NVDR Company Limited	45,332,952	2.24
4	Dr.Nuttanai Anuntarumporn	37,719,691	1.87
5	Mrs.Vipa Tanthasethi	22,986,957	1.13
6	Mr.Kris Anantakool	18,500,000	0.91
7	Mr.Thawat Thanawutwattana	12,561,762	0.62
8	Mr.Nichada Pornsrisanguan	8,900,000	0.44
9	Mr.Viboon Watcharasurang	8,434,006	0.41
10	Mr.Adisak Asavakovit	8,350,000	0.41
	Total	1,472,966,180	73.03

Notation: ¹The Extraordinary General Meeting of Shareholders No. 1/2025, held on November 26, 2025, of Interlink Telecom Public Company Limited, approved the issuance and allocation of newly issued ordinary shares through a private placement of up to 628,000,000 shares (par value of THB 0.50 per share) to SEAX Asia Pte. Ltd.

Source: Thailand Securities Depository Co., Ltd.

(a) The list of the top 10 major shareholders of Interlink Communication Public Company Limited as of 31 December 2025 (the latest book closing date) can be summarized as follows:

No.	Name	No. of shares held	% of shareholding
1	Interlink Holding Company Limited ¹	136,167,187	25.04
2	Mr.Sombat Anuntarumporn	72,225,390	13.28
3	Mrs.Chalida Anuntarumporn	70,543,796	12.97
4	Thai NVDR Company Limited	21,262,096	3.91
5	UBS AG LONDON BRANCH	13,329,075	2.45
6	Mr.Tossaporn Nakay	10,247,600	1.88
7	Mr.Thawat Thanawutwattana	9,100,000	1.67
8	Mr.Tawat Thanavutwatthana	7,912,450	1.45
9	Mr. Anantachai Sakchaicharoenkul	5,800,000	1.06
10	Mr. Teetiphun Theppadungporn	4,025,000	0.74
	Total	350,612,594	64.49

(b) The list of shareholders of Interlink Holding Company Limited as of 31 December 2025:

No.	Name	No. of shares held	% of shareholding
1	Mr.Sombat Anuntarumporn	30,000	30.00
2	Dr.Chalida Anuntarumporn	30,000	30.00
3	Dr.Lillada Anuntarumporn	10,000	10.00
4	Dr.Nuttanai Anuntarumporn	10,000	10.00
5	Ms.Varisa Anuntarumporn	10,000	10.00
6	Ms.Chutipap Anuntarumporn	10,000	10.00
	Total	100,000	100.00

1.4 Registered and Paid-up Capital

(1) Ordinary Shares

As of December 31, 2025, the Company had registered and paid-up capital as follows:

Registered Capital	:	THB 1,320,020,076
	:	Consisting of 2,640,040,152 ordinary shares
	:	Par value of THB 0.50 per share
Issued and Fully Paid-up Capital	:	THB 1,008,464,899
	:	Consisting of 2,016,929,798 ordinary shares
	:	Par value of THB 0.50 per share

(2) Other Types of Shares (Non-Ordinary Shares)

- None -

1.5 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 (23rd 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 30th June 2020 and the final exercise date was on 22th 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 (20th August 2020), which can be exercised on the last working day of every quarter with the first exercise date falling on 30 September 2010, and the last exercise date was on 19th 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 (15th October 2021), which can be exercised on the last working day of every quarter with the first day exercise date scheduled to fall on 30th December 2021, and the final exercise date was on 12th 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 ITL-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 10th 2024 the Company has allocated ordinary shares to be eligible for the exercise of ITL-W4 warrants. 2567 At present, there are 262,802,218 remaining units of ITL-W3 warrants and the remaining shares reserved for warrants are 262,802,218 shares.

The Company issued up to 276,937,945 units of ITEL-W5 warrants to its existing shareholders without any cost, allocated in the ratio of 5 ordinary shares per 1 warrant.

The ITEL-W5 warrants have a maturity of 1 year from the issuance date (27th June 2025). They can be exercised on the last business day of December 2025 and March 2026, with the first exercise date falling on 30 December 2025 and the final exercise date on 26th June 2026. The ITEL-W5 warrants carry an exercise ratio of 1 warrant per 1 ordinary share at the exercise price of Baht 2.00 per share. The Company has allocated up to 276,937,945 ordinary shares to support the exercise of ITEL-W5 warrants. As of now, no warrants have been exercised, and the remaining ITEL-W5 warrants total 276,937,945 units.

The Company issued up to 346,172,409 units of ITEL-W6 warrants to its existing shareholders without any cost, allocated in the ratio of 4 ordinary shares per 1 warrant.

The ITEL-W6 warrants have a maturity of 3 years from the issuance date (27th June 2025). They can be exercised on the last business day of December 2025, March 2026, June 2026, September 2026, December 2026, March 2027, June 2027, September 2027, December 2027, and March 2028, with the first exercise date falling on 30th December 2025 and the final exercise date on 26th June 2028. The ITEL-W6 warrants carry an exercise ratio of 1 warrant per 1 ordinary share at the exercise price of Baht 3.00 per share. The Company has allocated up to 346,172,409 ordinary shares to support the exercise of ITEL-W6 warrants. As of now, no warrants have been exercised, and the remaining ITEL-W6 warrants total 346,172,409 units.

1.6 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.

1.7 Competitive Industry in 2025 and Trends in 2026

The Company operates in the Information and Communication Technology (ICT) industry, which plays a crucial role in driving the country's economic and social development. At present, digital technologies are widely adopted across business, government, and industrial sectors, resulting in continuously increasing demand for telecommunications infrastructure and data communication networks.

Information and Communication Technology (ICT) Industry

The ICT industry continues to play a vital role in global economic and social development. Digital technologies are increasingly integrated across all sectors, including business, public services, and industrial operations. The development of high-speed internet networks and data communication infrastructure remains a key foundation supporting the growth of the digital economy.

The world is entering the Fourth Industrial Revolution (4IR), where digital technologies, automation, and advanced data processing are transforming economic and industrial landscapes. Systems, machinery, software, and devices are increasingly interconnected through networks and sensors, enabling efficient data exchange and accelerating technological advancement, which significantly impacts business models across industries.

Key technologies driving the ICT industry include 5G, Internet of Things (IoT), drones, edge computing, artificial intelligence (AI), machine learning (ML), and cloud technologies. These innovations enhance operational efficiency, support data-driven decision-making, and create new opportunities for developing products and services.

In Thailand, both the public and private sectors continue to emphasize the development of digital infrastructure and the adoption of ICT to improve efficiency, reduce costs, and strengthen competitiveness at both organizational and national levels. As a result, the importance of ICT in business and industrial sectors continues to increase.

In 2025, the emergence of new technologies and ongoing digital transformation trends continue to shape economic, social, and lifestyle changes. This is reflected in the Digital Industry Sentiment Index for Q4/2025, conducted by the Digital Economy Promotion Agency (depa), based on a survey of 300 digital entrepreneurs across five industries, including software, digital services, digital content, and telecommunications.

The telecommunications sector recorded an index of 52.9, with expectations to rise to 54.8 over the next three months. The survey indicates that digital industry entrepreneurs have a more positive outlook, particularly in the telecommunications sector, where the sentiment has shifted from a neutral level to a confident level, supported by continuous growth in household demand.

In addition, digital entrepreneurs expect the government to further support the digital economy through several key measures:

- **Promotion of Thai digital solutions in the public sector:**

Encouraging government agencies to adopt locally developed digital products and services, along with procurement policies that reflect current costs and provide incentives for Thai digital entrepreneurs. This will enhance market access and support long-term growth while accelerating digital transformation in the public sector, particularly through AI adoption.

- **Development of digital workforce to address talent shortages:**

Accelerating upskilling and reskilling programs in digital skills ranging from basic to advanced levels, such as AI, cybersecurity, and IoT. This includes support through training platforms, subsidies, or incentives, as well as employment support measures and tax benefits to reduce business costs and improve workforce capabilities.

- **Support for research and development (R&D) in digital innovation:**

Expanding access to funding for digital innovation, particularly in S-Curve industries, while encouraging collaboration with the private sector and venture capital. This will support the development of new digital products and services, enhance value creation, and strengthen Thailand’s competitiveness in the global market.

- **Development of the National Digital Trade Platform (NDTP):**

Accelerating the development of a one-stop digital platform to facilitate international trade, connect all relevant stakeholders, reduce export costs, and expand opportunities for Thai products and services in regional and global markets. This platform will also enable the collection and analysis of trade data to support national strategic planning and enhance competitiveness.



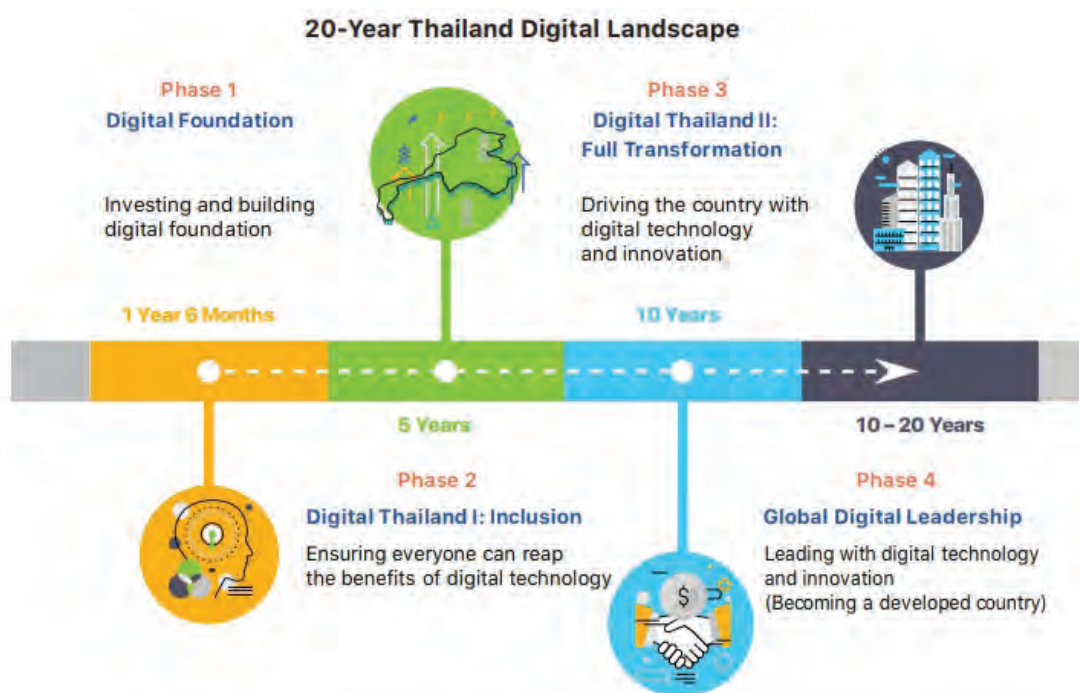
Source: Digital Economy Promotion Agency (depa)

National Digital Economy and Society Development Policy and Plan

The National Digital Economy and Society Development Policy and Plan, B.E. 2018-2037 according to the Digital Development for National Economic and Social Act, B.E. 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 2025, 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 2025 IMD World Competitiveness Ranking

2025 COMPETITIVENESS RANKING

			Score		
01	Switzerland		100.00	↑	1
02	Singapore		99.44	↓	1
03	Hong Kong SAR		99.22	↑	3
04	Denmark		97.51	↓	1
05	UAE		96.09	↑	3
06	Taiwan (Chinese Taipei)		93.71	↑	2
07	Ireland		91.31	↓	3
08	Sweden		90.20	↓	2
09	Qatar		89.93	↑	2
10	Netherlands		89.75	↓	1
11	Canada		88.73	↑	6
12	Norway		86.17	↓	3
13	USA		84.27	↓	1
14	Finland		83.83	↑	1
15	Iceland		83.49	↓	2
16	China		82.13	↓	2
17	Saudi Arabia		82.09	↓	1
18	Australia		78.36	↓	3
19	Germany		78.24	↑	3
20	Luxembourg		78.17	↑	3
21	Lithuania		77.68	↑	3
22	Bahrain		76.56	↓	1
23	Malaysia		74.81	↑	11
24	Belgium		74.57	↓	3
25	Czech Republic		73.66	↑	4
26	Austria		73.55	-	-
27	Korea Rep.		73.39	↓	1
28	Oman		72.86	-	-
29	United Kingdom		71.95	↓	1
30	Thailand		71.32	↓	3

Source: IMD World Competitiveness Yearbook 2025

Competitiveness Ranking

THAILAND

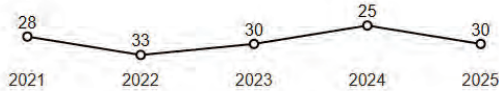


Rank 2025
30th of 69

Basic Facts

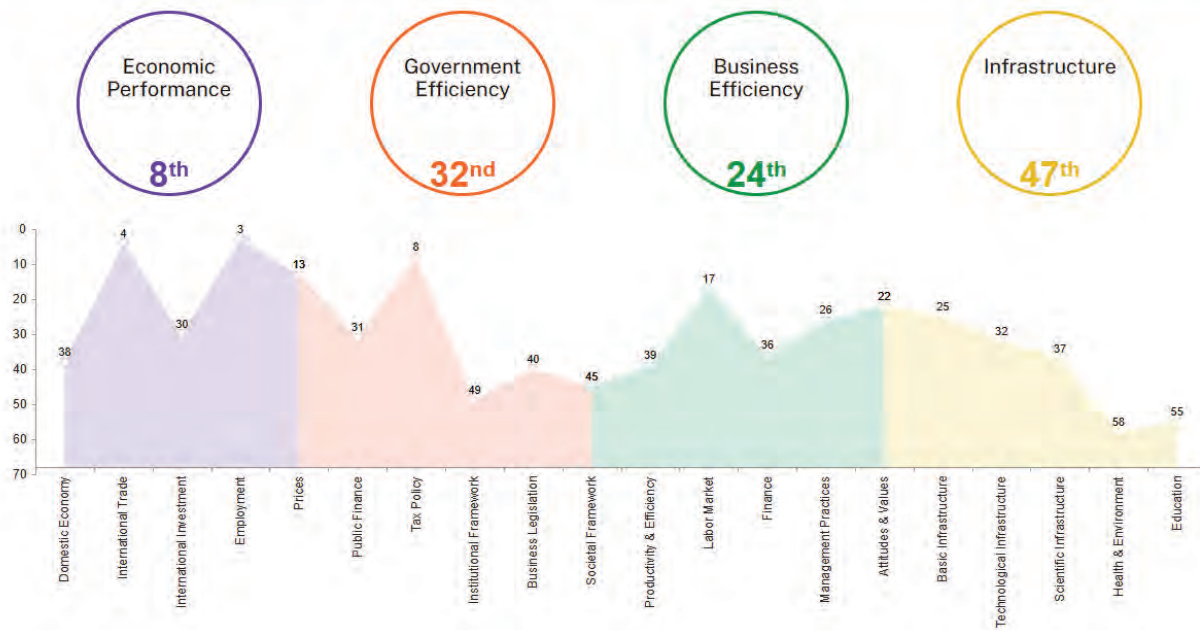
Land area (km² '000)	513	2024
Exchange Rate (per \$)	35.294	2024
Population (million)	65.95	2024
GDP (\$ billion)	526.4	2024
GDP (PPP) per capita (\$)	26,860	2024
Real GDP growth (%)	2.5	2024
Consumer price inflation (%)	0.40	2024
Unemployment rate (%)	1.08	2024
Labor force (million)	40.48	2024
Current account balance (%)	2.11	2024

Overall Performance



Source: IMD World Competitiveness Yearbook 2025

COMPETITIVENESS LANDSCAPE for 2025



Source: IMD World Competitiveness Yearbook 2025

Considering the technological infrastructure as ranked by The World Competitiveness Yearbook by the International Institute for Management Development (IMD), which evaluated 69 countries worldwide in 2025, it was found that Thailand's overall digital capabilities for 2025 ranked 30th out of 69 countries, declining by 5 places from the previous year. The factors used in this assessment include economic performance, government efficiency, business efficiency, and infrastructure.

In terms of infrastructure, Thailand's ranking dropped by 4 places, from 43rd in 2024 to 47th in 2025. Among the sub-factors, only scientific infrastructure showed improvement. Meanwhile, basic infrastructure, technological infrastructure, education, and health & environment remain areas with relatively low rankings and continue to be key challenges that Thailand needs to accelerate development in.

Information and Communication Technology Business

According to the Telecommunications Business Act, B.E. 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 2025, there were 104 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.

Data Center Service Business

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/IEC 27001:2022, ISO/IEC 27701:2019, ISO/IEC 22301:2019, PCI DSS v4.0.1 and I-REC Certified. 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.

1.8 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.

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. These assets are required to support service delivery to customers; therefore, the Company has set a key objective to progressively enhance the utilization of this segment, with data traffic expected to increase continuously over time. 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 5 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

1.9 Customer Relations Management

The Company is committed to creating satisfaction and confidence among customers by delivering high-quality products and services, while fostering strong relationships with customers, society, and all stakeholders. This commitment also supports economic growth and aligns with the Company's business direction under the principles of good corporate governance, aiming to achieve continuous and sustainable growth.

In response to rapid changes in the digital era, the Company continuously adapts to customers' evolving needs by enhancing network quality and developing digital services. The Company also leverages technologies such as Big Data, data solutions, and cybersecurity to improve service efficiency and deliver a better customer experience, while strengthening relationships between customers and the Company.

The Company is driven by the goal of connecting and empowering customers through reliable network infrastructure and innovative digital services. We treat every customer with care and continuously develop services that support their business operations, with the aim of strengthening long-term relationships and growing together sustainably, as follows:



To differentiate our customer experience, the Company's customer relationship management is enhanced by strengthening network capabilities with advanced technologies and delivering superior services as follows:

- **Develop the best experience for customers**

The Company is committed to delivering high-speed and efficient services to support business growth, while maintaining its position as a reliable, stable, and user-friendly network service provider. The Company continues to enhance service quality to provide a seamless and superior customer experience.

In 2025, the Company maintained stable operations amid rapidly increasing demand for telecommunication networks and digital services, driven by hybrid working and digital transformation. The Company focuses on ensuring network quality, stability, and availability to support uninterrupted customer operations and build long-term confidence.

The Company also continues to advance its Big Data and Security initiatives under the New S-Curve strategy, including Drone & Anti-Drone, Social Data & Analytics, Security Analytics, and Tele of Everything. These initiatives support sustainable growth, create new revenue opportunities, and strengthen the Company's ability to retain existing customers while attracting new ones.

- **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 2025, 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

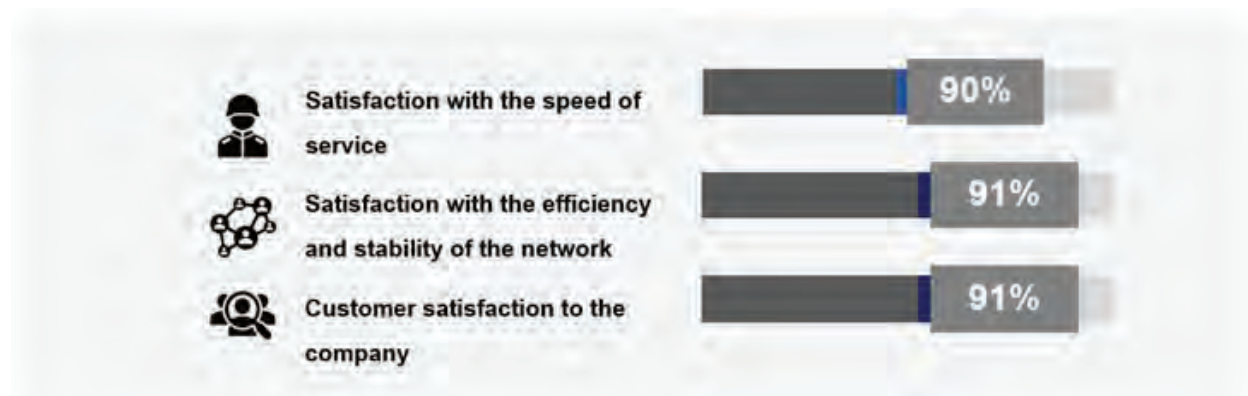
- ✦ Employee is enthusiastic and willing to serve politely and friendly.
- ✦ Correction and prevention when complaint occurs efficient and fast.
- ✦ Speed in editing and serving the service.
- ✦ Sending a monthly usage report accurately and fast.
- ✦ Competence of employee in consulting and solving problems 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 2025. The customers were satisfied with the company at a very satisfied level.



As the result of 2025 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 Management Policy

1. Introduction

Interlink Telecom Public Company Limited recognizes the importance of risk management as a fundamental basis for achieving the Company's objectives. Identifying and managing risks supports better decision-making, helps to identify opportunities, and mitigates the impact of significant events that may affect shareholders.

Risk refers to the possibility or event that may occur and affect the achievement of the Company's objectives or goals. The impact may be financial or may affect the Company's image and reputation.

2. Objectives

This Risk Management Policy ("the Policy") has the following objectives:

1. To establish a framework for risk management processes to be implemented throughout the organization.
2. To ensure that responsibilities for controlling identified risks are appropriately assigned.

3. Scope

This Policy applies to all operations, including directors, executives, and employees of Interlink Telecom Public Company Limited.

4. Risk Management Policy

1. The Company shall establish risk management systems and processes across the organization, aligned with business strategies and objectives, in accordance with international standards. Risk assessment shall cover strategic risks, operational risks, financial risks, compliance risks, information technology risks, corruption risks, emerging/crisis risks, and sustainability risks.

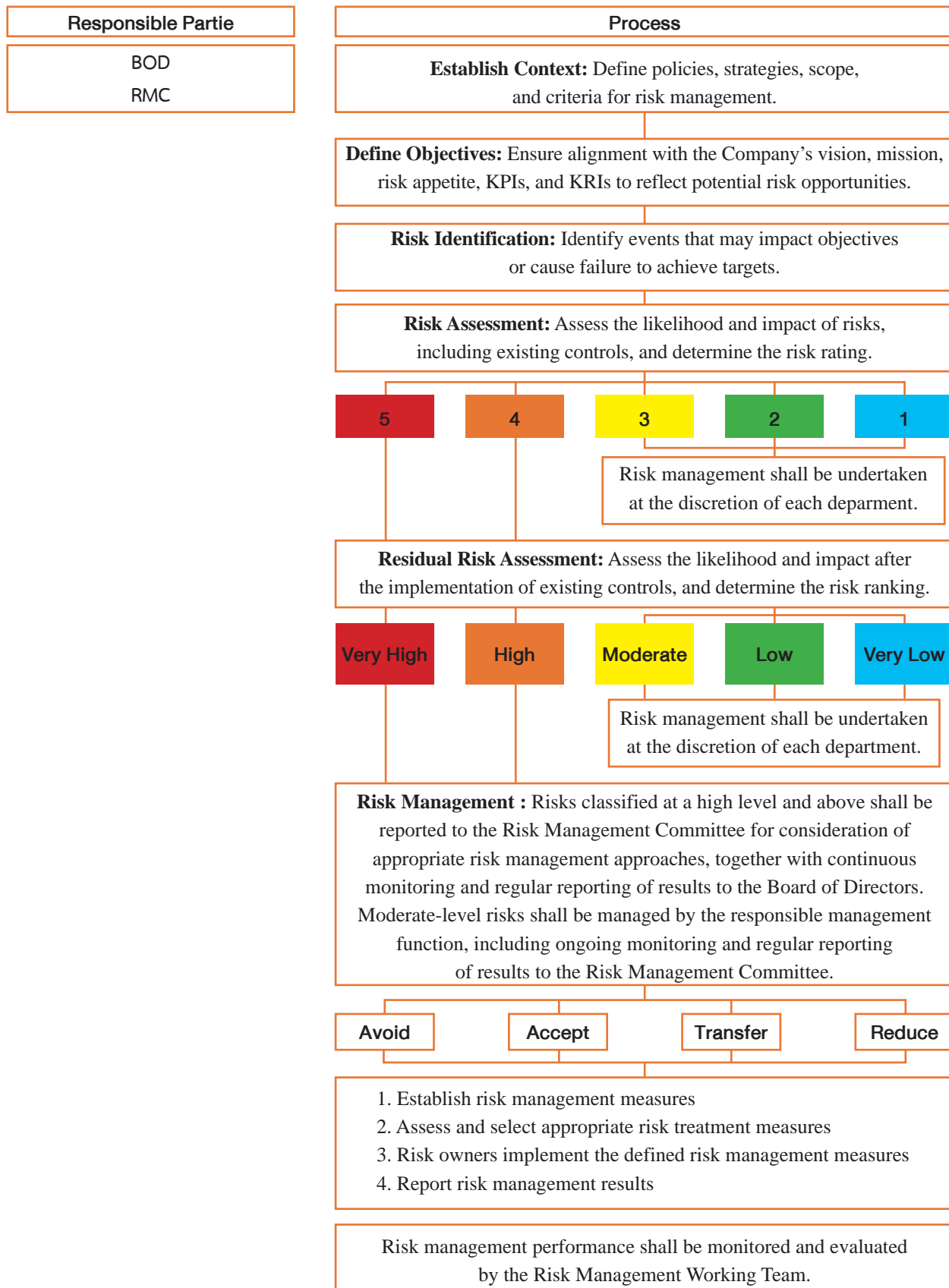
2. All executives and employees are risk owners, responsible for identifying and assessing risks within their areas of responsibility, as well as determining appropriate measures to manage such risks. The Company shall manage risks within an acceptable level (Risk Appetite) or within the tolerance level (Risk Tolerance).

3. Risks that may affect the achievement of the Company's objectives must be managed as follows:

- o Timely identification of risks
- o Assessment of the likelihood of occurrence and potential impact
- o Risk management in accordance with established risk management principles, considering related costs and benefits
- o Regular monitoring and review of risk management to ensure risks are appropriately managed

4. Risks that may significantly affect the Company's business plans and strategies, particularly those assessed as high or very high, must be reported to the Risk Management Committee, the Audit Committee, and the Board of Directors.

5. Risk Management Policy Flowchart



6. Policy Review

The Risk Management Committee shall review this policy on an annual basis and submit any proposed amendments to the Board of Directors for approval.

2.2 Risk Factors Affecting the Company's Business Operations

Risk Factors Affecting the Company's Business Operations

Interlink Telecom Public Company Limited places great importance on the consideration of risk factors and has established policies for risk assessment through collaboration among the Board of Directors, the Risk Management Committee, executives, and employees. Monthly management meetings are held to identify and evaluate risks at both organizational and departmental levels.

The working group reviews key issues, undertakes preliminary actions, and submits them to the Risk Management Committee. The Committee then assesses potential impacts and opportunities, determines the acceptable level of risk (Risk Appetite and Tolerance), and establishes preventive measures, risk management strategies, and mitigation plans.

Subsequently, the outcomes are reported to the Audit and Risk Oversight Committee and presented to the Board of Directors for acknowledgment and/or further recommendations. At present, the Company has identified its principal risks, which can be categorized 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

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 railway line 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 Inability to Install Fiber Optic Network

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 2024, 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/ IEC27001:2013 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

The Company's assets are located across various areas and may be exposed to risks arising from climate change, such as flooding, which could potentially affect business operations. In 2025, there were incidents of heavy rainfall caused by storms, including Typhoon Wipha, resulting in flooding in several areas, including major economic zones, which may have impacted the Company's service delivery. Nevertheless, the Company has implemented preventive and mitigation measures, such as deploying standby personnel in high-risk areas, to ensure that operations continue without disruption and that customer services are not adversely affected.

The potential impact of the risk	Risk level	Risk management methods
Impact on service quality and the Company's reputation	Moderate	Preparation of standby personnel to respond promptly to various situations, along with the provision of necessary equipment

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 2025 or the focus on installation work for service providers related to 5G.

Financial Risk from Expected Credit Loss Provision

Given the current economic conditions, some customers are experiencing liquidity constraints, which expose the Company to risks of delayed or defaulted debt repayment. Consequently, the Company must recognize an Expected Credit Loss (ECL) provision in accordance with accounting standards to reflect the true value of its assets. This recognition directly impacts the Company's profit in the current period.

Nevertheless, management has implemented proactive measures to closely monitor outstanding debts, including debt restructuring negotiations and revised payment terms. Based on debtor assessments and repayment plans, the Company is confident that all outstanding receivables will be fully collected by the end of 2026.

The potential impact of the risk	Risk level	Risk management methods
Revenue not meeting targets	High	Accelerated debt collection from customers

Emerging Risks

Public Health Risk from Covid-19

The Company recognizes the potential impacts of the Covid-19 pandemic on its operations, employee health and safety, business partners, customers, and all related stakeholders. The Company continuously forecasts and assesses the situation in a timely and ongoing manner to prevent and prepare for possible crises.

Strict preventive and disease control measures have been implemented, along with regular meetings between the Board of Directors and management at all levels to evaluate potential risks and readiness. In addition, the Company has established a Business Continuity Plan (BCP) to define preventive and recovery measures, ensuring uninterrupted business operations and reducing risks associated with working within the Company's office premises.

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 2025, 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 and economic 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>Goal 1 Targeting people living in situations where there is a risk of accessing basic resources and services.</p>	<ul style="list-style-type: none"> - Operate business in accordance with corporate governance principles. - Value distribution to stakeholders. 	<ul style="list-style-type: none"> - Business value growth 	<ul style="list-style-type: none"> - Have partners who operate transparent and have the standard as specified by the company
 <p>Goal 3 Ensuring the health and well-being of all people at all ages.</p>	<ul style="list-style-type: none"> - Provide welfare to employees. - Concerned for health and safety. - Human rights respect 	<ul style="list-style-type: none"> - Maintain employees satisfaction levels over 50%. - It does not have unfair employment and illegal employment. 	<ul style="list-style-type: none"> - Create security from project management and control. - All employees receive equality and thoroughness. - No illegal employment
 <p>Goal 4 Provide equal education and comprehensively promote equal learning.</p>	<ul style="list-style-type: none"> - Organize activities for development knowledge of fiber optic networks for organizations and educational institutions. - To support the education of youth. 	<ul style="list-style-type: none"> - Exchange Inter-institutional between institution education and the company. - Recruiting qualified personnel that meet the needs of the labour market. - Build a good rapport between people in society. - Be a part of the social development according to the vision and mission of the company. 	<ul style="list-style-type: none"> - Reduce unemployment rate. - Society has a quality workforce that meets market needs. - Increased access education to the youth - Create jobs, create careers for a better quality of life.

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

Targets by SDGs	Operation plan	Benefits to the Company	Benefits to society and the environment
<p>Goal 10</p>  <p>Reduce inequality within and between countries.</p>	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Create equality with no socially divided
<p>Goal 11</p>  <p>Making cities and human settlements inclusive security ready for change and sustainable development.</p>	<ul style="list-style-type: none"> - Establish measures safety and operation plan for risk management from various disasters. - Providing knowledge for disaster prevention and response. 	<ul style="list-style-type: none"> - Reduce the impact and disaster risk. - Create a good relationship and the confidence given to customers, employees, and communities. 	<ul style="list-style-type: none"> - Innovate to develop the country - Encourage innovation technology to developing country.
<p>Goal 13</p>  <p>Take urgent action to tackle climate change and its impacts.</p>	<ul style="list-style-type: none"> - Create policy measures and carry out activities to reduce the quantity greenhouse gas. 	<ul style="list-style-type: none"> - Reduce the impact of natural disaster that may affect operation of the company. - To build cooperation for solve problems together in the organization. 	<ul style="list-style-type: none"> - Reduce the impact on the environment and world resources.
<p>Goal 15</p>  <p>Protect, restore and promote sustainable use of terrestrial eco systems.</p>	<ul style="list-style-type: none"> - Promoting and helping increase the green area for the country. 	<ul style="list-style-type: none"> - Making a good relationship between companies, people in the community and government agencies. 	<ul style="list-style-type: none"> - Increase green area and restore degraded forests of the country. - Reduce the deforestation. - Make money to the community.

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

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 2025, 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 2025, 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 2025, 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.

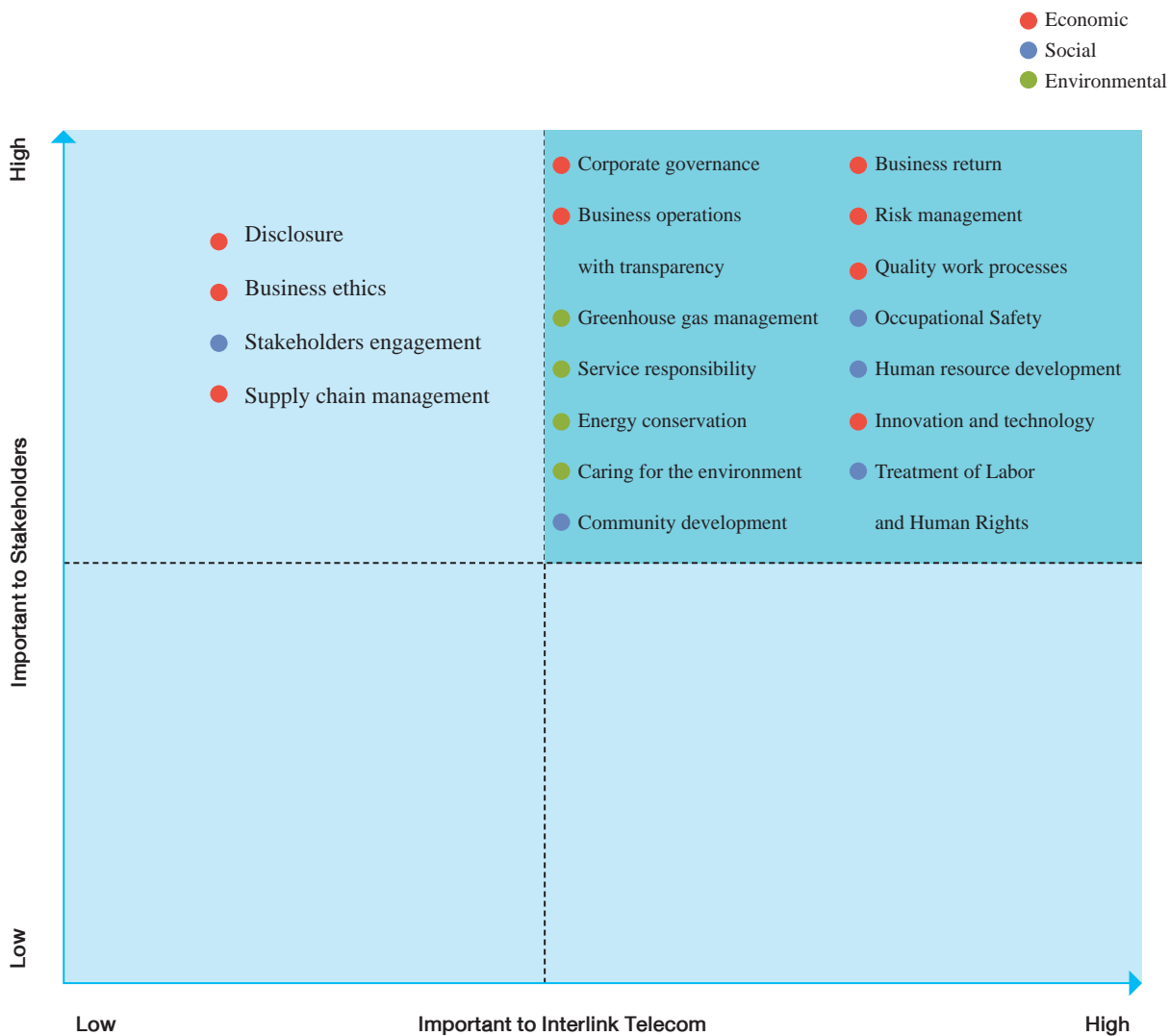
Sustainable development issues

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

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

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

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

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

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"> • Upgrading network services that are responsible for economic and social dimensions • Creating customer satisfaction and recognition • Risk management 	<ul style="list-style-type: none"> • Corporate governance • Compliance with good governance principles and fair customer service • Guidelines for designing new solutions or new operational processes • Anti-corruption • Environmentally friendly supply chain • Responsibility to employees 	<ul style="list-style-type: none"> • Strengthening the economy and inclusive access to technological • Encouragement a good living • Environmental impact management

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

3.3.1 Sustainability Management in Corporate Governance and Economic Aspects

The Company is committed to promoting continuous and sustainable business growth, with the objective of operating beyond expectations in terms of network quality and stability, as well as delivering services that ensure partner and customer satisfaction. The Company conducts its business with integrity, transparency, and adherence to ethical principles.



The Company has established social policies and practices covering seven key areas as follows:

1. Conducting business in accordance with the principles of good corporate governance to ensure transparency, respect for human rights, and fair treatment of all stakeholders.
2. Ensuring non-discrimination against all stakeholder groups, including customers and business partners.
3. Providing fair treatment to employees and respecting human rights in accordance with international standards and applicable labor laws.
4. Preventing fraud and corruption by conducting business with transparency, integrity, and strict compliance with relevant rules and regulations.
5. Emphasizing environmental responsibility and sustainable development by promoting environmental protection and minimizing impacts on the environment and communities, in line with the highest environmental management standards.
6. Supporting community engagement and social development by promoting sustainable growth in local communities where the Company operates, as well as for the broader public.
7. Monitoring and reporting on significant activities, including social initiatives, to ensure that all stakeholders are informed through appropriate channels, while gathering feedback and incorporating suggestions for continuous improvement.

Performance in Corporate Governance and Economic Dimensions in 2025

Corporate Governance, Business Ethics, and Regulatory Compliance

The Company has implemented corporate governance policies to ensure that executives and employees are fully aware of, understand, and strictly comply with the Company's policies. Recognizing the importance of corporate governance, the Company believes that management based on transparency, accountability, integrity, and anti-corruption practices, together with fairness and responsibility toward all stakeholders, will lead to strong and sustainable growth, thereby fostering confidence and trust among stakeholders.

The Board of Directors is committed to upholding good corporate governance practices and actively oversees management to ensure that its duties are carried out in compliance with applicable laws, the Company's objectives and Articles of Association, as well as the resolutions of shareholders' meetings, with integrity, prudence, and due regard to the best interests of the Company and its shareholders. In this regard, the Company adopts the corporate governance principles prescribed by the Securities and Exchange Commission, in line with the G20/OECD definition of "Corporate Governance," together with the criteria under the Corporate Governance Report of Thai Listed Companies (CGR) conducted by the Thai Institute of Directors Association (IOD), and applies them in a manner appropriate to its business operations. In addition, the Company regularly reviews its Code of Business Conduct to ensure that directors, executives, and employees perform their duties with integrity, thereby strengthening and maintaining the Company's reputation, corporate image, and stakeholders' confidence in accordance with its corporate governance policy.

Results of Operations for the Year 2025

ITEL Reinforces Leadership in Corporate Governance with “Excellent” 5-Star Rating for Five Consecutive Years

The Company received a 5-Star rating (Excellent CG Scoring) in the Corporate Governance Report of Thai Listed Companies (CGR), conducted by the Thai Institute of Directors Association (IOD) with the support of the Stock Exchange of Thailand. This achievement marks the fifth consecutive year that ITEL has maintained the highest standard of corporate governance evaluation. It reflects the strong commitment of the Board of Directors, executives, and employees to conducting business with strict adherence to good corporate governance principles, integrity, and sustainable development.

Membership in the Thai Private Sector Collective Action Against Corruption. (CAC)

The Company has successfully renewed its certification of membership in the Thai Private Sector Collective Action Against Corruption (CAC) for the third time. The certification is valid for three years, from 2025 to 2028, and reflects the Company’s strong commitment to operating under the principles of corporate governance, integrity, transparency, and zero tolerance for all forms of corruption. This achievement underscores the Company’s determination to drive sustainable growth while reinforcing long-term confidence among stakeholders

Customer Satisfaction Survey

The Company places great importance on fostering long-term customer relationships by continuously enhancing service quality to support customers’ stable and sustainable business growth. To this end, the Company organizes a variety of activities, including technical training and system usage workshops, consulting on digital infrastructure, and initiatives to strengthen customer capabilities under the value chain concept, thereby enhancing organizational knowledge and expertise.

To evaluate service quality and gather feedback, the Company conducts annual customer satisfaction surveys covering clients utilizing telecommunications network services and data center facilities. The 2025 survey results indicated an average overall satisfaction score of 4.49 points, equivalent to 89.65 percent, which is categorized as “Highly Satisfied.” This result is consistent with the 2024 survey, which recorded an average satisfaction level of 90.06 percent, reflecting the Company’s ability to maintain service standards consistently.

By category, customers expressed high satisfaction with the knowledge, competence, and expertise of personnel, as well as the speed and efficiency of service delivery. Meanwhile, feedback regarding facilities and visitor areas has been analyzed to develop improvement plans aimed at further enhancing service quality.

The Company utilizes customer satisfaction survey results as input for strategic development and action plans to continuously elevate the customer experience. This approach strengthens customer confidence and fosters sustainable relationships, while supporting long-term business growth in partnership with clients.

Customer and Partner Training and Knowledge Sharing

The Company places importance on enhancing the capabilities of its customers and business partners to strengthen their operational efficiency and raise performance standards across the value chain. In 2025, the Company organized training sessions and seminars in both on-site and online formats, covering network technology, fiber optic systems, occupational safety standards, and business development. Key activities included a training program on “Fiber Optic Technology and Basic Testing” to enhance technical knowledge for the Provincial Electricity Authority (PEA), as well as participation as a speaker in the “Entrepreneur of Defense” Program, Batch 2, for the fiscal year 2025, organized by the Defence Technology Institute, to share knowledge on the development of information technology projects for national security. The Company believes that continuous knowledge sharing helps strengthen the capabilities of its customers and partners and supports sustainable business growth in the long term.

Customer Care and Support During the COVID-19 Pandemic

The Company prioritized service continuity for its telecommunications network and data center services, which are critical components of the nation's digital infrastructure, during the COVID-19 pandemic. Measures were implemented to ensure uninterrupted services and to prevent any impact on customers' telephone and internet systems. The Company developed emergency response plans and coordinated with government agencies and relevant authorities to obtain access permits during periods of travel restrictions or area lockdowns, enabling engineering teams to promptly resolve service disruptions.

In addition, the Company supported customers utilizing its data center services by allowing them to continue operations within the facilities under appropriate safety measures. This ensured that customers' critical systems and data were safeguarded and continuously monitored 24 hours a day.

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

In 2025, the Company did not receive any complaints regarding the protection of personal data and privacy.

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.

Level of disclosure information	Following standard ('In accordance' – Core)
Reporting period	January 1, 2025 to December 31, 2025
Reporting cycle	Annual
Certification quality report	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.
Previous report	Sustainability Development Report 2025 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 2025 sustainability Development Report which would be displayed on the company's website. <https://ir.interlinktelecom.co.th/>

3.3.2 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 2025

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.

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) 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.

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.

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.

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

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.

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.

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.

Sustainable Management of Electronic Equipment

In 2025, the Company implemented tangible initiatives through various activities, including the donation of 10 refurbished and quality-assured computers to Bang Kradan School, located in Bang Krajet Subdistrict, Bang Khla District, Chachoengsao Province, adjacent to the USO Net Community Internet Center managed by ITEL. This initiative aimed to support information technology education and enhance media and technology literacy skills among primary school students.

Furthermore, under the project “ITEL I GIVE: Old Computers, New Future”, the Company donated a total of 40 computers and electronic devices to representatives of Phichit Technical College to support vocational education and the development of students’ technological skills.

These initiatives not only help reduce electronic waste but also maximize the value of existing resources, create educational opportunities, and improve the quality of life for Thai youth in a meaningful way, in line with the concept of “Leveraging Technology to Develop Thailand” sustainably.

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 CO₂ emissions.

Furthermore, the company has embraced clean energy by installing Solar Rooftops and transitioning to 100% solar power to reduce fossil fuel reliance, CO₂ emissions, and environmental impact, while advancing the adoption of renewable energy.

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. Cadmiun	0.1 wt%
4. Hexavalent chromium	0.1 wt%
5. Polybrominate Biphenyl :PBB	0.1 wt%
6. Polybrominatediphenyl 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

Greenhouse Gas Reduction and Green Data Center Development



The Company places strong emphasis on reducing greenhouse gas emissions through concrete initiatives. In 2025, Interlink Data Center was developed as a Green Data Center by designing the building structure to maximize energy efficiency, minimize environmental impact, and enhance energy stability. The facility was designed to utilize natural light through glass panels to reduce electricity consumption, minimize heat accumulation, and improve air-conditioning efficiency. The Company also set a target Power Usage Effectiveness (PUE) ratio of below 2 to optimize energy efficiency and continues to improve PUE performance to reduce energy consumption and carbon dioxide emissions released into the atmosphere.

Beyond structural design, the Company launched the “Solar Rooftop” project in 2024 to transition from fossil fuel-based electricity to 100% solar energy. The installation covers a total area of 6,268 square meters. This initiative not only reduces carbon dioxide emissions but also promotes the use of renewable energy and supports long-term sustainable energy practices.

Solar Rooftop Project Performance in 2025

The results of the Solar Rooftop Project in 2025 demonstrated clear success:

- Total electricity generated amounted to 1,382,842 kWh, representing an increase of more than 52% compared with 954,000 kWh in 2024.
- Annual electricity cost savings were approximately THB 6,593,290, reflecting both cost efficiency and return on investment.
- The proportion of electricity consumption from the Solar Rooftop averaged 15–18% of total monthly usage, up from 11% in the previous year.
- Greenhouse gas (CO₂) emissions were reduced by an estimated 600 tons per year, compared with 400 tons in 2024.

These outcomes highlight the Company’s commitment to environmentally responsible operations and long-term energy sustainability. They are aligned with the Company’s strategy to develop a Green Data Center and continuously improve Power Usage Effectiveness (PUE) to reduce energy consumption and carbon emissions.

3.3.3 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 2025

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 (UNGPR), 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 2025, 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 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 2025 of the company are shown as follows:

Company Name	Number of Employees	Accidents	Illnesses
Interlink Telecom Public Company Limited	812	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 PM 2.5 Air Pollution

In 2025, fine particulate matter (PM 2.5) continued to be one of the key environmental issues affecting the quality of life in many areas of Thailand, including locations where the Company operates. Recognizing the impact of air pollution on the health of employees, customers, and surrounding communities, the Company has proactively implemented measures to mitigate the effects of PM 2.5 and to foster a safe and sustainable environment for all stakeholders.

Key measures undertaken include:

- Internal awareness campaigns: Promoting employee awareness of PM 2.5 issues through activities and internal communications.
- Digital technology adoption: Encouraging online meetings to reduce travel-related air pollution.
- Eco-friendly commuting support: Promoting the use of public transportation and low-emission travel options among employees.
- Collaboration with business partners: Working together to develop approaches that reduce environmental impacts and strengthen shared social responsibility.

Through these initiatives, the Company remains committed to responsible business practices while contributing to improved quality of life and sustainable development in the long term.

Employee Engagement Survey

The Company recognizes the importance of understanding and responding to employee expectations through regular engagement surveys. In 2025, the survey results indicated that employees expressed a very high level of satisfaction and engagement with the organization overall, with 90.45 percent of employees participating. Of these, 79.03 percent reported strong engagement and satisfaction with the Company.

The Company will continue conducting annual surveys to gather insights for improving management systems. Based on the 2025 survey responses, the Company assessed and analyzed key engagement factors that may influence performance outcomes. As a result, the Company reviewed and enhanced critical engagement drivers, including career growth opportunities, talent management, and performance management practices.

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 2025 is as follows:

Training	Number (times)	Number of Trainees (people)	Number of Hours
In-House Training	41	546	171
External Training	46	1005	358
Total Training	87	1551	529

In 2025, the Company organized a total of 87 training courses, both internal and external. The average training hours per employee amounted to 8.12 hours per person per year.

No.	In-House Training in 2025
1.	Contractor Safety Training for AIS (G), Class 38
2.	VESDA + Fire Suppression + Fire Alarm + Fire Drill Exercises, Class 1/2025
3.	Electrical System + Fuel Refill + Flood Protection, Class 1/2025
4.	Entry/Exit Procedures and On-Site Problem Management (Shift A), Class 1/2025
5.	ISO/IEC 27701:2019
6.	Basic Firefighting and Fire Evacuation Drill, Class 4/2025
7.	Fundamental Cloud, Class 1
8.	Contractor Safety Training for AIS (G), Class 39
9.	Contractor Safety Training for AIS (G), Class 40
10.	Fundamental Cloud, Class 2
11.	PCI DSS, Class 1
12.	VESDA + Fire Suppression + Fire Alarm + Fire Drill Exercises, Class 2/2025
13.	ISO 22301 Business Continuity Management
14.	Segment Routing Fiberhome Configuration, Class 1

No.	In-House Training in 2025
15.	Contractor Safety Training for AIS (G), Class 42
16.	MikroTik Certified Network Associate (MTCNA)
17.	Data Center Electrical System Management & Maintenance, Class 1
18.	Data Center Electrical System Management & Maintenance, Class 2
19.	Fundamental Cloud, Class 3
20.	Electrical System + Fuel Refill + Flood Protection, Class 2/2025
21.	Fundamental Cloud, Class 4
22.	Power System Node Preventive Maintenance & Secure CRT Update, Class 1/2025
23.	Cooling System + Hot Spot Cooling + Water Leak, Class 1/2025
24.	Financial Security Awareness
25.	CPR and AED Training, Class 1
26.	CPR and AED Training, Class 2
27.	Customer Incident Reporting Procedures (Shift A), Class 1/2025
28.	Customer Incident Reporting Procedures (Shift A), Class 2/2025
29.	Data Center Facilities Management Foundation
30.	Security Awareness for IDC (Shift A)
31.	Fundamental Cloud, Class 6
32.	Professional Training in Leadership & Management, Class 3
33.	Co-Location Provisioning Process (Shift B)
34.	Co-Location Provisioning Process (Shift A)
35.	Emergency Response Review: Earthquake and Fire
36.	External Communication Line Work on Utility Poles (PEA Nationwide), Class 22/2025
37.	Professional Training in Leadership & Management, Class 4
38.	AWS Accreditations (Business, Technical, Partner)
39.	External Communication Line Work on Utility Poles (PEA Nationwide), Class 23/2025
40.	VESDA + Fire Suppression + Fire Alarm + Fire Drill Exercises
41.	Operations Check Sheet

No.	External Training Programs in 2025
1.	So Easy (Solar Cell)
2.	Data Management with Synology
3.	MikroTik Solution for Mini ISP
4.	Strategic Supply Chain Management Workshop 2025
5.	External Communication Line Work on Utility Poles (PEA, Class 5/2025, Udon Thani)
6.	The Master Class: Close Selling Techniques, Class 1
7.	149 Issues in Tax Expense Documentation – Ensuring Revenue Department Acceptance (2025)
8.	External Communication Line Work on Utility Poles (PEA Nationwide, License Renewal), Class 3/2025
9.	Wireless LAN (Classroom)
10.	Employee Welfare Fund
11.	ESG Knowledge Package: Basic ESG Knowledge for Employees

No.	External Training Programs in 2025
12.	Governance, Risk, and Compliance
13.	External Communication Line Work on Utility Poles (PEA Nationwide, License Renewal), Class 6/2025
14.	Utility Pole Operations (MEA, 2025) for External Workers – Class 1/2025
15.	Line for Developers x Generative AI
16.	External Communication Line Work on Utility Poles (PEA Nationwide, License Renewal), Class 8/2025
17.	Accounts Payable Management and Fraud Prevention
18.	Utility Pole Operations (MEA, 2025) for External Workers – Class 2/2025
19.	Occupational Safety Officer (Executive Level)
20.	Train the Trainer
21.	Accounting Techniques for Expense Management and Compliance
22.	Cybersecurity
23.	Safety, Occupational Health, and Workplace Environment Committee
24.	HR Synergy: Elevating People, Shaping Business
25.	Investor Relations Professional Development Program
26.	Value Added Tax (VAT) Regulations
27.	Key Updates in TFRS (2024 Revision), Effective January 1, 2025
28.	Accounting and Finance Operations with Internal Control
29.	Negotiation for Modern Procurement & Supply
30.	Strategic Risk Management in Purchasing and Supply
31.	Pivot Table Excel for Accounting Reports
32.	ESG Internal Audit
33.	Utility Pole Operations (MEA, 2025) for External Workers – Class 3/2025
34.	Risk Management in Logistics and Supply Chain for Business Resilience
35.	Stamp Duty Compliance: 28 Contracts and 23 Electronic Instruments under Revenue Department Rules
36.	External Communication Line Work on Utility Poles (PEA Nationwide, License Renewal), Class 15/2025
37.	Effective Communication and Coordination Skills
38.	AI for Procurement
39.	Cash Budgeting for Accountants – Executive Planning and Decision-Making
40.	Safety Unit Management for Executives
41.	Designing Work Skills in the Age of AI
42.	Data Protection Officer (DPO) in Action
43.	Data Center Cybersecurity Foundation (DCCSF)
44.	People Analytics: New Skills for HR in the New World of Work
45.	Case Studies & Workshop on International Payments (PND.54, PP.30)
46.	Labor Law Compliance for Accountants

Employee Engagement Initiatives

The Company has always believed that employees who are happy at work consistently deliver high-quality performance. As an organization is not driven by management alone, employees play a vital role in moving the business forward and supporting its sustainable growth. The Company therefore organizes activities to promote workplace well-being, along with various initiatives aimed at enhancing the quality of life of employees and their families.

Internal Communication and Relationship Building

The Company organized the ITEL Town Hall 2025 as a key platform to communicate corporate direction, core policies, and business strategies toward the 2025 goals. Senior executives engaged directly with employees at all levels, fostering dialogue and shared understanding to ensure alignment in operations. The event emphasized transparency, collaboration, and employee participation, providing opportunities for staff to propose solutions and share feedback for continuous improvement. This initiative strengthened organizational relationships and created a cooperative atmosphere that supports sustainable success.



Organizational Efficiency and Culture Development

The Company implemented the 5S Program to improve work processes and instill positive work habits, thereby reinforcing a systematic organizational culture. The application of 5S principles enabled smoother operations, measurable outcomes, and enhanced employee discipline. In addition, the Company organized annual seminars and training courses to continuously expand employee knowledge and skills, supporting long-term efficiency and future growth.

Employee Financial Well-being Initiatives

The Company promotes and supports the financial well-being of employees and their families through the Pay Active Program, which allows employees to access their earned salary in advance without waiting for the official payday. This initiative helps employees manage urgent or unforeseen expenses, reduces stress, enhances morale, and lowers turnover risk, thereby contributing to overall financial health. In addition, the Company provides housing loan programs and provident funds to strengthen employees' long-term financial security.

Employee Engagement and Workplace Culture

To foster happiness and a positive work environment, the Company introduced the ITEL Surprise Day program, held during major festivals and special occasions such as New Year, Songkran, Loy Krathong, and the Company's anniversary. These activities aim to bring joy and fun to the workplace, reinforce a warm and friendly organizational culture, and inspire greater collaboration and motivation among employees.

Annual Health Check-up Program: Employee Well-being for Quality of Life

The Company places high importance on employee health and therefore organizes annual health check-up programs to ensure comprehensive and systematic medical examinations. These check-ups enable employees to monitor their health conditions, prevent potential illnesses, and receive professional medical advice. The initiative promotes strong physical well-being, allowing employees to work effectively and happily.

Family Rights and Benefits

The Company is committed to supporting employees and their families by providing comprehensive family rights and benefits, which are essential for stability and happiness. The Company offers maternity leave to allow employees to care for their families and newborns without affecting career security. In addition, the Interlink Cooperative was established to provide financial support and welfare for employees and their families, including savings programs, housing loans, and emergency assistance. These initiatives reflect the Company's dedication to employee care beyond the workplace, encompassing quality of life and family security, thereby fostering loyalty, motivation, and sustainable growth together with the organization.

Community and Social Engagement



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 2025, the following activities were implemented as part of this endeavor:

CSR Projects in 2025:

ITEL I GIVE – Old Computers, New Future

In 2025, the Company donated a total of 50 refurbished computers and electronic devices, comprising 40 units to Phichit Technical College and 10 units to Wat Bang Kradan School, Bang Krajet Subdistrict, Bang Khla District, Chachoengsao Province. This initiative aimed to provide equitable and sustainable access to digital opportunities, particularly for youth in remote areas.

The “ITEL I GIVE – Old Computers, New Future” project represents ITEL’s flagship CSR activity, focusing on maximizing the value of resources in an era of rapid technological change. By repairing and redistributing old computers to educational institutions, the project not only reduces electronic waste but also helps bridge the digital learning gap in a tangible way.

Looking ahead, ITEL plans to expand the project nationwide and invite business partners and the general public to participate, fostering a culture of sustainable sharing and collective social responsibility.



ITEL I GIVE – Repair and Share Love, Year 9

In 2025, the Company continued the “ITEL I GIVE - Repair and Share Love” project for the ninth consecutive year. ITEL selected Ban Na-Isan Border Patrol Police School, Tha Kradan Subdistrict, Sanam Chai Khet District, Chachoengsao Province, as the beneficiary location. The Company supported and installed a public address system within the school to enhance communication efficiency between teachers and students in remote areas.

ITEL Campus Knowledge Delivery to School, Year 9

In 2025, the Company continued its social responsibility mission through the “ITEL Campus” project for the ninth consecutive year. The initiative aims to promote learning in technology and innovation among vocational and higher education students, preparing them for the digital workforce.

Activities included the “Knowledge Visit @ Interlink Data Center”, where students were invited to tour the Interlink Data Center and the Network Management Center (NMC) located in Bangkok. This program was designed to inspire young people to “think boldly, act confidently, and grow with technology,” by providing real-world learning experiences in operational environments.

In 2025, participants included students from the College of Innovation and Industrial Management, King Mongkut’s Institute of Technology Ladkrabang, and the Faculty of Industrial Technology, Chitralada Technology Institute.

ITEL's Participation in Communication Cable Management for Safer and Smarter Cities

The Company has continuously collaborated in the nationwide communication cable management project to enhance the orderliness and safety of telecommunication infrastructure, while supporting the development of smart cities. ITEL is committed to maintaining and improving its network to ensure efficiency, stability, and user-friendliness, thereby delivering seamless communication experiences and meeting the future demands of Thailand's digital industry.

In 2025, ITEL participated in cable removal and reorganization in the following areas:

- Ngam Wong Wan Road (both sides), from Khae Rai Intersection to Vibhavadi Road, covering approximately 8.5 kilometers.
 - Thepharak Road, Samut Prakan Province, along the Yellow Line MRT route, covering more than 6.6 kilometers.
 - Lat Phrao Road (even-numbered side), starting from Bangchak gas station near Soi Lat Phrao 8 onwards.
 - Witthayu Road (both sides), from Witthayu Intersection to Ploenchit Intersection, covering 2.1 kilometers.
- The Company collaborated with government and private agencies, including the Bangkok Metropolitan Administration, Metropolitan Electricity Authority (MEA), National Broadcasting and Telecommunications Commission (NBTC), National Telecom Public Company Limited (NT), Royal Thai Police, and telecommunication operators. This joint effort aimed to reorganize communication cables to improve safety, reduce accident risks, and enhance the city's landscape.

ITEL Calendar Donation Initiative

The Company continued to uphold its commitment to social responsibility by donating old desk calendars to the Educational Technology Center for the Blind (Braille Media Production Center), under the Foundation for the Blind in Thailand, under the Royal Patronage. The donated calendars were repurposed to produce Braille materials for visually impaired individuals.

This activity reflects ITEL's dedication to promoting social equality while embedding sustainability principles by transforming unused items into valuable resources. The initiative demonstrates the Company's effort to maximize resource utilization and contribute to inclusive development.

ITEL I GIVE – Sharing Kindness, Passing Value

The Company donated office equipment, such as chairs and other items in good condition, to the Mirror Foundation for use in its activities and to be passed on to those in need. This initiative reflects ITEL's commitment to resource efficiency and its dedication to fostering a culture of sharing within society. By collaborating with civil society organizations that play a vital role in supporting underprivileged communities, ITEL reinforces its mission to create sustainable social impact and promote collective well-being.

ITEL Give Blood Together – One Donor, Many Lives, Season 7

The Company, in collaboration with the National Blood Center of the Thai Red Cross Society, continued to promote volunteerism and social contribution through the "Give Blood Together - One Donor, Many Lives, Season 7" campaign. The initiative aimed to raise awareness among employees and the general public about the importance of blood donation, ensuring sufficient blood reserves for patients nationwide.

The Company emphasized its commitment to improving the quality of life for Thai people by supporting blood collection to increase national reserves, while instilling a spirit of sacrifice among employees, customers, and the wider community. Each blood donation can help save more than three patients' lives, underscoring the critical impact of this activity.

In 2025, the Company contributed a total of 63,000 cc of blood to the National Blood Center, which was used to treat patients in urgent need. This effort represents one of ITEL's key ongoing missions to support healthcare and strengthen social well-being.

Community Support and Social Development

The Company demonstrated its commitment to giving and supporting society by donating to several foundations that play significant roles in Thailand, in recognition of media anniversaries. Contributions included:

- King Mongkut’s Hospital Foundation Aims to Carry on Royal Determinations - supporting the advancement of medical innovation and the future of Thai healthcare, with the aim of elevating treatment and medical research.
- Thai Rak Pa Foundation - contributing to watershed forest conservation and restoration projects to promote environmental sustainability and the preservation of natural resources.
- Dr.Kovit Worapipat Banchong Pongsart Foundation – sharing knowledge through the “Trust in Reading” project, which distributes books to inmates in prisons and correctional facilities nationwide, providing opportunities for learning and inspiration.

These initiatives reflect ITEL’s dedication to fostering social equality, environmental sustainability, and knowledge sharing, thereby reinforcing its role in driving long-term social development.

ITEL Flood Relief and Employee Participation

In 2025, the Company collected essential supplies from employees to support flood victims in Hat Yai District, Songkhla Province. Employees were also encouraged to participate directly in relief efforts, assisting customers and communities affected by the disaster.

Furthermore, the Company implemented business continuity measures by deploying volunteer teams to inspect and maintain communication systems in northern provinces impacted by heavy rainfall and Tropical Storm Wipha. These actions ensured uninterrupted communication services and demonstrated ITEL’s commitment to social responsibility, while strengthening relationships among the Company, its customers, and local communities.

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. On 26 August 2025, the Group extended the license period from 15 years to 30 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 2025, the Company and its subsidiary (“the Group”) has total revenue of Baht 2,866.77 million and net loss attributable to owners of the parent of Baht 176.19 million.

Analysis of Operating Results

1. Revenues

For the year ended 31 December 2025, the Group has total revenues of Baht 2,866.77 million in which increased from the prior year by Baht 154.48 million, or 5.70%. The Company has total revenues of Baht 2,053.04 million which decreased from the prior year by Baht 60.64 million, or 2.87% as presented table below.

Type of Services	Consolidated financial information						Separate financial information					
	31 December 2025		31 December 2024		Increase/(Decrease)		31 December 2025		31 December 2024		Increase/(Decrease)	
	MB	%	MB	%	MB	%	MB	%	MB	%	MB	%
Service income	2,823.76	98.50	2,477.84	91.36	345.92	13.96	2,011.34	97.97	1,955.68	92.53	55.66	2.85
Other income	43.01	1.50	234.44	8.64	(191.43)	(81.65)	41.70	2.03	158.00	7.47	(116.30)	(73.60)
Total revenues	2,866.77	100.00	2,712.28	100.00	154.49	5.70	2,053.04	100.00	2,113.68	100.00	(60.64)	(2.87)

1.1. Service incomes

Type of Services	Consolidated financial information						Separate financial information					
	31 December 2025		31 December 2024		Inc/(Dec)		31 December 2025		31 December 2024		Inc/(Dec)	
	MB	%	MB	%	MB	%	MB	%	MB	%	MB	%
Service income from network rendering	1,277.40	45.24	1,263.33	50.99	14.07	1.11	1,277.40	63.51	1,263.33	64.60	14.07	1.11
Service income from network installation service	1,370.48	48.53	1,005.97	40.60	364.51	36.24	631.97	31.42	593.89	30.37	38.08	6.41
Service income from data center space service	101.97	3.61	98.46	3.97	3.51	3.55	101.97	5.07	98.46	5.03	3.51	3.55
Service income from medical equipment service	73.90	2.62	110.08	4.44	(36.18)	(32.87)	-	-	-	-	-	-
Total service incomes	2,823.75	100.00	2,477.84	100.00	345.91	13.96	2,011.34	100.00	1,955.68	100.00	55.66	2.85

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 2025, the Company had service income from network rendering amounted to Baht 1,277.40 million or represented 45.24% and 63.51% 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 2025, these services generated revenue of Baht 1,370.48 million for the Group and Baht 631.97 million for the Company, or 48.53% and 31.42% of total service incomes, respectively. The service income increased for the Group from the same period of the prior year by Baht 364.52 million, 36.24%. The service income increased for the Company from the same period of the prior year by Baht 38.08 million, 6.41%. The main projects which had recognized revenue in this year such as Smart city project for information security amounted to Baht 348.87 million, Service for development of an information system for water consumers amounted to Baht 144.84 million, Service to develop a platform for workforce training and skills development amounted to Baht 99.03 million, Service for the procurement and installation of high-speed internet service equipment in remote areas amounted to Baht 98.93 million and Service for the procurement and installation of network cabling equipment for the power plant amounted to Baht 79.05 million.

1.1.3. Service income from data center space service

For the year ended 31 December 2025, the Company had service income from data center space of Baht 101.97 million, 3.61% and 5.07% 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 2025, the Company had service income from medical equipment service of Baht 73.90 million, 2.62% of total service incomes per consolidated financial statements.

1.2. Other income

For the year ended 31 December 2025, the Group and the Company had other income of Baht 43.01 million and Baht 41.70 million or 1.50% and 2.03% of total revenues of the Group and the Company, respectively. The other income decreased for the Group from the same period of the prior year by Baht 191.43 million. The other income decreased for the Company from the same period of the prior year by Baht 116.30 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 2025, the costs and expenses of the Group was Baht 3,107.13 million, and the Company was Baht 2,213.22 million as follows;

2.1. Costs of services and gross profit margin

Costs of services are main expenses of the Group amounted to Baht 2,554.99 million and the Company amounted to Baht 1,836.59 million for the year ended 31 December 2025. It was greater than the same period of 2024 by 33.46% and 18.95% 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 2025		31 December 2024		31 December 2025		31 December 2024	
	Million Baht	GPM (%)	Million Baht	GPM (%)	Million Baht	GPM (%)	Million Baht	GPM (%)
Cost of network rendering	1,218.54	4.61	1,048.23	17.03	1,218.54	4.61	1,048.23	17.03
Cost of network installation service	1,222.16	10.82	722.61	28.17	560.07	11.38	441.18	25.71
Cost of data center space service	57.97	43.15	54.57	44.58	57.98	43.15	54.57	44.58
Cost of medical equipment service	56.32	23.79	89.03	19.11	-	-	-	-
Total costs of services	2,554.99		1,914.44		1,836.59		1,543.98	

2.1.1. Cost of network rendering

For the year ended 31 December 2025, the Company had cost of network rendering of Baht 1,218.54 million in which resulting to gross profit margin at 4.61% which decreased comparing to the prior year. The major expenses are such as cost of service for USO 29.06%, depreciation expenses 26.14%, interconnection of network expenses 20.31%, rental fee for space to install the network 8.48%, employee benefit expenses 3.03% and repair and maintenance expenses 8.39% of total cost of network rendering for the year ended 31 December 2025.

2.1.2. Cost of network installation service

For the year ended 31 December 2025, the Group and the Company had cost of network installation service of Baht 1,222.16 million and Baht 560.07 million in which resulting to gross profit margin at 10.82% and 11.38%, 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 is less than the same period of 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 2025, the Company had cost of data center space service of Baht 57.97 million in which resulting to gross profit margin of data center business at 43.15% which decreased from the same period of prior year due to higher costs which mainly from roof rental for solar cell installation and ISO certification fees. 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 medical equipment service

For the year ended 31 December 2025, the Group had cost of medical equipment service of Baht 56.32 million in which resulting to gross profit margin of 23.79%. Major costs of cost of medical equipment service are such as employee benefit expenses, repair & maintenance expenses, and depreciation expenses.

2.1.5. Gross profit and gross profit margin

For the year ended 31 December 2025, the Group and the Company had gross profit of Baht 268.76 million and Baht 174.75 million which the gross profit margin was at 9.52% and 8.69%, respectively. The gross profit margin of the Group was decreased compared to the same period of prior year which gross profit margin was Baht 563.40 million and the gross profit margin was at 22.74%. The decrease derived from gross profit margin for each type of service as stated above.

2.2. Administrative expenses

For the year ended 31 December 2025, the Group had administrative expenses of Baht 173.33 million, representing an increase of Baht 27.53 million, or 18.88%, compared to the same period of the prior year. The increase was primarily attributable to the recognition of unrealized foreign exchange losses arising from the receipt of capital increase proceeds from SEAX Asia Pte. Ltd., which were denominated in foreign currency. However, such losses were unrealized, resulting from exchange rate fluctuations, and did not have any impact on the Group's operating cash flows.

2.3. Expected credit losses

For the year ended 31 December 2025, the Group and the Company had expected credit losses of Baht 128.19 million and Baht 41.44 million which increase from the same period in 2024 by Baht 115.19 million and Baht 30.78 million, respectively. This mainly due to significant increase of expected credit loss for one customer. The management applies the individual assessment approach by using discounted cashflow method to estimate the expected future cash flow based on collection plan. The expected credit loss is a probability-weighted estimate of credit losses. 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.

2.4. Finance costs

For the year ended 31 December 2025, the Company had finance costs of Baht 164.46 million which decreased by Baht 23.25 million compared to the same period of prior year. The major of finance costs are interest expenses from loans. As of 31 December 2025, the Company had bank overdraft and short-term loans from financial institutions amounted to Baht 1,047.11 million, long-term loans from financial institution amounted to Baht 1,311.35 million, lease liabilities amounted to Baht 115.79 million, and lease liabilities under the agreement with Trust, net, amounted to Baht 687.19 million (31 December 2024: 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, finance lease liabilities amounted to Baht 164.24 million, and lease liabilities under the agreement with Trust, net, amounted to Baht 687.80 million).

During the current year, the Company refinanced its long-term borrowings by repaying the existing loan prior to maturity and entering into a new loan agreement to replace the original facility. The Company recognized the new financial liability at its fair value and derecognized the existing liability at its remaining carrying amount. As a result, the difference, including a prepayment fee totaling to Baht 22.43 million, was recorded as finance costs.

The refinancing was undertaken as part of the Company's capital structure management strategy to enhance financial efficiency and reduce long-term financing costs.

2.5. Net profit and net profit margin

The Group's net loss for the year ended 31 December 2025 was Baht 194.96 million, and the net profit margin was -6.80% which decrease from the same period in 2024 which net profit was Baht 324.63 million, and the net profit margin was at 11.97%. The decrease in net profit was mainly due to decrease in gross profit margin and the recognition of expected credit losses.

The Company's net loss for the year ended 31 December 2025 was Baht 130.05 million and the net profit margin was at -6.33% which less than in the same period in 2024 which net profit was Baht 194.70 million, and the net profit margin was at 9.21%. The decrease was mainly due to decrease in gross profit margin and the recognition of expected credit losses.

Financial Position

1. Assets

As at 31 December 2025, the Group and the Company had total assets of Baht 9,487.39 million and Baht 8,605.58 million, or 9.43% and 7.34% of increasing compared to Baht 8,669.82 million and Baht 8,017.03 million at the end of 2024 per consolidated financial statements and separate financial statements, respectively. Major assets are such as trade and other receivables 10.72%, current accrued revenue and non-current accrued revenue 21.47%, fixed assets and telecommunication networks 47.61% and right-of-use assets 1.22% of total assets of the Group as of 31 December 2025, respectively. The changes are as follows;

1) Restricted cash at financial institutions increased by Baht 618.87 million primarily due to share subscription proceeds received from SEAX Asia Pte. Ltd. A portion of the funds received is subject to restrictions on withdrawal for the purpose of investments in international telecommunication network. Accordingly, the Company has presented such amount as restricted cash at financial institutions in the statement of financial position.

2) Trade and other receivables decreased by Baht 227.70 million as the Company received payments from several major projects, including solar panel supply and installation projects. In addition, an increase in the recognition of expected credit loss allowance also contributed to the decrease in trade and other receivables.

3) Current accrued revenue decreased by Baht 57.91 million due to the issuance of invoices for service fees.

4) Non-current accrued revenue decreased by Baht 97.31 million due to the issuance of invoices for service fees.

2. Liabilities

As at 31 December 2025, the Group and the Company had total liabilities of Baht 4,463.61 million and Baht 3,790.29 million, total liabilities of the Group increased by 0.41% and total liabilities of the Company decreased 6.81% comparing to Baht 4,445.60 million and Baht 4,067.34 million at the end of 2024 per consolidated financial statements and separate financial statements, respectively.

Major liabilities are such as short-term and long-term loans from financial institutions 64.30%, trade and other payables 12.93%, lease liabilities under the Trust 15.40% and lease liabilities 2.75% of total liabilities of the Group as at 31 December 2025, respectively.

3. Equity

As at 31 December 2025, the Group had equity attributable to owners of the parent company totaling Baht 4,872.36 million, and the Company had equity of Baht 4,815.29 million which increased by 20.71% and 21.92% comparing to Baht 4,054.22 million and Baht 3,949.69 million at the end of 2024 per consolidated financial statements and separate financial statements, respectively. The increase in equity was primarily attributable to the issuance of additional ordinary shares under a private placement to SEAX Asia Pte. Ltd., netted with the Group's comprehensive loss for the year 2025 amounting to Baht 211.55 million.

4. Capital Structure

The Company had debt to equity ratio at 0.79 times as at 31 December 2025 that decreased from 1.03 times in 2024.

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 2025, the Company had complied with the conditions which had ratios at 0.62 times and 1.25 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 Company Information

Thai Company Name:	บริษัท อินเทอร์เน็ตลิงค์ เทเลคอม จำกัด (มหาชน)
English Company Name:	Interlink Telecom Public Company Limited
Stock Symbol:	ITEL (Industry Group: Technology)
Company Registration No.:	0107558000211
Business Type:	Provision of fiber optic network services, network installation services, and data center services.
Head Office Address:	48/66 Soi Rungruang, Ratchadaphisek Road, Samsen Nok Subdistrict, Huai Khwang District, Bangkok 10310
Telephone:	+66 (0) 2666 2222 (Auto)
Fax:	+66 (0) 2666 2299 (Auto)
Email:	info@interlinktelecom.co.th
Website:	www.interlinktelecom.co.th
Registered Capital:	THB 1,320,020,076
Paid-up Capital:	THB 1,008,464,899
Type and Number of Shares	- Ordinary Shares: 2,640,040,152 shares - Paid-up Ordinary Shares: 2,016,929,798 shares
Reference Persons	
Share Registrar:	Thailand Securities Depository Co., Ltd.
Address:	93 Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400 Tel: +66 (0) 2009 9000 Fax: +66 (0) 2009 999
Auditor for 2025:	Mr. Pongtawee Rattanakoses (CPA No. 7795) and/or Ms. Rojanart Panyathananusart (CPA No. 8435) and/or Ms. Wannawimon Preechawat (CPA No. 9548) PricewaterhouseCoopers ABAS Ltd. 179/74-80 Bangkok City Tower, 15 th Floor South Sathorn Road, Bangkok 10120 Tel: +66 (0) 2344 1000, +66 (0) 2824 5000 Fax: +66 (0) 2286 5050

5.2 Other Key Information

- None

5.3 Legal Disputes

As of December 31, 2025, the Company was not a party to any of the following cases:

- Cases that may have a negative impact on the Company's assets exceeding 5% of shareholders' equity.
- Cases that significantly affect the Company's business operations but cannot be quantified in monetary terms.
- Cases not arising from the Company's ordinary course of business.

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 is committed to upholding good corporate governance principles and conducting business with integrity, while respecting the rights of stakeholders and taking responsibility for society and the environment. The Board believes that effective corporate governance contributes to sustainable value creation, ensures transparent, honest, and accountable management, and serves as a key factor in enabling the Company to maintain ethical competitiveness amid a changing business environment, enhance shareholder value and returns, and create long-term benefits for society, communities, the environment, and all stakeholders, as well as maintain the Company's credibility. Accordingly, the Board of Directors has reviewed and revised the Corporate Governance Policy in accordance with the Corporate Governance Code for listed companies (2017), in line with the principles of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), with reference to the definition of "Corporate Governance" by the G20/OECD, which comprises eight key principles 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 2025, 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.

6.1.1 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 2025, 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>

6.1.2 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 holds its Annual General Meeting of Shareholders once a year within four months from the end of the fiscal year. In cases of urgent matters that affect or relate to shareholders' interests, or involve legal or regulatory requirements requiring shareholder approval, the Company convenes an Extraordinary General Meeting of Shareholders as necessary.

In 2025, the Company scheduled its Annual General Meeting of Shareholders on 24th April 2025, conducted as a Hybrid Meeting (Physical and E-AGM) at the Grand Interlink Conference Room, 7th Floor, No. 48, Interlink Building, Rung Rueang Alley, Ratchadaphisek Road, Sam Sen Nok Sub-district, Huay Khwang District, Bangkok Metropolis 10310.. The Company complied with the guidelines of the AGM Checklist established by the Thai Investors Association, the Listed Companies Association, and the Securities and Exchange Commission (SEC).

Additionally, the Company convened Extraordinary General Meeting of Shareholders No. 1/2025 on 26th November 2025, also conducted as a Hybrid Meeting (Physical and E-EGM).

Notice of Meeting in Advance

At the Board of Directors' Meeting No. 1/2025 held on 25th February 2025, the Board resolved to convene the Annual General Meeting of Shareholders (AGM) for 2025 on 24th April 2025. The resolution, meeting date, and agenda were disclosed on the website of the Stock Exchange of Thailand (SET) on the same day the resolution was passed, prior to the distribution of the official notice of meeting.

The Company's share registrar, Thailand Securities Depository Co., Ltd., was responsible for distributing the notice of meeting, which included the meeting agenda, essential supporting information for decision-making, the Board's opinions, minutes of the previous meeting, the Annual Information Disclosure (Form 56-1 One Report), the annual report, and all relevant documents. Proxy forms and clear instructions for their use were also provided. The notice was sent to shareholders more than 14 days prior to the meeting (dispatched on 2nd April 2025).

In addition, the Company published the notice in both Thai and English daily newspapers for three consecutive days (8 - 10th April 2025) at least seven days before the meeting date, as a formal announcement to shareholders. Furthermore, the notice of meeting and supporting documents were disclosed on the Company's website not less than 28 days prior to the meeting (published on 27th March 2025).

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
Tel : 0 2666 2222 ext. 8012 Fax : 0 2666 2299
2. Investor Relations Division E-mail : ir@interlinktelecom.co.th
3. Chairman of the Audit Committee Mrs. Kesara Manchusree
E-mail : m.kesara@interlinktelecom.co.th
4. Website : 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 will be opened by the Chairman.

▶ In 2025, 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>

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
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
3. Website : www.interlinktelecom.co.th
4. E-mail : 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 and Dissemination of the Policy

1. The Company provides orientation, training, and seminars on the Anti-Corruption Policy to directors, executives, and employees to ensure proper understanding and implementation.

2. The Company communicates and disseminates the Anti-Corruption Policy, including whistleblowing channels, complaint procedures, and disciplinary measures, to internal personnel through various channels such as bulletin boards, email, and the Company’s website, to ensure all employees understand, accept, and comply with the policy.

3. The Company communicates and disseminates the Anti-Corruption Policy, including whistleblowing channels and complaint procedures, to the public, subsidiaries, business partners, and stakeholders through channels such as the Company’s website and annual reports, to build understanding and encourage adherence to social responsibility standards in anti-corruption practices consistent with the Company.

4. The Company prepares documents to inform all customers and business partners of the Company’s policy and practices against all forms of corruption.

For more details, the full “Anti-Corruption Policy” can be found on the Company’s website under Investor Relations, Corporate Governance section: <https://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@interlinktelecom.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 polices 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 27001:2022) 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. 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 Significant Changes and Developments in Corporate Governance Policies, Practices, and Systems in 2025

The Board of Directors reviews the Company’s corporate governance practices annually and monitors developments in governance and best practices to analyze and adapt them appropriately to the Company’s business operations. The key developments in 2025 are as follows:

- The Company received a 5-star “Excellent” rating in the Corporate Governance Report of Thai Listed Companies (CGR) 2025 for the fifth consecutive year, awarded by the Thai Institute of Directors Association (IOD) and the Stock Exchange of Thailand.
- The Company successfully renewed its CAC certification for the period from December 31, 2025 to December 31, 2028, marking the third renewal.
- The Company received the CAC Change Agent Award 2025, recognizing its active role in anti-corruption efforts and encouraging business partners to join the collective declaration against corruption.
- The Company held its 2025 Annual General Meeting of Shareholders in a Hybrid Meeting format (Physical and E-AGM), in compliance with relevant laws, to facilitate shareholder participation both in person and electronically.
- The Company established corporate governance practices for Board meetings to ensure compliance with legal requirements.
- The Company reviewed the application of the Corporate Governance Code for Listed Companies 2017, adapting and supplementing practices to suit the Company’s circumstances.
- The Company conducted a performance evaluation of the Board of Directors.

Compliance with Corporate Governance Principles under CG Code 2017

In 2025, 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 2025, 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.

6.4 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 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.

6.5 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.

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, 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

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.

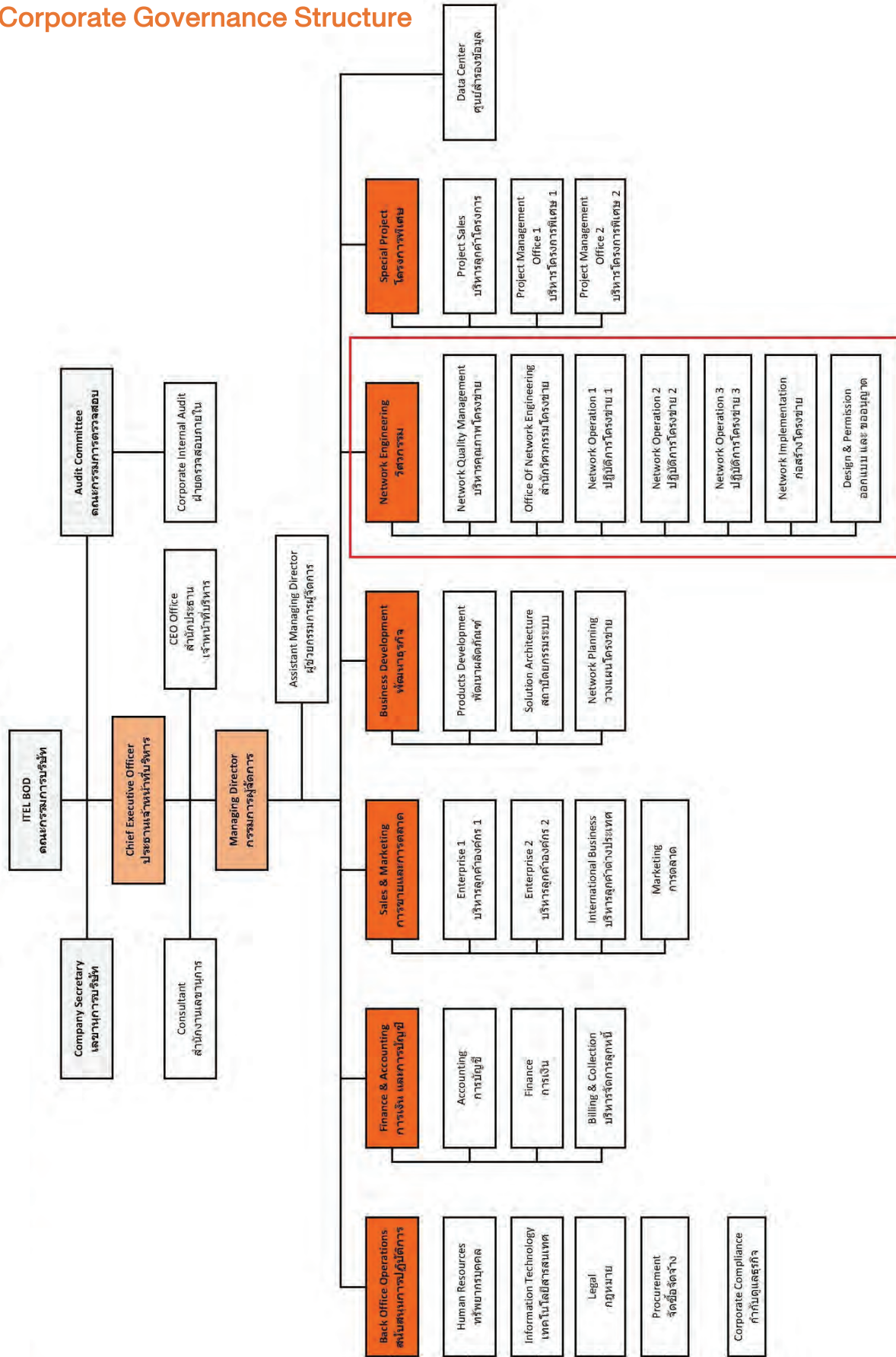
4. The company prepares documents to inform all customers and trade partners about the company's policy and practice guidelines against every form of corruption.

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>**

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.

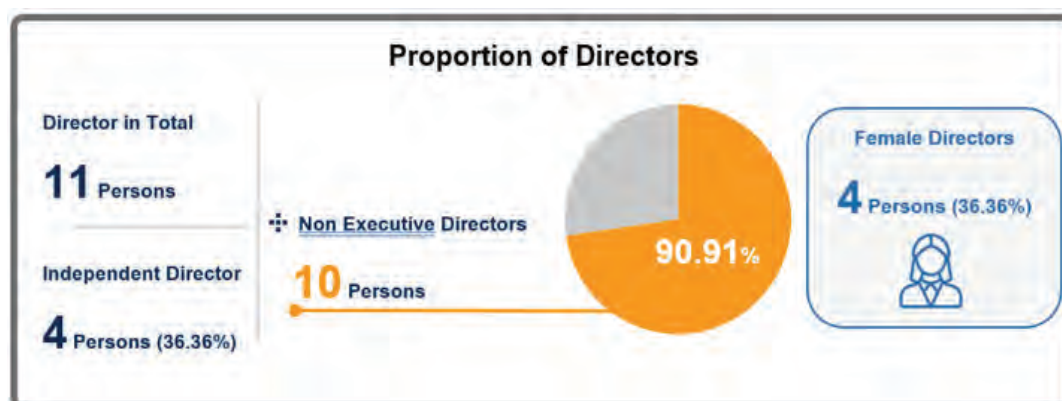
Corporate Governance Structure of Interlink telecom Public Company Limited consists of the following committees:

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 2025 (as of 31st December 2025)

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. Pongpipat Benyasri	Independent Director and Chairman of the Risk Management Committee/ Audit Committee Member/ Nomination and Remuneration Committee Member/ Corporate Governance Committee Member
6. Dr. Nuttanai Anuntarumporn	Director (Authorized Director) and Risk Management Committee Member
7. Ms. Varisa Anuntarumporn	Director/ Chairman of the Nomination and Remuneration Committee Member
8. Mr. Teng Binguhan	Director/ Risk Management Committee Member/ Nomination and Remuneration Committee Member
9. Mr. Tien Chye Soh	Director/ Risk Management Committee Member/ Nomination and Remuneration Committee Member
10. Mr. Alexander Ery Wibowo	Director/ Corporate Governance Committee Member/ Nomination and Remuneration Committee
11. Ms. Pornteera Pawijit	Audit Committee/ Chairman of the Corporate Governance Committee/ Risk Management Committee/ Independent Director



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 evaluation of 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 December 2025, 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 th Dec 2014
2. Mr. Sombat Anuntarporn	Thai	Vice Chairman	Non- Executive	3 rd Jan 2007
3. Mrs. Kesara Manchusree	Thai	Independent Director	Non- Executive	3 rd Jul 2018
4. Gen. Ponpipaat Benyasri	Thai	Independent Director	Non- Executive	13 th Jul 2023
5. Dr. Chalida Anuntarporn	Thai	Independent Director	Non- Executive	3 rd Jan 2007
6. Dr. Nuttanai Anuntarporn	Thai	Director	Executive	16 th Oct 2012
7. Ms. Varisa Anuntarporn	Thai	Director	Non- Executive	16 th Jan 2019
8. Mr. Teng Bingquan	Singaporean	Director	Non- Executive	12 th Dec 2025
9. Mr. Tien Chye Soh	Singaporean	Director	Non- Executive	12 th Dec 2025
10. Mr. Alexander Ery Wibowo	Indonesian	Director	Non- Executive	12 th Dec 2025
11. Ms. Porntheera Pawijit	Thai	Independent Director	Non- Executive	12 th Dec 2025

Note.

The Board of Directors / Shareholders' Meeting appointed new directors to replace those who retired by rotation and resigned in 2025, as follows: Person No.8: Mr. Louis Teng Bingquan was appointed as a director, effective from December 12, 2025, replacing Mr. Suwichan Nilanan, who resigned effective December 8, 2025. (In this regard, Mr. Louis Teng Bingquan was also appointed as a member of the Risk Management Committee and the Nomination and Remuneration Committee, effective December 12, 2025 onward.)

Person No.9: Mr. Soh Tien Chye was appointed as a director, effective from December 12, 2025, replacing Mr. Suwat Punnachaiya, who resigned effective December 12, 2025. (In this regard, Mr. Soh Tien Chye was also appointed as a member of the Risk Management Committee and the Nomination and Remuneration Committee, effective December 12, 2025 onward.)

Person No.10: Mr. Alexander Areeviroj was appointed as a director, effective from December 12, 2025, replacing Ms. Lillada Anuntarporn, who resigned effective December 8, 2025. (In this regard, Mr. Alexander Areeviroj was also appointed as a member of the Corporate Governance Committee and the Nomination and Remuneration Committee, effective December 12, 2025 onward.)

Person No.11: Ms. Porntheera Pawijit was appointed as an independent director, effective from December 12, 2025, replacing Mr. Amnuay Premonwong, who resigned effective December 8, 2025. (In this regard, Ms. Porntheera Pawijit was also appointed as a member of the Audit Committee, the Corporate Governance Committee, and the Risk Management Committee, effective December 12, 2025 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 December 2025, the Audit Committee consists of 4 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
4. Ms. Pornteera Pawijit*	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. Amnuay Preemonwong are well-qualified according to the composition prescribed in the Charter of the Audit Committee.
2. has been appointed as a member of the Audit Committee, effective from 12 December 2025 (replacing Mr. Amnuay Preemonwong, who resigned effective from 8 December 2025)

In 2025, 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, 2025, the Audit Committee consists of 8 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
6. Mr. Teng Bingquan*	Risk Management
7. Mr. Tien Chye Soh*	Risk Management
8. Ms. Pornteera Pawijit*	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. Ms. Pornteera Pawijit was appointed as a member of the Risk Management Committee, Effective from 12 December 2025 (replacing the position of Mr. Amnuay Preemonwong who resigned from 8 December 2025)

3. Mr. Tien Chye Soh was appointed as a member of the Risk Management Committee, effective from 12 December 2025 (replacing Mr. Suwat Punnachaiya, who resigned effective from 12 December 2025)

4. Mr. Teng Bingquan was appointed as a member of the Risk Management Committee, effective from 12 December 2025 (replacing Mr. Suwichan Nilanan, who resigned effective from 8 December 2025)

In 2025, Gen. Ponpipat Benyasri and Mr. Amnuay Preemonwong, who serve as members of both the Audit Committee and the Risk Management Committee, possess the knowledge and experience necessary to effectively perform duties related to risk management.

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, 2025, 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
6. Mr. Teng Bingquan*	Nomination and Remuneration committee
7. Mr. Tien Chye Soh*	Nomination and Remuneration committee
8. Mr. Alexander Ery Wibowo *	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. Tien Chye Soh was appointed as a member of the Nomination and Remuneration Committee, effective from 12 December 2025 (replacing Mr. Suwat Punyanijaya, who resigned effective from 12 December 2025)
3. Mr. Teng Bingquan was appointed as a member of the Nomination and Remuneration Committee, effective from 12 December 2025 (replacing Mr. Suwichan Nilanan, who resigned effective from 8 December 2025)
4. Mr. Alexander Ery Wibowo was appointed as a member of the Nomination and Remuneration Committee, effective from 12 December 2025 (replacing Mr. Amnuay Preemonwong, who resigned effective from 8 December 2025)

In 2025, Gen. Ponpipat Benyasri and Mr. Amnuay Preemonwong, who serve as independent directors and members of the Nomination and Remuneration Committee, possess the knowledge and experience necessary to effectively perform their duties in accordance with the Committee's Charter.

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, 2025, the Corporate Governance Committee consists of 4 directors who are two independent directors and two 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
5. Ms. Pornteera Pawijit*	Chairman of the Corporate Governance Committee
6. Mr. Alexander Ery Wibowo*	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. Ms. Pornteera Pawijit, an independent director, was appointed as Chairman of the Corporate Governance Committee, effective from 12 December 2025 (replacing Mr. Amnuay Preemonwong, who resigned effective from 8 December 2025)
3. Mr. Alexander Ery Wibowo was appointed as a member of the Corporate Governance Committee, effective from 12 December 2025 (replacing Dr. Lillada Anuntarumporn, who resigned effective from 8 December 2025)

In 2025, Mr. Amnuay Preemonwong and Gen. Ponpipat Benyasri, who serve as independent directors and members of the Corporate Governance Committee, possess the knowledge and experience necessary to effectively perform their duties in accordance with the Committee's Charter.

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.

7.4 Information on Executives

7.4.1 Executive Committee

As of 31 December 2025, 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.

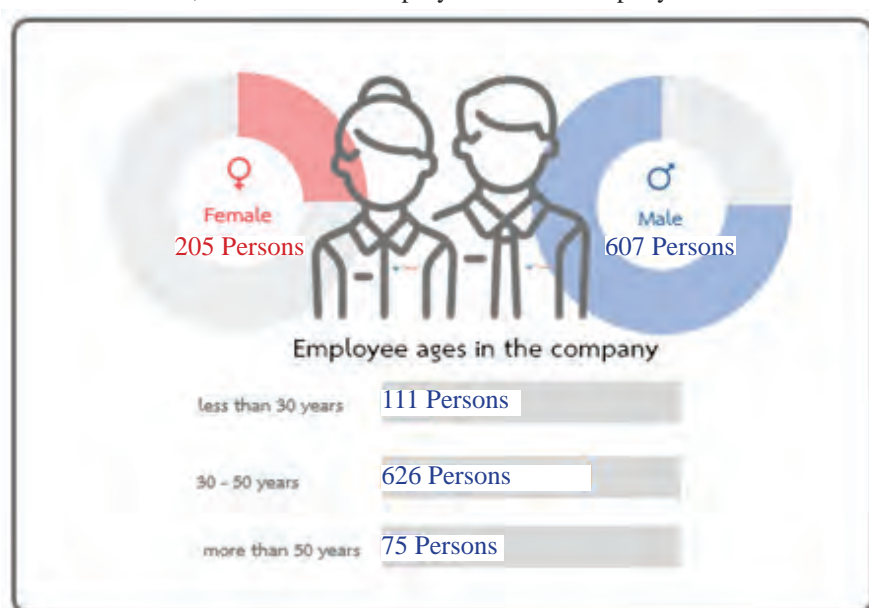
For the remuneration of executives, Interlink Telecom Public Company Limited in 2024 and 2025, the company paid remuneration to executives including top executives in the amount of 29.00 million baht and 28.03 million baht, respectively.

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 December 2025, 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	63	48	111
30 - 50 years old	486	140	626
Over 50 years old	58	17	75
Total	607	205	812

Total Number of Employees by Field of Work (Unit: Person)

Field of Work	Male	Female	Total
Management	5	2	7
Accounting and Finance	6	17	23
Sales and Marketing	3	34	37
Engineering	8	21	29
Support	13	4	17
Data Center	518	86	604
Internal Audit	36	40	76
Special Project	14	1	15
Business Development	4	0	4
Total	607	205	812

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 2025, the total remuneration of employees such as salary overtime payment, allowances, bonuses as well as other benefits approximately 368,698,547.00 Baht.

Details	Amount of Money (Million Baht)
Salary	289,974,169.00
Other Benefits	71,994,869.00
Provident Fund	6,729,510.00
Total	368,698,547.00

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 9th 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 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 22nd 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	ir@interlinktelecom.co.th	
Mr.Sumit Jaroenpornpiti	j.sumit@interlinktelecom.co.th	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 2025, the shareholders have approved the appointment of 3 auditor of the Company and its subsidiaries for the year 2025 including Mr. Pongthavee Ratanakoses (Certified Public Accountant No. 7795), Ms. Rojanat Panyathananusart (Certified Public Accountant No. 8435), Ms. Wanvimol Preechawat (Certified Public Accountant No. 9548) from PricewaterhouseCoopers ABAS Limited. The Company and its subsidiaries have paid the audit fees for the year 2025 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:

Company	Amount (Baht)		
	Statement ending 31 December		
	2023	2024	2025
• Audit fee			
Interlink Telecom Public Company Limited	1,941,000	1,999,000	1,999,000
Blue Solutions Public Company Limited	1,495,000	1,520,000	1,566,000
Interlink Health Technology Company Limited	-	860,000*	549,000
• Non-audit fee	None	None	None
Total Audit and Non-audit fees	3,436,000	4,379,000	4,114,000

Remarks: *In 2024, Interlink Health Technology Co., Ltd. Used an auditor from another audit firm.

8. Report on Significant Corporate Governance Performance and Sustainability

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 and Sustainability

In 2025, 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 2025.
- To consider appointment of the auditor and auditor fee for the year 2025.
- To organize the General Meeting of Shareholders for the year 2025.
- To organize the Extraordinary General Meeting of Shareholders No.1/2025.
- 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 2025

- The Company received a 5-star "Excellent" rating in the Corporate Governance Report of Thai Listed Companies (CGR) 2025 for the fifth consecutive year, awarded by the Thai Institute of Directors Association (IOD) and the Stock Exchange of Thailand.
- The Company successfully renewed its CAC certification for the period from December 31, 2025 to December 31, 2028, marking the Company's third renewal.
- The Company received the CAC Change Agent Award 2025, granted to companies that actively combat corruption and encourage business partners to join the collective declaration against corruption.
- The Company held its 2025 Annual General Meeting of Shareholders in a Hybrid Meeting format (Physical and E-AGM), in compliance with relevant laws, to facilitate shareholder participation both in person and electronically.
- The Company established Board meeting practices to ensure compliance with legal requirements.
- The Company reviewed the application of the Corporate Governance Code for Listed Companies 2017, adapting it to the Company's governance framework and identifying additional practices for improvement in line with the Company's circumstances.
- The Company conducted a performance evaluation 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 2025, a director resigned and a new director was appointed as follows:

• A director resigned.

Mr. Amnuay Preemonwong resigned from the positions of Independent Director, Audit Committee Member, Chairman of the Corporate Governance Committee, Risk Management Committee Member, and Nomination and Remuneration Committee Member due to the restructuring of the Board of Directors, effective from December 8, 2025 onward.

Dr. Lillada Anantarumporn resigned from the positions of Director and Corporate Governance Committee Member due to the restructuring of the Board of Directors, effective from December 8, 2025 onward.

Mr. Suwichan Nilanan Nilanan resigned from the positions of Director, Risk Management Committee Member, and Nomination and Remuneration Committee Member due to the restructuring of the Board of Directors, effective from December 8, 2025 onward.

Mr. Suwat Punnachaiya resigned from the positions of Director, Chairman of the Nomination and Remuneration Committee, and Risk Management Committee Member due to the restructuring of the Board of Directors, effective from December 12, 2025 onward.

- **A New director was appointed.**

At the Board of Directors' Meeting No. 8/2025 held on December 11, 2025, the Board approved the appointment of new directors to replace the resigning directors, in line with the proposal of the Nomination and Remuneration Committee. The following four individuals were appointed:

- Mr. Alexander Ery Wibowo - Corporate Governance Committee Member, Nomination and Remuneration Committee Member (effective December 12, 2025).
- Mr. Teng Bingquan - Risk Management Committee Member, Nomination and Remuneration Committee Member (effective December 12, 2025).
- Mr. Tien Chye Soh - Risk Management Committee Member, Nomination and Remuneration Committee Member (effective December 12, 2025).
- Ms. Pornteera Pawijit - Independent Director, Chairman of the Corporate Governance Committee, Risk Management Committee Member (effective December 12, 2025).

Meetings of Non - Executive Directors

The Board of Directors has established that non-executive directors shall meet among themselves without the participation of executive directors. This arrangement allows non-executive directors to exchange views and consider matters of business as well as issues of interest.

In 2025, the Company held one such meeting.

Board Development Plan

The Company supports all directors in attending training courses recommended by the Office of the Securities and Exchange Commission (SEC), organized by the Thai Institute of Directors Association (IOD), such as the Directors Accreditation Program (DAP), Directors Certification Program (DCP), and Audit Committee Program (ACP). Most of the Company's directors have already completed these courses.

In addition, the Company promotes training and knowledge development for directors, audit committee members, executives, the Company Secretary, and other relevant persons. The Company Secretary assists by notifying directors of relevant training courses. For newly appointed directors, the Chairman of the Board provides a summary of the Company's business operations and practices for their orientation.

The Company also encourages the Company Secretary and the Audit Committee Secretary to attend training courses, seminars, and discussions organized regularly by the SEC, the Stock Exchange of Thailand, the Thai Listed Companies Association, and other relevant organizations, to ensure alignment with current circumstances and enhance work performance.

The Company is committed to conducting business for the maximum benefit of the Company and its shareholders, focusing on strong performance, sustainable growth, competitiveness, and long-term shareholder value creation. Transparency and reliability in information disclosure to shareholders are also emphasized. In 2025, two directors attended training and educational programs to enhance their knowledge.

No.	Name List	Position	Curriculum	Institution
1	Dr. Chalida Anuntarumporn	Director (Authorized Signatory Director) and Corporate Governance Committee Member	Law Prohibiting Child Beating: A New Direction in Child Care Without Violence" (2025) - Judicial Training Institute Workshop on Positive Thinking for Adolescents (2025)	Judicial Training Institute. Central Juvenile and Family Court
2	Ms. Varisa Anuntarumporn	Director and Chairman of the Nomination and Remuneration Committee	Certificate Program: Value Creation - Elevating Thai Listed Companies Towards a Sustainable Capital Market (2025)	The Stock Exchange of Thailand

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 2025 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 2025 from a full score of 100% are as follows:

Strongly Agree	Agree	Strongly Disagree
91%	3%	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 2025 from a full score of 100% are as follows:

Strongly Agree	Agree	Strongly Disagree
94%	6%	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 2025 from a full score of 100% are as follows:

Strongly Agree	Agree	Strongly Disagree
93%	7%	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 2025 from a full score of 100% are as follows:

Strongly Agree	Agree	Strongly Disagree
94%	6%	0%

All assessment forms made are based on the sample assessment form of the Stock Exchange of Thailand in February 2025.

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 2025, the Company has held the following meetings:

Meeting	Number of meetings
Annual General Meeting of Shareholders for the year 2025	1
Extraordinary General Meeting of Shareholders No.1/2025	1
Board of Directors	8
Audit Committee	4
Risk Management Committee	2
Corporate Governance Committee	2
Nomination and Remuneration Committee	3
Meeting of the Risk Management Committee and Audit Committee	1

Table showing attendance of the committee meeting for the year 2025

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
Board of Directors																
1	Mr.Pakorn Malakul Na Ayudhya	Independent Director	C	8/8									C	0/1	C	1/1
2	Mr.Sombat Anuntarumporn	The Executive The Authorized Director	VC	8/8									VC	1/1	VC	1/1
3	Mr.Nuttanai Anuntarumporn	The Executive The Authorized Director	M	8/8			M	2/2					M	1/1	M	1/1
4	Dr.Chalida Anuntarumporn	The Executive The Authorized Director	M	8/8								M	M	1/1	M	1/1
5	Dr.Lilida Anuntarumporn	The Executive	M	7/7								M	M	1/1	M	1/1
6	Mrs.Kesara Mancharue*	Independent Director	M	8/8		C							M	1/1	M	1/1
7	Mr.Annany Presenwong	Independent Director	M	7/7		M	M	2/2					M	1/1	M	1/1
8	Gen.Prapat Boayasi □	Independent Director	M	8/8		M	C	2/2					M	1/1	M	1/1
10	Mr.Suwichan Nilarn	The Executive	M	7/7			M	2/2					M	1/1	M	1/1
11	Mr.Sawat Punnakajiya	The Executive	M	8/8			M	2/2					M	1/1	M	1/1
12	Ms.Yaisa Anuntarumporn	The Executive	M	8/8									M	1/1	M	1/1
Secretary of the Board of Directors																
1	Mr.Sunil Jacejornpiti	Company Secretary	S	8/8					S	3/3			S	2/2		
2	Acting Sub Lt. Watelarin Wonghan	Secretary of Audit Committee			S	4/4	S	2/2								

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 300 - 315
 ** C : Chairman
 VC : Vice Chairman
 M : Director
 S : Secretary to the board

Considering the above 2025 Board of Directors' attendance schedule, most of the directors attended the meeting on a regular basis. The entire team attended not less than 100 percent of the total annual committee meeting, and each of the members attended 99 percent of the annual meeting.

Board Compensation

At the 2025 Annual General Shareholders' Meeting, April 24, 2025 passed a resolution to determine the directors' remuneration for 2025. 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
	2023	2024	2025
Meeting Attendance Fee			
1. Board of Directors/Annual General Meeting/ Extraordinary General Meeting			
- Company Chairman	10,000 Baht/times	10,000 Baht/times	10,000 Baht/times
- Company Director, per Director	7,000 Baht/times	7,000 Baht/times	7,000 Baht/times
2. Audit Committee			
- Chairman of the Audit Committee	10,000 Baht/times	10,000 Baht/times	10,000 Baht/times
- Audit Director, per Director	7,000 Baht/times	7,000 Baht/times	7,000 Baht/times
3. Nomination and Remuneration Committee			
- Chairman of the Nomination and Remuneration Committee	6,000 Baht/times	6,000 Baht/times	6,000 Baht/times
- Nomination and Remuneration Director, per Director	4,000 Baht/times	4,000 Baht/times	4,000 Baht/times
4. Risk Management Committee			
- Chairman of the Risk Management Committee	6,000 Baht/times	6,000 Baht/times	6,000 Baht/times
- Risk Management Director, per Director	4,000 Baht/times	4,000 Baht/times	4,000 Baht/times
5. Corporate Governance Committee			
- Chairman of the Corporate Governance Committee	6,000 Baht/times	6,000 Baht/times	6,000 Baht/times
- Corporate Governance Director, per Person	4,000 Baht/times	4,000 Baht/times	4,000 Baht/times
Annual Pension for Directors			
- Company Chairman	90,000 Baht/year	116,500 Baht/year	116,500 Baht/year
- Chairman of the Audit Committee	75,000 Baht/year	93,200 Baht/year	116,500 Baht/year
- Company Director, per Director	75,000 Baht/year	93,200 Baht/year	93,200 Baht/year
Other Benefits	None	None	None

In 2024 and 2025, the Company paid remuneration to the Board of Directors as follows:

No.	Name - Surname	Meeting Allowance for 2025 (Baht)										Meeting Allowance for 2024 (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	80,000									10,000	116,500	206,500
2	Mr. Sombat Anuntarumporn	56,000								7,000	7,000	93,200	163,200
3	Mr. Nuttamai Anuntarumporn	56,000								7,000	7,000	93,200	163,200
4	Dr. Chalida Anuntarumporn	56,000				8,000				7,000	7,000	93,200	171,200
5	Dr. Lillada Anuntarumporn	49,000				8,000				7,000	7,000	93,200	164,200
6	Mrs. Kesara Manchusree	80,000	40,000							7,000	7,000	116,500	250,500
7	Mr. Amnuay Freemanwong	49,000	28,000	8,000						7,000	7,000	93,200	212,200
8	Gen. Pongpat Benyasri	56,000	28,000	12,000						7,000	7,000	93,200	223,200
9	Mr. Suwichan Nilanan	49,000		8,000						7,000	7,000	93,200	172,200
10	Mr. Suwat Punnachaiya	56,000		8,000	18,000					7,000	7,000	93,200	189,200
11	Ms. Varisa Anuntarumporn	56,000			12,000					7,000	7,000	93,200	175,200
	รวม	643,000	96,000	36,000	58,000	36,000	70,000	80,000	1,071,800	2,090,800			2,005,808

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 2025, 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 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.

• In 2025, the Company participated in the “SET Opportunity Day” quarterly activities organized by the Stock Exchange of Thailand, a total of 4 times, as follows:

- Session 1: Q4/2024 - March 4, 2025
- Session 2: Q1/2025 - May 27, 2025
- Session 3: Q2/2025 - August 19, 2025
- Session 4: Q3/2025 - November 18, 2025

1. The Company organized the Annual General Meeting of Shareholders 2025 on Thursday, April 24, 2025 (1 time).

2. The Company organized the Extraordinary General Meeting of Shareholders No. 1/2025 on Wednesday, November 26, 2025 (1 time).

3. The Company prepared newsletters on the Company’s operating results, as well as updates on business progress and various marketing activities throughout the year

3. Whistle Blowing Policy

The company provides the channel for complaints and to report the hint in order to receive complaints, opinions or suggestions from stakeholders which there is a risk that will be affected by the company’s business operations or from the performance of duty of executive and employee of the company. Regarding illegal acts or non-compliance with the code of conduct, including any behaviour that may imply corruption including acts that related to the area of corruption that involve with the company by direct or indirect. Please notify the company to investigate the fact.

Complaints and whistleblowing address

1. Company Secretary E-mail : secretary@interlinktelecom.co.th
Phone : 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
3. Websit: www.interlinktelecom.co.th
4. E-mail: info@interlinktelecom.co.th
5. Mailing address : Interlink Telecom Public Company Limited
48/66 Soi Rung-Reung, Ratchadapisek Road,
Samsennok, Huay Khwang, Bangkok 10310

Receiving complaints procedures

The company has the following guideline for action when receiving complaints as follow:

1. When the company receives the hint 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 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 Jaroenpornpitii 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 successfully renewed its CAC certification for the period from December 31, 2025 to December 31, 2028, marking the Company’s third renewal. The Company also received the CAC Change Agent Award 2025, which is granted to companies that actively combat corruption and encourage business partners to join the collective declaration against corruption.

In 2025, the Company implemented anti-corruption measures for employees through training and knowledge assessments on anti-corruption practices, to establish clear operational guidelines and to support sustainable organizational growth. The Board of Directors, executives, and employees shall not engage in or accept any form of corruption, whether direct or indirect.

During the past year, no cases of corruption were detected within the organization.



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 2025 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 2025, 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 2nd of 2025 at the board of directors meeting held on February 24th, 2025, 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 2025, 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 2025, 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 2025 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 Anti-Corruption The Company has always placed importance on conducting business with transparency and fairness. Since 2019, the Company has joined the Anti-Corruption Coalition Network and was certified as a Certified Company by the Thai Private Sector Collective Action Coalition Against Corruption (CAC) in Q3/2019. In Q4/2022, the Company successfully renewed its certification as a member of the CAC, with the certification valid for three years from the date of approval.

The Company remains committed to continuously implementing its anti-corruption policy. In 2024, the Company was awarded a 3-Star Certification, having encouraged business partners to join the declaration of intent against corruption and organized anti-corruption training to provide knowledge to executives and employees at all levels.

Furthermore, in 2025, the Company elevated its anti-corruption efforts by inviting business partners to jointly declare their commitment against corruption with the Company. The Company received the CAC Change Agent Award 2025 and was approved for a renewal of its CAC certification for another three years, from 2025 to 2028

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.

Independence and Relationship between the Head of Internal Audit and Relevant Parties

Independence

The Internal Audit function shall maintain its independence as follows:

1. Internal auditors shall report directly to the Head of Internal Audit, and the Head of Internal Audit shall report functionally to the Audit Committee and administratively to the Chief Executive Officer.
2. The Head of Internal Audit shall have a position equivalent to that of senior executives of Interlink Telecom Public Company Limited to ensure effective communication and coordination with management.
3. Internal auditors shall perform their duties with independence from the activities being audited and shall be free to express opinions and report findings with integrity in accordance with professional standards.
4. Internal auditors shall not be assigned duties unrelated to internal audit activities or any activities that may impair their independence and objectivity.
5. In performing audit engagements, including providing assurance, investigating complaints, or auditing cases involving potential fraud, internal auditors shall disclose any factors affecting independence and objectivity, including conflicts of interest, and report such matters to the supervisor.

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 35 years

Position Corporate Internal Audit Manager

Shareholding in the Company (31/12/25)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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 2022 - Present	Internal Audit Manager / Blue Solutions PCL. Corporate Internal Audit Manager / Interlink Telecom PCL.
Jan 2022 - Present	Telecom PCL.
Jan 2021 - Dec 2021	Assistant Internal Audit Manager / Interlink Telecom PCL.
Aug 2016 - Dec 2020	Head of Interlink Data Center Compliance department / Interlink Telecom PCL.
May 2015 - Jul 2026	Data Center Engineer / Interlink Telecom PCL.



Miss Sureeporn Kampiew Age 42 years

Position Acting Corporate Compliance Director

Shareholding in the Company (31/12/25)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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 2022 - Present	Acting Corporate Compliance Director / Interlink Telecom PCL.
Aug 2016 - Dec 2022	Assistant Manager, Data Center Management / Interlink Telecom PCL.
May 2014 - Aug 2016	Senior Officer Interlink Data Center / Interlink Telecom PCL.

9.2 Related Transactions

Throughout the year 2025 and 2024, the Company has engaged in transactions with parties which could be considered as a conflict of interest as details shown below:

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2025	Year 2024	
"1. Interlink Communication Public Company Limited ("ILINK")"	Revenues Network Service Revenue	1,580,400	1,580,400	The Company gained revenues from MPLS and Dark Fiber high-speed communications network services to interconnect ILINK's data across all its branches throughout the country. The transaction item followed regular trade principles in terms of the price, which was in line with the market price.
	Trade Receivable	164,459	164,459	The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made following the regular trade of the Company.
	Other Revenues Other Revenues	50,000	1,800	The Company gained revenues from the relocation of high-speed communications network service location in the Northeastern regional office (Khon Kaen branch)
				The Audit Committee considered the matter and expressed an opinion that the revenues from this transaction was appropriate.
	Other Receivables Receivable from Employee Benefits Other Receivables	329,747 252,308	329,747 236,500	In the Year 2025, ILINK is the Company's other receivable, including: 1. Receivables from employee benefits which resulted from employee transfers in 2014 2. Other receivables from related party transactions such as electricity cost allocation and other expenses of ILINK, of which the Company made advanced payment
				The Audit Committee considered the matter and expressed an opinion that the revenues from other receivables was appropriate.

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2025	Year 2024	
"1. Interlink Communication Public Company Limited ("ILINK") (Continued)"	<u>Procurement</u>			<p>The Company purchased fiber-optic cables and related products from ILINK, which is the product distributor. The transaction item followed regular trade principles in terms of the price, which was in line with the market price.</p> <p>The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made following the regular trade of the Company.</p>
	Trade Payable	16,142,799	14,886,484	
	<u>Rental and Operational Expenses</u>			<p>The Company rented ILINK's offices, warehouses, and premises for its business operations with details as follows:</p> <p>1. The office space rental consists of the rental of Interlink Telecom Building at a monthly rate of THB 1,004,870.00, the office spaces on the 3rd and 4th floors of the R&D Building at a monthly rate of THB 187,898.40, and the server placement area on the 3rd floor of the Interlink Building at a monthly rate of THB 21,120.00. The rental rates were referenced to market prices for office spaces in nearby areas. The agreement is renewable on an annual basis. This also includes rental of the Grand Suvarnabhumi Conference Room for the Company's Annual General Meeting (AGM) and Extraordinary General Meeting (EGM) during 2025.</p> <p>2. The warehouse rental consists of warehouse spaces at ILINK branches under a contract effective from January to December 2025, Chiang Mai branch rental fee of THB 5,000 per month, and Node Server installation space at THB 500 per month.</p> <p>3. The rental of rooftop space for solar rooftop installation at the data center on Kanchanaphisek Road are at the price of THB 219,800 per month during 1 January – 30 June 2025 and THB 258,800 per month during 1 July - 31 December 2025.</p> <p>The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made for the benefits of the Company.</p>
	1. Rental Expenses	14,661,661	13,728,425	
	- Office Space Rental Expense			
	- Warehouse Rental Expense	66,000	64,850	
	- Roof Rental Expense	2,871,600	1,738,529	
	Total	17,599,261	15,531,804	

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2025	Year 2024	
"1. Interlink Communication Public Company Limited ("ILINK") (Continued)"	2. Management Service Fee	2,708,780	6,128,368	The Company engaged ILINK to provide services in human resource systems, internal audit (ISO), and financial services with the management service fees charged at a fixed rate of THB 311,644.94 per month during 1 January – 31 March 2025 and THB 166,272.94 per month from 1 April – 31 December 2025. The management service fees were considered based on the average hours worked by ILINK personnel, including IT equipment rental and maintenance services.
	Total outstanding other payables at the end of the period	2,141,228	5,721,852	The Audit Committee considered the matter and expressed an opinion that such transactions are beneficial to the Company, with reasonable pricing and more cost-effective than investing in systems and hiring additional employees.
	<u>Credit Line Guarantee</u> Credit Line	-	3,935,000,000	As most of the Company's assets are fiber-optic networks and network equipment, which cannot be used as collateral, ILINK acts as guarantor by providing land, buildings, and certain ordinary shares of the Company as collateral for loans from commercial banks. However, ILINK does not charge any guarantee fee.
	Closing Balance of Credit Line	-	561,620,000	The Audit Committee considered the matter and expressed an opinion that such arrangement is necessary for business operations and beneficial to the Company, with no compensation charged between related parties.
	<u>Shared Credit Facilities</u> Available Credit Facilities	390,000,000	390,000,000	The Company shares LC/TR credit facilities and bank guarantee facilities with ILINK without any fee.
	Outstanding Loan Balance	60,201,758	45,491,828	The Audit Committee considered the matter and expressed an opinion that the arrangement is necessary and beneficial for business operations. After the Company was approved LC/TR credit facilities from a commercial bank since late 2015, the shared facility is currently used only for issuing bank guarantees.

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2025	Year 2024	
2. Blue Solutions Public Company Limited (“BLUE”)	Revenues			
	Network Service Revenue	154,044	-	The Company earned revenue from network services, including circuits purchased by BLUE to provide services to end customers. The transaction item followed regular trade principles in terms of the price, which was in line with the market price.
	Network Installation Service Revenue	-	553,068	The Company earned revenue from installation services of cable network and Access Network System equipment for power plants in the Central-Eastern and Southern regions for the Electricity Generating Authority of Thailand (EGAT). The transaction item followed regular trade principles in terms of the price, which was in line with the market price.
	Trade and Project Receivables	12,933	12,933	
	Installation Service Revenue Receivable	-	2,005,600	The Company has outstanding receivables from installation services of cable network and Access Network System equipment for power plants in the Central-Eastern and Southern regions for the Electricity Generating Authority of Thailand (EGAT). The transaction item followed regular trade principles in terms of the price, which was in line with the market price.
	Installation Service Advance Payment	6,284,484	9,539,537	The Company has advance payments for network installation services related to the Budget Bureau's New e-Budgeting system installation and outsourcing development project (deliverables in milestones 4 and 5)
				The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made following the regular trade of the Company.
	Other Income:			
	Divident Income	2,041,020	7,099,200	The Company received dividend income from its investment in Blue Solutions Public Company Limited.
	Management Service Fee	752,341	610,000	The Company was hired to provide internal audit services at a fixed fee of THB 58,000 per month, based on average service hours.
Other Receivables	149,521	120,600	The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate.	
Procurement				
Procurement	3,530,838	9,524,191	The Company procured a software system together with installation and outsourcing for the Budget Bureau's New e-Budgeting system development.	
Trade Payable	-	3,531,000	The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made following the regular trade of the Company.	

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2025	Year 2024	
3. Interlink Health Technology Co., Ltd.	Revenues			
	Network Service Revenue	33,502	-	The Company earned revenue from providing network services to the CT Center in Surat Thani, which commenced operations in May 2025.
	Trade Receivable	1,553	-	The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made following the regular trade of the Company.
	Other Revenues			
	Management Fee	4,536,000	4,268,000	The Company was hired to provide management services at THB 378,000 per month, based on average service hours, including preparation for ISO certification, following the expiration of the previous certification by Sodexo in June 2024.
	Other Receivables	8,804,000	4,268,000	The Audit Committee considered the matter and expressed an opinion that the service was appropriate and made following the regular trade of the Company.
	Short-term Intercompany			
	Loan (Lending)	35,080,000	-	The Company provided a loan to Interlink Health Technology Company Limited at an interest rate of 6.25% per annum to repay a loan with Bangkok Bank.
	Opening Balance of Loans (Lending)	23,000,000	35,080,000	
	Interim Additional Loan (Lending)	-26,236,486		
	Interim Repayment	31,843,514	35,080,000	
	Closing Balance of Loans (Lending)			
	Interest Receivable	1,922,837	-	
	Accrued Interest Receivable	2,175,398	252,562	
Short-term Intercompany				
Loan (Borrowing)	13,135,933	-	The Company borrowed from Interlink Health Technology Company Limited at an interest rate of 6.25% per annum.	
Opening Balance of Loans (Borrowing)	8,839,118	44,635,933		
Interim Additional Loan (Borrowing)	-8,845,883	-31,500,000		
Interim Repayment	13,129,168	13,135,933		
Closing Balance of Loans (Borrowing)				
Interest Payable	859,493	859,422	The Audit Committee considered the matter and expressed an opinion that such borrowing was necessary for business operations, and the interest rate was appropriate and comparable to rates offered by financial institutions.	
Accrued Interest Payable	1,718,914	859,422		
Dividend Payment	-	20,200,000		

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2025	Year 2024	
4. Interlink Power and Engineering Company Limited	Capital for Network Installation Service Trade Payable	1,704,057 128,818	1,410,162 245,441	The Company hired Mr. Supoj Theprueang and Lertpinit Ponganuchok, employees of IPOWVER, to assist in the Project I0103: outsourced project for the inspection, repair, and maintenance of the fiber-optic cable network in Northern region and the Project I0133: outsourced project for the New e-Budgeting system development accordingly. The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made following the regular trade of the Company.
5. National Defense Corporation Limited	Other Receivables	48,319	-	Company registration fee, which is to reclaim from NDC ITEL, joined hands with Defence Technology Institute (DTI) to launch a joint venture company. The key objective of this joint venture is to operate a communications and information technology service business in order to reinforce Thailand's national security and defense industry. The joint venture company provides services of public safety system, digital solutions, modern communications and information technologies such as IoT, AI, Cloud Computing, Big Data Analytics, and more.
6. Interlink Medical Company Limited	Revenues Network Service Revenue Trade Receivable	18,000 1,605	27,726 1,605	The Company received the network service revenues from IMED. The transaction item followed regular trade principles in terms of the price, which was in line with the market price. The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made following the regular trade of the Company.

Persons with Potential Conflicts of Interest	Nature of Transaction	Value of Transaction (THB)		Need and Reasonability of Transaction
		Year 2025	Year 2024	
7. Mr. Suwat Punnachaiya	Consulting Fee	1,056,000	1,056,000	<p>The Company hired Mr. Suwat Punnachaiya as a consultant for oversea business strategy, such as business planning and strategy development for competitive advantage, and recommendations for business operations opportunities. The services commenced on 1st October 2024 and onwards, with the consulting fee of THB 88,000 per month. The Company calculated the consulting fee by comparing with the remuneration for the company executives.</p> <p>The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made for the benefits of the Company. Since Alist is a consultation company with expertise in information and technology system, its recommendations could be utilized for better efficiency of the Company's business operations.</p>
8. Mr. Suwichan Nilanan	Consulting Fee	1,056,000	1,056,000	<p>The Company hired Mr. Suwichan as a consultant for business strategy, business planning, strategy development for competitive advantage, and recommendations for business operations opportunities. The services commenced on 1st June 2024 and onwards, with the consulting fee of THB 88,000 per month. The Company calculated the consulting fee by comparing with the remuneration for the company executives.</p> <p>The Audit Committee considered the matter and expressed an opinion that the transaction item was appropriate and made for the benefits of the Company. Since Mr. Suwichan has gained over 20 years of expertise and experiences in telecommunication business, his recommendations could be utilized for better efficiency of the Company's business operations.</p>

Part 3

Financial Report



Report of the Board of Directors' Responsibilities for Financial Statements

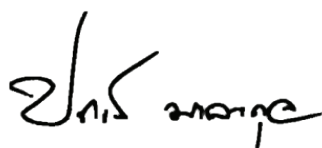
The Board of Directors is responsible for the financial statements representing the investment using the equity method of the company, Interlink Telecom Public Company Limited (“The Company”) and separate financial statements including financial information appearing in the annual report. The financial 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 2025, it is reliable by complying with accepted accounting standards and with the relevant laws and regulations.



Mr. Pakorn Malakul Na Ayudhya
Chairman



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 2025, 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 2025;
- 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>Recognition of revenue from network installation service</p> <p>Refer to accounting policy No. 4.18, 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> <ol style="list-style-type: none"> 1) The amount of revenue from network installation service of Baht 1,370.48 million is significant, representing 48% of total revenue. The Group provides network installation service nationwide. This service comprises small projects and large projects and; 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>I performed the following procedures to evaluate the recognition of revenue from network installation service which included:</p> <ol style="list-style-type: none"> 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. 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. 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: <ul style="list-style-type: none"> <u>Input method</u> <ul style="list-style-type: none"> - 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. - 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.

Key audit matter	How my audit addressed the key audit matter
	<p><u>Output method</u></p> <ul style="list-style-type: none"> - 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. - Assessing the accuracy of performance completed to date relative to the monthly progress of work reported by engineer <u>point in time</u>. - Examining the documents supporting for control transferring of the revenue recognition at a point in time. <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.



Pongthavee Ratanakoses

Certified Public Accountant (Thailand) No. 7795

Bangkok

25th February 2026

Statements of Financial Position

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
		Baht	Baht	Baht	Baht
Assets					
Current assets					
Cash and cash equivalents	9.1	394,564,166	42,290,344	382,140,458	31,210,821
Trade and other current receivables, net	10	1,016,814,268	1,244,518,381	852,131,076	959,685,316
Work in process		152,867,397	97,451,926	108,432,053	82,749,372
Short-term loan receivable to a subsidiary	31.9	-	-	31,843,514	35,080,000
Current accrued revenue, net	11.1	1,853,149,854	1,911,064,212	1,218,456,024	1,540,573,811
Retention receivables		2,230,471	2,298,864	2,230,471	2,298,864
Revenue department receivable		102,824,536	33,516,151	74,448,340	25,325,008
Total current assets		3,522,450,692	3,331,139,878	2,669,681,936	2,676,923,192
Non-current assets					
Restricted cash at financial institutions	9.2	698,105,099	79,239,423	670,000,000	72,239,422
Non-current accrued revenue, net	11.1	183,627,248	280,938,367	168,077,636	274,756,788
Financial assets measured at fair value through other comprehensive income	6	31,800,073	56,648,113	31,800,073	56,648,113
Investment in subsidiaries	12	-	-	206,777,506	192,777,926
Fixed assets and telecommunication network, net	13	4,516,699,985	4,328,660,232	4,451,787,949	4,283,357,013
Right-of-use assets, net	14	115,923,916	242,473,408	108,832,843	227,648,248
Right-of-use assets under Trust, net		44,088,569	52,137,805	44,088,569	52,137,805
Goodwill	15	40,000,890	40,000,890	-	-
Intangible assets, net	16	82,085,843	103,858,036	21,578,008	27,385,003
Deferred tax assets, net	17	167,573,653	117,861,554	150,234,012	116,342,593
Other non-current assets		85,032,569	36,862,810	82,724,926	36,811,010
Total non-current assets		5,964,937,845	5,338,680,638	5,935,901,522	5,340,103,921
Total assets		9,487,388,537	8,669,820,516	8,605,583,458	8,017,027,113

Statements of Financial Position

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
		Baht	Baht	Baht	Baht
Liabilities and equity					
Current liabilities					
Bank overdraft from financial institutions		57,429,206	20,635,479	30,233,788	12,080,582
Short-term borrowings from financial institutions, net	18	1,536,911,728	1,845,711,406	1,016,871,445	1,636,063,150
Short-term borrowings from a subsidiary	31.10	-	-	13,129,168	13,135,933
Trade and other current payables	19	577,175,362	694,707,208	504,039,748	597,487,330
Current portion of lease liabilities, net	20	50,652,092	84,023,552	47,369,068	78,634,826
Current portion of long-term borrowings from financial institutions, net	22	332,989,605	340,585,900	325,526,859	336,042,516
Current advance received from services	11.3	13,236,429	26,095,034	13,026,924	22,253,643
Current corporate income tax payable		-	3,808,982	-	-
Current provisions for employee benefits	23	3,070,736	1,338,438	3,018,686	528,134
Other current liabilities		30,253,481	49,028,505	23,241,348	34,426,753
Total current liabilities		2,601,718,639	3,065,934,504	1,976,457,034	2,730,652,867
Non-current liabilities					
Lease liabilities, net	20	71,929,495	86,458,413	68,423,200	85,608,659
Lease liabilities under the agreement with Trust, net	21	687,185,689	687,795,739	687,185,689	687,795,739
Long-term borrowings from financial institutions, net	22	1,000,142,649	518,069,203	985,826,315	502,264,500
Deferred tax liabilities, net	17	11,700,347	17,542,897	-	-
Non-current advance received from services	11.3	29,555,374	32,312,263	25,735,176	32,312,263
Non-current provisions for employee benefits	23	61,382,711	37,485,640	46,665,153	28,702,078
Total non-current liabilities		1,861,896,265	1,379,664,155	1,813,835,533	1,336,683,239
Total liabilities		4,463,614,904	4,445,598,659	3,790,292,567	4,067,336,106

Statements of Financial Position

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
		Baht	Baht	Baht	Baht
Liabilities and equity (Cont'd)					
Equity					
Share capital					
Authorised share capital					
2,640,040,152 ordinary shares					
at par value of Baht 0.50 each					
(2024: 1,691,731,791 ordinary shares					
at par value of Baht 0.50 each)					
24		1,320,020,076	845,865,896	1,320,020,076	845,865,896
Issued and paid-up share capital					
2,016,929,798 ordinary shares					
at paid-up of Baht 0.50 each					
(2024: 1,388,929,798 ordinary shares					
at paid-up of Baht 0.50 each)					
24		1,008,464,899	694,464,899	1,008,464,899	694,464,899
24		2,596,974,690	1,901,494,690	2,596,974,690	1,901,494,690
Premium on paid-up share capital					
Retained earnings					
Appropriated - legal reserve					
26		82,410,000	82,410,000	82,410,000	82,410,000
Unappropriated					
		1,202,806,125	1,390,904,945	1,145,734,115	1,286,071,819
Other components of equity					
		(18,292,813)	(14,750,401)	(18,292,813)	(14,750,401)
Total equity attributable to owners of the parent					
		4,872,362,901	4,054,524,133	4,815,290,891	3,949,691,007
Non-controlling interests					
		151,410,732	169,697,724	-	-
Total equity					
		5,023,773,633	4,224,221,857	4,815,290,891	3,949,691,007
Total liabilities and equity					
		9,487,388,537	8,669,820,516	8,605,583,458	8,017,027,113

Statement of Comprehensive Income

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2025	2024	2025	2024
		Baht	Baht	Baht	Baht
Service income from network rendering	8	1,277,406,319	1,263,329,392	1,277,406,319	1,263,329,392
Service income from network installation service	8	1,370,482,489	1,005,966,486	631,962,945	593,887,782
Service income from data center space service	8	101,967,883	98,467,609	101,967,883	98,467,609
Sales and service income from medical equipment service	8	73,897,712	110,077,416	-	-
Gain on disposal of investment in a joint venture, net		-	140,086,182	-	87,186,608
Gain from a bargain purchase, net	12	-	54,360,167	-	-
Other income		43,011,378	39,995,118	41,705,322	70,808,681
Total revenue	27	2,866,765,781	2,712,282,370	2,053,042,469	2,113,680,072
Cost of network rendering		(1,218,544,487)	(1,048,225,733)	(1,218,544,487)	(1,048,225,733)
Cost of network installation service		(1,222,161,823)	(722,605,475)	(560,070,449)	(441,179,420)
Cost of data center space service		(57,973,232)	(54,570,515)	(57,973,232)	(54,570,515)
Cost of sales and medical equipment service		(56,314,321)	(89,039,875)	-	-
Service expenses		(68,334,187)	(61,366,973)	(55,329,457)	(50,908,506)
Administrative expenses		(173,332,966)	(145,807,833)	(115,395,852)	(83,979,434)
Expected credit losses	10, 11.1	(128,193,472)	(12,999,769)	(41,442,497)	(10,662,492)
Finance costs		(182,270,885)	(199,107,937)	(164,464,449)	(187,716,879)
Total expense		(3,107,125,373)	(2,333,724,110)	(2,213,220,423)	(1,877,242,979)
Profit (loss) before share of profit from investment in a joint venture and income tax expense		(240,359,592)	378,558,260	(160,177,954)	236,437,093
Share of profit from investment in a joint venture		-	708,902	-	-
Profit (loss) before income tax expense		(240,359,592)	379,267,162	(160,177,954)	236,437,093
Income tax benefit (expense)	29	45,396,860	(54,637,192)	30,126,606	(41,740,920)
Net profit (loss) for the year		(194,962,732)	324,629,970	(130,051,348)	194,696,173
Other comprehensive expense					
Items will not be reclassified subsequently to profit or loss					
- Remeasurements of post-employment benefit obligations, net of tax	23	(13,511,371)	-	(10,335,208)	-
Changes in fair value of financial assets measured at fair value through other comprehensive income, net of tax		(3,078,431)	(5,953,056)	(3,078,431)	(5,953,056)
Total comprehensive income (expense) for the year		(211,552,534)	318,676,914	(143,464,987)	188,743,117

Statement of Comprehensive Income

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Notes	Baht	Baht	Baht	Baht
Profit (loss) attributable to:				
- Owners of the Company	(176,192,621)	303,992,368	(130,051,348)	194,696,173
- Non-controlling interests	(18,770,111)	20,637,602	-	-
	<u>(194,962,732)</u>	<u>324,629,970</u>	<u>(130,051,348)</u>	<u>194,696,173</u>
Total comprehensive income (expense) attributable to:				
- Owners of the Company	(191,226,103)	298,039,312	(143,464,987)	188,743,117
- Non-controlling interests	(20,326,431)	20,637,602	-	-
	<u>(211,552,534)</u>	<u>318,676,914</u>	<u>(143,464,987)</u>	<u>188,743,117</u>
Earnings (loss) per share				
Basic earnings (loss) per share	30.1	(0.13)	0.22	(0.09)
Diluted earnings (loss) per share	30.2	(0.13)	0.22	(0.09)

Statement of Changes in Equity

Consolidated financial statements

	Notes	Other component of equity		Retained earnings										Total Baht	
		Measurement of financial assets at fair value		Treasury shares		Appropriated - legal reserve		Reserve for treasury shares		Unappropriated		Total owners of the parent			Total Baht
		Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht		
Opening balance as at 1 January 2024		694,464,787	1,901,492,214	-	-	72,670,000	-	1,193,320,210	-	3,853,149,866	155,880,922	4,009,030,788			
Changes in equity for the year															
Increase in share capital		112	2,476	-	-	-	-	-	-	2,588	-	2,588			
Dividend payments		-	-	-	-	-	-	(96,667,633)	-	(96,667,633)	-	(96,667,633)			
Dividend payment from a subsidiary		-	-	-	-	-	-	-	-	-	(6,820,800)	(6,820,800)			
Legal reserve	26	-	-	-	-	9,740,000	-	(9,740,000)	-	-	-	-			
Total comprehensive income for the year		-	-	-	-	-	-	303,992,368	-	298,039,312	20,637,602	318,676,914			
Closing balance as at 31 December 2024		694,464,899	1,901,494,690	-	-	82,410,000	-	1,390,804,945	-	4,054,524,133	169,697,724	4,224,221,857			
Opening balance as at 1 January 2025		694,464,899	1,901,494,690	-	-	82,410,000	-	1,390,904,945	-	4,054,524,133	169,697,724	4,224,221,857			
Changes in equity for the year															
Increase in share capital	24	314,000,000	695,480,000	-	-	-	-	-	-	1,009,480,000	4,000,420	1,013,480,420			
Treasury shares	24	-	-	(10,034,117)	-	-	-	10,034,117	(10,034,117)	(10,034,117)	-	(10,034,117)			
Sale of treasury shares	24	-	-	10,034,117	-	-	-	(10,034,117)	9,618,988	9,618,988	-	9,618,988			
Dividend payments		-	-	-	-	-	-	-	-	-	(1,960,981)	(1,960,981)			
Transfer of accumulated revaluation gains from disposal of financial assets measured at fair value through other comprehensive income, net of tax.		-	-	-	-	-	-	-	-	-	-	-			
Total comprehensive expense for the year		-	-	-	-	-	-	(18,147,672)	-	(191,226,103)	(20,326,431)	(211,552,534)			
Closing balance as at 31 December 2025		1,008,464,899	2,596,974,690	-	-	82,410,000	-	1,202,806,125	-	4,872,362,901	151,410,792	5,023,773,693			

Statement of Changes in Equity

Separate financial statements

	Other component of equity						Retained earnings				Total	
	Notes	Issued and paid-up share capital	Premium on paid-up share capital	Treasury shares	Measurement of financial assets at fair value through other comprehensive income	Appropriated - legal reserve	Reserve for treasury shares	Unappropriated	Baht	Baht	Baht	Baht
Opening balance as at 1 January 2024		694,464,767	1,901,492,214	-	(6,797,345)	72,670,000	-	1,197,783,279	-	3,857,612,935		
Changes in equity for the year												
Increase in share capital		112	2,476	-	-	-	-	-	-	2,588		
Dividend payment		-	-	-	-	-	-	(96,667,633)	-	(96,667,633)		
Legal reserve	26	-	-	-	-	9,740,000	-	(9,740,000)	-	-		
Total comprehensive income for the year		-	-	-	(5,953,056)	-	-	194,596,173	-	188,743,117		
Closing balance as at 31 December 2024		694,464,899	1,901,494,690	-	(14,750,401)	82,410,000	-	1,286,071,819	-	3,949,691,007		
Opening balance as at 1 January 2025		694,464,899	1,901,494,690	-	(14,750,401)	82,410,000	-	1,286,071,819	-	3,949,691,007		
Changes in equity for the year												
Increase in share capital	24	314,000,000	695,480,000	-	-	-	-	-	-	1,009,480,000		
Treasury shares	24	-	-	(10,034,117)	-	-	10,034,117	(10,034,117)	-	(10,034,117)		
Sale of treasury shares	24	-	-	10,034,117	-	-	(10,034,117)	9,618,988	-	9,618,988		
Transfer of accumulated revaluation gains from disposal of financial assets measured at fair value through other comprehensive income, net of tax.		-	-	-	(463,981)	-	-	463,981	-	-		
Total comprehensive expense for the year		-	-	-	(3,078,431)	-	-	(140,386,556)	-	(143,464,987)		
Closing balance as at 31 December 2025		1,008,464,899	2,596,974,690	-	(18,292,813)	82,410,000	-	1,145,734,115	-	4,815,290,891		

Statement of Cash Flows

	Notes	financial statements		financial statements	
		2025	2024	2025	2024
		Baht	Baht	Baht	Baht
Cash flows from operating activities					
Profit (Loss) before income tax expense		(240,359,592)	379,267,162	(160,177,954)	236,437,093
Adjustments to reconcile profit before income tax to net cash from operations:					
- Depreciation and amortisation	28	436,411,514	422,095,446	403,624,546	389,488,969
- Amortisation of prepaid expenses		31,043,981	35,977,703	31,043,981	37,177,703
- Share of gain from investment in a joint venture		-	(708,902)	-	-
- Unrealised loss on exchange rate		371,459	112,912	371,459	112,912
- Expected credit losses	10, 11.1	128,193,472	12,999,769	41,442,497	10,662,493
- Loss from written-off bad debt		1,410,475	-	1,410,475	-
- (Gain) loss from written-off equipment and intangible assets		1,467,683	13,751	(300,615)	-
- Provision of obsolete inventory		3,698,308	849,415	1,269,710	-
- Dividend income		(3,569,882)	(3,851,888)	(5,610,902)	(31,151,088)
- Interest income		(1,698,253)	(1,784,534)	(2,886,600)	(2,006,642)
- Finance costs		182,270,885	199,107,937	164,464,449	187,716,879
- Gain on disposal of investment in a joint venture, net		-	(140,086,182)	-	(87,186,608)
- Gain from a bargain purchase, net	12	-	(54,360,167)	-	-
- Provisions for employee benefit	23	10,307,966	5,862,239	8,300,325	4,523,901
Cash flows before changes in operating assets and liabilities		549,748,016	855,594,661	482,851,371	745,775,612
Changes in operating assets and liabilities:					
- Trade and other current receivables		96,840,682	(410,219,354)	56,878,477	(251,949,363)
- Work in process		(78,632,999)	59,498,482	(46,271,611)	60,475,146
- Accrued revenue		137,034,063	489,998,824	416,309,339	464,291,893
- Retention receivables		68,393	11,538,634	68,393	11,538,634
- Revenue department receivable		(10,890,055)	18,170,493	2,886,810	17,925,871
- Other non-current assets		(48,169,759)	2,662,346	(45,913,916)	2,662,347
- Trade and other current payables		(148,751,080)	(177,369,878)	(120,008,251)	(228,277,417)
- Advance received from services		(15,615,494)	25,284,196	(15,803,806)	25,146,118
- Employee benefits paid	23	(1,557,808)	(1,055,854)	(765,708)	(1,055,854)
- Other current liabilities		(18,775,024)	5,817,824	(11,185,405)	2,244,573
Cash generated from operations		461,288,935	879,920,374	719,045,693	848,777,560
- Income tax paid		(65,361,511)	(78,156,320)	(49,352,292)	(52,262,700)
Net cash generated from operating activities		395,927,424	801,764,054	669,693,401	796,514,860

Statement of Cash Flows

	Notes	Consolidated financial statements		Separate financial statements	
		2025 Baht	2024 Baht	2025 Baht	2024 Baht
Cash flows from investing activities					
- Increase in restricted cash at financial institutions		(618,865,676)	(6,009,145)	(597,760,578)	(2,259,422)
- Proceeds from disposals of financial assets measured at fair value through other comprehensive income	6	21,000,000	-	21,000,000	-
- Payments for purchase of financial assets measured at fair value through other comprehensive income	8	-	(1,575,000)	-	(1,575,000)
- Payments for investment in subsidiaries	12	-	-	(13,999,580)	-
- Dividends income from investment in real estate investment trust		3,569,882	3,851,888	3,569,882	3,851,888
- Proceeds from disposals of investment in a joint venture		-	157,186,507	-	157,186,507
- Payments for short-term borrowings to a subsidiary		-	-	(23,000,000)	(35,080,000)
- Proceeds from short-term borrowings to a joint venture, net		-	129,011,999	-	129,011,999
- Proceeds from short-term borrowings to a subsidiary		-	-	26,236,486	-
- Proceeds from sale of fixed assets and telecommunication networks		1,124,001	-	1,124,001	-
- Payments for purchase of fixed assets and telecommunication networks		(372,860,699)	(484,639,247)	(352,733,159)	(460,351,904)
- Payments for purchases of intangible assets		(109,971)	(972,200)	(24,020)	(319,000)
- Payments for borrowing cost capitalisation of fixed assets and telecommunication networks	13	(40,400,000)	(34,900,000)	(40,400,000)	(34,900,000)
- Dividends income from subsidiaries		-	-	2,041,020	27,299,200
- Proceeds from interest income		1,685,812	1,784,532	1,051,323	1,754,080
Net cash used in investing activities		(1,004,856,851)	(236,280,666)	(972,894,625)	(215,381,652)
Cash flows from financing activities					
- Proceeds from bank overdraft from financial institutions, net		36,793,727	5,370,169	18,153,206	12,080,582
- Payments for short-term borrowings from financial institutions, net		(309,969,225)	(143,168,599)	(620,361,253)	(158,008,143)
- Proceeds (payments) for short-term borrowings from a subsidiary, net		-	-	(6,765)	13,135,933
- Payments for deferred financing fees of short-term borrowings from financial institutions		(900,000)	(639,813)	(900,000)	(639,813)
- Payments for deferred financing fees of long-term borrowings from financial institutions	22	(3,024,500)	-	(3,024,500)	-
- Payments for lease liabilities	20	(89,723,343)	(93,320,657)	(82,945,319)	(79,721,973)
- Payments for lease liabilities under the agreement with Trust	21	(1,889,955)	(1,475,759)	(1,889,955)	(1,475,759)
- Proceeds from long-term borrowings from financial institutions	22	844,526,823	360,068,393	838,124,954	338,136,232
- Payments for long-term borrowings from financial institutions	22	(369,096,529)	(501,081,271)	(364,125,653)	(499,497,197)
- Payments for repurchase of treasury shares	24	(10,034,117)	-	(10,034,117)	-
- Proceeds from sale of treasury shares	24	9,598,207	-	9,598,207	-
- Proceeds from issue of ordinary shares	24	1,011,080,000	2,588	1,011,080,000	2,588
- Payments for cost of issue of ordinary shares	24	(2,000,000)	-	(2,000,000)	-
- Proceeds from issue of ordinary shares of a subsidiary		4,000,420	-	-	-
- Dividend paid to the Company's shareholders		(626)	(96,667,633)	(626)	(96,667,633)
- Dividend paid to non-controlling interests		(1,960,980)	(6,820,800)	-	-
- Interest paid		(158,196,853)	(198,585,205)	(137,537,318)	(186,380,081)
Net cash generated from (used in) financing activities		961,203,049	(676,318,587)	654,130,861	(659,035,264)
Net increased (decreased) in cash and cash equivalents		352,273,822	(110,815,199)	350,929,637	(77,902,056)
Cash increase from business combination		-	43,817,738	-	-
Beginning balance		42,290,344	109,287,805	31,210,821	109,112,877
Ending balance	9.1	394,564,166	42,290,344	382,140,458	31,210,821
Non-cash transactions					
- Account payable - purchases of fixed assets and telecommunication networks		177,103,132	169,467,819	174,344,376	169,438,394
- Purchases of fixed assets and telecommunication networks under lease contracts		41,822,964	39,770,352	34,494,102	39,770,352

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, Samsenok, 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 and 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. On 26 August 2025, the Company extended the license period from 15 years to 30 years.

These consolidated and separate financial statements were authorised for issue by the Board of Directors on 24 February 2026.

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.

3 Amended financial reporting standards

3.1 Amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2025 which have no significant impact on the Group.

- 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.

3.2 Amended financial reporting standards that are effective for the accounting period beginning on or after 1 January 2026.

The following amended TFRSs were not mandatory for the current reporting period and the Group has not early adopted them.

- a) **Amendments to TAS 21 The Effects of Changes in Foreign Exchange Rates** added requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use when it is not. Prior to these amendments, TAS 21 set out the exchange rate to use when exchangeability is temporarily lacking, but not what to do when lack of exchangeability is not temporary.

The Group's management is currently assessing the potential impact of adopting these financial reporting standards.

4 Material 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 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.

4.3 Functional and presentation currency

The financial statements are presented in Thai Baht, which is the Group's functional and presentation currency.

4.4 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 4.6.

4.5 Inventory

Inventories are stated at the lower of cost and net realisable value. Cost of inventories is determined by the weighted average method.

4.6 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.

4.7 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, the contract duration

4.8 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.

4.9 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.

4.10 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.

4.11 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.

Leases - where the Group is the lessor

When assets are leased out under a finance lease, the present value of the lease payments is recognised as a receivable.

Rental income under operating leases (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term.

4.12 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 income or finance costs 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 income or finance costs in profit or loss.

4.13 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.

4.14 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.

4.15 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 and cash 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 Share capital

Ordinary shares with discretionary dividends are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

4.18 Revenue recognition

Revenue includes 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 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 are 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) and other non-current assets 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.

4.19 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.

4.20 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.

4.21 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 and interest rate 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 contracts when it considers appropriate.

The Group does not apply hedge accounting. The foreign currency forwards/ forward contracts accounted for as held for trading, with gains (losses) recognised in profit or loss.

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in Baht are as follows:

	(Unit : Baht'000)	
	Consolidated and Separate financial statements	
	2025	2024
	US Dollar	US Dollar
Financial assets	1,000,936	11,537
Financial liabilities	2,080	2,047

Foreign currency financial assets represent cash, restricted cash at financial institutions, and trade receivables while the above foreign currency financial liabilities represent trade payables.

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.

	Consolidated and Separate financial statements	
	Impact to net profit	
	2025	2024
	Baht'000	Baht'000
US Dollar to Baht exchange rate		
- increase 10%*	99,886	949
- decrease 10%*	(99,886)	(949)

* Holding all other variables constant

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.

As at 31 December 2025	Consolidated financial statements								
	Fixed interest rates			Floating interest rates			Non-Interest bearing Baht'000		
	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		Total Baht'000	
Financial assets									
Cash and cash equivalents	391,014	-	-	-	-	-	3,550	394,564	0.10 - 0.85
Restricted cash at financial institutions	-	698,105	-	-	-	-	-	698,105	0.20 - 0.70
	391,014	698,105	-	-	-	-	3,550	1,092,669	
Financial liabilities									
Bank overdraft from financial institutions	57,429	-	-	-	-	-	-	57,429	5.20 - 7.35
Short-term borrowings from financial institutions	1,536,912	-	-	-	-	-	-	1,536,912	3.60 - 5.25
Long-term borrowings from financial institutions	53,698	45,766	-	279,291	772,935	181,442	-	1,333,132	4.04 - 7.00
Lease liabilities	50,652	71,929	-	-	-	-	-	122,581	3.75 - 7.05
Lease liabilities under the agreement with Trust	-	12,003	675,183	-	-	-	-	687,186	7.50
	1,698,691	129,698	675,183	279,291	772,935	181,442	-	3,737,240	

	Separate financial statements							
	Fixed interest rates			Floating interest rates			Non-Interest bearing 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		
As at 31 December 2025								
Financial assets								
Cash and cash equivalents	380,121	-	-	-	-	-	2,019	0.10 - 0.85
Short-term borrowings to a subsidiary	31,844	-	-	-	-	-	-	6.25
Restricted cash at financial institutions	-	670,000	-	-	-	-	-	0.20
	411,965	670,000	-	-	-	-	2,019	1,083,984
Financial liabilities								
Bank overdraft from financial institutions	30,234	-	-	-	-	-	-	5.20 - 7.35
Short-term borrowings from financial institutions	1,016,871	-	-	-	-	-	-	3.60 - 5.25
Short-term borrowings from a subsidiary	13,129	-	-	-	-	-	-	6.25
Long-term borrowings from financial institutions	46,235	31,450	-	279,291	772,935	181,442	-	4.04 - 7.00
Lease liabilities	47,368	68,424	-	-	-	-	-	3.75 - 6.00
Lease liabilities under the agreement with Trust	-	12,003	675,183	-	-	-	-	7.50
	1,153,837	111,877	675,183	279,291	772,935	181,442	-	3,174,565

	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			
As at 31 December 2024									
Financial assets									
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	
Financial liabilities									
Bank overdraft from financial institutions	12,081	-	-	-	-	-	-	12,081	7.55 - 8.20
Short-term borrowings from financial institutions	1,636,063	-	-	-	-	-	-	1,636,063	3.85 - 6.80
Short-term borrowings from a subsidiary	13,136	-	-	-	-	-	-	13,136	6.25
Long-term borrowings from financial institutions	8,023	48,212	-	328,020	454,052	-	-	838,307	3.94 - 6.10
Lease liabilities	78,635	85,608	-	-	-	-	-	164,243	3.75 - 6.00
Lease liabilities under the agreement with Trust	-	7,513	680,283	-	-	-	-	687,796	7.50
	1,747,938	141,333	680,283	328,020	454,052	-	-	3,351,626	

Sensitivity

Profit or loss is sensitive to higher or lower interest expenses from borrowings as a result of changes in interest rates.

	Consolidated		Separate	
	financial statements		financial statements	
	Impact to net profit		Impact to net profit	
	2025	2024	2025	2024
	Baht'000	Baht'000	Baht'000	Baht'000
Interest rate				
- increase 1%*	(27,925)	(26,739)	(22,724)	(24,642)
- decrease 1%*	27,925	26,739	22,724	24,642

* 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) Security

For some trade receivables the Group may obtain security in the form of guarantees, or letters of credit which can be called upon if the counterparty is in default under the terms of the agreement.

c) 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 392.71 million (2024 : Baht 35.31 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 772.48 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	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Fixed rates				
Expiring within one year				
- Bank overdraft	5,000	-	5,000	-
Expiring beyond one year				
- Bank overdraft	23,621	55,414	14,766	37,919
Floating rates				
Expiring beyond one year				
- Credit facilities of financial institutions	743,858	1,522,592	277,898	1,089,240
	<u>772,479</u>	<u>1,578,006</u>	<u>297,664</u>	<u>1,127,159</u>

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				
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Total Baht'000	Book value Baht'000
As at 31 December 2025					
Bank overdraft from financial institutions	57,429	-	-	57,429	57,429
Short-term borrowings from financial institutions	1,536,912	-	-	1,536,912	1,536,912
Trade and other current payables	577,175	-	-	577,175	577,175
Lease liabilities	65,452	76,827	-	132,279	122,581
Long-term borrowings from financial institutions	346,699	841,651	177,200	1,365,550	1,333,132
Lease liabilities under the agreement with trust	-	21,562	713,785	735,347	687,186
Total financial liabilities that is not derivatives	<u>2,573,667</u>	<u>940,040</u>	<u>890,985</u>	<u>4,404,692</u>	<u>4,314,415</u>

Contractual maturities of financial liabilities	Separate financial statements				Book value Baht'000
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Total Baht'000	
As at 31 December 2025					
Bank overdraft from financial institutions	30,234	-	-	30,234	30,234
Short-term borrowings from financial institutions	1,016,871	-	-	1,016,871	1,016,871
Short-term borrowings from a subsidiary	13,129	-	-	13,129	13,129
Trade and other current payables	504,040	-	-	504,040	504,040
Lease liabilities	51,894	73,099	-	124,993	115,792
Long-term borrowings from financial institutions	338,171	826,142	177,200	1,341,513	1,311,353
Lease liabilities under the agreement with trust	-	21,562	713,785	735,347	687,186
Total financial liabilities that is not derivatives	1,954,339	920,803	890,985	3,766,127	3,678,605

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	
As at 31 December 2024					
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
Total financial liabilities that is not derivatives	2,994,198	628,252	722,451	4,344,901	4,277,986

Contractual maturities of financial liabilities	Separate financial statements				Book value Baht'000
	Within 1 year Baht'000	1 - 5 years Baht'000	Over 5 years Baht'000	Total Baht'000	
As at 31 December 2024					
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
Total financial liabilities that is not derivatives	2,680,658	609,823	722,451	4,012,932	3,949,113

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	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Borrowings from financial institutions	2,927,473	2,725,002	2,358,458	2,486,451
Equity	5,023,774	4,224,222	4,815,291	3,949,691
Net debt to equity ratio	0.58	0.65	0.49	0.63

The net debt to equity ratio decreased from 0.65% to 0.58% due to an increase in equity from private placement 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 2025, the net debt from financial institutions to equity ratio was 0.58 (2024: 0.65) and the debt service coverage ratio was 1.25 (2024: 2.94).

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 2025		31 December 2024	
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
1	Financial assets	-	30,225	-	34,073
3	Investment in real estate investment trust	-	1,575	-	22,575
	General investment - equity instrument	-	-	-	-
	Total financial assets	-	31,800	-	56,648

Fair value of following financial assets and financial liabilities measured at amortised cost where their carrying value approximated fair value are as follows:

Consolidated financial statements	Separate financial statements
Financial assets	Financial assets
- Cash and cash equivalents	- Cash and cash equivalents
- Restricted cash at financial institutions	- Restricted cash at financial institutions
- Trade and other current receivables, net	- Trade and other current receivables, net
- Accrued revenue, net	- Short-term borrowings to a subsidiary
- Retention receivables	- Accrued revenue, net
- Other non-current assets	- Retention receivables
	- Other non-current assets
Financial liabilities	Financial liabilities
- Trade and other current payables	- Trade and other current payables
- Other current liabilities	- Other current liabilities
- Bank overdraft from financial institutions	- Bank overdraft from financial institutions
- Short-term borrowings from financial institutions	- Short-term borrowings from a subsidiary
- Long-term borrowings from financial institutions	- Short-term borrowings from financial institutions
	- Long-term borrowings from financial institutions

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

	Consolidated and Separate financial statements Unlisted equity securities Baht'000
Opening balance 1 January 2025	22,575
Disposals	(21,000)
Closing balance 31 December 2025	1,575

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.

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 15. 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.

g) Expected credit losses

The Group measures the expected credit losses for receivables and contract assets by applying simplified approach and general approach in assessing lifetime expected credit loss of receivables and contract assets.

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				Total	
	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			
Million Baht		Million Baht		Million Baht		Million Baht		Million Baht		
2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	
Revenues	1,277.41	1,263.33	1,370.48	1,005.97	101.97	98.47	73.90	110.08	2,823.76	2,477.85
Gross profit	58.86	215.10	148.32	283.36	43.99	43.90	17.58	21.04	268.75	563.40
Other income									43.01	40.00
Total revenues									311.76	603.40
Share of gain from investment in a joint venture									-	0.71
Gain from a bargain purchase									-	54.36
Gain on disposal of investment in a joint venture									-	140.09
Service expenses and administrative expenses									(241.66)	(207.18)
Expected credit losses									(128.19)	(13.00)
Finance costs									(182.27)	(199.11)
Income tax benefit (expense)									45.40	(54.64)
Profit (loss) for the period									(194.96)	324.63
Timing of revenue recognition										
Point in time	-	-	253.57	441.17	-	-	73.90	108.64	305.20	549.81
Overtime	1,277.41	1,263.33	1,116.91	564.80	101.97	98.47	-	1.44	2,518.56	1,928.04
Total revenues	1,277.41	1,263.33	1,370.48	1,005.97	101.97	98.47	73.90	110.08	2,823.76	2,477.85

	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		
2025	2024	2025	2024	2025	2024	2025	2024	
Timing of revenue recognition								
Point in time	-	-	223.69	372.80	-	-	201.42	372.80
Overtime	1,277.41	1,263.33	408.27	221.09	101.97	98.47	1,809.92	1,582.89
Total revenues	1,277.41	1,263.33	631.96	593.89	101.97	98.47	2,011.34	1,955.69

Main customer

During the year ended 31 December 2025, revenue from 2 major customers of approximately Baht 854.43 million represented 30.26% of the Group's total revenue (2024: 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, and restricted cash at financial institutions

9.1 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Baht'000	Baht'000	Baht'000	Baht'000
Cash on hand	1,634	847	1,326	615
Deposits at financial institutions				
- Current accounts	1,917	5,331	693	510
- Savings accounts	389,981	29,981	379,954	29,977
- Fixed deposit due within 3 months	1,032	6,131	167	109
Total cash and cash equivalents	394,564	42,290	382,140	31,211

As at 31 December 2025, the deposits at financial institutions of the Group are deposits at local financial institutions, bore interest at rates from 0.10% to 0.85% per annum (2024: 0.15% to 1.60% per annum).

9.2 Restricted cash at financial institutions

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Baht'000	Baht'000	Baht'000	Baht'000
Restricted cash at financial institutions for investment in international telecom business	650,000	-	650,000	-
Restricted cash at financial institutions pledged as collateral for bank guarantees	24,105	3,000	-	-
Restricted cash at financial institutions pledged as collateral for bank overdraft and credit facilities of financial institutions	24,000	76,239	20,000	72,239
Total restricted cash at financial institutions	698,105	79,239	670,000	72,239

10 Trade and other receivables, net

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Trade receivables	905,742	1,071,777	744,054	829,656
Trade receivables - related parties (Note 31.5)	166	164	181	177
<u>Less</u> Expected credit losses	(113,168)	(21,303)	(29,818)	(18,864)
Total trade receivables, net	792,740	1,050,638	714,417	810,969
Other receivables	31,002	15,484	21,119	11,817
Other receivables - related parties (Note 31.8)	890	566	12,068	5,207
Prepaid expenses	140,668	103,045	72,954	87,210
Advance payment	30,962	23,686	30,403	23,215
Deposits	20,546	7,979	1,170	3,267
Deposit for goods	18,006	43,120	18,000	18,000
<u>Less</u> Expected credit losses	(18,000)	-	(18,000)	-
Total trade and other receivables, net	1,016,814	1,244,518	852,131	959,685

As at 31 December 2025, the Company has pledged its trade receivables as collateral for long-term loans from financial institutions as disclosed in Note 22 (2024: None).

The expected credit losses for trade receivables are determined as follows:

	Consolidated financial statements					
	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	Total Baht'000
As of 31 December 2025						
Gross carrying amount - trade receivables	376,995	53,341	207,823	65,099	202,650	905,908
Expected credit losses	(34)	(124)	(20)	(4,498)	(108,492)	(113,168)
As of 31 December 2024						
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)
	Separate financial statements					
	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	Total Baht'000
As of 31 December 2025						
Gross carrying amount - trade receivables	351,845	45,899	196,166	39,732	110,593	744,235
Expected credit losses	(3)	(107)	(20)	(84)	(29,604)	(29,818)
As of 31 December 2024						
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)

The reconciliations of expected credit losses of trade receivables and other receivables for the year ended 31 December are as follow:

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
As of 1 January	21,303	2,026	18,864	1,725
Expected credit losses	109,865	19,277	28,954	17,139
As of 31 December	131,168	21,303	47,818	18,864

11 Assets and liabilities relating to contracts with customers

11.1 Contract assets

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Contract assets				
- Current				
Accrued revenue from service and network installation	1,858,028	1,911,064	1,218,456	1,540,574
- Non-current				
Accrued revenue from service and network installation	214,106	298,105	197,075	291,267
Total contract assets	2,072,134	2,209,169	1,415,531	1,831,841
Less Expected credit losses	(35,357)	(17,166)	(28,998)	(16,510)
Total contract assets, net	2,036,777	2,192,003	1,386,533	1,815,331

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 1,714.33 million and Baht 989.06 million, respectively, and decreased due to the billing of contractual payment installments amounting to Baht 1,851.36 million and Baht 1,405.37 million, respectively.

The contract assets increased from the increase in services rendered before billing schedule. As at December 31, 2025, the management expects that 44.65% of the contract assets in consolidated financial statements will be billed to customers within 6 months, 45.02% will be billed within 12 months, and the remaining portion will be billed to customers after more than 12 months. The management expects that 36.23% of the contract assets in separate financial statements will be billed to customers within 6 months, 49.85% 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
As of 31 December 2025					
Gross carrying amount					
- contract assets	451,640	236,553	501,513	882,428	2,072,134
Expected credit losses	-	-	-	(35,357)	(35,357)
As of 31 December 2024					
Gross carrying amount					
- contract assets	212,398	205,890	371,334	1,419,547	2,209,169
Expected credit losses	-	-	-	(17,166)	(17,166)

	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
As of 31 December 2025					
Gross carrying amount - contract assets	199,688	175,678	309,469	730,696	1,415,531
Expected credit losses	-	-	-	(28,998)	(28,998)
As of 31 December 2024					
Gross carrying amount - contract assets	168,295	151,254	300,089	1,212,203	1,831,841
Expected credit losses	-	-	-	(16,510)	(16,510)

The reconciliations of expected credit losses of contract assets for the year ended 31 December are as follow:

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
As of 1 January	17,166	22,987	16,510	22,987
(Reversal) Expected credit losses	18,191	(5,821)	12,488	(6,477)
As of 31 December	35,357	17,166	28,998	16,510

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) and other non-current assets 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	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Statement of financial position as at 31 December:				
Assets recognised from costs to fulfil a contract	94,777	22,526	33,656	-
Statement of comprehensive income for the year ended 31 December:				
Amortisation charges	30,618	26,918	11,406	-

11.3 Contract liabilities

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Contract liabilities				
- Current				
Advance received from services	13,236	26,095	13,027	22,254
- Non-current				
Advance received from long-term services	29,555	32,312	25,735	32,312
Total contract liabilities	42,791	58,407	38,762	54,566

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	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Revenue recognised that was included in the brought forward balance of contract liabilities				
- Service contract	20,270	26,217	17,220	22,514

12 Investment in subsidiaries

The movement in investment in subsidiaries is analysed as follows:

	Separate financial statements Baht'000
Opening book value	192,778
Increase in investment	14,000
Closing book value	206,778

Interlink Health Technology Company Limited

On 24 October 2023, the Company entered into a share purchase agreement with Sodexo (Thailand) Company Limited in order to acquire 20,000 shares or 100% of shareholding interests in Global Lithotripsy Services Company Limited (subsequently changed its name to Interlink Health Technology Company Limited) at the consideration of Baht 39.78 million and the Company received the transferred shares on 2 January 2024. The Group recognised a net gain from bargain purchase amounting to Baht 54.36 million in the statement of comprehensive income for the nine-month period ended 31 December 2024.

On 21 April 2025, at the Extraordinary General Shareholders' meeting No. 2/2025 of Interlink Health Technology Company Limited, the resolutions were approved to increase the share capital of Interlink Health Technology Company Limited from the current registered capital of Baht 2 million to be Baht 10 million, the par value of Baht 100 each, with the share subscription by Interlink Telecom Public Company Limited at 79,996 shares, equivalent to Baht 7.99 million.

National Defense Corporation Company Limited

On 13 May 2025, at the Board of Directors' Meeting No. 3/2025, the resolution was approved a joint investment with the Defence Technology Institute (DTI) to establish National Defense Corporation Company Limited, which was registered on 19 June 2025, with a registered capital of Baht 10 million. Interlink Telecom Public Company Limited holds a 60% of its shareholding, totalling Baht 6 million.

Details of subsidiaries 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 2025	31 December 2024	31 December 2025 (%)	31 December 2024 (%)	31 December 2025 (%)	31 December 2024 (%)	31 December 2025	31 December 2024	31 December 2025	31 December 2024
	Baht'000	Baht'000					Baht'000	Baht'000	Baht'000	Baht'000
Business										
Blue Solutions										
Public Company Limited	174,000	174,000	51.00	51.00	49.00	49.00	153,000	153,000	2,041	7,099
Interlink Health										
Technology Company Limited	47,778	39,778	99.99	99.99	0.01	0.01	47,778	39,778	--	20,200
National Defense Corporation										
Company Limited	10,000	-	60.00	-	40.00	-	6,000	-	-	-
Total							206,778	192,778	2,041	27,299

13 Fixed assets and telecommunication networks, net

	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
As at 1 January 2024										
Cost	8,386	43,262	95,520	56,570	209,369	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
For the year ended										
31 December 2024										
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	493,469
Increased from the acquisition of a subsidiary	-	-	-	-	9,370	-	-	-	-	9,370
Transfer in (out)	-	-	-	-	-	-	278,267	-	(278,267)	-
Write-off, net	-	-	-	(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
As at 31 December 2024										
Cost	12,174	44,192	106,357	60,708	273,908	2,028	5,279,457	69,274	675,436	5,523,534
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

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
As at 1 January 2025										
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
For the year ended 31 December 2025										
Opening net book value	3,976	14,999	29,483	11,046	60,902	44	3,467,162	69,274	671,774	4,328,660
Additions	65	2,982	5,011	4,407	21,290	-	63,011	256	321,419	418,421
Transfer in (out)	-	-	8,119	-	-	-	396,108	(8,119)	(396,108)	-
Disposal and Write-off, net	-	(1,595)	-	(39)	(150)	-	(9,805)	-	-	(11,589)
Transfer to work in process	-	-	-	-	-	-	-	19,319	-	19,319
Transfer from right-of-use assets	-	-	-	-	9,623	-	90,794	-	-	100,417
Depreciation charge	(403)	(3,207)	(2,259)	(4,156)	(18,903)	(9)	(309,591)	-	-	(338,528)
Closing net book value	3,638	13,159	40,354	11,258	72,762	35	3,697,679	80,730	597,085	4,516,700
As at 31 December 2025										
Cost	12,239	45,515	119,487	57,381	311,633	2,028	5,819,520	80,730	600,747	7,049,280
Less Accumulated depreciation	(8,601)	(32,356)	(79,133)	(46,123)	(238,871)	(1,993)	(2,121,841)	-	-	(2,528,918)
Less Impairment loss on assets	-	-	-	-	-	-	-	-	(3,662)	(3,662)
Net book value	3,638	13,159	40,354	11,258	72,762	35	3,697,679	80,730	597,085	4,516,700

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
As at 1 January 2024										
Cost	8,386	43,152	95,520	54,010	202,495	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
For the year ended 31 December 2024										
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	95,584	31,131	320,313	469,334
Transfer in (out)	-	-	-	-	-	-	278,267	-	(278,267)	-
Transfer to work in process	-	-	-	-	-	-	1,575	(32,223)	-	(32,223)
Transfer from right-of-use assets	-	-	-	-	-	-	-	-	-	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
As at 31 December 2024										
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

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
As at 1 January 2025										
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
For the year ended 31 December 2025										
Opening net book value	3,976	14,959	29,483	9,283	17,402	44	3,467,162	69,274	671,774	4,283,357
Additions	65	242	5,012	3,866	1,500	-	63,011	256	321,419	395,371
Transfer in (out)	-	-	8,119	-	-	-	396,108	(8,119)	(396,108)	-
Disposal and Write-off, net	-	-	-	(1)	(18)	-	(9,805)	19,319	-	(9,824)
Transfer to work in process	-	-	-	-	-	-	90,794	-	-	90,794
Transfer from right-of-use assets	-	-	-	-	-	-	(309,591)	-	-	(327,229)
Depreciation charge	(403)	(2,980)	(2,259)	(3,506)	(8,481)	(9)	-	-	-	-
Closing net book value	3,638	12,221	40,355	9,642	10,403	35	3,697,679	80,730	597,085	4,451,788
As at 31 December 2025										
Cost	12,239	44,324	119,488	54,038	205,849	2,028	5,819,520	80,730	600,747	6,938,963
Less Accumulated depreciation	(8,601)	(32,103)	(79,133)	(44,396)	(195,446)	(1,993)	(2,121,841)	-	-	(2,483,513)
Less Impairment loss on assets	-	-	-	-	-	-	-	-	(3,662)	(3,662)
Net book value	3,638	12,221	40,355	9,642	10,403	35	3,697,679	80,730	597,085	4,451,788

During the year ended 31 December 2025, borrowing cost of Baht 40.40 million was capitalised as the cost of fixed assets and are included in additions (2024: Baht 34.90 million). A capitalisation rate of 5.18% (2024: 5.57%) was used representing the actual borrowing cost of the borrowings used to finance the project.

As at 31 December 2025, 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 3,736.99 million (2024: Baht 3,644.59 million) (Note 22).

14 Right-of-use assets, net

As at 31 December, right-of-use asset balance are as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Building	52,255	54,536	45,164	51,535
Equipment	14,944	127,459	14,944	115,635
Vehicles	48,725	60,478	48,725	60,478
Total right-of-use assets	115,924	242,473	108,833	227,648

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	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Depreciation charge of right-of-use assets:				
Building	22,016	20,779	18,777	17,540
Equipment	12,099	16,482	9,897	9,128
Vehicles	33,841	34,811	33,841	34,811
Total	67,956	72,072	62,515	61,479
Increased from the acquisition of a subsidiary	-	30,369	-	-
Addition to the right-of-use assets during the year	41,823	39,770	34,494	39,770
Transfer to fixed assets and telecommunication networks	(100,417)	(11,739)	(90,794)	(1,575)
Total cash outflow for leases	123,586	128,696	114,931	112,737
Interest expense (included in finance cost)	7,085	8,553	6,609	7,855
Expense relating to short-term leases	25,903	26,076	25,053	24,766
Expense relating to leases of low-value assets	875	746	324	394

15 Goodwill

	Consolidated financial statements	
	2025 Baht'000	2024 Baht'000
As 1 January		
Cost	40,001	40,001
<u>Less</u> Accumulated for impairment	-	-
Net book amount	40,001	40,001
For the year ended 31 December		
Beginning net book amount	40,001	40,001
Remeasurement	-	-
Closing net book amount	40,001	40,001
As 31 December		
Cost	40,001	40,001
<u>Less</u> Accumulated for impairment	-	-
Net book amount	40,001	40,001

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 2.00% per annum and discount rates of 11.96% 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.

16 Intangible assets, net

	Consolidated financial statements			
	Computer Software Baht'000	Contract with customer Baht'000	Relationships with customers Baht'000	Total Baht'000
At 1 January 2024				
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
For the year ended 31 December 2024				
Opening net book amount	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 amount	30,236	8,617	65,005	103,858
At 31 December 2024				
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
For the year ended 31 December 2025				
Opening net book value	30,236	8,617	65,005	103,858
Additions	110	-	-	110
Amortisation charge	(6,762)	(4,309)	(10,811)	(21,882)
Closing net book amount	23,584	4,308	54,194	82,086
At 31 December 2025				
Cost	56,832	17,234	86,573	160,639
<u>Less</u> Accumulated amortisation	(33,248)	(12,926)	(32,379)	(78,553)
Net book amount	23,584	4,308	54,194	82,086

	Separate financial statements
	Computer software Baht'000
As at 1 January 2024	
Cost	51,817
<u>Less</u> Accumulated amortisation	<u>(18,881)</u>
Net book amount	<u>32,936</u>
For the year ended 31 December 2024	
Opening net book amount	32,936
Additions	319
Amortisation charge	<u>(5,870)</u>
Closing net book amount	<u>27,385</u>
As at 31 December 2024	
Cost	52,136
<u>Less</u> Accumulated amortisation	<u>(24,751)</u>
Net book amount	<u>27,385</u>
For the year ended 31 December 2025	
Opening net book amount	27,385
Additions	24
Amortisation charge	<u>(5,831)</u>
Closing net book amount	<u>21,578</u>
As at 31 December 2025	
Cost	52,160
<u>Less</u> Accumulated amortisation	<u>(30,582)</u>
Net book amount	<u>21,578</u>

17 Deferred income taxes

The analysis of deferred tax assets and deferred tax liabilities is as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Deferred tax assets	271,154	214,378	244,074	206,208
Deferred tax liabilities	<u>(115,280)</u>	<u>(114,058)</u>	<u>(93,840)</u>	<u>(89,865)</u>
Deferred tax assets, net	<u>155,874</u>	<u>100,320</u>	<u>150,234</u>	<u>116,343</u>

The movement of the deferred tax is as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
As at 1 January	100,320	98,511	116,343	115,315
Increased from the acquisition of a subsidiary	-	(2,078)	-	-
Charged / (credited) to profit or loss	51,407	2,399	30,538	(460)
Charged / (credited) to other comprehensive income	<u>4,147</u>	<u>1,488</u>	<u>3,353</u>	<u>1,488</u>
As at 31 December	<u>155,874</u>	<u>100,320</u>	<u>150,234</u>	<u>116,343</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	Net tax loss	Others	Total
	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000
Deferred tax assets										
At 1 January 2025	7,563	1,178	4,692	7,765	8,898	40,627	137,559	-	6,096	214,378
Charged / (credited) to profit or loss	24,100	1,920	-	1,748	522	147	(122)	26,606	(2,292)	52,629
Charged / (credited) to other comprehensive income	-	-	-	3,378	-	-	-	-	769	4,147
At 31 December 2025	31,663	3,098	4,692	12,891	9,420	40,774	137,437	26,606	4,573	271,154
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
At 31 December 2024	7,563	1,178	4,692	7,765	8,898	40,627	137,559	-	6,096	214,378

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	Allowance for expected credit losses Baht'000	Impairment loss on assets Baht'000	Provision Baht'000	Employee benefit obligations Baht'000	Depreciation Baht'000	Leases Baht'000	Lease liabilities under the agreement with Trust Baht'000	Net tax loss Baht'000	Others Baht'000	Total Baht'000
Deferred tax assets										
At 1 January 2025	7,075	732	4,692	5,846	8,898	35,310	137,559	-	6,096	206,208
Charged / (credited) to profit or loss	8,288	254	-	1,507	522	(250)	(122)	26,606	(2,292)	34,513
Charged / (credited) to other comprehensive income	-	-	-	2,584	-	-	-	-	769	3,353
At 31 December 2025	15,363	986	4,692	9,937	9,420	35,060	137,437	26,606	4,573	244,074
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
At 31 December 2024	7,075	732	4,692	5,846	8,898	35,310	137,559	-	6,096	206,208

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
Deferred tax liabilities						
At 1 January 2025	(77,560)	(8,252)	(117)	(14,723)	(13,406)	(114,058)
(Charged) / credited to profit or loss	(5,391)	556	117	3,023	473	(1,222)
(Charged) / credited to other comprehensive income	-	-	-	-	-	-
At 31 December 2025	(82,951)	(7,696)	-	(11,700)	(12,933)	(115,280)
At 1 January 2024	(74,768)	(8,822)	(1,220)	(17,643)	(14,649)	(117,102)
Increased from the acquisition of a subsidiary	(6,074)	-	-	(104)	-	(6,178)
(Charged) / credited to profit or loss	3,282	570	-	3,024	1,243	8,119
(Charged) / credited to other comprehensive income	-	-	1,103	-	-	1,103
At 31 December 2024	(77,560)	(8,252)	(117)	(14,723)	(13,406)	(114,058)

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	Leases Baht'000	Lease under the agreement with Trust Baht'00	Remeasurement of financial asset at fair value Baht'000	Others Baht'000	Total Baht'000
Deferred tax liabilities					
At 1 January 2025	(68,091)	(8,252)	(117)	(13,405)	(89,865)
(Charged) / credited to profit or loss	(5,120)	556	117	472	(3,975)
(Charged) / credited to other comprehensive income	-	-	-	-	-
At 31 December 2025	(73,211)	(7,696)	-	(12,933)	(93,840)
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
At 31 December 2024	(68,091)	(8,252)	(117)	(13,405)	(89,865)

18 Short-term borrowings from financial institutions, net

As at 31 December 2025, short-term borrowings from financial institutions comprise unsecured promissory notes, totally Baht 1,536.91 million and Baht 1,016.87 million, respectively bearing interest rates between 3.60% - 5.25% per annum. These borrowings are due for repayment within 1 year. (31 December 2024: 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).

19 Trade and other current payables

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Trade payables	446,856	494,450	382,698	410,490
Trade payables - related parties (Note 31.5)	8,362	10,732	7,981	14,213
Total accounts payables	455,218	505,182	390,679	424,703
Other payables	15,854	17,857	11,346	13,376
Other payables - related parties (Note 31.8)	4,259	6,801	5,934	7,621
Network installation cost payables	44,916	82,043	44,916	82,043
Service agreement payables	23,805	22,865	23,805	22,866
Retention payables	5,341	8,375	5,341	8,375
Accrued expenses	26,419	34,934	21,999	27,022
Accrued bonus	1,343	16,629	-	11,460
Dividend payable	20	21	20	21
Total trade and other current payables	577,175	694,707	504,040	597,487

20 Lease liabilities, net

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Within 1 year	55,452	90,150	51,894	84,525
Over 1 years, but less than 5 years	76,826	92,427	73,100	91,548
	132,278	182,577	124,994	176,073
<u>Less</u> Future interest paid of finance lease liabilities	(9,697)	(12,095)	(9,202)	(11,829)
Present value of finance lease liabilities, net	122,581	170,482	115,792	164,244

Finance lease liabilities excluded future interest paid are as follows:

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Finance lease liabilities, net	122,581	170,482	115,792	164,244
<u>Less</u> Current portion of finance lease liabilities, net	(50,652)	(84,024)	(47,369)	(78,635)
	71,929	86,458	68,423	85,609

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	Total
Net liabilities as at 1 January 2024	80,223	128,814	209,037	77,573	126,622	204,195
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)	-	(79,722)
Non-cash items:						
Addition of lease liabilities, excluding future interest	15,993	23,778	39,771	15,993	23,778	39,771
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)	-
Net liabilities as at 31 December 2024	84,024	86,458	170,482	78,635	85,609	164,244
Net liabilities as at 1 January 2025	84,024	86,458	170,482	78,635	85,609	164,244
Cash flows:						
Payment for lease liabilities	(89,723)	-	(89,723)	(82,945)	-	(82,945)
Non-cash items:						
Addition of lease liabilities, excluding future interest	10,454	31,368	41,822	8,160	26,333	34,493
Transferred from lease liabilities that is due over 1 year to lease liabilities due within 1 year	45,897	(45,897)	-	43,519	(43,519)	-
Net liabilities as at 31 December 2025	50,652	71,929	122,581	47,369	68,423	115,792

21 Lease liabilities under the agreement with Trust, net

Change in lease liabilities under the agreement with Trust are as follows:

	<u>Consolidated and Separate financial statements</u>
Lease liabilities under the agreement with Trust, net as at 1 January 2025	687,796
Increase	
Cash flows:	
Payment for lease liabilities under the agreement with Trust	(1,890)
Non-Cash items:	
Amortised fees and costs of transaction under the agreement with Trust	1,280
Lease liabilities under the agreement with Trust, net as at 31 December 2025	<u>687,186</u>

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.

22 Long-term borrowings from financial institutions, net

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Current portion of long-term borrowings from financial institutions				
Borrowings	333,959	340,839	326,497	336,296
<u>Less</u> Deferred financing service fees due within one year	(970)	(253)	(970)	(253)
Current portion of long-term borrowings from financial institutions, net	<u>332,989</u>	<u>340,586</u>	<u>325,527</u>	<u>336,043</u>
Long-term borrowings from financial institutions				
Borrowings	1,001,582	518,238	987,265	502,433
<u>Less</u> Deferred financing service fees due later than one year	(1,439)	(169)	(1,439)	(169)
Long-term borrowings from financial institutions, net	<u>1,000,143</u>	<u>518,069</u>	<u>985,826</u>	<u>502,264</u>
Total long-term borrowings from financial institutions, net	<u>1,333,132</u>	<u>858,655</u>	<u>1,311,353</u>	<u>838,307</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	
	2025	2024	2025	2024
	Baht'000	Baht'000	Baht'000	Baht'000
Opening book value	858,655	997,683	838,307	997,683
Cash flows:				
Proceed from borrowings during the year	844,527	360,068	838,125	338,136
Repayment to borrowings during the year	(369,097)	(501,082)	(364,126)	(499,498)
Addition of deferred financing fee	(3,025)	-	(3,025)	-
Non-cash items:				
Amortisation of financing fee	1,041	475	1,041	475
Adjusted by using the effective interest rate method	1,031	1,511	1,031	1,511
Derecognition of borrowings from restructuring	(684,376)	-	(684,376)	-
Recognition of borrowings from restructuring	684,376	-	684,376	-
Closing book value	1,333,132	858,655	1,311,353	838,307

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 4.04% - 7.00% (2024: 3.94% - 6.10%) and are within level 2 of the fair value hierarchy.

During the year 2025, the Company refinanced its long-term borrowings by repaying the existing loan prior to maturity and entering into a new loan agreement with another financial institution to replace the original facility. The transaction met the criteria for derecognition of financial liabilities, the Company recognised the new financial liability at its fair value and derecognised the existing liability at its remaining carrying amount. As a result, the difference, including a prepayment fee totalling to Baht 22.43 million, was recorded as finance costs in the statement of comprehensive income.

As at 31 December 2025, the Group had long-term borrowings denominated in Thai Baht with a local financial institution which were secured amounting to Baht 1,358.76 million (2024: Baht 860.52 million) as follows:

Number	Outstanding balance as at 31 December 2025 (Baht'000)	Outstanding balance as at 31 December 2024 (Baht'000)	Interest rate per annum	Principal repayment term	Interest payment period
1*	-	5,300	MLR - 1.50%	Repayment every month from February 2019	Payment every month
2*	-	18,500	MLR - 1.50%	Repayment every month from June 2019	Payment every month
3*	-	28,400	MLR - 1.50%	Repayment every month from September 2019	Payment every month
4*	-	201,920	MLR - 1.50%	Repayment every month from November 2021	Payment every month
5*	30,000	30,000	MLR - 1.50%	Repayment every month from January 2022	Payment every month
6*	-	307,500	MLR - 1.50%	Repayment every month from June 2023	Payment every month
7*,**	10,987	13,927	MLR - 2.43%	Repayment every month from October 2024	Payment every month
8*	-	122,316	MLR - 1.00%	Repayment every month from November 2024	Payment every month
9*	66,400	100,000	MLR - 2.00%	Repayment every month from January 2025	Payment every month
10*	10,085	-	MLR - 2.00%	Repayment every month from March 2026	Payment every month
11*	100,000	-	MLR - 2.00%	Repayment every month from January 2026	Payment every month
12*,**,***	620,000	-	MLR - 2.20%	Repayment every month from January 2026	Payment every month
13*,**,***	440,000	-	MLR - 2.25%	Repayment every month from January 2026	Payment every month
14**	-	453	4.04%	Repayment every month from December 2020	Payment every month
15**	-	270	3.94%	Repayment every month from April 2021	Payment every month
16**	1,906	3,265	4.35%	Repayment every month from May 2022	Payment every month
17**	5,319	8,320	4.31%	Repayment every month from September 2022	Payment every month
18**	11,098	-	4.46%	Repayment every month from February 2025	Payment every month
19**	265	-	4.46%	Repayment every month from February 2025	Payment every month
20**	22,810	-	5.19%	Repayment every month from April 2025	Payment every month
21**	18,110	-	4.41%	Repayment every month from October 2025	Payment every month
22**	2,317	3,815	5.60%	Repayment every month from June 2024	Payment every month
23**	7,055	8,703	6.00%	Repayment every month from September 2024	Payment every month
24**	6,433	7,830	6.00%	Repayment every month from December 2024	Payment every month
25**	2,722	-	4.80%	Repayment every month from November 2025	Payment every month
26**	3,252	-	5.29%	Repayment every month from November 2025	Payment every month
Total	1,358,759	860,519			

* The long-term borrowings from financial institutions are secured by Director of the Group and share of the Company held by Interlink Communication Public Company Limited or the Company 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 13.

*** The long-term borrowings from financial institutions are secured by pledge of trade receivables as mentioned in Note 10.

23 Employee benefit obligations

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Statement of financial position:				
Retirement benefits	56,450	35,264	43,708	26,785
Other long-term benefits	8,003	3,560	5,976	2,445
Liability in the statement of financial position	64,453	38,824	49,684	29,230
Profit or loss including in profit from operating:				
Retirement benefits	5,314	5,253	4,313	4,119
Other long-term benefits	2,477	610	2,245	404
	7,791	5,863	6,558	4,523
Remeasurement for:				
Retirement benefits net of tax	13,511	-	10,335	-
Other long-term benefits net of tax	2,013	-	1,394	-
	15,524	-	11,729	-

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	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Opening balance	35,264	25,352	26,785	23,098
Increased from the acquisition of a subsidiary	-	5,091	-	-
Current service cost	4,267	4,340	3,479	3,407
Interest cost	1,047	913	834	712
Remeasurements:				
Loss from change in demographic assumptions	6,642	-	5,142	-
Loss from change in financial assumptions	2,187	-	812	-
Experience gain	8,060	-	6,965	-
Benefit paid during the year	(1,017)	(432)	(309)	(432)
Closing balance	56,450	35,264	43,708	26,785

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	
	2025 %	2024 %	2025 %	2024 %
Discount rate	1.93 - 2.24	2.24 - 3.16	1.93	3.11
Salary growth rate	3.25 - 5.00	3.00 - 6.00	5.00	6.00
Turnover rate	4.00 - 26.00	4.00 - 26.00	5.00 - 17.00	5.00 - 18.00

Sensitivity analysis for each significant assumption used is as follows:

	Consolidated financial statements Impact on retirement benefits				
	% Change	Increase		Decrease	
		2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Discount rate	0.5	(3,609)	(2,077)	3,949	2,259
Salary growth rate	0.5	3,797	2,444	(3,510)	(2,257)
Turnover rate	10.0	(3,994)	(3,082)	4,479	3,576

	Separate financial statements Impact on retirement benefits				
	% Change	Increase		Decrease	
		2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Discount rate	0.5	(2,806)	(1,613)	3,077	1,758
Salary growth rate	0.5	2,976	1,976	(2,746)	(1,820)
Turnover rate	10.0	(3,622)	(2,818)	4,081	3,290

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 (2024: 12 - 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	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Opening balance	3,560	3,575	2,445	2,664
Current service cost	535	535	330	355
Past service cost	1,860	-	1,860	-
Interest cost	82	74	55	50
Remeasurements:				
Loss from change in demographic assumptions	891	-	618	-
Loss from change in financial assumptions	2,012	-	1,887	-
Experience gain	(386)	-	(762)	-
Benefit paid during the year	(551)	(624)	(457)	(624)
Closing balance	8,003	3,560	5,976	2,445

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	
	2025 %	2024 %	2025 %	2024 %
Discount rate	1.93 - 2.15	3.11 - 3.16	1.93	3.11
Gold price increase rate	Fixed	Fixed, 3.50	Fixed	Fixed
Turnover rate	5.00 - 20.00	5.00 - 18.00	5.00 - 17.00	5.00 - 18.00

Sensitivity analysis for each significant assumption used is as follows:

	Consolidated financial statements				
	Impact on retirement benefits				
	% Change	Increase		Decrease	
2025 Baht'000		2024 Baht'000	2025 Baht'000	2024 Baht'000	
Discount rate	0.5	(234)	(104)	247	110
Gold price increase rate	0.5	-	49	-	(47)
Turnover rate	10.0	(333)	(271)	360	272

	Separate financial statements				
	Impact on retirement benefits				
	% Change	Increase		Decrease	
2025 Baht'000		2024 Baht'000	2025 Baht'000	2024 Baht'000	
Discount rate	0.5	(158)	(62)	167	66
turnover rate	10.0	(241)	(188)	259	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 (2024: 12 - 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 2025					
Retirement benefits	2,069	1,347	8,944	232,989	245,349
Other long-term benefits	1,002	1,059	2,790	15,557	20,408
Total	3,071	2,406	11,734	248,546	265,757

	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
Total	1,338	2,299	5,459	162,907	172,003

	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 2025					
Retirement benefits	2,069	1,347	7,640	178,170	189,226
Other long-term benefits	950	1,009	2,193	9,211	13,363
Total	3,019	2,356	9,833	187,381	202,589
	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
Total	528	2,268	4,018	129,527	136,341

24 Share capital

Ordinary shares 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 2024	1,945,593	1,388,930	694,465	1,901,492	2,595,957
Increased	-	-(^(*))	-(^(*))	2	2
Decreased	(253,861)	-	-	-	-
At 31 December 2024	1,691,732	1,388,930	694,465	1,901,494	2,595,959
At 1 January 2025	1,691,732	1,388,930	694,465	1,901,494	2,595,959
Increased	1,253,018	628,000	314,000	695,480	1,009,480
Decreased	(304,710)	-	-	-	-
At 31 December 2025	2,640,040	2,016,930	1,008,465	2,596,974	3,605,439

(^(*)) Value less than a thousand share / a thousand baht

Treasury Shares

At the Board of Directors Meeting No. 1/2025 on 15 January 2025, the resolutions are 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.

For the period ended 31 December 2025, the Company acquired its own shares in accordance with the share repurchase program. The total amount paid to acquire the treasury shares of Baht 10.03 million for 8.15 million shares. The Company subsequently sold all 8.15 million shares on the Stock Exchange of Thailand, receiving total proceeds of Baht 9.60 million. The loss arising from the sale of treasury shares amounted to Baht 0.42 million, has been deducted from retained earnings in the statement of changes in shareholders' equity.

Increase/decrease of share capital

At the Annual General Shareholders' meeting on 24 April 2025, the resolutions are approved as follows:

- Approved the reduction of the Company's registered capital by decreasing the remaining unissued ordinary shares supporting the issue of warrant to purchase the Company's ordinary share No.4 (ITEL-W4) after the expiration of the last exercise date on 10 July 2024, and the remaining unissued ordinary shares supporting the allocation of the Company's ordinary shares under the General Mandate according to the resolution of the 2022 Annual General Shareholders' meeting on 27 April 2022, totalling 262.80 million shares and 40 million shares, respectively at par value of Baht 0.50 each. The Company registered the changes in share capital with the Ministry of Commerce on 8 May 2025.
- Approved the increase of share capital by Baht 138.90 million from the current registered capital of Baht 694.46 million to be Baht 833.36 million, by issuing new ordinary shares of 277.79 million shares at the par value of Baht 0.50 each, to support the issue of warrant to purchase the Company's ordinary share No.5 (ITEL-W5). The exercise price is at Baht 2 per share, with a validity period of 1 year from the issuance date of warrant. The rights are offered in ratio of 5 existing ordinary shares to 1 unit of warrant, with any fractional shares eliminated. The closing date of entitled shareholders to receive warrant is on 16 May 2025. The Company registered the changes in share capital with the Ministry of Commerce on 8 May 2025.
- Approved the increase of share capital by Baht 173.61 million from the current registered capital of Baht 833.36 million to be Baht 1,006.97 million, by issuing new ordinary shares of 347.23 million shares at the par value of Baht 0.50 each, to support the issue of warrant to purchase the Company's ordinary share No.6 (ITEL-W6). The exercise price is at Baht 3 per share, with a validity period of 3 years from the issuance date of warrant. The rights are offered in ratio of 4 existing ordinary shares to 1 unit of warrant, with any fractional shares eliminated. The closing date of entitled shareholders to receive warrant is on 16 May 2025. The Company registered the changes in share capital with the Ministry of Commerce on 8 May 2025.

At the Extraordinary General Shareholders' meeting on 26 November 2025, the resolutions are approved as follows:

- Approved the reduction of the Company's registered capital by decreasing the remaining unissued ordinary shares supporting the issue of the company's warrant by Bath 0.95 million from the current registered capital of Baht 1,006.97 million to be Baht 1,006.02 million, by reducing the remaining unissued ordinary of 1.91 million shares at par value of Baht 0.50 each. The Company registered the changes in share capital with the Ministry of Commerce on 4 December 2025.
- Approved the increase of share capital by Baht 314.00 million from the current registered capital of Baht 1,006.02 million to be Baht 1,320.02 million, by issuing new ordinary shares of 628.00 million shares at the par value of Baht 0.50 each. The newly issued ordinary shares will be allocated to a specific person, SEAX Asia Pte. Ltd., through a private placement. The Company received proceeds from share subscriptions totalling US Dollar 31.84 million, equivalent to Baht 1,011.08 million and registered the change in its registered capital with the Ministry of Commerce on 19 December 2025. The Company presented the proceeds from the share subscription totalling Baht 1,009.48 million, net of transaction costs for the new share issuance and income tax of Baht 1.60 million. Of these proceeds, Baht 650 million is restricted for investment in international telecommunication networks (Note 9.2).

25 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	Outstanding warrant Unit'000	Increase during the period Unit'000	Exercise Unit'000	Exercise ratio for ordinary shares per 1 Warrant	Decrease during the period		Outstanding warrant Unit'000	As at 31 December 2025
			First exercise	30 December 2025						Issue of ordinary shares during the period Share'000	Exercise price Baht'000		
The Company	Existing-shareholder (ITEL-W5)	27 June 2025	30 December 2025	26 June 2026		-	276,938	-	5	-	2	-	276,938
	Existing-shareholder (ITEL-W6)	27 June 2025	30 December 2025	26 June 2028		-	346,172	-	4	-	3	-	346,172
	Total issuance by the Group					-	623,110	-		-		-	623,110

26 Legal reserve

	Consolidated and Separate financial statements	
	2025 Baht'000	2024 Baht'000
At 1 January	82,410	72,670
Appropriation during the year	-	9,740
At 31 December	82,410	82,410

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.

27 Revenue

27.1 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:

For the years ended 31 December	Separate financial statements	
	2025 Baht'000	2024 Baht'000
Relevant revenue and must be used to calculate the license fee		
- Service income from network rendering	797,394	821,900
- Service income from data center space service	101,968	98,467
Total relevant revenue and must be used to calculate the license fee	899,362	920,367
Irrelevant revenue and were not be used to calculate the license fee		
- Service income from network rendering	480,012	441,429
- Service income from network installation service	631,963	593,888
- Gain from disposal of investments in a joint venture	-	87,187
- Other income	41,705	70,809
Total irrelevant revenue and were not be used to calculate the license fee	1,153,680	1,193,313
Revenue		
- Service income from network rendering	1,277,406	1,263,329
- Service income from network installation service	631,963	593,888
- Service income from data center space service	101,968	98,467
- Gain from dispose of investments in a joint venture	-	87,187
- Other income	41,705	70,809
Total revenue	2,053,042	2,113,680

- 27.2 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	
	2025 Baht'000	2024 Baht'000
Relevant revenue and must be used to calculate the USO fee		
- Service income from network rendering	797,394	821,900
Total relevant revenue and must be used to calculate the USO fee	797,394	821,900
Irrelevant revenue and was not be used to calculate the USO fee		
- Service income from network rendering	480,012	441,429
Total irrelevant revenue and was not be used to calculate the USO fee	480,012	441,429
Total service income from network rendering	1,277,406	1,263,329

28 Expenses by nature

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Subcontract costs	639,248	431,645	329,097	252,448
Service contract costs	120,980	116,017	120,980	116,017
Staff costs	227,421	205,669	149,265	143,542
Depreciation and amortisation charges	436,412	422,095	403,625	389,489
Repair and maintenance expense	133,466	125,064	130,167	116,653
Material and equipment used	421,690	136,396	87,564	30,197
System and network expense	354,653	248,280	354,642	248,272
Rental fee under service contracts	113,797	107,597	111,640	104,201

29 Income taxes

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Current tax	5,999	57,036	400	41,281
Deferred tax	(51,407)	(2,399)	(30,538)	460
Prior period tax	11	-	11	-
Total income taxes	(45,397)	54,637	(30,127)	41,741

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	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Profit (loss) before income tax	(240,360)	379,267	(160,178)	236,437
Tax calculated at a tax rate of 20%	20%	20%	20%	20%
The result of the accounting profit (loss) multiplied by the income tax rate	(48,071)	75,853	(32,036)	47,287
Tax effect of:				
Joint ventures' operating result, net of tax	-	(142)	-	-
Income not subject to tax	-	(21,702)	(408)	(5,460)
Expenses not deductible for tax purpose	2,766	729	2,409	15
Double deductible expenses for tax purpose	(92)	(101)	(92)	(101)
Income tax (benefits)	(45,397)	54,637	(30,127)	41,741

30 Earnings (loss) per share

30.1 Basic earnings (loss) 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	
	2025	2024	2025	2024
Profit (loss) attributable to the Group (Baht'000)	(176,193)	303,992	(130,051)	194,696
Weighted average number of ordinary shares in issue (Shares'000)	1,406,359	1,388,930	1,406,359	1,388,930
Basic earnings (loss) per share (Baht)	(0.13)	0.22	(0.09)	0.14

30.2 Diluted earnings (loss) per share

The diluted earnings (loss) 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	
	2025	2024	2025	2024
Profit (loss) attributable to the Group (Baht'000)	(176,193)	303,992	(130,051)	194,696
Weighted average number of ordinary shares in issue (Shares'000)	1,406,359	1,388,930	1,406,359	1,388,930
Adjustment: conversion of warrants (Shares'000)	-	-	-	-
Weighted average number of ordinary shares for diluted earnings per share (Shares'000)	1,406,359	1,388,930	1,406,359	1,388,930
Diluted earnings (loss) per share (Baht)	(0.13)	0.22	(0.09)	0.14

31 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.

As of 31 December 2025, the major shareholders are as follows:

	Country of Registration	Proportion of ordinary shares held
• Interlink Communication Public Company Limited	Thailand	33.82%
• SEAX Asia Pte. Ltd.	Singapore	31.14%

Blue Solutions Company Limited, Interlink Health Technology Company Limited and National Defense Corporation Company Limited are subsidiaries of the Group.

The pricing policies for particular types of related parties' transactions are explained further below.

Transactions	Pricing policies
Service	Contract price
Goods / Raw material	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:

31.1 Revenue from services

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Revenue from services				
- Major shareholders	1,580	1,580	1,580	1,580
- Joint venture	-	93	-	93
- Subsidiary	-	-	188	553
- Other related company	18	-	18	-
Other income				
- Major shareholders	50	2	50	2
- Subsidiaries	-	-	5,288	4,878
Interest income				
- Subsidiary	-	-	1,923	253
Dividend income				
- Subsidiaries	-	-	2,041	27,299

31.2 Purchases of goods

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Baht'000	Baht'000	Baht'000	Baht'000
Purchases of goods				
- Major shareholders	21,195	18,858	16,143	14,886

31.3 Network installation service cost

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Baht'000	Baht'000	Baht'000	Baht'000
- Subsidiary	-	-	3,531	9,524
- Other related company	1,704	1,410	1,704	1,410

31.4 Other expenses

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Baht'000	Baht'000	Baht'000	Baht'000
Rental expenses				
- Major shareholders	17,671	15,562	17,599	15,532
- Directors	2,880	2,880	-	-
Administrative expenses				
- Major shareholders	2,889	5,462	2,709	5,330
- Subsidiary	-	-	-	234
- Directors	2,112	2,112	2,112	2,112
Interest expenses				
- Major shareholders	-	377	-	377
- Subsidiary	-	-	859	859

31.5 Trade receivables and trade payables - related parties

As at 31 December	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Baht'000	Baht'000	Baht'000	Baht'000
Trade receivables				
- Major shareholders	164	164	164	164
- Subsidiaries	-	-	15	13
- Other related company	2	-	2	-
Trade payables				
- Major shareholders	8,233	10,487	7,852	10,437
- Subsidiaries	-	-	-	3,531
- Other related company	129	245	129	245

31.6 Advance payment for network installation

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
As at 31 December				
- Subsidiary	-	-	6,285	9,540

31.7 Network installation accrued income

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
As at 31 December				
- Subsidiary	-	-	-	2,006

31.8 Amount due from and amount due to related parties

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
As at 31 December				
Other receivables				
- Major shareholders	582	566	582	566
- Subsidiaries	-	-	9,003	4,388
- Director	308	-	308	-
Accrued interest income				
- Subsidiary	-	-	2,175	253
Other payables				
- Major shareholders	2,168	5,740	2,141	5,722
- Director	2,091	1,061	2,074	1,040
Accrued interest payables payable				
- Subsidiary	-	-	1,719	859

31.9 Short-term borrowings to a subsidiary

	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
As at 31 December				
Short-term borrowings to a subsidiary	-	-	31,844	35,080

As of 31 December 2025, short-term borrowings to a subsidiary were unsecured, with interest rate 6.25% per annum and are due for repayment at call (31 December 2024: 6.25% per annum).

31.10 Short-term borrowings from a subsidiary

As at 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Short-term borrowings from a subsidiary	-	-	13,129	13,136

As of 31 December 2025, short-term borrowings from a subsidiary were unsecured, with interest rate 6.25% per annum and are due for repayment at call (31 December 2024: 6.25% per annum).

31.11 Key management compensation

For the years ended 31 December	Consolidated financial statements		Separate financial statements	
	2025 Baht'000	2024 Baht'000	2025 Baht'000	2024 Baht'000
Short-term benefits	32,850	34,566	27,065	28,169
Post benefits	1,022	983	867	826
Other long-term benefits	98	29	52	7
	34,017	35,578	28,031	29,002

32 Commitments and contingent liabilities

For the year ended period 31 December 2025, there were no significant changes in commitments and significant contracts from the year ended 31 December 2024, except the commitments as follows:

32.1 Financial institution guarantees

As at 31 December 2025, there were outstanding guarantees issued by the financial institution on behalf of the Group of Baht 1,510.21 million (2024: Baht 749.82 million) in respect of certain performance obligations required in the normal course of business of the Group.

32.2 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:

	Consolidated financial statements		Separate financial statements	
	2025 (Unit : Million Baht)	2024	2025 (Unit : Million Baht)	2024
Payment within:				
- Within 1 year	112.45	252.62	112.28	252.46
- 1 to 5 years	63.96	111.07	63.83	110.84
- More than 5 years	128.62	158.21	128.62	158.21

33 Events occurring after the reporting date

On 9 January 2026, the Board of Directors' Meeting No. 1/2026 resolved to approve an increase in the registered capital of ITEL Global Co., Ltd. by Baht 400 million, in accordance with the Shareholders Agreement entered into with SEAX Asia Pte. Ltd., in order to expand the business from a domestic network service provider to a regional network service provider. The capital increase was registered on 21 January 2026, resulting in the Company holding 99.94% of the shares in ITEL Global Co., Ltd.

Attachment

Attachment 1

Information of Directors, Executives, Controlling Person, CFO and Company Secretary

Attachment 2

Details of Directors of the Subsidiaries

Attachment 3

Details of Head of Internal Audit and Head of Compliance

Attachment 4

Business Assets and Details on Asset Valuation

Attachment 5

Reports of the Audit Committee and Other Sub-committees

Attachment 6

Report of the Nomination and Remuneration Committee

Attachment 1

Profile of the Board of Directors



Mr. Pakorn Malakul Na Ayudhya Age 83 years

Position Chairman and Independent Director

Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	Yes
1. Mrs. Panorchand Malakul Na Ayudhya	0.0992%
Stock Trading During 2025	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.	
2. Independent Director and Chairman of the Corporate Governance Committee / Thai Life Insurance 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 (IRDP)	

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.
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 (IRDP)
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 65 years

Position Chairman of the Audit Committee and Independent Director

Percentage of Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	None
Family Relationship with Directors and Executives	None
Has/Has no special interest that is different from other directors	None
Date of Initial Appointment	3 July 2018
Position in Other Listed Companies	Yes
1. 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. Director / Private Sector Collective Action Coalition Against Corruption (CAC) Council - The Thai Institute of Directors Association (IOD)	
8. Independent Director and Chairman of the Audit Committee / aCommerce Group PCL.	
9. Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee / Nice Group Holding Corp.Ltd.	
10. 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	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	Independent Director, Chairman and Audit Committee Member / DAOL Asset Management Co., Ltd.
2018 - Present	Honorary Director/ The Social Enterprise Thailand Association or SE Thailand
2018 - Present	Honorary Director / Social Enterprise Thailand Association Chairman and Chairman of Corporate Governance Committees / TSFC Securities PCL.
2021 - 2025	Honorary Director / Economics Faculty Thammasat University
2021 - 2025	President / Thammasat Economics Association
2018 - Dec 2024	Independent Director, Chairman, and Chairman of Corporate Governance and Social Affairs Committee for Sustainability Development / NR Instant Produce PLC.
2016 - Nov 2022	Honorary Director / Thammasat Secretariat of the Council
2016 - May 2018	Honorary Director/ The Faculty of Economics, Thammasat University
2016 - May 2018	Director / World Federation of Exchange (WFE)
2015 - 2021	Director / Thammasat Economics Association (T.E.A.)
2014 - May 2018	Director and Manager / The Stock Exchange of Thailand
2014 - May 2018	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
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 66 years

Position Vice Chairman (Authorized Director)

Percentage of Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	None
Family Relationship with Directors and Executives	Yes
• Spouse :	Dr. Chalida Anuntarumporn, Director (Authorized Director) and Corporate Governance Committee Member
• Father :	Dr. Nuttanai Anuntarumporn, Director (Authorized Director), Risk Management Committee Member and Chief Executive Officer Miss. Varisa Anuntarumporn, Director and Chairman of the Nomination and Remuneration Committee Member
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 Medical Co., Ltd. Ltd. 2. Chairman and Authorized Director / Interlink Data Center Co., Ltd. 3. Chairman and Authorized Director / Interlink Power and Engineering Co., 4. Chairman and Authorized Director / Interlink Holding 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 - 2025 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 67 years

Position Director (Authorized Director) and Corporate Governance Committee Member

Percentage of Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	None
Family Relationship with Directors and Executives	Yes
• Spouse :	Mr.Sombat Anuntarumporn, Vice Chairman (Authorized Director)
• Mother :	Dr.Nuttanai Anuntarumporn, Director (Authorized Director), Risk Management Committee Member and Chief Executive Officer Miss.Varisa Anuntarumporn, Director and Chairman of the Nomination and Remuneration Committee Member
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 Phranakorn 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, "Ban on Corporal Punishment: New Directions for Non-Violent Childcare" (2025), Judicial Training Institute
- Workshop Certificate, "Positive Thinking in Adolescents" (2025), Central Juvenile and Family Court
- Certificate, Academic Seminar for Associate Judges in Juvenile and Family Courts Nationwide (2024), Topic: "Juvenile and Family Courts in the Context of Evolving Social Challenges," Central Juvenile and Family Court
- Certificate, ESG: Understanding Corporate Sustainability (2024), delivered by the Sustainable Business Development Institute (in-house training at Interlink Communication Public Company Limited)

Work Experience

- 2025 – Present Vice Chairman, Executive Committee of Associate Judges / Central Juvenile and Family Court
- 2024 – Present Committee Member, Coordinating Committee for Educational Fund Support Projects / Senate of Thailand
- 2022 – Present Executive Committee Member, International Relations Division / National Council of Women of Thailand under Royal Patronage
- 2021 – 2025 Qualified Expert Committee Member / Office of the Basic Education Commission (OBEC)
- 2021 – 2024 Advisor to Senator / Secretariat of the Senate
- Jul 2020 – Present Vice Chairman / Interlink Communication PCL.
- Aug 2019 – Present Director / Interlink Medical Co., Ltd.
- Jan 2018 – Present Director and Managing Director / Interlink Communication PCL.
- 2018 – Present Advisor to the President / Business and Professional Women's Association of Thailand – Bangkok Under Royal Patronage
- Aug 2017 – Present Corporate Governance Committee Member, Nomination and Remuneration Committee Member / Interlink Communication PCL.
- 2016 – 2018 Chairperson, Fundraising Committee (BPWA Thailand – Bangkok Business Successor Development Program 2016) / Business and Professional Women's Association of Thailand – Bangkok Under Royal Patronage
- 2016 – Present Executive Committee Member (Public Relations & Special Projects) / National Outstanding Mother Council Association, Bangkok
- 2015 – 2017 Honorary Advisor Committee on Economy, Finance and Fiscal Affairs / National Legislative Assembly
- 2014 – Present Founding President / Zonta Club Bangkok 10
- 2014 – Present Chairman / Saving and Credit Cooperatives Interlink Hai jai Foundation
- 2014 – Present Chairman of Central Committee Class 61 / Women Personality Development Association
- 2013 – 2014 Director of Corporate Governance Committee / The Thai Chamber of Commerce & Board of Trade of Thailand
- 2013 – Present Associate Judge / Central Juvenile and Family Court
- 2013 – Present Authorized Director / Interlink Data Center Co., Ltd.
- 2012 – Present President / Interlink Haijai Foundation
- 2010 – 2015 Chairman Special Activities / Business and Professional Women Association of Thailand under the Royal Patronage of Her Majesty the Queen (BPW Bangkok)
- 2008 – Present Authorized Director / Interlink Power & Engineering Co., Ltd.
- 2007 – Present Director and Corporate Governance Committee Member (Authorized Director) / Interlink Telecom PCL.
- 1987 – Present Authorized Director / Interlink Holding Co., Ltd.

Profile of the Board of Directors



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

Gen. Ponpipat Benyasri

Age 66 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 (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	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, Chulachomklao 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)

Profile of the Board of Directors



Dr. Nuttanai Anuntarporn

Age 38 years

Position Director (Authorized Director)
and Risk Management Committee Member

Percentage of Shareholding in the Company (31/12/2025)	1.8702%
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	Yes
As of 31/12/2024	37,719,691 shares
Change during the year	-0- shares
As of 31/12/2025	37,719,691 shares
Family Relationship with Directors and Executives	Yes
Son :	Mr. Sombat Anuntarporn , Vice Chairman (Authorized Director) Dr. Chalida Anuntarporn , Director (Authorized Director) and Corporate Governance Committee Member
Brother :	Miss Varisa Anuntarporn , Director and Chairman of the 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)	
5. Executive Director / Intel Global Co., Ltd.	

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 (NDCF#1), National Defence Studies Institute

Work Experience

- Dec 2025 - Present** Executive Director / Intel Global Co., Ltd.
- 2023 - Present** Chief Executive Officer/ Interlink Health Technology Co., Ltd. (IHT)
- 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 34 years

Position Director and Chairman of the Nomination and Remuneration Committee Member

Percentage of Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	Yes
1. Mr.Paroot Mekkrayang	0.0001%
Stock Trading During 2025	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
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)
- Certificate in "Value Creation" Program for Enhancing Thai Listed Companies and Building a Sustainable Capital Market, 2025 The Stock Exchange of Thailand

Work Experience

12 Dec 2025 - Present	Chairman of the Nomination and Remuneration Committee Member / Interlink Telecom PCL.
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 / 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 Board of Directors



Mr. Alexander Ery Wibowo

Age 46 years

Position Director/ Corporate Governance Committee Member and Nomination and Remuneration Committee

Percentage of Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	12 Dec 2025
Position in other listed companies	None
Position in Other Companies (Non-listed company)	None

Educational Qualifications

- Doctor of the Science of Law in Law and Economics from University of California - Berkeley, USA
- Master of Laws in International law from Utrecht University.
- Bachelor of Laws in banking law from Diponegoro University, Semarang.
- Course: Project Management
- Course: Compliance and legal management
- Course: Project finance drafting
- Course: Mediation
- Course: Due diligence methodology

Work Experience

Present	Director / PT Bayan Resources Tbk
2025 - Present	Director/ Corporate Governance Committee Member and Nomination and Remuneration Committee / Interlink Telecom PCL.
2021 - Present	Director / PT Bara Tabang
2021 - Present	Director / PT Firman Ketaun Perkasa
2021 - Present	Director / PT Perkasa Inakakerta
2021 - Present	Director / PT Gunungbayan Pratamacoal
2021 - Present	Director / PT Wahana Baratama Mining
2021 - Present	Commissioner / PT Teguh Sinar Abadi
2021 - Present	Commissioner / PT Muji Lines
2021 - Present	Commissioner / PT Indonesia Pratama
2021 - Present	Commissioner / PT Dermaga Perkasa Pratama
2021 - Present	President Commissioner / PT Orkida Makmur
2021 - Present	President Commissioner / PT Dermaga Energy
2021 - Present	President Commissioner / PT Silau Kencana
2021 - Present	President Commissioner / PT Sumber Api
2021 - Present	President Commissioner / PT Tiwa Abadi
2021 - Present	President Commissioner / PT Tanur Jaya
2021 - Present	Commissioner / PT Mamahak Coal Mining
2021 - Present	Commissioner / PT Mahakam Energi Lestari
2021 - Present	Commissioner / PT Mahakam Bara Energy
2021 - Present	Commissioner / PT Bara Karsa Lestari
2021 - Present	Commissioner / PT Karsa Optima Jaya
2019 - Present	Director / PT Fajar Sakti Prima
2017 - Present	Managing Director / Kangaroo Resources Limited
2013 - Present	Adjunct Lecturer for business law / Universitas Pelita Harapan
2017 - 2022	Executive Analyst to Board / Commissioners PT Bayan Resources Tbk.
2021	Director / PT. Seax Indonesia Pratama
2011	Private equity advisory firm / NorthStar Advisory Pte Ltd.
2003 - 2008	Senior Vice President / N.V. INDOVER BANK

Profile of the Board of Directors



Mr. Teng Bingquan

Age 43 years

Position Director/ Risk Management Committee Member and Nomination and Remuneration Committee Member

Percentage of Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	12 Dec 2025
Position in other listed companies	None
Position in Other Companies (Non-listed company)	None

Educational Qualifications

- Degree of Bachelor of Business (Economics and Finance), Royal Melbourne Institute of Technology (RMIT) Australia
- Diploma in Business Information Technology, Temasek Polytechnic
- National University of Singapore Extension Certificate

Work Experience

2025 - Present	Director/ Risk Management Committee Member and Nomination and Remuneration Committee Member / Interlink Telecom PCL.
Jan 2019 - Present	Chief Commercial Officer / SEAX Group
Jan 2019 - Present	Director/ BOD / SEAX Malaysia BOD
Jan 2019 - Present	Director/BOD / PT SEAX Pertama
Oct 2018 - Jan 2019	Chief Commercial Officer / Supersea Cable Network
Sep 2010 - Oct 2018	Country Director and Board of Directors / Telekom Malaysia (S) Pte Ltd



Mr. Tien Chye Soh

Age 43 years

Position Director/ Risk Management Committee Member and Nomination and Remuneration Committee Member

Percentage of Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	12 Dec 2025
Position in other listed companies	None
Position in Other Companies (Non-listed company)	None

Educational Qualifications

- Bachelor of Accountancy, (2nd Class Honours), Nanyang Technological University, Singapore
- Diploma in Accountancy, Ngee Ann Polytechnic
- Chartered Accountant (CA), Singapore

Work Experience

2025 - Present	Director/ Risk Management Committee Member and Nomination and Remuneration Committee Member / Interlink Telecom PCL.
2025 - Present	Director / Granito Limited
2023 - Present	Director / Energy Resource Investment Pte Ltd.
July 2019 - Present	Chief Operating Officer / Onward Capital AM Pte. Ltd.
September 2014 - June 2019	Deputy General Manager / Manhattan Resources Limited
September 2008 - August 2014	Audit Manager / KPMG LLP

Profile of the Board of Directors



Ms. Pornteera Pawijit

Age 35 years

Position Audit Committee/ Chairman of the Corporate Governance Committee/ Risk Management Committee and Independent Director

Percentage of Shareholding in the Company (31/12/2025)	None
Percentage of Shareholding by Spouse and Minor Children	None
Stock Trading During 2025	None
Family Relationship with Directors and Executives	None
Date of Initial Appointment	12 Dec 2025
Position in other listed companies	None
Position in Other Companies (Non-listed company)	None

Educational Qualifications

- Masters of Business Administration, Specialisation in Strategy and Organisation, National University of Singapore (Singapore)
- Doctor of Philosophy in Biology, National University of Singapore (Singapore)
- Bachelor of Science, Biotechnology Class of 2011, First Class Honours, University College London (UK)

Work Experience

2025 - Present	Audit Committee/ Chairman of the Corporate Governance Committee/ Risk Management Committee and Independent Director / Interlink Telecom PCL.
Aug 2024 - Present	Senior Associate / Octave Capital Management (Singapore)
Dec 2022 - Jul 2024	Associate / Octave Capital Management (Singapore)
Apr 2022 - Nov 2022	Senior Life Science Specialist / L.E.K. Consulting (Singapore)
Sep 2020 - Apr 2022	Life Science Specialist / L.E.K. Consulting (Singapore)
Jan 2020 - Sep 2020	Head of Business Development / Vivo Surgical and Vivo Diagnostics (Singapore)
Jun 2018 - Dec 2019	Business Development Manager / Vivo Surgical and Vivo Diagnostics (Singapore)

Profile of the Management



Dr. Nuttanai Anuntarumporn

Age 38 years

Position Director (Authorized Director)
and Risk Management Committee Member

Percentage of Shareholding in the Company (31/12/2025) 1.8702%

Percentage of Shareholding by Spouse and Minor Children None

Stock Trading During 2025 Yes

As of 31/12/2024 37,719,691 shares

Change during the year -0- shares

As of 31/12/2025 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 (NDCF#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 55 years

Position Managing Director

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	None
Family Relationship with Directors and Executives	None
Position in other listed companies	None
Position in other companies (Non-listed company)	Yes
1. Independent Director / Chubb Samaggi Insurance PCL.	
2. Director / Blue Solutions PCL.	
3. Subcommittee / Thailand Post Distribution Co., Ltd.	

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 (IRDP)
- 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 38 years

Position Acting Chief Financial & Accounting Officer
Company Secretary

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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 59 years

Position Acting Chief Network Engineering Officer
Acting Project Management Office 2 Director

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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 45 years

Position Acting Chief Business Development Officer
Acting Solution Architecture Director
Acting Products Development Director

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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

Dec 2022 - Present	Acting Chief Business Development Officer Acting Solution Architecture Director Acting Products Development Director/ Interlink Telecom PCL.
Dec 2014 - Nov 2022	Deputy Network Planning Director / Interlink Telecom PCL.
2013 - Dec 2014	Network Planning Manager / Interlink Telecom PCL.
2011 - 2013	Business Development Manager / Interlink Communication PCL.



Mr. Chakrit Jaiman

Age 52 years

Position Deputy Information Technology Director

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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

Jan 2022 - Present	Deputy Information Technology Director / Interlink Telecom PCL.
Dec 2014 - Jan 2022	Deputy Network Quality Management Director / Interlink Telecom PCL.
2013 - Dec 2014	Network Quality Manager / Interlink Telecom PCL.
2009 - 2012	Multimedia Network Operation Manager / TT&T PCL.

Profile of the Management



Mrs. Wilairat Utta

Age 50 years

Position Deputy Network Quality Management Director

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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 49 years

Position Deputy Sales Director

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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 38 years

Position Assistant Sale Director

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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	Interlink Health Technology Company Limited	ITEL Global Company Limited
1. Mr. Pakorn Malakul Na Ayudhya	X				
2. Mrs. Kesara Manchusree	/				
3. Mr. Sombat Anuntarporn	V	X and //			
4. Dr. Chalida Anuntarporn	/	V and //			
5. Dr. Nuttanai Anuntarporn	/ and //	/ and //	/	/ and //	
6. Ms. Varisa Anuntarporn	/	/ and //			
7. Gen. Ponpipat Benyasri	/				
8. Mr. Alexander Ery Wibowo	/				
9. Mr. Teng Bingquan	/				
10. Mr. Tien Chye Soh	/				
11. Ms. Pornteera Pawijit	/				

Note: X = Chairman of the Board V = Vice Chairman /= Director // = Executive

Note 2: The directors listed in items 8, 9, 10, and 11 were appointed as Directors, Independent Directors, Audit Committee Members, and members of all sub-committees, respectively, in replacement of the resigning directors, as approved by the Board of Directors of Interlink Telecom Public Company Limited at Meeting No. 8/2025, held on 11 December 2025.

The four (4) directors who resigned from their positions are as follows: (1) Mr. Amnuay Preemonwong, (2) Dr. Lillada Anuntarporn, (3) Mr. Suwichan Nilanan, and (4) Mr. Suwat Punnachaiya.

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. Watana Tiranuchit	/
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	Interlink Health Technology Company Limited
Dr. Nuttanai Anuntarporn	/

Note: X = Chairman of the Board V = Vice Chairman /= Director // = Executive

Attachment 3

Details of Head Internal Audit



Acting Sub Lt. Watcharin Wonghan Age 35 years

Position Corporate Internal Audit Manager

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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 2022 - Present	Internal Audit Manager / Blue Solutions PCL.
Jan 2022 - Present	Corporate Internal Audit Manager / Interlink Telecom PCL.
Jan 2021 - Dec 2021	Assistant Internal Audit Manager / Interlink Telecom PCL.
Aug 2016 - Dec 2020	Head of Interlink Data Center Compliance department / Interlink Telecom PCL.
May 2015 - Jul 2016	Data Center Engineer / Interlink Telecom PCL.



Miss Sureeporn Kampiew Age 42 years

Position Acting Corporate Compliance Director

Shareholding in the Company (31/12/2025)	None
Spouse and minor child shareholding	None
Stock trading during 2025	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 2022 - Present	Acting Corporate Compliance Director / Interlink Telecom PCL.
Aug 2016 - Dec 2022	Assistant Manager, Data Center Management / Interlink Telecom PCL.
May 2014 - Aug 2016	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 31st 2025, 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	3.64
Building decoration improvement	Own	Some are bound by the hire-purchase contract	13.16
Utilities	Own	Some are bound by the hire-purchase contract	40.35
Tools and equipment	Own	Some are bound by the hire-purchase contract	72.76
Office supplies and furnishings	Own	Not bound by obligations	11.26
Vehicle	Own	Not bound by obligations	0.03
<u>Telecom network equipment</u>			
- Outer network	Own	Not bound by obligations	1,282.69
- Inner network	Own	Not bound by obligations	1,698.74
- Network equipment	Own	Some are bound by the hire-purchase contract.	716.25
Equipment during installation	Own	Not bound by obligations	80.73
Work during construction	Own	Not bound by obligations	597.09
Total			4,516.70

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 th 2012 - May 7 th 2042.
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 29th 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. TEL1/2567/006
Licensor	:	National Broadcasting and Telecommunications Commission (“NBTC”)
Duration of license	:	5 years from February 23 rd 2024 - February 23 rd 2029.
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 The licensee is permitted to use radio frequencies only within the range of 5.725–5.850 GHz, with a maximum transmission power (E.I.R.P.) not exceeding 1 watt. Such use shall be limited to Point-to-Point or Point-to-Multipoint link configurations, connecting one location to another for the purpose of distributing internet service signals. The use of radio frequencies in the ranges of 2.4 GHz, 5.150–5.350 GHz, and 5.470–5.725 GHz for link configurations is strictly prohibited.</p> <p>1.2 The aforementioned radio frequency usage does not include usage as a communication link, nor may it be used as a substitute for Microwave link services, which are employed for network connectivity under fixed radio communication services (Fixed Service).</p> <p>1.3 The licensee must notify the Office of the NBTC in advance of service commencement, providing details of the installation locations of WiFi equipment used in Point-to-Point or Point-to-Multipoint configurations for internet service provision.</p>

		1.4 The use of radio frequencies in the 2.4 GHz and 5 GHz bands for internet services shall not be protected from interference. In the event that such usage causes interference to other licensed radio communication networks, the licensee must take corrective action to resolve the interference or cease operation immediately.
		2. Internet service via fiber optic network (FTTx)
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	:	<ul style="list-style-type: none"> - 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 th 2012 - October 18 th 2042.
Essence of Leasing	:	<p>The Lessor agrees to lease, and the Lessee agrees to rent, telegraph poles along the railway routes for the purpose of installing fiber optic cables, covering a total distance of 3,244.09 kilometers. The Lessee shall have no right to use the telegraph poles for any other purpose.</p> <ul style="list-style-type: none"> - 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. - The lessee allows the lessor to inspect and order to fix or repair the deployment of the fiber optic cable as deemed appropriate. - 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. - 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. - 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.

Lease Name	:	Cable Conduit Lease Agreement
Partner	:	TOT Public Company Limited (“Lessor”) and the Company (“Lessee ”)
Lease Term	:	3 years, depending on the routes and can be continued for a period of 1 year if not canceled.
Number of Routes & Distance	:	<p>253.09 kilometers</p> <ul style="list-style-type: none"> - 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. - 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. - The lessee shall not modify or add or change the leased property that may affect the structure of the property. - The lessor grants permission to the Lessee, including its employees or agents, to access the leased area for inspection, maintenance, and repair of equipment at any time, 24 hours a day. The Lessee shall provide the Lessor with at least three (3) days’ prior written notice. In urgent cases, the Lessee must coordinate and notify the necessity via telephone, facsimile, or email, and obtain approval from the Lessor. - 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.

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	: 25,113.85 kilometers.
Contract period	: Ended on 31 st December of every year and can be renewed for one year at a time.
Summary of permit	: - 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. - 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. - 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.

2.4 Loan Agreement

At 31st December 2025, the Company has loan agreements with major financial institutions as follows:

Type / purpose	Financial amount	Guarantee	Loan terms
1 st limit Long-term loans	620.00 million baht	- Network and equipment stated at the Company’s carrying amount - Trade receivables - Fixed deposit of Baht 20.00 million	- The Borrower shall maintain a Debt-to-Equity Ratio (D/E Ratio), calculated by dividing total liabilities by total shareholders’ equity, of not more than 2:1 and not less than 0 at any given time. - Interlink Communication Public Company Limited and Mr.Nuttanai Anuntarumporn shall collectively maintain a shareholding interest of not less than 35% and retain controlling power (serving as key management and/or holding majority voting rights) throughout the term of the loan. - The Borrower shall maintain a Debt Service Coverage Ratio (DSCR) of not less than 1.2 times.
2 nd limit Long-term loans	440.00 million baht		
3 rd limit Bank overdraft	30.00 million baht		
4 th limit Short-term loans	180.00 million baht		
5 th limit Credit facilities for DLC, Domestic TT, LC, Advance TT, and TR for payments to both domestic and overseas suppliers	300.00 million baht		
6 th limit Bank guarantee facilities	100.00 million baht		

Attachment 5

The Company's Corporate Governance Policy and Guidelines and the Code of Conduct (Full Version), as duly established and adopted by the Company.

Further details of The Company's Corporate Governance Policy and Guidelines and the Code of Conduct (Full Version) can be accessed on the Company's website under the Investor Relations section, under the topic 'Corporate Governance' at <https://ir.interlinktelecom.co.th>.

Attachment 6

Report of the Audit Committee

Dear Shareholders of Interlink Telecom Public Company Limited

The Audit Committee consists of 3 independent directors who are qualified and possess the knowledge and experience required to perform their duties in accordance with the scope of responsibilities assigned by the Board of Directors, and in compliance with the notifications of the Capital Market Supervisory Board and the requirements of the Stock Exchange of Thailand.

In 2025, the Audit Committee held a total of 4 meetings and reported its performance to the Board of Directors on a quarterly basis. The attendance of each Audit Committee member is detailed as follows:

Name - Surname	Position	Number of Meetings Attended/Meetings Attendance Rights
Mrs. Kesara Manchusree	Chairman of the Audit Committee	4/4
Gen. Ponpipat Benyasri	Audit Director	4/4
Mr. Amnuay Preemonwong*	Audit Director	4/4
Ms. Pornteera Pawijit*	Audit Director	0/0

*Mr.Amnuay Preemonwong, Audit Director, resigned from the Board of Directors effective December 8, 2568 and the Board of Directors appointed Ms.Pornteera Pawijit as Audit Director at the Board of Directors Meeting No. 8/2568, effective December 12, 2568, at Acting Sub Lt. Watcharin Wonghan, Internal Audit Manager, be secretary to the Board of Audit.

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 2025 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 2025, 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 2025.

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 2025 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 has reviewed the effectiveness and efficiency of the Company's risk management system. The Risk Management Committee is responsible for considering the structure, policies, risk management framework, risk management manual, risk management plans, as well as reviewing and monitoring the Company's risk management practices of Interlink Telecom Public Company Limited. The Risk Management Committee has prepared the annual risk management report for the year 2025. The Company has identified significant risks that may arise and potentially impact the business in the future. The Risk Management Committee has established appropriate mitigation measures and defined risk management approaches. In addition, it has considered the results of risk assessments and risk responses as reported by the external auditor, and provided recommendations for further improvement. In 2025, the Audit Committee held meetings with the Risk Management Committee to provide opinions on risks related to the Company's internal control system and to determine appropriate control measures in accordance with the risk management framework. The Company's risk management system is considered 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 in addition to filing complaints via telephone, email and registered mail to the Chairman of the Audit Committee and the company's secretary. In 2025, 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 1st 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. The Company has encouraged its business partners to adopt good corporate governance practices in their operations. As a result, the Company was upgraded to a 3-star CAC Change Agent in 2025.

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 2025, 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.



Mrs. Kesara Manchusree
Chairman of the Audit Committee
24th February 2026

Attachment 6

Report of the Risk Management Committee

Dear 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/Meetings Attendance Rights
Gen. Ponpipat Benyasri	Chairman of the risk management committee	2/2
Dr. Nuttanai Anuntarumporn	Risk management committee	2/2
Mr. Amnuay Preemonwong*	Risk management committee	2/2
Mr. Suwat Punnachaiya*	Risk management committee	2/2
Mr. Suwichan Nilanan*	Risk management committee	2/2
Mr. Teng Bingquan*	Risk management committee	0/0
Mr. Tien Chye Soh*	Risk management committee	0/0
Ms. Pornteera Pawijit*	Risk management committee	0/0

*Mr.Amnuay Preemonwong and Mr.Suwichan Nilanan, Risk management committee, resigned from the Board of Directors effective December 8, 2568 and Mr.Suwat Punnachaiya, Risk management committee, resigned from the Board of Directors effective December 12, 2568 and the Board of Directors appointed Ms.Pornteera Pawijit, Mr. Tien Chye Soh and Mr. Tien Chye Soh as Risk management committee at the Board of Directors Meeting No. 8/2568, effective December 12, 2568, at Acting Sub Lt. Watcharin Wonghan, Internal Audit Manager, be secretary to the Board of Risk management committee.

In 2025, The Risk Management Committee held 2 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. Review of the Risk Management Manual

The Committee reviewed the Risk Management Manual, which comprises three main sections: (1) an introduction outlining the strategy and objectives of risk management; (2) risk management principles, covering the fundamental concepts of risk management; and (3) the risk management framework, setting out the Company's approach to risk management.

4. Review of Business Risk Factors, Risk Classification and Risk Control Activities of 2025

A review was conducted thoroughly into business risk factors in various areas in 2025 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 2026

Approval was granted for the risk management plan and results monitoring for year 2026 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 2026, 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 reviewed the effectiveness and efficiency of the Company's risk management processes. The Risk Management Working Team of Interlink Telecom Public Company Limited is responsible for implementing the risk management function, including reviewing the structure, policies, risk management framework, and risk management plan, as well as monitoring and following up on the Company's risk management performance. The risk assessment covers eight key areas as follows:

1. Strategic Risk
2. Financial Risk
3. Operational Risk
4. Compliance Risk
5. Corruption Risk
6. Information Technology Risk
7. Emerging Risks/Crises
8. Sustainability Risk

A summary report is prepared on a semi-annual basis to ensure that Interlink Telecom Public Company Limited maintains effective and efficient risk management practices, in order to achieve the Company's objectives and support its long-term interests.



Gen. Ponpipat Benyasri
Chairman of the Risk Management Committee

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/Meetings Attendance Rights
Mr. Amnuay Preemonwong*	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
Ms. Pornteera Pawijit*	Chairman of the Corporate Governance Committee	0/0
Mr. Alexander Ery Wibowo*	Corporate Governance Committee	0/0

*Mr.Amnuay Preemonwong, Chairman of the Corporate Governance Committee and Dr.Lillada Anuntarumporn, Corporate Governance Committee, resigned from the Board of Directors effective December 8, 2568 and the Board of Directors appointed Ms.Porntheera Pawijit as Chairman of the Corporate Governance Committee and Mr.Alexander Ery Wibowo as Corporate Governance Committee at the Board of Directors Meeting No. 8/2568, effective December 12, 2568, at Mr.Sumit Jaroenpornpiti, Company Secretary, be secretary to the Board of Corporate Governance Committee.

In the year 2025, 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.



Mr. Amnuay Preemonwong
Chairman of the Corporate Governance Committee

Report of the Nomination and Remuneration Committee

To Shareholders of Interlink Telecom Public Company Limited

Interlink Telecom Public Company Limited recognizes the importance of its personnel and places emphasis on the careful selection of individuals with the appropriate knowledge, capabilities, and experience to serve as directors and senior executives. The Company also ensures that remuneration is commensurate with the scope of duties and responsibilities. The Board of Directors has established the Nomination and Remuneration Committee to oversee the nomination and selection of qualified candidates for positions as directors and senior executives, as well as to propose remuneration and other benefits for directors, senior executives, and employees. Such remuneration is determined on a fair and transparent basis, taking into account responsibilities, the Company's performance, and prevailing economic conditions.

The Nomination and Remuneration Committee of the Company comprises 5 members, including 2 independent directors and 3 directors.

Name - Surname	Position	Number of Meetings Attended/Meetings Attendance Rights
Mr. Suwat Punnachaiya*	Chairman of the Nomination and Remuneration Committee	3/3
Gen. Ponpipat Benyasri	Nomination and Remuneration Committee	3/3
Mr. Amnuay Preemonwong*	Nomination and Remuneration Committee	2/2
Mr. Suwichan Nilanan*	Nomination and Remuneration Committee	2/2
Ms. Varisa Anuntarumporn	Nomination and Remuneration Committee	3/3
Mr. Tien Chye Soh*	Nomination and Remuneration Committee	0/0
Mr. Teng Bingquan*	Nomination and Remuneration Committee	0/0
Mr. Alexander Ery Wibowo*	Nomination and Remuneration Committee	0/0

* Mr.Suwat Punnachaiya, Chairman of the Nomination and Remuneration Committee, resigned from the Board of Directors effective December 12, 2568, Mr.Amnuay Preemonwong and Mr.Suwichan Nilanan, Nomination and Remuneration Committee, resigned from the Board of Directors effective December 8, 2568 and the Board of Directors appointed Mr.Tien Chye Soh, Mr.Teng Bingquan and Mr.Alexander Ery Wibowo as Nomination and Remuneration Committee at the Board of Directors Meeting No. 8/2568, effective December 12, 2568, at Mr.Sumit Jaroenpornpiti, Company Secretary, be secretary to the Board of Nomination and Remuneration Committee.

In the year 2025, 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 2025, 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.



Mr. Suwat Punnachaiya

Chairman of the Nomination
and Remuneration Committee

Certification of Information Accuracy

The company already carefully reviewed the information presented in the 2025 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 2025 (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 2025 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.

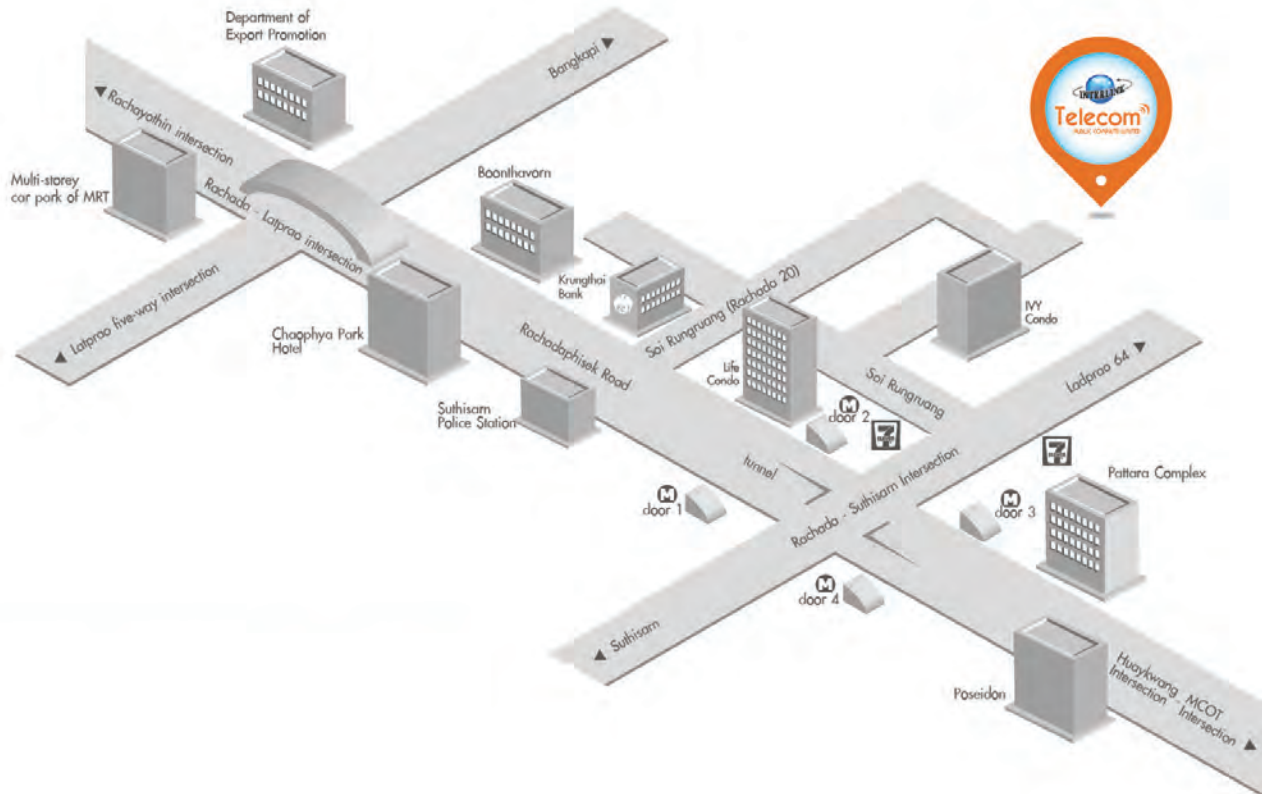
Name - Surname
Dr. Nuttanai Anuntarumporn

Position
Chief Executive Officer
and Authorized Signatory
Director

Sign



Map of Interlink Telecom Public Company Limited



For More Information Please Contact : 0 2666 2222

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