

ESG Performance

Company Name : Light Up Total Solution Public Company Limited Symbol : LTS

Market : mai Industry Group : Consumer Products Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management

Light Up Total Solution Public Company Limited (LTS) is committed to conducting business based on the principles of Circular Economy and Environmental Responsibility. The company places importance on reducing environmental impact, using resources efficiently, and managing waste from lighting equipment. This commitment is reflected in the procurement process, product distribution, and after-sales service. LTS has established environmental policies and practices that comply with international laws and standards, such as ISO 14001 (Environmental Management System), RoHS (Restriction of Hazardous Substances), and REACH (Registration, Evaluation, Authorization and Restriction of Chemicals). The goals are to reduce energy consumption, minimize electronic waste, and promote the use of recycled materials within the business value chain.

1) Procurement and sourcing of materials establish criteria for selecting suppliers and sourcing materials with consideration of environmental impact, using the following guidelines:

- Provide special conditions to suppliers who meet ISO 14001, RoHS, and REACH Compliance standards.
- Support the use of recycled materials in lighting electrical equipment to reduce the use of natural resources.
- Use AI and Blockchain in supply chain management to reduce waste from transportation processes and lower carbon footprints.

2) Reducing energy impact and greenhouse gas emissions LTS is committed to reducing energy consumption and greenhouse gas emissions from business operations, with key practices including

- Develop and provide Smart Lighting & Energy Solutions that help customers reduce electricity consumption through intelligent systems
- Study the feasibility of using renewable energy such as solar and green energy in business operations.

3) Electronic waste and lighting equipment waste management LTS aims to systematically manage electronic waste and lighting equipment waste by using the principles of Extended Producer Responsibility (EPR) and Circular Economy.

- Launch the Lighting Waste Collection Initiative (2025) to allow customers to recycle expired electrical equipment.
- Develop a Recycling Knowledge Program to educate the industrial sector and government agencies about managing waste from lighting electrical equipment.
- Study the feasibility of using AI and IoT Sensors to track the lifecycle of lighting electrical appliances in order to use the data for designing an efficient recycling system.

4) Promoting Environmental Knowledge and Cooperation LTS believes that sustainable development requires cooperation from all sectors. Therefore, projects are being implemented that focus on building environmental knowledge and cooperation.

- Collaborate with the education sector and government in developing the Circular Lighting Economy & Sustainable AI curriculum
- Establish the Lighting Sustainability Institute (LSI) by 2030 to serve as a center of knowledge on Circular Economy and industrial waste management.
- Support the Green Partner Certification program for partners who comply with environmental standards.

Information on review of environmental policies, guidelines, and/or objectives over the past years

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

Review of environmental policies, guidelines, and/or : No
goals over the past year

Information on compliance with environmental management principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	N/A

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company is committed to managing oil and fuel used in various activities, such as transportation, by focusing on highly efficient fuel consumption and reducing pollutant emissions, thereby supporting environmentally friendly business operations and helping to lower energy costs.

Guidelines

1. Selection of fuel-efficient vehicles
 - The company will select energy-efficient vehicles for goods transportation.
2. Improving transportation routes and efficient transportation methods
 - The company will analyze and optimize transportation routes to avoid high-energy consumption paths, such as congested routes, by driving the shortest routes and minimizing travel time.
 - The use of GPS technology and route management systems will enhance transportation efficiency and reduce fuel consumption.
3. Use of alternative fuels
 - The company will promote the use of alternative fuels, such as natural gas or other renewable energy sources like biomass energy, waste-to-energy, or biodiesel, in its vehicles to reduce greenhouse gas emissions and minimize environmental impact.

Goals

- Reduce fossil fuel consumption in transportation processes by 5% within 3 years.
- Reduce greenhouse gas emissions from transportation by 5% within 3 years through the use of alternative energy and environmentally friendly fuels.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or : No
fuel management

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The company's energy management in the past year has fully implemented the energy management plan by utilizing efficient technology and clear guidelines for energy conservation, fuel consumption reduction, and promotion of various renewable energy sources. The results of operations in this area can be summarized as follows:

1. Reduction of electricity consumption.

- Operational Performance
 - The company has installed LED lighting in office and warehouse areas, effectively reducing electricity consumption.
- Results:
 - The company's electricity consumption decreased by 5% compared to the previous year.

2. Reduction of fuel consumption in transportation processes.

- Operational Performance:
 - The company has opted for fuel-efficient vehicles for product transportation.
 - Optimization of transportation routes and utilization of GPS technology to enhance energy efficiency in transportation processes.
- Results:
 - Fuel consumption in transportation processes decreased by 5% compared to the previous year.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	115,571.85	136,097.70	105,928.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	115,571.85	136,097.70	105,928.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,392.43	1,495.58	1,190.20

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	18,298.40	16,531.53	12,460.29

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	N/A

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Details of setting goals for water management

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Waste management is a crucial part of reducing environmental impact and promoting efficient resource utilization. The company focuses on waste reduction, recycling reusable materials, and using environmentally friendly packaging.

1. Recycling of reusable materials

- Management Plan The company focuses on recycling various reusable materials such as paper, plastic, metal, and other materials generated from production processes or internal operations.
- Guidelines
 - Establishing waste segregation points for all employees, such as collection points for plastic, paper, metal, and general waste, to ensure efficient recycling.

2. Reducing the use of non-biodegradable packaging

- Management Plan The company reduces the use of non-biodegradable packaging, such as non-recyclable plastics.
- Guidelines
 - Reducing the use of plastic in packaging and opting for biodegradable materials, such as packaging made from recycled paper or natural materials like paper or plant-based materials.
 - Promoting the use of biodegradable packaging or recyclable materials.
 - Utilizing lightweight packaging to reduce material consumption and minimize environmental impact.

3. Hazardous Waste Management

- Management Plan The company has a meticulous process for managing hazardous waste, especially in cases involving chemicals or toxic materials, which require safe handling and disposal.
- Guidelines
 - Storage and disposal of hazardous waste, such as chemicals or materials that cannot be disposed of generally, using methods compliant with legal and environmental standards.
 - Establishing a system for monitoring and reporting hazardous waste generated from production processes and ensuring proper management of such waste.

4. Promoting the use of sustainable materials

- Management Plan The company will support the use of sustainable materials, such as naturally biodegradable materials and recyclable materials.
- Guidelines
 - Selecting biodegradable materials or natural materials, such as paper from sustainably managed forests, or materials made from corn and other plants that are non-toxic to the environment.
 - Supporting manufacturers to use sustainable and recyclable materials in product manufacturing.

5. Monitoring and Evaluation

- Management Plan The company regularly monitors and evaluates waste and refuse management to ensure that its waste management processes achieve the set objectives.
- Guidelines
 - Reporting waste management performance to executives and employees within the organization to ensure everyone takes responsibility and participates in waste management.

6. Raising Awareness

- Management Plan The company raises awareness among employees and stakeholders regarding waste and refuse management.
- Guidelines
 - Providing training and knowledge to employees regarding recycling and waste reduction.
 - Creating campaigns within the company to reduce the use of plastics or non-biodegradable materials.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2025	2028 : Reduced by 20%	• Other : Waste separation before disposal

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

The company's waste management plan performance over the past year demonstrates success in promoting efficient waste segregation and recycling, while significantly raising employee awareness and participation in reducing environmental impact. The operational results can be summarized as follows:

- Waste segregation increased by 20% compared to the previous year.
- The recycling of reusable materials has become more efficient.
- Reduce the amount of non-recyclable waste by using more environmentally friendly materials.
- Reduced environmental impact, both in terms of resource consumption and the reduction of greenhouse gas emissions from waste management processes.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	0.00	0.00	0.00
Total non-hazardous waste (kilograms)	0.00	0.00	0.00
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	0.00	0.00	0.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

To achieve the goal of reducing greenhouse gas emissions by 5% within 3 years, the company will implement a management plan focused on utilizing technologies that help reduce greenhouse gas emissions and establish sustainable strategies for controlling and reducing greenhouse gas emissions from various business processes. The details are as follows:

1. Utilization of Technologies to Reduce Greenhouse Gas Emissions

1.1 The use of efficient air treatment systems will help reduce greenhouse gas emissions from various processes, especially by controlling carbon dioxide emissions.

2. Greenhouse Gas Emission Management Plan

2.1 The company will continuously assess energy efficiency in each department by monitoring energy consumption in various processes and setting targets for energy reduction in high-consumption areas.

2.2 Select low-carbon vehicles, such as vehicles using alternative fuels like natural gas, as well as optimizing transportation routes to reduce fuel consumption and greenhouse gas emissions.

3. Monitoring and Evaluation

3.1 The company will report the results of greenhouse gas emission reduction to management and stakeholders to enable monitoring of progress towards achieving the 5% target within 3 years.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2028 : Greenhouse gas emissions 0.00 tCO ₂ e	2031 : Reduced by 5% in comparison to the base year	2033 : Reduced by 10% in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No management

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	0.00	0.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000000	0.000000	0.000000

	2023	2024	2025
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year ⁽¹⁾

Verification of the company's greenhouse gas : No
emissions

Remark: ⁽¹⁾ The verification of the company's greenhouse gas emissions during 2023-2024 has indicated that the company's greenhouse gas emissions are at a very low level, thus not significantly contributing to greenhouse gas generation. However, the company plans to consider verifying its greenhouse gas emissions during 2027-2028. This verification will be part of the company's commitment to enhance compliance with established greenhouse gas emission standards. This is to align with the goals of reducing greenhouse gas emissions according to international standards and the company's sustainability plan. It is expected that future verifications will enable the company to establish more effective operational guidelines to reduce greenhouse gas emissions and achieve long-term sustainable environmental protection goals.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : Light Up Total Solution Public Company Limited Symbol : LTS

Market : mai Industry Group : Consumer Products Sector : SECTOR 0

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights

Light Up Total Solution Public Company Limited (LTS) operates its business with a commitment to the principles of Good Corporate Citizenship, placing the highest importance on respecting human rights, fair labor practices, social responsibility, and community development across all sectors of its business value chain. The company's policies and practices align with laws and international standards, such as the UN Guiding Principles on Business and Human Rights (UNGPs), Thai Labor Standard (TLS 8001-2553), and the principles of the International Labour Organization (ILO Conventions).

Company's Social Policies and Practices

1) Fair Labor Practices & Human Rights Protection The company prioritizes the principles of fair employment, respect for human rights, and the promotion of a safe, open, and equitable working environment.

Key Practices:

- Implementing an Equal Employment Opportunity (EEO) policy covering all dimensions such as gender, age, race, religion, and social background.
- Supporting appropriate compensation and labor welfare benefits in line with industry standards.
- Confirming no use of child labor or forced labor in all organizational processes and supply chains.

2) Employee Well-being & Career Growth LTS recognizes the role of employees as the organization's primary resource and is therefore committed to developing work-life balance, as well as promoting learning and career advancement.

Key Practices:

- Organizing training programs on products and internal processes to develop employee potential to keep pace with industry changes, including providing opportunities for employees in non-core roles, such as support departments, to demonstrate their capabilities and grow in their careers.
- Promoting a Hybrid Work Model to create work flexibility, reduce stress, and enhance the quality of life for personnel.

3) Responsible Business Practices LTS is committed to delivering safe, high-quality products and services and operating with transparency. Key Practices:

- In 2024, the company launched the Lighting Waste Collection Initiative to provide a channel for customers to properly recycle old electrical equipment instead of disposing of it as electronic waste. The system setup and return standards are currently being developed.
- Implementing a Customer Data Protection system based on PDPA and GDPR laws to maintain customer data privacy and security.

4) Community Engagement & Social Responsibility The company initiates social projects focused on providing knowledge and strengthening infrastructure for clean energy and sustainability.

Information on review of social and human rights policies, guidelines, and/or goals over the past year

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

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

Changes in social and human rights policies, : Employee Rights, Supplier rights
guidelines, and/or goals

The company recognizes that human rights are fundamental principles and basic rights that should be protected, affirmed, or safeguarded. Therefore, the company has announced its Human Rights Policy and guidelines for its directors, executives, employees, and business partners. The company adheres to the core principles of the United Nations Guiding Principles on Business and Human Rights, which consist of three pillars as follows:

Pillar 1 Protection of Human Rights (Protect) means that the state has a duty to protect against human rights violations related to business operations, whether by state organizations themselves or by business enterprises.

Pillar 2 Respect for Human Rights (Respect) means that individuals and organizations engaged in business, regardless of their type or size, have a responsibility to respect human rights.

Pillar 3 Remedy (Remedy) means correction, rehabilitation, and compensation when impacts or human rights violations occur due to business operations. Both the public and private sectors must have effective remedial mechanisms.

Respect for Human Rights(Respect)

Respect for Rights, Freedoms, and Non-Discrimination

1. Respect and comply with laws and international human rights principles equally for all individuals, honoring each other.

and each other, without discrimination due to differences.

2. Treat and respect individuals equally, by interacting with others without prejudice, being open-minded, listening sincerely, helping each other, and refraining from any physical or verbal actions that would.

tend to demean human dignity, such as gossiping, using impolite language, using sarcastic remarks, creating false news or speaking beyond facts to harm others, or acting in a bullying manner, etc.

3. Support and promote human rights among all stakeholders in all forms, by allowing them to participate. participate, respect, and adhere to human rights principles with caution, and avoid actions that constitute direct or indirect human rights violations.

4. Communicate, disseminate knowledge, and foster understanding among employees and all stakeholders, while also providing support.

partners and business associates, to ensure their participation in business operations respects and treats everyone according to human rights principles.

5. Monitor and oversee human rights respect, not neglecting or ignoring any observed human rights violations related to the company in all aspects. Such incidents must be reported to the responsible person or through designated channels, in accordance with the corporate governance policy and the whistleblowing or complaint policy.

6. Continuously develop and implement human rights management processes to plan and define corrective and preventive measures, as well as to address and resolve human rights violations that have occurred or may occur.

Employment, Treatment of Labor, and Labor Rights

1. The company has a fair and equitable hiring and recruitment process for personnel in accordance with established policies.

equally, without discrimination based on gender, race, religion, disability, or social status. All company employees will be hired under employment terms and conditions compliant with the law, and will receive appropriate skill-enhancing training for fair and equal professional advancement.

2. The company does not support forced labor, including any form of abuse or intimidation of workers, whether verbal or physical, towards others, or the use of any form of physical or psychological violence against any personnel, nor does it discriminate against or exclude anyone.

3. The company does not use forced labor. The employment of child labor, pregnant women, and foreign workers must be carried out in full compliance with labor laws.
4. The company avoids the use of migrant workers who are "irregular" or "undocumented" laborers.
5. The company sets wages, remuneration, and benefits based on ability, appropriately, fairly, and equally. (not less than legally mandated) Set working hours, weekly holidays, and annual holidays according to legal requirements, without working longer than legally stipulated. Overtime work must be consented to by employees in all cases.
6. The company provides a good working environment, including necessary equipment, to prevent occupational hazards and strictly complies with occupational health and safety laws and regulations, so that the company's business operations have no or minimal impact on the community, society, and environment.
7. The company provides safety systems and equipment in accordance with regulations and laws for employees, customers, and the community, to prevent hazards that may arise from operations or may affect the lives, property, environment, and reputation of customers.
8. The company promotes and supports employees in receiving both internal and external training to learn new techniques, enhance professional expertise, and increase the organization's potential and efficiency, including comprehensive and adequate customer service in all processes.
9. The company provides employees with the freedom to form groups for any activities that do not conflict with business ethics, do not negatively impact the company's image, or do not have adverse economic effects on the company.
10. The company encourages business partners to operate with respect for human rights, and not to condone any neglect or violation of human rights in any process of conducting business with the company.
11. The company promotes awareness and a sense of their rights, duties, and responsibilities towards others and society among all personnel.

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When human rights violations arise from the company's activities identified as causing or contributing to human rights impacts on any individual, the company has established remedial measures for those affected, including both monetary and non-monetary assistance, to appropriately and effectively alleviate the suffering of the affected parties, as well as continuously monitoring and evaluating the results of various management and problem-solving efforts.

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

Company Employee and Labor Management Plan In various matters such as fair employee compensation, employee training and development, promoting employee relations and engagement, migrant/foreign workers, child labor, and occupational safety and health at work, these are crucial for creating a fair and efficient working environment, as well as promoting safe and healthy work within the organization, so that both the company and employees can grow together.

1. Fair Employee Compensation

Management Plan The company establishes a transparent and fair compensation system by setting appropriate remuneration based on employee duties and responsibilities, considering skill levels and work performance, and taking into account the labor market to offer competitive compensation.

Guidelines The company establishes a clear salary structure and discloses compensation information to employees, detailing salary and bonus calculations, with an emphasis on fair compensation that aligns with employee performance.

2. Employee Training and Development

Management Plan The company develops training and skill development plans for employees to enhance their work capabilities, career development, and job-related skills, enabling employees to grow professionally and respond to industry changes.

Guidelines Developing training courses both internally and externally, such as technical skills training, management training, and leadership development, including post-training evaluation to ensure employees can effectively apply learned skills in their work.

3. Promoting Employee Relations and Engagement

Management Plan The company will promote employee participation in organizational decision-making processes and various activities, such as creating an environment that allows employees to express opinions, organizing collaborative activities, or holding joint meetings to exchange ideas.

Guidelines Establishing effective communication channels, such as using online meeting systems, conducting employee surveys to gather feedback, and organizing activities to strengthen employee relationships, such as internal company social events.

4. Migrant/Foreign Workers

Management Plan The company establishes guidelines for managing migrant/foreign workers by respecting their rights and complying with relevant laws regarding employment, compensation, and the provision of other benefits fairly.

Guidelines Compliance with legal requirements regarding the employment of foreign workers, such as obtaining work permits and adhering to health and safety regulations in the workplace, as well as providing clear information and support regarding benefits and welfare.

5. Child Labor

Management Plan The company does not employ child labor and strictly adheres to labor laws prohibiting the use of child labor.

Guidelines Screening and verifying job applicants to ensure they are not child laborers by checking age and providing employees with information on legal employment requirements, as well as educating the public on combating child labor.

6. Occupational Safety and Health at Work

Management Plan The company establishes strict safety and occupational health policies, emphasizing accident prevention and employee health care in the workplace.

Guidelines Providing safety training at work, ensuring a safe working environment, inspecting and maintaining tools and equipment to be in safe condition, and offering health services such as annual health check-ups.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
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Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Employee training and development 	Operational knowledge	2025: Understanding and skills required to achieve work success in accordance with established standards and goals.	2027: The understanding and skills necessary to successfully perform tasks according to established standards and goals. Possessing good operational knowledge enables efficient work performance, saves time, and appropriately responds to the needs of the organization and customers.
<ul style="list-style-type: none"> Fair employee compensation Employee training and development Promoting employee relations and participation Child labor Non-discrimination 	<ul style="list-style-type: none"> Improving operational efficiency Increasing employee satisfaction Reducing employee management costs Enhancing transparency in human resource management Employee development and training Performance evaluation and monitoring Preventing data breaches and ensuring security 	2025: To ensure the company's operations are highly efficient and to create a suitable and fair working environment.	2027: To ensure the company's operations achieve optimal efficiency and to foster a suitable and equitable working environment, these objectives will enable employees to perform effectively and enhance their satisfaction.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Performance and Outcomes of the Company's Employee and Labor Management in 2025: The human resource management within the company has been evaluated and monitored in various aspects, such as employee development and retention, employee satisfaction, and the creation of a conducive work environment, with the following key outcomes:

1. Enhancing Work Efficiency

- Performance: The company has implemented assessment forms to track and evaluate employee performance, enabling accurate assessment and verification of employee work performance in accordance with their actual duties.

- Outcome: Work efficiency has increased.

2. Employee Skill and Competency Development

- Performance: The company has continuously provided training and skill development for employees, particularly in new technologies and leadership development.
- Outcome: Employees have enhanced skills and can work more efficiently, leading to positive work outcomes and increased customer satisfaction.

3. Employee Retention and Reduction of Turnover Rate

- Performance: The company has managed welfare benefits that meet employee needs, such as bonuses, health insurance, and other benefits.
- Outcome: The employee turnover rate has decreased, as employees are satisfied with the support provided by the company, leading to increased loyalty.

4. Creating a Positive Work Environment

- Performance: Promotion of a fair and transparent organizational culture, such as collaborative meetings, support for teamwork, and openness to employee feedback.
- Outcome: Employees feel supported and happy at work, leading to increased collaboration and efficiency in teamwork.

5. Improving Productivity and Reducing Operating Costs

- Performance: The company has implemented tools for performance analysis, such as digital performance tracking and the use of KPIs (Key Performance Indicators) to set clear goals and monitor work efficiency.
- Outcome: The company's productivity has increased, while operating costs have decreased, due to the use of technology to improve work processes and enhance resource utilization efficiency.

6. Promoting Transparency in Management

- Performance: The company has disclosed information regarding employee performance evaluations and clear communication regarding company policies and guidelines.
- Outcome: Employees feel involved in decision-making and understand the organization's goals and vision, which fosters confidence and trust in management.

7. Building and Maintaining Good Relationships with Employees

- Performance: The company has organized activities to build employee relationships and foster open communication, such as social gatherings and promoting a collaborative work culture within the organization.
- Outcome: The relationship between employees and the company has improved, leading to efficient collaboration and mutual support.

8. Supporting Remote Work

- Performance: The company has adopted remote work technologies such as online meetings, online document management systems, and digital collaboration tools.
- Outcome: Employees can work efficiently from home or any location, which provides work flexibility and reduces travel expenses.

9. Enhancing Internal Organizational Communication

- Performance: Utilization of digital platforms for communication, such as internal communication applications and video conferencing.

- Outcome: Internal organizational communication has improved, leading to faster decision-making and reduced errors in collaboration.

Information on employment

Employment

	2023	2024	2025
Total employees (persons)	83	91	89
Male employees (persons)	37	43	42
Percentage of male employees (%)	44.58	47.25	47.19
Female employees (persons)	46	48	47
Percentage of female employees (%)	55.42	52.75	52.81

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	58	56	71
Percentage of employees in operational level (%)	69.88	61.54	79.78
Total number of employees in management level (Persons)	20	29	14
Percentage of employees in management level (%)	24.10	31.87	15.73
Total number of employees in executive level (Persons)	5	6	4
Percentage of employees in executive level (%)	6.02	6.59	4.49

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	21	21	33
Percentage of male employees in operational level (%)	56.76	48.84	78.57
Total number of male employees in management level (Persons)	13	18	7
Percentage of male employees in management level (%)	35.14	41.86	16.67
Total number of male employees in executive level (Persons)	3	4	2
Percentage of male employees in executive level (%)	8.11	9.30	4.76

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	37	35	38
Percentage of female employees in operational level (%)	80.43	72.92	80.85
Total number of female employees in management level (Persons)	7	11	7
Percentage of female employees in management level (%)	15.22	22.92	14.89
Total number of female employees in executive level (Persons)	2	2	2
Percentage of female employees in executive level (%)	4.35	4.17	4.26

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Total number of employees with disabilities (Persons)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	30,786,056.06	35,672,002.37	44,755,401.55
Average of remuneration of employees (Baht/persons)	370,916.34	392,000.02	502,869.67

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

A Provident Fund is established to provide employees with accumulated savings for use after retirement or upon leaving employment, with both employees and employers jointly contributing funds according to specified proportions. The management policy for the Provident Fund typically includes the following key issues:

1. To promote long-term savings for employees.
2. To create financial security for employees after retirement or upon leaving employment.
3. To serve as a welfare benefit that attracts and retains talented employees.
4. Employees participating in the Provident Fund will contribute to the fund at a rate of 3 - 15 percent of each employee's salary, while the company will contribute 3-5 percent to the Provident Fund based on the employee's length of service. As of December 31, 2025, there are 85 employees who have voluntarily joined the fund.

Implementation of Investment Governance Code for : No
 Institutional Investors ("I Code") by Company's
 Provident Fund Committee

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	69	78	85
Number of employees joining in PVD (persons)	69	77	85
Number of PVD members / Total employees (%)	83.13	84.62	95.51
Number of PVD members / Total eligible employees (%)	100.00	98.72	100.00

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	332,337.18	820,561.72	1,019,258.62

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
Light Up Total Solution Public Company Limited	Yes	89	85	85	95.51	100.00

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies

Providing training to educate or inform employees about selecting appropriate investment policies is a crucial process for enhancing understanding and effective investment decision-making skills. This type of training will help employees understand the principles and methods for selecting investment policies suitable for their personal or organizational financial goals. The aim is for employees to be capable of choosing investment instruments with acceptable risk levels and generating expected returns.

The aforementioned training will cover various important topics such as setting investment goals, appropriate risk assessment, investment diversification for risk reduction (Diversification), analyzing and selecting suitable assets, as well as monitoring investment performance and adjusting investment strategies according to changing circumstances, to enable employees to confidently and effectively apply the acquired knowledge in financial decision-making.

Information on employee development

Employee training and development

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	12.00	36.00	20.00
Total amount spent on employee training and development (1) (Baht)	0.00	418,272.90	36,134.58

	2023	2024	2025
Percentage of training and development expenses to total expenses (%) ^(*)	0.000000	0.001131	0.000058
Percentage of training and development expenses to total revenue (%) ^(*)	0.000000	0.000883	0.000058

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Remark: ⁽¹⁾ In 2025, in-house employee training and development will focus on enhancing the skills and knowledge of employees from within the company. The primary objective of this internal training is to build employee capabilities, enabling them to grow and adapt to the company's evolving requirements annually.

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	13	28	21
Total number of male employee turnover leaving the company voluntarily (persons)	N/A	N/A	8
Total number of female employee turnover leaving the company voluntarily (persons)	N/A	N/A	13

	2023	2024	2025
Proportion of voluntary resignations (%)	15.66	30.77	23.60
Percentage of male employee turnover leaving the Company voluntarily (%)	N/A	N/A	38.10
Percentage of female employee turnover leaving the Company voluntarily (%)	N/A	N/A	61.90

	2023	2024	2025
Evaluation result of employee engagement	No	No	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
Page number of the reference link :

Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

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

The Company's Customer Management Plan Will focus on providing responsible services, transparent information communication, fostering sustainable customer relationships, and ensuring the security of customer personal data. All of these will enhance customer satisfaction and trust in products and services, leading customers to repeatedly choose

the company's products or services and recommend them to others, which positively contributes to long-term business growth.

1. Responsible Sales and Services to Customers

- Management Plan The company focuses on responsible sales and services to customers by providing accurate and complete information about products or services and assisting in resolving issues arising from product usage.
- Guidelines
 - Training sales teams and customer service staff to possess the skills for providing accurate and appropriate information.
 - Implementing clear customer service standards to ensure customers receive quality service that meets their expectations.
 - Seriously listening to customer feedback and complaints, and promptly and effectively resolving issues that arise.

2. Communicating Information on Product and Service Impacts to Customers/Consumers

- Management Plan The company transparently communicates information regarding the environmental, health, and social impacts of its products and services, enabling customers to make informed decisions.
- Guidelines
 - Preparing product information or catalogs to enable customers to understand the benefits and limitations of products.
 - Disseminating information regarding production or service provision that may impact the environment or health.
 - Utilizing appropriate communication channels, such as websites and social media, to inform customers about various impacts of products.

3. Developing Customer Satisfaction and Fostering Customer Relationships

- Management Plan The company focuses on developing customer satisfaction by offering positive experiences and fostering long-term customer relationships.
- Guidelines
 - Regularly monitoring and evaluating customer satisfaction, such as conducting post-sales customer feedback surveys or tracking product/service usage results.
 - Providing excellent after-sales service, such as technical support, product warranty, and usage advice.
 - Organizing activities that strengthen customer relationships, such as sales promotion events.

4. Protection of Customer Personal Data

- Management Plan The company strictly maintains the security and privacy of customer data, adhering to personal data protection laws and standards.
- Guidelines
 - Utilizing data security systems, such as encrypting critical data and implementing measures to prevent unauthorized data access.
 - Developing a clear Privacy Policy to inform customers about the methods of collecting and using their personal data.
 - Training employees on maintaining customer data confidentiality and complying with relevant laws, such as the PDPA (Personal Data Protection Act).

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Receiving the award **SMEs Excellence Awards 2025 Project** From **Thai Business Management Association** It confirms and reflects the company's excellent and efficient customer management performance and results. This award is not merely an acknowledgment of good work, but also a confirmation of the success of the customer management strategies the company has implemented to develop satisfaction and build sustainable relationships with customers.

Effective customer management is key

1. **Responsible Sales and Services**
2. **Communicating information about the impact of products and services** Providing transparent information about products and services helps build customer trust and enables customers to make purchasing decisions with confidence, an area in which the company has performed well.
3. **to develop satisfaction and strengthen customer relationships.** the company prioritizes creating the highest customer satisfaction through excellent service and continuous activities to build customer relationships, such as attractive promotional campaigns and prompt responses to customer feedback.
4. **Protection of customer personal data** Excellent protection of customers' personal data ensures that customers feel confident in providing information to the company, which builds trust in the organization.

This award not only reflects the company's quality and efficient customer management but also serves as a tool to build a positive brand image in the market, which will enhance trust from customers and business partners and can lead to future business expansion in both domestic and international markets.

Receiving this award confirms that **The company has implemented a quality customer management strategy** This is a result of hard work and attention to every detail in customer service, enabling the company to maintain customer satisfaction and build lasting relationships between customers and the company.

Diagram of performance and outcomes of customer management





Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	No	No	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes
customers/consumers

Telephone : 02-117-1553-4

Fax : -

Email : whistleblowing@lightuptotal.co.th

Companys website : www.https://lightuptotal.co.th/

Address : 1252/1, 5th Floor, Phatthanakan Road, Suan Luang
Subdistrict, Suan Luang District, Bangkok

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : No

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Others : Projects that promote sustainability, health, community economic development, and environmental conservation, including the promotion of equality.
implemented by the company over the past year

Management in other areas focuses on creating a positive impact on the community and society through activities and projects that promote sustainability, health, economic development in the community, and environmental preservation, as well as fostering equality and diversity. These efforts will enable the company to build a positive image and play a role in developing a sustainable community and society.

1. Promoting Environmental Activities

- Management Plan The company supports and promotes activities that help preserve the environment, such as reducing energy consumption, recycling, and efficient waste management.
- Guidelines
 - Organizing energy conservation campaigns, such as reducing electricity consumption in office buildings or promoting the use of renewable energy in the workplace
 - Organizing tree-planting projects in the community or activities promoting the sustainable use of natural resources

2. Charitable Assistance and Community Support

- Management Plan The company participates in supporting charitable projects and assisting communities in need through various forms of support, such as donations, scholarships, or healthcare assistance.
- Guidelines
 - Supporting projects that assist underprivileged individuals, such as donating items, food, or clothing to the needy

3. Promoting Organizational Sustainability

- Management Plan The company fosters sustainability in all aspects of its business operations, such as efficient resource utilization and developing an organization that is responsible towards the environment and society.
- Guidelines
 - Utilizing renewable energy and reducing greenhouse gas emissions from operational processes
 - Utilizing sustainable and recyclable materials in operational processes
 - Developing a resource management plan that reduces waste and conserves resources

4. Promoting Equality and Diversity

- Management Plan The company supports the creation of equality and diversity within the organization and community by promoting access to employment and various services for all groups.

● Guidelines

- Promoting access to education or employment for underprivileged groups
- Organizing activities that promote understanding and acceptance of diversity, such as conducting training on workplace equality

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

In 2025, the company donated lighting equipment to Srinakharinwirot University (SWU) for use in classrooms, laboratories, and various educational areas. This initiative reflects the company's social responsibility in supporting education and community development, yielding positive outcomes for enhancing educational quality, promoting sustainable technology, and fostering strong relationships between the company and educational institutions. Moreover, it contributes to building a positive corporate image and advancing sustainable development within society.

Diagram of performance and outcomes in community and social management





Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : No
from social development?

Non-financial benefits

Does the company measure the non-financial : No
benefits from social development?

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ESG Performance

Company Name : Light Up Total Solution Public Company Limited Symbol : LTS

Market : mai Industry Group : Consumer Products Sector : SECTOR 0

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Light Up Total Solution Public Company Limited ("the Company") recognizes the importance of conducting business in accordance with good corporate governance principles to promote the company's sustainable growth and enhance value for shareholders, employees, customers, business partners, and all stakeholders. This ensures that stakeholders are confident in the company's competitiveness and ability to adapt to various changing factors. Simultaneously, the company considers business ethics and long-term impacts on society and the environment. The Board of Directors has established a corporate governance policy based on the principles and guidelines of the Corporate Governance Code for listed companies 2017 issued by the Securities and Exchange Commission ("SEC Office"). This serves as a framework for the Board of Directors, management, and employees to adhere to and practice, exercising authority fairly within defined limits, to foster a vision of good corporate governance, sustainable value creation, and promote an efficient, transparent, and verifiable organization. In addition to building confidence among shareholders, investors, and relevant parties, this enables the company to be competitive and achieve good performance while considering long-term impacts, preventing and eliminating potential conflicts of interest, conducting business ethically, respecting rights, and being responsible to shareholders and stakeholders, as well as operating in a manner beneficial to society and developing or mitigating negative environmental impacts, and adapting to various changing factors. The key aspects of the corporate governance policy can be divided into 8 principles as follows:

Principle 1 Establish Clear Leadership Role and Responsibilities of the Board in creating sustainable value for the enterprise.

Principle 2 Define the Objectives that Promote Sustainable Value Creation.

Principle 3 Strengthen Board Effectiveness.

Principle 4 Ensure Effective CEO and People Management.

Principle 5 Nurture Innovation and Responsible Business

Principle 6 Strengthen Effective Risk Management and Internal Control.

Principle 7 Ensure Disclosure and Financial Integrity.

Principle 8 Ensure Engagement and Communication with Shareholders.

1. Establish Clear Leadership Role and Responsibilities of the Board in creating sustainable value for the enterprise.

1.1) The Board of Directors understands and recognizes its leadership role and responsibility to oversee the organization's good governance, which includes setting objectives and goals, defining strategies, operational policies, and allocating key resources to achieve these objectives and goals, as well as monitoring, evaluating, and overseeing performance reporting.

1.2) The Board of Directors establishes various policies, including corporate governance policies, to create sustainable value for the enterprise, enabling it to be competitive and achieve good long-term performance. It promotes ethical business conduct, respects rights, and is responsible to shareholders and stakeholders to achieve business success, benefit society, and develop or mitigate environmental impacts, while being able to adapt to changing factors.

1.3) The Board of Directors is responsible for overseeing that directors and executives perform their duties with accountability and responsibility, due care, and loyalty to the organization for the company's utmost benefit. This includes complying with laws, objectives, regulations, resolutions of Board meetings, and resolutions of shareholders'

meetings, as well as the company's established policies or guidelines. Sufficient mechanisms must be in place to ensure that the company's operations comply with relevant laws, objectives, regulations, resolutions of Board meetings, resolutions of shareholders' meetings, and company policies or guidelines, such as operational authority, related party transaction policy, anti-corruption policy, and processes for approving significant operations like investments, transactions with significant impact on the company, related party transactions, acquisition or disposal of assets, and dividend payments, etc.

1.4) The Board of Directors understands its roles, scope of duties, and responsibilities, and clearly defines the scope of delegation of duties and responsibilities to sub-committees and management. It also monitors and ensures that assigned duties are performed. Various charters for the Board of Directors and sub-committees are established in writing and reviewed regularly, at least once a year, to align with the company's direction.

2. Define Objectives that Promote Sustainable Value Creation.

2.1) The Board of Directors places great importance on defining the organization's primary business objectives and goals to enable sustainable growth alongside society, creating value and benefiting the organization, customers, business partners, employees, shareholders, stakeholders, and society as a whole. It will promote communication and reinforce that the organization's primary objectives and goals are reflected in the decisions and operations of personnel at all levels, thereby becoming an organizational culture under the principles of good corporate governance.

2.2) The Board of Directors will oversee to ensure that annual and long-term business objectives, goals, and strategies align with the achievement of the organization's primary objectives and goals, considering the environment, factors, and various risks that may affect all stakeholders. Innovation and technology must be used appropriately and safely. Furthermore, the risks of setting goals that could lead to illegal or unethical conduct must be recognized. The Board will also oversee the communication of objectives and goals through strategies and action plans throughout the organization, ensure appropriate resource allocation and operational control, and monitor the implementation of annual strategies and action plans.

3. Strengthen Board Effectiveness.

3.1) The Board of Directors consists of no less than 5 members, with duties and responsibilities to define and review the Board's structure, including its composition, qualifications, expertise, experience, appropriate number of directors for the business, and proportion of independent directors, to ensure suitability and necessity for achieving the defined primary objectives and goals. The relevant guidelines can be summarized as follows:

3.1.2 Directors must possess qualifications and not have prohibited characteristics as prescribed by law.

3.1.3 The Board of Directors shall consist of at least one-third of the total number of directors being independent directors, but not less than 3 persons. Independent directors must be independent from the control of management and major shareholders, and must not have any direct or indirect financial or management involvement or interest in the business. They must also possess full qualifications as prescribed by the Capital Market Supervisory Board's notification regarding the application for and approval of offering newly issued shares, and have a scope of duties and responsibilities as defined by relevant laws, notifications, regulations, and/or rules.

3.1.4 Directors and senior executives of the company are obliged to report information regarding their directorships, executive positions, or controlling interests in other limited companies or public limited companies, their roles as managing partners in ordinary partnerships, or limited partners in limited liability partnerships, to the company in accordance with the criteria and methods prescribed by the Board of Directors.

3.1.5 The Board of Directors clearly defines its scope of authority and duties in the Board Charter. Details regarding composition, qualifications, appointment, term of office, and termination of office shall be in accordance with the provisions of the Board Charter.

3.1.6 The Board of Directors will disclose the policy or criteria for determining the diverse composition of the Board and director information, such as age, educational background, experience, shareholding proportion, number of years in office as a director, and directorships in other listed companies, in the annual report and on the company's website.

3.2) The Board of Directors will appoint a suitable person as Chairman and ensure that the composition and operations of the Board facilitate independent decision-making. This is to promote a balance of power between the Board of

Directors and management and to comply with good corporate governance principles for listed companies, separating the positions of Chairman and Chief Executive Officer to ensure clarity in the duties of each position, to achieve a balance of power, enable management review, and ensure efficient and transparent company management, as follows:

The Board of Directors: Plays a crucial role in setting the direction, policies, and strategies for business operations to generate investment returns and maximum benefits for shareholders. It also has the important duty of overseeing and monitoring the management's operations to ensure compliance with established policies and strategies, as well as with laws, objectives, company regulations, and resolutions of shareholders' meetings.

Management: Is responsible for managing the business to achieve success and align with the direction, policies, and business strategies set by the Board of Directors, as well as managing the company's daily operations and business smoothly. The Chief Executive Officer is assigned by the Board of Directors to conduct the company's normal business operations, managing according to the plans and budgets approved by the Board of Directors strictly, with honesty, integrity, and upholding the best interests of the company and its shareholders, including refraining from any actions that involve conflicts of interest or benefits that conflict with the company, its subsidiaries, and associated companies.

3.3) The Board of Directors will oversee transparent and clear processes for the nomination and selection of directors for each committee, to ensure that the Board of Directors and sub-committees possess qualifications consistent with established criteria. The Board of Directors has considered appointing a Nomination and Remuneration Committee, whose majority members are independent directors, to support the Board in considering criteria and methods for nominating individuals to ensure the Board has an appropriate composition of knowledge and expertise, as well as reviewing the background of such individuals and submitting recommendations to the Board before proposing them to the shareholders' meeting for appointment. This also includes supporting the Board in considering policies or criteria for determining remuneration that aligns with the company's long-term strategies and goals, experience, duties, scope of roles and responsibilities (accountability and responsibility), and the expected benefits from each director. The shareholders' meeting will consider and approve the structure and rates of directors' remuneration, both monetary and non-monetary.

3.4) The Board of Directors will oversee that all directors are responsible for performing their duties and allocating sufficient time. The company sets criteria for directors holding positions in other companies to ensure that directors can dedicate sufficient time to their duties at the company. The number of listed companies in which each director serves should be appropriate for the company's business nature or condition, but should not exceed 5 listed companies in total. The Board will ensure the disclosure of such criteria and establish a system for reporting other directorships of directors, making it publicly known. In cases where a director holds a directorship or executive position, or has a direct or indirect interest in another business that conflicts with or could use the company's opportunities or information for their own benefit, the Board will ensure that the company has adequate preventive measures and that shareholders are appropriately informed. Furthermore, the Board of Directors will oversee that each director attends no less than 75% of all Board of Directors meetings held during the year.

3.5) The Board of Directors has established a framework and mechanisms for overseeing the operations of subsidiaries and associated companies at a level appropriate for each entity, to ensure mutual understanding between subsidiaries and associated companies. An investment policy and a policy for overseeing the operations of subsidiaries and associated companies have been prepared in writing, covering the following matters:

(1) The appointment of individuals as directors, executives, or controlling persons in subsidiaries, with the Board of Directors as the appointing body.

(2) Defines the scope of duties and responsibilities of individuals representing the company and ensures that the company's representatives oversee compliance with the subsidiary's policies. In cases where a subsidiary has other co-investors, the Board will establish a policy for representatives to act in the best interest of the subsidiary and in alignment with the parent company's policies.

(3) Adequate and robust internal control systems for subsidiaries, and ensuring that all transactions comply with relevant laws and regulations.

(4) Disclosure of financial position and operating results, related party transactions, acquisition or disposal of assets, other significant transactions, capital increase, capital decrease, dissolution of subsidiaries, etc. Furthermore, if it involves significant investment in other businesses, such as having voting shareholding proportion from 20% but not exceeding 50%, and the investment amount or potential additional investment is significant to the company, the Board will, if necessary, ensure the preparation of a shareholders' agreement or other agreements to clarify management authority and participation in important decision-making, and performance monitoring, so that this information can be used for preparing the company's financial statements in accordance with standards and deadlines.

3.6) The Board of Directors has a policy to conduct annual performance evaluations of the Board of Directors, sub-committees, and individual directors. This serves as a framework to assess whether the Board of Directors has operated in accordance with good practices, to improve the Board's performance, and to review problems and obstacles encountered during the relevant year. The evaluation results will also be used for future performance development.

3.7) The Board of Directors will oversee that each director possesses knowledge and understanding of their roles and duties, the nature of the business, and relevant business laws, and will support all directors in continuously enhancing their skills and knowledge for performing their directorial duties. In the case of new directors, the Board of Directors will arrange for orientation and provide documents and information beneficial to the directors' performance of duties.

3.8) The Board of Directors will ensure that the Board's operations proceed smoothly and that necessary information is accessible by scheduling Board meetings and agendas at least 5 business days in advance of the meeting, allowing directors to arrange their time and attend. The number of Board meetings will be determined based on the Board's duties and responsibilities and the nature of the company's business, but not less than 6 times per year. The Board will also consider appointing a Company Secretary with the necessary and appropriate knowledge and experience to support the Board's operations, coordinate compliance with Board resolutions, manage Board and shareholders' meetings, and monitor consistent and correct implementation, as well as coordinate compliance with resolutions from such meetings. The Company Secretary will receive training and knowledge development beneficial to their duties, and in cases where there are certified Company Secretary courses, they will continuously attend such courses.

3.9) The Board of Directors will appoint a number of directors from the Board to serve as members of sub-committees to enhance the effectiveness of the Board. Each sub-committee will have a term of office similar to that of the Board of Directors and will perform duties as assigned by the Board of Directors, clearly defined in writing in the charter of each sub-committee, with summarized duties as follows:

(a) The Audit Committee performs various duties as assigned by the Board of Directors, including reviewing financial reports, internal control systems, compliance with laws, considering the selection of auditors, disclosing company information, and preparing reports of the Audit Committee, etc.

(b) The Executive Committee performs various duties as assigned by the Board of Directors, including managing normal operations and administrative tasks of the company, screening policies, business plans, budgets, management structures, and various management authorities of the company, establishing business operating principles to align with economic conditions, to be proposed to the Board of Directors meeting for consideration and approval and/or endorsement, as well as reviewing and monitoring the company's performance in accordance with the policies set by the Board of Directors, etc.

(c) The Nomination and Remuneration Committee (or a working group / individual assigned by the Board of Directors, in cases where the Nomination and Remuneration Committee is in the process of being established) performs various duties as assigned by the Board of Directors, including the duty to select individuals suitable for nomination as new directors or senior executives and management with authority. This involves establishing clear and transparent criteria or methods for nomination and selection, to be proposed to the Board of Directors meeting, and /or the shareholders' meeting for approval. Additionally, it has the duty to consider guidelines and determine remuneration for directors, senior executives, and management with authority, by establishing fair and reasonable criteria or methods for determining remuneration to be proposed to the Board of Directors meeting and/or the shareholders' meeting for approval, etc.

(d) The Risk Management Committee (or a working group / individual assigned by the Board of Directors) performs various duties as assigned by the Board of Directors, including defining policies, management strategies, and a risk management framework to be proposed to the Board of Directors, and monitoring to ensure that the company's organizational-level risk assessment, impact assessment, and risk management are adequate, appropriate, and timely, etc.

3.10) The Board of Directors will ensure the disclosure of the roles and responsibilities of the Board of Directors and sub-committees, the number of meetings held, the attendance of each director in the past year, and the performance reports of all sub-committees.

4. Ensure Effective CEO and People Management.

4.1) The Board of Directors will ensure the recruitment and development of the Chief Executive Officer and senior executives who possess the necessary knowledge, skills, experience, and qualifications to drive the organization towards its goals. Guidelines have been established for recruiting, developing, promoting, and supporting directors, the Chief Executive Officer, and senior executives to attend various training courses and seminars organized by the Thai Institute of Directors Association, the Securities and Exchange Commission, and the Stock Exchange of Thailand ("SET"), or other independent organizations, to continuously enhance the knowledge, skills, experience, and characteristics necessary to drive the organization towards its goals in accordance with good corporate governance systems, including the orientation of all new senior executives to prepare them with knowledge and understanding of the nature of the business operations.

4.2) The Board of Directors will oversee the appropriate establishment of compensation structures and performance evaluations for personnel at all levels, which can be benchmarked against companies in the same industry, to retain executives and incentivize quality performance according to good standards. The Nomination and Remuneration Committee will review such compensation before proposing it to the Board of Directors.

4.3) The Board of Directors understands the structure and relationships of shareholders that may affect the company's management and control power. To avoid hindering the Board's duties, it will ensure appropriate disclosure of information that may impact the control of the company.

4.4) The Board of Directors will monitor and oversee the management and development of personnel to ensure they possess appropriate knowledge, skills, experience, and motivation. It will also define job responsibilities, establish a fair compensation, remuneration, and benefits system suitable for the company's status and in compliance with labor laws, maintain a safe working environment for life, health, and property, facilitate communication between employees and supervisors or managers, and support processes for developing and enhancing knowledge and skills through participation in seminars or training relevant to their positions, both internally and externally, to continuously develop and strengthen employee capabilities.

5. Nurture Innovation and Responsible Business.

5.1) The Board of Directors prioritizes and supports innovation that creates value for the business, alongside generating benefits for all relevant stakeholders, and demonstrating responsibility towards society and the environment. It will promote actions to enhance the company's value in response to ever-changing environmental factors, which may include defining business models, service perspectives, analysis, work processes, and collaboration with business partners.

5.2) The Board of Directors will monitor and oversee that management conducts business with responsibility towards society and the environment, and that this is reflected in the Operational Plan to ensure that all parts of the organization operate in alignment with the organization's objectives, primary goals, and strategies, and consider the roles of stakeholders. The Board of Directors will establish mechanisms to ensure that the business operates ethically, with social and environmental responsibility, and does not violate the rights of stakeholders, serving as a guideline for all sectors within the organization to achieve primary objectives and goals sustainably. The Board of Directors has established guidelines for various stakeholders as part of the Code of Conduct and will disclose relevant and necessary material information to those stakeholders in a sufficient, reliable, and timely manner. The Board of Directors must recognize the importance of the roles of stakeholders and treat all stakeholder groups, including shareholders,

investors, and analysts, employees, customers, creditors, business partners, the public, and society as a whole, transparently, appropriately, equally, and fairly.

5.3) The Board of Directors will monitor and oversee that management allocates and manages resources efficiently and effectively, considering the impact and development of resources throughout the value chain, to achieve primary objectives and goals sustainably.

5.4) The Board of Directors will establish an enterprise-level information technology governance and management framework that aligns with the company's needs, and will oversee the utilization of information technology to enhance business opportunities, improve operations, and manage risks, enabling the company to achieve its primary objectives and goals.

6. The Board of Directors will establish an enterprise-level information technology governance and management framework that aligns with the organization's needs, and will oversee the utilization of information technology to enhance business opportunities, improve operations, and manage risks, enabling the organization to achieve its primary objectives and goals, and ensure appropriate risk management and internal control systems (Strengthen Effective Risk Management and Internal Control).

6.1) The Board of Directors has appointed a Risk Management Working Group, consisting of at least 3 members, to oversee and ensure that the company has effective risk management and internal control systems to achieve its objectives, comply with relevant laws and standards. This includes considering and establishing a risk management policy consistent with the organization's objectives, primary goals, strategies, and acceptable risk levels, to serve as a framework for risk management processes for everyone in the organization, ensuring a unified direction, and overseeing regular reviews of the risk management policy.

6.2) The Board of Directors has appointed an Audit Committee, consisting of at least 3 members, all of whom must be independent directors and not possess prohibited characteristics under relevant laws. They must also meet the qualifications and duties according to the criteria of the SEC Office and the Stock Exchange of Thailand to perform their duties efficiently and independently. The Audit Committee performs various duties as stipulated in the Audit Committee Charter or as assigned by the Board of Directors, including reviewing financial reports, internal control systems, compliance with laws, the independence of the internal audit unit, considering the selection of auditors, disclosing company information, and preparing reports of the Audit Committee, etc.

6.3) The Board of Directors monitors and manages potential conflicts of interest that may arise between the company and its management, the Board of Directors, or shareholders, including preventing the improper use of the company's assets, information, and opportunities, and engaging in transactions with related parties in an inappropriate manner. It also establishes written guidelines in the policy on stakeholder interests and the prevention of conflicts of interest.

6.4) The Board of Directors has established a clear anti-corruption policy, which has been communicated at all levels of the organization and to external parties to ensure its practical implementation. The Board of Directors will also arrange for anti-corruption projects or guidelines, including supporting activities that promote and instill in all employees compliance with relevant laws and regulations.

6.5) The Board of Directors has established a whistleblowing and complaint reception policy and a whistleblower protection policy to oversee mechanisms for receiving complaints and handling whistleblowing cases. This includes providing appropriate protection measures for whistleblowers who report with good faith, by defining more than one communication channel for stakeholders and publishing them on the company's website as a channel for employees, shareholders, investors, external parties, directors, and both internal and external stakeholders to report tips or complaints to the company through the following channels:

By mail : Chairman of the Audit Committee, Light Up Total Solution Public Company Limited, No. 1252/1, 5th Floor, Phatthanakan Road, Suan Luang Subdistrict, Suan Luang District, Bangkok.

By email : whistleblowing@lightuptotal.co.th

Telephone : 02-117-1553-4

7. Ensure Financial Integrity and Disclosure of Information.

7.1) The Board of Directors is responsible for overseeing that the financial reporting and material information disclosure systems are accurate, sufficient, timely, and comply with relevant rules, standards, and practices through the Stock Exchange of Thailand's system and the company's website.

7.2) The Board of Directors will monitor and oversee to ensure the company has sufficient financial liquidity and solvency.

7.3) Should the company face financial difficulties or show signs of potential problems, the Board of Directors will ensure that the company has a plan to resolve such issues or other mechanisms to address financial problems, while considering the rights of stakeholders and reasonableness.

7.4) The Board of Directors will oversee policies and prepare sustainability reports as appropriate for disclosing information on legal compliance, charter compliance, business ethics (Code of Conduct), anti-corruption policy, treatment of employees and stakeholders, including fair treatment and respect for human rights, as well as social and environmental responsibility. This information may be disclosed in the annual report or any other document, or may be prepared as a separate volume, as deemed appropriate by the company.

7.5) The Board of Directors will oversee that management establishes an investor relations unit responsible for communicating and disseminating useful information to shareholders, investors, analysts, and relevant parties appropriately, equally, and timely. A code of conduct for investor relations has been developed to ensure that communication and disclosure of information to external parties are appropriate, and that individuals responsible for providing information to external parties are clearly designated.

7.6) The Board of Directors promotes the use of information technology for disseminating information. In addition to disclosing information according to established criteria and through the Stock Exchange of Thailand's channels, the Board of Directors will also arrange for the disclosure of information in both Thai and English through other channels, such as the company's website, and ensure that the information presented is up-to-date.

8. Ensure Engagement and Communication with Shareholders. The Board of Directors places importance on the company's shareholders, and the company ensures that shareholders are treated equally and can fully exercise their fundamental rights as shareholders and participate in important company decisions. It stipulates that all shareholders have voting rights according to the number of shares held, with each share having one vote. The Board of Directors promotes and establishes policies related to shareholder rights as follows:

8.1) The Board of Directors will ensure that shareholders participate in important company decisions, including:

8.1.1 Protects and respects the fundamental rights of shareholders, including the right to buy, sell, or transfer shares, the right to a share of the company's profits, the right to receive sufficient company information, the right to attend shareholders' meetings to appoint or remove directors, appoint auditors, allocate dividends, establish or amend articles of association or memorandum, reduce or increase capital, and approve special transactions, etc.

8.1.2 Promotes and supports shareholders in exercising various rights at the Annual General Meeting of Shareholders, including the right to propose agenda items in advance of the meeting, the right to nominate individuals for election as directors in advance, the right to submit questions to the meeting in advance, the right to express opinions and ask questions at the meeting, etc. It also facilitates minority shareholders in nominating individuals for directorships by submitting the curriculum vitae and consent letter of such individuals in accordance with the criteria, regulations, and procedures prescribed by the company.

8.1.3 Ensures that notices of shareholders' meetings, along with relevant documents, are sent and published on the company's website at least 28 days before the shareholders' meeting, and that invitation letters for shareholders' meetings are prepared in both Thai and English.

8.1.4 Supports shareholders in using proxy forms that allow them to specify their voting direction (for, against, or abstain). Proxy forms A, B, and C (Form C specifically for custodians) are provided to shareholders. The company also facilitates shareholders who cannot attend the meeting in person but wish to exercise their voting rights by proxy, by proposing independent directors to attend and vote on behalf of shareholders, thereby enabling shareholders to choose any independent director as their proxy.

8.1.5 Refrains from any actions that violate, restrict, or diminish shareholders' rights to access company information that must be disclosed according to various regulations, and to attend shareholders' meetings, such as not presenting additional material documents abruptly, not adding agenda items, or changing material information without prior notice to shareholders, etc.

8.1.6 Facilitates shareholders in exercising various rights, such as providing up-to-date material information through the company's website, etc.

8.2) The Board of Directors will ensure that the proceedings of the shareholders' meeting are orderly, transparent, efficient, and facilitate shareholders in exercising their rights, including:

8.2.1 Facilitates shareholders in fully exercising their rights to attend and vote at shareholders' meetings and refrains from any actions that restrict shareholders' opportunities to attend meetings. In cases where shareholders cannot attend in person, the company provides the option to appoint an independent director or any other person to attend on their behalf.

8.2.2 Informs shareholders of the rules and procedures for attending shareholders' meetings in the invitation letter and on the day of the meeting. The meeting facilitator will inform shareholders of the rules governing the meeting and the voting procedures at the shareholders' meeting, and ensure that the notification of such rules and voting procedures is recorded in the minutes of every shareholders' meeting.

8.2.3 Conducts meetings appropriately and will provide opportunities for shareholders to ask questions related to the agenda or the company and to express opinions. The Chairman will inquire at the meeting for each agenda item and ensure that questions related to the agenda or the company, shareholders' opinions, and explanations from the Board of Directors and/or management are recorded in the minutes of every shareholders' meeting.

8.2.4 Conducts meetings according to the agenda specified in the invitation letter, and executives who are shareholders of the company will not propose any unnecessary additional agenda items to the meeting, especially those that shareholders would need sufficient time to study before making a decision.

8.2.5 Supports and promotes the use of technology, such as barcodes, voting cards, or other means, for shareholders' meetings, including shareholder registration, vote counting, and result display, to ensure that meeting proceedings are fast, accurate, precise, transparent, and verifiable. The results of the voting will be disclosed in the minutes of the shareholders' meeting, along with the votes for, against, and abstentions for each agenda item where voting occurred.

8.2.6 Arranges for an independent person to witness the vote counting or to count or verify votes at the meeting, such as the company's auditor or legal advisor, and discloses the results of such vote counting or verification to the meeting, to be recorded in the minutes of the meeting.

8.2.7 The Board of Directors recognizes the importance of holding the Annual General Meeting of Shareholders and respects shareholders' rights, thus encouraging all directors to attend shareholders' meetings.

8.3) The Board of Directors will ensure that the disclosure of shareholders' meeting resolutions and the preparation of shareholders' meeting minutes are accurate and complete, including:

8.3.1 After each shareholders' meeting, ensures that the meeting content, comprising agenda details, names of directors present and absent, meeting resolutions, voting results, as well as shareholders' questions and opinions, is compiled into "Shareholders' Meeting Minutes," published on the company's website, and submitted to the Stock Exchange of Thailand and/or relevant agencies within 14 days from the meeting date, in accordance with the requirements of the SEC Office and the Stock Exchange of Thailand. The meeting resolutions and voting results for each agenda item will be disclosed to the public through the Stock Exchange of Thailand's system within the legally prescribed timeframe.

The Board of Directors will review the appropriateness of applying good corporate governance principles at least once a year and record the review as part of the Board's resolutions. This information will also be disclosed in the annual report and annual registration statement, with a confirmation that the Board has considered and reviewed the application of good corporate governance principles in accordance with the company's business context.

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board : Yes
of directors

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The Board of Directors will oversee that the recruitment and selection of directors for each committee adhere to transparent and clear processes, ensuring that the Board of Directors and its sub-committees possess qualifications consistent with the established criteria. The Board of Directors has considered appointing a Nomination and Remuneration Committee, the majority of whose members are independent directors. This committee supports the Board in considering criteria and methods for selecting individuals to ensure that the directors possess qualifications that contribute to the Board having an appropriate composition of knowledge and expertise. It also reviews the profiles of such individuals and submits recommendations to the Board before presenting them to the shareholders' meeting for consideration and appointment. Furthermore, it supports the Board in considering policies or criteria for determining remuneration, which aligns with the company's long-term strategies and goals, including experience, duties, scope of roles, and accountability and responsibility, as well as the expected benefits from each director. Ultimately, the shareholders' meeting will consider and approve the structure and rates of directors' remuneration, encompassing both monetary and non-monetary forms.

Determination of director remuneration

The Board of Directors will oversee the appropriate establishment of compensation structures and performance evaluations for personnel at all levels, benchmarking against companies in the same industry, to retain executives and incentivize high-quality performance in accordance with good standards. The Nomination and Remuneration Committee will consider such compensation before proposing it to the Board of Directors.

Board performance evaluation

The Board of Directors has a policy to arrange for an annual performance evaluation of the Board of Directors, sub-committees, and individual directors. This evaluation serves as a framework for reviewing whether the Board of Directors duties have been performed in accordance with good practices, with the aim of improving the Board's performance and reviewing problems and obstacles encountered during the relevant year. The evaluation results will also be utilized for future performance development.

Corporate governance of subsidiaries and associated companies

The Board of Directors has established a framework and mechanisms for overseeing the operations of subsidiaries and associated companies at a level appropriate for each entity, to ensure that both subsidiaries and associated companies have a clear and consistent understanding. Investment policies and operational oversight policies for subsidiaries and associated companies have been documented in writing, covering the following matters:

- (1) The appointment of individuals as directors, executives, or controlling persons in subsidiaries, with the Board of Directors being the appointing authority.
- (2) Defining the scope of duties and responsibilities of individuals representing the company and ensuring that the company's representatives oversee compliance with the subsidiary's policies. In cases where the subsidiary has other co-investors, the Board of Directors will establish policies for the representatives to act in the best interest of the subsidiary and in alignment with the parent company's policies.
- (3) Adequate and robust internal control systems of the subsidiaries, and that various transactions are conducted correctly in accordance with relevant laws and criteria.
- (4) Disclosure of financial position and operating results, transactions with related parties, acquisition or disposal of assets, other significant transactions, capital increase, capital reduction, dissolution of subsidiaries, etc.

Furthermore, if it involves a significant investment in another entity, such as holding voting shares from 20% but not exceeding 50%, and the investment amount or potential additional investment is significant to the company, the Board of Directors will, if necessary, ensure the preparation of a shareholders' agreement or other agreements to clarify management authority and participation in important decision-making, and performance monitoring, so that the information can be used for preparing the company's financial statements in accordance with standards and timelines.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	: Yes
Guidelines and measures related to shareholders and stakeholders	: Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

Shareholder

Shareholders, Investors, and Analysts The company will treat all shareholders and investors equally, conducting business with transparency and efficiency. It is committed to achieving strong performance and stable growth to maximize long-term benefits for shareholders. Furthermore it recognizes and respects the rights of all shareholders, including investors and analysts, to receive complete and regular necessary information regarding the company's performance. The company communicates its performance and essential information through various corporate activities and relevant agencies.

Employee

Employees The Company strictly adheres to labor laws and will treat all employees equally. Employee compensation will be assessed fairly based on each employee's performance and in alignment with the Company's short-term and long-term operational results, benchmarked against the same industry. Furthermore, the Company maintains a working environment that prioritizes quality of life and safety at work. In addition, the Company emphasizes the continuous development of employees' skills knowledge, abilities, and potential in relevant and beneficial areas for their work, providing equal opportunities to all employees. The Company strives to incentivize highly skilled and capable employees to remain with the Company for organizational development and instills in all employees the importance of complying with relevant laws and regulations. The Company respects the privacy of its employees and will not disclose personal information such as salaries, medical history, and family history, etc., to external parties or unrelated individuals, unless such information is required to be disclosed to relevant external parties under legal regulations or with the consent of the employees concerned.

Customer

Customers The company provides channels for its customers to express opinions and report issues, enabling the company to respond to customer needs, ensure compliance with relevant laws and standards, and consider health, safety, fairness, customer data privacy and the monitoring and evaluation of satisfaction for the development and improvement of products and services.

Business competitor

Business Competitors The Company conducts its business within the framework of fair competition, adheres to ethical principles and complies with legal regulations. It also supports and promotes policies of free and fair competition, without violating or acquiring the trade secrets of competitors by any means.

Business partner

Partners Treat partners with honesty and integrity, and implement a partner selection process that allows partners to compete based on equal information. Partners are selected based on various criteria such as price conditions, quality, environmental control and protection, technical expertise, legal compliance, and trustworthiness. Furthermore, the

company has prepared contract templates that are appropriate and fair to all contracting parties and has established a monitoring system to ensure full compliance with contract terms as well as to prevent corruption and misconduct at every stage of the procurement process. The company purchases goods from partners according to commercial terms and strictly adheres to contracts with partners.

Creditor

Creditors The company will primarily adhere to the various terms and conditions of its agreements with creditors, including the repayment of principal and interest the management of various collaterals under the relevant agreements, and will give utmost importance to the terms and conditions agreed upon with creditors.

Government agencies

Relevant government agencies The company complies with all relevant and prescribed laws and regulations and supports various activities of government agencies on appropriate occasions. Furthermore, it is committed to providing good quality products and services. Additionally, the company shall treat the government and various government agencies with political neutrality, as stipulated in its Business Code of Conduct and Anti Corruption Policy, by adhering to relevant laws and standards. The company is required to establish and publicly announce an anti corruption policy. The company may also consider participating in anti-corruption networks and encouraging other companies and business partners to establish and publicly announce their own anti-corruption policies, as well as to join such networks.

Community and society

Community, Society, and Environment The Company recognizes and is conscious of its responsibility towards the community, society, and environment. Therefore, the Company conducts its business under the concept of creating shared value between the business sector and society, and prioritizes environmental preservation by promoting efficient and optimal use of resources to help reduce energy consumption, as well as preventing the Company's operations from causing harm to the quality of life of society, communities, and the environment. Furthermore, the Company and its employees are committed to conducting business responsibly and beneficially for society and communities, and to treating neighboring communities with friendliness, providing assistance, and supporting community development for a better quality of life as well as being responsible for the Company's business operations fairly and equitably, and to promote sustainable development.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Light Up Total Solution Public Company Limited ("the Company") is committed to conducting business on the basis of ethics and responsibility towards all stakeholders, and places importance on operating business according to good corporate governance principles. Therefore, a Code of Conduct has been established to serve as a framework and guideline for directors, executives, and employees of the Company to adhere to in conducting business, creating value, elevating the organization for progress, and achieving its objectives and main operational goals. All personnel of the Company are therefore obligated to comply with this Code of Conduct. They must study, understand, and acknowledge the Code of Conduct in conjunction with other policies of the Company for the benefit of themselves, the Company, and all relevant stakeholders.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Prevention of Misuse of Inside Information, Information and assets usage and protection, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The company prioritizes the prevention of conflicts of interest based on business operating principles for the maximum benefit of the company and its shareholders. The company will comply with the criteria set by the Securities and Exchange Commission, the Stock Exchange of Thailand, and relevant agencies.

(1) Executives must carefully consider conflicts of interest regarding connected transactions between the company and its subsidiaries or associates, with honesty, integrity, rationality, and independence, under a good ethical framework, primarily considering the company's benefits to ensure that such transactions are reasonable and primarily for the company's benefit.

(2) Company personnel must not work for any other person or organization that provides benefits during company working hours, unless written permission is obtained from the Chief Executive Officer or a person assigned by the Chief Executive Officer.

(3) Company personnel should avoid any actions that conflict with the company's interests, whether arising from contact with the company's business associates such as partners, customers, competitors, or from using opportunities or information obtained as a director or employee for personal gain, and regarding engaging in business that competes with the company or performing other work outside of the company's duties.

(4) Company personnel must protect the company's interests to the best of their ability and must not engage in any other business that may affect the company's interests or compete with the company.

(5) Company personnel have a duty to disclose information to the company if they encounter situations that create financial or personal benefits that conflict with the company's policy.

Anti-corruption

The company is committed to conducting business under ethical principles and transparency, recognizing the importance of combating all forms of corruption, both direct and indirect, whether monetary or non-monetary. This is considered a principle and responsibility for employees and management at all levels to operate with integrity, be good citizens, and have a conscience in combating fraud and corruption to prevent misconduct in operations. The company has established an anti-fraud and anti-corruption policy to manage all forms of fraud and corruption that are not authorized by the company.

(1) Directors, executives, and employees are prohibited from accepting all forms of corruption, both direct and indirect, including receiving or giving items, gifts, hospitality, solicitations, donations, and any other benefits for themselves from individuals doing business with the company.

(2) Company personnel will receive training to gain knowledge about the company's anti-corruption policy.

(3) The company supports and collaborates with government organizations, private sectors, regulatory bodies, and all sectors of Thai society with the aim of reducing corruption and enhancing national development.

(4) The company has established a whistleblowing and complaint policy to provide channels for stakeholders to report tips, suggestions, or complaints regarding corruption or any actions that do not comply with the company's criteria.

Prevention of Misuse of Inside Information

The Company prioritizes the prevention of insider information misuse by establishing guidelines that prohibit directors, executives, employees, and staff from disclosing or seeking benefits for themselves or others, whether directly or indirectly, and regardless of whether remuneration is received, from confidential or insider information that has not yet been disclosed to the public. The Company has also established a securities trading policy for directors, executives, and employees to be enforced with all directors, executives, and employees of the Company.

(1) Company personnel must strictly comply with the prohibition on insider trading of securities under the Securities and Exchange Act B.E. 2535 (1992) (including any amendments thereof).

(2) Personnel shall not seek benefits from insider information related to the Company's performance, which may affect the price of the Company's shares or securities. Executives or departments privy to insider information are prohibited from disclosing such information to external parties or individuals not involved in relevant duties, and from trading the Company's securities during the one-month period prior to the public disclosure of financial statements.

Information and assets usage and protection

Company personnel have the duty and responsibility to safeguard the company's assets from deterioration or loss, and to utilize assets efficiently for the full benefit of the company. This includes not using the company's assets for their own benefit or the benefit of others. Such assets refer to both tangible and intangible assets, such as movable property, immovable property, technology, academic knowledge, title deeds, patents, copyrights, as well as confidential information not disclosed to the public.

(1) Company personnel must use the company's assets with care and responsibility, maintaining the tools and equipment received from the company in good condition at all times by arranging for repairs when damage occurs.

(2) Company personnel must not violate company regulations or orders that could lead to accidents or damage to company assets, and must protect company assets from loss or destruction, even if it is not their direct responsibility.

(3) Company personnel must not use company equipment or assets for purposes other than performing work for the company.

(4) The dissemination of methods, processes, ideas, various technical knowledge, or any other knowledge and/or technical methods related to the company's business operations or activities, arising from the thoughts, research, studies, and/or any other actions resulting from the performance of duties and employment contracts of service providers and employees, is strictly prohibited in all cases without the written permission of the Chief Executive Officer or a person authorized by the Chief Executive Officer.

(5) Company personnel shall not infringe upon the intellectual property of the company and/or of any other company that has granted the company permission to utilize computer programs, whether by contract and/or any other method, and regardless of whether it is for profit or not.

Accurate and complete recording of transactions, accounts, and financial information.

The company places importance on recording transactions, accounts, and financial information accurately and completely. The company's business operational data must be prepared from accurate and reliable reports for submission to executives, shareholders, customers, government organizations, and other agencies. Therefore, information related to the company's business must be accurate, factual, and complete in its material content, without any limitations. The accuracy of data refers to both the accuracy of written documents and accuracy in accordance with business ethics.

(1) All types of business transactions of the company must be accurate, complete, and verifiable without any limitations or exceptions.

(2) Accounting entries and business records must be factual, without distortion or creation of false entries, regardless of the purpose.

(3) Personnel at all levels must conduct business transactions in accordance with the company's regulations and requirements, and must have complete supporting documentation for business entries, providing sufficient and timely useful information, so that those responsible for recording, preparing, and evaluating accounting and financial reports can record and prepare all types of the company's accounting and financial entries into the company's accounting system with accurate and complete details.

(4) Company personnel must not distort, conceal information, or create false entries, whether it be business transaction data related to accounting and finance or operational data. All executives and employees should be aware that the accuracy of accounting reports is a shared responsibility of the Board of Directors, management, and responsible employees.

(5) Company personnel are responsible for executing, preparing, and/or providing business transaction information.

(6) Company personnel have the responsibility to store data with integrity, in accordance with the objectives and factual accuracy. However, the performance of duties by personnel that constitutes an illegal act or a breach of business ethics due to inadvertence cannot be used as an excuse to cause company data to be erroneous or distorted, unless it is an act of negligence that does not result in severe damage.

Code of Conduct for Stakeholders

The company recognizes the importance of the rights of all stakeholder groups and has therefore established guidelines for ethical conduct towards stakeholders as follows:

1. To Employees

The company strictly adheres to labor laws and will treat all employees equally. Employee compensation will be assessed fairly based on each employee's performance and in alignment with the company's short-term and long-term performance, comparable to the same industry. Furthermore, the company maintains a working environment that prioritizes quality of life and safety at work. Additionally, the company emphasizes the continuous development of employees' skills, knowledge, abilities, and potential in relevant and beneficial areas for their work, providing equal opportunities to all employees and striving to incentivize highly skilled employees to remain with the company for its continued development. It also instills in all employees the importance of complying with relevant laws and regulations, with the following guidelines:

- (1) Prioritize all employees without discrimination.
- (2) Strictly define work procedures and ensure compliance with laws and various regulations related to personnel.
- (3) Treat all personnel equally, without discrimination based on race, gender, skin color, religion, national origin, age, physical disability, or personal characteristics unrelated to job performance.
- (4) Appointments, transfers, rewards, and punishments, as well as welfare, must be based on knowledge, ability, and suitability, as well as the actions or performance of employees.
- (5) Encourage all personnel to fully demonstrate their abilities and participate in setting directions and solving problems. Listen to opinions and suggestions from employees at all levels equally and impartially without discrimination.
- (6) Care for and prioritize the development and transfer of knowledge and skills of employees at all levels to ensure career advancement and stability.
- (7) Regularly maintain a safe working environment for life and property.
- (8) Consider the knowledge, abilities, and necessary skills for work performance, and promote the development of subordinates who have the opportunity for promotion to higher positions.
- (9) Consider compensation and other benefits fairly and appropriately, comparable to businesses in the same industry.

2. To Shareholders, Investors, and Analysts

The company will treat all shareholders and investors equally, conducting business with transparency and efficiency, striving to achieve good performance and stable growth to maximize long-term benefits for shareholders. This includes recognizing and respecting the rights of all shareholders, including investors and analysts, to receive complete and regular necessary information about the company's performance. The company communicates its performance and necessary information through various company activities and relevant agencies. Furthermore, the company is committed to representing shareholders in conducting business transparently, maintaining reliable accounting and financial systems, and creating maximum satisfaction for shareholders by considering the company's long term growth, with the following guidelines:

- (1) Support shareholders, investors, and analysts in receiving sufficient and appropriate information by disclosing important financial and non-financial information accurately, completely, and in a timely manner.
- (2) Recognize the rights and equality of all shareholders and strive to conduct business efficiently and to the best of its ability to ensure shareholders receive appropriate and sustainable returns.
- (3) Grant shareholders the right to submit comments or complaints regarding the company's business operations through the channels specified on the company's website. All comments will be reviewed and filtered for submission to the Board of Directors or relevant departments, and the results will be communicated accordingly.

(4) Operate efficiently, effectively, and transparently, generating good and continuously growing returns, stable and appropriate for shareholders and stakeholders, and striving to preserve the organization's assets, reputation, and positive image.

(5) Not seek personal gain for oneself or related parties by using any company information not yet disclosed to the public, disclosing it to external parties, or taking any action that could create a conflict of interest with the company.

The company is responsible to its customers by providing quality products that meet international standards. Additionally, the company provides channels for customers to express opinions and report issues regarding inappropriate products and services, enabling the company to respond to customer needs. This includes ensuring compliance with relevant laws and standards, and considering safety, fairness, customer data protection, and monitoring customer satisfaction for service improvement. Information and news are disclosed completely, accurately, timely, and without distortion of facts, with the following guidelines:

- (1) Committed to protecting the best interests of customers to ensure customer satisfaction and respond to customer needs quickly and punctually with attentive, responsible service, and creating maximum customer satisfaction with quality and efficient products and services.
- (2) Should treat customers fairly and without discrimination, avoiding inappropriate actions.
- (3) Provide accurate, sufficient, and timely information about products and services to ensure customers have enough information for decision-making.
- (4) It is prohibited to disclose customer information acquired during business operations, which is normally considered confidential, unless consent is obtained from the customer, or disclosure is required by duty, law, or for the benefit of the business or the public as a whole.

4. To Business Partners

The company treats its business partners with honesty and integrity and has a process for selecting partners by allowing them to compete on equal information. Partners are selected based on various criteria such as price conditions, quality, environmental control and protection, technical expertise, legal compliance, trustworthiness, etc. Additionally, the company has developed appropriate and fair contract templates for all parties and established a monitoring system to ensure full compliance with contractual terms and prevent fraud and misconduct at every stage of the procurement process. The company purchases goods from partners according to commercial terms and strictly adheres to contracts with partners, with the following guidelines:

- (1) Promote good and sustainable relationships between the company and its business partners, characterized by goodwill and mutual satisfaction, leading to quality, accurate, fast, responsive, and efficient services.
- (2) Should select business partners and review contracts with those who conduct business responsibly, ethically, with integrity, and are not involved in any form of corruption.
- (3) Treat all business partners and contractors equally, without discrimination or exploitation.
- (4) Maintain mutual benefits with business partners by strictly adhering to jointly established laws and regulations.
- (5) Monitor, inspect, and evaluate business partners to foster sustainable business development between them.
- (6) Not solicit, accept, or pay any dishonest commercial benefits with business partners.
- (7) Strictly comply with contracts, agreements, and various terms with business partners. In cases where conditions cannot be met, partners will be promptly notified in advance to jointly consider solutions based on the principle of reasonableness.

5. To Business Competitors

The company operates within a framework of good competition, adhering to ethical principles and legal boundaries. It supports and promotes policies of free and fair competition, without violating or gaining knowledge of competitors' trade secrets by any means. It avoids any actions that would undermine competitors' reputations and does not seek confidential information from business competitors through dishonest or inappropriate methods, including attempts to damage competitors' reputations through malicious accusations without evidence and factual information.

6. To Creditors

The company will primarily adhere to all contractual terms with creditors, including the repayment of principal and interest and the management of various collateral under related contracts, and will give utmost importance to the terms agreed upon with creditors, with the following guidelines:

(1) Strictly, accurately, completely, and punctually comply with contractual terms with creditors, regarding both payments and any other matters agreed upon with creditors equally.

(2) In cases where contractual terms cannot be met, creditors must be promptly notified in advance, along with reasons and proposed solutions, to jointly consider ways to resolve the issue and prevent damage.

7. Relevant Government Agencies

The company complies with all relevant laws and regulations and supports various activities of government agencies on appropriate occasions. Furthermore, it is committed to providing good distribution and services with standard quality. Additionally, it will treat the government and various government agencies in accordance with the established Business Code of Conduct and Anti Corruption Policy, with the following guidelines:

(1) Must comply with the anti-fraud policy and anti-corruption policies and measures, adhering to the principle of integrity. Do not give or accept bribes, whether in the form of gifts or other benefits, and must not engage in practices that could lead to fraud or bribery. Do not commit, assist, or support acts that constitute offenses under relevant laws and announcements, or acts related to property dishonesty, or acts that pose a threat to the economy or national security. Furthermore, do not conceal or participate in the embezzlement or disposal of assets obtained through such acts.

(2) Establish an inspection system to ensure full compliance with contractual terms and prevent corruption.

8. Community, Society, and Environment

The company recognizes and is conscious of its responsibility towards the community, society, and environment. Therefore, the company conducts business under the concept of creating shared value between the business sector and society, and places importance on environmental preservation by promoting efficient and optimal use of resources to help reduce energy consumption, as well as preventing the company's operations from causing damage to the quality of life of society, communities, and the environment. The company and its employees are committed to conducting business responsibly and beneficially to society and communities, and to treating neighboring communities with friendliness, providing assistance, and supporting community development for a better quality of life, as well as being responsible for the company's business operations fairly and equally, and to promote sustainable development, with the following guidelines:

(1) Encourage all employees to participate in social activities and community development, and conduct business without negatively impacting society and the environment.

(2) Resources should be utilized according to the 3R principles, namely:

(1) Reduce usage

(2) Reuse Reusing

(3) Recycle Reusing

This is to ensure efficient resource utilization and reduce environmental impacts both currently and in the future.

(3) Should conserve, improve, and maintain buildings, premises and the environment to be in good, aesthetically pleasing, and hygienic condition at all times.

(4) Should maintain and improve safety standards to minimize potential harm to conditions, premises, and the environment.

(5) In utilizing natural resources, the company will consider options that minimize adverse impacts on social damage, the environment, and the quality of life of the public.

(6) Not engage in any actions that cause damage to natural resources and the environment beyond what is legally prescribed.

(7) Promote efficient energy use and conservation for the benefit of society and future generations.

(8) Not support any activities that are harmful to society or good morals and/or promote vices.

(9) Continuously and seriously instill a sense of social and environmental responsibility among employees at all levels.

(10) Comply with and cooperate, or ensure strict compliance, with the spirit of laws and regulations issued by regulatory agencies.

(11) Support community and social activities, focusing on social, community, and environmental development, including educational support for youth and public benefit activities.

(12) Provide a rapid and effective response to incidents affecting the community and environment due to the company's operations, by fully cooperating with government officials and relevant agencies.

Best Practices for Directors, Executives, and Employees

The Board of Directors, Management, and employees express their intention to operate transparently and ethically, performing duties to the highest ethical standards for the benefit of all shareholders and stakeholders. It is considered the duty and responsibility of all directors, management, and employees to acknowledge, understand, and strictly adhere to the practices stipulated in this Business Code of Conduct.

Best Practices for Directors and Management

(1) Perform duties with responsibility, diligence, and integrity, including compliance with laws, objectives, and company regulations, board resolutions, and shareholder meeting resolutions, to maximize benefits for the company's operations.

(2) Establish an effective and stringent internal control and risk management system, and promote good governance at all levels.

(3) Must perform duties to the best of one's ability, maintain independence in decision-making, and perform duties based on correctness, avoiding conflicts between personal interests and the company's interests, to ensure efficient and effective management.

(4) Not seek personal gain from being a director or executive, or use information obtained as a director or executive for personal financial benefit, and not use such information for the financial benefit of others.

(5) No interests or stakes in contracts, and not accept gifts or any other benefits that conflict with the company's interests, for personal gain, family members, and close relatives.

(6) No interests or stakes in businesses related to the company or in businesses that compete with the company, whether directly or indirectly.

(7) Maintain the confidentiality of company and stakeholder information, preventing its leakage to unauthorized persons, which could cause damage to the company or stakeholders.

Best Practices for Employees

(1) Perform duties with responsibility and integrity.

(2) Continuously seek knowledge and diligently strive to enhance work efficiency skills. Utilize professional knowledge to perform duties to the best of one's ability.

(3) Treat supervisors, subordinates, and all colleagues with courtesy and respect. Cooperate and support teamwork, and provide mutual assistance in work.

(4) Listen to opinions or suggestions regarding the duties of subordinates and other individuals, and consider applying them in a way that benefits the organization's work.

(5) Not defame or criticize without truth and unfairly, or act in a way that causes disunity within the group.

(6) Preserve the company's reputation and exercise caution when expressing opinions to external parties on matters that may affect its reputation.

(7) Not engage in any business or investment that competes with or creates a conflict of interest with the company, or serve as a permanent or temporary employee in another organization conducting similar or comparable business, or a competing company with conflicting interests with the company.

(8) Support company policies and strictly comply with work regulations, rules, announcements, orders, requirements, board resolutions, or company circulars. Do not participate in or conceal any illegal acts.

- (9) Efficiently complete work successfully, aiming to preserve the company's best interests or prevent significant damage to the company, in accordance with legal and ethical principles. No favoritism or special privileges shall be granted to any individual for personal gain, whether direct or indirect.
- (10) Monitor work performance and promptly report to supervisors any incidents that may cause damage to individuals or property, reputation, or the company's interests.
- (11) Employees are prohibited from using inside information that is material to changes in the company's securities prices and not yet disclosed to the public, to seek undue personal gain or gain for others.
- (12) Maintain business confidentiality, and care for and prevent the leakage of confidential company documents or information, including not providing any information or documents that should not be disclosed to unauthorized persons, unless permitted by the company.
- (13) Not use customer documents or information for one's own benefit or the benefit of others.
- (14) Not disclose confidential company information, nor disclose one's own or others' wages, salaries, special bonuses, or salary increase rates to unauthorized persons. In cases where an employee is requested to disclose confidential customer information, whether their own or others', they must report it to their manager or line supervisor and must obtain written approval before disclosing such information.
- (15) Refrain from using company working hours for personal gain, as well as refraining from using one's position, duties, and association with the company for personal gain, political gain, or to support any political party, or allowing others to use one's authority to seek benefits for themselves or others, whether directly or indirectly.
- (16) Do not seek personal gain from organizational assets, whether through using company tools or equipment for personal errands, selling, lending, pledging, mortgaging, or transferring company assets without authorization. The acquisition, retention, and disposal of assets must comply with the company's established rules and procedures. Cooperate in caring for, maintaining, and carefully using company assets to maximize benefits, prevent waste, loss, premature deterioration, or disappearance.
- (17) Not engage in any actions that conflict with the company's interests, whether arising from contact with the company's business associates such as partners, competitors, or from exploiting opportunities or information gained as an employee for personal gain, or in competitive business activities, or other work outside of assigned duties that affects the company's operations.
- (18) Must disclose any personal status or transactions that may create a conflict of interest or lead to the perception of a conflict of interest.
- (19) All company personnel shall not solicit or accept gifts or any other benefits from customers, including receiving goods or services at special prices not offered to the general public. They shall not accept compensation, cash, or preferential or special offers from customers, business partners, or any other individuals. If invited by a customer or business partner of the company to purchase real estate before or after it is offered to the public, employees must obtain written approval and must receive such approval before proceeding with the real estate transaction.
- (20) Avoid entertaining or exchanging gifts of excessive value or frequency, unless for legitimate business purposes and maintaining normal business relationships.

Ensuring compliance with the Business Code of Conduct

- (1) The company stipulates that it is the duty and responsibility of all directors, executives, and employees to acknowledge, understand, and strictly adhere to this Business Code of Conduct. It is not voluntary compliance, and ignorance of the established guidelines cannot be claimed.
- (2) Executives at all levels within the organization must oversee and be responsible, and it is crucial to ensure that employees under their supervision are aware of, understand, and seriously adhere to the Business Code of Conduct.
- (3) If employees have questions regarding the implementation of the Business Code of Conduct, they can consult their direct supervisor, or seek advice from the Human Resources Department or the Internal Audit Department, which are responsible for clarifying how to comply with the Business Code of Conduct.
- (4) The company does not condone any actions that are illegal or contrary to the principles of business ethics. If any director, executive, or employee violates the established business ethics, they will face strict disciplinary action. If there

is an act believed to be illegal, or in violation of rules, regulations, and directives of government agencies, the company will promptly refer the matter to government officials for further action.

(5) The Board of Directors and the Audit Committee shall ensure that the "Business Code of Conduct" manual is reviewed annually.

Whistleblowing and Complaints

In cases where actions suspected of violating or not complying with the Business Code of Conduct are observed, reports can be made through the designated complaint channels as follows:

By mail: Chairman of the Audit Committee

Light Up Total Solution Public Company Limited, 1252/1 Phatthanakan Road, Suan Luang Subdistrict, Suan Luang District, Bangkok.

By email: whistleblowing@lightuptotal.co.th

Telephone 02-117-1553-4

In addition to the channels mentioned above, employees can inquire about doubts or submit complaints if they observe actions suspected of violating or not complying with the Business Code of Conduct to the Chairman of the Audit Committee via the Secretary of the Audit Committee, or the Internal Audit Department, or the Human Resources Department, or direct supervisors at manager level or above.

Penalties

If any personnel are found to have violated or acted contrary to the Business Code of Conduct, the company will consider and take appropriate action. In cases where such actions violate work rules and regulations, the company will consider imposing penalties based on the nature of each case. The company will determine the penalty based on the severity of the offense committed, along with the offender's history, conduct, and intent.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The company mandates systematic and continuous training on business ethics to ensure that employees at all levels possess knowledge, understanding, and the ability to apply it correctly, with the following guidelines:

- Provide training for new employees (Onboarding) to instill an understanding of ethics from the beginning of their employment.
- Conduct periodic refresher training for current employees to reinforce and update practices in line with changing circumstances.
- Utilize case studies or simulated scenarios to help employees understand how to apply ethics in real-life situations.
- Post-training evaluations are conducted, such as tests or comprehension assessments, to ensure that employees can apply the acquired knowledge.
- Record training results and continuously monitor outcomes to use as data for future curriculum development and improvement.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the : Yes
corporate governance policy and guidelines, or
board of directors charter

Material changes and developments in policy and : No
guidelines over the past year

The Board of Directors will review the suitability of applying good corporate governance principles at least once a year and record the review as part of the Board's resolutions. This information will also be disclosed in the annual report and annual registration statement, along with a confirmation statement that the Board of Directors has considered and reviewed the application of good corporate governance principles in accordance with the company's business context.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Fully implement
SEC

The company prioritizes conducting business responsibly towards all stakeholder groups, ensuring complete, transparent, and timely disclosure of information, adhering to the following guidelines:

Principle 1: Recognize the role and responsibilities of the Board as organizational leaders who create sustainable value for the business (Establish Clear Leadership Role and Responsibilities of the Board)

Operations

Oversee that the company conducts its affairs in compliance with relevant laws and regulations, including the Securities and Exchange Act B.E. 2535, as well as approval processes for significant operations such as investments, transactions with significant impact on the company, related party transactions, acquisition or disposal of assets, and dividend payments. The aforementioned charter is reviewed regularly, at least once a year, to align with the company's direction. Ensure the reliability of financial information disclosure and financial statements. Define authorities and establish an appropriate board structure comprising a total of 7 directors, of whom 3 are independent directors.

Principle 2: Define the main objectives and goals of the business that promote sustainability (Define the Objectives that Promote Sustainable Value Creation)

Operations

Oversee that the formulation of strategies and annual plans aligns with the main objectives and goals of the business, taking into account the business's environmental factors, as well as acceptable opportunities and risks that may affect relevant stakeholders.

Principle 3: Enhance Board Effectiveness (Strengthen Board Effectiveness)

Operations

The company's board structure consists of 7 members, which is deemed appropriate. The directors possess diverse qualifications in terms of skills, experience, and expertise relevant to the company's business, which will help drive the company towards its goals. Furthermore, the performance of the entire board and individual members is evaluated.

Principle 4: Recruit and Develop Senior Management and Human Resources (Ensure Effective CEO and People Management)

Operations

Succession planning is implemented, defining qualifications and selection criteria for the process of considering personnel holding executive-level positions or chief officers who are well-versed in the business.

Principle 5: Promote innovation and responsible business conduct (Nurture Innovation and Responsible Business)

Operations

Oversee the ethical conduct of business, with responsibility towards society and the environment, alongside fostering innovation that creates value for the business. Promote anti-corruption and bribery efforts.

Principle 6: Ensure appropriate risk management and internal control systems are in place (Strengthen Effective Risk Management and Internal Control)

Operations

The company has appointed a Risk Management Working Group, which meets at least once a year. However, risks are assessed and reported to the Audit Committee and the Board of Directors quarterly to ensure that identified risk factors are monitored and managed appropriately, as disclosed in the risk management section, including the policy on receiving complaints regarding corruption (Whistle Blower). Channels for receiving complaints are provided on the company's website through the assigned Audit Committee member.

Principle 7: Maintain Financial Credibility and Information Disclosure (Ensure Disclosure and Financial Integrity)

Operations

Oversee the disclosure of financial reporting information that is sufficient, timely, and complete according to accounting principles and measures, and report to the Board on the adequacy of financial liquidity.

Principle 8: Support Shareholder Engagement and Communication (Ensure Engagement and Communication with Shareholders)

Operations

Oversee to ensure that the company treats shareholders fairly and supports their full participation in important decision-making. Ensure transparent voting and disclose the results of votes (for, against, and abstentions) for each agenda item to the meeting, and record them in the meeting minutes.

Other corporate governance performance and outcomes

Corporate Governance Structure

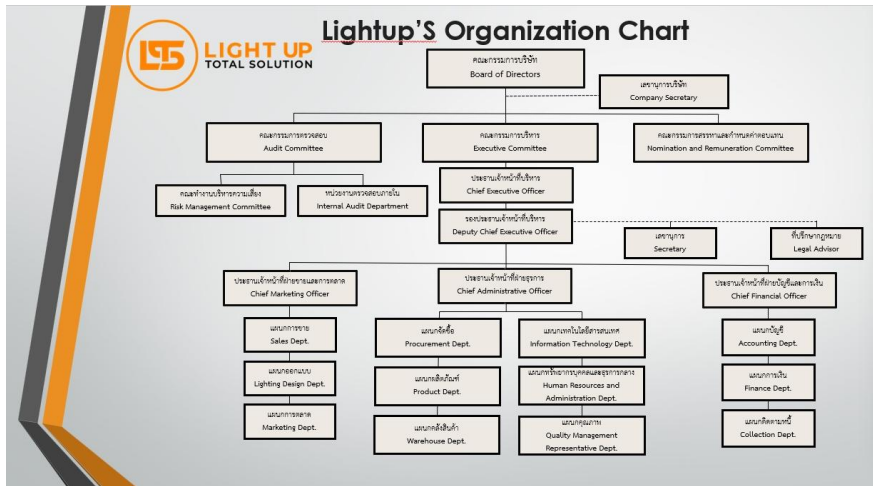
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram


Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram




Corporate governance structure

Company Board




- Mr. Ponn Vinuak - Chairman
- Mr. Apivut Thongkam - Chairman of the Audit Committee, Independent Director
- Mr. Thanan Sutthipongmitri - Chairman of the Nomination Remuneration Committee, Independent Director
- Mr. Suparat Sirisuwannakura - Audit Committee Member, Independent Director

Audit Committee




- Mr. Apivut Thongkam - Chairman of the Audit Committee, Independent Director
- Mr. Thanan Sutthipongmitri - Chairman of the Nomination Remuneration Committee, Independent Director
- Mr. Suparat Sirisuwannakura - Audit Committee Member, Independent Director

Risk Management Committee




- Mr. Kittipong Vimolnooch - Chairman of the Risk Management Committee
- Mr. Putt Tralesit - Director
- Miss Nuchanat Sangchat - Director

Nomination and Remuneration Committee




- Mr. Thanan Sutthipongmitri - Chairman of the Nomination and Remuneration Committee
- Mr. Suparat Sirisuwannakura - Nomination and Remuneration Committee
- Mr. Putt Tralesit - Nomination and Remuneration Committee

Executive Board



- Mr. Kittipong Vimolnooch - Chairman of the Risk Management Committee
- Mr. Putt Tralesit - Risk Management Committee
- Miss Nuchanat Sangchat - Risk Management Committee
- Miss Parvinee T Wattanaphol - Risk Management Committee
- Asst. Prof. Dr. Ponn Vinuak - Chairman of the Executive Committee
- Mr. Putt Tralesit - Executive Committee
- Mr. Kittipong Vimolnooch - Executive Committee
- Miss Nuchanat Sangchat - Executive Committee

Executive



- Mr. Putt Tralesit - Chief Executive Officer
- Mr. Kittipong Vimolnooch - Deputy CEO
- Miss Parvinee T Wattanaphol - Chief Marketing Officer
- Miss Nuchanat Sangchat - Chief Financial Officer

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		8		7	
	7	1	7	1	6	1
Executive directors	0		4		4	
	0	0	3	1	3	1
Non-executive directors	4		4		3	
	4	0	4	0	3	0
Independent directors	4		3		3	
	4	0	3	0	3	0
Non-executive directors who have no position in independent directors	0		1		0	
	0	0	1	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	87.50	12.50	87.50	12.50	85.71	14.29
Executive directors	0.00		50.00		57.14	
	0.00	0.00	37.50	12.50	42.86	14.29
Non-executive directors	50.00		50.00		42.86	
	50.00	0.00	50.00	0.00	42.86	0.00
Independent directors	50.00		37.50		42.86	
	50.00	0.00	37.50	0.00	42.86	0.00
Non-executive directors who have no position in independent directors	0.00		12.50		0.00	
	0.00	0.00	12.50	0.00	0.00	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	0		50		52	
	0	0	50	46	52	47

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PONN VIRULRAK Gender: Male Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Doctor of Architecture Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Chairman of the board of directors (Executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	6 Feb 2023	<p>Construction Services, Information & Communication Technology, Law, Corporate Management, Architecture</p>
<p>2. Mr. PUTT TRATKOSIT Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p>	1 Jun 2011	<p>Information & Communication Technology, Marketing, Data Analysis, Corporate Management, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. KITTIPONG VIMOLNOCH</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Feb 2012	<p>Electronic Components, Information & Communication Technology, Risk Management, Strategic Management, Business Administration</p>
<p>4. Ms. NUCHANAT SANGCHAT</p> <p>Gender: Female</p> <p>Age : 47 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	15 Mar 2022	<p>Leadership, Audit, Business Administration, Accounting, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. APIVUT THONGKAM</p> <p>Gender: Male</p> <p>Age : 63 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	6 Feb 2023	<p>Law, Corporate Management, Leadership, Audit, Governance/ Compliance</p>
<p>6. Mr. THANAN SUTHIPONGMITRI</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	6 Feb 2023	<p>Economics, Finance, Corporate Management, Leadership, Audit</p>

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. SUPARAT SIRISUWANAGKURA Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	6 Feb 2023	Automotive, Electronic Components, Audit, Internal Control, Governance/ Compliance

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Diagram of list of the board of directors

BOARD OF DIRECTORS



Ponn Virulak

Chairman of the Board



Apivuth Thongkam

- Chairman of the Audit Committee
- Independent Director



Thanun Sutthiphongmaitree

- Chairman of the Nomination and
Remuneration Committee
- Audit Committee Member
- Independent Director



Suparat Sirisuwanangkura

- Audit Committee Member
- Independent Director



Putt Tratkosit

- Director



Kittipong Vimolnoch

- Director



Nutchanat Sangchat

- Director

AUDIT COMMITTEE



Apivuth Thongkam

- Chairman of the Audit Committee
- Independent Director



Thanun Sutthiphongmaitree

- Chairman of the Nomination and
Remuneration Committee
- Member of the Audit Committee
- Independent Director



Suparat Sirisuwanangkura

- Member of the Audit Committee
- Independent Director

NOMINATION AND REMUNERATION COMMITTEE



Thanun Sutthiphongmaitree

- Chairman of the Nomination and
Remuneration Committee



Suparat Sirisuwanangkura

- Member of the Nomination and
Remuneration Committee



Putt Tratkosit

- Member of the Nomination and
Remuneration Committee

RISK MANAGEMENT WORKING GROUP



Kittipong Vimolnoch

- Chairman, Risk Management Working Group



Putt Tratkosit

- Member, Risk Management Working Group



Nutchanat Sangchat

- Member, Risk Management Working Group



Parvinee T.Wattanaphol

- Member, Risk Management Working Group

BOARD OF DIRECTORS



Ponn Virulrak

- Chairman



Putt Tratkosit

- Executive Director



Kittipong Vimolnoch

- Executive Director



Nutchanat Sangchat

- Executive Director

List of board of directors who resigned / vacated their position during the year

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PONN VIRULRAK	Chairman of the board of directors	✓				
2. Mr. PUTT TRATKOSIT	Director	✓				✓
3. Mr. KITTIPONG VIMOLNOCH	Director	✓				✓
Total (persons)		4	3	3	0	2

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
4. Ms. NUCHANAT SANGCHAT	Director	✓				
5. Mr. APIVUT THONGKAM	Director		✓	✓		
6. Mr. THANAN SUTHIPONGMITRI	Director		✓	✓		
7. Mr. SUPARAT SIRISUWANAGKURA	Director		✓	✓		
Total (persons)		4	3	3	0	2

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	14.29
2. Automotive	1	14.29
3. Construction Services	1	14.29
4. Electronic Components	2	28.57
5. Information & Communication Technology	3	42.86
6. Law	2	28.57
7. Marketing	1	14.29
8. Accounting	1	14.29
9. Finance	2	28.57

Skills and expertise	Number (persons)	Percent (%)
10. Data Analysis	1	14.29
11. Corporate Management	4	57.14
12. Architecture	1	14.29
13. Leadership	4	57.14
14. Strategic Management	1	14.29
15. Risk Management	1	14.29
16. Audit	4	57.14
17. Internal Control	1	14.29
18. Governance/ Compliance	2	28.57
19. Business Administration	2	28.57

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	-	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	-	Yes	Yes

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the : Have
board of directors and the Management

Methods of balancing power between the board of : Appointing an independent director to jointly consider the
directors and Management agenda of the board of directors meeting

The Chairman of the Board and the Chief Executive Officer shall determine the meeting agenda. However, in cases where the Chairman of the Board is not an independent director, an independent director shall be appointed to jointly consider and determine the Board's meeting agenda to promote a balance of power between the Board of Directors and the management, and to comply with the principles of good corporate governance for listed companies.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors serves as the leader or ultimate responsible party of the organization and provides guidance for overseeing management to ensure operations align with the core objectives and goals of the business, based on responsibility towards society, the environment, shareholders, and all stakeholders. The Board plays a crucial role in setting policies, vision, strategies, and business directions for the Company's maximum benefit, and is accountable to shareholders for its performance. The Board of Directors must perform its duties with integrity, prudence, diligence, and fairness to all stakeholders under the principles of good corporate governance, as well as monitor and oversee the management's operations to achieve the Company's goals within the framework of policies, laws, objectives, articles of association, Board resolutions, and shareholders' meeting resolutions.

Composition of the Board of Directors

(1) The number of directors shall be as determined by the shareholders' meeting and shall include a Chairman, Vice Chairman and other directors, in a number appropriate to the size of the business and efficient operations, totaling no less than 5 directors.

(2) At least half of the total number of directors must reside in the Kingdom.

(3) The Board of Directors must comprise independent directors totaling no less than one-third of the total number of directors and no less than 3 persons. Independent directors must be independent from the control of management and major shareholders, and must not be involved in or have any financial or management interest in the business.

(4) The Board of Directors shall elect one director as the Chairman of the Board. In cases where the Board deems it appropriate, one or more directors may be elected as Vice Chairman of the Board. In cases where the Chairman of the Board and the Chief Executive Officer are not clearly separated, such as when the Chairman and CEO are the same person, the Chairman is not an independent director, the Chairman and CEO are family members, or the Chairman is involved in management, the Board of Directors should promote a balance of power between the Board and management by considering that:

(a) The composition of the Board of Directors includes more than half independent directors, or

(b) Appoint one independent director to jointly consider and determine the agenda for Board of Directors meetings.

Qualifications of the Board of Directors

(1) Directors must possess full qualifications and not have any prohibited characteristics under the Public Limited Companies Act, the Securities and Exchange Act, and other relevant laws, and must not possess characteristics indicating a lack of suitability to be entrusted with the management of a public company as prescribed by the Office of the Securities and Exchange Commission ("SEC Office") and relevant agencies.

(2) Directors must be knowledgeable, capable, honest, ethical in business operations, possess experience beneficial to the business, and have sufficient time to dedicate their knowledge, abilities, and perform duties for the Company.

(3) Directors may hold directorships in other companies, but the total should not exceed 5 listed companies.

Such directorships must not impede the performance of their duties as directors of the Company and must comply with the guidelines of the SEC Office and the Stock Exchange of Thailand ("SET").

(4) Directors shall not engage in any business of the same nature that competes with the Company's business, or become a partner in an ordinary partnership, or an unlimited liability partner in a limited partnership, or a director of another company that engages in a business of the same nature and competes with the Company's business, whether for their own benefit or for the benefit of others, unless the shareholders' meeting has been informed prior to the resolution of appointment.

(5) Independent directors must possess qualifications regarding independence as prescribed by the criteria and conditions announced by the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand. They must also be individuals capable of safeguarding the interests of all shareholders equally and preventing conflicts of interest. Furthermore, independent directors must be able to attend Board of Directors meetings and provide independent opinions. The qualifications for an independent director are as follows:

(a) Hold shares not exceeding 1% of the total voting shares of the Company, its subsidiaries, associated companies, major shareholders, or controlling persons of the Company, including shares held by related persons (as defined in the SEC notification regarding the definition of terms in notifications concerning the issuance and offering of securities) of such independent director.

(b) Not be or have been a director involved in management, an employee, a staff member, a consultant receiving a regular salary, or a controlling person of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for at least 2 years prior to the appointment.

(c) Not be a person related by blood or legal registration, such as parents, spouses, siblings, and children, including spouses of children, of other directors, executives, major shareholders, controlling persons, or persons proposed to be directors, executives, or controlling persons of the Company and its subsidiaries.

(d) Not have or have had a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company in a manner that may impede their independent judgment, and not be or have been a significant shareholder or controlling person of a party having a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, or a legal entity that may have a conflict of interest, unless such characteristics have ceased for at least 2 years prior to the appointment. The business relationship mentioned in the first paragraph includes ordinary commercial transactions for business operations, leasing or subleasing of real estate, transactions related to assets or services, or providing or receiving financial assistance through loans, guarantees, or pledging assets as collateral for debts, as well as other similar circumstances, which result in the Company or the counterparty having a debt obligation to the other party of 3% or more of the Company's net tangible assets, or 20 million Baht or more, whichever is lower. The calculation of such debt obligation shall follow the method for calculating the value of connected transactions as per the notification of the Stock Exchange of Thailand Board regarding the disclosure of information and operations of listed companies concerning connected transactions, mutatis mutandis. However, when considering such debt obligations, debts incurred within 1 year prior to the date of the business relationship with the same person shall be included.

(e) Not be or have been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and not be a significant shareholder, controlling person, or partner of an audit firm to which an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company belongs, unless such characteristics have ceased for at least 2 years prior to the appointment.

(f) Not be or have been any professional service provider, including legal or financial advisors, who received service fees exceeding 2 million Baht per year from the Company, its parent company, subsidiaries, associated companies, major

shareholders, or controlling persons of the Company, and not be a significant shareholder, controlling person, or partner of such professional service provider, unless such characteristics have ceased for at least 2 years prior to the appointment.

(g) Not be a director appointed as a representative of the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.

(g) Not engage in any business that is of the same nature and significantly competes with the business of the Company or its subsidiaries, or not be a significant partner in a partnership, or be a director involved in management, an employee, a staff member, or a consultant receiving a regular salary, or hold shares exceeding 1% of the total voting shares of another company that engages in a business of the same nature and significantly competes with the business of the Company or its subsidiaries.

(h) Possess no other characteristics that would prevent them from providing independent opinions regarding the Company's operations.

Scope of Authority, Duties, and Responsibilities of the Board of Directors

(1) Perform duties and oversee operations in accordance with the Company's objectives and articles of association, Company policies, Board resolutions, shareholders' meeting resolutions, and all relevant laws, regulations, and criteria of the SEC Office, the Capital Market Supervisory Board, and the SET, with responsibility, integrity, and prudence, safeguarding the Company's best interests.

(2) Consider and establish good corporate governance policies, business ethics, and other written corporate governance policies, which include appropriate principles and best practices for directors, management, employees, shareholders, and stakeholders, and oversee the effective implementation of such policies.

(3) Consider and approve the Company's policies and operational directions, such as management structure, vision, mission, objectives and goals, strategies, operational policies, risk management, long-term operational plans, financial targets, and annual budget.

(4) Consider hiring or terminating employment, including reviewing salary adjustments and various benefits for senior executives, and arrange for annual performance evaluations of senior executives.

(5) Consider and approve the overall annual salary increase rate for employees and regulations concerning various employee benefits.

(6) Consider approving the delegation or assignment of operational authority to management and employees at various levels.

(7) Monitor, evaluate, review operations, and oversee the management's reporting of operational results to ensure compliance with approved plans and budgets.

(8) Oversee that the Company has reliable financial reporting and auditing systems, and ensure effective processes for assessing the adequacy of internal controls and risk management.

(9) Oversee the preparation of financial reports and the disclosure of important information to ensure accuracy, completeness, and reliability, including monitoring the adequacy of financial liquidity and the Company's ability to repay debts.

(10) Arrange for the preparation of the balance sheet and profit and loss statement as of the end of the Company's accounting period for submission to the shareholders' meeting for approval at the annual general meeting, and arrange for the submission of audited annual financial statements to the Stock Exchange within the period prescribed by law, as well as arrange for the preparation and submission of quarterly financial statements to the Stock Exchange within the period prescribed by law.

(11) Arrange for the annual general meeting of shareholders to be held within 4 months from the end of the Company's accounting period, and ensure that all proceedings at every shareholders' meeting are orderly, transparent, efficient, and facilitate shareholders in exercising their rights, as well as oversee the disclosure of meeting resolutions and the preparation of meeting minutes.

(12) Consider and approve connected transactions, inter-company transactions, acquisition and disposal of assets, and any significant actions affecting the business as prescribed by law and regulatory authorities.

(13) Consider appointing sub-committees and defining their roles, authorities, duties, and responsibilities to assist and support the Board's performance of its duties.

(14) Consider appointing and determining the remuneration of the Chief Executive Officer, including delegating authority to the Chief Executive Officer to appoint executives as defined by the Office of the SEC or the Capital Market Supervisory Board.

(15) Consider and approve the appointment and removal of the Company Secretary to oversee various activities of the Board, as well as define the necessary and appropriate qualifications and experience of the Company Secretary for performing duties in supporting the Board's operations, including any other actions as prescribed by law or assigned by the Board of Directors.

(16) Review the Board of Directors' Charter at least once a year. Furthermore, the Board of Directors delegates authority to the Chief Executive Officer, who may further delegate authority to officers as deemed appropriate for operations, provided that such delegation does not include the authority to approve transactions in which the CEO has a vested interest or may have any other conflict of interest with the Company or its subsidiaries.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
- Consider providing opinions on related transactions or transactions that may have conflicts of interest for the company.
- Consider selecting and proposing the appointment of an independent person to serve as the company's auditor and propose the auditor's remuneration.

Scope of authorities, role, and duties

Scope, authority, and responsibilities of the audit committee

(1) Review to ensure that the company has accurate and sufficiently disclosed financial reports by coordinating with auditors and management responsible for preparing both quarterly and annual financial reports. The audit committee may recommend that the auditors review or examine any items deemed necessary and important during the company's audit.

(2) Review to ensure that the company and its subsidiaries have an appropriate and effective internal control system and internal audit system, by reviewing together with the auditor and internal auditor, and considering the independence of the internal audit unit. Additionally, approve the appointment, transfer, dismissal, and compensation of the head of the internal audit unit or any other unit responsible for internal auditing, as well as approve the internal audit plan and assign tasks to internal audit officers to support the work of the audit committee.

(3) Review to ensure the company complies with securities and stock market laws, stock exchange regulations, relevant business laws, and related rules and standards.

The stock exchange, laws related to the company's business, and various regulations and standards related to it.

(4) Consider selecting and proposing the appointment of an independent individual to serve as the company's auditor and propose the auditor's compensation, taking into account the auditor's credibility, adequacy of resources, the audit workload of the auditing firm, and the experience of the personnel assigned to audit the company's accounts.

(5) Consider providing opinions on related transactions or transactions that may have conflicts of interest for the company in accordance with the law and stock exchange regulations, to ensure that such transactions are reasonable and in the best interest of the company.

(6) Prepare the audit committee report to be disclosed in the company's annual report, which must be signed by the chairman of the audit committee and must include at least the following information.

(a) Opinion on the accuracy, completeness, and reliability of the company's financial statements

(b) Opinion on the adequacy of the company's internal control system

(c) Opinion on compliance with securities and stock market laws, stock exchange regulations, or laws related to the company's business.

(d) Opinion on the suitability of the auditor

(e) Opinion on items that may have a conflict of interest

(f) The number of audit committee meetings and the attendance of each audit committee member.

(g) General comments or observations received by the audit committee from performing their duties according to the charter

(h) Any other reports that the shareholders and general investors should be aware of, within the scope of duties and responsibilities assigned by the board of directors.

(i) Intentions, objectives, responsibilities, and missions undertaken

(7) Any other operations assigned by the board of directors with the approval of the audit committee, such as reviewing financial management and risk management policies, reviewing compliance with business ethics, and reviewing with the company's management important reports that must be submitted to the public as required by law, including management's discussion and analysis, etc.

(8) The audit committee has the authority to seek independent opinions from any other professional advisors when deemed necessary at the company's expense to ensure the successful execution of duties and responsibilities.

(9) Review the accuracy of reference documents and self-assessment forms regarding the company's anti-corruption measures under the Thai Private Sector Collective Action Coalition Against Corruption project, and provide comments on the report evaluating the company's corporate governance, social responsibility, and anti-corruption

efforts under the Thai Private Sector Collective Action Coalition Against Corruption project.

(10) Has the authority to conduct audits and investigations as necessary in matters that indicate a significant impact on the company's reputation, financial position, and operational performance, including the benefits to be received by shareholders.

Shareholders are entitled to, for example

(a) Items that may cause a conflict of interest

(b) Doubts or suspicions that there may be fraud, abnormalities, or significant deficiencies in the company's internal control system.

(c) Suspicion that there may be a violation of securities and stock exchange laws, stock exchange regulations, or laws related to the company's business.

(g) Any other matters that the board of directors should be aware of

(11) Review the audit committee charter annually.

(12) Powers of the Audit Committee

In the performance of their responsibilities, the Audit Committee shall have access to management, employees, and relevant information as appropriate to achieve the objectives of the audit. They may also request records, information, and various reports. However, if such requests are denied for legal reasons or confidentiality, the Audit Committee must follow the guidelines set by the company or the approval procedures from the Board of Directors. Additionally, the Audit Committee has the right to receive sufficient and appropriate information and explanations to perform their responsibilities, with cooperation from both the company's management and employees as requested.

Reference link for the charter

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Executive Committee

Role

- Others
- Supervise the operations related to the general administration of the company.
- Consider and filter management's proposals for setting investment policies, business expansion, public relations, financial planning, annual reports, annual budgets, human resource management, and information technology investments.
- Consider preparing a vision, strategy, business direction, management structure, business plan, and budget to present to the board of directors.

Scope of authorities, role, and duties

Scope of authority and responsibilities of the executive committee

(1) Consider preparing a vision, strategy, business direction, management structure, business plan, and budget to present to the board of directors.

(2) Supervise the operations related to the general administration of the company thru the Chief Executive Officer and/or the Managing Director of the company. The authority of the executive directors does not include the approval of any transactions that may have conflicts of interest or any transactions in which the executive directors

or individuals related to the executives have interests or benefits that conflict with the company or its subsidiaries (if any) according to the regulations of the Stock Exchange of Thailand and/or other relevant authorities. The approval of such transactions must be presented to the Board of Directors and/or the shareholders' meeting for consideration and approval according to the regulations, laws, and relevant rules.

(3) Review and filter management's proposals on investment policies, business expansion, public relations, financial planning, annual reports, annual budgets, human resource management, and information technology investments to present to the company board meeting for further consideration.

(4) Consider approving significant capital expenditures as specified in the annual budget according to the authority limits and/or as assigned by the Board of Directors and/or as previously approved in principle by the Board of Directors.

(5) Consider approving contracts and/or any transactions related to the company's normal business operations within the limits specified in the Authority Limits table approved by the Board of Directors and/or as determined by the Board of Directors.

(6) Supervise and monitor the company's operational performance and financial status, and regularly report the operational performance and financial status to the board at least quarterly.

(7) Monitor the company's performance to ensure it aligns with the policy framework and goals approved by the board of directors, and oversee the operations to ensure quality and efficiency.

(8) Consider and provide opinions on matters that require approval from the committee, except for activities that the committee has already assigned to another subcommittee to handle.

(9) Regularly report significant operational results to the board of directors, including various important issues. That the board of directors should be informed.

(10) Appoint a working committee for the operation or management of the company and determine the authority, duties, and responsibilities of the working committee, including supervising and overseeing the operations of the appointed working committee to ensure they achieve the specified policies and goals.

(11) Appoint executives or employees of the company or external individuals who possess appropriate qualifications and have no conflicts of interest with the company's interests to serve as advisors or advisory committees to the board of directors as deemed appropriate.

(12) Has the authority to request information from various departments of the company to further consider various matters.

(13) Any other operations as assigned by the committee with the approval of the executive committee

(14) Authorize one or more individuals to perform one or more actions on behalf of the executive board. The delegation of authority, duties, and responsibilities of the executive committee shall not constitute a delegation or sub-delegation of authority that allows the executive committee or any person delegated authority by the executive committee to approve matters in which they or individuals who may have a conflict of interest (as defined in the announcements of the Securities and Exchange Commission or the Capital Market Supervisory Board)

may have an interest or benefit in any form or may have other conflicts of interest with the company or its subsidiaries, except for the approval of matters in accordance with the policies and guidelines approved by the board of directors' meeting.

Reference link for the charter

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Risk Management Working Group

Role

- Risk management

Scope of authorities, role, and duties

Scope, authority, duties, and responsibilities of the risk management working group

(1) Consider and identify the significant risks of the company's business operations, such as strategic, financial, operational, regulatory, and marketing risks, as well as risks that may impact the company's reputation. Additionally, propose methods to prevent and manage these risks to an acceptable level by establishing policies and recommending appropriate and effective risk management approaches related to the company's business operations. Provide guidance to management on risk management matters.

(2) Establish a risk management plan and risk management process for the company.

(3) Oversee and support the successful implementation of risk management, with the responsibility of monitoring and evaluating the results.

Compliance with the company's overall risk management framework, as well as reviewing the adequacy of policies, risk management systems, and continuously improving operational plans to reduce risks in line with the company's business conditions.

(4) Communicate with the audit committee regarding significant risks to assess the adequacy of the company's internal control system.

(5) Report on risk assessment results and risk mitigation performance to keep the audit committee regularly informed. In case of significant issues that have a substantial impact on the company's financial position and performance, they must be reported to the audit committee as soon as possible.

(6) Any other operations as assigned by the Board of Directors

(7) The authority to seek independent opinions from any other professional advisors when deemed necessary at the company's expense.

Which the hiring process shall be conducted in accordance with the company's regulations.

(8) Has the authority to request information from various departments of the company and its subsidiaries for further consideration.

In various matters.

Nomination and Compensation Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Scope of authority and responsibilities of the nomination and remuneration committee

General duties

- (1) Perform duties as assigned by the Board of Directors.
- (2) Review and propose to the board of directors to consider amending the scope, authority, duties, and responsibilities of the nomination and remuneration committee.
- (3) Seek independent opinions from other professional advisors as necessary to ensure the effective performance of duties according to the charter at the company's expense, with the hiring process conducted in accordance with the company's regulations.
- (4) Prepare a report for disclosure in the annual report with the following minimum information.
 - (a) Disclose individual directors' remuneration, as well as the number of times they attended meetings in the past year.
 - (b) Information about the Nomination and Remuneration Committee, such as the list of members, the number of committee members, the number of meetings attended, and a summary of the charter.
 - (c) Perform duties according to the established charter

Recruitment work

- (1) Consider and present the structure, size, composition, and qualifications of the committee and the subcommittees to be appropriate to the size, type, and complexity of the business
- (2) Consider establishing policies, criteria, qualifications, and processes for the selection of directors and subcommittee members.

Subcommittee

- (3) Consider the nomination of directors and sub-committee members by evaluating individuals who are suitable to hold the positions of directors and sub-committee members, to propose to the board for approval and/or to seek approval from the shareholders' meeting as the case may be.
- (4) Consider the recruitment, screening, and nomination of suitable candidates for the positions of Chief Executive Officer and senior executives, as well as establish criteria and plans for succession for the positions of Chief Executive Officer and senior executives in key roles, to be proposed to the Board of Directors for consideration.
- (5) Consider the board member development plan, evaluate performance, and review succession plans for the board, subcommittees, Chief Executive Officer, Managing Director, and senior executives in key positions.

Compensation management tasks

- (1) Establish policies and structures for monetary and non-monetary compensation, both short-term and long-term, as well as other benefits for the board and subcommittees, with clear, transparent, and appropriate criteria relative to their responsibilities.

(2) Establish a policy for determining compensation for senior executives, aligning it with the company's performance and the performance of the executives in question.

(3) Consider setting the annual compensation for the board of directors and various subcommittees, and present it at the shareholders' meeting for approval.

Shareholders for consideration and approval

(4) Consider the annual compensation for the Chief Executive Officer by presenting it to the board of directors for approval.

6. Meeting of the Nomination and Remuneration Committee Meeting of the Nomination and Remuneration Committee

(1) The Nomination and Remuneration Committee shall meet at least once a year or as deemed appropriate.

(2) The chairman of the nomination and remuneration committee, or a person assigned by the chairman of the nomination and remuneration committee, shall determine the date, time, and place of the meeting.

(3) In calling a meeting of the Nomination and Remuneration Committee, the Chairperson of the Nomination and Remuneration Committee or a person assigned by the Chairperson shall send a notice of the meeting or deliver it directly to the members of the Nomination and Remuneration Committee or their representatives, specifying the date, time, place, and agenda of the meeting, at least 3 days prior to the meeting date, unless in cases of urgency to protect the rights or interests of the company, the meeting notice may be given by other means or the meeting date may be set earlier.

(4) The Nomination and Remuneration Committee may invite other individuals, such as executives, advisors, employees, and/or other relevant persons, to attend the meeting as appropriate.

(5) The meeting of the Nomination and Remuneration Committee can be conducted via electronic media, and meeting notices and supporting documents can be sent via electronic mail, in accordance with the relevant legal procedures and methods.

(6) In the meeting, there must be at least half of the total number of members present to constitute a quorum. In the event that the chairperson of the remuneration and nomination committee is not present or unable to perform their duties, one of the members of the remuneration and nomination committee shall be elected as the chairperson of the meeting.

The meeting, or if unable to perform their duties, shall select one member of the remuneration and nomination committee to act as the chairperson of the meeting.

(7) The voting of the Nomination and Remuneration Committee shall be by majority vote. Each member of the Nomination and Remuneration Committee has one vote in the ballot, except in matters where they have a vested interest, in which case they shall not have the right to vote. If the votes are tied, the chairperson of the meeting shall cast an additional vote to break the tie.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. APIVUT THONGKAM Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Chairman of the audit committee (null) Director type : Existing director</p>	28 Feb 2023	Law, Corporate Management, Leadership, Audit, Governance/ Compliance
<p>2. Mr. SUPARAT SIRISUWANAGKURA Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (null) Director type : Existing director</p>	28 Feb 2023	Automotive, Electronic Components, Audit, Internal Control, Governance/ Compliance
<p>3. Mr. THANAN SUTHIPONGMITRI^(*) Gender: Male Age : 43 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (null) Director type : Existing director</p>	28 Feb 2023	Economics, Finance, Corporate Management, Leadership, Audit

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. PONN VIRULRAK Gender: Male Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Doctor of Architecture Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>14 Aug 2024</p>
<p>2. Mr. PUTT TRATKOSIT Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Jun 2011</p>
<p>3. Mr. KITTIPONG VIMOLNOCH Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Feb 2012</p>

List of committee members	Position	Appointment date of executive committee member
4. Ms. NUCHANAT SANGCHAT Gender: Female Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	14 Mar 2022

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees⁽¹⁾

Subcommittee name	Name list	Position
Risk Management Working Group	Mr. KITTIPONG VIMOLNOCH	The chairman of the subcommittee
	Mr. PUTT TRATKOSIT	Member of the subcommittee
	Ms. NUCHANAT SANGCHAT	Member of the subcommittee
	Ms. Pavinee T.Wattanapol	Member of the subcommittee
Nomination and Compensation Committee	Mr. PUTT TRATKOSIT	Member of the subcommittee

Remark: ⁽¹⁾ Mr.THANAN SUTHIPONGMITRI - Chairman of the Nomination and Remuneration Committee Mr.SUPARAT SIRISUWANAGKURA - Nomination and Remuneration Committee

List of subcommittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. PONN VIRULRAK Gender: Male Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Doctor of Architecture Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chairman of the Executive Committee</p>	<p>14 Aug 2024</p>	<p>Construction Services, Information & Communication Technology, Law, Corporate Management, Architecture</p>
<p>2. Mr. PUTT TRATKOSIT Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>1 Jun 2011</p>	<p>Information & Communication Technology, Marketing, Data Analysis, Corporate Management, Leadership</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Ms. NUCHANAT SANGCHAT^{(*)(**)} Gender: Female Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes</p>	<p>Chief Financial Officer</p>	<p>14 Mar 2022</p>	<p>Leadership, Audit, Business Administration, Accounting, Finance</p>
<p>4. Mr. KITTIPONG VIMOLNOCH Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Deputy Chief Executive Officer (The highest-ranking executive)</p>	<p>2 Feb 2012</p>	<p>Electronic Components, Information & Communication Technology, Risk Management, Strategic Management, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Pavinee T. Wattanapol Gender: Female Age : 46 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Sales and Marketing Officer	28 Feb 2023	Marketing

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

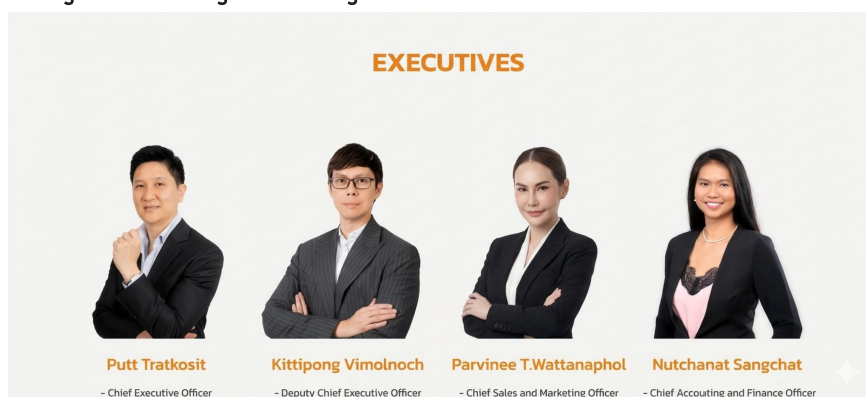
(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



Remuneration policy for executive directors and executives

The Company has a policy to pay attractive and appropriate remuneration to directors and executives, primarily considering the Company's performance and alignment with the same industry, as well as suitability with the duties and responsibilities of each director and executive. The Company exercises caution in paying executive remuneration at an appropriate level, ensuring it is competitive within the same business group, in order to retain high-quality executives. Executives assigned additional duties and responsibilities will receive

appropriate additional remuneration commensurate with their increased duties and responsibilities. Remuneration for executive directors and executives will be consistent with the Company's performance and the individual performance of each executive. The Nomination and Remuneration Committee is responsible for considering and determining the necessary and appropriate monetary remuneration for directors, sub-committee members, the Chief Executive Officer, and executives who report directly to the Chief Executive Officer. For the remuneration of directors and sub-committee members, the Remuneration Committee will propose it to the Board of Directors' meeting for approval and to the Annual General Meeting of Shareholders for approval each year.

Does the board of directors or the remuneration committee have : Have
an opinion on the remuneration policy for executive directors and
executives

In 2025, the Nomination and Remuneration Committee considered the appropriateness of executive remuneration and submitted it to the Board of Directors, taking into account the scope of duties, missions, and operational responsibilities. Remuneration was determined in the form of salaries, bonuses, and provident fund contributions, based on a comparison of operational performance growth and evaluation criteria, in accordance with established policy regulations.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	7,645,474.00	10,181,101.00	12,232,579.01
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	7,645,474.00	10,181,101.00	12,232,579.01

None

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	127,750.00	348,336.00	455,474.88

	2023	2024	2025
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Estimated remuneration of executive directors and executives in the current year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Namfon Jankham	namfon.j@lightuptotal.co.th	082-283-6675

List of the company secretary

General information	Email	Telephone number
1. Ms. Thanipa Panpon	companysecretary@lightuptotal.co.th	080-545-6941

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Kanokporn Pansab	chchlightup@gmail.com	098-118-4931

List of the head of the compliance unit

Head of investor relations

Does the Company have an appointed head of investor relations : Have

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Nuchanat Sangchat	nuchanat.s@lightuptotal.co.th	080-545-6941 , 02-117-1553-4

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
GRANT THORNTON LIMITED 11Th Floor, Capital Tower, Unit S1101 , S1102 87/1 All Seasons Place, Wireless Road, Lumpini, Pathumwan, Bangkok 10330, Thailand Lumpini Pathum Wan Bangkok 10330 Telephone number -	2,000,000.00	-	1. Ms. KESANEE SRATHONGPHOOL Email: Kesanee. Srathongphool@th.gt.com License number: 9262

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		
500,000.00	-		
100,000.00	-		
1,200,000.00	-		

Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No
be representatives in Thailand

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

The Board of Directors plays a crucial role in overseeing operations to ensure compliance with the company's objectives and regulations, company policies, Board resolutions, shareholder meeting resolutions, and relevant laws, rules, and criteria of the SEC, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand. This is done with responsibility, integrity, and prudence, safeguarding the company's best interests to build competitive capabilities and effectively control and supervise management, as well as to create sustainable value for investors. The Board oversees and considers various important matters according to its roles and duties, including providing beneficial advice for organizational development in various aspects, such as defining the organization's vision and direction to foster growth and sustainability for the company, overseeing management to ensure compliance with company policies and objectives, promoting efficient management to enhance investment value, adhering to good corporate governance principles and business ethics, promoting social and environmental responsibility (CSR), including providing opinions and suggestions beneficial for the development of work processes and innovation, and supporting the development of employee and executive potential.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

The company requires independent directors to self-verify and certify their independence, and independent directors, as defined by the company, must possess the following qualifications:

- (1) Hold shares not exceeding one percent of the total voting shares of the company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the company. This includes shares held by related persons of that independent director.
- (2) Not be or have been a director involved in management, employee, staff, salaried advisor, or controlling person of the company, its parent company, subsidiary, associate company, fellow subsidiary, major shareholder, or controlling person of the company, unless such characteristics have ceased for at least two years prior to the date of submitting the application to the Office. However, this prohibition does not include cases where the independent director was previously a government official or advisor to a government agency that is a major shareholder or controlling person of the company.

(3) Not be a person related by blood or legal registration as a father, mother, spouse, sibling, or child, including the spouse of a child, of other directors, executives, major shareholders, controlling persons, or persons to be proposed as directors, executives, or controlling persons of the company or its subsidiary.

(4) Not have or have had a business relationship with the company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the company in a manner that may impede their independent judgment. This includes not being or having been a significant shareholder or controlling person of any party having a business relationship with the company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the company, unless such characteristics have ceased for at least two years prior to the date of appointment as a director. Business relationships as mentioned in the first paragraph include ordinary commercial transactions for business operations, leasing or letting of real estate, transactions related to assets or services, or the provision or receipt of financial assistance through loans, guarantees, or the pledging of assets as collateral for debts, as well as other similar circumstances, which result in the company or the counterparty having a debt obligation to the other party amounting to three percent or more of the company's net tangible assets, or twenty million baht or more, whichever is lower. The calculation of such debt obligations shall be in accordance with the method for calculating the value of connected transactions as stipulated in the Capital Market Supervisory Board's notification regarding rules for connected transactions.

(5) Not be or have been an auditor of the company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the company, and not be a significant shareholder, controlling person, or partner of an audit firm where an auditor of the company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the company is affiliated, unless such characteristics have ceased for at least two years prior to the date of appointment as a director.

(6) Not be or have been a professional service provider, including legal or financial advisor, who has received service fees exceeding two million baht per year from the company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the company, and not be a significant shareholder, controlling person, or partner of such professional service provider, unless such characteristics have ceased for at least two years prior to the date of appointment as a director.

(7) Not be a director appointed as a representative of the company's directors, major shareholders, or shareholders related to major shareholders.

(8) Not engage in a business of the same nature that is significantly competitive with the business of the company or its subsidiary, or not be a significant partner in a partnership, or be a director involved in management, employee, staff, salaried advisor, or hold shares exceeding one percent of the total voting shares of another company that engages in a business of the same nature and is significantly competitive with the business of the company or its subsidiary.

(9) Not possess any other characteristics that prevent them from providing independent opinions regarding the company's operations. Independent directors may be assigned by the Board of Directors to make decisions regarding the operations of the company, its parent company, subsidiary, associate company, fellow subsidiary, major shareholder, or controlling person of the company through collective decision-making. In cases where the person proposed by the applicant for appointment as an independent director has or has had a business relationship or professional service exceeding the value specified in clauses (4) or (6), the company shall provide an opinion from the Board of Directors indicating that it has considered the principles under Section 89/7 of the Securities and Exchange Act B.E. 2535 (and its amendments) and determined that the appointment of such person will not affect their duties and independent opinion, and shall disclose the following information in the notice of the shareholders' meeting for the agenda item concerning the appointment of independent directors:

(a) The nature of the business relationship or professional service that renders such person unqualified according to the specified criteria.

(b) The reasons and necessity for retaining or appointing such person as an independent director.

(c) The opinion of the applicant's board of directors regarding the proposal to appoint such person as an independent director.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 2

Rights of minority shareholders on director appointment

Retail Investors are shareholders of the company who have the right to participate and express opinions regarding the company's management, including the appointment of directors. These rights are stipulated by law and the company's regulations to enable retail investors to participate in good corporate governance and promote transparency in management. They also have the right to nominate qualified individuals for directorships, provided they comply with the procedures and conditions set by the company, which include proposing agenda items deemed beneficial to the company.

In 2025, the company provides an opportunity for retail investors or shareholders to nominate qualified individuals and propose additional agenda items from November 25, 2025, to January 28, 2026. Furthermore, at the Annual General Meeting (AGM), retail investors have the right to vote for directors in proportion to their shareholding. They have the right to receive information regarding the qualifications, experience, and suitability of director nominees before voting, and can also express opinions or concerns about director nominees at the shareholders' meeting.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PONN VIRULRAK (Chairman of the board of directors)	Non-participating	-
2. Mr. PUTT TRATKOSIT (Director)	Non-participating	-
3. Mr. KITTIPONG VIMOLNOCH (Director)	Non-participating	-
4. Ms. NUCHANAT SANGCHAT (Director)	Non-participating	-
5. Mr. APIJUT THONGKAM (Director, Independent director)	Non-participating	-
6. Mr. THANAN SUTHIPONGMITRI (Director, Independent director)	Non-participating	-
7. Mr. SUPARAT SIRISUWANAGKURA (Director, Independent director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The company places significant importance on evaluating the performance of the board of directors, both collectively and individually, to enhance the board's efficiency and effectiveness in managing the company. Therefore, performance is measured across various aspects, such as meeting attendance, participation in decision-making, adherence to roles and responsibilities, and the promotion of the company's and stakeholders' interests. Subsequently, the Company Secretary is responsible for collecting evaluation forms and analyzing the scores to prepare a summary report of the evaluation results for submission to the Board meeting. The evaluation results enable the company to clearly identify the board's strengths and areas for improvement, such as enhancing decision-making efficiency, developing necessary skills, or improving operational processes. Furthermore, the evaluation results serve as a basis for defining measures or action plans to further develop the board's potential. It also strengthens the credibility and confidence within the organization and helps build trust among stakeholders, including shareholders, employees, and business partners, ensuring that the board performs its duties with responsibility and transparency. The company has established clear evaluation criteria consistent with the board's roles and has created a transparent and fair evaluation process. Additionally, the evaluation forms should be reviewed and updated periodically to align with the company's new contexts and challenges. In summary, the evaluation of the board's performance is a crucial tool that enables the company to enhance the board's operational efficiency, foster an organizational culture focused on ethics and responsibility, and drive the organization towards sustainable long-term success. This is achieved not only through performing duties in accordance with the company's goals and policies but also by fostering an organizational culture that emphasizes transparency, accountability, and good corporate governance.

Evaluation of the duty performance of the board of directors over the past year

The company has established clear evaluation criteria consistent with the roles of the board of directors, as well as creating a transparent and fair evaluation process. Furthermore, the evaluation forms are reviewed and updated annually to align with the company's business operations.

The evaluation results will enable the company to clearly identify the strengths and areas for improvement of the board of directors, such as enhancing decision-making efficiency, developing necessary skills, or improving work processes. Furthermore, the evaluation results serve as a basis for defining measures or action plans to further develop the potential of the board of directors. It also strengthens the credibility and confidence within the organization and can help build trust among stakeholders, including shareholders, employees, and business partners.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Risk Management Working Group	Group assessment	90	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Nomination and Compensation Committee	Group assessment	95	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	97	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	98	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Board of Directors	Group assessment	97	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives⁽²⁾

Performance evaluation criteria for the executives : Yes

The performance evaluation has established a systematic framework for consideration, encompassing aspects such as leadership, strategic planning, operational implementation, and internal organizational management, to comprehensively reflect the potential and effectiveness of operations.

Remark:

⁽²⁾ Performance Evaluation Results of Senior Executives 1. Mr. Phat Traskosit, Chief Executive Officer, scored 100 points out of a total of 100 points. 2. Mr. Kittipong Wimolnoch, Deputy Chief Executive Officer, scored 100 points out of a total of 100 points. 3. Ms. Nuchanat Saengchaj, Chief Accounting and Financial Officer, scored 100 points out of a total of 100 points. 4. Ms. Pavinee T. Wattanapol, Chief Sales and Marketing Officer, scored 89 points out of a total of 100 points.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 5
past year (times)
Date of AGM meeting : 30 Apr 2025
EGM meeting : Yes
Date of the EGM over the past year (1st time) : 26 May 2025

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PONN VIRULRAK (Chairman of the board of directors)	5	/	5	1	/	1	1	/	1
2. Mr. PUTT TRATKOSIT (Director)	5	/	5	1	/	1	1	/	1
3. Mr. KITTIPONG VIMOLNOCH (Director)	5	/	5	1	/	1	1	/	1
4. Ms. NUCHANAT SANGCHAT (Director)	5	/	5	1	/	1	1	/	1

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
5. Mr. APIVUT THONGKAM (Director, Independent director)	5	/	5	1	/	1	1	/	1
6. Mr. THANAN SUTHIPONGMITRI (Director, Independent director)	5	/	5	1	/	1	1	/	1
7. Mr. SUPARAT SIRISUWANAGKURA (Director, Independent director)	5	/	5	1	/	1	1	/	1

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PONN VIRULRAK (Chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
2. Mr. PUTT TRATKOSIT (Director)	5/5 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
3. Mr. KITTIPONG VIMOLNOCH (Director)	5/5 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
4. Ms. NUCHANAT SANGCHAT (Director)	5/5 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
5. Mr. APIVUT THONGKAM (Director)	5/5 (100.00%)	1/1 (100.00%)	1/1 (100.00%)

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Mr. THANAN SUTHIPONGMITRI (Director)	5/5 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
7. Mr. SUPARAT SIRISUWANAGKURA (Director)	5/5 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
Average meeting attendance rate	100.00%	100.00%	100.00%

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

For the payment of director remuneration The remuneration details are as follows:

Director Remuneration	Meeting Allowance (Baht/meeting)	Conditions for Director Remuneration Payment
Board of Directors <ul style="list-style-type: none"> ● Chairman of the Board of Directors ● Company Director 	20,000 10,000	The total annual remuneration for directors is set at a maximum of 2,000,000 Baht. <i>*In the case of executive directors, no director remuneration will be paid.*</i>
Audit Committee <ul style="list-style-type: none"> ● Chairman of the Audit Committee ● Audit Committee Member 	15,000 10,000	
Nomination and Remuneration Committee <ul style="list-style-type: none"> ● Chairman of the Nomination and Remuneration Committee ● Nomination and Remuneration Committee 	15,000 10,000	

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. PONN VIRULRAK (Chairman of the board of directors)			0.00		0.00
Board of Directors (Chairman of the board of directors)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
2. Mr. PUTT TRATKOSIT (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination and Compensation Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Mr. KITTIPONG VIMOLNOCH (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Working Group (The chairman of the subcommittee)	0.00	0.00	0.00	No	
4. Ms. NUCHANAT SANGCHAT (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Mr. APIJUT THONGKAM (Director, Independent director)			135,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	75,000.00	0.00	75,000.00	No	
Audit Committee (Chairman of the audit committee)	60,000.00	0.00	60,000.00	No	
6. Mr. THANAN SUTHIPONGMITRI (Director, Independent director)			135,000.00		0.00
Board of Directors (Director)	75,000.00	0.00	75,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
7. Mr. SUPARAT SIRISUWANAGKURA (Director, Independent director)			90,000.00		0.00
Board of Directors (Director)	50,000.00	0.00	50,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	0.00	40,000.00	No	
8. Ms. Pavinee T. Wattanapol (Member of the subcommittee)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	200,000.00	0.00	200,000.00
2. Audit Committee	160,000.00	0.00	160,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Working Group	0.00	0.00	0.00
5. Nomination and Compensation Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	0.00	840,000.00	360,000.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	0.00	840,000.00	360,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	: Yes
Mechanism for overseeing subsidiaries and associated companies	: Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	: The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

Policy on Supervision of Operations of Subsidiaries and Associated Companies The Board of Directors has supervisory mechanisms to control the management and be responsible for the operations of subsidiaries and/or associated companies, as follows:

- (1) Individuals are appointed as representatives of the company to serve as directors, executives, or controlling persons in such companies in proportion to the shareholding, with approval from the Board of Directors' meeting, to establish key policies and oversee the operations of such subsidiaries and/or associated companies. Such representatives must be individuals free from conflicts of interest with the business of the subsidiary and/or associated company.
- (2) The direction, scope of authority, and responsibilities of directors and management representing the company are defined according to the duties of each company, and appointed individuals are responsible for acting in the best interests of the respective subsidiaries and/or associated companies.
- (3) Individuals appointed as representatives of the company must perform their duties as directors and/or executives of subsidiaries and/or associated companies with responsibility, overseeing and monitoring the business operations of subsidiaries and/or associated companies to comply with relevant laws, regulations, and rules. They shall exercise discretion in considering matters related to general management and normal business operations of subsidiaries and/or associated companies for the benefit of such subsidiaries and/or associated companies, including ensuring that these companies establish key operational guidelines consistent with the company's policies and relevant laws, regulations, and rules.
- (4) In casting votes or undertaking significant actions, representative directors and/or representative executives must obtain approval from relevant persons within the company according to their authority, such as the Shareholders' Meeting, the Board of Directors, the company's Executive Committee, or the company's Chief Executive Officer (as the case may be).
- (5) Subsidiaries and/or associated companies must submit reports on business plans, business expansion, as well as joint ventures with other operators through quarterly performance reports to the company. The company reserves the right to request or require the submission of supporting documents for such consideration, which subsidiaries and/or associated companies must strictly comply with.
- (6) Subsidiaries and/or associated companies must fully and accurately disclose financial status and operating results, transactions between such companies and related persons, acquisition or disposal of assets, or any other significant

transactions of the company, capital increase, capital reduction, and dissolution of subsidiaries and/or associated companies, and apply criteria related to information disclosure and transactions in a manner similar to the company's criteria.

(7) Require subsidiaries and/or associated companies to have appropriate and robust risk management and internal control systems sufficient to prevent potential corruption within the company, as well as other necessary operational systems. Furthermore, clear operational systems should be established to demonstrate that the company has adequate systems for continuous and reliable disclosure of significant transactions in accordance with established criteria, and channels for directors and executives of the company, or its subsidiaries and/or associated companies, to access company information for monitoring performance, financial status, and significant transactions effectively. In addition, mechanisms must be put in place to audit these systems, including allowing internal auditors and independent directors of the company direct access to internal information of subsidiaries and/or associated companies, and reporting the results of system audits to the Board of Directors and the company's management to ensure strict compliance by subsidiaries and/or associated companies with the established operational systems.

(8) Require subsidiaries and/or associated companies to disclose and submit information on stakeholders of related persons to the Board of Directors, acknowledging transactional relationships with the company that may lead to conflicts of interest or involvement in approving matters with direct or indirect interests. In cases where the company identifies significant issues, it may request subsidiaries and/or associated companies to clarify or submit documents for consideration as follows:

(a) Transactions between the company, its subsidiaries, and/or associated companies with directors, management, or related persons that do not comply with the criteria for connected transactions.

(b) The use of confidential information of the company, its subsidiaries, and/or associated companies for personal gain, unless such information has already been disclosed to the public.

(c) The use of assets or business opportunities of the company, its subsidiaries, and/or associated companies in violation of rules or practices prescribed by the Capital Market Supervisory Board.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

The Company has established a policy on preventing conflicts of interest based on the principle that any decision in conducting business activities must be for the utmost benefit of the Company and its shareholders, and actions that may give rise to conflicts of interest should be avoided. This means any action where a person involved in or having an interest in a transaction receives a benefit or suffers a detriment, whether directly or indirectly, from the Company or its subsidiaries entering into such a transaction. It is stipulated that persons involved in or having an interest in the

transaction under consideration must inform the Company of their relationship or interest in that transaction and must not participate in the consideration, nor have the authority to approve such transactions. The consideration of transactions that have or may have conflicts of interest shall be in accordance with the criteria prescribed by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Audit Committee shall be responsible for ensuring strict compliance with relevant rules and shall compile and report a summary of transactions that may give rise to conflicts of interest to the Board of Directors on a quarterly basis.

Guidelines for Preventing Conflicts of Interest

- (1) The Company requires strict compliance with the criteria, methods, and disclosure of connected transactions as prescribed by law or regulatory bodies, and in accordance with the Company's good corporate governance policy.
- (2) The Company requires directors, executives, and employees to inform the Company of their relationships or interests, or those of related persons, that may give rise to conflicts of interest.
- (3) The Company requires directors, executives, and employees to comply with the Company's regulations and business ethics to ensure that the Company is trusted and relied upon by all stakeholders, and to disseminate information and understanding regarding compliance to employees throughout the Company.
- (4) The Company requires directors, executives, and employees to avoid entering into connected transactions with themselves and/or related persons as defined by the Capital Market Supervisory Board, which may give rise to conflicts of interest with the Company and/or its subsidiaries. In cases where such transactions are necessary, they must be presented to the Audit Committee for consideration and opinion before seeking approval from the Board of Directors, in accordance with good corporate governance principles and the criteria prescribed by the Stock Exchange of Thailand, the Capital Market Supervisory Board, and the Securities and Exchange Commission.
- (5) The Company requires the Board of Directors to meticulously and carefully oversee any transactions that may involve conflicts of interest, by establishing written procedures for approving connected transactions.
- (6) The Company requires directors and executives not to attend meetings, express opinions, or approve matters in which they have a direct or indirect interest or conflict of interest, so that the decisions of the Board of Directors and executives are independent, fair, and truly for the utmost benefit of the Company and its shareholders.
- (7) The Company requires directors and executives to avoid holding shares, serving as directors, executives, or advisors in businesses that are similar to the Company or its subsidiaries, or that are competitors of the Company or its subsidiaries. However, holding shares and serving as directors, executives, or advisors in other organizations is permissible if it does not conflict with the Company's interests and does not affect the performance of duties within the Company or its subsidiaries, and also complies with the criteria stipulated in relevant laws.
- (8) The Company requires the Audit Committee to regularly present to the Board of Directors, on a quarterly basis, items that may have conflicts of interest and connected transactions.
- (9) The Company stipulates that in cases where connected transactions are required to be disclosed or approved by shareholders according to the regulations of the Stock Exchange of Thailand, the Capital Market Supervisory Board, and relevant rules, the Company will clearly disclose details such as the names and relationships of related persons, pricing policies, transaction values, reasons for the transactions, and the Board of Directors' opinions regarding such transactions to the shareholders.
- (10) The Company requires the disclosure of material intercompany transactions, detailing the names of individuals who may have conflicts of interest, relationships, nature of transactions, conditions, pricing policies, and value of transactions, as well as the reasons and necessity, in the notes to the financial statements audited or reviewed by the Company's auditor, the annual registration statement, or the annual report (Form 56-1 One Report).
- (11) The Company requires directors and executives to report to the Company their interests or those of related persons, which are interests related to the management of the Company's or its subsidiaries' businesses, as follows:
 - (a) Initial reporting: within 7 days from the date of appointment to the position.
 - (b) Annual reporting: as of December 31 of each year.
 - (c) Reporting when there is a change in interest: promptly within 3 business days from the date of change. The purpose of such reporting is to provide information to the Company for compliance with regulations concerning connected

transactions that may give rise to conflicts of interest and lead to the transfer of benefits from the Company and its subsidiaries. Directors and executives shall submit their interest disclosure forms for themselves or related persons, using the form prescribed by the Company for directors and executives, to the Company Secretary within the aforementioned period (as applicable). The Company Secretary shall then proceed as follows:

- (1) Submit a copy of the interest report to the Chairman of the Board and the Chairman of the Audit Committee within 7 days from the date the Company receives such report.
- (2) Retain the interest reports submitted by directors and executives to the Company.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

Light Up Total Solution Public Company Limited ("the Company") places importance on the use of inside information by ensuring compliance with good corporate governance principles, adhering to integrity and honesty in business operations, and to ensure that investors in the Company's securities receive reliable information equally and promptly. Therefore, the Company has established regulations for supervising the use of inside information and regulations for securities trading by directors, executives, and employees, in accordance with securities and exchange laws and focusing on transparency in business operations.

Objectives

1. To support directors, executives, and employees of the Company and its subsidiaries in complying with the Securities and Exchange Act B.E. 2535 (including its amendments) regarding securities trading using inside information, and the notifications of the Securities and Exchange Commission regarding the reporting of securities holdings by directors and executives of listed companies.
2. To strengthen and maintain the confidence of shareholders and investors who wish to invest in the Company's securities. Scope of Application: This policy applies to directors, executives, auditors, and employees of the Company. In addition, some parts of the policy also cover the spouses and minor children of such individuals.

Guidelines

(1) The Company will provide knowledge to directors, executives of the Company, including those holding executive positions in accounting or finance at the level of department manager or equivalent (as defined by the Capital Market Supervisory Board and the Stock Exchange of Thailand) regarding the duty to prepare and report the Company's securities holdings in accordance with Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (and its amendments), as well as the reporting of the acquisition or disposal of the Company's securities in accordance with Section 246 and the penalties under Section 298 of the said Act.

(2) Directors, executives, and auditors, including those holding executive positions in accounting or finance at the level of department manager or equivalent of the Company, shall prepare and disclose reports of their securities holdings in the Company, and those of their spouses and minor children, in accordance with Section 59, upon their initial appointment as a director or executive, and whenever there is a change. These reports shall be submitted to the Company Secretary for onward submission to the Securities and Exchange Commission within the specified timeframe. The Company Secretary shall also summarize the reports of securities holdings and changes in securities holdings to the Board of Directors' meeting for acknowledgment every 6 months.

(3) Directors and executives of the Company, including those holding executive positions in accounting or finance at the level of department manager or equivalent, and relevant personnel who have received material inside information that affects the change in securities prices, are prohibited from buying, selling, offering to buy, or offering to sell, or soliciting others to buy, sell, offer to buy, or offer to sell shares or other securities (if any) of the Company, whether directly or indirectly, during the period before the financial statements or information regarding the Company's financial position and operating results are published, until the Company has disclosed such information to the public. The Company will notify directors and executives, including those holding executive positions in accounting or finance at the level of department manager or equivalent, in writing to refrain from the aforementioned transactions for at least 1 month in advance of the public disclosure, and should wait at least 24 hours after the information has been disclosed to the public.

(4) Directors, executives, and employees of the Company and/or its subsidiaries are prohibited from using inside information of the Company and/or its subsidiaries that has or may have an impact on the change in the price of the Company's securities, which has not yet been disclosed to the public, and which they have become aware of in such position or capacity, for the purpose of buying, selling, offering to buy, offering to sell, or soliciting others to buy, sell, offer to buy, or offer to sell shares or other securities (if any) of the Company, whether directly or indirectly, and whether such action is for their own benefit or that of others, or from disclosing such facts to enable others to do so, regardless of whether they receive any benefit in return.

(5) Directors, executives, and employees of the Company and/or its subsidiaries, or former directors, executives, and resigned employees, are prohibited from disclosing inside information or secrets, as well as confidential information of business partners that they have become aware of during their duties, to third parties, even if such disclosure would not cause damage to the Company and/or its subsidiaries or business partners. They also have a duty to maintain confidentiality and/or inside information. Directors, executives, and employees of the Company and/or its subsidiaries are prohibited from using the secrets and/or inside information of the Company and/or its subsidiaries for the benefit of the Company.

(6) Directors, executives, and employees of the Company and/or its subsidiaries shall not disclose inside information, nor shall they use their positions or bring inside information or material information obtained or known during their work, which has not yet been disclosed to the public, to seek undue advantage or disclose it to third parties for their own benefit or the benefit of others, whether directly or indirectly, regardless of whether they receive any benefit in return.

(7) Directors, executives, and employees of the Company and/or its subsidiaries have a duty to comply with the Securities and Exchange Act B.E. 2535 (and its amendments) and the Public Company Limited Act B.E. 2535 (and its amendments), as well as other relevant regulations concerning the use of inside information.

(8) In cases where third parties are involved in ad-hoc work concerning information not yet disclosed to the public and currently under negotiation, which falls under the category of retaining inside information that may affect the movement of the Company's securities prices, such individuals must enter into a Confidentiality Agreement until the information is disclosed to the Stock Exchange and the Securities and Exchange Commission.

(9) The Company places importance on maintaining the security of information in its information systems by controlling and/or preventing unauthorized access to the Company's data from external parties, and by defining data access rights for employees at various levels according to their authority and responsibilities.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The company conducts its business transparently under fair competition rules and therefore does not tolerate opaque or corrupt business dealings, which contradict fair competition and damage the reputation of both the organization and the country. No actions involving any form of corruption are permitted for direct or indirect benefit to oneself, family, friends, or acquaintances, whether one is a recipient, giver, or offeror of bribes, monetary or non-monetary, to government agencies or private entities with which the company conducts business or interacts. The company will strictly adhere to its anti-corruption policy and Code of Conduct, and will establish a responsible structure, risk management system, internal controls, and internal audits to prevent and suppress fraud or corruption within the organization.

Guidelines for Anti-Corruption Policy Implementation

- (1) Directors, executives, and employees shall not be involved in corruption or illegal acts, whether directly or indirectly.
- (2) Directors, executives, and employees must strictly adhere to the principles of good corporate governance, business ethics, company regulations, and the company's operational authority, as well as any related policies, measures, rules, guidelines, and procedures.
- (3) The company provides sufficient and appropriate measures, regulations, guidelines, or operational procedures to support the policy, and communicates them to relevant parties to ensure their understanding and correct implementation.
- (4) The company has criteria for evaluating and selecting business partners and contractors, choosing those who conduct business responsibly, with integrity and ethics, honesty, and are not involved in any form of corruption.
- (5) The company has established human resource management processes that reflect its commitment to the anti-corruption policy, from personnel selection, training, performance evaluation, compensation, promotion, organizational

structuring with appropriate segregation of duties to ensure checks and balances, as well as the allocation of sufficient resources and skilled personnel to implement the policy.

(6) The company has established an internal control system covering finance, accounting, data recording, and other internal processes related to anti-corruption measures, and communicates the results of internal controls to management and responsible personnel.

(7) The Risk Management Working Group holds quarterly meetings to monitor the progress of risk management, with corruption risk being considered a key risk for the company.

(8) Directors, executives, and employees shall not neglect or ignore any observed or suspected violations of the company's good corporate governance principles or business ethics, including corruption. They must report such information through the designated complaint channels and cooperate in factual investigations.

(9) Directors, executives, and employees who report information through the channels designated by the company will be protected, not penalized, and will not suffer negative consequences, even if such actions cause the company to lose business opportunities. The company has established a whistleblowing or complaint policy that includes provisions for protecting informants.

(10) The following operations may carry risks of corruption and could affect the company's reputation. Therefore, directors, executives, and employees must adhere to the specific guidelines provided below:

- **Political Support**

The company promotes political neutrality among all employees and will not provide support or engage in actions that favor any political party, either directly or indirectly. This includes the use of company resources in activities that could compromise the company's political neutrality and/or result in damage from involvement in such activities.

- **Charitable Donations**

The company supports the control of charitable donations, adhering to the principle that donations must be for the public good and/or not give rise to reasonable suspicion of being part of corruption. The company does not have a policy of accepting donations from external parties.

- **Giving or Receiving Financial Support**

The company has regulations for giving or receiving financial support solely for the benefit of the company's normal commercial activities. It must not be for the benefit of any individual or give rise to reasonable suspicion of being part of corruption. The company requires senior executives to approve such transactions and maintains reliable supporting documentation for payments that can be traced back to their objectives. Regarding the giving or receiving of gifts and hospitality expenses, the company has a policy that the giving or receiving of gifts, including hospitality expenses, must be within reasonable limits according to customs and traditions. The company does not have a policy of giving or receiving items of excessively high value, so as not to create an incentive for the recipient to perform or refrain from performing duties, which could lead to fraud or corruption.

- **Interaction with Government Officials**

The company provides appropriate hospitality to government officials and gives gifts only as a courtesy or according to business customs, but never in cash. Senior executives are designated to approve such items according to their authority.

- **Extortion or Demanding Benefits**

The company has a policy not to pay money due to extortion or demands for benefits from government officials or private entities. Regarding facilitation payments, the company has a policy not to make facilitation payments to either government officials or private entities, and such payments are strictly prohibited.

- **Procurement**

The company has regulations regarding the control of its procurement system, which must be conducted according to the company's procedures, be transparent, and auditable. A dedicated department is assigned to handle procurement operations.

- **Communication and Training**

(1) The company will communicate and disseminate the anti-corruption policy to its personnel at all levels within the company and its subsidiaries through various channels, such as orientation for new directors and employees, annual training or seminars, announcements on public notice boards, email, and the company's website.

(2) The company will communicate and disseminate the anti-corruption policy, including whistleblowing or complaint channels, to the public, subsidiaries, associated companies, as well as business representatives, relevant business partners, and stakeholders through various channels such as the company's website, annual information statements, etc.

(3) The company promotes periodic training for personnel of the company and its subsidiaries to inform them about various forms of corruption, the giving and receiving of gifts, assets, or other benefits, hospitality for business purposes or customary practices, financial support, charitable donations, political assistance and support, risks associated with involvement in corruption, and methods for reporting information.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : No / In progress
procedures over the past year

Light Up Total Solution Public Company Limited ("the Company") places importance on corporate governance in compliance with laws, business ethics, and good corporate governance principles, including providing opportunities for all employees and stakeholders, both internal and external, to contact or complain about conflicting practices or suspected violations of laws, business ethics, rights infringements, inaccurate financial reports, and any other matters causing distress or damage. Therefore, the Company has established this policy to define channels for receiving whistleblowing or complaints, operational procedures, and protection measures for whistleblowers or complainants acting in good faith, and as a guideline for dealing with all directors, management, and employees of the company, as well as all stakeholders.

Objectives

1. To enable all directors, management, and employees of the company, as well as all stakeholders, to report or provide information on misconduct, corruption, any rights violations occurring within the company, including violations of laws, regulations, rules, and business ethics.
2. To establish confidential channels for complaints and whistleblowing to ensure the confidence of whistleblowers or complainants, including the establishment of protection measures for complainants or whistleblowers.

3. To deter, reduce, or mitigate potential damage within the company in a timely manner.

Scope of Application

1. This policy applies to all directors, executives, and employees within the company.
2. This policy covers acts and corruption that may occur within the company, both apparent and suspected, involving directors, executives, employees, and all stakeholders with business relationships with the company.

Complaints and Whistleblowing to be Considered

1. Complaints regarding violations of good corporate governance principles or business ethics, including fraud and corruption.
2. Complaints regarding unlawful acts, whether internal (committed by company directors, executives, or employees) or external (committed by customers or other stakeholders), which may cause damage to the company or result in the loss of expected benefits.
3. Complaints regarding laws, criteria, and various regulations related to the company's business operations.
4. Complaints regarding harassment, intimidation, disciplinary action, or unfair discrimination related to employment conditions.
5. Complaints regarding the company's established operational, accounting, and financial policies.
6. Complaints regarding conflict of interest transactions or related party transactions that fall under the regulations of the Securities and Exchange Commission or the Stock Exchange of Thailand.
7. Complaints regarding the company's financial statements and operating results arising from misconduct or manipulation of financial reports.
8. Other complaints as additionally determined by the Board of Directors or the Audit Committee. Whistleblowing or complaint channels: The company has announced channels for receiving complaints and reporting misconduct on its website to allow employees, shareholders, investors, external parties, company directors, and both internal and external stakeholders to report information or complaints to the company through the following channels:

Light Up Total Solution Public Company Limited, 1252/1 Phatthanakan Road, Suan Luang Subdistrict, Suan Luang District, Bangkok.

By email: whistleblowing@lightuptotal.co.th

Telephone: 02-117-1553-4

In addition to the whistleblowing or complaint channels mentioned above, employees can also inquire or submit complaints if they observe actions suspected of violating or not complying with business ethics to the Chairman of the Audit Committee through the Secretary of the Audit Committee, or the Internal Audit Department, or the Human Resources Department, or their direct supervisor at the manager level or above.

Process for Handling Whistleblowing or Complaints

1. In conducting investigations and gathering facts, the recipient of the complaint shall submit the complaint to the following individuals to act as investigators and fact-gatherers ("Investigators") as per the complaint received.
 - (1) If the accused is an employee below the executive level, the Chief Executive Officer and/or a person or department assigned by the Chief Executive Officer shall act as the investigator.
 - (2) If the accused is an employee at the executive level or above, the Audit Committee and/or a person or department assigned by the Audit Committee shall act as the investigator. The investigator of the complaint must not have any conflict of interest with the complaint. In case of any doubts or questions, the investigator may invite any employee or direct supervisor to provide information or request the submission of any relevant documents for factual investigation.
2. If the investigation confirms the complaint is true, the company will proceed as follows:
 - (1) In the event that the complaint involves fraudulent or illegal acts, violations of laws, regulations, rules, or the company's business ethics, the investigator shall consider submitting such complaint along with their opinion to the Audit Committee for further consideration.

(2) In the event that the complaint is significant, such as one affecting the company's reputation, image, or financial standing, conflicting with the company's business policies, or involving senior executives, the investigator shall consider submitting such matter along with their opinion to the Board of Directors for further consideration.

(3) The investigator shall inform the complainant or whistleblower who has disclosed their name, address, telephone number, email, or other contact channels of the progress and results of the consideration. However, in some cases, due to the necessity of personal data and confidentiality, the company may not be able to provide detailed information regarding the investigation or disciplinary action.

(4) In the event that a complaint causes damage to any person, the investigator may propose appropriate and fair methods of redress to the injured party as deemed fit. Protection measures for whistleblowers or complainants and those cooperating in the factual investigation: Whistleblowers or complainants and those cooperating in the factual investigation shall receive protection according to the following criteria:

1. Whistleblowers or complainants and those cooperating in the factual investigation may choose to remain anonymous if they believe that disclosure would lead to unsafety or any harm. However, if they disclose their identity, it will enable the company to report progress, clarify facts, or mitigate damages more conveniently and quickly.
2. The company will not disclose the first name, last name, address, image, or any other information that could identify the whistleblower or complainant and those cooperating in the factual investigation, and will then proceed to investigate whether there is any factual basis.
3. The recipient of the complaint must keep the relevant information confidential and disclose it only as necessary, taking into account the safety and potential harm to the whistleblower or complainant and those cooperating in the factual investigation, the source of information, or involved parties.
4. In cases where the whistleblower or complainant and those cooperating in the factual investigation believe they may be unsafe or suffer harm, the whistleblower or complainant or those cooperating in the factual investigation may request the company to establish appropriate protection measures. Alternatively, the company may establish protection measures without a request if it deems there is a likelihood of harm or unsafety.
5. Those who suffer damage will receive appropriate and fair compensation through a suitable process.
6. If a whistleblower or complainant and those cooperating in the factual investigation report concerns or raise questions in good faith, the company may not use this as a pretext for any actions detrimental to that employee's employment, whether it be job transfer, demotion, suspension, reduction of entitled benefits, and no person shall retaliate against the whistleblower or complainant and those cooperating in the factual investigation. Retaliation against a whistleblower or complainant and those cooperating in the factual investigation who report concerns or suspicions in good faith is considered a violation of business ethics, which may lead to disciplinary action under the company's human resource management regulations, with consideration and punishment processes to be followed according to the human resource management regulations.

Registration and Reporting

The company's Internal Audit Department is responsible for maintaining a register of complaints and information on misconduct and corruption, and for preparing a summary report of all reported misconduct and corruption within the company, both those already considered and those under factual investigation, to be submitted to the Audit Committee regularly, at least once per quarter.

Penalties

If the accused is found to have committed an offense, it shall be considered a violation of the anti-corruption policy, charter, and business ethics, and disciplinary action shall be taken in accordance with the company's regulations. If the offense is a violation of the law, the offender may be subject to legal penalties, whether civil, criminal, or under other laws. The disciplinary action according to the company's regulations and/or the decision of the Audit Committee shall be considered final.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

The company prioritizes good corporate governance by establishing relevant policies and practices within its policy on the company's corporate governance and business ethics, while promoting genuine implementation to build confidence among all stakeholders. Over the past year, the company has monitored compliance with good corporate governance covering issues such as

- 1) Employee care and non-discrimination
- 2) Anti-unfair competition
- 3) Prevention of using inside information for personal gain
- 4) Information security
- 5) Anti-corruption
- 6) Prevention of conflicts of interest

The monitoring results indicate that the company has fully implemented the guidelines for each issue.

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. APIVUT THONGKAM (Chairman of the audit committee)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. SUPARAT SIRISUWANAGKURA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. THANAN SUTHIPONGMITRI (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

The Audit Committee plays a crucial role in ensuring the accuracy, completeness, and reliability of financial reports and disclosures. It oversees mechanisms for assessing the adequacy of internal control systems and internal audit systems, and compliance with relevant rules, laws, or other requirements. It also reviews that the company's financial reports are accurate and adequately disclosed, by coordinating with the external auditor and the management responsible for preparing both quarterly and annual financial reports. The Audit Committee may recommend that the external auditor review or examine any items deemed necessary and important during the company's audit. Furthermore, it reviews that the company and its subsidiaries have appropriate and effective internal control and internal audit systems, in conjunction with the external auditor and internal auditor, and by considering the independence of the internal audit unit. It also approves the appointment, relocation, termination, and remuneration of the head of the internal audit unit or any other unit responsible for internal auditing, including approving the internal audit plan and assigning tasks to internal audit staff to support the work of the Audit Committee.

This will support the Board of Directors in performing its duties of overseeing mechanisms for verifying the accuracy, completeness, and reliability of financial reports and disclosures, overseeing mechanisms for assessing the adequacy of internal control systems and internal audit systems, and ensuring compliance with relevant rules, laws, or other requirements.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 4

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PONN VIRULRAK (The chairman of the executive committee)	4	/	4	4/4 (100.00%)
2 Mr. PUTT TRATKOSIT (Member of the executive committee)	4	/	4	4/4 (100.00%)
3 Mr. KITTIPONG VIMOLNOCH (Member of the executive committee)	4	/	4	4/4 (100.00%)
4 Ms. NUCHANAT SANGCHAT (Member of the executive committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

The performance of the Executive Committee in the past year has played a significant role in driving the company to operate according to its set goals. The Executive Committee has considered and acted on several aspects, such as defining the company's strategies and vision, controlling operations through the CEO or Managing Director, approving significant capital expenditures, as well as regularly monitoring and reporting operational results to the Board of Directors.

Operating in accordance with the principles of Good Corporate Governance, which includes auditing, clear policy setting, and performance monitoring, has enabled the company to execute its plans and achieve its set goals. This also helps enhance transparency in operations and reduce risks that may arise from non-transparent decisions or those conflicting with the company's interests.

The Executive Committee, therefore, plays a crucial role in promoting efficient operations across all aspects of the company, helping it achieve success in the past year and operate its business stably and sustainably.

Meeting attendance of Risk Management Working Group

Meeting Risk Management Working Group : 1
(times)

List of Directors	Meeting attendance of Risk Management Working Group			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KITTIPONG VIMOLNOCH (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)
2 Mr. PUTT TRATKOSIT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Ms. NUCHANAT SANGCHAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Ms. Pavinee T.Wattanapol (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Working Group

The performance of the Risk Management Working Group in the past year has effectively implemented the established risk management policies. The Board of Directors has prioritized the establishment of an organization-wide comprehensive risk management system, which helps control and mitigate the impact of potential risks.

The Risk Management Working Group has established clear risk prevention measures and consistently monitored their implementation to ensure that the organization can effectively mitigate potential risks and maintain appropriate controls. As a result of these operations, the company has been able to reduce risks that could impact business operations and achieve its objectives with stability and sustainability.

Meeting attendance of Nomination and Compensation Committee

Meeting Nomination and Compensation : 1
Committee (times)

List of Directors	Meeting attendance of Nomination and Compensation Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. PUTT TRATKOSIT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Compensation Committee

The performance of the Nomination and Remuneration Committee in the past year has effectively implemented the policy of recruiting qualified individuals for the positions of director, sub-committee member, Chief Executive Officer, and senior executives. The Committee has considered and selected individuals with skills and experience aligned with the company's needs to help drive business operations towards achieving the set goals.

In addition, the Board has also developed policies and criteria for remuneration in line with the performance and responsibilities of each position, to incentivize and retain capable executives to work for the company. These actions enable the company to have a Board of Directors and executives with the potential to lead the company to success.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Light Up Total Solution Public Company Limited ("the Company") and its subsidiaries conduct business with awareness and emphasis on sustainable development. The primary objective is to generate good returns and create value for the business alongside social and environmental development, following sustainable development guidelines to strengthen social stability, which will lead to the organization's continued sustainable growth. To this end, the company has established a Sustainable Management Policy (ESG) and Greenhouse Gas Management, which include an overarching policy on sustainable management, an environmental policy, and the company's greenhouse gas management, as follows:

1. Sustainable Management Policy (ESG)

- (1) Conduct business according to good corporate governance principles, considering the impact on stakeholders.
- (2) Define strategies and business models for sustainability, taking into account the business environment, changing factors, opportunities, and various risks that may affect the achievement of the organization's main objectives and goals, as well as factors that may affect stakeholders.
- (3) Promote the creation and application of innovation and technology in operations to generate business value, enhance competitiveness, and meet stakeholder needs, while considering business ethics and long-term social and environmental impacts, leading to sustainable growth.
- (4) Monitor and oversee the efficient and effective allocation and utilization of resources, always considering the impact of resource use, resource development throughout the business value chain, and changes in internal and external factors.
- (5) Disclose reliable and transparent sustainability performance data, including both financial and non-financial information, to foster continuous development.

2. Environmental Policy and Guidelines

The company is committed to conducting business sustainably based on environmental responsibility, recognizing and prioritizing the reduction of potential environmental impacts from business operations through a robust environmental management system. To achieve this objective, the company has established an environmental policy to demonstrate its commitment to reducing negative environmental impacts on various issues such as energy management, water management, waste management, pollution, and greenhouse gas reduction management. The company has therefore set forth the following key environmental guidelines:

- (1) The company will strictly comply with relevant laws, regulations, and international environmental standards, as well as other rules and regulations.
- (2) The company will assign environmental responsibilities to all employees at all levels to ensure that employees and all relevant parties are aware of and comply with the established policies in performing their duties.
- (3) The company will ensure the consistent establishment, monitoring, and evaluation of operational performance to achieve objectives and goals, thereby promoting efficiency, effectiveness, and continuous improvement.
- (4) The company emphasizes valuable energy management and efficiently controls energy consumption in business operations for maximum benefit, to ensure that the business has sufficient energy sources for the long term and to demonstrate the business's responsibility towards society and the broader environment.
- (5) The company prioritizes water resource management to reduce the risk of water scarcity, and it has an efficient wastewater and effluent management system.
- (6) The company prioritizes and will oversee the systematic management of waste, refuse, and potential pollution arising from business operations, adhering to the 3R principles (Reduce, Reuse, Recycle), and implementing an efficient waste sorting system by type.

(7) The company supports energy conservation, both in terms of operational processes and the selection of energy-efficient and environmentally friendly electronic equipment.

(8) The company will consider options that minimize environmental damage when utilizing natural resources.

(9) The company will provide a rapid and effective response to environmental incidents resulting from its operations, cooperating fully with government officials and relevant regulatory bodies.

(10) The company emphasizes fostering environmental awareness and values of responsibility among all personnel and relevant stakeholders.

3. Greenhouse Gas Reduction Management

In the past, the company's business operations have not significantly impacted or generated greenhouse gases. However, the company recognizes the importance of climate change and promotes greenhouse gas management for the benefit of the organization, society, and the environment. It encourages the valuable and efficient use of resources to reduce energy consumption and greenhouse gas emissions from the company's various operations. Currently, the company does not compile greenhouse gas emission data because the Board of Directors believes that the company's current operational activities do not result in significant greenhouse gas emissions, thus making it unnecessary to verify the carbon footprint assessment. The company has assigned the Chief Executive Officer to consider conducting a verification of the company's carbon footprint assessment if there are changes in business operations that may lead to significant greenhouse gas emissions, as deemed appropriate.

Sustainability management goals

Does the company set sustainability management : Yes
goals

1. Environmental Sustainability Goals - ENVIRONMENTAL

The company has set quantitative and qualitative environmental management targets consistent with its business strategy, as follows:

Goals

- Increase the recycling rate of lighting equipment waste to 5% by 2027.
- Non-violation of environmental laws and regulations.

Activities

1) Sustainable Procurement & Material Sourcing: LTS establishes criteria for supplier selection and material sourcing, considering environmental impacts, using the following approaches:

- Offer special conditions to suppliers who meet ISO 14001, RoHS, and REACH Compliance standards.
- Support the use of recycled materials in lighting equipment to reduce the consumption of natural resources.

2) Reducing Energy Impact and Greenhouse Gas Emissions: LTS is committed to reducing energy consumption and greenhouse gas emissions from its operations, with key practices including:

- Develop and provide Smart Lighting & Energy Solutions that help customers reduce electricity consumption through intelligent systems.
- Study the feasibility of using renewable energy, such as solar and green energy, in business operations.

3) Electronic Waste and Lighting Equipment Waste Management: LTS aims to systematically manage electronic waste and lighting equipment waste, applying the principles of Extended Producer Responsibility (EPR) and Circular Economy.

- Launch the Lighting Waste Collection Initiative (2027) to allow customers to return end-of-life electrical equipment for recycling.
- Develop a Recycling Knowledge Program to educate the industrial sector and government agencies on lighting equipment waste management.

4) Promoting Environmental Knowledge and Collaboration: The company believes that sustainable development requires cooperation from all sectors, thus implementing projects focused on building environmental knowledge and collaboration.

- Collaborate with academic institutions and government agencies to develop a Circular Lighting Economy & Sustainability curriculum.
- Support the Green Partner Certification program for partners who comply with environmental standards.
- Establish the Lighting Sustainability Institute (LSI) by 2030 to serve as a knowledge center for Circular Economy and industrial waste management.

2. Social Sustainability Goals - SOCIAL

Goals

Short-term Plan (2024-2026)

1. Project Lighting Design Knowledge for Young Architects: Imparting knowledge of lighting design to educational institutions to enhance skills in specialized fields.
2. Project Lighting Waste Management for Everyone: Providing knowledge on sustainable management of waste from lighting equipment.

Long-term Plan (2027-2030)

Establish a knowledge center, the Lighting Waste Collection Center, focused on research and development of AI and clean energy innovations to systematically address waste problems in Thailand's lighting industry.

Activities

- 1) Fair Labor Practices & Human Rights Protection: The company prioritizes fair employment principles, respect for human rights, and fostering a safe, open, and equitable work environment. Key practices include:
 - 2) Implement an Equal Employment Opportunity (EEO) policy covering all dimensions such as gender, age, race, religion, and social background. Support appropriate compensation and labor welfare consistent with industry standards. Prohibit child labor or forced labor in all company processes.
 - 3) Employee Well-being & Career Growth: The company recognizes the role of employees as key organizational resources and is committed to developing work-life balance, promoting learning, and career advancement. Key practices include:
 - 4) Organize product and internal process training programs to develop employee potential to keep pace with industry changes, including providing opportunities for employees outside their primary roles, such as support staff, to demonstrate their capabilities and advance their careers. Also, promote a Hybrid Work Model to create work flexibility, reduce stress, and enhance the quality of life for personnel.
 - 5) Responsible Business Practices: The company is committed to delivering safe, quality products and services and operating with transparency.
 - 6) Community Engagement & Social Responsibility: The company initiates social projects focused on providing knowledge and strengthening infrastructure for clean energy and sustainability.

3. Sustainability Goals for Governance - GOVERNANCE

Short-term Goals

- Employee training on good corporate governance.
- No disputes arising from operational processes.
- No complaints from stakeholders.

Long-term Goals

- Received a 5-star rating for good corporate governance from the Thai Institute of Directors Association and was selected for the SET ESG Rating list.

Code of Conduct

Light Up Total Solution Public Company Limited ("the Company") is committed to conducting business based on ethics and responsibility towards all stakeholders, and places importance on operating in accordance with good corporate governance principles. These principles serve as a framework and guideline for the Company's directors, executives,

and employees to adhere to in conducting business, creating value, and elevating the organization to achieve progress, objectives, and primary business goals. Therefore, all personnel of the Company are obligated to comply with the Code of Conduct and be aware of it alongside other company policies, for the benefit of themselves, the Company, and all relevant stakeholders.

United Nations SDGs that align with the organization's sustainability management goals	: Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 4 Quality Education, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 9 Industry, Innovation and Infrastructure, Goal 9 Industry, Innovation and Infrastructure
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Information on review of policy and/or goals of sustainable management over the past year

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

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

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

Information on impacts on stakeholder management in business value chain

Business value chain

To enhance the value of products or services offered by the company to customers by building market competitiveness, as well as increasing efficiency and reducing costs in various internal processes. This section is divided into two main types: Primary Activities and Support Activities, which play a role in strengthening the company's business advantage.

Key activities include:

Selecting and procuring quality products from multiple suppliers to reduce the risk of reliance on a single supplier and to enhance competitiveness.

2. Marketing and Sales: Service planning is in place, and customer needs can be met promptly, with a collaborative approach to resolve issues as quickly as possible.

3. Service Provision

Focuses on providing quality distribution and services to customers, as well as continuous personnel development to ensure knowledgeable and capable staff. Furthermore, it emphasizes social and environmental responsibility by adhering to human rights principles, safety, and occupational health, and ensuring fair treatment of labor.

4. After-Sales Service

Providing fast, efficient, and sincere after-sales service, including customer satisfaction assessments, and actively listening to customer feedback and suggestions.

Support Activities include:

1. Firm Infrastructure (Firm Infrastructure)

Financial management, business planning, human resource management, and compliance with various legal and regulatory requirements, such as strategic planning, financial control, or risk management.

2. Human Resource Management (Human Resource Management)

Recruitment of qualified personnel, employee training, development of employee skills and capabilities within the organization, as well as labor management and various benefits, which will enable employees to work efficiently.

3. Technology Development (Technology Development)

Research and development of technology or new product development that can meet customer needs, such as the use of technology in production, the use of software to improve work processes, or the development of technological infrastructure.

4. Procurement (Procurement)

Procurement of raw materials, tools, equipment, and services necessary for the production process. Efficient purchasing can reduce procurement costs and increase value for the company.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ol style="list-style-type: none"> 1. Communicate relevant information through communication channels with appropriate frequency. 2. Employee satisfaction assessment. 3. Gathering ideas and suggestions through various company channels. 	<p>Attractive remuneration, opportunities for career advancement, and company stability. A suitable working environment and space, with sufficient and ready-to-use operational equipment, including welfare and safety in operations.</p>	<ul style="list-style-type: none"> • Internal Meeting • Annual General Meeting (AGM) • Employee Engagement Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> Investors or investment institutions 	<ol style="list-style-type: none"> Shareholders' Meeting Quarterly Performance Presentation Investor Relations Activities for Listed Companies 	<ol style="list-style-type: none"> Good returns Good corporate governance Continuous stable business growth Accurate, complete, timely, and transparent company information Risk management system Effective audit and control system 	<ul style="list-style-type: none"> Social Event Training / Seminar
<ul style="list-style-type: none"> Customers 	<ol style="list-style-type: none"> Client visits Sincere coordination with clients Customer satisfaction surveys Providing clients with opportunities to inquire about product and service information Joint activities with clients 	<ol style="list-style-type: none"> Accurate information regarding products and services is provided. Product pricing is appropriate. Price competition is transparent. Quality products and services are received. Product and service warranties are provided. Problems can be resolved. Customer data confidentiality is maintained. 	<ul style="list-style-type: none"> Visit External Meeting Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Society 	<ol style="list-style-type: none"> 1. Operate the business with consideration for potential impacts on society and communities, and maintain responsibility towards the surrounding society and communities. 2. Receiving feedback and suggestions through the company's various channels. 	<ol style="list-style-type: none"> 1. Reduce environmental impact on surrounding communities. 2. Ensure production safety according to established safety standards. 3. Participate in community development, create jobs, and generate income to build stability for people in surrounding communities. 	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : No materiality topics

Over the past year, the company has reviewed its : sustainability materiality topics

Details of organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Light Up Total Solution Public Company Limited ("the Company") recognizes and appreciates the importance of good corporate governance to drive organizational growth and stable business expansion, maintain a strong financial position, and generate appropriate returns for shareholders. Furthermore, to adhere to the principles of Good Corporate Governance, including checks and balances, in the current competitive business environment where the Company faces constant changes, whether from external or internal factors, which may affect its ability to achieve its goals and core missions, the Board of Directors and management deem it appropriate to implement a risk management system in the Company's operations to enhance confidence for shareholders and all stakeholders in continuous operations. Therefore, the following risk management policy is established:

1. The Company separates risk management functions from risk-generating functions (Business Units). Furthermore, to ensure efficient risk management, it is deemed appropriate to establish a Risk Management Working Group and/or a Risk Management Committee, assigned by the Board of Directors, to monitor risk issues and manage risks appropriately and in a timely manner.
2. The Company mandates enterprise-wide risk management in accordance with international standards, and establishes a strategic risk appetite to serve as a criterion for selecting appropriate strategies aligned with the organization's objectives and main goals, and to provide a consistent framework for risk management practices for all employees within the organization.
3. Risk management is designated as the responsibility of employees at all levels, who must be aware of the risks inherent in their work within their respective departments and the organization. Emphasis is placed on ensuring that various aspects of risk management are systematically managed under internal controls to an adequate and appropriate level.
4. The Company establishes an enterprise risk management process that adheres to good standards and international best practices to ensure efficient management of risks that may impact the Company's operations, foster development, and ensure consistent risk management practices across the entire organization. The risk management system is integrated into decision-making, strategic planning, operational plans, and the Company's operations, with a focus on achieving defined objectives, goals, vision, mission, and strategies to create operational excellence and build stakeholder confidence.
5. Guidelines for preventing and mitigating risks from the Company's operations are established to avoid potential damage or losses, including regular monitoring and evaluation of risk management performance.
6. Promote and develop the adoption of modern information technology systems in the Company's risk management processes, and support personnel at all levels in accessing risk management information comprehensively, as well as establish an efficient risk management reporting system for the Company's Risk Management Working Group and Risk Management Committee.
7. All departments are required to regularly identify, assess, and manage significant risks, including in cases of important or unprecedented events, activities, processes, and/or projects, or material changes within the organization, taking into account acceptable risk levels and the feasibility of implementation at a reasonable cost.
8. Regularly communicate and transfer risk management knowledge to employees, and develop employees' understanding and awareness of risk ownership, as well as foster collaborative risk management within their respective responsibilities.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : ISO 31000: Risk management

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks from Dependence on Customers and Suppliers

Related risk factors : Strategic Risk

- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors

ESG risk factors : Yes

Risk characteristics

The company has earned the trust of both governmental and private sector large-scale projects for the design, sale, and installation of lighting equipment within these projects. Revenue derived from large-scale projects represents a significant portion of the company's total income. Typically, such projects have a duration of approximately 1-3 years, which may result in changes to the company's major clients over time. Historically, the company has undertaken an average of 1-2 large-scale projects annually. These changes could impact revenue and certain expenses, thereby posing risks to revenue continuity, including the risk of payment defaults or delayed payments for goods. Moreover, the execution of each project necessitates the procurement of products from domestic and international distributors. As the company places substantial orders, there is an inherent risk of delivery defaults or delayed shipments from these suppliers.

Risk-related consequences

The company may experience impacts on its revenue continuity, including the risk of payment defaults or delayed payments for goods, should major customers cancel or further reduce their production orders. If the company is unable to find replacement customers, this would significantly affect the company's revenue.

Risk management measures

The Company has a process for selecting, registering, and evaluating customers and suppliers before commencing transactions, to ensure that such companies are legitimate, legally compliant, possess sound financial standing, and demonstrate good operational performance. This is achieved by verifying relevant documents, with criteria adhering to the Company's operational manuals and internal control systems for sales and procurement. Furthermore, existing customers and suppliers are evaluated annually to ensure they continue to meet the appropriate qualifications. In addition, the Company closely monitors transaction statuses through meetings of department heads and executives, as well as through policies for maintaining good relationships with all customers and suppliers by the Company's employees. Based on past operational performance, the Company has never encountered issues with collections or payments from these companies.

In addition, the Company manages risk by balancing revenue from large-scale project clients from government, state enterprises, and private sectors, with clients from the architect and contractor groups. The Company generates revenue

from contractor or architect clients, who, despite potentially having lower value per project, contribute a higher volume of work or sales, a greater proportion of repeat business, and a more diversified customer base. The Company employs a strategy to reach this client group through its sales team, who provide close client care. Due to the dispersed and non-overlapping nature of this client group, the allocation of benefits for acquiring new clients that align with business objectives, as well as maintaining good relationships with this client group, ensures the stability and sustainable growth of client numbers and work volume from this segment. The Company believes that both client groups possess distinct advantages and disadvantages. The Company remains committed to developing products that meet the needs of both client groups, which will result in a balanced revenue structure and stable, sustainable revenue growth for the Company.

Risk 2 Risk of default on debt payment by large project customers

Related risk factors :

Financial Risk

- Default on payment or exchange of goods

ESG risk factors : No

Risk characteristics

Projects involving the design and installation of lighting systems, commissioned by government agencies, state enterprises, and private sectors, possess high project values due to their extensive scope of work. This necessitates a prolonged implementation period, typically ranging from 1 to 3 years. Such projects involve clients requiring substantial capital investment, consequently exposing the company to the risk of delayed payments or defaults from customers.

Risk-related consequences

During its operations, the company incurs significant costs related to product procurement and the employment of personnel to manage projects. As this customer group constitutes a primary source of revenue, any default or delay in payments by these customers would substantially impact the company's revenue and liquidity.

Risk management measures

The company recognizes the importance of default risk and has implemented preventive measures through a more stringent new customer registration policy. This involves checking and evaluating customers on various aspects, including operational status, financial status, and performance. Additionally, existing customers are continuously reviewed and evaluated annually. Furthermore, the financial viability of each project is assessed before proceeding with the procurement of lighting products and equipment. The company also designs contracts to protect its interests by collecting deposits and structuring product payments based on project milestones.

Risk 3 Competitive risk in the industry

Related risk factors : Strategic Risk

- Competition risk

ESG risk factors : No

Risk characteristics

Due to the company's business operations having trade competitors who offer substitutable services and products, there is a risk to competitive capability if trade competitors launch new products or sales strategies. Furthermore, the overall real estate and construction industry tends to grow at a slow rate due to economic slowdowns at both national and global levels. These slowdowns stem from uncontrollable factors affecting consumer confidence and leading to a contraction in investment or business operations over a 1-3 year period, such as war conditions in various regions worldwide and international trade wars. These factors directly contribute to the risk of decreased demand for purchasing goods and using services from the company.

Risk-related consequences

The slowdown in investment across various industrial sectors, which are exercising caution in cash management to accommodate the uncertain business situation of customers resulting from the economic slowdown, has led to a deceleration in investment for renovation or construction projects, or a reduction in spending to only essential initial requirements.

Risk management measures

The company has evolved its product development from previously focusing solely on selling goods to incorporating related supplementary services, such as consultation, design, installation, and after-sales service. This approach enhances the added value and comprehensiveness of its products. Currently, the company is also developing lighting system management and IoT device control systems, which has enabled it to create a new product: smart poles. The company initiated the development and design of these smart poles, integrating them with various devices beyond lighting equipment, all controlled by an information system. This innovation led to the company's selection as the supplier and installer of lighting systems in smart park projects. Furthermore, the company is committed to continuously monitoring new technologies and innovations to ensure flexibility in product design, thereby responding effectively to the evolving needs of diverse customer segments and maintaining its sustainable competitiveness.

Risk 4 Risk from Chinese competitors

Related risk factors : Strategic Risk
 • Competition risk
 ESG risk factors : No

Risk characteristics

Given China's high capacity for producing goods at low costs and competitive prices compared to Thai manufacturers, coupled with advancements in transportation systems that have reduced shipping costs from China to Thailand or neighboring countries, and the extensive range of products readily available for convenient online purchase, products originating from China have emerged as a key factor influencing the purchasing decisions of the company's target demographic.

Risk-related consequences

Price undercutting by products from China currently sold through various online platforms

Risk management measures

- The company imports products from China. The products selected for distribution are high-end, of good quality, and purchased in minimum quantities, which enables the company to negotiate prices with suppliers and acquire products at a competitive price against other competitors in Thailand.
- The company possesses diverse distribution channels, including direct sales personnel and online sales platforms, allowing customers to view actual products in person and conveniently place orders.
- The company recognizes the importance of increasing product value by adding related supplementary services that create added value for its products, such as consulting, design, and installation. This aims to enhance the comprehensiveness of the company's product sales and enable sales to customer groups who desire comprehensive solutions for the company's products and are less price-sensitive, thereby helping the company reduce price competition.

Risk 5 Risk from changes in government policies, laws, regulations, and provisions

Related risk factors : Strategic Risk
 • Government policy
 • Policies or international agreements related to business operations

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

As the government impacts the ability to directly sell products through the issuance or amendment of laws, such as product standards, environmental friendliness of production, or tax policies, there is a risk that products may have their full competitive capability against other competitors reduced or may become unsellable, which would directly affect the company's revenue and profit. Furthermore, should any event occur that prevents the import of goods from abroad, such as natural disasters, wars, or terrorism, the company may experience delayed product delivery due to the inability to procure goods.

Risk-related consequences

The company may be affected by delayed product delivery due to the inability to procure products and may have to purchase products from domestic sources, which could result in higher product costs.

Risk management measures

The company is aware of potential problems arising from such risks, and therefore, products are designed and imported in compliance with specified standards. The company also has policies and processes in place to inspect imported goods, ensuring they meet the criteria for sale in Thailand, thereby preventing significant impact from these risks. In the past, the company has never encountered problems or been affected, as it has always obtained proper import licenses for goods. Furthermore, the company maintains an internal control system that monitors import regulations. Should new products be introduced, the company has a process to verify that they meet specified standards and regulations before commercial trading. The company also manages the risk of being unable to import goods from abroad by having domestic partners from whom comparable goods can be sourced.

Risk 6 Risk from foreign currency exchange rate fluctuations

Related risk factors :

Financial Risk

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

ESG risk factors : No

Risk characteristics

The company has become a distributor of products from foreign countries, which necessitates cross-border financial transactions conducted in US Dollars. This currency is subject to fluctuations due to sensitive global economic conditions influenced by various situations, such as international trade wars and monetary policies. These factors present a risk of increasing the cost of imported goods.

Risk-related consequences

The cost of imported goods has increased.

Risk management measures

As the factors causing such risks are beyond the Company's control, the Company has managed these risks through various measures. This includes entering into partial forward foreign exchange contracts as deemed appropriate at the time to mitigate risks arising from exchange rate fluctuations. Furthermore, the Company closely monitors news and trends in various currency exchange rates to assess the situation and identify measures to prevent potential risks. The use of forward contracts aims to hedge against exchange rate volatility and reduce the impact of currency fluctuations. Historically, the Company has not experienced any significant impact from foreign exchange rates.

Risk 7 Technological Change Risk

Related risk factors : Strategic Risk

- Changes in technologies

ESG risk factors : Yes

Risk characteristics

The Data Center Infrastructure business is directly related to rapidly evolving technologies, including Cloud Computing, AI, Digital Transformation, and network system technologies. The continuous emergence of new innovations can render current equipment and solutions obsolete within a short timeframe, leading to a decline in demand for existing products and services. Furthermore, shifts in industry standards may necessitate unavoidable changes in equipment or operational methodologies.

Risk-related consequences

Should the company fail to adapt to technological changes, it may experience adverse impacts in several areas, including:

- A rapid depreciation in inventory value, as products become unsellable or must be liquidated below cost.
- Operational costs have increased due to the necessity of upgrading or replacing equipment and systems.
- Loss of market opportunities to competitors capable of offering more advanced technology at a faster pace than the company.
- Adverse effects on brand image and customer confidence, alongside a decline in long-term competitiveness.

Risk management measures

To manage this risk, the company has established the following guidelines:

- Close monitoring and analysis of technology
- Establish a dedicated unit or task force to research new technological trends and assess potential impacts on the business.
- Careful inventory management
- Adjusting procurement policies to be highly flexible, reducing inventory susceptible to obsolescence.
- Forming strategic partnerships with technology manufacturers to gain rapid access to new innovations and receive critical change information ahead of competitors.
- Personnel development and enhancement of internal capabilities by providing continuous training and promoting learning of new technologies for employees.
- Continuously developing up-to-date products and services and fostering internal innovation to consistently offer modern solutions that meet customer needs.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)⁽³⁾

Business Continuity Plan (BCP) : Yes

Light Up Total Solution Public Company Limited places great importance on continuous and stable business operations. A Business Continuity Plan (BCP) has been developed to cope with emergency situations or unexpected events that may affect the organization's operations, whether they are natural disasters, accidents, IT system failures, or any other events that may cause disruption to business processes.

The purpose of this plan is to enable the company to maintain continuous operations in critical areas, reduce potential impacts on services, customers, partners, and stakeholders, and restore operations to normal quickly and efficiently. To this end, the company has defined key processes under the BCP, including:

- Business Impact Analysis (BIA)
- Risk assessment and management

- Emergency response plan development
- Defining guidelines for the recovery of critical systems and processes, as well as regularly testing and reviewing the plan to ensure that

The plan is appropriate, up-to-date, and can be effectively implemented in a crisis.

The company is committed to continuously developing and improving its Business Continuity Plan to build confidence among stakeholders and support the sustainable growth of the organization.

Remark: (3) The company has developed a Business Continuity Plan (BCP), which involves a systematic risk assessment process to identify, analyze, and prioritize risks that may impact business operations. The results of the risk assessment and management approaches will be reported and presented to the Board of Directors quarterly for continuous oversight and monitoring to ensure effectiveness and compliance with good corporate governance principles.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Light Up Total Solution Public Company Limited recognizes the importance of sustainable supply chain management, which is a crucial factor in building competitiveness and strengthening long-term business stability. The company focuses on operations that consider environmental, social, and governance (ESG) dimensions throughout the supply chain, from partner selection, procurement, and transportation to the delivery of products and services.

The company has established guidelines for sustainable supply chain management, covering key issues such as the selection and evaluation of partners based on quality criteria, environmental standards, and business ethics; promoting partners' compliance with relevant laws and standards; and supporting efficient resource utilization and reduction of environmental impact.

Furthermore, the company regularly conducts risk assessments within the supply chain to identify and manage risks that could affect business continuity, such as risks related to delayed deliveries, raw material shortages, or unexpected external factors. Concurrently, contingency measures are established, including having backup partners, appropriate stock management, and diversification of procurement sources.

The company is committed to fostering long-term collaborations with partners by promoting capacity building and elevating operational standards together, thereby ensuring sustainability throughout the supply chain and creating shared value with all stakeholders. The company will continuously monitor, evaluate, and review its supply chain management plan to adapt to changes in the business environment and support long-term sustainable growth.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No
criteria with new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : No
acknowledge compliance with the supplier code of
conduct?

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Additional explanation for research and development (R&D) expenses over the past 3 years

Due to the company's core business structure in 2025 continuing to prioritize supply chain management and the distribution of finished goods (Trading and Distribution Model), which emphasizes agility in responding to market demands, the company has not yet established policies or allocated budgets for direct in-house product research and development. Consequently, no research and development expenses were incurred during the aforementioned period, with the aim of achieving the utmost efficiency in controlling operational costs.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

Light Up Total Solution Public Company Limited is committed to developing and promoting an innovation culture to enhance organizational capabilities and build long-term competitiveness. The company has established a systematic operational approach covering personnel, processes, and technology.

The company has an operational plan to promote an innovation culture as follows:

- Promote the creation of new ideas through various company activities such as Exchange of ideas.
- Develop a system for receiving suggestions and innovations from employees (Suggestion System).
- Organize training and develop innovation skills such as Design Thinking and Digital Skills.
- Support the application of technology to improve work processes (Process Improvement).
- Creating incentives and a reward system for innovation achievements.

2. Progress of Operations

Currently, the company has initiated operations in several areas, including:

- Instilling the concept of continuous improvement within the organization.
- Providing opportunities for employees to participate in proposing ideas for work improvement.
- Applying fundamental technologies to enhance operational efficiency.
- Promoting a work environment that is open to opinions and creativity.

3. Long-term Goals

The company aims to develop into an Innovation-Driven Organization, focusing on engaging employees at all levels in continuously conceiving, developing, and improving work processes to add value to products and services, and to achieve maximum customer satisfaction.

4. Monitoring and Evaluation

The company will establish relevant key performance indicators (KPIs), such as the number of innovation projects, the number of employee suggestions, and the results from actual implementation, while consistently monitoring and reporting results to ensure operations align with established goals.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : No
from innovation development?

Non-financial benefits

Does the company measure the non-financial : No
benefits from innovation development?

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