



TRIPLE I LOGISTICS PUBLIC COMPANY LIMITED

THE RIGHT SOLUTION THE RIGHT PARTNER

Sustainability Report 2025





the **RIGHT**
SOLUTION
the **RIGHT**
PARTNER



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Message from the Chairman of the Board of Directors



At a time of rapid changes in economic, social, and environmental contexts, the Company's board of directors gives priority to monitoring key sustainability trends at both national and international levels throughout 2025 and applying these insights to develop sustainability plans that suit the Group's business operations to ensure that the Group's sustainability efforts are practical and aligned with industry trends.

Over the past year, the Group has demonstrated strong sustainability performance, as reflected in its AAA rating in the SET ESG Ratings' national sustainability assessment for the services sector, as well as its EcoVadis Silver Medal certification for 2025, an international platform for quality assessment of corporate sustainability management systems. The Group also consistently maintains a 5-star rating for good corporate governance.

This success reflects the Group's ongoing commitment to improving its sustainability development processes as a result of appropriately integrating principles of good governance, risk management, and responsible business operations. As the Chairman of the Board of Directors, I reaffirm my commitment to closely guiding and overseeing our sustainability operations to strengthen the business in a long term and continuously build confidence among shareholders and stakeholders.

I would like to express my appreciation to all stakeholders for their continued support and trust in the group's operations. The Group remains committed to conducting business with transparency, equity, and fairness in line with business ethics, to support organizational growth while creating sustainable value for Thai society.

Mr. Kirkkrai Jirapaet
Chairman of the Board of Directors
Triple i Logistics Public Company Limited

Message from the Chief Executive Officer



In 2025, the logistics industry in Thailand still plays a key role in the economy and acts as a link between domestic and international production and transportation systems. Meanwhile, the logistics industry faces challenges arising from economic volatility, geopolitical issues, increased competition, technological change, and growing sustainability expectations from stakeholders, all of which require entrepreneurs to adapt on an ongoing basis.

Within this context, the Group aims to conduct its business by integrating sustainable development practices across the entire business value chain, including developing efficient logistics services, optimizing resource use, ensuring employee safety and well-being, as well as working responsibly with business partners and suppliers.

We strongly believe that long-term success cannot be measured solely by financial performance, but the overall impact on all stakeholders must also be considered. Accordingly, the Group promotes employee participation at all levels as a key mechanism supporting the achievement of its organizational goals by providing employees with opportunities to contribute to business growth and sustainability processes through improving work processes by sharing innovative ideas to enhance customer service or participating in the development of a corporate culture that emphasizes social and environmental responsibility.

I would like to express my appreciation to the Company's board of directors, executives, and employees for their key role in driving the continuous development of the organization's sustainability efforts. I also thank our customers, suppliers, and business partners for their trust, support, and shared growth with the Group. We wish to assure stakeholders of our continued commitment to developing the organization into a regional logistics leader along with operating responsibly and considering all stakeholders equally.

Mr. Tipp Dalal

Chairman of the Management Committee and Chief Executive Officer
Triple i Logistics Public Company Limited

Awards and Recognition

Business Development Achievements



Triple i Logistics PLC. and HazChem Logistics Management Co., Ltd. both received the TIFFA Mark 2025 certification at the Gold Level.

HazChem Logistics Management Co., Ltd. won the “Best Service Enterprise Award” in the Trade Logistics category from the Department of International Trade Promotion, Ministry of Commerce.

Triple i Logistics PLC.

- was certified to “TIFFA Mark 2025”, Gold Level by the Thai International Freight Forwarders Association
- was certified to ISO9001:2015 Provision of Logistics Services (Freight Forwarder) by Sea Freight and Air Freight Worldwide

Triple i Air Express Co., Ltd.

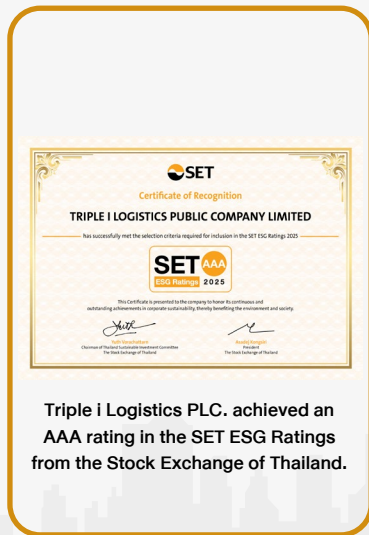
- won the “Continual Support to Thai Cargo Award” as a representative who continuously supports Thai Cargo
- won the “Continual Support to Emirates Sky Cargo Award” as a representative who continuously supports Emirates Sky Cargo
- won the “Emirates Sky Cargo Workshop in Bangkok Award” regarding cargo space services, online services, transportation processes, and other services of Emirates Airlines
- was certified to ISO9001:2015 Provision of Domestic and International Air Freight Forwarder

Asia Ground Service Co., Ltd.

- was certified as a Regulated Agent (RA) by the Civil Aviation Authority of Thailand (CAAT)
- was certified as a Regulated Agent (RA3) by the European Union (EU) and the United Kingdom (UK)
- was certified to ISO9001:2015 Provision of International Cargo Terminal Logistics Services
- was certified with a Dangerous Goods Operating License

HazChem Logistics Management Co., Ltd.

- won “Best Service Enterprise Award” in the category of Trade Logistics from the Department of International Trade Promotion (DITP), Ministry of Commerce
- was certified to GHPs Codex food safety standards (GHPs Codex 2022) according to Scope: Provision of Storage and Transport Services of chemical products for food industry
- was certified to “TIFFA Mark 2025”, Gold Level by the Thai International Freight Forwarders Association
- was certified to ISO9001:2015 (Quality Management System) Provision of Integrated Logistics Services (Sea Freight, Air Freight, ISO Tank), Warehousing and Distribution for Hazardous Chemicals and Dangerous Goods



- was certified to ISO14001:2015 (Environmental Management System) Provision of Integrated Logistics Services (Sea Freight, Air Freight, ISO Tank), Warehousing and Distribution for Hazardous Chemicals and Dangerous Goods
- was certified to ISO45001:2018 Provision of Integrated Logistics Services (Sea Freight, Air Freight, ISO Tank), Warehousing and Distribution for Hazardous Chemicals and Dangerous Goods

DG Packaging (Thailand) Co., Ltd.

- was certified to ISO9001:2015 Provision of International Freight, Packaging and Packing Services for Chemical and Dangerous Goods

Sustainability Development Achievements

Triple i Logistics PLC.

- was the listed company that received the rating of “Excellent”, 5-star, on corporate governance from the Thai Institute of Directors (IOD)
- was certified as a member of Thailand’s Private Sector Collective Action Coalition Against Corruption by the Thai Institute of Directors (IOD)
- received a sustainability assessment at the AAA level from the Stock Exchange of Thailand
- was certified to EcoVadis, “Silver Medal 2025” for sustainability guidelines
- achieved “Gold-Level” (Excellent) in Green Office Certification by the Department of Climate Change and Environment (Certified for a three-year period from 2025 to 2028)
- received the “SET Awards 2025 - Best Investor Relations Awards” under the “Business Excellence” category from the Stock Exchange of Thailand

HazChem Logistics Management Co., Ltd.

- was certified to EcoVadis, “Bronze Medal 2025” for sustainability guidelines

About This Report

Triple i Logistics Public Company Limited (the “Company”), a comprehensive logistics service provider, has prepared this sustainability report to present key insights, management practices, and operational results that reflect the sustainable development strategy, focusing on critical aspects of the Group and all stakeholders. This report covers corporate governance and the economic, social, and environmental dimensions, and this edition encompasses reporting periods from January 1, 2025, to December 31, 2025.

This report has been prepared in accordance with the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards). These standards are globally recognized, presenting operations that align with the United Nations Sustainable Development Goals (SDGs) and the criteria for sustainability assessment set by the Stock Exchange of Thailand. The content of this report is derived from the evaluation of sustainability issues considered significant by all stakeholders, totaling 14 focal points. These issues are intricately linked to the business vision of the Group. Additionally, the Company has disclosed the content of this report on its website.

Furthermore, the Company places importance on organizational risk management, good corporate governance, and fair treatment of stakeholders to foster sustainable and stable business growth, and promotes innovation and logistics technology development through collaboration with both public and private entities in import-export activities for customers, importers, and exporters within the Company Group. The Company aligns its operations with the Action Plan on Thailand Logistics Development B.E. 2566–2570 (2023–2027), issued by the Office of the National Economic and Social Development Council (NESDC) and the 13rd National Economic and Social Development Plan B.E. 2566–2570 (2023–2027). The goals include driving the logistics system development strategy to be practically efficient, contributing to Thailand’s elevation as a hub for trade, services, and investment in the region.



Scope of Report

This report presents the operating results for the year 2025, encompassing all divisions of Triple i Logistics Public Company Limited (TLG).

Definitions: Throughout this report,

“Company” means Triple i Logistics Public Company Limited (TLG),

“Subsidiaries” means company in which TLG has more than 99% shareholding,

“Group” means TLG and company in which TLG has more than 99% shareholding

The Group consist of TLG and a total of six companies, categorized based on their primary business units as follows:

Air Freight Business

- Triple i Air Express Company Limited (TAX)
- Asia Ground Service Company Limited (AGS)

Logistics Management Business

- Triple i Supply Chain Company Limited (TSC)
- Triple i Maritime Agencies Company Limited (TMA)

Chemicals and Specialty Logistics Business

- Hazchem Logistics Management Company Limited (HLM)
- DG Packaging (Thailand) Company Limited (DGP)

The scope of reporting according to data types is as follows:

- Governance & Economic Data: Encompassing the operational results of the Group, aligned with the Form 56-1 (One Report) for the fiscal year 2025.
- Environmental Data: Covering activities and operational results of the Group significantly impacting the environment. The data on wastewater quality analysis and environmental quality monitoring results in the areas of the head office of the Group located at Triple i Building and the storage area of Hazchem Logistics Management Company Limited, located within the Frasers Property Industrial (Thailand) Company Limited warehouse project.
- Social Data: Encompassing activities and operational results of the Group that have a significant impact on communities and society.

Assurance of the Report

The economic performance data in this report is derived from the accounting data system, similar to the Form 56-1 (One Report) for the year 2025. It has undergone an audit by authorized auditors.

Regarding environmental performance, the Group engaged sustainability experts from external agencies to provide advice, examine the content, and prepare its corporate greenhouse gas emissions report in accordance with ISO14064-1 standards. The accuracy of environmental performance data was verified and certified by an independent external agency and ensure confidence in the reporting process to enhance credibility of this report. This is in line with the sustainable development reporting guidelines outlined in the GRI Standards.

Enhancing the Report Quality

All stakeholder groups are encouraged to provide feedback on this sustainable development report through a reader feedback survey. The Company will analyze this feedback to improve and enhance future sustainable development reporting endeavors.



Contact Information

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Part

1

Company Information



Our Business – Triple i Logistics

Triple i Logistics Public Company Limited (hereinafter referred to as the “Company”) and its subsidiaries and associated companies (collectively hereinafter referred to as the “Group”) are currently a leading logistics service provider that offers a complete range of services from upstream to downstream, covering international freight forwarding services from air freight, sea freight, and inland transport to warehousing and distribution services for general products and products that require expertise in handling such as chemicals and dangerous goods. In addition, the Group has been developing new logistics-related businesses to expand from the original business, increase competitiveness, diversify business risks, and create opportunities to find new sources of income. The Group’s growth path can be briefly summarized as follows:

With service quality that meets international standards and the use of technology in the work process, the Group is able to offer services that meet the diverse and specific needs of customers. The Group focuses on building flexible teams with expertise in each area of services offered by the Group to provide valuable and unique services, creating the highest level of customer satisfaction. The Group also continues to develop new services together with our business partners.

In 2025, the Group has established management guidelines through operations of the three main business units and strategic planning and business development together with the Business Development Unit, which is a mechanism that determines the direction of the organization’s business operations to achieve the specified missions. Details of the business structure of the Group are as follows:

1. AIR FREIGHT BUSINESS



- **CARGO AIRLINE**

The Group operates a freighter airline providing air cargo and parcel transportation services. Our operations focus on serving General Sales Agents and international freight forwarders through both wholesale and retail. The business strategically targets high-demand, high-volume routes within the Asia region. Currently, the Company is in the process of applying for the required aviation licenses and expects to commence commercial operations by 2027.

- **GENERAL SALES AGENT - GSA FOR AIRLINES**

The Group operates as general sales agent for airlines in managing and selling air cargo and other operational tasks related to the air freight business through Asia Network International Public Company Limited or ANI, a joint venture company. Which currently represents more than 20 airlines with a network covering Thailand, China, Hong Kong, Singapore, Malaysia, Vietnam, Myanmar, and Cambodia.

- **WHOLESALE AIR FREIGHT FORWARDER**

The Group provides domestic and international wholesale air freight, including customs clearance services for import and export to small international freight forwarders. The Group also provides air mail and postal parcel delivery for Thailand Post Company Limited (Thailand Post). Moreover, the Group focuses on providing international air freight services in the form of transshipment and cross-border freight services, connecting both Air to Air cargo and Truck to Air cargo service to customers who are e-Commerce freight forwarders to support the expansion of the e-Commerce business, which has a continuous high growth rate.

- **GROUND HANDLING AND AIR CARGO TERMINAL**

- o **General Cargo Service and International Express Cargo Service** at Don Mueang Airport, to accommodate air freight for both inbound and outbound flights within the airport terminal, which is currently authorized by Airports of Thailand Public Company Limited (AOT). The Group is an international cargo service provider with a total service area of more than 6,200 square meters.
- o **Multimodal Transportation Warehouse Service**, with a total area of over 480 square meters, operated in collaboration with AOT Ground Aviation Services (AOTGA) to provide inbound, outbound and transit customs clearance services. The warehouse serves as a hub for consolidating and connecting multimodal transportation, supporting new forms of air cargo operations and enhancing the Company's potential to develop into a regional aviation hub in the future.
- o **Airport Truck Link Service**, connecting Thailand's three major airports, Suvarnabhumi, Don Mueang, and Phuket, to enhance capacity management and accommodate increasing cargo volumes and a broader customer base, particularly for transit shipments and multimodal transportation. This service leverages synergies within the Group and with AOTGA to enhance air cargo service capabilities. In 2025, service routes were expanded to connect with neighboring countries' airports, supporting onward air transportation.

In addition, the Group has invested via SAL Group (Thailand) Co., Ltd. (SAL), which is a joint venture company with Airports of Thailand Public Company Limited (AOT), which has established AOT Ground Aviation Services Company Limited (AOTGA). AOTGA operates as a provider of airport and passenger ground handling services at Don Mueang Airport, Phuket Airport, and Suvarnabhumi Airport and also provides cargo warehousing services at Phuket International Airport, with a service area of 1,770 square meters. Additionally, AOTGA operates a customs service center and multimodal transportation warehouse at Suvarnabhumi Airport, spanning over 4,872 square meters, to facilitate multimodal transportation. These services are aligned with the strategy to develop Thailand as a regional logistics hub. Furthermore, AOTGA also provides airport cleaning services across all 6 airports under the management of AOT, thereby expanding the scope of services and enhancing the Group's capabilities in ground handling and warehousing operations.

2. CHEMICAL AND SPECIALTY LOGISTICS BUSINESS



- **HAZARDOUS AND DANGEROUS GOODS LOGISTICS INTEGRATOR**
 - The Group is a leader in providing end-to-end supply chain and dangerous goods and chemicals logistics integrator with a wide range of services as set out below.
 - o **International Transportation of Hazardous and Dangerous Goods**
 - International freight forwarding services of chemicals and dangerous goods by sea and air according to international dangerous goods logistics regulations by sea and air.
 - Chemicals and dangerous goods logistics by tank containers (ISO-Tank Container).
 - Customs clearance for imports, exports and benefits across areas of customs and others.
 - o **Logistics for Hazardous and Dangerous Goods**
 - Warehousing for Dangerous Goods. At present, there is a special warehouse for chemicals and dangerous goods located in the Frasers Logistics Park on Bangna-Trad Road Km. 39, Chachoengsao Province with a total area of 30,000 square meters. The warehouse can support demands for dangerous goods storage, including ambient storage and air-conditioned storage.
 - Nationwide Distribution services and Cross Border Transport.
 - Logistics services for pharmaceuticals, medical supplies, and clinically controlled temperature-sensitive samples (Specialized Logistics for Time and Temperature Sensitive Goods).
 - Training and consultancy services on management of hazardous and dangerous goods.

- **DANGEROUS GOODS PACKAGING SOLUTION PROVIDER**

The Group distributes dangerous goods packaging and provides dangerous goods packing services used in air freight in accordance with Dangerous Goods Regulations by Air of the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA). The Group has launched the DG-to-GO service to support an urgent loading of dangerous goods on-site, at factory or business premise, to immediately deliver such dangerous goods to the airport. The Group has developed sales channels for packaging through an online platform on the Group's website.

- **DANGEROUS GOODS TRAINING & COMPLIANCE SERVICES**

In late 2025, the Group expanded into a new business segment by launching consulting and training services in the field of air transport of dangerous goods (Dangerous Goods Training & Compliance Services) through the establishment of DGP Training Company Limited. The company provides professional training programs on the handling and transportation of dangerous goods by air and has been certified as an authorized dangerous goods training provider by the Civil Aviation Authority of Thailand (CAAT). In addition, the training program has been jointly developed with a strategic partner from Singapore, an institution internationally accredited under the IATA CBTA Excellence Certification. This business expansion was undertaken in response to CAAT Regulation No. 73 on the operations relating to the transport of dangerous goods and prohibited or special-care items, which requires exporters and air freight forwarders to be registered as dangerous goods operators and to have personnel certified under IATA and CBTA training standards. This regulatory framework presents significant opportunities to expand the customer base and strengthen business collaboration with logistics and air cargo networks, thereby enhancing the Company's long-term competitive advantage.



3. LOGISTICS MANAGEMENT BUSINESS



- **INTEGRATED FREIGHT FORWARDING SERVICE**

The Group provides international logistics services, including air freight, sea freight, and cross-border including providing inland transport services by trucks to importers and exporters. The services include customs clearance and acting as an agent in handling documents for importers and exporters, and provision of advice on tax benefits. The process of obtaining licenses from various government agencies such as the Food and Drug Administration (FDA) and the Thai Industrial Standards Institute (TIS) for customers.

In 2025, the Company established a joint venture under the name Pactra International (Thailand) Company Limited in partnership with Pactra International Company Limited a global integrated logistics service provider from the Republic of Korea. The joint venture aims to enhance and expand service capabilities for multinational corporations both in Thailand and internationally, through the effective integration of global partnership networks and specialized logistics expertise.

- **DOMESTIC LOGISTICS SERVICES**

The Group operates a full range of domestic logistics and distribution services, including receipt of goods from factories, seaports or airports to be delivered or stored in warehouses, warehouse rental services, and inventory management services for importers and exporters in a B2B manner. The Group also provides fulfillment and last-mile delivery services to support online business, e-commerce, and social commerce in the form of B2C and C2C.

In addition, the Group focuses on developing capabilities to provide comprehensive logistics services to both general customers, e-commerce and social commerce customers. This includes expanding services and investments in both new logistics formats and logistics platforms.

- The Company has invested in Galaxy Venture, a holding company that invests in start-up businesses related to the logistics industry, to develop new forms of logistics services and leverage expertise to enhance services provided by the Group.
- The Company has invested in Makesend Express Company Limited (MAKESEND), which operates a same-day freight service within the country, known as Super Express, to meet the demand for rapid product delivery. Additionally, MAKESEND provides luggage storage and freight services between city areas, to expand product offerings and introduce new services, leveraging existing expertise and proficiency.
- The Company invested in Prompt Speed Commerce Company Limited (SPEED), which is Dropped-off business, acting as points of collection for leading logistics companies such as Orange Express, Thailand Post, NINJA, Lazada express, Shopee Xpress, True e-Logistics, and DHL etc., with more than 20,000 branches nationwide.

- **SHIPPING LINE AGENCIES**

At present, the Group acts an agent for CK Line of South Korea, which operates as a sales agent for shipping lines and provides sea freight services by using container system, Full Container Load (FCL) service by selling freight to target groups. The Group also provides other services relating to sea freight for shipping lines, including container management and related services such as outsourcing labor for managing containers at the port (Stevedoring) and providing container yard for shipping lines. The routes offer sea freight services between North Asian countries and Southeast Asian countries. There are routes available between Thailand and other countries such as Vietnam, China, South Korea, Japan, Hong Kong, Taiwan and Indonesia. Other related services such as container management service at the port and coordination on bringing ships into the port. In addition, the Company was appointed by its partner as a Box Operator in providing container sea freight services. The destinations include Southern India and the Middle East.

- **WORLDWIDE LESS THAN CONTAINER LOAD - LCL SERVICE**

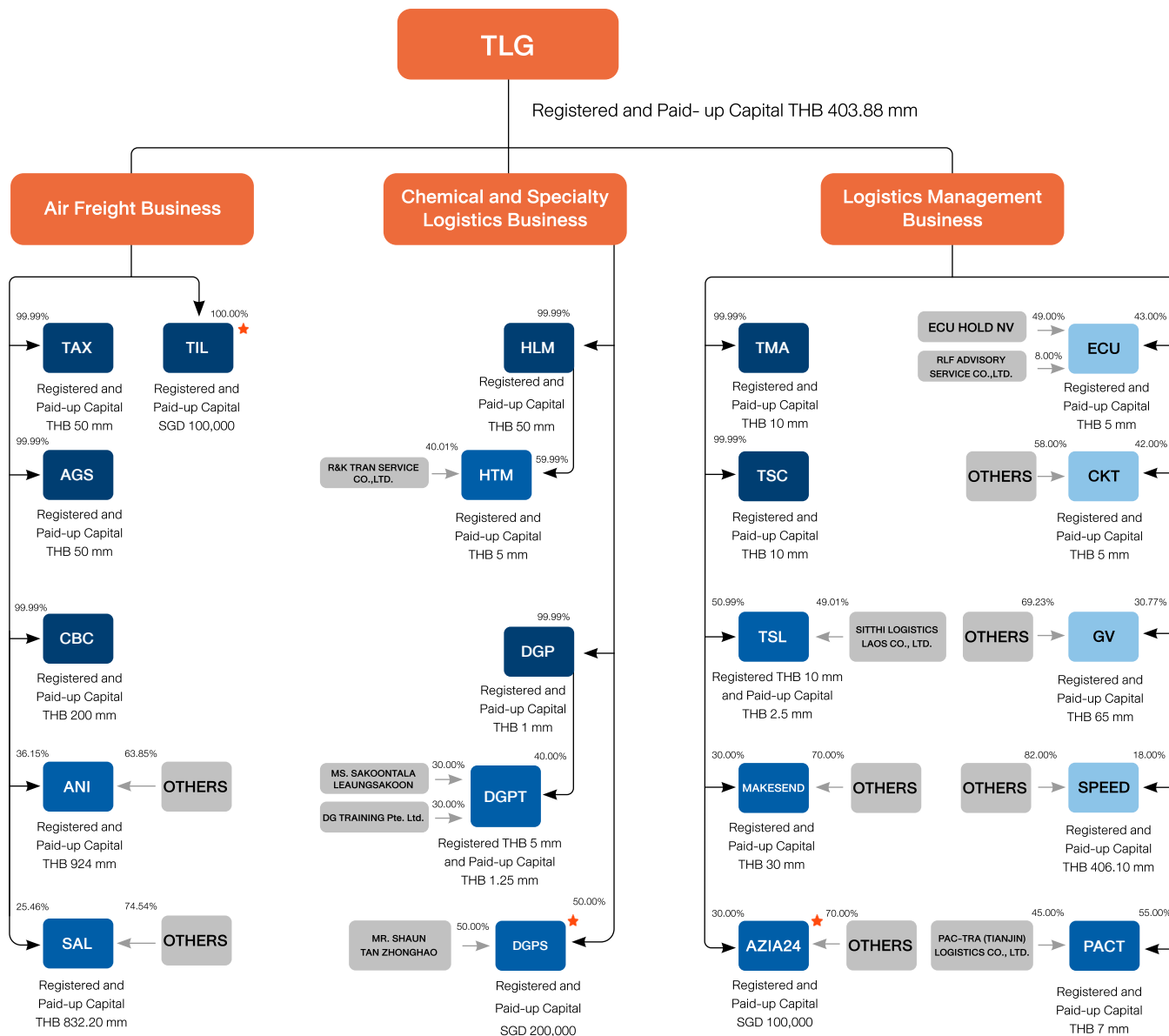
The group operates as a global LCL service provider to international freight forwarders through ECU Worldwide (Thailand) Company Limited (ECU). Currently, there are 70 direct service routes from Thailand to countries around the world, both inbound and outbound and continuous transport routes through a network of major seaports of ECU Worldwide which serve as centers for sea distribution to more than 530 destinations, with more than 2,400 direct routes around the world.

- **IN-LAND TRANSPORT**

- o **In-land Transport Business by Tractor Trucks** The container transport is a supplementary business of shipping line agency business, from providing port to port transport service to multimodal transport service. The business focuses on providing inland transport by container system which has been expanded to include customs clearance at the port, transport of the container and ISO Tank from the port to the destination in the country and neighboring countries as required by the customer (Cross Border Service), and domestic transport service by tractor trucks, offering container transport services for both importers and exporters, as well as empty container repositioning services for shipping lines. Providing domestic transport services to B2B transport services by flatbed tractors, fish-tail trailer, 6-wheeler vans, 10-wheeler vans, and other special vehicles as required by customers.
- o **Rail Freight Services** The Group operates local and international rail freight management services, including providing customs clearance services for those who wish to import and export goods via railway. In the future, rail freight transportation is expected to play an increasingly important role, particularly as Thailand continues to develop its transportation infrastructure to enhance connectivity between domestic logistics networks and neighboring countries. Currently, the Group provides domestic rail freight services along the Lat Krabang–Sa Kosi Narai Station route and is considering the expansion of additional high-potential routes.

Business Structure and Shareholding Structure of the Group

As of December 31, 2025.



Note : Individual and juristic persons jointly invested in iii are business partners only.
None of these persons have personal relationship with director and/or management of the company.

● = Subsidiaries ● = Joint Venture ● = Associated ★ = Oversea Companies

In 2025, the Group operated the business through 3 main business units, which were managed by 21 subsidiaries, associated companies and joint ventures (excluding TLG). The brief details are as follows:

General Information of the Company

Company Name	Business Type	Registered Capital
Triple i Logistics Public Company Limited (TLG)	Integrated logistics service provider, covering domestic and international freight forwarding services, from air freight, sea freight, inland transport, custom clearance services to supply chain management for general and specialty products such as chemicals and dangerous goods. The Company also makes investment plans for new or logistics-related businesses.	403,876,560 baht

General Information of the Subsidiaries, Associated Companies and Joint Ventures

No.	Company Name	Business Type	Registered Capital	Percentage of investment
1	Triple i Air Express Co., Ltd. (TAX)	Wholesale Air Freight Forwarder	Baht 50,000,000	99.99
2	Triple i International Pte. Ltd. (TIL)	Air Freight Forwarder	SGD 100,000	100.00
3	Asia Ground Service Co., Ltd. (AGS)	Ground Handling Service and Air Cargo Terminal	Baht 50,000,000	99.99
4	Cross Border Cargo Co., Ltd. (CBC)	Air Cargo Airline	Baht 200,000,000	99.99
5	Asia Network International Public Company Limited (ANI)	General Sales Agent for Airlines	Baht 924,000,000	36.15
6	SAL Group (Thailand) Co., Ltd. (SAL)	Ground Handling Services and Air Cargo Terminal	Baht 832,200,000	25.46
7	HazChem Logistics Management Co., Ltd. (HLM)	Total Logistics Management for Hazardous and Dangerous Goods	Baht 50,000,000	99.99
8	DG Packaging (Thailand) Co., Ltd. (DGP)	Dangerous Goods Packaging Service	Baht 1,000,000	99.99
9	Hazchem TransManagement Co., Ltd. (HTM)	Road transport management for hazardous goods and chemicals	Baht 5,000,000	59.99
10	DG Packaging Pte., Ltd. (DGPS)	Dangerous Goods Packaging Service	SGD 200,000	50.00
11	DGP Training Co., Ltd. (DGPT)	Training management services for individuals and general organizations involved in the air transport of dangerous goods, in accordance with international standards of the International Civil Aviation Organization (ICAO)	Baht 5,000,000	40.00
12	Triple i SupplyChain Co., Ltd. (TSC)	Warehouse and Distribution Services	Baht 10,000,000	99.99

No.	Company Name	Business Type	Registered Capital	Percentage of investment
13	Triple i Maritime Agencies Co., Ltd. (TMA)	<ul style="list-style-type: none"> Shipping Line Agency Domestic Rail Freight Service 	Baht 10,000,000	99.99
14	ECU Worldwide (Thailand) Co., Ltd. (ECU)	Sea Freight Forwarders Less Than Container Load (LCL services)	Baht 5,000,000	43.00
15	CK Line (Thailand) Co., Ltd. (CKT)	Shipping Line Agency	Baht 5,000,000	42.00
16	TSL Logistics Co., Ltd (TSL)	International Rail Freight Services	Baht 10,000,000	50.99
17	Makesend Express Co., Ltd. (MAKESEND)	Domestic Express Delivery	Baht 30,000,000	30.00
18	Galaxy Ventures Co., Ltd. (GV)	Logistics Holding Related Company	Baht 65,000,000	30.77
19	Prompt Speed Commerce Co., Ltd. (SPEED)	Drop-Off Service	Baht 406,097,560	18.00
20	AZIA 24 Pte., Ltd. (AZIA24)	Super Express Air Freight Service	SGD 100,000	30.00
21	Pactra International (Thailand) Co., Ltd. (PACT)	Integrated Transportation Management Business	Baht 7,000,000	55.00

Revenue Structure Of The Company And Its Subsidiaries

Revenues from sales and services	Consolidated Financial Statements					
	31 December 2023		31 December 2024		31 December 2025	
	(Baht million)	% of total revenue	(Baht million)	% of total revenue	(Baht million)	% of total revenue
1. Air freight business	952.9	51.61%	1,468.9	59.68%	1,438.5	56.74%
2. Logistics management business	340.7	18.45%	390.3	15.85%	489.6	19.31%
3. Chemical and specialty logistics business	552.7	29.94%	602.4	24.47%	607.4	23.96%
Total revenues^{1/}	1,846.3	100.0%	2,461.6	100.0%	2,535.5	100.00%
Total revenues after Inter-Co Transactions	1,764.5		2,398.1			

Remarks :

^{1/} Total Revenues before Inter-Co Transaction

In 2025, the Company restructured its core business operations to focus on its primary revenue-generating segments. The Group consolidated its sea freight and inland transport business units into the logistics management business segment. Accordingly, the Group has restated its segment financial information from 2023 onward to align with the operating segments presented in the current reporting period.

Locations of the Group's operational sites



1. Head Office (Bangkok)

- Triple i Logistics Public Company Limited
Address: 628 Triple i Building 3rd Floor, Soi Klab Chom, Nonsee Road, Chongnonsee Subdistrict, Yannawa District, Bangkok 10120



2. Don Mueang International Airport (Bangkok)

- International Cargo Terminal, Asia Ground Service Co., Ltd. (AGS)
Address: Cargo Terminal 1,
222 Vibhavadi Rangsit Road, Don Mueang Airport, Bangkok 10210
Remarks: - The head office is located at the same location as Triple i Logistics Public Company Limited.
- The warehouse is located in Don Mueang International Airport.



3. Suvarnabhumi Airport (Samut Prakan)

- Triple i Air Express Co., Ltd. (TAX) - Branch Office
 Address: Air Cargo Agents Building 4 (AO-4 Building), 1st-3rd Floor, Room No. 6,
 Suvarnabhumi Airport Free Zone,
 999 Moo 7, Racha Thew Sub-district, Bang Phli District, Samut Prakan Province 10540
 Remarks: - The head office is located at the same location as Triple i Logistics Public Company Limited.
 - The branch office is located in Suvarnabhumi Airport.

- Multimodal Transportation Warehouse, Asia Ground Service Co., Ltd. (AGS)
 Address: Warehouse No. 4 (WH-4 Building), 1st Floor, Suvarnabhumi Airport Free Zone,
 999 Moo 7, Racha Thew Sub-district, Bang Phli District, Samut Prakan Province 10540
 Remarks: - The head office is located at the same location as Triple i Logistics Public Company Limited.
 - The warehouse is located in Suvarnabhumi Airport.



4. Phuket International Airport (Phuket)

- Triple i Air Express Co., Ltd. (TAX) - Branch Office
 Address: Phuket International Airport Cargo, 2nd Floor,
 222 Moo 6, Mai Khao Sub-district, Thalang District, Phuket Province 83110
 Remarks: - The head office is located at the same location as Triple i Logistics Public Company Limited.
 - The branch office is located in Phuket International Airport.



5. Chemical and Dangerous Warehouse (Chacheongsao)

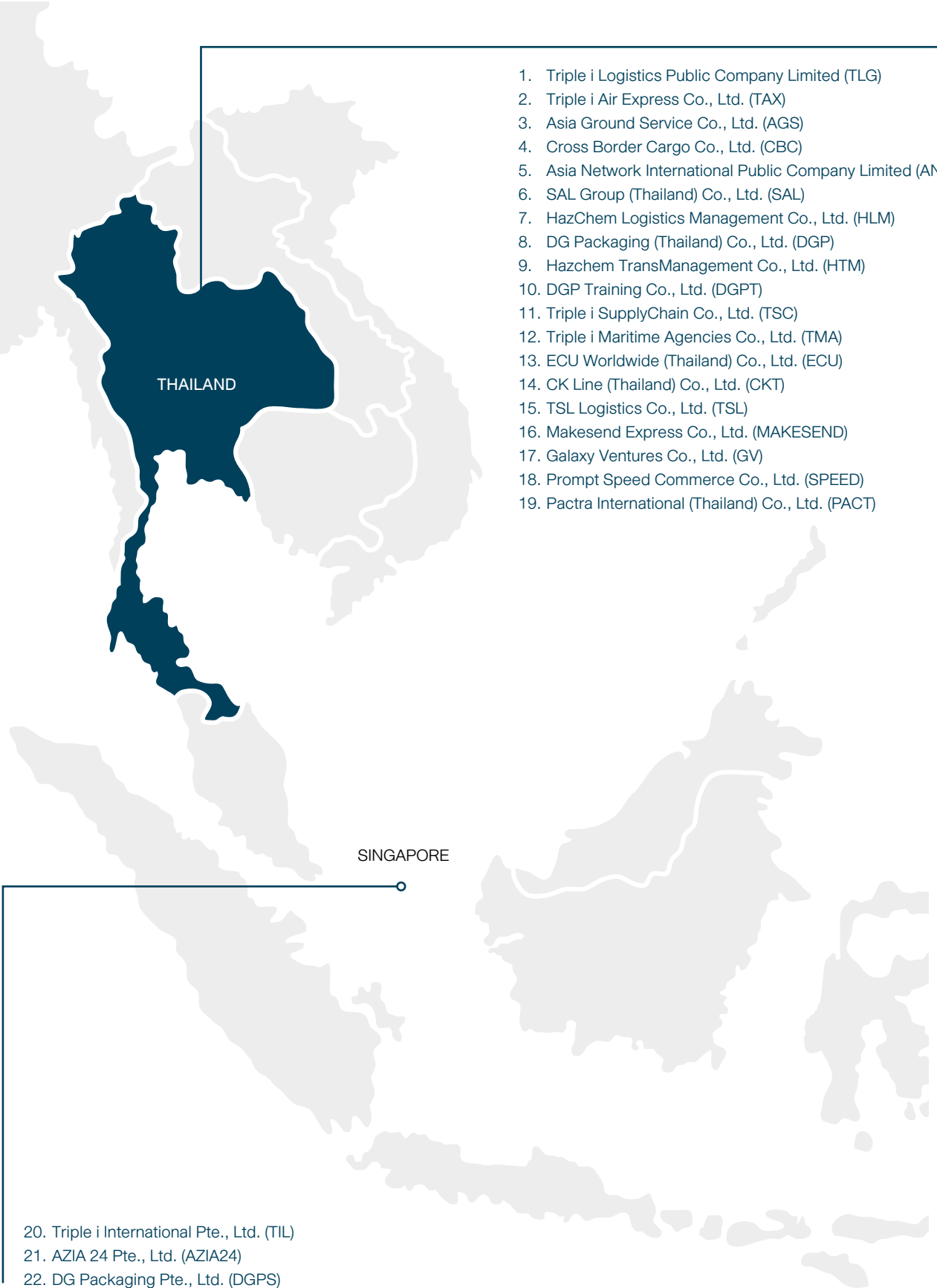
- Chemical and Dangerous Warehouse, Hazchem Logistics Management Co., Ltd. (HLM)
 Address: Warehouse W1/2, W13, DG2/2, DG2/4-2/5, DG3/1-3/5, DG4/1-4/4, DG5/4, DG 6/3-6/4, and DG 6/4.1, Frasers Property Logistics Park, 88/26, 88/53, 88/56, 88/58-59, 88/60-64, 88/68-71, 88/75 และ 70/3-5 Moo 5, Bangsamak Sub-district, Bang Pakong District, Chacheongsao. Province 24130
- Remarks:
 - The head office is located at the same location as Triple i Logistics Public Company Limited.
 - The warehouses are in Frasers Property Logistics Park, Bangna-Trad Road Km. 39.



6. Dangerous Goods Packaging Service Center (Bangkok)

- Dangerous Goods Packaging Service Center, DG Packaging (Thailand) Co., Ltd. (DGP)
 Address: 43/4 SCG Building, Trok Nokkhet, LeabMaenamchaopraya Road, Chongnonsee Subdistrict, Yannawa District, Bangkok 10120
- Remarks:
 - The head office is located at the same location as Triple i Logistics Public Company Limited.

Domestic and International Locations of the Group's Offices





Membership




The Group has joined as a member with various agencies and institutions related to the Group's business operations to create a network of cooperation in the logistics industry and related businesses as follows





Institutions	
Thai Private Sector Collective Action Against Corruption: CAC	CAC-IOD
The Federation of Thai Industries	FTI
The Federation of Thai Industries Chonburi Chapter	FTI Chonburi
The Thai Chamber of Commerce and Board of Trade of Thailand	TCC
Marine Department	MD
Technology Promotion Association (Thailand - Japan)	TPA
Thai International Freight Forwarder Association	TIFFA
Thai Authorized Customs Brokers Association	TACBA
International Air Transport Association	IATA
Thai Airfreight Forwarders Association	TAFA
Bangkok Shipowners and Agents Association	BSAA
Laem Chabang Chonburi Transport Association	TSM
Hazardous Substances Logistics Association	HASLA
Chemical Business Association	CBA
Chemical Industrial Club, the Federation of Thai Industries	CIC
Responsible Care Management Committee of Thailand under the Chemical Industrial Club, the Federation of Thai Industries	RCMCT

Sustainable Development

The Group has applied international practices to develop administration guideline and performance in sustainable organizational development as follows

Practices by International Standards	The Group's Operations
	<p>publishes a sustainability development report in accordance with the Global Reporting Initiative (GRI) Standards version 2021.</p>
	<p>prepares a sustainability report in accordance with the FTSE Russell ESG Scores assessment criteria, an internationally recognized standard for assessing the sustainability performance of listed companies and is also a part of the sustainability collaboration between FTSE Russell (a subsidiary of the London Stock Exchange) and the Stock Exchange of Thailand.</p>
	<p>assessed at the "Silver" level under the EcoVadis standard, an international platform for evaluating and ranking organizational sustainability management systems.</p>
	<p>supports the Sustainable Development Goals (SDGs) of United Nations by applying it in defining the Company's long-term strategies and goals.</p>
	<p>applies the international principles of United Nations Global Compact (UNGC) as a guideline for operating business activities with responsibility, covering 4 important areas namely human rights, labor standards, environment protection, and anti-corruption.</p>
	<p>operates business in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs) and the Universal Declaration of Human Rights (UDHR) as part of its human resources policy and human rights policy.</p>
	<p>operates business in accordance with the principles of the Declaration on Fundamental Principles and Rights at Work of the International Labor Organization (ILO) as part of its human rights policy.</p>

Practices by International Standards	The Group's Operations
 <p data-bbox="357 232 555 336">International Organization for Standardization</p>	<p data-bbox="620 210 1390 338">received certification by various organizational quality standards according to the International Organization for Standardization (ISO) to certify the management system and operations of the organization to be the same standard around the world, leading international principles.</p>
	<p data-bbox="620 374 1390 602">applies the sustainability disclosure framework based on IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) to consider, analyze, and disclose sustainability information that is significant to the Group's performance and financial position, particularly climate-related issues, in order to enhance the completeness, relevance, and transparency of information disclosed to stakeholders.</p>
	<p data-bbox="620 624 1390 815">adapts the disclosure guidelines of the Task Force on Climate-related Financial Disclosures to manage and disclose climate change information, including governance, strategy, risk management, and metrics and targets to support the assessment of climate-related risks and opportunities, and to strengthen preparedness for potential short-term, medium-term, and long-term business impacts.</p>

Domestic Practices	The Group's Operations
	<p data-bbox="620 922 1390 1050">received the rating of "Excellent", 5-star, on corporate governance from the Thai Institute of Directors (IOD) which is a ranking of good corporate governance of listed companies in Thailand against international standards.</p>
	<p data-bbox="620 1120 1390 1346">was certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC). The Company has established a policy and set up an internal control system in line with the risk of corruption in the business in order to comply with the principles of operating a business with honesty, transparency, and fairness under the framework of ethical principles and good corporate governance guidelines.</p>
	<p data-bbox="620 1368 1390 1426">received a sustainability assessment at the AAA level under "SET ESG Ratings" from the Stock Exchange of Thailand.</p>
	<p data-bbox="620 1570 1390 1697">achieved Gold-Level "Excellent" Green Office Certification by the Department of Climate Change and Environment focusing on resource and environmental management to reduce the organization's greenhouse gas emissions.</p>

Driving Business for Sustainability

The Group recognizes the importance of good corporate governance and is committed to sustainable organizational development. Therefore, the Company has established a sustainable organizational development policy in accordance with the ESG guidelines as a guideline for business operations to develop into a stable and sustainable organization. The policy covers all aspects including governance and economic, social, and environmental aspects.



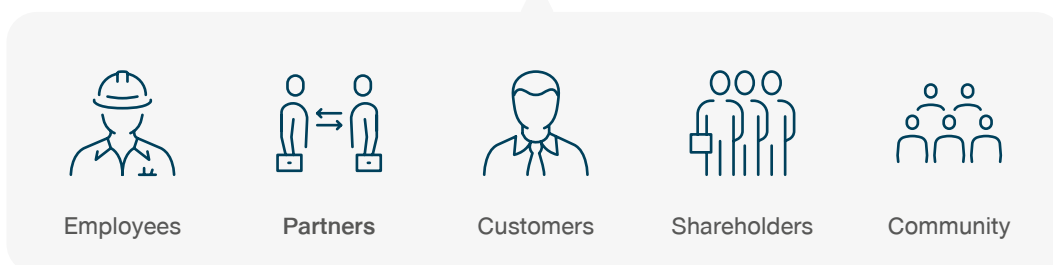
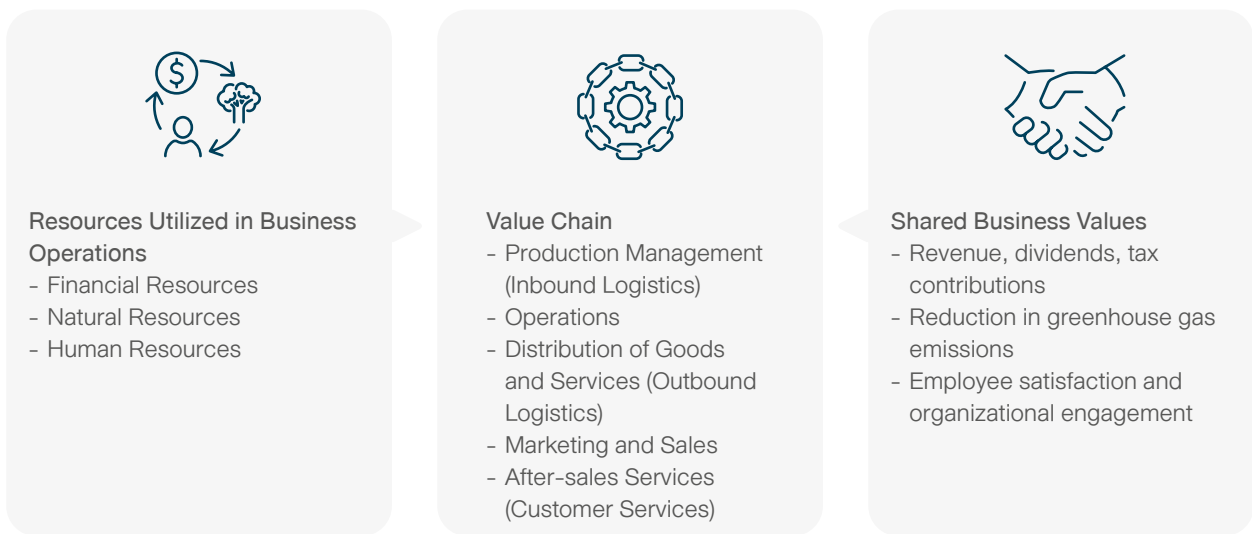
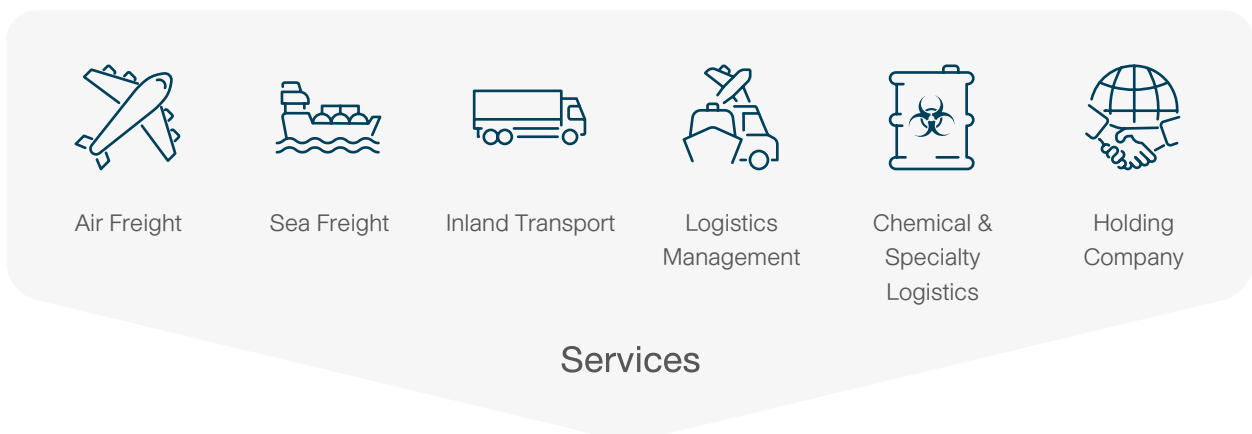
The Company has established sustainability management policy and goals and adopted sustainable development guidelines as part of determining business direction and organizational strategy, including compliance with laws and regulations related to sustainability issues in all three aspects in line with the Sustainable Development Goals (SDGs) of the United Nations Organization. The guidelines are as follows

1. The Group places importance on implementing sustainable development processes throughout the business chain, as well as promoting and supporting stakeholders throughout the business chain to follow the Group's sustainable development guidelines to create long-term growth of the Company.
2. The Group provides an efficient, transparent, fair, and concise management system by prescribing business ethics, anti-corruption policies, and standardized internal control and internal audit processes to create confidence to the Group's stakeholders.
3. The Group Conducts business in compliance with laws and trade regulations to promote fair and equal competition, and does not take any benefits derived from operations that do not comply with laws and regulations.
4. The Group promotes compliance with human rights principles as recognized and protected by the Constitution of the Kingdom of Thailand adhering to international human rights standards and promoting non-discrimination, taking into account human dignity, civil liberty, equality of persons, and non-discrimination against persons of different genders, ages, races, religions, skin colors, and beliefs. It also establishes a comprehensive Human Rights Due Diligence (HRDD) process on an annual basis.
5. The Group respects labor rights and ensures equal treatment of employees in accordance with applicable labor laws, while adopting international labor standards as a guideline as it recognizes the importance of its employees in driving business growth and is committed to providing a safe working environment, promoting employee well-being, and developing new skills to enhance workforce potential.
6. The Group places importance on stakeholders and responds equally to the needs of all groups of stakeholders, as well as setting up a channel for receiving opinions, suggestions and complaints from the Group's internal and external stakeholders.
7. The Group has assessed and prioritized sustainable development issues by considering impacts on the Group and stakeholders, covering governance and economic, environmental, and social issues that stakeholders are interested in and have expectations according to international standards.
8. The Group continuously develops product and service standards to upgrade the business to keep up with world changes. The Company is always ready to adapt to meet stakeholders' expectations and create stakeholder satisfaction.
9. The Group has managed the supply chain to develop potential and efficiency in business operations.
10. The Group places importance on comprehensive risk management across the entire business value chain, including sustainability risks, by setting guidelines for managing and continuously monitoring risk management results to increase business opportunities and reduce business losses, along with creating organizational values and culture in accordance with the principles of good corporate governance.
11. The Company will carry out the process of delivering the value of products and services based on the use of resources for maximum benefit in environmental management, including reducing emissions of greenhouse gases generated from production processes, energy conservation in buildings, preservation of water resources, waste management according to the 3Rs principles, and monitoring compliance throughout the business value chain, as well as engaging with other sectors of society in organizing activities to maintain and improve the quality of the environment.
12. The Company places importance on the management of safety, occupational health, and an appropriate working environment for employees and stakeholders throughout its business value chain.
13. The Group promotes participation in taking care of communities and society in all sectors during both crisis and normal situations in line with the strategy to enhance logistics industry standards and the well-being of communities and society through the dissemination of logistics knowledge, supporting access to standardized logistics services, enhancing the quality of life in communities through employment opportunities and community development projects, and organizing activities to support children and youth, as well as other types of public service activities.

Value Chain

The Group recognizes the significance of stakeholder relationships in activities related to business operations, from upstream to downstream. Committed to adding value to products and services to meet the expectations of all stakeholder sectors, the Group has established guidelines to manage the impact on stakeholders within the business value chain. This approach aims to foster sustainable development, ensuring a balance across economic, social, and environmental dimensions throughout the supply chain, thereby maximizing benefits for all stakeholder groups. Activities throughout the value chain are analyzed and categorized as follows:

- **Primary Activities:** these activities encompass 5 core processes in the company's value chain that are interconnected to enable the delivery of product and service value to customers.
- **Support Activities:** these refer to various units that back the operational processes of the primary activities throughout the value chain, from upstream to downstream.



1. Value Chain of Triple i Logistics Public Company Limited (Holding Company)

Primary Activities	Related Stakeholders
1 Production Management (Inbound Logistics) <ul style="list-style-type: none"> Selecting business partners or companies related to logistics interested in investment or acquisition Evaluating projects based on relevance to existing customer needs or new opportunities Conducting due diligence on potential partner companies, including background and reliability checks Establishing non-disclosure agreements or cooperative agreements 	Shareholders Employees Business Partners
2 Operations <ul style="list-style-type: none"> Analyzing business data to assess strengths, weaknesses, opportunities, and income sources, along with risk evaluation If applicable, conducting site visits to potential business locations Reviewing business operations, nature of business, and financial health Performing due diligence Assessing the feasibility of new projects Evaluating associated risks 	Shareholders Employees Business Partners Community
3 Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> Proposing projects to the investment committee for consideration of collaboration forms, such as joint ventures or acquisitions Negotiating terms with partners or target companies Establishing and agreeing on roles and contractual conditions Preparing shareholder agreement documents 	Shareholders Employees Business Partners
4 Marketing and Sales <ul style="list-style-type: none"> Presenting projects to the Board of Directors (BOD) for operation approval or for the establishment of new companies 	Shareholders Employees
5 After-sales Service (Customer Services) <ul style="list-style-type: none"> Coordinating with related agencies for the establishment of companies or new projects Managing internal and external organizational communications Continuously monitoring the performance of new businesses or projects Aiming to achieve predefined operational goals 	Shareholders Employees Business Partners Customers Mass Media
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> Accounting and Finance Procurement Information Technology Systems Human Resource Management Good Corporate Governance Risk Management Transportation Safety Management Investor Relations Internal Audit 	Shareholders Employees Customers Partners Community

2. Value Chain of Air Freight Business

Primary Activities	Related Stakeholders
1 Production Management (Inbound Logistics) <ul style="list-style-type: none"> • Securing leased spaces for activities within airports • Applying for permission to establish or upgrade warehouse service areas • Becoming a Regulated Agent • Procuring airlines for sales representation in cargo space allocation • Arranging cargo space with service providers to meet customer needs • Implementing information systems 	Employees Partners Business Partners
2 Operations <ul style="list-style-type: none"> • Managing products • Conducting security checks • Booking and securing cargo space with airlines • Preparing and verifying related documents • Receiving and delivering goods from/to customers • Coordinating with airlines/partners 	Employees Customers Partners Business Partners
3 Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> • Organizing cargo loading onto aircraft • Submitting data into the customs system • Ensuring timely and quality delivery of products to their destinations 	Employees Customers Partners Business Partners Government Agencies
4 Marketing and Sales <ul style="list-style-type: none"> • Developing a database for both new and existing customers • Planning and pursuing new customer searches and follow-ups • Meeting customer service requirements • Evaluating service provision capabilities • Setting appropriate service pricing • Providing accurate and comprehensive service information • Cultivating customer/partner relationships 	Employees Customers Partners Business Partners
5 After-sales Service (Customer Services) <ul style="list-style-type: none"> • Managing sales interactions with customers • Managing stakeholder relations • Soliciting feedback or suggestions on service delivery • Maintaining post-sales customer relationships • Conducting annual customer satisfaction assessments to enhance service delivery 	Employees Customers
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> • Accounting and Finance • Procurement • Information Technology Systems • Human Resource Management • Good Corporate Governance • Risk Management • Transportation Safety Management 	Employees Customers Partners Community

3. Value Chain of Sea Freight Business

Primary Activities	Related Stakeholders
1 Marketing and Sales <ul style="list-style-type: none"> Developing a database for both new and existing customers Planning and pursuing new customer searches and follow-ups Meeting customer service requirements Evaluating service provision capabilities Setting appropriate service pricing Providing accurate and comprehensive service information Cultivating customer/partner relationships 	Employees Customers Partners Business Partners
2 Production Management (Inbound Logistics) <ul style="list-style-type: none"> Initiating business development efforts Securing suitable transportation service providers Preparing all necessary documentation Arranging for freight and additional service charges Sourcing containers and securing space on ships 	Employees Partners Business Partners
3 Operations <ul style="list-style-type: none"> Managing bookings from customers and coordinating with related agencies Overseeing container and vessel operations Ensuring the accuracy and efficiency of document management 	Employees Customers Partners Business Partners
4 Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> Managing the allocation and organization of space on ships Ensuring timely sailing operations Coordinating with origin and destination ports, including liaising with ship captains 	Employees Partners Business Partners Government Agencies
5 After-sales Service (Customer Services) <ul style="list-style-type: none"> Conducting follow-ups to assess customer satisfaction after service delivery and managing subsequent bookings Monitoring transit times and ensuring orderly transportation Addressing and resolving any issues that arise during transportation (If any) Performing annual assessments of customer satisfaction to enhance service offerings 	Employees Customers Partners Business Partners
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> Accounting and Finance Procurement Information Technology Systems Human Resource Management Good Corporate Governance Risk Management Transportation Safety Management 	Employees Customers Partners Community

4. Value Chain of Inland Transport Business

Primary Activities	Related Stakeholders
1 Marketing and Sales <ul style="list-style-type: none"> • Creating a customer database • Determining appropriate pricing for products and services • Providing of detailed service information • Management of customer/partner relationships 	Employees Customers Partners
2 Production Management (Inbound Logistics) <ul style="list-style-type: none"> • Initiating business development efforts • Securing suitable transportation service providers • Preparation of documents and other service-related fees • Allocating transport vehicles according to customer needs • Planning of the appropriate workforce 	Employees Partners Business Partners
3 Operations <ul style="list-style-type: none"> • Preparing vehicles and scheduling of drivers according to the daily transportation plan • Communicating transport information to customers • Supervising driving employees • Notifying procedures for emergencies or accidents during transportation • Regular inspection of vehicle conditions • Collecting and organizing of documents for expense billing 	Employees Customers Partners Community
4 Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> • Daily inspection of the condition of transport vehicles • Daily evaluation of driver performance • Use of GPS monitoring to track the driving behavior of employees • Timely and quality transportation of goods and services 	Employees Partners Government Agencies Community
5 After-sales Service (Customer Services) <ul style="list-style-type: none"> • Soliciting feedback or suggestions on service delivery • Management of sales transactions with customers • Coordination with customers for the delivery of goods • Ensuring product insurance and customer satisfaction 	Employees Customers Partners
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> • Accounting and Finance • Procurement • Information Technology Systems • Human Resource Management • Good Corporate Governance • Risk Management • Transportation Safety Management 	Employees Customers Partners Community

5. Value Chain of Logistics Management Business

Primary Activities	Related Stakeholders
1 Marketing and Sales <ul style="list-style-type: none"> • Development and maintenance of a database for both existing and new customers • Planning and pursuing new customer searches and follow-ups • Responding to customers' service usage requirements • Evaluating service provision capabilities • Setting appropriate service pricing • Providing accurate and comprehensive service information • Cultivating customer/partner relationships 	Employees Customers Partners
2 Production Management (Inbound Logistics) <ul style="list-style-type: none"> • Initiating business development efforts. • Selection of international transportation service providers tailored to customer needs • Managing bookings from customers and coordinating with related agencies • Preparation of documents and other service-related fees • Allocating transport vehicles according to customer needs • Planning of the appropriate workforce 	Employees Customers Partners Business Partners
3 Operations <ul style="list-style-type: none"> • Collaboration with companies within the group for operational efficiency • Arrangement of transportation systems for customers • Communicating transport information to customers • Supervising driving employees • Notifying procedures for emergencies or accidents during transportation • Regular inspection of vehicle conditions • Collecting and organizing of documents for expense billing 	Employees Customers Partners Community
4 Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> • Coordination with various service providers selected to meet customer needs • Documentation related to the management of international shipping services for customers • Liaison between warehouses and customers for the receipt, storage, and dispatch of goods • Supervising driving employees • Notifying procedures for emergencies or accidents during transportation • Regular inspection of vehicle conditions • Collecting and organizing of documents for expense billing 	Employees Customers Partners Government Agencies Community
5 After-sales Service (Customer Services) <ul style="list-style-type: none"> • Soliciting feedback or suggestions on service delivery • Management of sales transactions with customers • Coordination with customers for the delivery of goods • Provision of product insurance • Conducting annual customer satisfaction assessments to enhance service delivery 	Employees Customers Partners
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> • Accounting and Finance • Procurement • Information Technology Systems • Human Resource Management • Good Corporate Governance • Risk Management • Transportation Safety Management 	Employees Customers Partners Community

6. Value Chain of the Chemical and Specialty Logistics Business

Primary Activities	Related Stakeholders
1 Marketing and Sales <ul style="list-style-type: none"> Development and maintenance of a database for both existing and new customers Planning and pursuing new customer searches and follow-ups Addressing the service requirements of customers Evaluating service provision capabilities Setting appropriate service pricing Providing accurate and comprehensive service information Cultivating customer/partner relationships Preparing agreement documents 	Employees Customers Partners
2 Production Management (Inbound Logistics) <ul style="list-style-type: none"> Initiating business development efforts Securing transportation service providers aligned with customer needs Preparation of documents and other service-related fees Allocating transport vehicles according to customer needs Planning of the appropriate workforce 	Employees Customers Partners Business Partners
3 Operations <ul style="list-style-type: none"> Service provision adhering to relevant regulations and laws, and relevant standards Coordination between service providers and customers for both international and domestic shipments Liaison between warehouses and customers for the receipt, storage, and dispatch of goods Application and management of chemical possession/storage licenses Tailoring services to meet specific customer requirements 	Employees Customers Partners Community Government Agencies
4 Distribution of Goods and Services (Outbound Logistics) <ul style="list-style-type: none"> Ensuring the quality and timely delivery of goods and services Effective management of warehouse operations 	Employees Customers Partners
5. After-sales Service (Customer Services) <ul style="list-style-type: none"> Management of sales transactions with customers Managing stakeholder relations Coordination with customers for product delivery Soliciting feedback or suggestions on service delivery Maintaining post-sales customer relationships 	Employees Customers
Support Activities	Related Stakeholders
<ul style="list-style-type: none"> Accounting and Finance Procurement Information Technology Systems Human Resource Management Good Corporate Governance Risk Management Occupational Health and Safety Service Quality Management System High Standards of Hygiene Management Meeting Internal Quality Control การรับข้อร้องเรียนข้อเสนอนะ-ด้านสิ่งแวดล้อม 	Employees Customers Partners Community

Stakeholder Engagement

The Group prioritizes and fosters engagement with stakeholders, respecting their rights. Thus, it has adopted the guidelines set forth in the GRI Standard 2021 to analyze and identify stakeholders across the business value chain. Stakeholder interests and concerns are incorporated into operational plans and sustainability topics, aiming to meet stakeholders' needs and expectations adequately.

Steps in Stakeholder Analysis

1. Identification of Stakeholders

By evaluating stakeholder relationships relevant to the business operations across the value chain.

2. Assessment of the Group's Impact on Stakeholders

By assessing both the positive and negative impacts in terms of governance & economic, social, and environmental aspects that stakeholders may experience as a result of the Group's business operations. The assessment enables the Group to develop appropriate plans and establish suitable engagement channels for each stakeholder group.

3. Evaluation of Stakeholder Influence on the Group

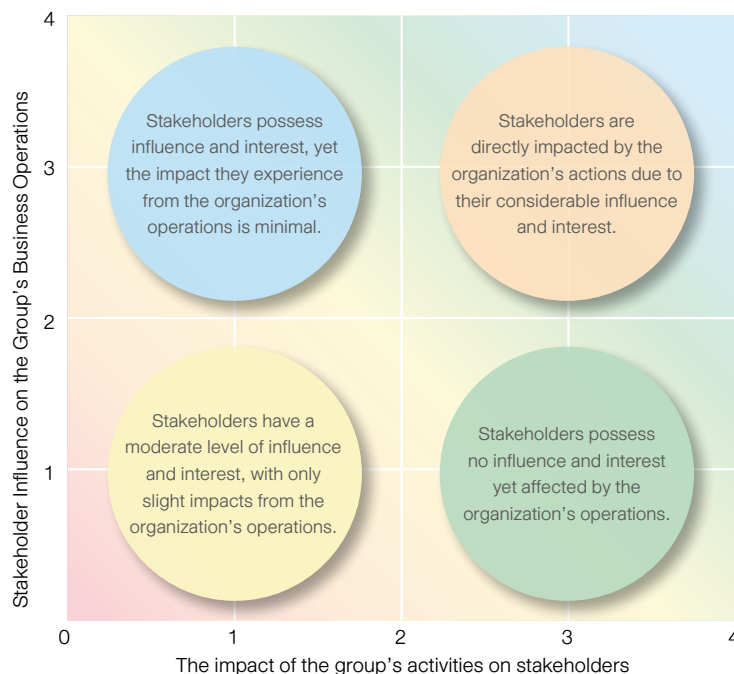
By evaluating stakeholders' influence over financial performance, operations, regulatory compliance, image, reputation, safety, and environmental considerations.

4. Categorization of Stakeholders

By determining the importance of stakeholders, considering two main factors:

- The influence of stakeholders on the group's business operations.
- The impact of the group's activities on stakeholders.

Stakeholders are categorized into 4 groups based on their level of influence on the company and the impact they experience. Prioritizing stakeholders enables the organization to manage issues and stakeholders efficiently according to their significance.




5. Prioritizing Stakeholders

By identifying appropriate methods of engagement for each stakeholder group, such as conducting interviews or meetings with those most affected and influential.

Working Guidelines with Stakeholders





The Group's Sustainability Working Group has analyzed and assessed the expectations of all stakeholder groups to formulate a sustainability action framework that meets these expectations. Results of these efforts are reported to the Good Corporate Governance and Sustainable Development Committee and acknowledged by the Board of Directors for evaluation and planning for the next year.

In 2025, the Group continued to categorize stakeholders into 10 groups: employees, customers, partners/suppliers, communities, shareholders/investors, business partners, debtors/creditors, government agencies and state enterprises, media, and competitors, with the following details:

Stakeholders	Channels for Engagement	Expectations of Stakeholders	Response Strategies
1. Employees 	<ul style="list-style-type: none"> Internal organizational communication Regular monthly employee meetings Company group human resources meetings Annual surveys on employee satisfaction and organizational commitment Questionnaires and feedback surveys on employee-related topics Online newsletter Labor relations activities Town Hall meeting The Company's website Communication via online media/email Channels for complaints and feedback 	<ul style="list-style-type: none"> The direction and performance of the company group Treatment of employees adhering to human rights principles Fair compensation, benefits, and entitlements Job security and career advancement opportunities Employee development opportunities Employees' quality of life A healthy and safe working environment 	<ul style="list-style-type: none"> Adherence to labor laws and labor ethics Equitable treatment of labor in line with human rights policies Payment of fair wages Analyze the need for staff development to prepare an annual training plan, which is divided into the skill development of employees at the individual departmental, and organizational levels. Implementation of succession planning to enhance career growth opportunities for potential employees Operate in accordance with the safety, occupational health, and work environment policy framework to ensure maximum employee safety Conduct a review of annual human rights due diligence, which covers risks associated with employee groups, to prevent violations related to labor rights Incorporation of innovation in work processes to support work quality, occupational health, and safety Organization of Triple i B-Happy activities in line with employee opinion polls to foster a positive quality of life at work Provision of annual health check-ups, health insurance, and accident insurance benefits Use the results of surveys on employee satisfaction and commitment to the organization for the development and improvement of employee care Establishing multiple communication channels to receive feedback and complaints, including the submission of employee welfare suggestions through the Welfare Committee in the workplace, filing complaints through supervisors or the Human Resources Department, submitting complaints via the Company's website, as well as through suggestion and complaint boxes. These channels also support reporting cases of unfair treatment, threats, harassment, and any violations of rights in all circumstances.

Stakeholders	Channels for Engagement	Expectations of Stakeholders	Response Strategies
<p>2. Customers</p> 	<ul style="list-style-type: none"> • Annual customer satisfaction surveys • Customer relationship and marketing activities • Meetings and discussions with customers • The Company's website. • Communication via online media/email • Channels for complaints and feedback 	<ul style="list-style-type: none"> • Receipt of high-quality, safe, and timely products and services • Adherence to sales agreements • Equitable and fair treatment of customers • Confidentiality of customer information 	<ul style="list-style-type: none"> • Adherence to business ethics • Equitable and fair treatment of customers • Certification as a member of Thailand's Private Sector Coalition Against Corruption (CAC) and encouraging customers to participate • Delivered standardized products and services that comply with applicable laws, regulations, and international standards while remaining safe for customers • Seeking international standard certifications, such as ISO 9001:2015 • Development and improvement of product and service quality to meet customer needs • Managing customer data systems for secure personal data storage • Conduct a review of annual human rights due diligence, which covers risks associated with customer groups, to prevent violations related to customer rights • Providing channels for complaints and feedback
<p>3. Partners/Suppliers</p> 	<ul style="list-style-type: none"> • Visits and meetings with partners • The Company's website • Communication via online media/email • Channels for complaints and feedback 	<ul style="list-style-type: none"> • Equal treatment of partners • Transparent and fair procurement processes • Collaboration on product and service quality development • Joint business growth 	<ul style="list-style-type: none"> • Following business ethics and procurement policies • Respecting partners' rights in line with human rights principles • Certification as a member of the Thai Private Sector Coalition Against Corruption (CAC) and promoting partner participation • Clear, transparent, and equitable procurement processes • Managing partner data systems for secure personal data storage • Operated in accordance with the safety, occupational health, and work environment policy framework to ensure the safety of partners/suppliers operating within the Group's area • Conduct a review of annual human rights due diligence, which covers risks associated with customer groups, to prevent violations related to partner rights • Establishing strategic collaborations for business enhancement with potential trading partners. • Providing channels for complaints and feedback

Stakeholders	Channels for Engagement	Expectations of Stakeholders	Response Strategies
4. Communities 	<ul style="list-style-type: none"> • Community engagement activities • Community surveys • The Company's website • Public notice boards • Channels for complaints and feedback 	<ul style="list-style-type: none"> • Positive relations with the community • Responsible operations towards the community and society • Consideration of environmental impacts from business activities on the community and society • Improvement of community and societal quality of life for sustainable self-reliance • Networking for community and societal development 	<ul style="list-style-type: none"> • Adhering to laws, regulations, and standards relevant to community and societal well-being • Considering community and environmental rights in line with human rights principles • Conduct a review of annual human rights due diligence, which covers risks associated with customer groups, to prevent violations related to community and environmental rights • Conducted a community survey of all sites under the Group's operation to listen to needs and opinions • Supporting activities that meet community needs • Initiating social activities • Enhancing community members' livelihood opportunities • Offering knowledge and standard logistics services to community enterprises • Providing channels for complaints and feedback
5. Shareholders/ Investors 	<ul style="list-style-type: none"> • Shareholders' meetings • Annual and sustainability reports • The Company's website • Telephone and email inquiries via the Investor Relations department • Investor relations activities, e.g., Opportunity Day, Analyst Meetings • Channels for complaints and feedback 	<ul style="list-style-type: none"> • Positive financial performance and continuous business growth • Regular dividend payments to shareholders • Business operations in compliance with laws, regulations, and ethics • Risk management to mitigate impacts on short-term and long-term business operations • Timely access to accurate company information 	<ul style="list-style-type: none"> • Transparent and accurate information disclosure • Business conduct in line with good corporate governance practices • Adhering to regulations, and legal requirements • Commitment to generating sustainable long-term returns • The Group maintains a suitable dividend policy • Providing channels for complaints and feedback
6. Business Partners 	<ul style="list-style-type: none"> • Joint meetings with business partners and investors • The Company's website. • Communication via online media/email • Providing required disclosures and reports 	<ul style="list-style-type: none"> • Business operations in compliance with laws, regulations, and ethics • Cooperation in business development • Continuous collaboration on new business ventures • Development of innovations and technology • Joint business growth 	<ul style="list-style-type: none"> • Adhering to business ethics, regulations, and legal requirements • Enhancing competitive capabilities for economic value creation • Implementing risk management for business continuity • Supporting innovation and technological advancements for business

Stakeholders	Channels for Engagement	Expectations of Stakeholders	Response Strategies
<p>7. Debtors/ Creditors</p> 	<ul style="list-style-type: none"> • Meetings with debtors/creditors • The Company's website • Communication via online media/email 	<ul style="list-style-type: none"> • Business operations in compliance with applicable laws, regulations, and business ethics • Adherence to loan and bond conditions • Effective risk management 	<ul style="list-style-type: none"> • Adhering to business ethics, regulations, and legal requirements • Economic value creation • Risk management for ongoing business operations
<p>8. Government Agencies and State Enterprises</p> 	<ul style="list-style-type: none"> • Scheduled meetings with public sector entities • Occasional visits and meetings • Providing required disclosures and reports 	<ul style="list-style-type: none"> • Compliance with applicable laws and regulations • Support or participation in public sector projects • Adherence to principles of good governance • Transparent information disclosure 	<ul style="list-style-type: none"> • Operating in line with good governance, business ethics, and anti-corruption policies • Compliance with legal regulations and requirements • Supporting or engaging in public sector projects and activities when appropriate • Managing impacts on stakeholders effectively • Conducting sustainability risk management
<p>9. Media</p> 	<ul style="list-style-type: none"> • Media relations activities, including press conferences, special interviews, and public relations releases • Occasional visits and meetings • The Company's website • Disclosure of required information 	<ul style="list-style-type: none"> • Access to accurate, transparent, and timely news and information • Equal treatment of media outlets • Support for various projects organized by media entities 	<ul style="list-style-type: none"> • Providing accurate, complete, and timely information suitable for use • Adhering to business ethics, regulations, and legal requirements • Ensuring equitable treatment of all media outlets • Supporting projects organized by media entities as appropriate
<p>10. Competitors</p> 	<ul style="list-style-type: none"> • Joint meetings within the industry's related organizations • Collaborating as a network in line with government policies 	<ul style="list-style-type: none"> • Fair competition • Compliance with laws 	<ul style="list-style-type: none"> • Operating under good corporate governance and ethical standards • Compliance with legal regulations and requirements • Engaging in cooperative network activities to advance the logistics industry nationally



Part 2



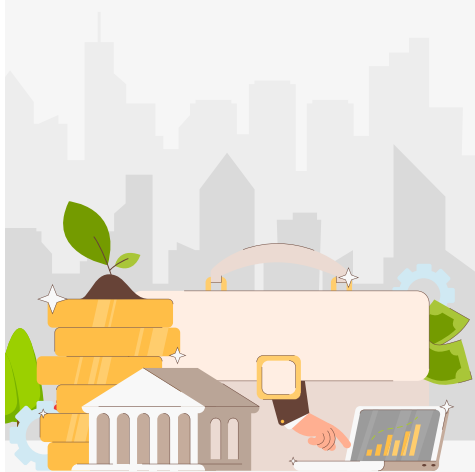
Sustainability Policies and Strategies



Sustainability Strategy

The Group has integrated the concept of sustainable organizational development as a core principle in its operating process and has interwoven its operating plans to ensure connectivity, aiming to balance the dimensions of the governance & economy, society and the environment throughout the entire business value chain. This approach is designed to deliver maximum benefits to all stakeholders. In 2022, the Group initiated the development of a framework for sustainable development, and it undertook an annual strategic review and defined a plan for sustainable organizational development. This plan is intended to propel the company towards its 2027 goal of fostering competitive business growth in tandem with creating shared value across the business value chain, encompassing environmental, social, economic, and governance developments. This strategy includes 3 key components:

Governance & Economic Strategy “Business Resilience”



Focuses on continually evolving and enhancing the Group’s business to adapt to global shifts (Mega Trends) and preparing plans to accommodate business changes. This involves a comprehensive framework for economic development and governance, spanning the creation of business opportunities for sustainable growth, aligning business strategies with mega trends, innovating, and leveraging technology to elevate service standards to meet global customer expectations, ensuring customer satisfaction and trust by delivering valuable products and services, managing the supply chain to foster long-term collaborative business potential and efficiency, managing organizational risks including business and sustainability risks, cultivating organizational values and culture based on principles of good corporate governance, and adhering to laws and regulations relevant to sustainability across the entire business value chain.

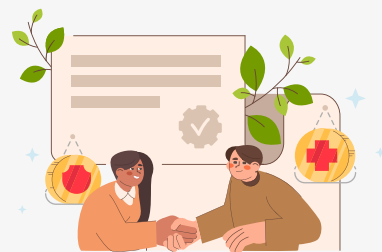
Environmental Strategy “Value Consumption & Green Logistics Service”

The process of delivering value through products and services, based on the principle of utilizing resources efficiently and to their maximum benefit. The scope of environmental development covers reducing greenhouse gas emissions, conserving and enhancing energy efficiency, as well as promoting the use of renewable energy. It also includes comprehensive environmental management, water resource management and conservation, as well as reducing pollution and waste at the source based on the 3Rs principle. Furthermore, it focuses on creating business opportunities through the development and provision of environmentally friendly logistics services (Green Logistics) to promote sustainable growth for the organization and society as a whole.



Social Strategy “People Excellence”

This strategy aims to foster engagement with both internal and external stakeholders, grounded in human rights principles. It is committed to comprehensive social development by enhancing skill development and improving the work capacity of human resources. It emphasizes creating a conducive working environment for employees’ quality of life, considering safety in operational processes and the delivery of products and services. Additionally, it involves active participation in community and societal care in both crisis situations and normal conditions.



Assessment of Key Sustainability Issues

The Group conducted an assessment to identify its key sustainability issues, focusing on analyzing impacts on the Group and its stakeholders across environmental, social and governance & economic dimensions. This assessment adheres to the Global Reporting Initiative Standards (GRI) guidelines. The outcomes of this critical sustainability issue assessment are annually reviewed and approved by the Corporate Governance and Sustainable Development Committee. The process for identifying significant issues is as follows:

Process for Evaluating Key Issues

1. Identification of Stakeholders and Organization's Key Issues

The Group analyzed activities across its business operations throughout the entire value chain, including both core and supportive activities, to gather information for assessing the impact on all stakeholder groups. Important issue data was collected based on the needs and expectations of both internal and external stakeholders through suitable communication channels tailored to each stakeholder group. This also included summarizing business-critical issues based on the board of directors' and executives' opinions during various meetings. Topics covered include business strategies, organizational risks, relevant standards and regulations like the United Nations Sustainable Development Goals (UN SDGs) and the opportunities and challenges stemming from global and regional trends that have both positive and negative impacts on the Group's business.

2. Categorization and Prioritization of Key Issues

The management committee, executives and employees collaboratively analyze and prioritize sustainable development issues within the Group. The considerations include the impact level of the Group's operations on the governance & economic, society and environment and the influence level on stakeholders' assessments and decisions regarding various issues. By following the GRI Standards 2021 guidelines, issues are plotted on the Materiality Matrix table where the horizontal axis (X-axis) reflects the impact level of the Group's operations on the economy, society, and environment, and the vertical axis (Y-axis) shows the level of influence on stakeholders' evaluations and decision-making.

3. Review of Key Issues

The Group organized a meeting to collectively approve and prioritize key sustainability issues, attended by senior executives from all business groups with the Group Chief Executive Officer presiding. The session aimed to review and verify the accuracy of key issues and collectively outline approaches for addressing stakeholder concerns in various areas. Subsequent actions were delegated to relevant units, with the establishment of indicators to assess operational outcomes linked to the performance evaluation of executives and related employees.



Key Sustainability Issues of the Group

In 2025, the Group reviewed and prioritized sustainability issues using the sustainable development framework and determined that there were no significant changes regarding governance & economic, social, and environmental impacts, including their effects on stakeholder assessment and decision-making. Under the Group’s three main strategies, there were 14 key sustainability issues.

Sustainability Strategy	Key Sustainability Issues
<p>Business Resilience</p> <p>Adapt and enhance business operations to align with global shifts (Mega Trends).</p> 	<ul style="list-style-type: none"> • Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance • Compliance with Laws Regarding Corporate Governance, Society and the Environment • Creating Business Opportunities for Sustainable Growth • Development of Innovations and Technology to Ensure Efficient Services • Building Confidence and Satisfaction for Customers • Supply Chain Management • Risk Management and Business Continuity Management
<p>Value Consumption & Green Logistics Service</p> <p>Utilize resources efficiently to maximize benefits along with developing green logistics services.</p> 	<ul style="list-style-type: none"> • Reducing Greenhouse Gas Emissions • Energy Management • Environmental Management
<p>People Excellence</p> <p>Enhance the capabilities and skills of human resources while fostering engagement with all stakeholders.</p> 	<ul style="list-style-type: none"> • Human Resource Management • Human Resource Development • Work Safety Management • Community and Social Engagement

Materiality Matrix of the Group



E - ENVIRONMENTAL



VALUE CONSUMPTION & GREEN LOGISTICS SERVICE

- 1 Reducing Greenhouse Gas Emissions
- 2 Energy Management
- 3 Environmental Management

S - SOCIAL



PEOPLE EXCELLENCE

- 4 Human Resource Management
- 5 Human Resource Development
- 6 Work Safety Management
- 7 Community and Social Engagement

G - GOVERNANCE



BUSINESS RESILIENCE

- 8 Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance
- 9 Compliance with Laws Regarding Corporate Governance, Society and the Environment
- 10 Creating Business Opportunities for Sustainable Growth
- 11 Development of Innovations and Technology to Ensure Efficient Services
- 12 Building Confidence and Satisfaction for Customers
- 13 Supply Chain Management
- 14 Risk Management and Business Continuity Management

Linking Triple i Logistics' Sustainability Issues with UN SDGs

In 2025, the Group assessed the connections between its key sustainability issues and the UN SDGs by aligning the scope of the Sustainable Development Goals with its current sustainable development operations.

Key Sustainability Issues	Direct Impact	Indirect Impact
Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance		
Compliance with Laws Regarding Corporate Governance, Society and the Environment		
Creating Business Opportunities for Sustainable Growth		
Development of Innovations and Technology to Ensure Efficient Services	 	
Building Confidence and Satisfaction for Customers		
Supply Chain Management		
Risk Management and Business Continuity Management		
Reducing Greenhouse Gas Emissions	 	
Energy Management	 	
Environmental Management		
Human Resource Management	 	
Human Resource Development		
Work Safety Management		
Community and Social Engagement		



Triple i Logistics and Sustainable Development Goals

Strategy: Business Resilience

Key Points	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
<p>Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance</p>	<p>Transparency, fairness and ethical integrity are crucial mechanisms enabling the Group to evolve into a sustainable organization.</p>	<ul style="list-style-type: none"> • Employees • Customers • Suppliers / Partners • Shareholders/ Investors 	<p>Instilling corporate values and culture that adhere to the principles of good corporate governance helps employees maintain transparent and ethical work practices, and build trust with all stakeholder groups. This ultimately leads to stable and sustainable business operations.</p>	<ul style="list-style-type: none"> • Maintain a continuous 5-star rating for good corporate governance. • Zero significant complaints arising from violations of the business code of conduct. • Zero significant complaints related to acts constituting corruption or fraud. 	<p>For detailed management approaches, refer to "Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance" on pages 53 - 63</p>
<p>Compliance with Laws Regarding Corporate Governance, Society and the Environment</p>	<p>Compliance with laws, regulations and social, environmental and corporate governance norms is critical for business operations, ensuring licensure for business activities or expansion and preventing adverse impact and potential costs associated with non-compliance.</p>	<ul style="list-style-type: none"> • Employees • Customers • Suppliers / Partners • Government agencies • Communities and society 	<p>Conducting business in compliance with legal and regulatory requirements concerning governance, social responsibility, and the environment reflects social and community accountability, mitigates risks, and strengthens the confidence of customers, business partners, regulatory bodies, and other relevant stakeholders.</p>	<ul style="list-style-type: none"> • Zero incidents of non-compliance with laws and regulations regarding social, environmental, and corporate governance. 	<p>For detailed management approaches, refer to "Compliance with Laws Regarding Corporate Governance, Society and the Environment" on pages 64 - 67.</p>
<p>Creating Business Opportunities for Sustainable Growth</p>	<p>Prioritizing business expansion and the development of new logistics services continuously, both domestically and regionally, to generate new revenue streams for the Group and distribute business risks. Aligning with the vision and strategy to become a leader in providing comprehensive logistics services at a regional level.</p>	<ul style="list-style-type: none"> • Employees • Customers • Suppliers / Partners • Debtor / Creditor • Shareholders / Investors • Government agencies • Communities and society 	<p>Developing new business opportunities with a focus on sustainability creates added value for relevant stakeholders.</p>	<ul style="list-style-type: none"> • Distribute economic value to stakeholders at a minimum of 25% of the revenue by 2027. 	<p>For detailed management approaches, refer to "Creating Business Opportunities for Sustainable Growth" on pages 68 - 71</p>

Key Points	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
Development of Innovations and Technology to Ensure Efficient Services	Encouraging the development of innovations or integrating innovations to improve operational processes enhances the Group's added value and competitive edge.	<ul style="list-style-type: none"> • Employees • Customers • Suppliers / Partners • Shareholders / Investors • Communities and society 	Applying innovation and technology to business operations develops the necessary potential and knowledge sharing in work processes for employees, customers, and business partners, as well as creating value for other relevant stakeholders.	<ul style="list-style-type: none"> • Implement a minimum of one innovation project annually aimed at improving work process efficiency and delivering stakeholder benefits. 	For detailed management approaches, refer to "Development of Innovations and Technology to Ensure Efficient Services" on pages 72 - 76
Building Confidence and Satisfaction for Customers	Fostering effective customer relationship management customer satisfaction with the group's products and services, enabling long-term customer-based retention and expansion, as well as sustainable sales growth.	<ul style="list-style-type: none"> • Employees • Customers • Suppliers / Partners 	Focusing on service quality improvement allows for the efficient satisfaction of diverse customer needs, which drives long-term customer satisfaction and raises the level of trust in the organization with all other relevant stakeholders.	<ul style="list-style-type: none"> • Maintain a customer satisfaction level of at least 85% for products and services. 	For detailed management approaches, refer to "Building Confidence and Satisfaction for Customers" on pages 77 - 79
Supply Chain Management	Prioritizing environmentally friendly procurement and social considerations, along with comprehensive stakeholder engagement, facilitates economic growth coupled with social and environmental development. This approach also offers companies and their partners, including other stakeholders, an opportunity to contribute to societal and environmental betterment, fostering mutual growth and sustainability.	<ul style="list-style-type: none"> • Employees • Suppliers / Partners • Debtors and Creditors • Competitors 	Managing the supply chain with efficiency, transparency, and fairness establishes trust and strong stakeholder relationships, fostering shared sustainable growth.	<ul style="list-style-type: none"> • 100% of suppliers are screened to acknowledge the Code of Conduct for Business Partners. • 100% of key suppliers are being continuously assessed against ESG principles annually. 	For detailed management approaches, refer to "Supply Chain Management" on pages 80 - 82
Risk Management and Business Continuity Management	Enabling risk management and business continuity management to plan for sustainable long-term operations, adapt to changes and achieve business goals.	<ul style="list-style-type: none"> • Employees • Customers • Suppliers / Partners • Shareholders / Investors • Government agencies • Communities and society 	Risk management and business continuity management establish confidence and minimize adverse impacts on stakeholders.	<ul style="list-style-type: none"> • Implement enterprise-wide risk management covering all business units within the Group. • Conduct business continuity plan (BCP) drills, such as fire evacuation drills and Disaster Recovery Site (DRS) operational drills, at least once per year. 	For detailed management approaches, refer to "Risk Management and Business Continuity Management" on pages 83 - 84

Sustainability Strategies: Value Consumption & Green Logistics Service

Key Points	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
Reducing Greenhouse Gas Emissions	Climate change impacts business operations both directly and indirectly. Thus, the Group emphasizes its role in reducing greenhouse gas emissions to mitigate environmental issues and adapt to climate change, while promoting operating efficiency and long-term business stability.	<ul style="list-style-type: none"> • Employees • Customers • Suppliers / Partners • Government agencies • Communities and society 	The Group's preparations for climate change responses align with the objectives, expectations, regulations and policies set by customers, partners or governmental bodies, thereby fostering stakeholder confidence, while also ensuring society and the community benefit from improved environmental quality, which further enhances trust among investors, customers, and shareholders regarding the organization's sustainability commitment.	<ul style="list-style-type: none"> • Reduce greenhouse gas (GHG) emission intensity per unit of revenue by 5% by the year 2027, compared to the 2024 baseline (TonCO₂e / million THB). • Achieve Net Zero greenhouse gas emissions for Scope 1 and Scope 2 emissions by the year 2037, and Net Zero Scope 3 emissions by the year 2050. 	For detailed management approaches, refer to "Reducing Greenhouse Gas Emissions" on pages 88 - 94
Energy Management	Prioritizing efficiency in managing energy, both directly and indirectly, is key to sustainably managing production and service costs.	<ul style="list-style-type: none"> • Employees • Customers • Partners • Government agencies 	Efficient energy management ensures that all stakeholder groups benefit from the organization's economic stability, sustainability, and environmental responsibility.	<ul style="list-style-type: none"> • Reduce electricity consumption per employee by 5% by the year 2027, compared to the 2024 baseline (kWh / person). • Reduce fuel consumption per unit of revenue by 5% by the year 2027, compared to the 2024 baseline (Liter / million THB). 	For detailed management approaches, refer to "Energy Management" on pages 95 - 97
Environmental Management	Efficient, systematic environmental management is critical for the company, helping to reduce costs, mitigate community issues and decrease the risk of negative reputation impact.	<ul style="list-style-type: none"> • Employees • Customers • Suppliers / Partners • Shareholders/ Investors • Government agencies • Communities and society 	Implementing a systematic environmental management approach mitigates environmental risks, which leads to an enhanced quality of life for the community and society, and establishes trust with customers, partners, investors, and other stakeholders.	<ul style="list-style-type: none"> • Reduce water consumption per employee by 5% by the year 2027, compared to the 2024 baseline (Cubic meter/ person). • Reduce the raw material used per revenue by 5% by the year 2027, compared to the 2024 baseline (Ton / Million baht). • Reduce the amount of non-hazardous waste within the organization by 5% by the year 2027, compared to the 2024 baseline. • Implement at least one project by the year 2027 to systematically transition operations toward clean energy usage in transportation and logistics management, thereby enhancing Green Logistics operations and reducing pollution from conventional energy sources. 	For detailed management approaches, refer to "Environmental Management" on pages 98 - 107

Sustainability Strategies: People Excellence

Key Sustainability Issues	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
Human Resource Management	Employees are pivotal assets for driving the organization towards its objectives. Effective human resource management can mitigate personnel shortages and reduce the costs associated with recruiting new staff.	<ul style="list-style-type: none"> Employees 	Employees receive proper care that ensures a good quality of life, and to be treated fairly and equally under labor law, and human rights principles increases employee satisfaction and pride in their association with the organization in the long term.	<ul style="list-style-type: none"> Maintain the level of engagement with the organization of employees at least 80%. Zero human rights complaints. 	For detailed management approaches, refer to "Human Resource Management" on pages 111 - 136
Human Resource Development	The full spectrum of logistics business operations relies on the specialized knowledge and expertise of its personnel. Thus, the Group emphasizes developing the potential and work skills of employees to provide customers with standard-quality services.	<ul style="list-style-type: none"> Employees 	All employees are supported through skills development in line with the human resource development plan to enhance their potential, strengthen their expertise, and provide opportunities for career advancement and job security.	<ul style="list-style-type: none"> The proportion of employees who have undergone compulsory training/review is 100%. All employees attending the training score at least 80% of the Post-Test (only for courses with Post-Test). 	For detailed management approaches, refer to "Human Resource Development" on pages 137 - 143
Workplace Safety Management	Health and safety are crucial indicators of organizational success. Efficient safety management not only builds trust and enhances the organization's image but also helps in cost reduction by minimizing accidents.	<ul style="list-style-type: none"> Employees Partners Communities and society Government agencies Shareholders / Investors 	Effective safety risk management reduces the incidence of accidents and injuries related to work by ensuring that employees and business partners are properly cared for and able to work safely in a suitable working environment, alleviating stakeholder concerns and strengthening their trust in the company's operations.	<ul style="list-style-type: none"> Lost Time Injuries Frequency Rate (LTIFR) among employees and partners operating in the Group's facilities is projected to decrease by 30 percent by 2027 compared with the 2024 base year. The number of occupational fatalities is zero. 	For detailed management approaches, refer to "Workplace Safety Management" on pages 144 - 155

Key Sustainability Issues	Business Importance	Stakeholders	Value Creation for Stakeholders	Goals	Management Approaches
Community and Society Engagement	Engaging in the enhancement of community and societal well-being fosters acceptance, cooperation and trust in the business operations of the organization, which forms the basis for sustainable success.	<ul style="list-style-type: none"> • Communities and society • Government agencies • Shareholders / Investors 	<p>Within the framework of community and social engagement, the development of networks with diverse partners supports the elevation of Thailand's logistics industry standards and expands access to quality logistics services. It also contributes to improved quality of life in communities through employment opportunities, community development projects, and various public benefit activities that foster community growth and well-being.</p>	<ul style="list-style-type: none"> • The impact of business operations on the community and the environment is surveyed at least once a year. • No complaints were received regarding negative impacts of business operations on the community and the environment. • The number of employee volunteering hours increases every year 	For detailed management approaches, refer to "Community and Society Engagement" on pages 156 - 173



Part

3



Sustainability Performance





Corporate Governance and Economic Performance

Outstanding Corporate Governance and Economic Performance



Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance

- The Company received a 5-star Corporate Governance Rating (CGR) for seven consecutive years.
- The Company received SET ESG Ratings at AAA.
- The Company was awarded a Silver Medal for participating in the EcoVadis assessment.



Compliance with Laws Regarding Corporate Governance, Society and the Environment

- There were no disputes, convictions, litigation, or complaints related to the Group's environmental, social, and corporate governance issues.



Development of Innovations and Technology to Ensure Efficient Services

- The Group encourages its employees to share new ideas, methods and tools to develop work processes and customer service provision. In 2025, the Group implemented 9 projects focusing on improving operational efficiency such as AIR CHAT Platform Development Project to enhance efficiency of air freight rate information provision and Upgrade and Improvement of the Cyber Freight System to Version CF365 Project, which generates benefits for stakeholders in multiple dimensions.



Building Confidence and Satisfaction for Customers

- In 2025, the customers' satisfaction with the Group's products and services was recorded at 89.91%.



Supply Chain Management

- The Group regularly monitors its suppliers' compliance with the Code of Conduct for Business Partners. In 2025, the percentage of monitored suppliers is 43.70%, an increase from 34.10% in 2024.



Creating Business Opportunities for Sustainable Growth

- The Group focuses on enhancing capabilities to provide one-stop logistics services through developing new service models while strengthening strategic cooperation to create sustainable growth and meet the needs of both new and existing customers across diverse industries through efficient, comprehensive, and internationally standardized services. Over the past year, the Group has implemented the following key actions:
 - Established Pactra International (Thailand) Co., Ltd. jointly with Pactra International Co., Ltd. (Korea), an expert in one-stop logistics services with strong business relationships with Korean enterprises.
 - Registered capital increase of Cross Border Cargo Co., Ltd. ("CBC"), a subsidiary of the Company, from 3 million baht to 200 million baht to align with the Company's strategic plan to become a regional leader in one-stop logistics services and a sustainable source of long-term performance growth for the Group.
 - Expanded the scope of its business operation to the dangerous goods training in air transportation through the establishment of DGP Training Co., Ltd. ("DGP Training"), a provider of dangerous goods training in air transportation, certified by the Civil Aviation Authority of Thailand (CAAT) as a dangerous goods training provider to support exporters of products such as chemicals, pharmaceuticals, raw materials, and medical supplies, which requires the passing of training in accordance with the regulations set by the Civil Aviation Authority of Thailand (CAAT) and the International Air Transport Association (IATA).



Risk Management and Business Continuity Management

- The Group has organized the "Enterprise Risk and Risk Management" training for all executives and employees, or 100% of the Group's personnel, and 100% of the total number of attendees have passed the examination.

Challenges and Opportunities in Corporate Governance and Economy

In 2025, economic context and global regulations have rapidly changed, which forces logistics businesses to constantly adapt. Therefore, the Group sees both significant challenges and opportunities as follows:

Corporate Governance Challenges

Thai Capital Market has enhanced its disclosure requirements through the creation of the 56-1 One Report form and prepared to comply with the International Sustainability Standards Boards (ISSB) (IFRS S1 and S2), emphasizing the environmental, social, and corporate governance (ESG) disclosure with greater detail, comprehensiveness, and transparency. This tendency presents a significant challenge to a registered company developing data storage systems that comply with international standards. Strengthening corporate governance mechanisms to ensure transparency and credibility, as well as ongoing enhancement of accountability to stakeholders across all sectors.

Opportunities in Corporate Governance Challenges

Although elevating the reporting requirements and international standards create challenges in adapting data collection systems and corporate governance mechanisms, these challenges open opportunities for the Group to enhance its risk management capabilities and build stability to business operation, as well as enhancing transparency and trust with customers, partners, investors, and regulatory authorities. This is considered key foundation for advancing the business towards sustainability.

Economic Challenges

The global trading system in 2025 still faces pressure from geopolitical uncertainty and trade barriers, particularly retaliatory tariffs imposed by the United States, which results in fluctuations in the supply chain and demand for goods, such as relocating production facilities, halting or altering shipping routes.

Thailand's logistics industry has been affected in multiple ways by the economic slowdown in its trading partner countries, including volatility in import and export shipping volumes, fluctuations in freight and currency exchange rates, as well as limited ability to create differentiation within the logistics service business. Moreover, uncertainty in geopolitics and global trade influence trade routes and reduce the confidence of trading partners. Therefore, logistics companies need to consistently plan and adjust their strategies to overcome these challenges.

Opportunities in Economic Challenges

Although global trade in 2025 is under pressure due to protectionist measures and stricter regulations, Thailand benefits from its strong potential and strategic location, which support its development as a suitable air cargo hub. Moreover, Thailand's comprehensive flight route network and air transport facilities that meet global standards allow it to manage cargo volumes effectively.

Accordingly, the Group takes these challenge and opportunities into account in addressing global economic and trade uncertainties through **Synergy 360°** strategies, focusing on resilience and the business adaptability in all dimensions by integrating cooperation among its subsidiaries of the business line, joint ventures and trading partners, to enhance current services while efficiently developing new ones, expand sales opportunities and diversify sources of revenue, manage costs amid market volatility, and improve efficiency in operations throughout the business value chain.



● Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance

The Company is committed to pushing the Company and the Group into becoming an organization that excels in good corporate governance through the establishment of organizational values and culture according to the principles of good corporate governance. This is to enable its personnel at all levels to pursue the same goal and to carry out their duties with transparency, fairness, and good ethics, which is a vital mechanism that drives the Group toward becoming a sustainable organization and builds confidence among shareholders and all groups of stakeholders.

Good Corporate Governance and Sustainable Development

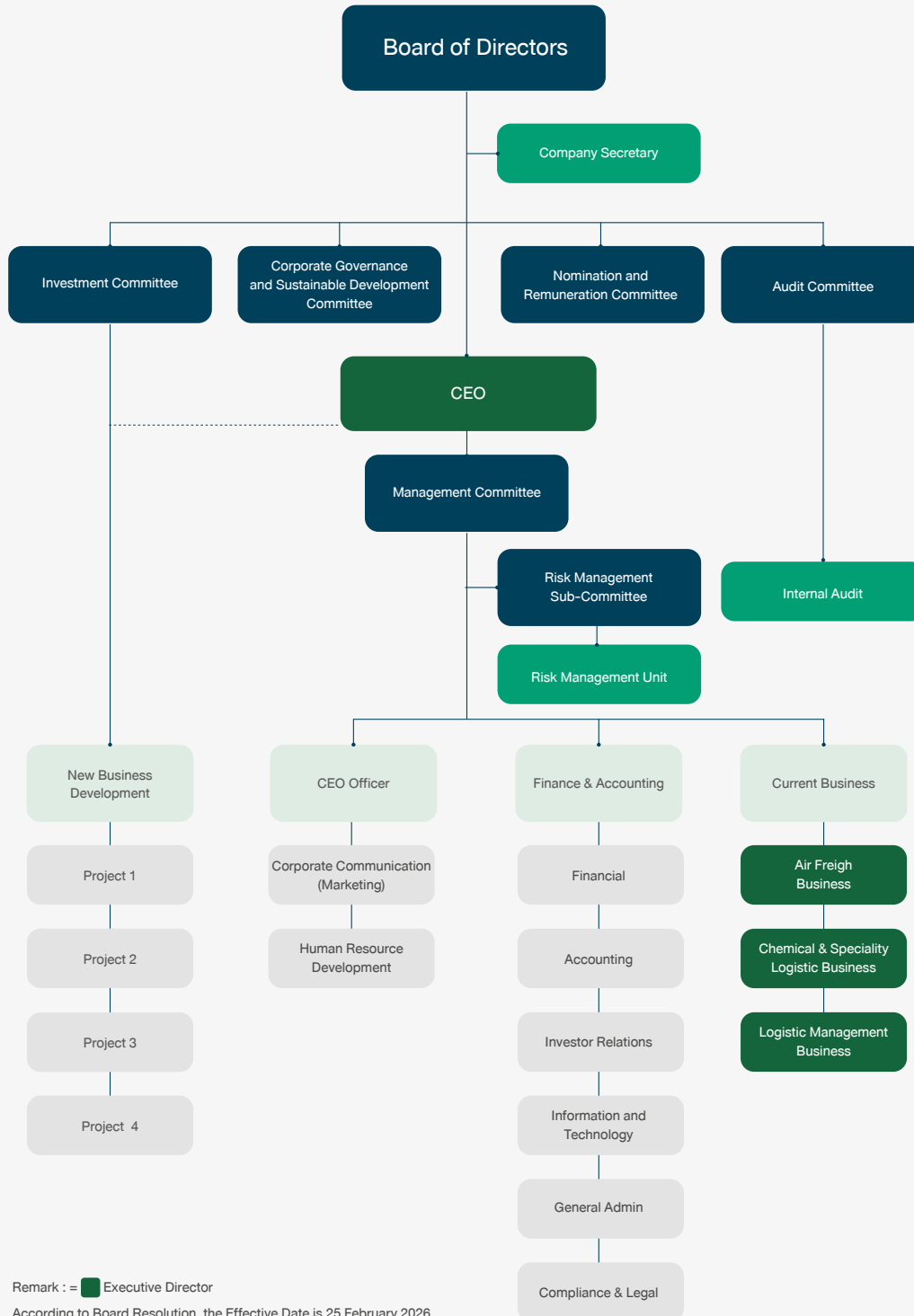
Management Guidelines

The Company has established policies for good corporate governance, sustainable development, anti-fraud and anti-corruption practices, and a code of conduct. It has also appointed the Good Corporate Governance and Sustainable Development Committee to oversee the Company's operations and ensure they are conducted efficiently, transparently, and with accountability. The Committee is responsible for reviewing and updating governance-related policies to ensure their relevance to the current context and alignment with international best practices, applicable laws, and regulations issued by relevant government agencies and supervisory bodies. The performance and outcomes of such efforts are regularly reported to the Board of Directors to build trust among shareholders and all relevant stakeholders.



Organizational Structure

The Company's organizational structure was approved by the Board of Directors on February 25, 2026. It is considered a clear management structure with the necessary checks and balances and can be always audited. It indicates a clear separation of roles, duties, and responsibilities between the Board of Directors and the management. The organizational structure is as shown in the diagram below.



Composition of the Board of Directors

As of December 31, 2025, the Board of Directors is made up of a total of 10 qualified directors, 4 of whom are independent directors, accounting for 40% of the total number of directors, which is not less than one-third of the total number of directors, and 1 director is a woman. The Chairman of the Board is an independent director and does not hold the position of Chief Executive Officer. In addition, the Company's directors are qualified as stipulated by the law and possess the necessary knowledge, abilities, expertise, skills, and experience appropriate to the logistics business. They play an important role in overseeing the Company's operations that focus on creating the highest benefits for its shareholders, employees, and customers, while also taking into account stakeholders and those involved. The Company also promotes business operations based on good governance principles to ensure that the work processes of the Group's executives and employees are honest, fair, transparent, and verifiable. It also supervises social responsibility and the environment.

The Board of Directors has appointed subcommittees that have the scope of authority, duties, and responsibilities that are independent of the Management, as specified in the Company's charter. The subcommittees are tasked with performing their duties responsibly, with caution, honesty, and in accordance with the law, objectives, regulations, and Board resolutions, as well as the resolutions of the shareholders' meeting. Details of the subcommittees' structure consist of the following duties and responsibilities:

Committees	Number of Members	Duties and Responsibilities
1. The Audit Committee	Consists of three independent directors, all of whom possess the necessary qualifications as specified by the SEC, and one independent director who has the knowledge and experience in reviewing financial statements.	<ul style="list-style-type: none"> • Monitor that the management of the Company is efficient and proceeding in the correct direction, transparent, and can be verified at all times. • Review the reliability of the Company's financial reports and the adequacy of the internal controls, internal audits, risk management, and compliance with the related laws. • Consider related transactions or transactions that may have conflicts of interest. • Review the Company's operations and ensure that it is in accordance with policies and guidelines on anti-fraud and corruption in a concrete manner.
2. The Corporate Governance and Sustainable Development Committee	Consists of five members, and one independent director who holds the position of Chairman.	<ul style="list-style-type: none"> • Prepare and review good corporate governance policies, code of conduct, work conduct practices, anti-fraud and corruption policies, and sustainable development policies, and ensure that they are in line with the related laws and regulations of government agencies and organizations that are responsible for regulating the Company. • Monitor the performance of executives and employees to ensure that it is in accordance with good corporate governance policies, anti-fraud and corruption policies, as well as sustainable development policies, environmental and climate policies, including reviewing, assessing, reporting performance, and creating awareness among directors, executives, and employees.
3. The Nomination and Remuneration Committee	Consists of three members, two of whom are independent directors, and the Chairman is an independent director.	<ul style="list-style-type: none"> • Propose the structure, composition, and qualifications of the Board of Directors, various subcommittees, and the Chief Executive Officer. Determine the nomination method, as well as the criteria for remunerations. • Consider the criteria for evaluating the performance of the Chief Executive Officer.

Committees	Number of Members	Duties and Responsibilities
4. The Investment Committee	Consists of six members, two of whom are independent directors, and the Chairman is an independent director.	<ul style="list-style-type: none"> • Recommend strategic directions for the Company's business development and investment. • Consider and screen various projects and investment opportunities, including options on how to expand the business, both domestically and internationally, that will be in line with the Company's strategy. • Assess risks and consider safeguards against investment risks, in terms of financial, legal, and related regulations. • Supervise investments and manage investment funds to be under the investment plan, as well as monitor and assess implemented investment projects.
5. The Management Committee	Consists of six members, with the Chief Executive Officer being the Chairman.	<ul style="list-style-type: none"> • Consider and set the Company's and subsidiaries' goals, provide advice on strategic directions, management structure, annual operational plans, Company's and subsidiaries' budget, supervision of social responsibilities, the environment, and climate change. • Monitor the Company's and its subsidiaries operating results, as well as consider and examine the Company's and its subsidiaries' risk management practices. • Considering and reviewing the risk management and risk control systems of the Company and its subsidiaries, managing risks or opportunities related to climate change, and providing advice on additional strategies or action plans to manage such risks.
6. The Risk Management Sub-Committee	Consists of five members, four of whom are the Management Committee members, with the Chairman being a Management Committee member and a company director.	<ul style="list-style-type: none"> • Create a risk management policy that covers corporate strategy risks, financial risks, operational risks, and risks that affect the reputation of the business, etc. • Considering and assessing potential risks or opportunities from climate change, including supervising the implementation of climate change response strategies. • Establish strategies that are in line with risk management policies and can be used to assess, monitor, and monitor the organization's risk level to be at an appropriate level. • Review the adequacy of risk management policies and practices, which also includes the effectiveness and compliance with specified policies. • Review and assess risks from operations that may lead toward dishonest acts.

Remarks: Further details regarding the list of directors, composition, authority, duties, and responsibilities of the Board of Directors and each sub-committee can be found in the Company's Annual Report 2025 (Form 56-1 One Report), which is available on the Company's website.



In 2023, the Board of Directors and the Corporate Governance and Sustainable Development Committee approved the establishment of a Sustainable Development (ESG) Working Group. This group comprises members of the Management Committee, who serve as the leaders across all three dimensions: economic and corporate governance, social, and environmental. Additionally, representatives from the Group’s employees are involved in driving the sustainability agenda. The roles and responsibilities of the working group in each dimension are as follows:

The structure of the Sustainable Development Working Group.



Corporate Governance and Economic Working Group



Support, promote, and communicate the implementation of good corporate governance, effective internal control, risk management, including conducting business in an honest, transparent, responsible manner, and being considerate to all stakeholders, in order to meet the goals and project plans set forth, as well as pushing for innovation that creates economic, social, and environmental value.

Environmental Working Group



Support, promote, and communicate environmental management operations related to reducing environmental impacts, pollution prevention, sustainable use of resources and reducing impacts on climate change, as well as promoting awareness and responsibility for the environment, raising awareness of the impacts of climate change, to employees at all levels to initiate behavioral change toward the efficient use of resources.

Social Working Group



Support, promote, and communicate the implementation of operations that focus on employee care and potential development in a transparent, fair, and equitable manner, while upholding human rights. This also includes promoting occupational health and safety within the working environment, as well as fostering active engagement with communities and society, in alignment with the established goals, plans, and projects.

Diversity of the Board of Directors

The Board of Directors recognizes the benefits of diversity in the structure of the board (Board Diversity), and has, therefore, established a form displaying the overall composition and qualifications (Skills Matrix) to determine the qualifications of directors to be recruited. The matrix takes into consideration the essential skills that are still lacking, including qualifications that are appropriate and consistent with the composition and structure of the directors according to the Company's business strategy plan that does not impose any limitations on gender, age, race, religion, or any other differences. (Further details regarding the overall composition and qualifications of the directors can be found in the Company's Annual Report 2025 (Form 56-1 One Report), which is available on the Company's website.)

Nomination of the Board of Directors

In selecting the Company's Board of Directors, the criteria and process for selecting the Board of Directors take into account the diversity of qualifications which include independence, knowledge and ability, experience, skills, specialization, as well as gender, race, and age, to ensure that the composition of the Company's Board is appropriate for corporate governance and can respond to changes in the global economic, social, and environmental situations that may affect the Company's business growth. The Company has, therefore, determined the composition of the Board's knowledge and expertise (Skills Matrix), which has been discussed in the "Diversity of the Board of Directors" topic, for consideration in selecting desired directors along with other attributes that are appropriate and consistent with the composition and structure of the Board according to the Company's business strategy. Additionally, the Company also uses the Director Pool database of the Thai Institute of Directors Association (IOD) to consider recruiting new directors through a transparent process that is aimed at creating confidence for its shareholders for the maximum benefit to the organization and the needs of the stakeholders.

Performance

The Board of Directors, executives, and employees at all levels place great importance on adhering to the principles of good corporate governance and sustainable development, as follows:

Assessment of the Performance of the Committees and the Chief Executive Officer

To ensure effective corporate governance by the Board of Directors and all committees in accordance with the Stock Exchange of Thailand's guidelines for the sustainable development, in 2025, all directors and sub-committees attended every board meeting assigned to them throughout the year.

Moreover, the Company also requires that the performance of the Board of Directors be evaluated at least once a year, which is a self-assessment of the performance of the entire group and each individual, the results and recommendations of which are then used for further improvement and development. (Further details regarding the Evaluation of the Board of Directors, Subcommittees, and Chief Executive Officer can be found in the Company's Annual Report 2025 (Form 56-1 One Report), which is available on the Company's website.)

Indicators	Unit	Board of Directors	Audit Committee	Corporate Governance and Sustainable Development Committee	Nomination and Remuneration Committee	Investment Committee	Management Committee	Risk Management Sub-committee
Number of Meetings	Times	8	6	3	3	4	6	3
Meeting Attendance	Percentage	100	100	100	100	100	100	100
Results of The Evaluation of The Committee's Performance	Percentage	100	100	100	100	100	100	100
Results of The Evaluation of Individual Performance	Percentage	100	100	100	100	100	100	100

In addition, the Board of Directors assigned the Nomination and Remuneration Committee to evaluate the Chief Executive Officer's performance with the criteria for assessing the performance of sustainability, including finance, the environment, society, and/or corporate governance to reflect the awareness of integrating sustainability issues as part of the operation. In 2025, the Chief Executive Officer's overall performance was "Excellent," or an average score of 90.6 percent.

Developing the Potential of the Company's Directors

The Company intends for its directors to develop knowledge, abilities, and skills in performing their duties by attending training courses that are related to the Company's business operations, as well as on topics such as principles of corporate governance and sustainable development guidelines, which should prove to be beneficial to the performance of their duties. To achieve this objective, directors are encouraged to attend training with the Thai Institute of Directors Association and other related institutions, including inviting experts and consultants to provide knowledge through training, meetings, and presenting other related information that is beneficial to the Company. In 2025, the Company's directors attended the following training courses or participated in seminars:

Course	Institute	No. of Participating Directors
Training on "Overview of Key Points: Guidelines for Regulatory Improvements to Enhance Sustainability Disclosure"	Securities and Exchange Commission	10
TLCA CFO Professional Development Program (TLCA CFO CPD) No. 1/2025 on "Economic Update for CFO"	Thai Listed Companies Association	1
TLCA CFO Professional Development Program (TLCA CFO CPD) No. 4/2025 on "Standards for Financial Reporting on Climate-related Risks"	Thai Listed Companies Association	1
TLCA CFO Professional Development Program (TLCA CFO CPD) No. 5/2025 on "Accounting System Implementation"	Thai Listed Companies Association	1
Corporate Governance in New Normal	Thai Institute of Directors	1
Managing ESG for Sustainable Growth: Game-Changing Considerations for Board	Thai Institute of Directors	1

Overview of Results of Operations in Corporate Governance and Sustainable Development

In 2025, the company board of directors, management, and employees at all levels consistently prioritizes compliance with the principles of operations in corporate governance and sustainable development, which has enabled the Company to significantly enhance its corporate governance and sustainability standards as follows:

1. The Company received a five-star rating in the Corporate Governance Report of Thai Listed Companies 2025 (CGR), as assessed by the Thai Institute of Directors Association.
2. The Company received a score of 100 in the AGM Checklist, as assessed by Thai Investors Association.
3. The Company received an AAA rating in SET ESG Ratings, as assessed by the Stock Exchange of Thailand.
4. The Company has participated in the EcoVadis assessment, the world's most trusted provider of business sustainability ratings, with over 130,000 companies participating in assessments in 180 countries to assess sustainability performance and enhance environmental, social, and governance (ESG) practices. Sustainability is assessed in four main dimensions: environmental impact, labor standards and human rights, ethics, and responsible procurement practices. In 2025, the Company received a Silver Award, and HazChem Logistics Management Co.,Ltd. ("HLM"), its subsidiary, received a Bronze Award from EcoVadis. This underscores the Company's commitment to sustainable business operations and readiness to elevate standards to a higher level by expanding the scope of participation in the EcoVadis assessment to additional subsidiaries in the future.

Table summarizing the results of corporate governance performance and sustainable development.

Performance	2023	2024	2025
Results of the assessment of corporate governance (CGR).	Standard 5 stars	Standard 5 stars	Standard 5 stars
Results of the assessment of AGM Checklist.	100 คะแนน	100 คะแนน	100 คะแนน
Results of the assessment of sustainability: SET ESG Ratings.	BBB	AA	AAA
Results of the assessment of sustainability: EcoVadis.	-	-	Silver

Code of Conduct and Combating Fraud and Corruption Management Guidelines

The Board of Directors has established a code of conduct for conducting business of its Group of companies, for directors, executives, and employees at all levels to adhere to. It aims to make the Group’s management and operations transparent, explicit, fair, and efficient, to build confidence and trust among its shareholders, partners, customers, and all relevant groups of stakeholders.

Additionally, the Company’s Board of Directors and the Corporate Governance and Sustainable Development Committee regularly review, monitor, and ensure the annual reporting of compliance with the business code of conduct and related policies, such as the anti-fraud and corruption policies, policies and practice guidelines on whistleblowing and whistleblower protection, policies and guidelines on gifts, hospitalities and other benefits. (Interested parties can find further details on these policies, which are publicly disclosed on the Company’s website under the “Corporate Governance” section.) Furthermore, the Company supports and promotes the dissemination of the business code of conduct across the Group by organizing training sessions as part of the onboarding orientation for new employees, as well as conducting annual online refresher training for executives and employees, which includes an electronic knowledge assessment.

Regarding guidelines for anti-corruption management, the Company’s certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) has been renewed for the first time on June 30, 2025, which lasts for 3 years until June 30, 2028. Moreover, as the Company prioritizes expanding its transparent business network to include its client companies and partners, it provides information and requests cooperation from its customers and business partners through email to promote adherence to anti-corruption and anti-bribery regulations. Furthermore, all directors, executives, and employees across the Group are expected to acknowledge and comply with the anti-corruption policy and other related policies. To support this, an annual training program is conducted to review knowledge on good corporate governance, the code of business conduct, and anti-corruption practices within the organization.

Triple i LOGISTICS

CAC CERTIFIED
Gift Policy

เปลี่ยนของขวัญ เป็นคำอวยพร

บริษัท ทริเพิล ไอ โลจิสติกส์ จำกัด (มหาชน)
มีนโยบายขอความร่วมมือในช่วงเทศกาลและในโอกาสอื่นใด
งดให้-งดรับ ของขวัญและของกำนัลทุกชนิด
ขอขอบคุณในไมตรีจิตที่ท่านมีต่อบริษัท

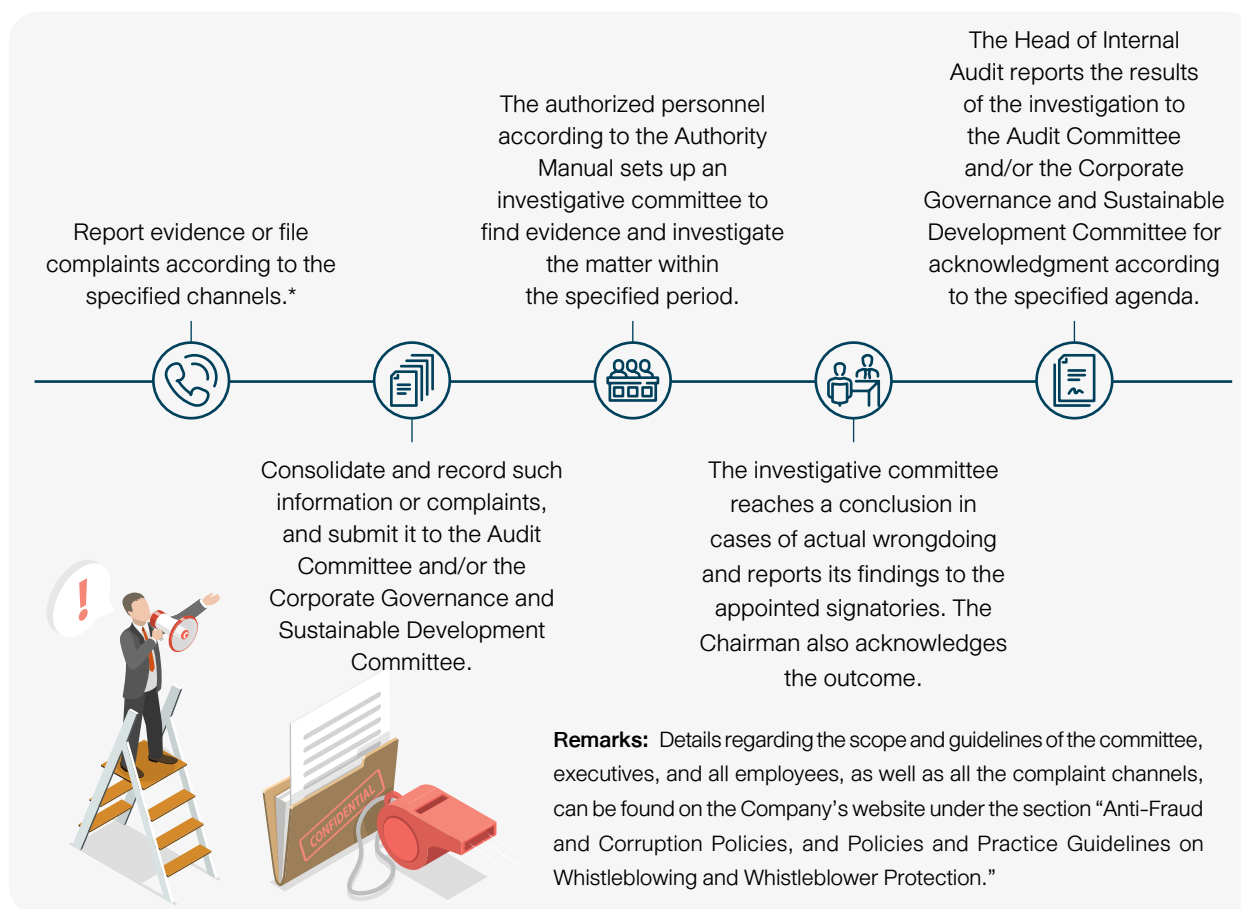
Blessing Over Giving

Triple i Logistics Public Company Limited
would like your kind cooperation to refrain
from receiving or giving gifts on all occasions.
We highly appreciate your generosity.

NO GIFT POLICY

Promotion of the policy and practices regarding the acceptance and giving of gifts, hospitality, or other benefits.

Procedures for Reporting Evidence and Receiving Complaints





Channels for Receiving Evidence and Complaints

-  **File a complaint to**
 Triple i Logistics Public Company Limited
 3rd Floor, Triple i Building 628, Soi Klap Chom, Nonsi Road
 Chong Nonsi Subdistrict, Yannawa District, Bangkok 10120
-  **Complaint and Suggestion box.**
 Email : whistleblowing@iii-logistics.com
 Website : www.iii-logistics.com
 Filing a verbal complaint : Compliance Manager

Supervision, Monitoring, and Risk Assessment to Prevent Fraud and Corruption, Including Bribery (Corruption and Bribery)

The Company has designated an internal audit unit to be responsible for the supervision, monitoring, and assessment of results, to prevent cases of code of conduct violations, Anti-Fraud and Corruption Policy, and related policies, covering the following three main issues:

1. **Partner and affiliates (suppliers, business partners, contractors, and agents).** The registration and due diligence processes cover the management of corruption and bribery issues, ensuring fair business deals, appropriate compensation, reviewing or improving the procurement procedures, including ensuring respect for intellectual property.
2. **Shareholders and co-investors.** Providing a return on investment, business stability, and growth, as well as assessing risks from investments or financial activities to prevent money laundering or the misuse of funds.
3. **Data security.** Control, inspect, and report, to prevent potential damage from attacks or threats to the organization's information systems, and leakage of corporate data across all activities, including the use of personal data protection policies and computer system and information security policies within the organization.

Moreover, the Company has established a process to audit and assess risks related to fraud and corruption, including bribery, that may arise from the operations of the Group, as well as from its suppliers, new business partners, and contractors or agents. This process focuses on reducing risk and preventing issues that may impact the business in the long term. If the Company identifies that certain business processes of the Group, suppliers, or new business partners or contractors or agents are potentially high risk, the following actions will be taken:

- **Conduct additional risk assessment and analysis:** Examine in-depth information regarding the causes and potential impacts of the identified risks.
- **Define risk mitigation measures:** Such as internal audits or providing training for suppliers.
- **Monitor and evaluate regularly:** Track the implementation of business processes and ensure compliance with the prescribed risk mitigation measures.
- **Consider disciplinary or legal action:** If the risks cannot be appropriately managed, relevant disciplinary actions or legal measures will be considered and applied.

Performance

The Company requires that all executives and employees across the Group undergo annual training to reinforce their understanding of the business code of conduct and anti-corruption practices. This is conducted through an online training course titled “Knowledge of Good Corporate Governance, Code of Business Conduct, and Anti-Corruption in the Organization.” Participants are required to complete both pre-training and post-training assessments. In 2025, a total of 620 employees completed the training, accounting for 100% of the entire workforce. Among them, 620 participants, or 100% of all trainees, passed the post-training assessment according to the established criteria.

Furthermore, the Company’s certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) has been renewed for the first time on June 30, 2025, which lasts for 3 years until June 30, 2028 and communicated its anti-corruption policy and sent letters requesting cooperation in complying with anti-corruption regulations to all customers, business partners, and trade associates, which reflects the Company’s adherence to the spirit of its membership in CAC. Also, in 2025, the Company ensured ongoing monitoring of compliance with the code of business conduct, including anti-fraud and anti-corruption measures through the complaint channels designated by the Company and no complaints were received. In addition, to ensure that all management and employees adhere to the code of business conduct, the Company required its internal audit department to conduct operational audits of all departments to ensure compliance with the code of business conduct and the anti-corruption policies and it was found that the management and employees adhered to the code of business conduct in all work processes. The Company has reported this information to the Corporate Governance and Sustainability Committee and the Board of Directors for acknowledgment.



Renewal of Certification of Thai Private Sector Collective Action Against Corruption (CAC) on June 30, 2025

Furthermore, the Risk Management Subcommittee instructs key business units to conduct risk assessments at least once a year to prevent fraud and corruption, including bribery arising from the Group's operations, suppliers, business partners, and new business associates to ensure that the Company and its subsidiaries maintain an appropriate risk management system, capable of monitoring, managing, preventing, or reducing risks concerning fraud and corruption, and bribery to an acceptable level. The results of this risk assessment are reported to the Audit Committee and the Board of Directors for acknowledgement.

Table summarizing the performance results of awareness and understanding of code of conduct and anti-corruption.

Performance	Unit	2023	2024	2025
Training attendants.	percentage	100	100	100
Post-training evaluation score.	percentage	94.90	99.17	100

Table summarizing the monitoring results of compliance with code of conduct and anti-corruption policies.

Performance	Unit	2023	2024	2025
A number of employees were penalized for non-compliance with the code of business conduct and anti-corruption policy.	Individual(s)	0	0	0
Total amounts of fines, penalties, or payment of fines in matters related to fraud and corruption.	Baht	0	0	0
Total amount of political contributions made.	Baht	0	0	0

Table summarizing the results of operations in establishing organizational values and culture for employees to pursue according to the principles of good corporate governance.

Key Indicators	Unit	2023	2024	2025	Target for 2025
1. Results of the assessment of corporate governance (CGR).	-	Standard 5 stars	Standard 5 stars	Standard 5 stars	Standard 5 stars
2. The number of significant complaints arising from acts of corruption.	Times	0	0	0	0
3. The number of complaints arising from significant violations of the code of conduct.	Times	0	0	0	0
- Actions that cause health and safety hazards to the community or the environment.	Times	0	0	0	0
- Intentional actions that result in causing damage or loss of benefits to the Group.	Times	0	0	0	0
- Actions that lead toward monopoly and unfair trade competition at a significant level.	Times	0	0	0	0
- Actions that encourage wrongdoings.	Times	0	0	0	0
- The Number of complaints resolved through the dispute resolution process.	Times	0	0	0	0

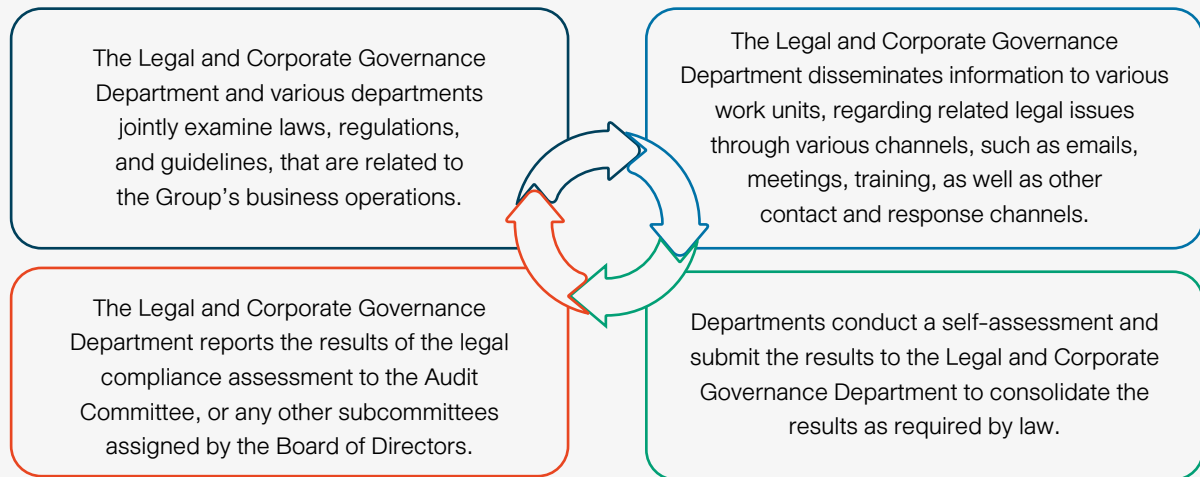
Compliance with Laws Regarding Corporate Governance, Society and the Environment

The Group places great importance on conducting its businesses in accordance with all laws related to its business operations, as well as regulations related to social and environmental management that are crucial to obtaining permits to operate or expand its business and avoid any negative consequences that may result in costs resulting from non-compliance. Moreover, the Group's policy has been established to prevent any negative impacts that may affect the confidence of its stakeholders.

Management Guidelines

In its effort to manage issues regarding compliance with corporate governance, social and environmental laws, the Group has established an annual operational plan, issued by the Legal and Corporate Governance Department which is tasked with the responsibility for reviewing and monitoring operations to ensure compliance with laws related to the Group's business operations in collaboration with various agencies according to the organization's business chain, including organizing training to provide knowledge to related departments within the Group to possess the necessary knowledge and understanding of new or work-related laws that will lead to the proper and most efficient work performance. In addition, the Group's Legal and Corporate Governance Department has also established a communication channel to inform departments within the Group to be aware of new laws that are related to its business operations to keep abreast of any changes and the current situation.

A summary of the process for monitoring the organization's operations to ensure compliance with the law.



Applying the appropriate technological tools and procedures to protect against threats to the organization's electronic assets plays an important role in the collection, storage, and transfer of data, including smartphone and computer transactions, right up to the network level, and can play a key role in mitigating risks and handling potential attacks. Therefore, it is expected that all of the organization's employees should give top priority and be well-informed and understand the related standards and following laws:

- Computer Crime Act, B.E. 2560
- Cyber Security Act, B.E. 2562
- Personal Data Protection Act, B.E. 2562 (PDPA)
- ISO 27001 Information Security Management System

In this regard, the Group has established procedures to conduct security audits of the network system by the Internal Audit (IA) office to explore for vulnerabilities that may pose a risk and close such gaps, to raise awareness and understanding among every employee. To support such actions, the Group has, therefore, organized supervised learning and training on basic knowledge of personal data protection laws for executives and employees at all levels.

Performance

In 2025, the Group reviewed the register of laws and regulations relevant to its business operations by categorizing them according to environmental, social, and governance (ESG) aspects to support accurate and transparent operations consistent with the sustainable development principles as follows:

Related Issues	Register of Laws Related to Business Operations
Corporate Governance	<ul style="list-style-type: none"> • Securities and Exchange Act, B.E. 2535 (1992) and its Amendment (No. 6) B.E. 2562 (2019) • Public Limited Companies Act, B.E. 2535 (1992) • Best Practices of Directors of Listed Companies. • Computer Crime Act, B.E. 2560 • Cyber Security Act, B.E. 2562 • Personal Data Protection Act, B.E. 2562 (2019)
Environment	<ul style="list-style-type: none"> • Principles of Good Corporate Governance for Listed Companies. • Public Health Act, B.E. 2535 (1992) and its Amendments • Ministerial Regulations on General Solid Waste Management Hygiene, B.E. 2560 (2017)
Customers, or the Community	<ul style="list-style-type: none"> • Factory Act, B.E. 2562 (2019) • Customs Act, B.E. 2560 (2017) • Hazardous Substances Act, B.E. 2535 (1992) • Announcement of the Department of Industrial Works regarding the Manual for the Storage of Chemicals and Hazardous Substances, B.E. 2550 (2007) • Announcement of the Department of Land Transport regarding signs, pictures, and symbols of trucks transporting hazardous substances, B.E. 2555 (2012)
Employees	<ul style="list-style-type: none"> • Labour Protection Act, B.E. 2541 (1998) (No. 9) • Social Security Act, B.E. 2533 (1990) and its Amendments • Provident Fund Act, B.E. 2530 (1987) (and its Amendments) • Workmen’s Compensation Act, B.E. 2537 (1994) (and its Amendments) • Occupational Safety, Health and Environment Act, B.E. 2554 (2011)

In addition, the Group has driven operations to ensure compliance with relevant laws and regulations through the following compliance activities:

Activities	Details
PDPA-related activities	Require a review of various actions on the personal data of the Company and its subsidiaries. The review discovered that most of the operations complied with the applicable laws and guidelines, with no significant defects uncovered. The Group also promotes the provision of knowledge related to the personal data protection law to personnel, both executives and employees, by organizing annual training to review the knowledge and understanding of the Personal Data Protection Law with a new test every year, as well as encouraging executives and employees who are directly involved in overseeing personal data protection to participate in training organized by external agencies such as the Stock Exchange of Thailand, etc. Additionally, the Legal and Corporate Governance Department has regularly disseminated knowledge and provided answers to employees’ queries, as well as making improvements to the CCTV warning signs so that people entering the premises are well aware that their activities are being recorded by the Company’s CCTV security system.
Legal-related activities to enhance employees’ potential that are related to the Group’s services.	The Legal and Corporate Governance Department together with the Human Resources Department have prepared and distributed legal knowledge materials via email, as well as organized training to educate the Group’s employees on a regular basis, to create knowledge and establish an understanding with regard to compliance with work-related laws and regulations, such as laws regarding taxes, international shipping insurance, and regulations of the International Chamber of Commerce (Incoterms), etc.

Activities	Details
Triple i Legal Care	Establish a legal and corporate governance department to provide legal services to the Group of companies, conducted through the organization's internal communication channels on the following issues: requesting an examination of contracts/legal documents, legal opinions, documents of the Company's registration, a compilation of various types of contracts, etc.
Compliance with measures to prevent and resolve environmental impacts, as well as monitoring environmental impacts.	The Group is able to adhere to and complies with the specified conditions of the measures for the most part so that the operations of the Group pose a low impact on the nearby environment, which demonstrates its full awareness of the significance of maintaining the environment. In moving forward, work processes and additional measures are also being developed and introduced on a regular basis.

As of 31 December 2025, the Company has no legal disputes which may affect assets of the Company in the amount of greater than 5% of the shareholders' equity. However, one of its subsidiaries is involved in one ongoing legal dispute. Such dispute does not have a significant impact on the Company's business operations.

Table summarizing the results of operations that comply with the related laws.

Performance	Unit	2023	2024	2025
Number of cases that may have a negative impact on the Company's or its subsidiaries' assets.	Case	0	0	0
Number of cases that significantly affect the Company's or its subsidiaries' business operations at a significant level.	Case	0	0	0
The number of cases arising from the Company's or its subsidiaries' normal business operations.	Case	0	0	1
The number of imposed fines that is of significance.	Times	0	0	0

Data Protection and IT Systems

Significant operating results regarding data protection and IT systems are as follows:

1. Operational Process Improvement

The Group has enhanced its security measures through the implementation of a User Account Lifecycle Management process, which includes the verification and validation of authorized users for both server and network infrastructure systems. This ensures that access rights are accurate, complete, and up to date. In addition, monthly access log review reports are continuously prepared and monitored.

2. Information Technology and Network

The Group strengthened its business continuity resilience by Relocating its Disaster Recovery (DR) site to a more strategic location with greater safety. In addition, integrated Disaster Recovery drills have been conducted in conjunction with the Group's IT Emergency Management Plan to assess operational readiness under real-life scenarios. Moreover, regular backup integrity verification and system restoration testing have been implemented to ensure that critical data and core operating systems can be restored swiftly and effectively in the event of disruptions. Also, an automated data center environmental management system has been installed.

3. Network Optimization & Security Hardening

The Group has enhanced its Information Security Infrastructure by implementing Network Segmentation to separate the server farm from the general user network. Additionally, VLAN technology has been applied within the virtualization environment to establish network zones in line with the organizational structure, supported by the strict enforcement of firewall policies. These measures are designed to prevent lateral movement of cyber threats and optimize network resource management. Furthermore, the Group has upgraded its defense systems to Advanced Endpoint Protection, transitioning from traditional antivirus to Next-Generation Antivirus (NGAV) and Endpoint Detection and Response (EDR) technologies.

Over the past year, the Group has been conducting a feasibility study on enhancing its cyber resilience by adopting Security Information and Event Management (SIEM) technology. This initiative aims to integrate centralized log management and network monitoring systems, thereby improving event correlation and enabling real-time threat alerting. As a result, the Group's information security management is strengthened through a more proactive security posture.

4. Software Management

The Group has driven its Digital Supply Chain Transformation strategy through the implementation of the Cyber 365 system as a cloud-based Enterprise Resource Planning (ERP) platform for its Chemical and Specialty Logistics business. This initiative enhances real-time data management capabilities and supports flexible working arrangements (work from anywhere) through cloud infrastructure. Furthermore, the Group has commenced the system rollout to its Logistics Management business to establish a consistent standard of operational excellence across the entire organization.

In addition, the Group places strong emphasis on enhancing its strategic data analytics capabilities by developing a comprehensive financial big data architecture. This is achieved through the integration and consolidation of data from all business units and subsidiaries into a centralized platform, enabling advanced processing through data mining techniques and presentation via Business Intelligence (BI) systems. The results are delivered through highly flexible interactive dashboards, allowing executives to conduct multi-dimensional analysis of financial positions and operational performance, thereby supporting accurate and timely decision-making.

5. Digital Literacy Development

The Group is committed to enhancing personnel capabilities to ensure readiness for technological transformation. Accordingly, a Digital Literacy Program has been implemented, covering three key areas, to foster a strong digital culture across the Group, as follows:

- AI Literacy & Data Analytics: Strengthening fundamental knowledge of artificial intelligence (AI Fundamentals) and the application of Generative AI tools to enhance work efficiency, together with basic data analysis skills to support data-driven decision-making.
- Digital Workflow & Automation: Promoting the application of process automation technologies through hands-on training in OCR and RPA, with the objective of advancing toward paperless operations, enhancing speed, and improving overall operational efficiency.
- Cyber Hygiene & Data Privacy: Building awareness of data security & privacy to provide employees with the necessary knowledge in using information systems, as well as a clear understanding of their roles and responsibilities in safeguarding the Group information.

In 2025, the Group did not encounter any cyber security incidents or any other significant incidents of personal data exploitation. In this regard, the organization has taken into account the impact of risk factors and new cyber threats and has, therefore, established a risk assessment process to make improvements to its existing guidelines and prepare a support plan and accompanying investment with regard to IT systems. This is to ensure full protection of its IT security measures that may affect the Group's ability to compete, as well as other significant business opportunities for the next 3-5 years.

Table summarizing the performance of data protection and IT systems.

Performance	Unit	2023	2024	2025
The number of cyber insecurity incidents.	Times	0	0	0
The number of significant personal data exploitation incidents.	Times	0	0	0

Table summarizing the results of operations in compliance with laws on corporate governance, society, and the environment.

Key Indicators	Unit	2023	2024	2025	Target for 2027
The number of incidents of non-compliance with laws and regulations on society, environment, and corporate governance.	Times	0	0	0	0



Creating Business Opportunities for Sustainable Growth

The Group conducts business with a view to creating stability for stakeholders in all related sectors. The Group is also committed to continuously developing new businesses that are consistent with or supporting existing businesses to expand the supply chain and increase competitiveness with differentiated services and the ability to meet the needs of diverse customers without focusing only on earning income but also emphasizing participation in the community, society, and stakeholders. The Group believes that true sustainability must come from knowledge exchange and mutual sharing.

Management Guidelines

Since 2024, the Company set the direction for its business as a “The Logistics Management Group” to reflect its role of leadership in one-stop logistics management. The framework consists of two main parts as follows:

1. Expanding Business Through Investment (Holding)

The Company focuses on investing in high-potential businesses within logistics expertise, including the businesses already invested in and new businesses planned for investment with the growth strategy, **Logistics & Beyond**, consisting of three major themes as follows:

- **Beyond Boundary** : Expanding business operations into overseas markets.
- **Beyond Existing Expertise** : Developing new expertise in collaboration with business partners while continuing to operate in the logistics industry.
- **Beyond Traditional Platform** : Enhancing a business model by applying technology and AI to the workflow to develop new business concepts and model.

2. Expanding Existing Core Business (Operating)

In 2025, the Company restructured its core business to further align with the performance of each business segment, categorized into three key groups:

- Air Freight Business
- Chemical & Specialty Logistics Management Business
- Logistics Management Business



Currently, these core business groups are driven by the growth strategy to expand revenue sources through the following two approaches:

- 2.1 Product and Service Development
- 2.2 Customer Base Expansion

3. Synergy 360°

Strengthening integrated cooperation across all dimensions within the Group, as well as its joint ventures and business partners to create a business ecosystem, encourages mutual support and collaboratively generates added value in a comprehensive way to increase revenue, expand opportunities, reduce costs, and enhance operational efficiency.

In addition to developing its business structure and growth strategy, the Company has considered creating economic value in line with each group of stakeholders. The details are as follows:

Stakeholder	Economic benefits received
 Business partners and contractors	<ul style="list-style-type: none"> • Operating expenses and other (excluding main business partners)
 Employees	<ul style="list-style-type: none"> • Salary, wages and benefits • Provident fund contributions • Employee development expenses

Stakeholder	Economic benefits received
 Financial Institutions	<ul style="list-style-type: none"> • Interests • Financial expenses
 Shareholders	<ul style="list-style-type: none"> • Dividends
 Government agencies	<ul style="list-style-type: none"> • Government fees • Corporate income tax • Local maintenance tax • Property tax • Specific business tax and other taxes
 Communities	<ul style="list-style-type: none"> • Budget for corporate social responsibility activities

Performance

In 2025, the Company faced key external challenges, including uncertainty surrounding U.S. tax policy, escalating geopolitical conflicts, economic slowdowns in several of Thailand's business partners, and volatility in exchange rates and freight rates, resulting in the Company's focus on revenue generation and the management of costs and expenses to mitigate risks from external factors through the Synergy 360° strategy, which is a key element support the Group's sustainable growth with three main objectives:

1. Increasing Sales Opportunity through three main projects as follows:
 - Service Cross-Selling Development
 - Business in EEC Development
 - Overseas Network Development
2. COGS Management to reduce costs and increase Gross Profit Margin (GPM) through four main projects as follows:
 - Air Freight Cost Management
 - Sea Freight Cost Management
 - Customs Cost Management
 - Trucking Cost Management (Domestic / Cross-border)
3. General Admin Cost Management to focus on cost reduction and efficiency enhancement through three main projects as follows:
 - Financial Cost Management
 - General Admin and Purchasing Management
 - HR Management & Communication

Furthermore, the Company focuses on the development of new logistics service models to enhance service capabilities and expand the Group's ecosystem to meet the needs of new and growing customer segments and improve service efficiency for current customers to maximize their satisfaction. In 2025, the following significant events occurred:

- The Company established a subsidiary, Pactra International (Thailand) Co., Ltd. ("Pactra-Thailand") jointly with Pactra International Co., Ltd. (Korea), an expert in one-stop logistics services having strong business relationships with Korean enterprises, in which the Company will hold 55% of the total number of ordinary shares with an investment of 3.85 million baht.
- The Company registered a capital increase of 197 million baht in Cross Border Cargo Co., Ltd. ("CBC"), the Company's subsidiary in which the Company holds 100% of the shares, by increasing the registered capital from the current 3 million baht to 200 million baht to comply with the requirements of the Civil Aviation Authority of Thailand ("CAAT") for the operation of scheduled commercial air transport services. This capital increase is in line with the Company's strategic plan to become a regional leader in one-stop logistics services and a sustainable source of long-term performance growth for the Group.

- Airports of Thailand Ground Services Company Limited (AOTGA), a joint venture between Airports of Thailand Public Company Limited (AOT) and SAL Group (Thailand) Company Limited (SAL), in which the Company holds 25% of the shares, was announced by AOT as the winning bidder for the selection of the third operator for both the ground handling and air cargo terminal projects at Suvarnabhumi Airport, with services expected to begin in late 2026.
- The Company expanded the scope of its business operation to the dangerous goods training in air transportation through the establishment of DGP Training Co., Ltd. (“DGP Training”), a provider of dangerous goods training in air transportation, certified by the Civil Aviation Authority of Thailand (CAAT) as a dangerous goods training provider to support exporters of products such as chemicals, pharmaceuticals, raw materials, and medical supplies, which requires the passing of training in accordance with the regulations set by the Civil Aviation Authority of Thailand (CAAT) and the International Air Transport Association (IATA).

In 2025, the Company had revenues of 2,477.95 million baht, a growth of 3.33% compared to the previous year, resulting in the Company’s net profit of 393.59 million baht, decreased by 9.79% compared to the previous year

Table summarizing the direct economic value generated.

Performance	Unit	2023	2024	2025
Total sales revenue	Million Baht	1,764.47	2,398.09	2,477.95
EBITA Operating profit before interest, taxes, depreciation, and amortization expenses	Million Baht	986.12	561.04	507.32
Net profit	Million Baht	866.22	436.29	393.59
Gross profit margin	Percentage	21.61	17.52	18.60
Air freight business group	Percentage	15.42	12.69	13.99
Logistics management business group	Percentage	27.77	18.27	17.90
Logistics business group for chemicals and hazardous goods	Percentage	27.66	28.04	28.18
Net debt to equity ratio	-	0.23	0.25	0.20
Dividend payment proportion from net profit according to the consolidated financial statements	Percentage	76.78	91.08	116.29

Table summarizing the reported tax rate and actual tax rate paid.

Performance	Unit	2023	2024	2025
Operating profit before income tax	Million Baht	872.80	449.33	401.10
Income tax based on financial reports	Million Baht	6.58	13.04	7.51
Reported tax rate	Percentage	0.75	2.90	1.87
Actual tax paid	Million Baht	51.71	34.53	37.71
Actual tax rate paid	Percentage	5.92	7.68	9.40

Details of the difference between the actual tax rate and the statutory corporate income tax rate.

Performance	Rate (Percentage)	2023 (Million Baht)	Rate (Percentage)	2024 (Million Baht)	Rate (Percentage)	2025 (Million Baht)
Operating profit before income tax		872.80		449.33		401.10
Taxes calculated based on the statutory corporate income tax rate	17, 20	113.13	17, 20	89.88	17, 20	80.24
Impacts:						
Profit share from investments in associates and joint ventures		(103.63)		(80.65)		(70.89)

Performance	Rate (Percentage)	2023 (Million Baht)	Rate (Percentage)	2024 (Million Baht)	Rate (Percentage)	2025 (Million Baht)
Expenditures considered additional tax expenditures		(3.69)		(5.13)		(0.10)
Non-taxable expenses		4.08		6.45		1.76
Utilization of previously unrecognized tax losses as deferred tax assets		(4.39)		-		-
Unrecognized deferred tax assets on tax losses for the current period		1.08		2.49		0.39
Reversal of previously recognized deferred tax assets on tax losses		-		-		(3.89)
Impacts:	0.75	6.58	2.90	13.04	1.87	7.51

However, the Company focuses not only on its quantitative business growth, but also on developing sustainability by generating economic value for relevant stakeholders. In 2025, the Company had a total sales revenue of 2,477.95 million baht. After deducting expenses for major suppliers, the remaining gross profit was 460.96 million baht when combined with the profit from the share of the Company's investment of 815.41 million baht. The economic value was allocated to stakeholders (including dividends) totaling 625.87 million baht. Therefore, the Company has a remaining economic value of 189.54 million baht.

Table summarizing the creating economic value to stakeholders.

Economic value creation	Economic value distributed to relevant stakeholders	Unit	2023	2024	2025
Distribution of economic value	Dividends	Million Baht	301.62	248.66	192.13
	Operating costs ^{1/}	Million Baht	65.36	81.26	96.54
	Employee expenses ^{2/}	Million Baht	242.23	272.55	281.27
	Financial costs ^{3/}	Million Baht	33.41	33.39	29.06
	Government expenditures ^{4/}	Million Baht	15.86	23.16	25.27
	Community and social development investments ^{5/}	Million Baht	1.02	2.98	0.78
	Environmental investments ^{6/}	Million Baht	-	3.26	0.82
	Total amount of economic value distribution	Million Baht	659.50	665.26	625.87
Proportion of economic value distribution	Percentage	73.33	80.79	76.76	
Economic value	Balance	Million Baht	239.91	158.18	189.54

Remarks:

^{1/} Consists of expenses for business partners and contractors (excluding main business partners).

^{2/} Consists of salary, wages, benefits, provident fund contributions and employee development expenses.

^{3/} Consists of interests and financial expenses.

^{4/} Consists of government expenditures, corporate income tax, local maintenance tax, property tax, specific business tax and other taxes.

^{5/} Consists of community development and social responsibility activities expenses.

^{6/} Consists of environmental management expenses.

Table summarizing the results of operations in creating business opportunities for sustainable growth.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Distribution of economic value	Percentage	73.33	80.79	76.76	Distribute economic value to stakeholders at a minimum of 25% of the revenue by 2027.

Development of Innovations and Technology to Ensure Efficient Services

The Group recognizes the importance of global wide technology that has developed in leaps and bounds over the past several years. Therefore, in order to develop work processes that can meet the needs of the Group's stakeholders who are increasingly applying technology to keep up with the evolving global trend, the Group has adapted its business strategy to focus on taking advantage of technology and the digital disruption with the objective to deliver experiences that create sustainable value to its stakeholders in every sector and drive growth for the Group in a sustainable manner.

Management Guidelines

The Group emphasizes applying innovation and technology to improve work process efficiency, increase business opportunities to meet the diverse needs of existing customers, and to support stable and sustainable growth of its three main business groups and related businesses. As a result, internal and external organizational data are integrated and linked with business partners through the concept of "Beyond Traditional Platform", a part of the "Logistics and Beyond" strategy, with the goal of becoming a leading provider of integrated logistics management at both national and regional levels.

In this regard, the Group supports and promotes increasing the potential of employees to possess attitudes and knowledge that are ready to support change that can facilitate the exploration and creation of suitable innovations that can be applied to the organization's development based on sustainable knowledge that can enhance economic benefits along with creating value for society and the environment.

Performance

In 2025, the Group provided opportunities for employees to present ideas, approaches, and new tools that could enhance work processes and improve the efficiency of customer services through the Synergy 360° project, as well as through meetings of the Economic and Corporate Governance Working Group, the Environmental Working Group, and the Social Working Group. These working groups jointly select issues to be developed, improved, or addressed, and define objectives and action plans within a specified timeframe. This also includes determining the scope of innovation development or the adoption of appropriate technologies, assessing investment value, establishing key performance indicators, and evaluating the feasibility of applying innovations and technologies to work processes for practical implementation.



The Group increasingly applied approved innovations and technologies to its work processes to support the growth of its core and related businesses, as well as to respond to the diverse needs of customers across all segments. This was carried out in alignment with the government’s Industrial Business Promotion Policy 5.0, as outlined below:

1. AIR CHAT Platform Development Project for Efficiency Enhancement of Air Freight Rate Information Provision

AIR CHAT is a service that Triple I Air Express Co., LTD. (“TAX”), a subsidiary operating within the air cargo transportation services business group, developed through Line Official account and serves as a central platform for collecting air freight rate information to allow customers to access and self-verify information on their own, resulting in faster, more accurate, and more efficient work processes. Moreover, AIR CHAT can also record communications as evidence for retrospective investigation and systematic progress tracking.

Pre-Project	Post-Project
Customers were required to contact staff for information about air freight rates. Responses could take time, and there was a risk of data inaccuracies due to multi-channel communication. Meanwhile, staff spent time repeatedly answering the same questions as part of their routine work, resulting in limited time for service development or for maintaining in-depth customer relationships.	Customers are allowed to access and self-verify information on their own via the AIR CHART platform on LINE Official Account with accurate, up-to-date, and verifiable information.

Results and Benefits

- Customers can access freight rate information on their own with accurate and up-to-date information, reducing communication errors, and increasing customer satisfaction.
- It helps reduce staff’s routine work and allow them to use their time more effectively to improve service quality and strengthen customer relationships.
- It improves systematic and transparent operations as communication records are maintained as evidence and can be reviewed retrospectively.

2. Project for Inbound and Outbound Goods Data Recording Improvement Using AppSheet

HazChem Logistics Management Co., Ltd. (“HLM”), a subsidiary of a logistics management business group providing dangerous goods transportation and storage services, has implemented a project for “Inbound and Outbound Goods Data Recording Improvement Using AppSheet”. This project improves data management efficiency and enables employees and stakeholders to conveniently and quickly access information anytime and anywhere.

Pre-Project	Post-Project
Employees and stakeholders were allowed to access the data from company computers and access is restricted to business hours, resulting in the inability to access data immediately in urgent cases.	Employees and stakeholders can access information much more easily and quickly by recording and managing data through AppSheet, enabling access to information anytime, anywhere from any internet-connected device. However, access to information is restricted to authorized personnel only to ensure appropriate and secure use.

Results and Benefits

- It helps reduce waiting times for information, as data is instantly accessible in real time.
- It improves the convenience and systematic organization of data retrieval and recording, helping to reduce work redundancy and errors.
- It allows for effective analysis and further application of the data as the data from AppSheet since data from AppSheet is stored in Excel files on Google Drive.

3. Project for Map Search Functionality for Delivery Drivers Improvement Using AppSheet

HLM has implemented a project for “Map Search Functionality for Delivery Drivers Improvement Using AppSheet”, which helps delivery drivers access route map information more quickly and accurately. To ensure the accuracy and standardization of map data, all information has been verified by the Transport Department and confirmed by a customer. AppSheet gathers each customer’s information and includes all necessary details for shipping the goods, such as locations, product unloading process and sample images, which helps reduce operational errors and increase transportation efficiency.

Pre-Project	Post-Project
Delivery drivers search for destination by entering customer company names in Google Maps to find a destination, which may result in inaccuracies if the company name is misspelled or incomplete. This also applies to customers with the same name but multiple locations, requiring additional time to verify and confirm information with relevant parties, which may lead to the risk of delivering goods to the wrong address.	Drivers can access AppSheet via their mobile devices at any time locate the final delivery destination for assigned tasks., facilitating faster and more convenient operations and minimizing navigation errors.

Results and Benefits

- Drivers can use map data via AppSheet with confidence because the data is accurate, precise, and reliable, having been verified by the Transport Department and confirmed by the customer.
- It helps reduce the time spent searching for information and contacting relevant parties to verify information accuracy since AppSheet provides all the necessary product delivery information for the drivers.
- It helps reduce the risk of incorrect delivery addresses when customers share the same name but have multiple delivery locations or errors due to an incorrect place name entry.

4. Project for Vehicle Inspection Processes Improvement Using AppSheet

HLM has implemented a project for “Vehicle Inspection Processes Improvement Using AppSheet”, which helps reduce paper usage and shorten the time required to manually enter checklist data into Excel files, resulting in a more efficient work process.

Pre-Project	Post-Project
Staff inspected the condition of transport vehicles, recording the information on paper forms, and then re-entered it into an Excel spreadsheet.	Staff can monitor the condition of transport vehicles on AppSheet, which is conveniently accessible via mobile phones at any time. The data recorded through the application is stored in an Excel file and saved to Google Drive.

Results and Benefits

- It reduces paper ordering, resulting in lower resource consumption and environmental impact.
- It reduces time spent on saving and managing data in Excel files.
- It can analyze, summarize, and organize the collected data for more effective presentation.

5. Project for Pallet Inspection Result Recording Process Improvement Using AppSheet

HLM has implemented a project for “Pallet Inspection Result Recording Process Improvement Using AppSheet”, which helps make the recording of risks arising from pallet damage, as well as other risks affecting goods stored at each location, more systematic and efficient.

Pre-Project	Post-Project
Staff recorded data on paper forms along with taking photos as evidence and then re-entered the data and photos in Microsoft Excel. They also had to wait to receive corrective action photos from the relevant departments before recording additional data.	AppSheet is applied by developing an application for recording data directly on mobile phones instead of writing on paper forms. The recorded data can be further utilized efficiently across various platforms as needed.

Results and Benefits

- It reduces paper ordering, resulting in lower resource consumption and environmental impact.
- It reduces time and simplifies work processes.
- It can analyze, summarize, and organize the collected data for more effective presentation.

6. Project for Behavior-Based Safety (BBS) Checklist Recording Format Improvement Using AppSheet

HLM has implemented a project for “Behavior-Based Safety (BBS) Checklist Recording Format Improvement Using AppSheet”, which helps enhance the systematic and efficient recording of non-compliance with safety behavior requirements.

Pre-Project	Post-Project
Staff recorded data on a paper form and then re-entered it into Microsoft Excel.	AppSheet is applied by developing an application for recording data directly on mobile phones. The recorded data can be further utilized efficiently across various platforms as needed.

Results and Benefits

- It reduces paper ordering, resulting in lower resource consumption and environmental impact.
- It reduces time and simplifies work processes.
- It can analyze, summarize, and organize the collected data for more effective presentation.

7. Project for Temperature Recording Format Change to Data Entry Verification Using AppSheet

HLM has implemented a project for “Temperature Recording Format Change to Data Entry Verification Using AppSheet”, which helps reduce paper usage and shorten the time required for document scanning and month-end documentation management.

Pre-Project	Post-Project
Staff had their temperature checked using a thermometer or other temperature-measuring device and recorded the data on a paper form. This document was scanned and archived as evidence monthly.	Staff have their temperature checked using a thermometer or other temperature-measuring device and record the data on AppSheet. The recorded data is stored in an Excel file and saved to Google Drive and can be viewed in a semi-real-time manner (as the data is saved). This data can be summarized in graphical form to support effective analysis and performance monitoring.

Results and Benefits

- It reduces paper ordering, resulting in lower resource consumption and environmental impact.
- It reduces time spent on document scanning and management at month-end.
- It can analyze, summarize, and organize the collected data for more effective presentation.

8. Project for Improving and Upgrading the Cyber Freight System to CF365 Version

HLM has implemented a project for “Improving and Upgrading the Cyber Freight System to CF365 Version” to enhance the efficiency, accuracy, and systematic operations in customer service, covering international freight forwarding by sea and air, as well as warehousing, domestic distribution, and other logistics services. The system supports the storage of income and expense data, along with related documents.

Pre-Project	Post-Project
Staff worked through the Cyber Freight (CF 11) system by accessing it via a program installed on a computer, which is not compatible with the Windows 11 operating system.	The Company improved and upgraded the Cyber Freight system to the CF365 version by transforming the workflow into a web application, allowing staff to perform their work through the Company’s online system from anywhere with an internet connection. Also, the database, data fields, and reports can be flexibly expanded and adjusted as needed. It supports creating additional reports to meet customer requirements and enables more efficient data collection and analysis in multiple areas.

Results and Benefits

- Staff can perform their work from anywhere with an internet connection, increasing workplace agility and efficiency.
- The system can store transportation data in a more detailed and systematic manner to supports data usage for the calculation and storage of greenhouse gas emission data.

9. Project for Dangerous Goods Logistics Management Development Through AI and Digital Technologies

The Company invested in the DG Tech business in partnership with DGP Singapore to develop the Conversational AI system for Dangerous Goods (DG) management with the system currently under joint development.

This project aims to gather expertise in dangerous goods logistics from stakeholders, including customers, partners, employees, and third-party agents to be integrated into a single central database, along with ongoing data improvements and updates for all stakeholders to access accurate, consistent, and up-to-date data on operations, regulations, and safety and compliance requirements.

Expected Outcomes and Benefits

Efficiency and Cost

- To reduce labor costs by eliminating redundant tasks and increase the share of strategic activities, including upselling and customer relationship management.
- To expand the scope of business operations without a proportional increase in personnel as the AI system enables efficient handling of higher workloads.
- To lower costs caused by operational errors and reduce the compliance risk, which could lead to fines or business losses.

Customer and Revenue

- Increase satisfaction and opportunities for revenue generation delivering quick, accurate, and informative responses that meet customer needs.

Benefits to Stakeholders

- **Customers:** receive timely, accurate information and personalized services.
- **Sales Department:** provided with accurate and reliable tools to support bidding and sales activities.
- **Operations Department:** access clear and timely information on operational requirements and compliance needs.
- **Suppliers and partners:** align and apply consistent standards for packaging, labeling, and related requirements.
- **Regulatory agencies and third-party agents:** access up-to-date information on regulations and standards to enhance trust, transparency, and confidence throughout the business chain.

Table summarizing the results of operations in development of innovations and technology to ensure efficient services.

Key Indicators	Unit	2023	2024	2025	Target for 2027
The number of projects aimed at enhancing work processes to be more efficient and beneficial to stakeholders.	Projects	7	8	9	No less than one project per year.

● Building Confidence and Satisfaction || for Customers



The Group places great importance on being an organization with sustainable development. Therefore, it is committed to complying with regulations, laws or standards related to service quality management, as well as maintaining product and service quality standards and ensuring continuous improvement of the service quality management system. It also focuses on providing services and solutions that meet the needs of various customer groups and the ability to create satisfaction that exceeds expectations and enhances confidence in the organization by delivering services that meet international standards.

Management Guidelines

The Group has, therefore, assigned responsible departments to conduct a review and prepare operational guidelines to meet the goals of sustainable organizational development, which cover the following issues:

Responsibility for transportation and logistics activities

- Having management processes in accordance with international standards, including certifications for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, ISO 14064-1, GHP Codex 2022, the Quality Standard for Trucking Service (Q Mark), as well as sustainability recognitions from SET ESG Ratings and EcoVadis, the Group is able to build confidence in its service standards.
- Acting as a freight forwarder who provides product or parcel control and security that are certified by the Civil Aviation Authority of Thailand. Including European and United Kingdom standards. And obtained an approval to operate warehouse management from the Customs Department.
- There is a procedure to prevent and handle accidents incurred from the transportation of dangerous goods. Dangerous goods handling will be carried out in accordance with the IATA Dangerous Goods Regulations manual and the relevant employees are trained in accordance with the dangerous goods handling standards.
- Improving the logistics management process within the Group through Cyber Freight 365 system, which is a platform developed to assist in managing logistics and end-to-end cargo transportation by connecting back office and front office information, information technology, e-procurement, real-time tracking, one-stop service, and intranet etc.
- Creating cooperation in supply chain management, such as joint capability development with outsourced service providers, to improve work process efficiency. A contract is entered into between the parties, and a Service Level Agreement (SLA) has been mutually defined by the Group and its partners.
- Connecting the network system with trade partners, suppliers, customers, and related persons in the logistics chain to communicate every process, reduce document processing and operational errors, and improve efficiency of the work order system, etc.
- Activities of the Group that may affect the environment and community or are sensitive and risk of social and environmental issues are reviewed. Guidelines for assessing the impacts of such activities are determined.
- Placing importance on logistics management that impacts the environment (Green Logistics Management), with oversight by the Occupational Safety Committee. The company promotes safety campaigns and maintains work areas in safe conditions, free from hazardous or environmentally harmful substances. Environmentally friendly technologies are adopted, such as replacing fuel-powered forklifts with electric ones in warehouses to reduce pollution emissions and support sustainability.

- Providing warehouse management and cargo management for aircraft spaces to maximize efficiency by reducing time, number of flights, and use of vehicle fuel.
- Supporting sustainability by shifting the mode of transport from road to rail for capable customers, which is an important factor in reducing the organization's greenhouse gas emissions, as well as improving rail transportation capabilities through the efficient expansion of cargo volume per trip.
- Reducing empty transportation, number of delivery cycles, and full truck load of products to reduce fuel consumption and use space on the vehicle in the most efficient way (Space Utilization) and meet the needs of customers in terms of time and cost with the most efficiency.
- Promoting measures to maintain the engines of both the Group's and its partners' trucks in good condition, ensuring no emissions or environmental pollution (Eco-Drive). For example, using electric-powered equipment to assist in operations, such as electric forklifts that use electric charging to reduce fuel consumption and emissions.
- Products and materials used, such as plastic sheets or wooden pallets are re-used to reduce the amount of waste or use of products that are more durable, stronger and have a longer service life.

Responsibility to consumers / customers

- Accurate labelling or product information by considering the safety of users and their lifestyles and being responsible for consumers, employees, suppliers, partners, and other related parties in the supply chain.
- Building good relationships with customers through the following process:
 - ✓ Communicating with customers with politeness, honesty, and respect, and building customer trust. Setting up a procedure for customers to submit complaints regarding the quality and safety of the services.
 - ✓ Providing accurate, sufficient, and up-to-date information about the business and services of the Group without exaggerating claims and offering the best and most suitable logistics options for each customer with fair and reasonable prices.
 - ✓ Listen to customer feedback regularly through informal and formal customer meetings, including conducting an annual customer satisfaction survey to understand the needs of each customer group and use those opinions to improve the quality of the Group's services.
 - ✓ Collaborating with customers to solve problems and provide advice and take actions on the matters in a timely manner.
 - ✓ Participating in social activities with customers in giving back to the society as appropriate.
- Delivery of product insurance to build confidence and trust with customers. Quality products and services are delivered on time as agreed. Maintaining standards as a leader in transportation and logistics services with continuous improvements.
- Maintaining confidentiality of the Group's information and protecting customer information and not wrongfully using customer information for the benefit of oneself or those involved. *(Interested parties can find more details in the Company's Personal Data Protection Policy, which is available on the Company's website.)*

In addition, the Group provides channels for receiving complaints arising from operational errors or useful suggestions to improve service quality through the below channels.

Contact / complaint channels by business unit

<p>1. Air freight business</p>	<p>1. Via telephone:</p> <ul style="list-style-type: none"> • Customer Service Department, Monday to Friday from 8:30 a.m. – 5:00 p.m. at telephone number 02 681 5888 • Customer Service Department (Air Cargo Terminal), Monday to Friday from 8:30 a.m. – 5:00 p.m. at telephone number 02 504 3823 <p>2. Via E-Mail:</p> <ul style="list-style-type: none"> • Customer Service Department: airexport@iii-airexpress.com • Customer Service Department (Air Cargo Terminal): dmka@asiagroundservice.com, info@asiagroundservice.com <p>3. Through sending a customer satisfaction survey to the annual service.</p>
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2. Logistics management business	<ul style="list-style-type: none"> • Triple i Logistics Public Company Limited <ol style="list-style-type: none"> 1. Via telephone: Customer Service Department, Monday to Friday from 8:00 a.m. – 5:00 p.m. at telephone number 02 681 8700 2. Via E-Mail: airfreight@iii-logistics.com, seafreight@iii-logistics.com 3. Via websites: https://www.iii-logistics.com 4. Through sending a customer satisfaction survey to the annual service. • Triple i Maritime Agencies Co., Ltd. <ol style="list-style-type: none"> 1. Via telephone: Customer Service Department, Monday to Friday from 8:30 a.m. – 5:00 p.m. at telephone number 02 681 8988 2. Via E-Mail: cs_out@iii-maritime.com & trucking@iii-maritime.com 3. Through sending a customer satisfaction survey to the annual service. • Triple i Supplychain Co., Ltd. <ol style="list-style-type: none"> 1. Via telephone: Monday to Saturday from 8:00 a.m. – 5:00 p.m. at telephone number 02 681 3722-5 2. Via E-Mail: info@iii-supplychain.com 3. Via websites: https://www.iii-supplychain.com/ 4. Through sending a customer satisfaction survey to the annual service.
3. Chemical and specialty logistics business	<ol style="list-style-type: none"> 1. Via telephone: Monday to Friday from 08:30 a.m. – 5:00 p.m. at telephone number 02 681 8000 2. Via E-Mail: info@hazchemlogistics.com, info@dg-packaging.co.th, info@hazchemtrans.com 3. Via websites: https://www.hazchemlogistics.com and www.dg-packaging.com 4. Through sending customer satisfaction survey to the annual service.

Performance

As the Group operates a service-oriented business, it places importance on enhancing the capabilities of its personnel and improving work processes to ensure operational efficiency. Accordingly, in 2025, the Group utilized the results of customer satisfaction surveys and feedback received through various channels in 2024 to further develop its operations through both internal and external training programs. These initiatives aim to enhance employees' skills and knowledge, while strengthening customer confidence and satisfaction. Employee capacity development is categorized into two main areas as follows:

1. **Development of logistics knowledge to serve customers** through various training courses, such as Principles and Methods of Maritime Bulk Cargo Transport Course, International Trade Risk Challenges and Integrated Risk Management through Marine and Air Cargo Insurance and Multimodal Carrier Liability Insurance Course, Customer Complaint Handling & Problem-Solving Skill Course, etc.
2. **Development of communication** through various training courses, such as Professional Negotiation and Sales Closing Skills Development Course, Systematic Problem-Solving and Decision-Making Process Course, Performance Management and Constructive Feedback Course, etc.

Furthermore, the Group considers and decides the appropriate frequency for meeting with clients to strengthen and maintain ongoing business relationships along with the integration of innovation and technology into work processes to improve the overall speed, accuracy, and efficiency of operations. In this regard, the details regarding innovation and technology have been discussed on the topic: Development of Innovations and Technology to Ensure Efficient Services on page 72 – 76

From the above initiatives, The Group is committed to building trust, satisfaction, and enhancing competitive potential in both domestic and international markets sustainably. In 2025, all customer complaints were resolved within the specified time. Moreover, no complaints of any legally significant level were recorded that were related to issues regarding customer privacy and safety or environmental impacts, as a result of the Group's services. Consequently, the results of the customers' satisfaction with the Group's products and services were recorded at 89.91%.

Table summarizing the results of operations in building confidence and satisfaction for customers.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Customer satisfaction level with the Group's products and services.	Percentage	89.80	90.74	89.91	No less than 85%



In the provision of the Group's comprehensive logistical services, the goal is not only to be the leader in logistics services, both domestically and globally but also to offer services that encompass warehouse management and product distribution across all routes, fostering growth in collaboration with the Company's partners throughout the corporate business chain. The Company is also committed to continuously developing new businesses that align with or complement existing operations, as well as expanding the existing supply chain and enhancing competitiveness through diverse services, all while striving to meet the needs of various customer groups.

Management Guidelines

The Company conducts a review of its supply chain management processes at least once a year and communicates with its subsidiaries as an operational framework for all employees, suppliers and business partners in alignment with the nature of each company's business operations. The process is outlined as follows:

- 1. Evaluation of suppliers in compliance with the Code of Conduct for Business Partners,** which covers social and/or environmental issues in procurement, and evaluation of prices and quality before adding them to the Vendor List, including assessing them during the year.

Selection of Suppliers	Consideration of Suppliers during the Year
<ul style="list-style-type: none"> • Source suppliers through the procurement process. • Request for quotation and other evidence for consideration. • Evaluate suppliers on compliance with the Code of Conduct for Business Partners. This includes environmentally friendly operations under the principles of Green Procurement and social responsibility, along with evaluating price and quality. • Add selected suppliers to the Vendor List system. 	<ul style="list-style-type: none"> • Monitor suppliers through assessments of their compliance with the Code of Conduct for Business Partners, including environmentally friendly operations under the Green Procurement principles and social responsibility, along with quality assessment after using their services. • Consider retaining them in the Vendor List system.

2. **Supplier Grouping** : Once the suppliers have been included in the Vendor List system, the Group will group suppliers according to the specified criteria to ensure effective risk assessment and preparation of operational plans with each group of suppliers. The suppliers are classified into three groups as follows:

Key Suppliers (Critical Tier 1 Supplier)	Direct suppliers with an annual trading value of “high” or “high” shipments and/or a small number of suppliers who cannot find replacement of goods or services based on the Group’s needs.
Secondary Suppliers (Non-Critical Tier 1 Supplier)	General direct suppliers with an annual trading value of “medium or low” or “medium or low” shipments, and/or suppliers who can find replacements for goods or services.
Key Indirect Suppliers (Critical non-Tier 1 Supplier)	Suppliers who do not trade directly with the Group but trade with the Group’s suppliers. They are selected by suppliers who are in the Critical Tier 1 Supplier Group.

3. **Risk Assessment of Key Suppliers** : The Group will identify environmental, social, corporate governance, and economic (ESG) issues that may affect the Group’s operations based on the evaluation of suppliers on compliance with the Code of Conduct for Business Partners and conduct the assessment of such key suppliers. The Group ranks risks and potential opportunities according to the level of crisis (high, medium, and low). If a key supplier is considered to be at high risk in ESG for three consecutive years, the Group will conduct a visit to the establishment (On-site ESG Audit) of such a supplier to monitor the implementation and jointly plan to prepare preventive or corrective measures and develop guidelines for ESG operations.

Performance

To ensure efficient supply chain management operations, in 2025, the Company reviews its procurement policy, code of conduct for business partners, relevant procurement guidelines that cover social and environmental issues, and corporate governance, and communicated and implemented across its subsidiaries as an operational framework for all employees and business partners in alignment with the nature of each company’s business operations. *(Those interested can see more details about “Procurement Policy and Code of Conduct for Business Partners” prepared and published by the Company on its website.)*

Table summarizing the number of suppliers monitored for compliance with the code of conduct for business partners.

Performance	Unit	2023	2024	2025
Total number of suppliers.	No. of Suppliers	1,409	1,815	1,730
The number of new suppliers that passed the sustainability screening process.	No. of Suppliers	ND	ND	118
The number of suppliers monitored for compliance with the Code of Conduct for Business Partners.	No. of Suppliers	ND	619	756

Remarks: ND (No Data / Not Determined) means the Group that has not yet recorded data.

Table summarizing the relationship between the Group’s suppliers (domestic / foreign).

Performance	Unit	2023	2024	2025
Key Suppliers (Critical Tier 1 Supplier)	No. of Suppliers	112	340	198
- Foreign	No. of Suppliers	28	94	49
- Domestic	No. of Suppliers	84	246	247
Secondary Suppliers (Non-Critical Tier 1 Supplier)	No. of Suppliers	1,297	1,475	1,524
- Foreign	No. of Suppliers	109	92	131
- Domestic	No. of Suppliers	1,188	1,383	1,393
Key Indirect Suppliers (Critical Non-Tier 1 Supplier)	No. of Suppliers	11	8	8
- Foreign	No. of Suppliers	0	0	0
- Domestic	No. of Suppliers	11	8	8

Table summarizing the number of key suppliers assessed for ESG risks.

Performance	Unit	2023	2024	2025
Total number of key suppliers assessed for ESG risks.	No. of Suppliers	ND	100 ^{1/}	130
The number of key suppliers with high ESG risks.	No. of Suppliers	ND	0	0

Remarks:

- ND (No Data / Not Determined) means the Group conducted the ESG risk assessment with key suppliers in 2024, such data was not reported in 2023.
- ^{1/} The Group has revised the figures following its 2025 data review.

In 2025, the Group conducted a risk assessment for 130 key suppliers on economic risk and environmental, social, and/or corporate governance risks (ESG Risks) and found that all key suppliers had low risks and there were no significant issues that needed to be solved and prevented and the on-site ESG audit was not required in accordance of the criteria because they had fully complied with the Code of Conduct for Business Partners as stipulated by the Group. However, the Group summarized the results of the ESG risk assessment and informed key suppliers of the results, as well as developing a collaborative approach between the Group and its suppliers to strengthen sustainable growth and consistency. as appear in key sustainability issues on the topic: Community and Social Engagement on page 158 - 159

Also, according to the Group's supplier grouping and assessment previously mentioned, the Group uses this information to improve its supply chain management through the **Synergy 360° Project**, which is a key factor in improving efficiency of the procurement process and systematic management of relationships with its suppliers. It applies analytical insights on suppliers for negotiation strategy, determination of commercial terms, suppliers selection, development and enforcement of existing suppliers quality and potential, as well as consideration of new suppliers to be in line with the Group's strategic direction and sustainability objectives across governance and economic, environmental, and social dimensions.

At the same time, the Group also applies technology to develop a structured system for recording and retaining suppliers data to ensure comprehensive and ongoing data tracking, analysis, and comparison, resulting in more efficient, faster, and more accurate procurement process management, as well as improving transparency, mitigating risks in the supply chain, and supporting efficient strategic decision-making, which lead to enhancing cost efficiency and quality of its suppliers to strengthen cooperation with them and support the Group's sustainable growth.

Table summarizing the results of operations in supply chain management.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Suppliers monitored for compliance with the Code of Conduct for Business Partners.	Percentage	ND	34.10	43.70	100% of suppliers are screened to acknowledge the Code of Conduct for Business Partners.
Key suppliers have been assessed for ESG risks.	Percentage	ND	29.14 ^{1/}	65.66	100% of key suppliers are being continuously assessed against ESG principles annually.

Remarks:

- ND (No Data / Not Determined) means the Group had not yet implemented an ESG risk assessment process with its key suppliers and such data was not reported.
- ^{1/} The Group has revised the figures following its 2025 data review.



Risk Management and Business Continuity Management



Risk is a factor arising from changes in strategy, finance, operations, rules, regulations, and relevant laws, which may have both direct and indirect impacts on business operations in both positive and negative aspects. This also includes emerging risks that may arise in the course of business operations. Therefore, it is necessary to establish a system for risk management and monitoring in order to reduce the likelihood of potential damage, while at the same time enhancing business opportunities for the Group in the future.

In addition, to build confidence among stakeholders towards the Group's operations and reduce the impact of risks arising from uncontrollable external factors, the Group focuses on the importance of business continuity management so that the business operations can continue without interruption. It prevents damage that may occur to the business in the future and creates a way to increase the capacity of the organization to be flexible and ready to respond and protect the benefits of stakeholders, reputation, and image of the organization effectively.

Management Guidelines

The Group has set up a risk management process and communicated to the Board of Directors, executives, and employees for their acknowledgment through the organizational risk management training process at least 1 time a year so that the risk management process operates in the same direction. The information system has also been set up for risk analysis and assessment.

The Company's risk management process and procedure consist of 6 steps as follows:

1. **Setting objectives** is to specify the risk management objectives of each strategy, plan, work, project, and activity of the Group.
2. **Identifying risks** is to specify any event with both positive and negative effects on the achievement of the objective from strategic, plans, work, projects, and activities. It must be able to specify details and statistical impact information.
3. **Assessing organizational risk** is an analysis and prioritization of risks by considering the risk likelihood assessment and the impact of risk factors. The criteria have been established to be considered in deciding to collect potential risk data appropriately.
4. **Risk management** is the implementation of strategies, measures, or plans into action to reduce the likelihood of risk or reduce the damage of impact in operations that do not yet have risk control activities or existing risk control activities but are inadequate. In choosing a management method, it will consider the economic value, conformity to corporate culture, and expertise in the business of the Group.
5. **Monitoring and assessing risk management results** is to monitor the appropriateness of the operations according to the risk management plan and review the effectiveness of risk management guidelines in all processes to develop the system even further.
6. **Raising awareness and communicating risks** is to provide training on risk management process and risk assessment reviews to all employees and provide channels for communicating about risks to employees on a regular basis.

In addition, the Group supports the integration of risk management into the organizational culture, starting with the Board of Directors and all sub-committees, and management at all levels, to lead the establishment of effective risk management processes and encourage all employees to take responsibility for identifying, managing, and reporting risks regarding their roles and responsibilities to the Risk Management Department to ensure that all parties can contribute effectively to risk management and strengthen the organization's risk management culture, including risk management as part of the Group's annual training course to build awareness and improve personnel capabilities to identify, manage, and mitigate risks related to their roles and responsibilities, applying to directors, executives, and personnel at every level to ensure effective risk management across all parties.

Performance

In 2025, the Risk Management Sub-committee convened to review risk factors, monitor risks and the effectiveness of risk mitigation plans, and reassess risk indicators (Key Risk Indicators: KRIs) to align with the current situation, and the findings from the risk management system review are reported to the Management Committee, Audit Committee, and the Board of Directors regularly, twice a year. The key issues are as follows:

- Strategic Risk
- Operational Risk
- Financial Risk
- Compliance Risk
- Emerging Risk

(Those interested can see more details about the organization's risks and risk management measures in the 2025 Annual Report (56-1 One Report Form) prepared and published by the Company on its website.)

The Group has established a Business Continuity Plan (BCP) with a focus on responding to serious emergencies. In 2025, the Group reviewed the plan to prepare for significant risks and potential crises. This will enable the Group to continue its business in an emergency without interruption and reduce the potential impact. The Group's business continuity management plan covers the operational processes and systems that are important in the operation, including office buildings, warehouses, and transportation vehicles, and the list of responsible personnel and departments is clearly defined. The Group has also continuously organized a practical rehearsal to respond to various emergencies on an annual basis. The Group has a contingency plan as follows:

Offices	<ul style="list-style-type: none"> • Emergency response plan for fire incidents. • Emergency response plan for epidemic outbreaks. • Emergency response plan for earthquakes. • Crisis response plan for IT emergencies. • Emergency response plan for floods/storms.
Warehouses	<ul style="list-style-type: none"> • Emergency response plan (Packaging Department) for fire incidents and chemical spills. • Emergency response plan for incidents damaging organizational technology and information equipment, both software and hardware. • Emergency response plan for floods/storms.
Transport Vehicles	<ul style="list-style-type: none"> • Emergency response plan for fires, chemical spills, and/or accidents occurring during the transportation of goods.

In 2025 the Group organized the "Enterprise Risk and Risk Management" training for all executives and employees, accounting for 100% of the Group's personnel. Additionally, 100% of the participants successfully passed the examination.

Table summarizing the results of operations in risk management and business continuity management.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Corporate risk management covering all business units within the Group.	Percentage	100	100	100	100
Business Continuity Management Plan drills, such as fire evacuation drills, and practical rehearsals on the disaster recovery site.	Times	2	2	2	At least once a year



Environmental Performance

Outstanding Environmental Performance



Reducing Greenhouse Gas Emissions

- The Group has prepared its Carbon Footprint of Organization (CFO) Report in accordance with ISO 14064-1 for the second consecutive year and has been verified by Bureau Veritas Certification (Thailand) Co., Ltd., an independent external verification body registered with the Thailand Greenhouse Gas Management Organization (TGO).
- The Group has prepared its Climate Change Risk and Opportunity Analysis Report in accordance with the International Climate-Related Disclosure Standard (IFRS S2) and in alignment with the core recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) for the first time.



Energy Management

- The Group implemented the Solar Rooftop Power Generation System Installation Project at its headquarters and chemical and dangerous goods warehouse, with a total installed capacity of over 349 kilowatt-peak (kWp), which can generate approximately 79.93 megawatt-hours (MWh) of electricity from renewable energy sources. This helps reduce overall electricity costs by over 333,000 baht and reduce over 52.48 tons of carbon dioxide equivalent (TonCO₂e), reflecting its efficient energy management, as well as minimizing environmental impacts and promoting the sustainable use of clean energy.



Environmental Management

- The Group monitored the environmental quality of both its headquarters and warehouses, including air quality and occupational health monitoring such as 8-hour average noise levels (Leq 8 hrs.), light levels, heat stress, and total volatile organic compounds (TVOC). All measurement results meet the standards required by law.
- The Group has received no environmental complaints from the community or other stakeholders and has not violated any environmental laws, regulations, or rules (significant non-compliance). Furthermore, the Group incurred no environmental fines or penalties during 2025.



Challenges and Opportunities in the Environment

By 2025, climate change continues to be a significant global concern, as many countries have announced net-zero greenhouse gas emission targets to limit the rise in global temperatures to no more than 1.5 degrees Celsius, in line with the Paris Agreement. This movement is driving businesses around the world to accelerate their adaptation, reduce emissions, and develop operational processes that are more environmentally friendly.

Thailand has enhanced its climate change response targets to make them more challenging and accelerated, setting a goal to reduce greenhouse gas emissions by 47% by 2035. Furthermore, the target for achieving net-zero emissions has been accelerated to 2050, from the previously set target of 2065.

This enhanced target reflects Thailand's dedication to actively supporting global action on climate change. It also serves as an important signal highlighting the need for Thai businesses to accelerate their adaptation in operations, investment, and sustainability strategies to align with the transition toward a low-carbon economy.

Furthermore, the government moved forward with a draft Climate Change Act to create a clearer and more concrete legal framework. This is expected to directly impact businesses in numerous industries, especially the logistics industry, which serves a crucial part in the supply chain and needs to promptly adjust its operations to meet rising environmental requirements and expectations.

These challenges open opportunities for the Group to focus on building **resilience and adaptation** within its organization, including creating a corporate culture that prioritizes efficient energy and resource management, establishing a Business Continuity Plan (BCP) system that is capable of operating in extreme weather conditions while strengthening supply chain resilience to reduce the risk of disruption, emitting greenhouse gas in the supply chain through the study of low-carbon vehicle use, as well as collaborating with partners to design and develop Green Logistics Service. In addition, the Group is capable of implementing **greenhouse gas emissions mitigation** measures by investing in renewable energy, optimizing the use of electricity and oil, and restructuring resource utilization to reduce pollution, which helps its organization effectively minimize the environmental impact.

These implementations not only enable the Group to achieve its corporate environmental goals and support national goals, but also build confidence among customers, investors, and stakeholders while establishing a foundation for stable and sustainable long-term growth.



Reducing Greenhouse Gas Emissions

The Group is aware of the risks from climate change affecting both direct and indirect implications for our long-term business operations; therefore, we are committed to supporting the Paris Agreement and the outcomes of the 30th Conference of the Parties (COP30) which aim to limit global temperature increase to no more than 1.5°C as well as developing internal strategies and measures to concretely reduce greenhouse gas emissions through energy efficiency improvements, clean energy applications, effective environmental management, together with collaboration among the public sector, the private sector, and business partners, is essential for advancing business sustainability and generating broad positive environmental impacts.

Management Guidelines

The Company has established an environmental and climate policy (Interested parties can find further details on these policies, which are publicly disclosed on the Company’s website under the “Corporate Governance” section.), set objectives, and formulated a corporate-level plan to reduce greenhouse gas emissions. In addition, the Company promotes and communicates with employees across the Group to ensure effective energy and environmental management, as well as measures to reduce greenhouse gas emissions into the atmosphere. These initiatives are driven through the Board of Directors, its subcommittees, and the Environmental Working Group, which includes senior management and employee representatives from the Group. Together, they define strategic directions and objectives in line with the Company’s sustainability policy and operational framework.

Moreover, the Group considered preparing a risk and opportunity analysis report on climate change in accordance with the International Climate Change Disclosure Standard (IFRS S2) and consistent with the core elements of the guidance from the Task Force on Climate-related Financial Disclosures (TCFD) and is disclosed on the Company’s website within the following reporting framework

Governance	Risk and Opportunity	Risk Management	Metrics and Target
Establish the Boards and executives responsible for overseeing climate issues.	Assess actual and potential impacts, considering the risks and opportunities associated with climate change, including its effects on the Group’s business operations and financial performance.	Require climate change risk assessments in accordance with IFRS S2 standards and the core elements of the TCFD and integrate climate-related risk management into the organization’s overall risk management framework.	Establish indicators and targets to effectively manage climate change – related risks and opportunities and ensure that the organization’s greenhouse gas emission reductions effectively contribute to global climate change mitigation.



Performance

In 2025, the Group implemented climate change adaptation and mitigation plans to support the goal of greenhouse gas emission reduction, as follows:

1. Project on Carbon Footprint of Organization (CFO) report in accordance with ISO14064-1 Standard

The Group prepared the Carbon Footprint of Organization (CFO) report in accordance with ISO14064-1 standard, with Advanced Energy Plus Co., Ltd. serving as the project consultant. The report was independently verified by Bureau Veritas Certification (Thailand) Ltd., an external verification body registered with the Thailand Greenhouse Gas Management Organization (Public Organization).

The scope of the CFO report encompasses the Group's facilities and primary operations, including the main office building and warehouse facilities. All organizational activities are identified through a Life Cycle Analysis (LCA) of the logistics process, from import and transportation to storage and delivery to assess the organization's key sources of greenhouse gas emissions. The Group does not operate or engage in activities related to assets held in the portfolio of Real Estate Investment Trusts (REIT).

Area	Organizational Activities in Each Area		
	Scope 1	Scope 2	Scope 3
The Company and its subsidiaries in which the Company holds more than 99% of the shares, collectively referred to as the "Group," covering all establishments of the Group, including offices and warehouses (within the reporting scope on page 7).	<ul style="list-style-type: none"> • Diesel combustion for generators, fire pumps, company vehicles, forklifts, and travel fuel allowance • Gasoline combustion for company vehicles • LPG combustion used to support travel activities • Leakage of refrigerants • Leakage of fire extinguishing agents • Leakage from septic tank system 	<ul style="list-style-type: none"> • Electricity consumption 	<ul style="list-style-type: none"> • Purchase Goods and Services • Fuel and Energy Related Activities • Transportation and Distribution • Waste Generated in Operations • Business Travel • Employee Commuting

The Group has collected greenhouse gas emissions data from the above-mentioned operational activities to calculate the greenhouse gas emissions volume. The summary is as follows:

Table summarizing the organization's greenhouse gas emissions volume.

Greenhouse Gas Emissions (GHG Emissions)	Unit	2023	2024 ^{1/}	2025
Scope 1 Emissions (Direct GHG Emission)	TonCO ₂ e	539.00	607.00	491.00
Scope 2 Emissions (Indirect GHG Emission)	TonCO ₂ e	1,498.00	1,506.00	1,266.00
Scope 3 Emissions (Other Indirect GHG Emission)	TonCO ₂ e	519.00	55,911.00	60,793.00
- Purchase Goods and Services	TonCO ₂ e	ND	86.53	149.16
- Capital goods	TonCO ₂ e	N/A	N/A	N/A

Greenhouse Gas Emissions (GHG Emissions)	Unit	2023	2024 ^{1/}	2025
- Fuel and Energy Related Activities	TonCO ₂ e	ND	371.31	279.05
- Upstream Transportation and Distribution	TonCO ₂ e	ND	55,910.17	60,792.13
- Waste Generated in Operations	TonCO ₂ e	ND	33.73	40.52
- Business Travel	TonCO ₂ e	ND	70.63	40.73
- Employee Commuting	TonCO ₂ e	ND	329.91	291.63
- Upstream leased asset	TonCO ₂ e	N/A	N/A	N/A
- Investments	TonCO ₂ e	N/A	N/A	N/A
- Downstream transportation and distribution	TonCO ₂ e	N/A	N/A	N/A
- Downstream leased assets	TonCO ₂ e	N/A	N/A	88.26
- Franchises	TonCO ₂ e	N/A	N/A	N/A
Separately	TonCO ₂ e	ND	48.00	39.00
Total (Scope 1-2)	TonCO₂e	2,037.00	2,113.00	1,757.00
Total (Scope 1-3)	TonCO₂e	2,556.00	58,024.00	62,550.00

Remarks:

- ^{1/} The greenhouse gas (GHG) emissions in 2024 have increased due to the inclusion of additional emission sources in the Carbon Footprint of Organization (CFO) report, by ISO14064-1 standards. The report has been independently verified by an external verification body registered with the Thailand Greenhouse Gas Management Organization (Public Organization).
- ND (No Data / Not Determined) means the Group displays the results of the total calculation of Scope 3 of greenhouse gas emissions without classification of each type.
- N/A (Not Applicable) refers to sources of greenhouse gas emissions that are not associated with the Group's business operations, or the amount of greenhouse gas emissions is insignificant and excluded from greenhouse gas emissions and removals reporting.



Table summarizing the organization’s greenhouse gas emissions in comparison with reduction targets.

Key Indicators	Unit	2023	2024	2025	Short-term Target ^{1/}	Long-term Target
Revenue	Million baht	ND	2,398.09	2,477.95	Aim to reduce greenhouse gas emissions per revenue by 5% by 2027, compared to the base year 2024. (TonCO ₂ e / Million baht)	Aims to achieve Net Zero greenhouse gas emissions for Scope 1 and Scope 2 by 2037, and Net Zero Scope 3 emissions by 2050.
Carbon Intensity (Scope 1-2)	TonCO ₂ e / Million baht	ND	0.88	0.71		
Carbon Intensity (Scope 1-3)	TonCO ₂ e / Million baht	ND	24.20	25.24		
Year-on-year reduction	Percentage	ND	ND	-4.30		

Remarks:

- ^{1/} Executive KPI and Compensation Metric.
- ND (No Data / Not Determined) means the Group has not determined a target for GHG emission intensity per revenue.

2. Projects and activities to reduce greenhouse gas emissions and adapt to climate change

Based on a review of activities within the Group that may have an impact on the climate, as well as the study and assessment of climate risks and opportunities that may affect business operations, the Group has developed guidelines for environmental management throughout the logistics process (Life Cycle), from planning to transportation, storage, and delivery of goods to ensure that the environmental impact is effectively reduced at every stage. One of the Group’s key initiatives is the implementation of the **Green Logistics Service Development Strategy**. It provides opportunities for employees to present, exchange, and develop guidelines for the development of environmentally friendly logistics processes and support sustainability, for example, establishing environmental practices and criteria for selecting new suppliers of the Group along with conducting an environmental assessment with existing suppliers every year to ensure that their activities at all stages of the life cycle are in line with sustainability goals, promoting measures to maintain the engines of the trucks of suppliers in perfect condition without emission of exhaust gases or pollution to the environment (Eco-Drive), reducing empty transportation and full truck loading to reduce fuel consumption and utilize the space on the vehicle most efficiently while responding to customers’ needs in terms of time and cost in the most efficient way.

Moreover, in 2025, the Group focused on the development of green logistics services, as follows:

- **Project to Replace Fuel-Powered Forklifts with Electric Forklifts at Don Mueang, Suvarnabhumi, and Hazchem warehouse:** A total of 31 electric forklifts out of 35 units were deployed, resulting in a reduction of 487.23 TonCO₂e of greenhouse gas emissions per year.



Electric forklift at the Hazchem warehouse.

- **Transportation Mode Shift Project from Truck to Rail Transportation on the Lat Krabang – Sra Kosinarai, Ratchaburi Route (119 km):** In 2025, the Group was able to reduce greenhouse gas emissions by 324.65 TonCO₂e. This transportation mode shift not only reduces greenhouse gas emissions but also provides a new, efficient transportation option, contributing to cost reduction and environmental mitigation, in line with the Group’s Scope 3 emission reduction targets.



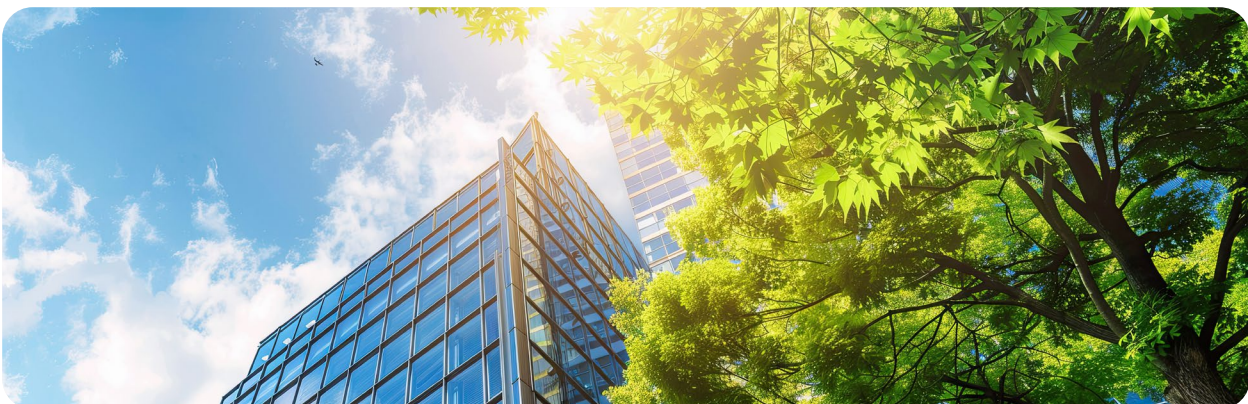
Rail transport along the Lat Krabang – Sra Kosinarai – Ratchaburi route.

- **Pilot Project for EV Truck Goods Transportation:** HazChem Logistics Management Co., Ltd. or HLM the Company’s subsidiary, initiated this pilot project with partners and customers in July to enhance the efficiency of transporting chemical and dangerous goods from the Bangna-Trat Km.39 warehouse to the Bangkok, Samut Prakan, Chonburi, and Chachoengsao. Over a total distance of 26,128 kilometers, the project was found to be capable of replacing up to 2,612.80 liters of fuel, resulting in a net reduction of greenhouse gas emissions of 2.33 TonCO₂e. This project represents a significant step toward environmentally friendly logistics and demonstrates the Group’s commitment to sustainable business practices.

In addition, HLM organized a “Sustainability Day” event for internal employees, with employee representatives participating. The activities aim to enhance knowledge to improve operational efficiency while reducing greenhouse gas emissions through new tools and applications, as well as raising awareness of the organization’s carbon footprint sources, including Net Zero goals and proper waste sorting and management at the source, including natural disaster risks to the organization’s supply chain.

3. Collaboration between the Group and other sectors to support greenhouse gas emission reductions

Addressing climate change requires collaboration across all sectors, including the public sector, the private sector, customers, and business partners. Although the Group is not yet a member of any specific climate change organization, it prioritizes building partnerships and collaborating with relevant stakeholders to support the implementation of measures and projects that contribute to the continuous and tangible reduction of greenhouse gas emissions, specifically collaboration with public agencies and regulatory bodies in implementing and developing relevant guidelines, such as reporting greenhouse gas emissions in accordance with the guidelines of the Greenhouse Gas Management Organization, assessing climate risks to supply chains, and supporting policies that promote the transition to a low-carbon economy.



In this regard, the Group regularly tracks ESG-related trends and the stances of relevant organizations and associations to ensure that the Group’s operations align with the policies, regulations, sustainability goals, and long-term efforts to reduce greenhouse gas emissions. In 2025, the Group has the following key collaborative projects with external organizations:

3.1 Collaborative projects between the Group and public agencies, regulatory bodies, and international organizations

1) Sustainability Assessment by EcoVadis

In 2025, the Company and its subsidiaries undergone a sustainability assessment by EcoVadis, a global business sustainability rating organization, covering four main areas: environment, labor and human rights, ethics, and sustainable procurement. The Company received a “Silver” award and HazChem Logistics Management Co., Ltd. or HLM the Company’s subsidiary, received a “Bronze” award. This assessment reflects the Group commitment to responsible and transparent business practices, particularly in resource management and greenhouse gas emission reduction, including office operations, transportation, and procurement processes, and provides a framework for implementation across subsidiaries and partners to promote collaboration and drive businesses toward broader sustainability.



Silver Award from the EcoVadis Assessment



Green Office Certification by the Department of Climate Change and Environment

2) Green Office Certification by the Department of Climate Change and Environment, Ministry of Natural Resources and Environment

In 2024, the Group joined the Green Office Project conducted by the Department of Climate Change and Environment, Ministry of Natural Resources and Environment and received a national “Gold” award, with certification valid from January 29, 2024, to January 28, 2028. Participating in this project not only reflects commitment to the responsible use of office resources and energy, waste reduction, and selection of environmentally friendly equipment, but also collaboration with public agencies to implement concrete measures to reduce greenhouse gas emissions.



3.2 Collaboration with Business Sector, Private Organizations, and Associations to Drive Logistics Industry Growth and Sustainability.

The Group is committed to fostering collaboration with external organizations and industry networks to elevate logistics standards while tangibly driving environmental and sustainability goals. These collaborations enhance our capacity for knowledge exchange, stimulate innovation, and develop practices aligned with international standards and the transition toward a low-carbon economy.

- 1) The Group’s representative, serving as President of the Thai International Freight Forwarders Association (TIFFA), collaborated with the Warehouse, Silo and Cold Storage Business Association (WSCBA) under the 1Logistics Group framework to organize the 2025 Sustainability Seminar for the Logistics Industry titled “Shortcut to Green Logistics (Accelerated Course in Sustainable Logistics).” The seminar was supported by the Department of International Trade Promotion, Ministry of Commerce, and held during TILOG LogistiX 2025. It aimed to deliver practical guidelines for reducing greenhouse gas emissions in the transportation and warehousing sectors to industry operators.



2025 Sustainability Seminar in the Logistics Industry “Shortcut to Green Logistics”

- 2) The Group’s representative has driven key initiatives as the Chairman of the Responsible Care® under the Chemical Industry Club, the Federation of Thai Industries, participating in strategic direction-setting, promoting safe chemical management standards, and enhancing occupational health, safety, and environmental practices across the industry in alignment with international standards. This role also supports knowledge development, the exchange of best practices among member organizations, and the continuous advancement of responsible operations toward society, the environment, and climate impact reduction.

Table summarizing greenhouse gas emission reductions.

Performance	Unit	2023	2024	2025
Project to Replace Fuel-Powered Forklifts with Electric Forklifts.				
Reduction of greenhouse gas emissions.	TonCO ₂ e	275.95	275.95	487.23
Transportation Mode Shift Project from Truck to Rail Transportation.^{1/}				
Reduction of greenhouse gas emissions.	TonCO ₂ e	275.18	203.09	324.65
Pilot Project for EV Truck Goods Transportation				
Reduction of greenhouse gas emissions.	TonCO ₂ e	ND	ND	2.33

Remarks:

- ^{1/} The Group updated its database and recalculated greenhouse gas emissions for 2025.
- ND (No Data / Not Determined) means the Group has not yet initiated the project.



Energy ranks as a crucial resource in the operations of the Group. Enhancing energy management efficiency is integral to consistently managing logistics services costs effectively. The Group prioritizes improving efficiency in energy conservation across its services, both directly and indirectly, through the Group's Resource and Energy Management Strategy (Value Consumption).

Management Guidelines

The Group's energy conservation strategy is adapted from the energy management principles outlined in the Energy Conservation Promotion Act, B.E. 2535 (1992), and its subsequent amendments. The goal is to encourage and support the Group's companies in energy conservation efforts and to develop the personnel within the Group to manage energy responsibilities efficiently and effectively within the organization.

The Group's strategy for energy conservation includes the following eight steps:

1. Establishing an energy management team.
2. Conducting a preliminary energy management assessment.
3. Formulating energy management measures and promoting public awareness.
4. Assessing the potential for energy conservation.
5. Setting objectives for energy conservation and outlining plans, including training programs.
6. Implementing the plan and analyzing adherence to set objectives.
7. Monitoring and evaluating the energy management system.
8. Reviewing, analyzing, and amending the system.

Performance

As the Group consumes electricity as its main energy source, it focuses on reducing electricity consumption by considering the adoption of appropriate renewable or clean energy sources to support business operations and optimizing and improving the energy efficiency of offices and warehouses, including creating informational signage for the Group's employees on energy conservation in buildings and work processes such as campaigns promoting the switching off of lights after use and setting air conditioner shutdown times during lunch breaks.

In 2025, the Group also implemented projects and activities to effectively reduce electricity consumption, as follows:

- **Solar Rooftop Power Generation System Installation Project at the headquarters** with a total installation area of 7,050.8 square meters, it has a total installed capacity of 199.39 kilowatt-peak (kWp). Installation commenced on October 4, 2025, and was completed with system connection and electricity supplied to the system in November 2025.

This project can generate approximately 34.93 megawatt-hours (MWh) of electricity from renewable energy sources, helping to reduce electricity expenses by over 141,010 baht. In addition, it contributes tangible environmental benefits by reducing coal use in electricity generation by 17.22 tons and carbon dioxide emissions by up to 20.45 TonCO₂e .



Solar Rooftop at the Headquarters

- **Solar Rooftop Power Generation System Installation Project at the chemical and dangerous goods warehouse**, divided into two areas as follows:
 - Warehouse DG4/4 has a maximum installed capacity of 50 kilowatt-peak (kWp), covering an area of 223.2 square meters. Installation commenced in April 2025 and was ready to supply electricity to the grid in May 2025.
 - Warehouse DG6/4.1 has a maximum installed capacity of 100 kilowatt-peak (kWp), covering an area of 446.4 square meters. Installation commenced in November 2025 and was ready to supply electricity to the grid in December 2025.

These operations can generate approximately 45 megawatt-hours (MWh) of clean energy, helping to reduce electricity expenses by over 192,214.22 baht. Furthermore, the project generates tangible environmental benefits by reducing carbon dioxide emissions by up to 32.03 TonCO₂e, equivalent to the planting of 3,373 trees, reflecting efficient and sustainable energy resource management.

- **Upgrading energy-efficient equipment in the headquarters building** by replacing six old air conditioners with air conditioners that have received Energy Efficiency Label No. 5, as well as switching from fluorescent and downlight bulbs to LED bulbs to improve energy efficiency, reduce electricity consumption, and support long-term efficient energy use.

Table summarizing the performance of electricity management activities.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Total Electricity Consumption	Kilowatt-hours	2,995,813.00	3,012,472.34	2,663,431.62	Aim to reduce electricity consumption per employee by 5% by 2027, compared to the base year 2024 (Kilowatt-hours / person).
Total Number of Employees	persons	ND	646	659	
Total Electricity Consumption per Employee	Kilowatt-hours / person	ND	4,663.27	4,041.63	
Year-on-year reduction	Percentage	ND	ND	13.33	

Remarks :

- Total electricity consumption data is derived from the Company and its subsidiaries in which the Company holds more than 99% of the shares, collectively referred to as the "Group," covering all establishments of the Group, including its offices and warehouses (within the reporting scope on page 7).
- ND (No Data / Not Determined) means the Group has not determined a target for electricity consumption per employee.

In this regard, all electricity consumption data of the Group has been verified by Bureau Veritas Certification (Thailand) Ltd., an independent external verification body registered as an external assessor with the Thailand Greenhouse Gas Management Organization (Public Organization).

In addition, the Group emphasizes fuel consumption reduction by encouraging drivers to check their vehicles before work to save fuel, EV charger station installation, using electric forklifts in place of fuel-powered forklifts, replacing fire extinguishers with clean agent extinguishers in general warehouses, which are environmentally friendly and do not harm the ozone layer, as well as supporting online meetings to save fuel on travel.

Table summarizing the performance of fuel management activities.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Total Fuel Consumption	Liters	222,172.00	241,545.84	208,900.46	Aim to reduce fuel consumption per revenue by 5% by 2027, compared to the base year 2024 (Liters / Million baht).
- Diesel Fuel Consumption	Liters	75,304.00	107,821.53	56,254.66	
- Gasoline Fuel Consumption	Liters	16,609.00	782.85	4,285.70	
- Gasohol Fuel Consumption	Liters	130,259.00	130,499.13	145,917.76	
- LPG Consumption	Liters	-	2,442.33	2,442.33	
Revenue	Million baht	ND	2,398.09	2,477.95	
Total Fuel Consumption per Revenue	Liters / Million baht	ND	100.72	84.30	
Year-on-year reduction	Percentage	ND	ND	16.30	

Remarks :

- Total fuel consumption data is derived from the Company and its subsidiaries in which the Company holds more than 99% of the shares, collectively referred to as the "Group," covering all establishments of the Group, including its offices and warehouses (within the reporting scope on page 7).
- ND (No Data / Not Determined) means the Group has not determined a target for fuel consumption per revenue.

In this regard, all fuel consumption data of the Group has been verified by Bureau Veritas Certification (Thailand) Ltd., an independent external verification body registered as an external assessor with the Thailand Greenhouse Gas Management Organization (Public Organization).

The Group is committed to conducting its business with environmental responsibility through effective environmental management in all aspects, including resource utilization, water resource management, pollution control, and waste management, in order to minimize negative impacts on the environment throughout the value chain.

In 2024, Hazchem Logistics Management Company Limited (HLM), a subsidiary of the Company, obtained ISO 14001:2015 certification for its Environmental Management System. The certification covers the head office (4th floor) and the chemical and hazardous goods warehouse, representing 17% of the Group's total operational sites. The certification is valid from September 14, 2024, to September 14, 2027.



The ISO 14001:2015 certification system is standard for environmental management systems.

To achieve tangible and continuous reductions in environmental impacts, the Group implements environmental management through the Group's Resource and Energy Management Strategy (Value Consumption), which is structured into two key focus areas as follows:

1. Resource Management

The Group is committed to optimizing resource use at both office and warehouse levels, promoting the efficient utilization of resources and consumables, as follows:

1.1 Water Resource Management

The Group prioritizes the management of water resource usage within its head office and warehouse facilities, aligning with the United Nations' Sustainable Development Goals. Goal 6 focuses on sustainable water and sanitation management, taking into account the impacts of climate change on stakeholders, such as water scarcity and flooding events.

Management Guidelines

Due to the Group's premises not being located adjacent to any public water sources, the water used within the Group is primarily purchased from local government entities and state enterprises, specifically the Metropolitan Waterworks Authority, for use in office and warehouse buildings. The Group conducts regular annual checks on wastewater quality before it is discharged from office and warehouse buildings, to prevent contamination to community water sources or the surrounding environment.

Performance

In 2025, the Group implemented activities to promote the efficient use of water resources, as follows:

- Installing signage promoting water conservation at washbasins and in restrooms.
- Placing a water bottle in the toilet tanks to reduce water usage per flush.
- Replacing manual bathroom sink faucets with automatic ones to reduce the risk of forgetting to turn off the taps.
- Adjusting the water flow rate of bidet sprays and washbasins to 75% of the maximum flow rate.
- Regularly checking for water leaks from taps and related equipment.
- Replacing toilets with water-efficient dual-flush toilets.

Table summarizing the performance of water resource management activities.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Total Water Consumption	Cubic meters	11,257	9,990	9,906	Aim to reduce Water consumption per employee by 5% by 2027, compared to the base year 2024 (Cubic meters / person).
- Water consumption from tap water or other organizations	Cubic meters	-	-	-	
- Surface water consumption	Cubic meters	11,257	9,990	9,906	
- Groundwater consumption	Cubic meters	-	-	-	
- Seawater consumption	Cubic meters	-	-	-	
Total Number of Employees	persons	ND	646	659	
Total Water Consumption per Employee	Cubic meters / person	ND	15.46	15.03	
Year-on-year reduction	Percentage	ND	ND	2.78	

Remarks:

- Total water consumption data is derived from the Company and its subsidiaries in which the Company holds more than 99% of the shares, collectively referred to as the "Group," covering all establishments of the Group, including its offices and warehouses (within the reporting scope on page 7).
- ND (No Data / Not Determined) means the Group has not determined a target for water consumption per employee.

In this regard, water consumption data of the Group has been verified by Bureau Veritas Certification (Thailand) Ltd., an independent external verification body registered as an external assessor with the Thailand Greenhouse Gas Management Organization (Public Organization).

Table summarizing the total volume of wastewater discharged.

Key Indicators	Unit	2023	2024	2025
Total Volume of Wastewater Discharged	Cubic meters	11,257	9,990	9,906
- Volume of wastewater discharged to other organizations	Cubic meters	-	-	-
- Volume of wastewater discharged to surface water	Cubic meters	11,257	9,990	9,906
- Volume of wastewater discharged to groundwater sources	Cubic meters	-	-	-
- Volume of wastewater discharged to the sea	Cubic meters	-	-	-

Remarks: Total wastewater discharged data are derived from the Company and its subsidiaries in which the Company holds more than 99% of the shares, collectively referred to as the "Group," covering all establishments of the Group, including its offices and warehouses (within the reporting scope on page 7).

1.2 Management of raw materials used in operations

The Group is committed to operating responsibly toward the environment, recognizing the importance of efficient and effective use of resources and raw materials. Although the Group does not engage in direct manufacturing, its logistics service processes still utilize various raw materials and components such as packaging materials, office supplies, as well as equipment related to warehousing and transportation. Therefore, the Group emphasizes the importance of carefully managing the use of these raw materials to reduce unnecessary resource consumption and support environmental sustainability goals.

Management Guidelines

To ensure efficient use of raw materials in operations, the Group has applied the concept of Life Cycle Analysis (LCA) as a framework for monitoring and analyzing the use of raw materials related to logistics services throughout the value chain, from receiving, storing, and packaging to transportation and delivery. Although the Group does not engage in direct manufacturing, its logistics service processes continuously use raw materials, such as packaging materials, office supplies, as well as equipment related to warehousing. This approach enables the Group to systematically track the quantity and patterns of raw material use, manage resources to maximize benefits, and effectively reduce environmental impact.

In the context of the Group, the term “**raw materials used**” does not directly refer to raw materials used in the production of goods, but it refers to resources used to support transportation operations and logistics management to provide efficient services. In addition to fuel, which has already been reported in the energy management section, the Group classifies the types of raw materials and materials used in its operations as follows:

Equipment	Resources with a useful life exceeding one operational cycle are used to support logistics services, warehouse management, transportation, and office operations. These resources play an important role in improving efficiency, safety, and operational continuity. They are generally not consumed at once and require maintenance, inspection, or replacement based on their appropriate service life.
Consumables	Resources used in daily operational processes are often depleted within a short period and need to be replenished or replaced regularly to support office operations, warehouse operations, and logistics services.

In this regard, the Group promotes the efficient use of raw materials and resources under the concepts of Circular Economy and Responsible Consumption to ensure that all types of raw materials and resources are utilized to their fullest potential and mitigate long-term environmental impact.

Performance

In 2025, the use of key raw materials related to the Group’s operations increased in line with the expansion of its business activities, and it recognized an opportunity to strengthen resource management to improve its systematic and efficient implementation. To reduce redundancy the use of equipment and consumables related to general admin and purchasing operations was developed under **the Synergy 360° project** with an emphasis on resource sharing and centralized procurement to develop a centralized procurement system that is transparent, efficient, and standardized across the organization.

Furthermore, the Group established guidelines for efficient resource use such as switching from disposable pens to refillable pens, encouraging the use of rechargeable batteries over disposable batteries, as well as improvements in procurement planning and more effective management of equipment and consumable materials to promote efficient resource utilization and sustainable long-term business growth.

Table of key raw materials used in operations

Key Indicators	Unit	2023	2024	2025	Target for 2027
Total Raw Material Used	Ton	ND	43.01	66.05	Aim to reduce the raw material used per revenue by 5% by 2027, compared to the base year 2024 (Ton / Million baht).
- Equipment	Ton	ND	0.35	0.72	
- Consumables	Ton	ND	42.66	65.33	
Revenue	Million baht	ND	2,398.09	2,477.95	
Total Raw Material Used per Revenue	Ton / Million baht	ND	0.02	0.03	
Year-on-year reduction	Percentage	ND	ND	-50	

Remarks:

- Total raw material used data is derived from the Company and its subsidiaries in which the Company holds more than 99% of the shares, collectively referred to as the "Group," covering all establishments of the Group, including its offices and warehouses (within the reporting scope on page 7).
- ND (No Data / Not Determined) means that the Group has not yet collected and consolidated the data.

2. Waste and Pollution Management

The Group recognizes the importance of effective waste and pollution management in operations both in its offices and warehouses since ineffective management may result in negative impacts on the environment, the health of employees, and surrounding communities. Therefore, the Group focuses on reducing waste and controlling pollution to ensure that its operations are environmentally friendly.

2.1 Waste Management

The Group prioritizes the management of municipal and industrial waste in accordance with legal requirements and aims to utilize resources within the business value chain efficiently and beneficially, incorporating the 3Rs principles.

Management Guidelines

The Group emphasizes solid and industrial waste management according to the 3Rs principles, in adherence to strict regulations, including the Public Health Act B.E. 2535 (1992) and its amendments. Policies set for managing waste in head office and warehouse areas include:

- Reduce resource wastage in production processes, applying Kaizen methodologies.
- Encourage resource reusing, e.g. reducing plastic use and promoting cloth bags.
- Facilitate resource recycling or repurposing, such as segregating paper, plastic, and metal wastes, and using paper on both sides.

The Group has established a comprehensive waste management system within its head office and warehouses, adhering to the following standards:

- Trash bins categorized by waste type are provided in both the head office and warehouse areas, aligning with the 3Rs (Reduce, Reuse, Recycle) approach.
- Layouts detailing the placement of solid and industrial waste containers within the headquarters and warehouses are prepared.
- Indicators specifying types of solid and industrial waste are affixed to the respective containers.
- Procedures are documented, and annual training sessions are conducted for employees to enhance their waste segregation skills, followed by assessments of learning outcomes.
- Separate areas for storing industrial and general waste are established.
- A responsible individual is appointed for overseeing the waste collection areas, with contact details prominently displayed.
- Labels indicating the types and categories of waste are placed on collection containers and in the storage areas for both industrial and general waste.
- Mandatory, prohibition, and fire safety signs are posted in accordance with occupational health and safety standards, including no-smoking signs and signs for personal protective equipment.
- Emergency response plans and diagrams highlight the installation locations of fire extinguishers and equipment for preventing chemical spills in waste storage areas.

Performance

In 2025, the Group focused on minimizing waste generation at the source and implemented effective sorting, collection, and disposal practices. The Group has introduced several waste management initiatives to support these goals.

- **E-Waste Management Project:** The Group implemented an e-waste management project in collaboration with Synnex Thailand Public Company Limited or Synnex, its business partner, by establishing an e-waste collection point in the head office building and using the Group's logistics expertise and resources to support the collection and transportation of e-waste from over 20 participating collection points outside of the head office for delivery to Total Environmental Solutions Co., LTD. (TES), Phra Nakhon Si Ayutthaya, to manage e-waste properly and in an environmentally friendly manner. In 2025, the Group delivered a total of 100 kilograms of e-waste for proper management.



The Group's E-Waste Project in collaboration with its business partner, "Synnex"

- **PET to PPE Project:** the Group implemented the PET to PPE Project by establishing plastic bottle sorting points within organizations and donated them to the "PET to PPE" Project under Less Plastic TU, carried out by a group of medical students from Thammasat University, for recycling into eyeglass frames for the underprivileged. In 2025, the Group collected 1,200 plastic bottles, which are expected to be recycled into at least 600 eyeglass frames. The project helps reduce plastic waste while also supporting public health and social benefits.



PET to PPE Project

- **Old Calendar Donation Project:** In 2025, the Group organized an internal calendar donation campaign to collect old desk calendars, which will be donated to the Center for Educational Technology for the Blind, affiliated with the Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen. The collected calendars were used to produce Braille learning materials to support the education of people with visual impairments. The Company collected 621 calendars, which were used to produce 621 Braille materials, reflecting efficient resource utilization together with social value creation.



Old Calendar Donation Project

- **Activity for Efficient Resource Management:** By donating unused office equipment and electronic devices such as desktop computers, laptops, and uninterruptible power supply (UPS) units to the Mirror Foundation for recycling or repair and reuse, the Company reduces e-waste and office waste while demonstrating its commitment to the wise use of resources and promoting participation in building a sharing society and sustainable development.



Donating Unused Office Supplies to the Mirror Foundation

- iii Market Online Secondhand Marketplace Event under Triple I B Happy Relax Project: the aim is to promote sustainable resource use within the organization by focusing on reducing the use of new products or resources through the sale and exchange of second-hand items within the organization, which aligns with the 3Rs principles (Reduce, Reuse, Recycle) to encourage employee participation in reducing resource consumption, minimizing waste, and promoting the “Circular Economy” concept through efficient product recycling within the organization, as well as strengthening relationships among employees within the organization and creating an environmentally friendly work culture.



Promoting iii Market Online Secondhand Marketplace Event

Table summarizing the performance of waste management activities.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Quantity of Hazardous Waste	Ton	ND	0.05	0.12	Aim to reduce the volume of non-hazardous waste by 5% by 2027, compared to the base year 2024.
Quantity of Non - Hazardous Waste	Ton	139.34	95.54	50.17	
- Quantity of general waste (landfilled only)	Ton	ND	41.76	39.61	
- Quantity of recyclable waste	Ton	ND	53.78	10.56	
Year-on-year reduction	Percentage	ND	31.44	47.49	

Remarks:

- Total waste data is derived from the Company and its subsidiaries in which the Company holds more than 99% of the shares, collectively referred to as the “Group,” covering all establishments of the Group, including its offices and warehouses (within the reporting scope on page 7).
- ND (No Data / Not Determined) means the Group that has not yet recorded data.

2.2 Pollution Management

The Group is aware of the environmental risks that may arise from logistics operations, particularly pollution associated with transportation and warehouse management. Although the Group's businesses do not directly emit pollutants in the same way as the industrial sector, it still prioritizes reducing or preventing potential emissions from both internal activities and operations with business partners, to protect the environment and surrounding communities from undesirable impacts.

Management Guidelines

As a leading integrated logistics service provider in Thailand, covering international freight transportation by sea, air, and land, as well as warehousing and distribution services, the Group has established pollution management guidelines that focus on controlling air and noise quality to comply with legal requirements while minimizing environmental, social, and community impacts through various measures, including:

- Controlling dust and odors from area cleaning.
- Managing vehicle exhaust emissions in office and warehouse areas, including campaigns encouraging drivers to turn off engines when parked.
- Maintaining and controlling the use of photocopiers and printers by placing them in suitable areas with ventilation and installing air purifiers.
- Designating clear no-smoking and smoking areas to avoid impacting employees or the surrounding communities.
- Properly installing and maintaining fire extinguishers to ensure safety for electrical and electronic equipment without generating dust residue.
- Controlling and communicating measures for managing air and noise pollution from building construction or renovation include the installation of dust, odor, and sound barriers, as well as safety warning signs.
- Maintaining air-conditioning systems at least twice a year along with measures to prevent dust and wastewater from washing.
- Maintaining the cleanliness of office areas and common areas on a continuous basis.



Performance

Based on an analysis of the nature of its operations, the Group emits no sulfur dioxide (SO_x) or nitrogen oxide (NO_x) gases directly from fuel combustion since the Group does not own or possess any cargo vehicles. Most of this pollution arises from the transportation activities of airlines and shipping lines, or partner transport providers, which fall within the scope of indirect greenhouse gas emissions (Scope 3) and are beyond the Group's direct control. Therefore, the Group is unable to collect or disclose data on emissions of these two pollutant types in its reporting.

In addition, the Group emits no volatile organic compounds (VOCs) directly from its operating activities since the nature of its business operations does not involve the use of chemicals, solvents or combustion processes that release VOCs into the atmosphere. However, the Group monitors and measures indoor air quality in its office buildings to assess the impact on employee health and the working environment, including air quality issues and occupational health measurements such as 8-hour average noise level (Leq 8 hrs.), light level measurements, heat stress measurements, and total volatile organic compounds (TVOC) measurements. All measurement results comply with legal standards.

Table of pollutant emissions.

Pollutant emissions	Unit	2023	2024	2025
Emission of sulfur dioxide gas (SO _x)	Ton(s)	N/A	N/A	N/A
Emission of nitrogen oxides (NO _x)	Ton(s)	N/A	N/A	N/A
Emission of volatile organic compounds (VOCs)	Kilogram(s)	N/A	N/A	N/A
Total volatile organic compounds (TVOC) in the air				
- Office area on floor P	ppb	ND	-	0
- Office area on floor L	ppb	ND	6	-
- Office area on floor 3	ppb	ND	5	4
- Office area on floor 6	ppb	ND	-	13
- Office area on floor 7	ppb	ND	4	0

Remarks:

- N/A (Not Applicable) means that the Group's business operations do not directly release such pollutants, and these pollutants are beyond its direct control.
- ND (No Data / Not Determined) means that the Group has not yet conducted any measurements.
- The hyphen (-) means that no measurements were conducted in that area during that year.

However, the Group places emphasis on selecting service providers that implement appropriate environmental measures and maintain their vehicles on a regular basis to control pollution emissions and reduce their impact on the environment and surrounding communities, as well as assuring stakeholders that the Group's business operations consistently comply with environmental standards, and to improve the systematic management of pollution. The Group aims to implement at least one project related to the transition to clean energy in transportation and logistics processes by 2027, under the framework of developing Green Logistics services. Details of these projects are presented in the section on greenhouse gas emission reduction page 91 - 92. These projects play a crucial role in reducing air and environmental pollution, mitigating negative impacts on communities and employees, and supporting the Group's greenhouse gas emission reduction objectives.

Table of pollution management result summary.

Key Indicators	Unit	2023	2024	2025	Target for 2027
Project for the systematic transition of operations to clean energy in transportation and logistics management.	Projects	1	2	3	Implement at least one project by the year 2027 to systematically transition operations toward clean energy usage in transportation and logistics management, thereby enhancing Green Logistics operations and reducing pollution from conventional energy sources.

Based on all the environmental management operations mentioned above, in 2025, the Group received no environmental complaints from communities or other stakeholders and recorded no violations of environmental laws, regulations, or rules (significant non-compliance). In addition, the Group incurred no environmental fines or penalties in 2025.

Table of the number of cases and incidents involving legal violations or negative environmental impacts.

Performance	Unit	2023	2024	2025
Number of cases and incidents involving significant legal violations or negative environmental impacts.	Case	0	0	0

Table summarizing the environmental expense account.

Performance	Unit	2023	2024	2025
1. Environmental expenses	Baht	ND	3,262,933	819,469
1.1 Expenses for treatment and reduction of pollution to the environment	Baht	ND	259,337	92,969
1.1.1 Expenses for water pollution treatment and reduction	Baht	ND	197,037	0
1.1.2 Expenses for air pollution reduction	Baht	ND	0	0
1.1.3 Expenses for waste disposal	Baht	ND	62,300	92,969
1.1.4 Expenses for other pollution treatment and reduction	Baht	ND	0	0
1.2 Expenses for managing the use of resources for the environment	Baht	ND	0	0
1.3 Environmental management expenses	Baht	ND	1,753,650	651,850
1.3.1 Expenses for various measurements	Baht	ND	108,252	43,700
1.3.2 Environmental training expenses	Baht	ND	321,256	27,634
1.3.3 Expenses related to certificates/licenses/ environmental consultant fees	Baht	ND	1,079,800	507,890
1.3.4 Environmental insurance premiums	Baht	ND	0	0
1.3.5 Other environmental administrative expenses	Baht	ND	244,342	72,626
1.4 Expenses for environmental restoration	Baht	ND	875,701	74,650
1.5 Expenses for environmental research and development	Baht	ND	374,245	0
1.6 Expenses for environmental procurement	Baht	ND	0	0
1.7 Other environmental expenses, such as fines for non-compliance with significant environmental regulations	Baht	ND	0	0
2. Environmental investment	Baht	ND	0	0

Remarks: ND (No Data / Not Determined) means the Group that has not yet recorded data.



Social Performance

Outstanding Social Performances



Human Resource Management

- The number of significant complaints related to human rights and equality was zero, achieving the target.
- There were no complaints regarding labor practices among employees, and no labor disputes.
- The results of the Human Rights Due Diligence (HRDD) found that all risks were low, and adequate measures were in place to cope with them.
- Both job satisfaction and employee engagement levels increased from 2024. The employee engagement level was 82.07 percent, meeting the target.
- Utilizing employee feedback to improve the quality of work life in line with employees' needs, such as allowing the carryover of annual leave to the following year, enhancing workplace convenience through the addition of co-working spaces, and increasing green areas and relaxation spaces.
- Promoting workplace equality by providing employees with knowledge on workforce diversity, how to respond to discrimination or harassment, and the available complaint channels in case of incidents.
- Developing human resource management systems through the iii Recruitment Center project.
- Implementing the centralization of procurement related to human resource functions to improve operational efficiency.



Workplace Safety Management

- There was no occupational fatality, achieving the target.
- The number of partner/supplier occupational injuries in the Group's areas of operation is zero.
- Established an emergency response plan for earthquakes.



Human Resource Development

- The proportion of employees who completed compulsory training or refresher courses was 100%, achieving the target.
- All employees attending training achieved a score of at least 80% on the post-test (for courses with a post-test), meeting the target.
- Fostering a strong learning culture to create long-term value for employees and the organization through the iii Knowledge Center project, a mechanism for knowledge sharing within the Group.
- Continuously implementing the succession plan, including establishing an additional process for identifying successors among middle management, in addition to positions in senior management.



Community and Social Engagement

- Conducted community surveys in three areas, covering 600 households. The survey results indicated that the Group's business operations had no negative impact on the community.
- The total budget for supporting volunteer projects amounted to 1,030,254 baht (including cash, activity operation costs, goods, and services).
- The total volunteer hours contributed by executives and employees amounted to 2,816 hours, increasing from 2024 and achieving the target.
- The Group implemented 21 community and social support projects, benefiting 17,257 people, nearly doubling the number of beneficiaries compared to 2024.

Social Challenges and Opportunities

Social trends under the ESG framework are changing substantially and business organizations are placing greater emphasis on employees and stakeholders across the value chain, covering issues related to quality of working life, safety, skills development, human rights, and equality. This aligns with the United Nations Sustainable Development Goals (SDGs) and reflects the role of the business sector in creating social value alongside economic growth.



People-Centric Organization: “People” are re-centered within the organization

Over the past year, organizational management that prioritizes people as the central focus has been significantly elevated. Businesses do not see employees merely as laborers in operations, but as a key force behind organizational success, reflecting a transition of the “operator” role to a “stakeholder in organizational value creation.” These trends show that organizations are increasingly focusing on employee well-being and safety by recognizing that employee well-being is a fundamental basis for organizational performance and long-term sustainability, including the concept of Employee Engagement, from communication and feedback listening, and providing opportunities for employees to meaningfully participate in key organizational processes, which contributes to long-term loyalty between employees and the organization.

The Group provides employees at all levels with opportunities to participate in driving the organization forward, including strategic direction setting, work process improvement, and sustainability process development. It also prioritizes listening to employee feedback through various channels to improve employee well-being in line with their needs. In addition, the Group is committed to supporting employees’ physical and mental well-being in the workplace under Triple i B-Happy Project according to the Happy Workplace concept of the Thai Health Promotion Foundation (ThaiHPF) on an ongoing basis.



DEIB: A key driver of organizational equality

The concept of Diversity, Equity, Inclusion & Belonging (DEIB) has progressed from policymaking to concrete implementation. Business organizations recognize that DEIB is not merely an image, but a critical factor linked to competitiveness, innovation and long-term growth development, promotion of equal access to opportunities, development, and career advancement, covering employees at all levels and across all groups, serving as a crucial foundation for sustainable human resource management, as well as prioritizing a safe, respectful work environment that values human dignity through non-discrimination practices and the prevention of all forms of harassment, we enable employees to work with confidence and contribute to their full potential.

Recognizing workforce diversity, the Group promotes workplace equality through diversity education, encouraging understanding of differences, handling discrimination, and harassment, including channels for complaint and support.



Community & Social Impact: Community and social development based on common values

The role of the business sector in the community has shifted from undertaking standalone Corporate Social Responsibility (CSR) activities to creating (Shared Value) that is systematically integrated into core business operations. Businesses now prioritize initiatives that deliver long-term outcomes, with clear objectives and measurable indicators, generating benefits for both communities and organizational performance and supporting sustainable social development.

The Group has conducted annual assessments of the impacts of its business operations on communities and society and has established community and social responsibility guidelines under 2 main strategies: strategy to promote the upgrading of Thai logistics industry standards and strategy to enhance community and societal well-being through public benefit activities, where a collaborative network has been established with stakeholders, including local communities, public agencies, and partners, to jointly improve community quality of life in line with community context.

Furthermore, the Group encourages its employees to participate in volunteer activities, a key mechanism for connecting business operations with shared value creation by encouraging staff to apply their expertise to appropriately address community needs, strengthening positive relationships between the organization and its stakeholders, which serves as a key foundation for community development and shared sustainable growth.

Human Resource Management

The Group recognizes that human resources are a key factor that reflects the success of an organization and plays a crucial role in driving the organization to achieve its business objectives alongside sustainable growth. Therefore, it emphasizes the establishment of recruitment and hiring guidelines based on human resource management policies that ensure transparency, fairness, and equal opportunity by focusing on evaluating qualifications, knowledge, abilities, skills, and experience appropriate to each position, while also assessing self-development potential in line with the Group's growth to ensure the group has a workforce capable of adapting to economic, social, and technological changes, as well as today's increasingly competitive business environment.

In addition to effective hiring management, the Group is committed to treating all employees equally, with respect for human rights and non-discrimination by recognizing values and the diversity of every individual. In this regard, the Group strictly complies with Labour Protection Act and applicable laws and also adheres to international labour rights standards to ensure that its employees can perform their duties to their full potential within the scope of their assigned responsibilities.

Each year, the Group conducts an employee satisfaction and engagement survey, and the insights are used to improve and develop work processes and enhance the quality of employee care to ensure it is appropriate and meets their actual needs. It also conducts activities and initiatives to promote a positive working environment in the workplace for the well-being of employees, both physically and mentally. When employees work happily, feel safe, and receive equal rights, opportunities, and treatment, it will be a key factor in strengthening employee engagement, reducing turnover, retaining high-quality personnel on a sustainable basis, and building a strong organizational foundation and enhancing business competitiveness.

In 2025, the Group integrated and leveraged the strengths of its subsidiaries as a business plan titled "iSynergy 360" to enhance systematic and efficient collaboration through the projects aligned with the main human resource management strategies as follows:

Strategy 1 Increase efficiency of the human resource management system through the iii Recruitment Center project and the centralized human resource welfare procurement project.

- Reviewed organizational structure and planned a workforce structure to support organizational growth.
- Enhanced the efficient use of resources, tools, technology, and shared knowledge across the Group, while reducing duplication of operations, such as the iii Recruitment Center project and the centralized human resource welfare procurement project.
- Developed a comprehensive, accurate, and up-to-date personnel database to support efficient human resource management processes.
- Created awareness and promoted a collaborative corporate culture to strengthen unity across the Group.

Strategy 2 Develop personnel capabilities and readiness for change through the iii Knowledge Center project.

- Develop personnel capabilities to keep up with change and develop employee career paths concurrently.
- Created a strong, continuously evolving learning culture to generate long-term value for employees and the organization through the iii Knowledge Center project, which is a knowledge-sharing mechanism within the Group to supports operations and promotes sustainable growth.

Strategy 3 Enhancing employee engagement and quality of work life.

- Built ongoing employee satisfaction and engagement, with a focus on making employees feel valued and included.
- Promoted employee safety, well-being, and a suitable working environment.



Employee's Quality of life Management

Management Guidelines

The Group places importance on treating employees in accordance with labor protection laws, employment contracts, social security laws, Labour Protection Act, Social Security Act, Workmen's Compensation Act, Occupational Safety, Health, and Environment Act, Skill Development Promotion Act, Quality of Life Development Act, Labour Relations Act, and other relevant labor laws strictly. Additionally, the Group studies international labor standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, as the guidelines for proper care of workers.

The Company's Human Resource Management Policy covers the treatment of workers with equality and respect for labor rights in accordance with human rights principles to promote equality and fairness for personnel throughout the Group.

(Interested parties can review the company's human resource management policy at <https://investor.iii-logistics.com/en/corporate-governance/cg-report-and-download>)

The Group reviewed the Triple i Logistics Public Company Limited (TLG) Human Resource Management Road Map, covering both human resource management and human resource development, to effectively manage personnel, strengthen the organization, provide attractive and appropriate compensation and benefits, as well as equal practices and employee well-being. Guidelines to build good relations between the Group and employees have been adopted as follows:

Guidelines for Employees Management		
Recruitment	Employee Care	Monitoring, Performance Evaluation and Development Opportunities
<ul style="list-style-type: none"> Establish a workforce plan in line with the Company's business growth and strategic direction. Establish a fair and transparent recruitment and hiring system that attracts diverse and skilled personnel through various channels, in line with the principles of transparency and equal opportunity. Review employment contracts to ensure clarity and fairness. 	<ul style="list-style-type: none"> Provide the necessary work facilities, including the workplace location, equipment, supplies, and information technology systems. New employees will receive a welcome gift to build good relationships and make them feel that they are part of the team. Held the Triple i B-Happy event to implement the strategic plan for creating employee satisfaction and engagement with the organization, focusing on continuous activities that promote employees' physical and mental health to create a good quality of life in the workplace. Practice equality, respect for rights, and equal opportunity in accessing fundamental workplace rights. Review the salary, compensation, and benefits structure to ensure it is attractive and fair. Communicate organizational values to ensure employees are aware of them. 	<ul style="list-style-type: none"> Promote awareness and understanding of good corporate governance, sustainable organizational development, and shared organizational values by incorporating them into key performance indicators. Conduct transparent and fair performance evaluations using Key Performance Indicators (KPIs) and Core Competency-Based assessment tools. Regularly review succession plans to systematically and fairly develop capable personnel from within the organization. Ensure equal access to learning resources, including both on-site and online training, while encouraging self-directed learning.
<p>Communication: Establish a structured communication processes among the company, subsidiaries and affiliated companies to ensure that the executives and employees are informed of operational objectives, goals, and the results of each activity to create awareness, strengthen unity, and enhance employee engagement with the organization.</p>		

Human resource management plan for the Group 2022-2027			
Preparation phase (2022)	Planning and development phase (2023-2024)	Implementation and monitoring phase (2025-2026)	Scaling up Phase (2027)
Review and develop human resource management regulations to align with business growth, sustainable organizational development, good corporate governance, and manpower planning.	Apply updated workplace rules and regulations, including a fair performance management system and compensation structure.	Monitor, review, evaluate, and revise regulations to ensure compliance with the Labour Protection Act and align with international sustainability standards, while prioritizing employees' well-being and quality of life.	Monitor operational results, summarize, and expand the outcomes to the subsidiaries and affiliated companies.
Review the budget allocation plan to support employees' quality of life under the Happy Workplace concept.	Establish a Triple i B-Happy event plan based on the Happy Workplace concept by the Thai Health Promotion Foundation (ThaiHPF), covering all 8 dimensions.	Monitor performance, conduct reviews and evaluations, and make revisions as appropriate.	Monitor operational results, summarize, and expand the outcomes to the subsidiaries and affiliated companies.
Review the performance evaluation system and Key Performance Indicators (KPIs).	Initiate the implementation of the approved indicators with a pilot group.	Monitor performance, review, assess, revise, and expand the application.	Monitor operational results, summarize, and expand the outcomes to the subsidiaries and affiliated companies.
Conduct a survey on job satisfaction and employee engagement (Employee Survey)	Regularly conduct a survey on job satisfaction and employee engagement to use the results to improve and develop human resource systems and processes.	Analyze evaluation results and establish plans to develop human resource systems and processes.	Monitor operational results, summarize, and expand the outcomes to the subsidiaries and affiliated companies.
Review the content of the employee handbook and develop a communication process with employees, along with a plan to instill shared organizational values.	Develop an employee handbook and organize Town Hall meetings to communicate business direction, organizational developments, and key updates to employees, as well as organize activities to instill shared values.	Implement a Knowledge Management system with document-based Knowledge and tacit knowledge sharing to enhance employees' knowledge in line with business operations and changes in the economic and social context.	Monitor operational results, summarize, and expand the outcomes to the subsidiaries and affiliated companies.

Performance

Fair Hiring and Termination System

The Group supports fair treatment of employees in accordance with good corporate governance policies and human resource management policies along with business growth for sustainable development. The Group has established a transparent recruitment system based on equity and non-discrimination on the basis of race, nationality, religion, skin color, gender, sexual orientation, age, and disability. Additionally, the Group operates by supporting the protection of children and youths' rights and opposing child labor and forced labor in all cases throughout the business value chain.

In addition, no employee will be terminated without just cause, except in cases of serious disciplinary misconduct according to the group's rules and regulations, or other causes that conflict with the organization's work regulations and policies. The Group clearly communicates its policies and regulations through the employee handbook and operates with fairness, equality, and full legal compliance.

Compensation and Benefits Structure

The Group's Human Resources Department annually reviews the remuneration structure of the organization to maintain the Group's remuneration rate at a level similar to that of other companies in the same business in order to determine salary and compensation structures that are in line with the current economic and social conditions, including adjustments to some benefit regulations. Currently, the Group's remuneration is considered to be equivalent to that of the same industry. In addition, the Human Resources Department has always monitored the law on setting minimum wage rates to ensure that daily employees receive fair remuneration and benefits not lower than required by law.

Compensation and Benefits Management System

The Group determines the compensation and benefits for all employees equally and fairly. Appropriate compensation and benefits are determined based on economic conditions and the cost of living while taking into account the scope of responsibility of the position, nature of work, qualifications, profession, knowledge, skills, and performance as important considerations. Furthermore, the Group also determines executives to consider employee compensation and benefits to motivate and align with the labor market in order to maintain the organization's competitiveness. Annual bonuses are also considered and adjusted in accordance with the Group's overall business performance.

In addition to the regular compensation employees receive, including salary and other forms of compensation such as overtime pay, bonuses, and provident fund contributions, none of which are lower than the minimum standards set by the Labour Protection Act, the Group also takes into consideration the provision of a living wage to ensure employees can maintain a decent standard of living. Accordingly, the Company provides a range of welfare programs and additional benefits that exceed the minimum requirements prescribed by law. such as emergency loans, financial assistance for marriage, ordination, childbirth, and in the event of the death of an employee or a family member, health insurance for employees and their children to alleviate medical expenses, accident insurance. employee uniforms, and other related benefits.

Full-time employee benefits or welfare

Descriptions	2023		2024		2025	
	Major branches, BKK	Other provinces	Major branches, BKK	Other provinces	Major branches, BKK	Other provinces
1. Life insurance	Yes	Yes	Yes	Yes	Yes	Yes
2. Health insurance	Yes	Yes	Yes	Yes	Yes	Yes
3. Coverage for Work-Related Disability	Yes	Yes	Yes	Yes	Yes	Yes
4. Maternity and Childcare Leave	Yes	Yes	Yes	Yes	Yes	Yes
5. Retirement benefits	Yes	Yes	Yes	Yes	Yes	Yes
6. Provident Fund	Yes	Yes	Yes	Yes	Yes	Yes
7. Others*	Yes	Yes	Yes	Yes	Yes	Yes

Remark:

* Others refer to employee uniforms, ATK test kits, food coupons, etc.

Maternity and Childcare Leave

Descriptions	Unit	Year		
		2023	2024	2025
Number of employees entitled to maternity and paternity leave	Persons	214	256	659
- Male	Persons	0	0	403
- Female	Persons	214	256	256
Number of employees who exercised maternity and paternity leave	Persons	5	0	3
- Male	Persons	0	0	1
- Female	Persons	5	0	2
Number of employees returning to work after exercising maternity and paternity leave	Persons	5	0	2
- Male	Persons	0	0	1
- Female	Persons	5	0	1
Return-to-work rate of employees after maternity and parental leave	%	100	-*	67

Remarks:

* No employees exercised this entitlement.

** Only for full-time employees.

*** In 2025, male employees of the Group are entitled to paternity leave according to the Announcement of the Labour Protection Act (No.9) B.E. 2568

Fair Compensation

To promote the financial security of employees, the Group prioritizes fair and non-discriminatory compensation. Therefore, it began conducting a gender pay gap assessment in 2024 to ensure equal compensation.

Base Salary and Remuneration Ratio of Female to Male

Classified by Level	Unit	2023	2024	2025
Middle Management	Female to Male Ratio	-*	1.10	1.05
Non-Management at the Office	Female to Male Ratio	-*	1.07	1.05
Non-Management at the Warehouse	Female to Male Ratio	-*	1.19	1.20

Remark:

* The Group began collecting data on the ratio of basic compensation between female and male employees in 2024; therefore, data for 2023 is not available.

Furthermore, the Group has a strategy to motivate employees at all levels to perform their duties effectively and achieve the objectives of the business plan by rewarding them under criteria that are equal, transparent, fair, competitive, and clearly linked to operational results.

Measures for Employee Working Hours and Overtime Management

As the Group has practices to manage working hours and control excessive overtime, the measures are in place to monitor employee working hours to ensure they do not exceed the limits prescribed under the Labour Protection B.E. 2541, with priority given to employee health and safety, as well as regulations regarding overtime are also aligned with Labour Protection laws. Regulations regarding overtime are also aligned with Labour Protection laws. Regarding overtime guidelines, in cases where work is continuous and interruption would cause damage, or in emergencies where work cannot be suspended, the Group may require employees to work beyond normal working hours or on holidays as necessary. Overtime and holiday compensation will be provided in accordance with applicable legal requirements. In circumstances other than those described above, the Company may require employees to work overtime on weekdays or holidays, including overtime on holidays, on an occasional basis; however, prior written approval from the supervisor and the employee's consent are required on a case-by-case basis.

The total number of overtime hours, holiday work hours, and overtime on holidays must not exceed 36 hours per week as stipulated by law. In addition, where overtime of at least 2 hours is required after normal working hours, employees must be provided with a rest period of no less than 20 minutes prior to commencing the overtime work.

To ensure employees receive adequate rest and to prevent continuous overtime that may adversely affect their health, the Group implemented measures to reduce excessive working hours by engaging in daily wage workers as supplementary support in warehouses during peak seasons, when transportation and warehouse activity volumes are higher than usual.

Annual Performance Evaluation and Review

According to the human resource management policy of the Group, there must be a performance management system for personnel in the organization, in order to continuously drive efficient and effective operations. This can be used as a standard for annual salary adjustments and annual bonus payments. Bonuses depend on the Group’s performance, as well as fair consideration of position adjustments based on the competency system and evaluation of performance against concrete Key Performance Indicators (KPIs). Managing this compensation is linked to individual performance results. Employees at all levels must set goals and KPIs aligned with business objectives and strategies that can reflect differences in employee performance without discrimination.

The Group has continuously instilled values of sustainable development among employees since 2022 to ensure that employees at all levels are aware of and understand the organization’s sustainability development KPIs.

Performance Data	2023	2024	2025
The proportion of employees undergoing annual performance evaluations (%)	100	100	100

Promoting Equal Opportunities and Workforce Diversity

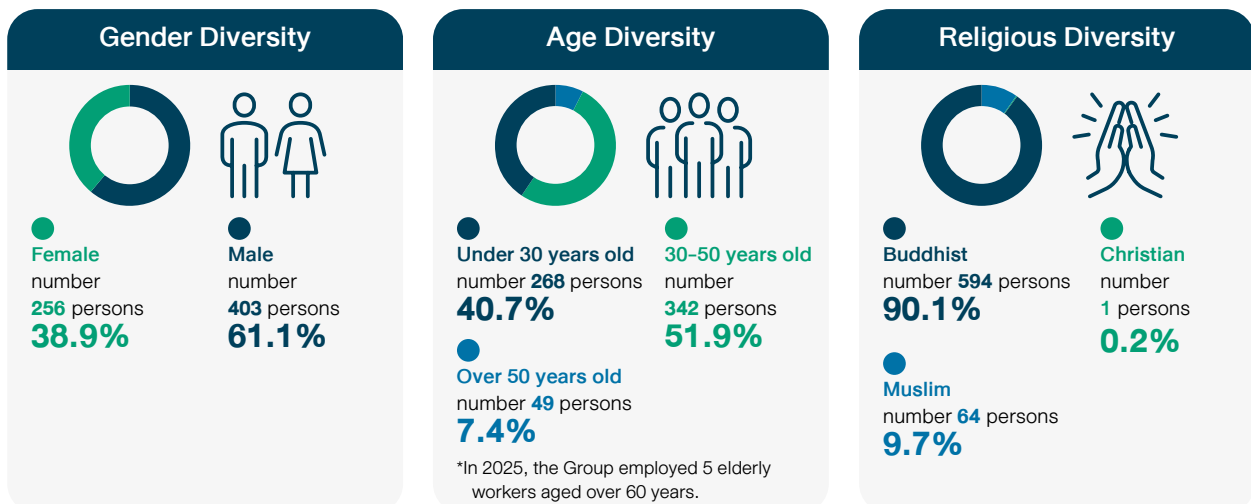
The Group recognizes evolving social changes related to workforce diversity and places importance on promoting equality for all employees without discrimination.

In 2025, the Group implemented measures to address workforce diversity across multiple dimensions by including communicating with employees through online newsletters and in-building posters to enhance understanding and encourage adaptation to working with diverse colleagues. In addition, the Group developed an online educational document entitled “Promoting Diversity in the Workplace” to provide employees with knowledge on the following topics:

- Understanding differences among colleagues of various ages, genders, and religions to effectively manage workplace diversity in line with the “DEIB” principle, a modern organizational development framework.
- The definitions of discrimination and harassment in the workplace and appropriate responses when such incidents occur.
- Encouraging participation in supporting equality and non-discrimination based on race, religion, gender, age, sexual orientation, disability, and nationality.
- Available channels for submitting complaints in cases of unfair treatment.

Furthermore, the Company revised its “Work Regulations” to include provisions prohibiting harassment, intimidation, bullying, and discrimination in any form, clearly emphasizing that the Group does not tolerate discriminatory or harassing behavior.

Workforce Diversity in 2025



Employee Demographics (2025)

Descriptions	Unit	2023	2024	2025
Total Number of Full-Time Employees	Persons	518	646	659
Classified by Type of employment				
Permanent Employees	Persons	518	646	654
	%	100.00	100.00	99.24
Contract Employees	Persons	0	0	5
	%	0.00	0.00	0.76
Classified by Country of Operation				
Thailand	Persons	518	646	659
	%	100.00	100.00	100.00
Others	Persons	0	0	0
	%	0.00	0.00	0.00
Classified by Gender				
Male	Persons	304	396	403
	%	58.69	61.30	61.15
Female	Persons	214	250	256
	%	41.31	38.70	38.85
Classified by Age				
Under 30 years old	Persons	202	271	268
	%	39.00	41.95	40.67
30-50 years old	Persons	276	332	342
	%	53.28	51.39	51.90
Over 50 years old	Persons	40	43	49
	%	7.72	6.66	7.44
Classified by Level				
Senior Management				
Total	Persons	6	6	6
Classified by gender				
Male	Persons	5	5	5
	%	83.33	83.33	83.33
Female	Persons	1	1	1
	%	16.67	16.67	16.67
Middle Management				
Total	Persons	55	59	59
Classified by gender				
Male	Persons	26	31	24
	%	47.27	52.54	40.68
Female	Persons	29	28	35
	%	52.73	47.46	59.32

Descriptions	Unit	2023	2024	2025
Operational Staff				
Total	Persons	457	581	594
Classified by gender				
Male	Persons	278	360	374
	%	59.74	61.96	62.96
Female	Persons	184	221	220
	%	40.26	38.04	37.04
Other types of diversity				
Classified by Disability				
Disability	Persons	0	0	0
	%	0.00	0.00	0.00
Ability	Persons	518	646	659
	%	100.00	100.00	100.00
Classified by By Senior Workforce (Over 60 years old)				
Senior workforce	Persons	-*	-*	5.00
	%	-*	-*	0.76
Non-senior workforce	Persons	-*	-*	654.00
	%	-*	-*	99.24
Classified by Race				
Thai	Persons	518	646	659
	%	100.00	100.00	100.00
Others	Persons	0	0	0
	%	0.00	0.00	0.00
Classified by Religious				
Buddhist	Persons	502	593	594
	%	96.91	91.80	90.14
Christian	Persons	3	2	1
	%	0.58	0.31	0.15
Muslim	Persons	13	51	64
	%	2.51	7.89	9.71
Others	Persons	0	0	0
	%	0.00	0.00	0.00

Remark:

* The Group began collecting data on senior workforce in 2025. Data for 2023-2024 is not available.

Supporting the Fund for Empowerment of Persons with Disabilities

According to the Act for Empowerment of Persons with Disabilities B.E. 2560, establishments must employ persons with disabilities at a rate of 1% of total employees as of October 1st every year. The company has chosen to comply with Section 34 in order to fulfill the objectives of the Act, which aims to promote employment for persons with disabilities. In 2025, the group of companies contributed 607,360 baht to the Fund for Empowerment of Persons with Disabilities.

**** Remark:** According to the Disability Employment Reporting System for Enterprises, the calculation of the amount that must be submitted to the 2025 Quality of Life Promotion and Development Fund for Disabilities is estimated based on the number of employees of the establishment as of October 1, 2024.

Respect for Freedom of Association and Support for the Right to Collective Bargaining

As the Group recognizes freedom of association and collective bargaining of employees as fundamental human rights, elections are held for the Workplace Welfare Committee to conduct bilateral activities in line with labor relations principles. The Company and its subsidiaries that meet the legally required employee threshold established the Workplace Welfare Committee with clearly defined roles and responsibilities to serve as employee representatives in consultation with the employer in accordance with the Labour Protection Act B.E. 2541, Section 96. The Group also requires the Workplace Welfare Committee to convene at least one time per quarter.

As all members of the Workplace Welfare Committee are employee representatives elected by the employees, their role is to present employees' opinions and suggestions to the employers and to work together with the Group's management in considering welfare guidelines and revising relevant employee regulations. They are also responsible for monitoring and overseeing the benefits provided by the employers to employees in accordance with the agreement. Employees may submit their opinions through the Workplace Welfare Committee, and then the Committee will jointly deliberate and report or submit the meeting resolutions through the appropriate procedures to management for consideration to ensure the maximum benefit to all relevant stakeholders.

The Committee serves as an important mechanism that enables employee participation in matters directly and contributes to minimizing the risk of potential labor-related issues in the future.

In 2025, the Group enhanced employee benefits as follows:

- Vacation leave regulations were revised. Employees may carry forward up to 3 days of unused vacation leave to the following year, subject to the company regulations and if work performance is not adversely affected.
- Dinner is provided to warehouse employees working overtime during peak seasons when transportation and warehouse activities are significantly increased.
- Employee suggestions regarding venues for the New Year's party and the annual company trip were collected, screened, and then opened for employee voting.

Development of Human Resource Management System

In 2025, the Group managed its human resources in accordance with the iSynergy 360° business plan. This includes enhancing work processes to improve efficiency and upgrading human resource management systems across the Group, beginning with 2 key projects:

1. "iii Recruitment Center" Project

This project aims to integrate collaboration in developing a unified recruitment system across the Group, reduce redundant work, lower costs, and further strengthen employer branding. In addition, it supports internal growth opportunities within the Group by linking information on job vacancies between entities to promote the mobility or job rotation of employees under the Talent Sharing program to retain high-potential personnel within the Group and create continuous career development pathways. In the future, applicant databases will be consolidated across departments, and co-interviews will be conducted to save time and increase the likelihood of recruiting candidates who meet the organization's needs.

2. Centralized Human Resource Welfare Procurement Project

This project involves developing a more efficient procurement system within the Human Resources function compared to the previous decentralized procurement approach. The objective is to maximize cost-effectiveness, ensure that employees within the Group receive high-quality benefits, and enable the Group to consolidate purchase volumes sufficiently for effective cost management with its suppliers, such as in the production of employee uniforms.

Employee Well-being Enhancement

The Group places importance on advancing employee well-being by creating a safe, convenient, and health-supportive working environment while also providing employees with various channels to submit feedback to the employer as follows:

- **The Workplace Welfare Committee:**
The Committee works with the executives to improve welfare practices.
- **Supervisors or the Human Resources Department:**
The Human Resources Department jointly holds discussions and submits meeting resolutions to executives through appropriate procedures.
- **Suggestion and Complaint Boxes:**
The responsible parties review feedback before presenting it to the executives.
- **Employee Survey:**
Employee feedback will be integrated into the enhancement of our employee well-being guidelines.

Each year, the Group reviews its employee well-being plan in alignment with the Workplace Well-Being concept. Feedback collected from various channels is used to continuously enhance employee care and ensure it effectively meets employee needs.

In 2025, the Group implemented the following well-being as follows:

- Established a maintenance plan with a system for regular restroom cleanliness inspections.
- Upgraded meeting rooms to improve comfort and ensured appropriate and sufficient equipment.
- Installed new air purifiers and air conditioners.
- Provided green spaces and recreational areas for employees.
- Clearly designated a smoking area.
- Arranged a co-working space with comfortable seating in a café-style atmosphere.

Arranging a café-style co-working space.

Before

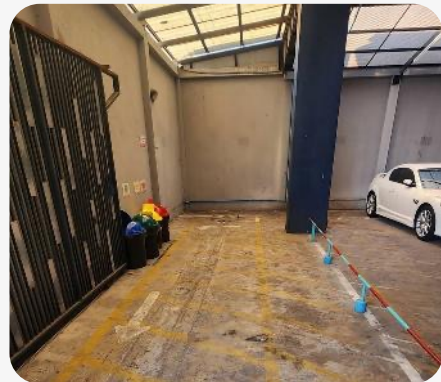


After

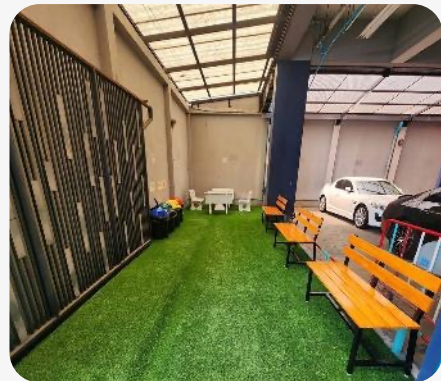


Providing more relaxation areas and green spaces.

Before



After



Development of Happy Workplace for Employees

In 2025, the Human Resources Department In 2024, the Human Resources Department has continuously implemented activities called Triple i B-Happy Activities based on the Happy 8 concept (8 elements of happiness in the workplace) from the Thai Health Promotion Foundation. This was to create good employee experiences, making employees feel that the organization values them in areas aligned with their personal interests. It is part of building happiness in the workplace, as well as work-life balance, since the Group recognizes that people are the heart of the organization. Organizational success stems from happiness at work, and happiness leads to greater efficiency and effectiveness, in line with the corporate vision to prioritize employees' quality of life. This will enable sustainable development for the Group in the long term.

Triple i B-Happy Activities in 2025	
Happy Body	<ul style="list-style-type: none"> • “The More You Move, The More You Give”: Activity encourages employees to exercise to accumulate points. The Group contributed funds based on the accumulated points and purchased sports equipment for donation to students • After-work sports activities to support employee health, such as football, badminton, table tennis, yoga, body jam, and body combat
Happy Brain	<ul style="list-style-type: none"> • Workshop on “Cardiopulmonary Resuscitation (CPR) and the Use of Automated External Defibrillators (AED)” • Lecture on “Knowing Your Personal Type, Strengthening Strengths and Overcoming Weaknesses”
Happy Money	<ul style="list-style-type: none"> • Lecture on “Million-Baht Money War” for financial management education for working adults
Happy Heart	<ul style="list-style-type: none"> • “Mental Health Test with Mental Health Check-In”: Assessing basic mental health and receive advice from the Department of Mental Health • Happy Birthday: Giving birthday gifts
Happy Society	<ul style="list-style-type: none"> • “iii Employees Give Blood, Give Life”: Donating blood to save lives • “Sewing Prosthetic Breasts for Cancer Patients” • “Planting Vegetables with Love for Children”: Establishing a vegetable garden for schools in the community • Donating sports equipment to community schools
Happy Family	<ul style="list-style-type: none"> • “Opening Hearts Through the Lens”: Photography contest of intergenerational social activities in the workplace to learn about adapting and maintaining relationships with different generations
Happy Relax	<ul style="list-style-type: none"> • “iii Market”: Opening an online second-hand market for employees to buy, sell, and exchange items to promote reuse and reduce waste. • Office syndrome massage therapy
Happy Soul	<ul style="list-style-type: none"> • Offering dried food to monks on important religious holidays



In 2025, the Group conducted an initial survey of activities that employees are interested in through human resources representatives from each company and conducted another survey of individual employee opinions via Google Form to use the results to consider and determine the Triple i B-Happy activity plan for 2026. The surveys helped develop activities appropriately aligned with employee needs and comprehensively cover the care of employees' quality of life in all aspects. The activities expected to be organized in 2026 will continue to focus on creating workplace satisfaction for personnel, such as special lectures on personality development, workshops on cardiopulmonary resuscitation (CPR) and an automated external defibrillator (AED), iii Street Market, offering dry food to monks on important religious days, photography and video contests, supporting employee health through after-work sports, and volunteer activities to share happiness with orphanages, etc.

Triple i B-Happy Activities

Happy Body - After-work sports activities



Happy Money - Lecture on "Million-Baht Money War"



Happy Family - "Opening Hearts Through the Lens" Photography Contest to promote workplace diversity



Cultivating Organizational Culture

By integrating the capabilities of the four main business groups and the business development department, the Group has led the way in building organizational values and culture cohesively. This is aimed at propelling the Group towards sustainable success in alignment with the organizational mission on a shared foundation of mutual sustainability.

After restructuring the organizational structure and business operations in 2022 to align with the organization's sustainable development strategy under the three pillars of People, Planet, and Profit, one of them focuses on strengthening the human resources of the Group, which currently employs more than 650 people. The organizational values stem from the commitment and care of the management in defining a strategic culture through shared values (3's III). The goal is to lead the attitudes and behaviours of the organizational group in the same direction, which is the essence behind the name of the Company, Triple i Logistics.

In 2025 the management team reviewed the Company's values and confirmed that the 3i is important, appropriate, and represent the core values that the Group must uphold and practice, and there is 2S: Shared Vision, Sustainability has been added as an organizational goal to enable the Group to create and drive a shared vision for sustainability. The review of the three 'I' values has the following meanings:



INTEGRATION

We believe in the power of combining strengths and connecting potential both within the organization and between organizations and business partners to achieve maximum business efficiency, leading to the achievement of goals and sustainable growth.



INNOVATION

We encourage creativity and are committed to the continuous development of innovative logistics service solutions, including self-development and continuous learning to ensure work readiness and to create a distinctive competitive advantage for the organization.



INTIMACY




We focus on ensuring that all stakeholders receive the most appropriate and best possible logistics services based on our attentiveness to and understanding of customer and partner needs, as well as building trust through responsibility and integrity, leading to long-term relationships.



Furthermore, the Group aims to be an innovative and agile organization by encouraging employees to fully express their capabilities, providing a safe and positive working environment, and supporting equal opportunities for personal development, with the goal of becoming a leading organization in sustainable development.

Management Guidelines

The Group believes that having high-quality and capable personnel aligned with the organization's aspirations and management's vision is essential to driving the organization in the same direction. In 2025, the Group will integrate and consolidate its subsidiaries in line with the iSynergy 360° business plan to strengthen systematic and efficient collaboration. This includes linking the work of various departments across the Group to create greater unity. The approach is holistic, covering planning, resource management, and the sharing of knowledge and experience across the Group, as well as the development of best practices through integration. This is a key factor in building a truly collaborative work culture within the organization.

 <p>INTEGRATION</p>	<ul style="list-style-type: none"> • Promote employee engagement in communication, idea sharing, opinion exchange, and collaboration to improve work efficiency within the organization and across its subsidiaries, including open listening, support, and trust, respecting differences, jointly developing creative solutions, and enabling everyone to clearly understand the organization's direction and work toward a shared goal. • Emphasize integrated coordination by decentralizing responsibilities from central functions and encouraging participation and teamwork within the Company and across the Group.
 <p>INNOVATION</p>	<ul style="list-style-type: none"> • Focus on initiative, develop management systems across all departments, create new projects, and implement employee-initiated workflows to reduce the risk of process errors, as well as streamline processes by integrating software and technology to support and connect workflows, and turn ideas into practical actions that inspire and build employee confidence, as well as effectively track and manage data through coordination across departments. • Promote creative knowledge to support the development of products and services, encourage new ways of working in the workplace, and support learning from both success and failure, so that everyone has the opportunity to create new ideas toward a shared goal.
 <p>INTIMACY</p>	<ul style="list-style-type: none"> • Reinforce corporate values through departmental and subsidiary group meetings, with an emphasis on relationship building through regular meetings such as weekly and monthly sessions • Enhance internal communication channels between the CEO, senior executives, and employees at all levels to ensure readiness for business changes and significant issues. • Implement career development programs to strengthen professionalism, support the transfer and development of specialized skills in new areas, reduce employee turnover, and ensure continuity in work processes to meet diverse customer needs. • Prioritize value creation, long-term relationship building, and effective communication with stakeholders to support sustainable collaboration, including active participation in organizational activities to strengthen lasting relationships with the community. • Express empathy and genuine listening skills by paying attention to the feelings, thoughts, and needs of others, create a work environment based on understanding and respect, build strong team relationships, reduce conflict, and foster a workplace where everyone feels safe and respected.

Performance

The Group places emphasis on building positive relationships between employees and the organization, recognizing employees as a key resource that creates value for customers and stakeholders through the Group's products and services and supports stable and sustainable organizational success.

In 2025, the Group proceeded with the integration of its subsidiaries in accordance with the iSynergy 360° business plan and developed human resource management strategies aligned with the business plan as follows:

- Strategy 1 Enhancing the human resource management system through the iii Recruitment Center project and a project to centralize human resource-related welfare procurement.
- Strategy 2 Developing capabilities and preparing personnel to adapt to change through the iii Knowledge Center project.
- Strategy 3 Enhancing employee engagement and quality of life in the workplace.

Managing and implementing the iSynergy 360° business plan will help create awareness and foster a corporate culture where employees recognize the importance of integrating collaboration to build unity across the entire Group, including promoting innovation and continuous self-development, strong learning, knowledge sharing and exchange within the group, working with empathy, and building lasting relationships with internal and external stakeholders.

The Group prioritizes employee engagement through various activities, such as annual company trips and New Year’s celebrations, mainly focusing on ensuring that employees feel valued and part of a team, while building positive relationships with colleagues. In addition, the Group encourages employees to take part in wellness activities and volunteer hours under the Triple i B-Happy project to support better work-life balance.

Public relations with effective communication through both formal and informal approaches, considering the group’s diverse workforce across different levels, functions, and operational locations. Therefore, appropriate communication channels and content are required to effectively reach each employee group. Policy communication from management focuses on activities such as Town Hall, i-Talk, and Triple i Opportunity Day to support a shared understanding of organizational goals, including communication mechanisms under the iSynergy 360° with the cross-functional concept to enhance understanding and encourage effective collaboration within the Group.

Communication about activities is done through social media platforms, including Facebook Group, online journal i-Connex, along with two-way communication by introducing via Line Official Account to support information sharing and enable employees to ask questions and exchange information.

Survey on Job Satisfaction and Employee Engagement (Employee Survey)

The Group conducted a survey on employee satisfaction and engagement to use the results to improve employee care and development. The results of the employee survey on job satisfaction and engagement in 2025 showed increases in both job satisfaction and employee engagement compared to the survey in 2024.

Employee engagement in 2025 was 85.99%, an increase of 3.84% from 2024. Considering the increasing level of employee engagement, dedication and commitment to the Group received the highest score, reflecting employees’ commitment to contributing positive outcomes to the organization, their willingness to apply knowledge and skills gained from training and seminars to improve work systems, their participation in organizational activities, and their readiness to act as positive role models that continuously support the Group’s image.

Job satisfaction in 2025 was 79.34%, an increase of 2.78% from 2024. Considering the increased level of employee satisfaction, duties and responsibilities received the highest score, reflecting satisfaction with challenging tasks that support learning and experience development, as well as work assignments that align with employees’ knowledge and abilities.

This survey results reflect the Group’s commitment to listening to employee feedback and providing opportunities for employees to take part in improving work processes and developing employee care practices that respond to employee needs.

Results of Employee Engagement Survey in 2025

Employee Engagement	Percentage	Score Level
Aspect 1 : Speaking Positively about the Company	86.29	Highest
1.1. You feel proud when you hear others speak positively about the company.	86.90	Highest
1.2. You care about the company’s future and pay close attention when important issues arise.	86.62	Highest
1.3. You actively follow and pay close attention to the company performance and progress.	85.36	Highest

Employee Engagement	Percentage	Score Level
Aspect 2 : Intention to Stay with the Company	85.33	Highest
2.1. You feel proud to be part of the company.	85.95	Highest
2.2. You feel that you are the Company's valuable member.	82.17	High
2.3. You feel secure and confident about the future of your career when working for the Company.	84.20	Highest
2.4. You are honest and loyal to the Company, considering the best interests of the organization.	89.00	Highest
Aspect 3 : Commitment and Dedication to the Company	86.35	Highest
3.1. You are willing to dedicate yourself to your work to deliver positive results for the Company.	87.74	Highest
3.2. You intend to take part in company activities	84.56	Highest
3.3. You set a positive example and help to enhance the Company's image.	86.34	Highest
3.4. You intend to apply the skills and knowledge gained from the training/seminars to improve the Company's work processes	86.76	Highest
Average Score of Employee Engagement	85.99	Highest

Results of Job Satisfaction Survey in 2025

Job Satisfaction	Percentage	Score Level
1. Duties and responsibilities	83.06	High
2. Personnel development and progression	81.63	High
3. Organizational leadership	81.37	High
4. Shared values and organizational culture (iii)	80.12	High
5. Human resource management	78.41	High
6. Performance assessment	78.28	High
7. Safety, occupational health, and working environment	75.94	High
8. Welfare and compensation	75.94	High
Average score	79.34	High

Summary of the Survey Results on Job Satisfaction and Employee Engagement

Descriptions	2023		2024		2025	
	Percentage	Score Level	Percentage	Score Level	Percentage	Score Level
Job Satisfaction	77.60	High	76.57	High	79.34	High
Employee Engagement	82.40	High	82.07	High	85.99	Highest
Average score	80.00	High	79.32	High	82.67	High

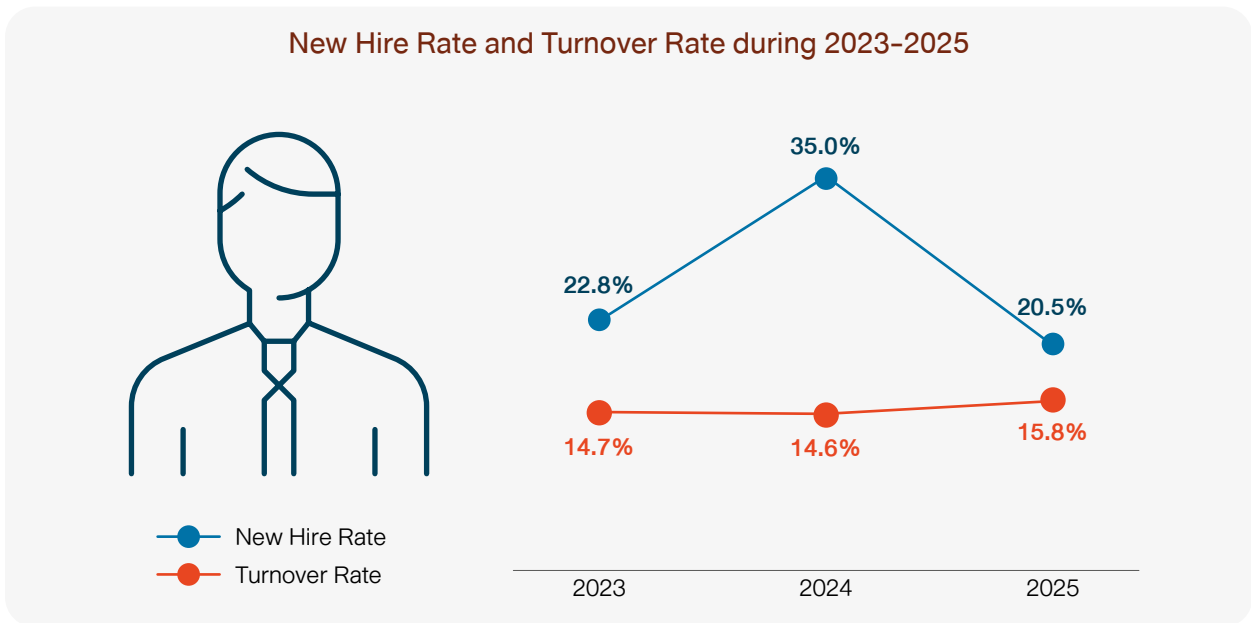
Remarks: Score criteria: Lowest = 20.00-35.99 / Low = 36.00-51.99 / Moderate = 52.00-67.99 / High = 68.00-83.99 / Highest = 84.00-100.00

The Group aims to maintain employee engagement at a level of at least 80% as part of its sustainability strategy. The human resources department will conduct meetings to develop strategies for job satisfaction and employee engagement, using employee feedback to improve practices and better respond to employee needs.

New Hire and Turnover Statistics

In 2025, there were 135 new employees, representing a new hire rate of 20.5%. When compared with 2024, which had a new hire rate of 35.0%, the new hire rate decreased by 14.5%. However, when compared with 2023, which had a new hire rate of 22.8%, the new hire rate was at a similar level. The unusually high new hire rate in 2024 was due to the air freight service business group, which expanded its operations fully to support market growth following the impact of the Covid-19 pandemic.

While the employee turnover rate in 2025 was 15.8%, a slight increase compared to 2024, which had a turnover rate of 14.6% with a total of 104 employees left the Company, of whom 85 resigned voluntarily.



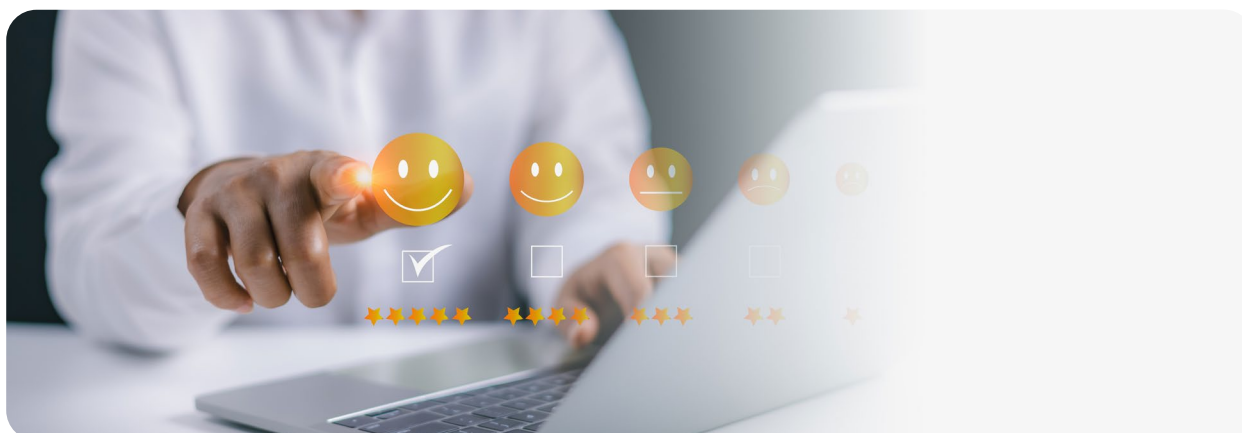
New Hire and Turnover Statistics during 2023-2025

New Hires

Performance data	Unit	2023	2024	2025
Total number of new employee hires	persons	118	226	135
New hire rate	%	22.78	34.98	20.49
Classified by Gender				
Male	persons	84	167	88
	%	71.19	73.89	65.19
Female	persons	34	59	47
	%	28.81	26.11	34.81
Classified by Age				
Under 30 years old	persons	85	175	98
	%	72.03	77.43	72.59
30-50 years old	persons	28	49	32
	%	23.73	21.68	23.70
Over 50 years old	persons	5	2	5
	%	4.24	0.88	3.70

Turnover

Performance data	Unit	2023	2024	2025
Total number of employee turnover	persons	76	94	104
Turnover rate	%	14.67	14.55	15.78
Classified by Gender				
Male	persons	44	64	73
	%	57.89	68.09	70.19
Female	persons	32	30	31
	%	42.11	31.91	29.81
Classified by Age				
Under 30 years old	persons	41	62	57
	%	53.95	65.96	54.81
30-50 years old	persons	33	29	41
	%	43.42	30.85	39.42
Over 50 years old	persons	2	3	6
	%	2.63	3.19	5.77
Total number of voluntary employee turnover	persons	76	92	85
Voluntary employee turnover rate	%	100.00	97.87	81.73
Classified by Gender				
Male	persons	44	62	50
	%	57.89	67.39	58.82
Female	persons	32	30	35
	%	42.11	32.61	41.18
Classified by Age				
Under 30 years old	persons	41	62	51
	%	53.95	67.39	60.00
30-50 years old	persons	33	27	29
	%	43.42	29.35	34.12
Over 50 years old	persons	2	3	5
	%	2.63	3.26	5.88



Management Guidelines

The Group respects the fundamental rights that all people should receive equally, and promotes the protection of human rights in the business operations of the group of companies in all dimensions, by taking into account the value and dignity of individuals, which is considered a fundamental virtue of working and living together and developing approaches to managing any complaints that may arise, in order to reduce the chance of negative impacts occurring in a timely manner.

As a regional integrated logistics group, we have long recognized the importance of conducting business based on human rights principles and promoting labor practices in line with international standards. We are committed to expanding the scope of our human rights operations to cover the personnel of the group of companies, customers, business partners, all business allies, and stakeholders across the entire supply chain in accordance with the Labor Protection Act, the Labor Relations Act, and other relevant laws. This includes referencing international human rights best practices such as the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPR), the United Nations Global Compact (UNGC), the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and Children’s Rights and Business Principles, a framework jointly developed by UNICEF, UN Global Compact and Save the Children as well as labor laws in every country where the group of companies operates. This ensures that internal and external stakeholders receive equal treatment and care, and that the Group’s business operations are free from human rights violations.

Alignment and Goals on Human Rights Issues

Human Rights Issues (UN SDGs)	Sustainable Development Goals to Achieve by 2027
 <p>SDG 3: Good health and Well-Being</p>	<ul style="list-style-type: none"> Promote for office space and warehouses to be safe and have good hygiene. Provide welfare that is conducive to good work. Implement quick and effective responses to incidents that have an impact on the environment, the health of employees, and surrounding communities, as well as create awareness of social and environmental responsibility.
 <p>SDG 5: Achieve gender equality and empower all women and girls</p>	<ul style="list-style-type: none"> Eliminate all forms of discrimination against female workers and promote equality and career advancement opportunities for both female and male employees. Encourage and enforce policies that cover the promotion of gender equality.
 <p>SDG 8: Respecting Differences and Reducing Inequality</p>	<ul style="list-style-type: none"> Set remuneration in line with skills, knowledge, and abilities. Conduct fair assessments at all levels of employment which is the same standard for the entire of the Group. Develop employees with the same standard throughout the organization as well as respond to the needs of customers quickly and completely. Raise awareness of respect for human rights together with business partners. Establish succession plans in positions that are important at the executive level and above. Provide a safe transport management system to have zero accident.

Human Rights Issues
(UN SDGs)

Sustainable Development Goals to Achieve by 2027



SDG 10:
Valuable Work and
Growing Economy

- Determine a fair, suitable, and competitive compensation structure.
- Do not discriminate against gender, age, race, religion, skin color, or language. Do not allow oneself or others to seek benefits within the Group. Treat business partners and/or creditors equally, including purchasing in a fair manner and arranging fair labor.
- Work with equality without discriminate among groups, generations, or institutions in working, promotion, or demotion, termination of employment due to gender differences. Do not discriminate against women workers, including not employing child labor and forced labor.

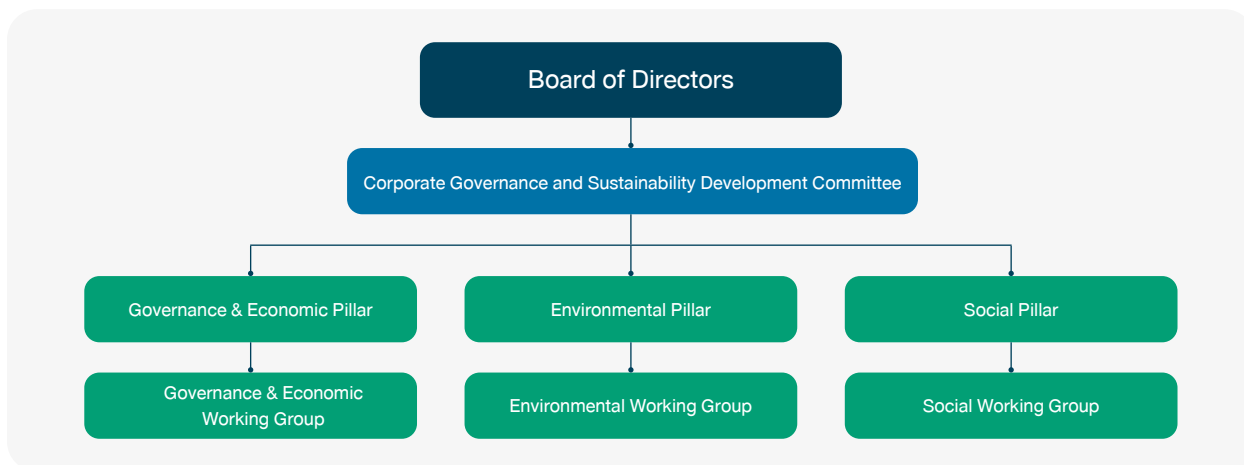


SDG 16:
Promote peaceful and inclusive
societies for sustainable
development, provide access to
justice for all and build effective,
accountable and inclusive
institutions at all levels

- Respect children's rights and oppose exploitation, human trafficking, and all forms of violence against children throughout the business value chain.
- Promote and enforce non-discriminatory policies for sustainable development.

The Group's sustainability initiatives are overseen by the Corporate Governance and Sustainability Development Committee, which reports directly to the Board of Directors. The Committee is responsible for reviewing matters related to the 3 aspects of sustainability and ensuring they are aligned with the organization's overall strategy. For each aspect, the Managing Director leads a working group that collaborates with employee representatives to develop sustainability strategies and action plans, as well as monitoring progress and provides guidance and support to ensure each working group achieves its objectives.





Furthermore, the Corporate Governance and Sustainability Development Committee assigned the Social Working Group to oversee the Group’s human rights efforts across all internal and external stakeholders as part of its ESG framework. The Working Group is responsible for:

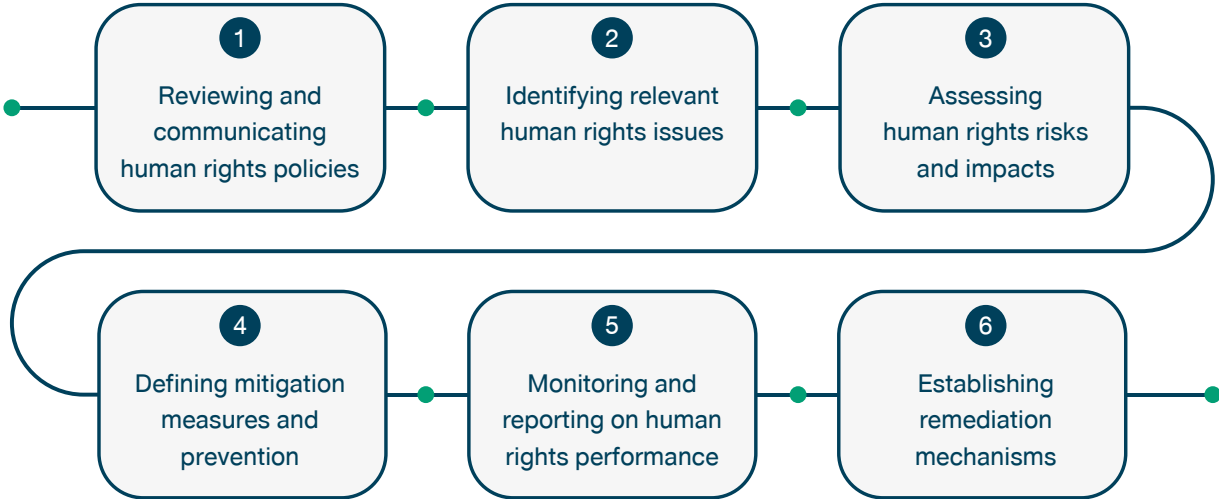
- Preparing action plans to ensure that the Group’s operations respect human rights.
- Conducting an annual Human Rights Due Diligence (HRDD) assessment.
- Working with relevant organizations to promote awareness and understanding of human rights among employees and external stakeholders.
- Keeping up to date with applicable laws, regulations, and international standards on human rights to serve as a reference for human rights practices.
- Tracking and evaluating the Group’s human rights performance to ensure it aligns with the performance indicators and achieves the set goals.

Human Rights Due Diligence: HRDD

The Group has established a human rights due diligence process in accordance with international human rights standards as part of its ongoing risk management process. The purpose is to identify potential human rights risks arising from the Group’s business operations across the value chain and supply chain, covering all stakeholders, including employees, suppliers/contractors, business partners, customers, as well as communities and the environment. It also considers vulnerable groups such as children, women, the elderly, persons with disabilities, and migrant workers, to prevent potential risks and implement appropriate mitigation measures to address any adverse impacts.

Furthermore, in consideration of potential human rights risks that may emerge in the future, the Group conducts human rights due diligence prior to initiating any new business projects or activities to projects arising from the expansion of existing operations, joint ventures, acquisitions, or mergers to ensure that the Group’s operations do not violate applicable local and international laws and regulations related to business conduct and labor protection.

Human Rights Due Diligence (HRDD) Process



1. Reviewing and communicating human rights policies

In line with the organization’s sustainable business development goals, all activities within the business value chain must not violate human rights as specified in the human rights policy that all personnel adhere to.

The Company conducts an annual review of its Human Rights Policy to ensure comprehensive coverage of human rights issues for all stakeholders while adhering to the principles of human rights, freedom, equality, and human dignity. The operations are still adhering to a non-discrimination approach regarding race, nationality, religion, skin color, gender, sexual orientation, age, and disability in order to prevent and avoid human rights violations involving employees, customers, suppliers/contractors, business partners, communities and the environment, including vulnerable groups such as children, women, the elderly, and the disabled. The policy also covers the fight against human trafficking, child labor, and forced labor in all cases throughout the business value chain to comply with the principles of protecting the rights of children and youth, including supervision of no sexual harassment or abuse in any form. Furthermore, the Group respects the freedom of association, collective bargaining rights, and other fundamental human rights. The Group has communicated its Human Rights Policy to both internal and external stakeholders.

Those interested can study the Company’s human rights policy at <https://investor.iii-logistics.com/en/corporate-governance/cg-report-and-download>

2. Identifying relevant human rights issues

The Group identified human rights issues relevant to the group’s business activities, including human rights issues that may impact both internal and external stakeholders, by benchmarking against other logistics service providers. The scope of the Group’s relevant human rights risk assessment includes:



Labor Rights

- Employee Health and Safety
- Working Environment
- Discrimination Against Workers
- Freedom to Assemble and Participate in Bargaining
- Child and Forced Labor
- Any Form of Labor Exploitation or Abuse



Partner/Supplier Rights

- Health and Safety at Work of Suppliers
- Supplier Code of Conduct
- Child and Forced Labor
- Supplier Data Security
- Discrimination Against Suppliers



Customer Rights

- Customer Health and Safety
- Customer Data Security
- Discrimination Against Customers



Community and Environmental Rights

- Community and Environmental Health and Safety
- Standard of Living and Quality of Life
- Waste and Hazardous Materials Management

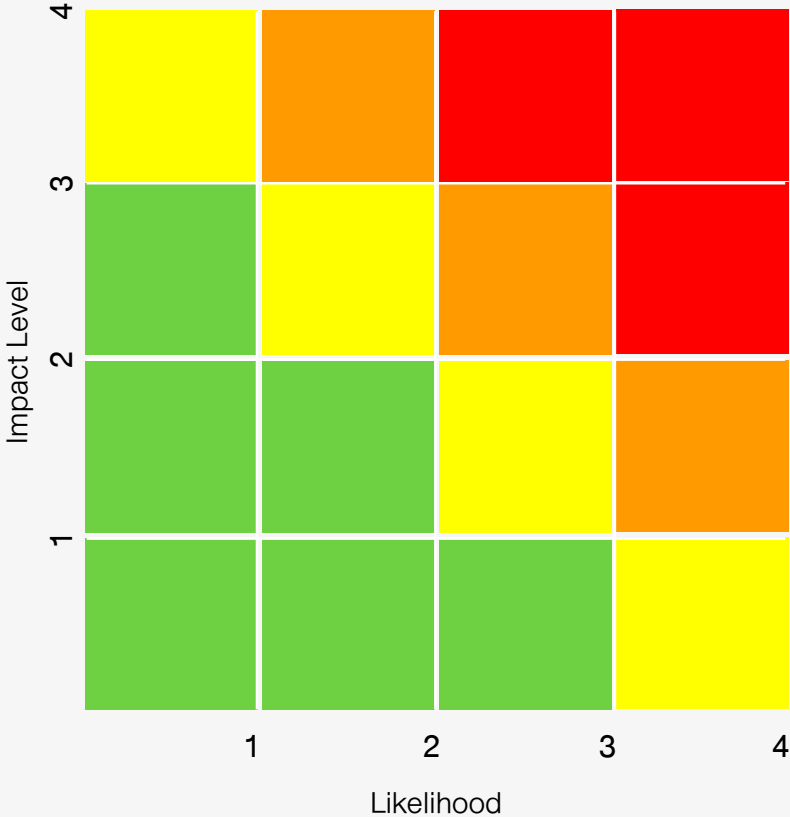
3. Assessing human rights risks and impacts

The Group assessed human rights issues to prioritize risks, using the following criteria:

Vertical axis: Impact Level criteria considering the severity of the impact, the scope of the impact, and the ability to remedy divided into 4 levels:
 1 Low 2 Medium 3 High 4 Very high

Horizontal axis: Likelihood criteria considering probability of occurrence, divided into 4 levels:
 1 Low 2 Medium 3 High 4 Very high

Table of human rights risk assessment for the Group



Very High

Unacceptable: Immediate consideration must be given to increasing management measures to reduce the risk level to an acceptable level.

High

Becoming unacceptable: Consideration must be given to increasing management measures to reduce the risk level to an acceptable level.

Medium

Surveillance: It is a level that is still acceptable.

Low

Acceptable: Adequate measures to deal with the risks are available.

4. Defining mitigation measures and prevention

In 2025, the Group considered all 22 potential human rights risk issues arising from the group's business activities. Based on the risk assessment table, most risks were at a low level with adequate measures to address them. (For more detailed information on mitigation measures and prevention processes of all 22 human rights risks of the Group are disclosed in the full Annual Human Rights Due Diligence Report 2025 on the Company's website.)

5. Monitoring and reporting on human rights performance

The Group monitors and follows up on human rights performance, providing continuous human rights training to employees, raising awareness of the organization's human rights policy among all stakeholder groups, in order to be alert for issues that pose risks of negative impacts from the Group's activities.

Moreover, human rights risk issues relevant to the Group's operations may change as activities and stakeholder groups evolve. The Group must regularly review risk issues to define and improve measures, preventive guidelines, and solutions in an efficient manner.

The Group discloses information on its human rights operations annually through sustainability reports, annual reports, and the Company website. It provides channels for stakeholders to report any human rights violations to the Company. Grievance mechanisms are another channel to reduce, manage and track human rights violations. The Company has established whistleblowing



Channels for reporting human rights violations

- By Mail
To Secretary of the Good Corporate Governance and Sustainable Development Committee
Address Triple i Logistics Public Company Limited
628 Triple i Building, 3rd Floor, Soi Klab Chom,
Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120.
- By Email whistleblowing@iii-logistics.com
- Via the Company website whistleblowing channel
<https://investor.iii-logistics.com/en/corporate-governance/whistleblowing-chan->

6. Channels for reporting human rights violations

The Group is well aware that its and subsidiaries' business activities may be linked to human rights violations against relevant stakeholders.

In cases of human rights violations, the Group pledges to undertake appropriate remedies, with ongoing monitoring, investigation, and reporting. Moreover, the Group considers all forms of remedy to ensure that individuals affected by human rights violations receive effective remediation, including various forms of compensation to restore or improve the condition resulting from the damage.

The Group's remediation guidelines

- Apology
- Compensation
- Financial remuneration
- Non-financial benefits
- Other assistance and remedies

In cases of human rights violations, the Group will conduct fair investigations and impose the following punitive measures:

- Verbal warning, recorded in writing
- Written warning
- Unpaid suspension not exceeding 7 days
- Termination without compensation

Performance

- There were zero significant human rights and equality complaints, which is in line achieving the target.
- No complaints regarding labor practices were reported by employees, and no labor disputes were filed.
- The Company conducts an annual review of its human rights policy and communicates it to all stakeholders.
- The Group communicates and clarifies its human rights policy to both new and existing employees on an annual basis. In addition, knowledge on human rights, particularly labor rights, is disseminated through the online journal i-Connex on an ongoing basis to enhance understanding and ensure that employees are treated fairly in accordance with applicable laws and existing agreements with the Group.
- Multiple channels for reporting human rights violations have been established and communicated to all relevant stakeholders.
- Workforce diversity initiatives have been implemented in accordance with “DEIB” (Diversity / Equity / Inclusion / Belonging) principle a modern organizational development practice. These initiatives are communicated to employees through online journals and in-building posters to promote understanding and adaptation to differences among colleagues in terms of age, gender, religion, and other aspects of diversity.

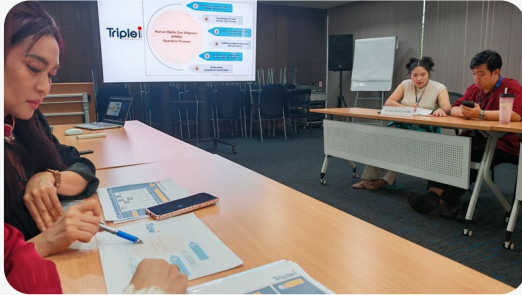
Communicating the “DEIB” concept to employees via the i-Connex online newsletter and internal office posters.

- Educational materials on “Promoting Diversity in the Workplace” have been prepared to inform employees about labor diversity, workplace discrimination and harassment, appropriate responses to incidents, available complaint and assistance channels in cases of unfair treatment, and ways to support equality and non-discrimination based on race, religion, gender, age, sexual orientation, disability, and nationality.

Educational Materials: “Promoting Diversity in the Workplace”

- The Company revised its “Work Regulations” to include provisions prohibiting harassment, intimidation, bullying, and discrimination in any form, clearly emphasizing that the Group does not tolerate discriminatory or harassing behavior.
- The Group provides training to management-level employees and above on handling and responding to discrimination, bullying, intimidation, harassment, and all forms of workplace abuse, covering the management of complaints and requests for assistance in cases of unfair treatment, as well as the reporting of such incidents to the relevant authorities.
- The Group conducts a comprehensive Human Rights Due Diligence (HRDD) assessment each year to identify potential human rights risks and impacts arising from its business activities and establishes risk management measures to mitigate the likelihood of violations as well as remedial actions to reduce the impact should any human rights violations occur. In 2025, most identified risks were assessed as low, with adequate mitigation measures in place.

- As part of the comprehensive Human Rights Due Diligence (HRDD), employee representatives from across the Group participated in the process to ensure that employees, as key stakeholders, had the opportunity to identify and consider human rights issues arising from the Group's business operations that may affect employees and other stakeholders.



Employee representatives participated in human rights risk assessments to identify issues and define mitigation measures.

- The subsidiaries with the legally required employee threshold have completed the election of Workforce Welfare Committee to serve as liaison bodies between employees and employers, applying labor relations principles to facilitate bilateral engagement to reduce conflicts that may lead to labor disputes, and provide employees with opportunities to express their views to the employer



Employer and employee representatives hold quarterly meetings to discuss employee welfare.

- The Group has incorporated human rights principles into its criteria for the selection and evaluation of business partners since 2023. In 2025, the annual partner selection criteria was reviewed to ensure that partners' operations do not violate human rights. The established human rights guidelines require partners to refrain from child or forced labor; to respect labor rights; to treat employees equally and fairly in accordance with labor protection laws; and to prohibit discrimination, violence, intimidation, harassment, and abuse in all forms. Furthermore, the Group communicates in writing to its business partners that it provides opportunities for partners to express their opinions on human rights issues.

Performance Data	Unit	2023	2024	2025
Number of employees who received human rights knowledge communication	%	100	100	100
Number of significant complaints regarding human rights and equality	Cases	0	0	0
Number of labor disputes	Cases	0	0	0

(Interested parties can review the company's Human Rights Due Diligence Report 2024 at <https://investor.iii-logistics.com/storage/download/sd-report/hrdd/20260331-iii-hrdd-report-2025-en.pdf>)

Human Resource Development

The Group recognizes the importance of developing the capabilities of human resources. Since the core businesses of the Group require specialized expertise from personnel, promoting employees to develop knowledge, skills, as well as applying various innovations and technologies to operations is crucial to organizational growth. Through the process of personnel capability development, it is imperative for sustainable organizational development. Therefore, the Group has established human resource management policies and personnel capability development plans. The goals are to develop personnel capabilities adequately to drive the organization according to strategies for efficient business operations, especially promoting a learning organization. In addition, there is a commitment to provide opportunities for all employees to advance in their career paths through learning coupled with appropriate development in various formats suitable for each employee group (Re-skill & Up-skill), as well as supporting employees to continuously self-develop, to improve their skills and capabilities for more efficient performance. This promotes quality of life and establishes a culture of sustainable learning in the organization.

Management Guidelines

To ensure business continuity as the organization expands, the Group has reviewed the personnel capability development plan to align with current business directions and strategies, which must create a balance between economic and governance, environmental, and social dimensions. Therefore, the Human Resources Management Department has reviewed the Triple i Human Capital Development Roadmap to align with these changes. Additionally, the succession plan has been reassessed to mitigate operational risks in the event of key position vacancies. A study has been conducted on the development of competency standards, along with a monitoring process to track progress. Additionally, other essential factors have been considered to ensure the successful implementation of a concrete succession plan. These include identifying high-performing and high-potential employees and determining factors for preparing a succession plan for key positions. International tools, such as 360-degree assessments (Leadership Competency Assessment and Leadership Potential Assessment), along with employees' past performance, have been incorporated into the successor candidate grouping process. Additionally, the successor selection process is continuously reviewed every 3 years.

Human Resource Development Plan 2022-2027			
Preparation Phase (2022)	Plan Development Phase (2023)	Implementation and Monitoring Phase (2024-2026)	Scaling Up Phase (2027)
Review and draft human resource development strategies aligned with organizational sustainability strategies	Obtain approval to implement the plan	Implement, review, evaluate, monitor, and adjust as appropriate	Monitor implementation, summarize and scale up, review strategies every 3 years
Plan and budget for human resource development	Obtain approval for budget to implement the plan	Implement, review, evaluate, monitor, and adjust as appropriate	Monitor implementation, summarize and scale up
Draft succession planning management	Determine positions for succession planning and develop successors' skills and capabilities	Implement, review, evaluate, monitor, and adjust as appropriate by considering the positions that require additional succession plans and planning to develop the successor group	Evaluate successors, monitor implementation, summarize and scale up
Study and a human resource development needs analysis plan to create an annual training plan, categorized into individual, departmental, and organizational skill development	Select sample group and implement plans	Implement, review, evaluate, monitor, and adjust as appropriate and apply it to employees throughout the Group	Monitor implementation, summarize and scale up

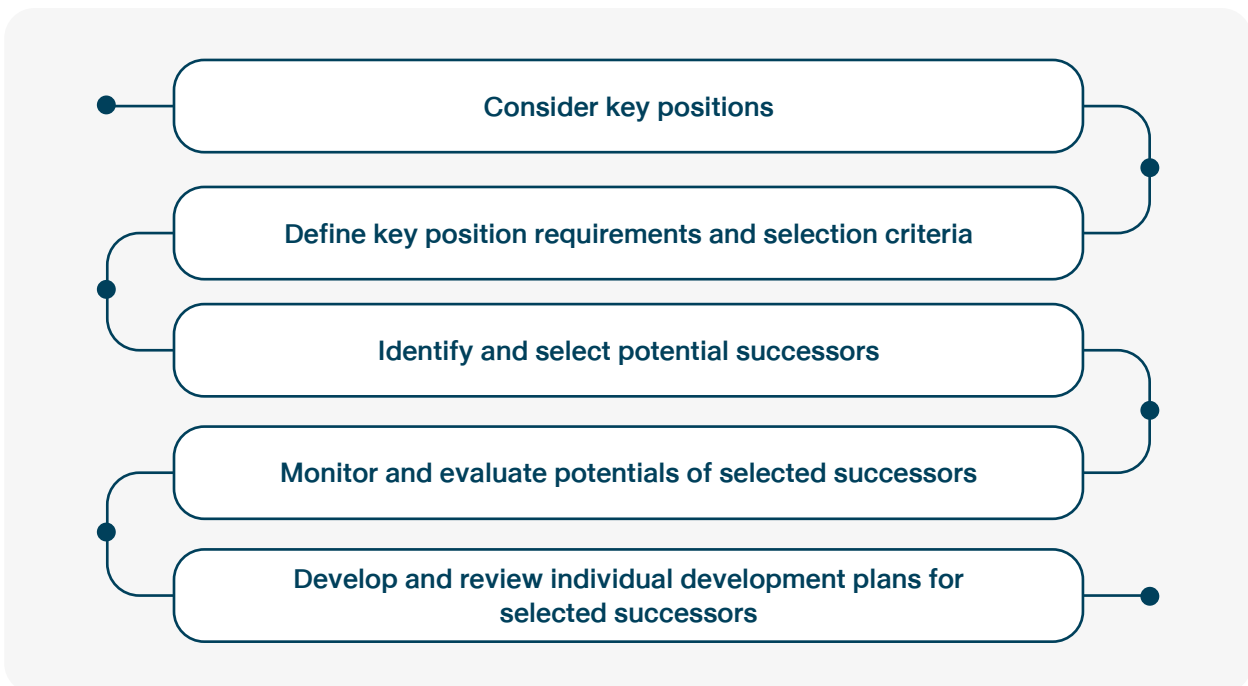
Human Resource Development Plan 2022-2027			
Preparation Phase (2022)	Plan Development Phase (2023)	Implementation and Monitoring Phase (2024-2026)	Scaling Up Phase (2027)
Study to increase diverse learning channels for employees	Develop the Knowledge Management plan in various forms and prepare a budget for approval	Implement, review, evaluate, monitor, adjust as appropriate, and plan to further develop the Knowledge Management Center as a central learning platform in the form of e-media and knowledge transfer methods to share skills and experience among employees across the Group	Monitor implementation, summarize and scale up
Study professional development in specialized fields	Develop professional development plans in specialized fields	Implement, review, evaluate, monitor, and adjust as appropriate	Monitor implementation, summarize and scale up

Succession Plan

Succession plans are implemented for key positions in the Group, to transfer knowledge, skills and capabilities, and ensure continuity for key positions. The focus is on internal recruitment first before external recruitment, to provide opportunities for career advancement to employees with high performance capabilities and consistent outstanding performance.

Succession Plan Process

The Group will select applicants who meet the evaluation criteria components, by asking for voluntary participation, and propose the list to the Nomination and Remuneration Committee for final consideration.



The Group's succession plan has been prepared by the meeting of working group of relevant parties to consider and determine the following criteria:

- **Selection of potential position and determination of criteria of qualified potential candidate for replacement**
The selection of potential position which requires potential successor for replacement is the first important step for the preparation of succession plan. However, it can select from the position which has been prepared career path for the preparation of succession plan of Company's management position. In 2025, the company has selected potential position from position which has been prepared career path and has selected from additional potential position in accordance with appropriation of the following positions:
 - 1) Chief Executive Officer
 - 2) Chief Financial Officer
 - 3) Managing Director
 - 4) Executive Director
 - 5) General Manager / Director
 - 6) Senior Manager

Each of potential position has determined main duties and responsibilities, main achievements, main performance indicators, knowledges, skills and capacities including primary criteria for selection of potential candidates.

- **Considering and selecting potential successors.**
Clearly establish the process for the succession planning of senior executives, including Chief Executive Officer (CEO) / Chief Financial Officer (CFO) / Managing Director (MD) / Executive Director and middle management positions, including General Manager (GM) / Director and Senior Manager.
- **Monitoring, evaluating, and adjusting development methods.**
To prepare high-potential candidates for target positions, the Succession Selection Committee appoints a career coach. The career coach, direct supervisor, or other assigned person oversees potential successors, monitors performance, and conducts regular evaluations of development outcomes, including reviewing competencies that have been strengthened and identifying those requiring further improvement, as well as providing constructive feedback to help candidates recognize their strengths and development areas. The objective is to enhance their knowledge, skills, and competencies for both current and future roles, refine development strategies as needed, and establish clear plans for ongoing growth.

The Board of Directors acknowledges the importance of implementing a succession plan for the Chief Executive Officer and senior executives to ensure business continuity. Accordingly, the Board assigns the Nomination and Remuneration Committee to establish and review the relevant criteria, oversee the succession planning process for senior executives, and report the succession plan to the Board of Directors on an annual basis.

Employee Training Plan Development

An employee development plan is designed to equip employees with the qualifications, capabilities, and potential required for various roles, with the primary objective of developing areas of weakness and building existing strength. The process begins with a competency assessment, followed by a competency gap analysis, identifying development needs, carrying out development activities through various methods in accordance with the established plan and timeframe, and monitoring training outcomes to assess whether the results are aligned with the course objectives, as well as evaluating the practical application of acquired knowledge and skills in the workplace, and the enhancement of capabilities to meet the expected competencies of the position.

Upon completion of the development plan within the designated timeframe, supervisors evaluate the outcomes by assessing changes in employee performance and behavior. This assessment reflects the extent and nature of improvement, such as increased sales, improved work efficiency, or cost savings achieved for the organization.

In 2025, the Human Resources Department continued implementing the employee training plan, building upon the Group-wide integration initiated in 2024 to ensure that employee development is aligned under a unified direction and consistent standards across the organization. In addition, a Training Need Metric was developed to systematically analyze employee development requirements focusing on 3 strategic levels:



1) Individual Needs

Analyze the annual development need survey. The Human Resources Department conducts a survey of training needs from employees in the Group.



2) Functional Needs

Analyze as needed by position and line of work based on the supervisor's assessment.



3) Organization Needs

It is the management's assessment to implement the Group's business plan.

Employee Training Approaches

The Group adopts a strategy-driven learning approach to personnel development, recognizing that training and development extend beyond annual planned activities and should be embedded as a continuous learning process integrated into daily work, aiming to create sustainable, long-term value for both employees and the organization. Development programs are structured to cover hard skills, soft skills, and critical future skills, to ensure that employees at all levels are equipped to adapt effectively to rapidly evolving business, technological, and workplace environments.

The Group incorporates the "70:20:10 Model" into its training framework, consisting of:

- 70% on-the-job training / experimental learning, which enables employees to develop competencies through hands-on experience and practical problem-solving.
- 20% social learning / mentoring and coaching through knowledge exchange and shared expertise among supervisors, specialists, colleagues, and across the Group.
- 10% formal training, classroom and reading through internal programs, external courses, and online training.

This 70:20:10 Model promotes a balanced approach by integrating theoretical knowledge with practical application, thereby strengthening overall learning effectiveness and performance outcomes.

To further enhance employee capabilities and advance skill development, the Group has established a human resource development framework aligned with its operational strategy, aiming to improve work efficiency and promote practical learning through both on-site and online formats, including in-house training programs and public training delivered by external institutions. The Human Resources Department collects feedback from management and participating employees to continuously refine training programs and adjust development formats in response to evolving needs. In addition, line supervisors conduct performance and career development reviews at least annually to ensure ongoing growth and alignment with organizational objectives.

Performance

Succession Plan

The Group has established succession plans covering 100% of its critical position, including CEO / CFO / Head of Business since 2023. In 2024, The Human Resources Department of the Group has conducted a comprehensive review of the succession plan and has expanded the scope of recruitment under the succession plan for critical positions. Additional middle management levels, including: General Manager / Director and Senior Manager to mitigate recruitment risks arising from potential management vacancies and to ensure business continuity, it is necessary to review and refine the methods and criteria used in evaluating succession planning.

In 2025, the Group had completed its process for recruiting middle-level managers and its succession assessment guidelines. In addition to using a 360-degree evaluation, the process also included testing with assessment tools from external expert firms. The evaluation results were used for comparison and ranking to indicate the management potential of successors and to develop individual development plans.

2025 Employee Training Plan

The Group's Human Resources Department established a Training Needs Metric that categorizes employee skill development into three strategic levels: Individual Needs, Functional Needs, Organization Needs.




Organization Needs (ON)	Functional Needs (FN)	Individual Needs (IN)
ON1 New Employee Orientation	FN1 Systematic Decision-Making and Problem Solving	IN1 CPR and Use of Automated External Defibrillators
ON2 Knowledge of Corporate Governance, Business Ethics, and Anti-Corruption in Organization	FN2 Professional Negotiation and Closing Skill	IN2 Lecture on "Knowing Your Personal Type, Strengthening Strengths and Overcoming Weaknesses"
ON3 Introduction to Green Office	FN3 Customer Complaint Handling & Problem Solving Skill	IN3 Lecture on "Million Baht War"
ON4 Occupational Safety Management (Employee Level)	FN4 Advanced Ms.Office Excel	
ON5 Occupational Safety Management (Supervisor Level)		
ON6 Occupational Safety Management (Management Level)		
ON7 Basic Firefighting Training and Fire Evacuation Drills		
ON8 Organizational Risk Management		
ON9 Personal Data Protection Act (PDPA)		
ON10 Introductory Course on ISO 9001:2015		
ON11 Focus Group Triple i core Value		
ON12 Workshop Synergy 360 Plan 2025		

Training Need Metric (Department and Competency)	Sales/Sales Coordination	Customer Service	Accounting & Financial	CEO Office	Human Resource	Administrative & General Affairs	Business Development	Risk Management & Internal Audit	Corporate Communication	Investor Relations	Information Technology	Marketing & Sustainability Development	Company Secretary	Warehouse Operations	Commercial	Safety / EHS	Operation & Document
	ON1 New Employee Orientation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON2 Knowledge of Corporate Governance, Business Ethics, and Anti-Corruption in Organization	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON3 Introduction to Green Office	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON4 Occupational Safety Management (Employee Level)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON5 Occupational Safety Management (Supervisor Level)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON6 Occupational Safety Management (Management Level)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON7 Basic Firefighting Training and Fire Evacuation Drills	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON8 Organizational Risk Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON9 Personal Data Protection Act (PDPA)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON10 Introductory Course on ISO 9001:2015	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON11 Focus Group Triple i core Value	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ON12 Workshop Synergy 360 Plan 2025	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
FN1 Systematic Decision-Making and Problem Solving	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
FN2 Professional Negotiation and Closing Skill	X																
FN3 Customer Complaint Handling & Problem Solving Skill	X																
FN4 Advanced Ms.Office Excel	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IN1 CPR and Use of Automated External Defibrillators	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IN2 Lecture on "Knowing Your Personal Type, Strengthening Strengths and Overcoming Weaknesses"	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IN3 Lecture on "Million Baht War"	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

The training program covers the development of the following competencies:

- Core Competency refers to the fundamental behavioral attributes or collective knowledge that all employees, regardless of position, are expected to possess. These competencies are established to foster shared values and promote effective collaboration across the organization.
- Managerial Competency refers to the key behavioral attributes required for management roles, enabling executives to lead effectively and contribute to the organization’s performance, sustainability, and growth.
- Functional Competency refers to the specific behavioral attributes and capabilities required for each job function, ensuring that employees demonstrate competencies aligned with their responsibilities and perform their duties in accordance with established standards.

In 2025, the Group delivered a total of 117 training courses. Examples of courses classified by strategic category are as follows:

 <p>Organizational Level</p> <ul style="list-style-type: none"> • Enterprise Risk Management Course • ISO 9001:201 Quality Management System Course • Basic AI Course • Safety Management System and Emergency Response Plan Course • Basic Firefighting and Fire Evacuation Drill 	 <p>Functional Level</p> <ul style="list-style-type: none"> • Systematic Decision-Making and Problem-Solving Course • Regulations for the Transportation of Live Animals Course • Regulations for the Transportation of Perishable Goods Course • Aviation Security Awareness Course • Dangerous Goods Regulations 7.3 Course 	 <p>Individual Level</p> <ul style="list-style-type: none"> • Customs Specialist Course • Forklift Driver Training Course • Power Apps for Business Course • Data Security Course • Generative AI for Leaders Course
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In 2025, the Group had a total of 659 employees at every level received training to develop their skills. 100% of employees completed the mandatory training/refresher courses, and for courses requiring a post-test, 100% of participants achieved a post-test score of not less than 80%, in line with the established targets.

Employee Training	Unit	2023	2024	2025
Total employees who completed training	Persons	518	646	659
Average training hours per employee	Hour/Person/Year	57.94	31.97	35.08 ¹
Total training hours of employees	Hours	30,014	20,651	23,118
Classified by Gender				
Male	Hours	22,045	11,451	13,129
Average training hours for male employees	Hours/Person	72.51	28.92	32.58
Female	Hours	7,969	9,200	9,989
Average training hours for female employees	Hours/Person	37.24	36.80	39.02
Classified by Level				
Senior management	Hours	178	402	79
Average training hours for senior management	Hours/Person	29.67	66.92	13.17
Middle management	Hours	1,871	2,983	2,926
Average training hours for middle management	Hours/Person	34.02	50.56	49.59
Operational staff	Hours	27,965	17,266	20,113

Employee Training	Unit	2023	2024	2025
Average training hours for operational staff	Hours/Person	61.19	29.72	33.86
Total training expenses	Baht	1,592,488	2,561,960	3,105,785.40
Average training expenses per employee	Baht/Person	3,074.30	3,965.88	4,712.88
Proportion of employees completing mandatory training/refresher courses ²	%	-*	100	100
Proportion of employees who achieved a post-test score of not less than 80% ³	%	-*	100	100

Remarks:

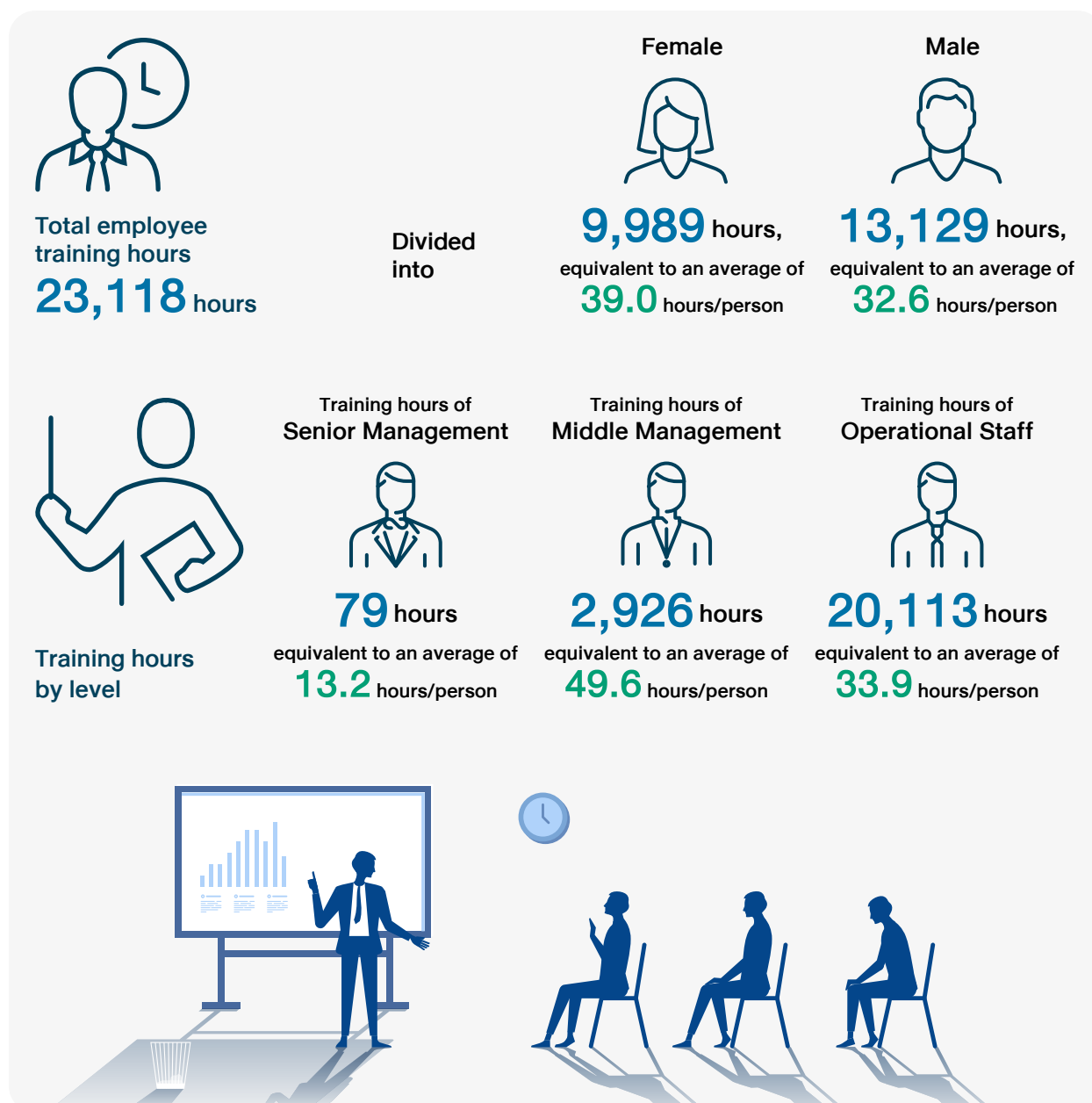
¹ Average training hours were 35.08 hours per person per year, or approximately 4 days per person per year.

² Mandatory courses refer to courses that promote social responsibility, responsible citizenship, and business sustainability.

³ Only courses with a post-test

* Due to revisions to the Group's human resource development targets in 2024, the 2023 data on the proportion of employees who completed mandatory training/refresher courses and the proportion of employees who attended training and achieved a post-test score of not less than or equal to 80% cannot be provided.

Training Hours are Categorized by Job Level.



Workplace Safety Management

Effective occupational safety management builds business confidence in the organization. The Group must therefore take into account the occupational safety of employees, business partners, especially business partners who provide transportation services to the Group, and stakeholders in the company group's business chain. We are committed to creating safe working processes throughout every business chain, both in terms of occupational safety policies and through the continuous implementation of occupational safety management systems, for good quality of life, safety and accident prevention that causes work-related injuries or illnesses. This is in line with sustainable safety under the occupational health and safety policy, towards target 8 (point 8.8) to protect labor rights and promote safe working environments for all workers, which is one of the 17 Sustainable Development Goals of the United Nations.

Management Guidelines

The Group implements occupational safety management at the organizational level through Occupational Safety, Health, and Workplace Environment Policy and management standards, manuals, regulations, and legal requirements related to occupational health and safety, as well as audits and analysis of the effectiveness of occupational health and safety operations. The Group is committed to being an accident-free and injury-free organization (Zero Accident) by prioritizing the safety of employees at all levels including contractors. The Group manages occupational health and safety in accordance with national and international laws and standards including the Occupational Safety, Health, and Environment Act B.E. 2554 (2011); the Ministerial Regulation on Welfare Arrangements in Workplaces B.E. 2548 (2005); the Ministerial Regulation on the Prescribing of Standards for Administration and Management of Occupational Safety, Health, and Environment in relation to Fire Prevention and Control B.E. 2555 (2012); the Ministerial Regulation on the Provision of Safety Officers, Personnel, Units, or Groups of Persons to Perform Safety Operations in Workplaces B.E. 2565 (2022); and the Ministerial Regulation on Determination of Safety Management System Standards B.E. 2565 (A.D. 2022). Additionally, the Group adheres to international standards such as ISO 45001:2018, which is a management system for occupational health, safety, and workplace environment, and assesses and reviews safety risks, and continuously improves the Group's safety systems and control measures to become a role model in occupational health and safety.

The occupational health and safety goal at the organizational level is to reduce work-related accidents and injuries to zero, with no fatalities. The Group has guidelines to develop a culture of workplace safety along with personal safety to build confidence among stakeholders. Managing work safety is key to building a strong foundation for becoming a sustainable leader in the logistics business.

(Those interested can study the Company's human rights policy at

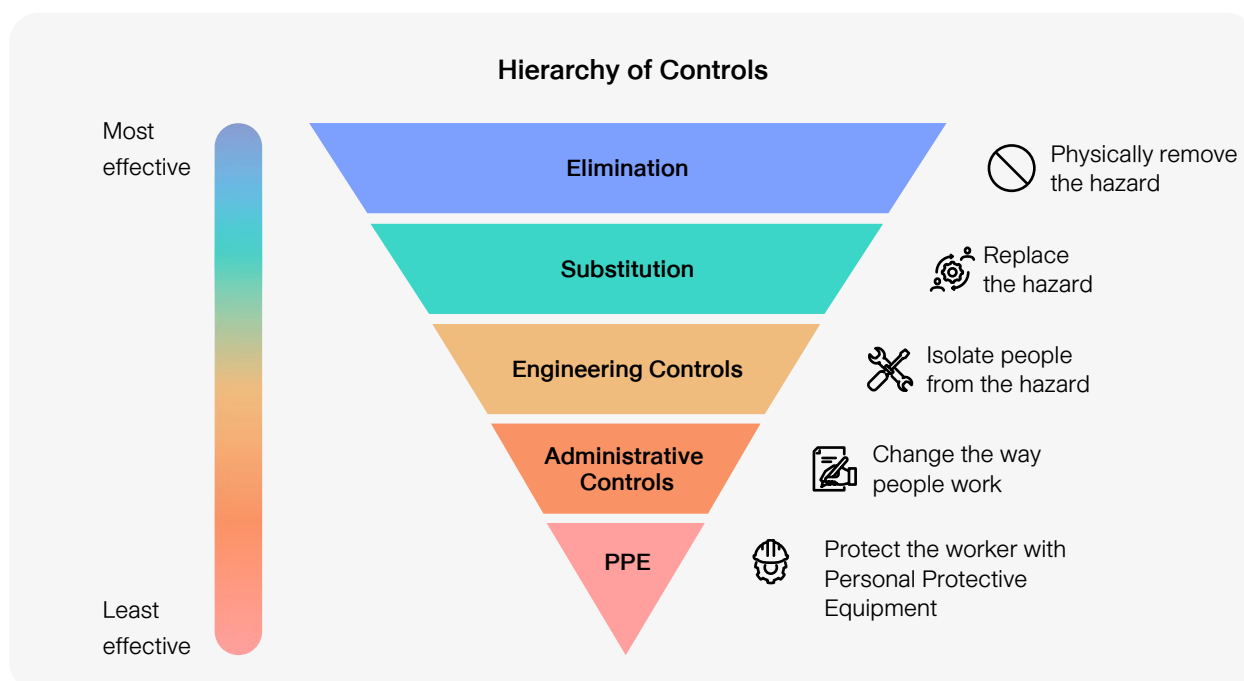
<https://investor.iii-logistics.com/storage/cg-report/20250204-iii-occupational-safety-health-and-workplace-environment-policy-en.pdf>)



Hazard Identification, Risk Assessment and Risk Control Measures

The Group continuously and systematically identifies hazards through a total quality control and management system and assesses risks according to the corporate risk management manual, which sets out preventive measures according to a hierarchy based on the risk level of the work. The specified safety measures are communicated to all workers for strict adherence. Monitoring is conducted to evaluate risks during actual work, and outcomes are reviewed after work completion. The risk assessment applies the concept of the hierarchy of controls, which reduces the risk of work-related illnesses and injuries in order of control effectiveness as follows:

1. Elimination
2. Substitution
3. Engineering Control
4. Management Control
5. Personal Protective Equipment



The identification of hazards and the assessment of occupational health and safety risks of the Group cover all operations and activities taking place at every location under the Group's management, both in existing businesses and in potential safety risks that may arise from future business operations, including expansion of existing operations, joint ventures, acquisitions, and mergers. The Group therefore conducts risk assessments prior to undertaking any new project or business activity to ensure that its operations do not violate laws, regulations, or standards related to occupational health and safety at both local and international levels, and do not cause negative impacts on all stakeholders involved in the Group's operational processes, such as employees, suppliers/contractors, customers, communities, and the environment.

As for the approach to hazard identification and occupational health and safety risk assessment for potential future business activities, the safety team responsible will analyze potential safety risks across all activities throughout the value chain of the new business. They will study relevant safety standard systems, equipment, and technologies to identify potential risk issues, and establish work procedures, operational guidelines, and key safety information to communicate to relevant parties involved in the operations before the new business activities commence.

Controlling the Work Environment

The Group regularly monitors and evaluates work environmental conditions, such as measuring light intensity in work areas, controlling of noise pollution and air quality, so that all workers perform their tasks in a suitable and non-hazardous environment for health, reducing the chance of occupational illnesses. The Group provides personal protective equipment, emergency equipment, basic first aid kits, and emergency response plans for work-related illnesses suitable for the type and nature of work, in adequate quantities and readily accessible to workers.

Every year, the Group assesses occupational health and safety risks in work procedures covering both organizational staff and contractors/business partners working in the Group's operational areas.

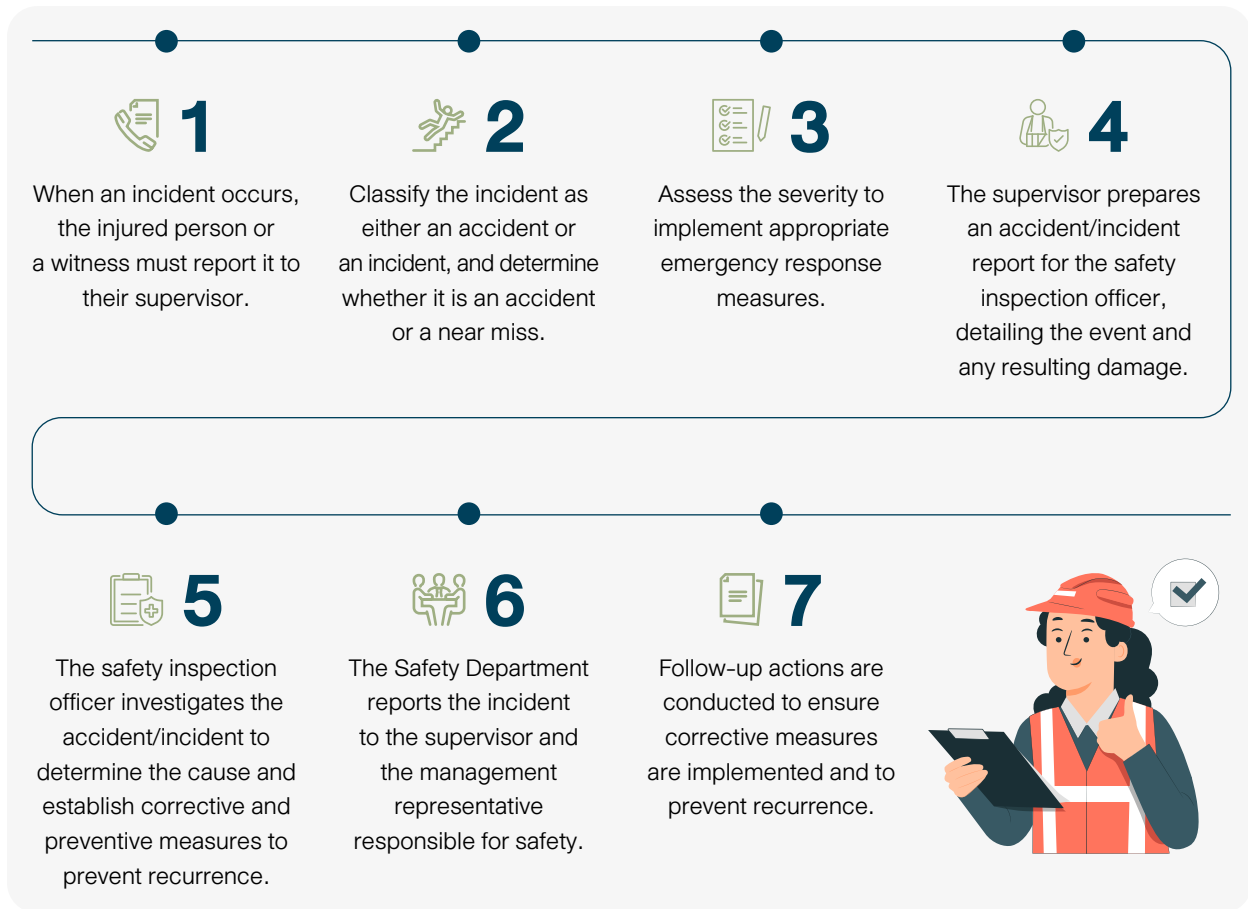
Operational guidelines
Employees Workers Contractors at all tiers <ol style="list-style-type: none">Occupational health, safety and environmental training is categorized into<ol style="list-style-type: none">Employees include office employees, warehouse employees, and transportation employeesSuppliers/contractors, such as delivery drivers, security personnel, and cleaning staffMonitoring job performance through On the Job Training (OJT)Compliance with related safety rules and regulations
Tools and equipment <ol style="list-style-type: none">Inspecting equipment safety before and after use according to legally required safety proceduresMaintaining tools and equipment according to plan
Environment <ol style="list-style-type: none">Assessing and inspecting the environment before starting workAnnual measurement and analysis of the work environment
Stop Working <ol style="list-style-type: none">When substandard actions or events are foundWhen changes in scope or work procedures are foundIn an emergencyWhen working conditions are not appropriate to workWhen a violation of safety regulations and procedures occurs

Incident Reporting and Investigation

In the event of an accident during work, employees or witnesses must notify the supervisor to assess the severity of the incident and report it to relevant parties in the order specified in the total quality control and management system. For a serious accident, the company group will appoint an investigation committee comprised of experienced and competent members to analyze the root cause of the incident and determine preventive, corrective and risk mitigation measures. The investigation report, preventive measures to avoid recurrence, and the status of corrective actions will be reported monthly to the Company's board representatives responsible for occupational health and safety.

In addition, training on accident reporting and investigation is provided to senior level employees or other interested employees to enhance understanding of accident reporting, report writing, investigation, and developing effective preventive measures aligned with work practices and feasible implementation.

Accident/Incident Reporting and Investigation Procedures



Employee Health Promotion

The Group provides pre-employment health checks for new employees, and annual health checks for all employees based on work-related risk factors and monitoring potential impacts from work, such as warehouse employees, who are exposed to higher risks than office employees, will receive pulmonary function tests, occupational vision tests, and occupational hearing tests under an employee health and illness database system. In addition, activities to promote physical and mental health are carried out based on the Happy Workplace principles.

Prevention and Mitigation in the Supply Chain

Since 2017, the safety audit department has participated in annual contractor assessments to encourage contractors to operate under safety, occupational health, and environmental policies. The Group is committed to supporting contractors in improving both safety and service quality.

The Group established work control procedures for contractors and provided emergency response manuals for contractors, as well as SAFETY TALKS to communicate hazard information in each work area before contractors or business partners start work in the company group's warehouses. This is to mitigate occupational health and safety risks from contractor operations and serves as a standard for managing work safety in compliance with the 2021 Ministerial Regulation on Management and Operations Standards for Safety and Working Environments. This covers the contractor selection process and monitoring contractor performance to appropriately prevent risks and effectively reduce risks.

In addition, the Group conducts risk assessments in selecting contractors or business partners through a 3-step assessment process:

1. Contractors or business partners must receive an annual service assessment.
2. Contractors or business partners must pass the annual Supplier Audit with the following audit topics:
 - Organizational requirements such as transportation operation policies, clear management structure
 - Transportation operation requirements such as work procedures, recording operational mistakes and accidents

- Personnel requirements such as employee selection, training, alcohol, and drug testing
 - Vehicle requirements such as pre-operation vehicle checks, vehicle maintenance
 - Customer requirements such as customer satisfaction assessments
 - Supporting Behavior Based Safety (BBS) for safe driving
3. When contractors perform activities within the warehouse area, the work supervisor must provide the contractor company with the regulations for contractors and a safety manual to study the procedures for operating within the warehouse. The contractor must conduct a Job Safety Analysis (JSA) for safety assessment, which must be reviewed and approved by the safety officer before work begins. Before starting work, the safety officer will conduct safety training for workers following the topic “Work permit,” which is categorized as follows:
- General cold work permit
 - High level work permit
 - Hot work permit involving heat and sparks.

Communication and Promoting Safety Awareness and Culture

The Group is committed to fostering a strong safety culture within the organization where all employees and levels recognize that safety is everyone’s duty and responsibility, and that everyone has a role in driving safety policies into real action. The Group has created participation at all levels by establishing an Occupational Safety, Health and Working Environment Committee comprising management representatives and employee representatives to jointly inspect unsafe working conditions, consider safety, occupational health and environmental plans and policies, monitor implementation in compliance with the law, and communicate to prevent work-related accidents or illnesses through various channels

such as:

- Safety meetings and training sessions
- New employee orientation to communicate the organization's safety policies and guidelines
- Pre-work safety briefings with employees, such as Safety Talks
- Communicating safety news regularly through internal communication channels such as email or LINE chat application
- Posting safety notices and posters in the workplace
- Providing a suggestion box for safety feedback and complaints

In addition, the Group informs all levels of employees about emergency response plans which are also covered in new employee orientation and conducts regular annual emergency response drills at both the head office and warehouses, simulating high probability or high severity scenarios, so that employees and involved persons understand how to respond in an actual emergency, as well as to improve response team efficiency.



Performance

Certification Standards

The Group has mechanisms to develop internal service processes supported by a total quality control and management system covering safety, occupational health, and environment dimensions of operations. Additionally, the Group's operations are carried out in strict compliance with relevant regulations and laws. The Group has obtained certification for the ISO 9001:2015 Quality Management System, the ISO 45001:2018 Occupational Health and Safety Management System, and certification for warehouse services aligned with the food production standards or Good Hygiene Practices (GHP).

The Group focuses on developing organizational excellence especially in managing safety, occupational health, environment, and security by adhering to Responsible Care® practices for responsible operations to drive sustainable development.

The Group's business operations take place across multiple operational areas in accordance with the nature of its business, including operations within office buildings and operations within warehouses. Each operational location has different safety management systems in place in compliance with safety laws and labor protection laws.

The Group's Operational Location	Safety Management System
Head Office Building	Although the nature of the Group's business does not fall within the category of establishments required to obtain ISO 45001:2018 certification under the Ministerial Regulation on Safety Management System Standards B.E. 2565 (2022), the Group has established management practices to ensure that workplaces are safe for workers in accordance with Labour Protection Act and notifications of the Ministry of Labour.
Branch Office within Phuket International Airport	Although the nature of the Group's business does not fall within the category of establishments required to obtain ISO 45001:2018 certification under the Ministerial Regulation on Safety Management System Standards B.E. 2565 (2022), the Group has established management practices to ensure that workplaces are safe for workers in accordance with Labour Protection Act and notifications of the Ministry of Labour.
International Cargo Terminal within Don Mueang International Airport	Dangerous Goods Operating License obtained from the Civil Aviation Authority of Thailand; currently in the process of obtaining ISAGO (IATA Safety Audit for Ground Operations) certification, a safety management audit for aviation ground operations conducted by the International Air Transport Association.
Multimodal Transportation Warehouse within Suvarnabhumi Airport	Dangerous Goods Operating License obtained from the Civil Aviation Authority of Thailand; currently in the process of obtaining ISAGO (IATA Safety Audit for Ground Operations) certification, a safety management audit for aviation ground operations conducted by the International Air Transport Association.
Chemical and Dangerous Goods Warehouse within Frasers Property Logistics Park	ISO 45001:2018 certification obtained
Dangerous Goods Packaging Service Center within SCG Building	Although the nature of the Group's business does not fall within the category of establishments required to obtain ISO 45001:2018 certification under the Ministerial Regulation on Safety Management System Standards B.E. 2565 (2022), the Group has established management practices to ensure that workplaces are safe for workers in accordance with Labour Protection Act and notifications of the Ministry of Labour.

In 2025, one operational location of the Group obtained ISO 45001:2018 safety certification out of a total of six operational sites, representing 17% of all operational locations.

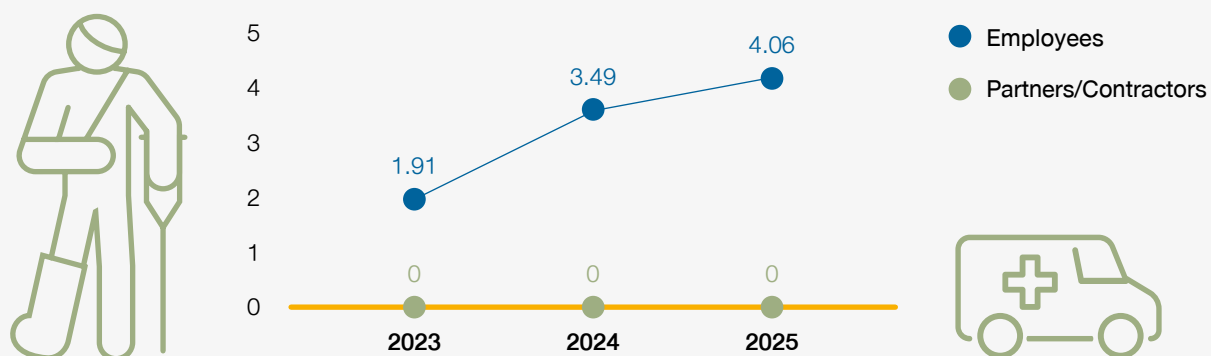
In case of injury or occupational fatalities.

KPIs	2024 Performance	2025 Target	2025 Performance
Number of Occupational fatalities			
- Employees	0 person	0 person	0 person
- Partners/Contractors	0 person	0 person	0 person
Number of lost-time injuries in the Group's areas of operations*			
- Employees	4 cases		5 cases
- Partners/Contractors	0 case		0 case
Lost Time Injuries Frequency Rate, LTIFR			
- Employees	3.49** cases / 1,000,000 working hours	Lost Time Injuries Frequency Rate (LTIFR) among employees and partners operating in the Group's facilities is projected to decrease by 30 percent by 2027 compared with the 2024 base year.	4.06 cases / 1,000,000 working hours
- Partners/Contractors	0 case / 1,000,000 working hours	0 case / 1,000,000 working hours	0 case / 1,000,000 working hours

Remark:

- * A stoppage injury refers to an accident at work that causes the victim to be injured or sick to the point of being out of work for one day or more.
- ** In 2025, the Group introduced a new method for recording working hours to improve accuracy and applied this method to calculate the LTIFR for 2024 to ensure a consistent basis for data disclosure.

Lost Time Injuries Frequency Rate (LTIFR) of Employees and Partners/Suppliers during 2023-2025



The lost time injury frequency rate (LTIFR) for employees in 2025 was 4.06 cases per million hours worked, an increase from 2024 when the rate of frequent injuries caused by loss was 3.49 cases per million hours worked. For suppliers working in the company's areas, there were no reported lost time injuries.

The five incidents of workplace accidents to the point of stoppage of employees in 2024 were assessed for the severity of the incident and reported to the concerned parties in the hierarchy set out in the Total Quality Control and Management System. It was found that most incidents were caused by new employees who were not yet familiar with the working environment and lacked understanding of safety in work procedures. The Group has therefore introduced additional measures to reduce safety risks as follows:

- Conduct safety induction training for all new employees
- Emphasize job-specific risk points in areas where accidents have previously occurred
- Increase safety warning signs and symbols in high-risk areas
- Assign supervisors to closely oversee safety for employees during the probation period



Whenever an accident or incident occurs in the operational area, the Group reviews the causes of the accident during meetings of the Safety, Occupational Health and Environment Committee, as well as monitoring accident statistics, including work-related accidents and accidents arising from the workplace or working environment, to consider and review measures to prevent recurrence. In addition, the Group communicates information about each accident to relevant employees so that workers can exercise greater caution in their operations.

The Group has clearly established an occupational health and safety governance structure. The Board of Directors, with the CEO serving as a member, is responsible for overseeing the management of occupational health and safety and receives performance reports from the Safety, Occupational Health and Working Environment Committee (Safety Committee), which is responsible for identifying, assessing, and monitoring health and safety risks in operational areas, as well as reviewing work processes and improving the working environment to ensure appropriateness and compliance with safety laws and labor protection laws.

At present, there is no central authority in Thailand that directly collects statistics on the number of work-related accidents in the logistics sector. However, the Group has reviewed its sustainability targets related to safety and established safety performance indicators. The Group measures its performance annually against the targets set and relevant industry standards.

According to the Survey of Occupational Injuries and Illnesses report (published in 2024) by the U.S. Bureau of Labor Statistics (BLS), the rate of work-related injuries resulting in days away from work in the warehousing and logistics sector is approximately 1.5 - 2.0 per 100 full-time equivalent workers. When converted to the same unit as the Lost-Time Injury Frequency Rate (LTIFR), this is equivalent to approximately 8 - 10 per 1,000,000 working hours. Compared with these statistics, the Group's safety performance remains at a level consistent with industry standards.

Remark: BLS is the central statistical agency of the United States government under the U.S. Department of Labor. It is responsible for collecting and publishing national statistics on labor and occupational injuries. Data from the BLS is recognized as official information at the international level and is widely used as a benchmark consistent with international occupational health and safety (OHS) management systems.

Annual Safety Risk Assessment

The Group has a hazard identification process, risk assessment, and finding safety and occupational health opportunities every year to ensure that risk prevention and reduction measures are in place, as well as an emergency response plan to mitigate potential impacts in the event of an incident. In 2025, the Group defined preventive measures, including:

- Preparing work procedure documents for contractors and truck drivers.
- Training contractors as part of the work permit process.
- Defining standards for selecting appropriate personal protective equipment for the work.
- Conducting annual environmental assessments at warehouse facilities.
- Preparing emergency response teams.
- Providing continuous occupational health, safety and environmental training for internal employees and land transportation contractors.
- Conducting regular annual emergency drill exercises on responding to warehouse chemical spills, transporting chemical spills, joint drills with customers, and fire evacuation drills.
- Continuously developing training courses on forklift and truck driving skills.
- Developing training courses on safety and hygiene for security officers and cleaning staff to understand safe working, occupational health, and environmental practices.
- In accordance with the Department of Labour Protection and Welfare Notification on the Forklift Operator Training Program B.E. 2568 (2025), the Group provided training to warehouse employees who operate forklifts to ensure compliance with the notification. The training hours for forklift operators were increased to 12 hours as required by law, from the previous 6-hour training program. A total of 50 employees attended this training program.

Occupational Health and Safety Training

The Group supports the development of knowledge in workplace safety and provides work safety training for executives and employees at all levels, based on the specific needs of their roles and as required by law. This training aims to enhance skills in managing workplace safety effectively.

Employee Training in 2025	Partner Training in 2025
<ul style="list-style-type: none"> - General Training (including Safety Training) Number of courses: 117 courses Number of participants: 5,892 participants (counted by attendance) 	<ul style="list-style-type: none"> - General Training (including Safety Training) Number of courses: 6 courses Number of participants: 219 participants (counted by attendance)
<ul style="list-style-type: none"> - Safety Training Number of courses: 24 courses Number of participants: 1,498 participants (counted by attendance) 	<ul style="list-style-type: none"> - Safety Training Number of courses: 5 courses Number of participants: 216 participants (counted by attendance)

Examples of safety training courses in 2025

- Initial Fire Extinguishing and Fire Evacuation Drills
- Advanced Firefighting
- Chemical Spill Emergency Response Plan Drills
- Safety Management System & Emergency Response Plan
- Behavior Based Safety Practice (BBS)
- Emergency Response Training and Drills for Power Outage Situations



“Cardiopulmonary Resuscitation (CPR) and the Use of Automated External Defibrillators (AED)” training course



“Initial Fire Extinguishing and Fire Evacuation Drills” training course



“Advanced Firefighting” training course



“Chemical Spill Emergency Response Plan Drills” training course

Employee Health and Safety Management

1) COVID-19 Response Measures

Clean and Safe Measures		
1. Screening	2. Communication	3. Risk management
1.1 If employees have symptoms or feel unwell, the company will have them take an ATK test to get the result. If an employee tests positive for Covid-19, they will be advised to see a doctor and get treated according to their symptoms.	2.1 Explain various measures and share important information and news through the organization's online system	3.1 Appoint supervisors to monitor, inspect, and ensure activities comply with established measures
1.2 Infected employees are required to take sick leave in accordance with the medical certificate and may return to work only after receiving a negative ATK test result.		3.2 Implement social distancing in office buildings and operational areas
		3.3 Allow employees to WFH at the discretion of their supervisor
		3.4 Require employees to wear face masks when attending

2) Influenza Response Measures

The Group provided influenza vaccinations covering 4 strains to employees. Health insurance benefits cover treatment costs if employees fall ill from infections.

3) Coping with Air Pollution

The Group installed air purifiers in meeting rooms and office areas to reduce PM 2.5 particulate matter, which helps lower respiratory disease transmission risks. The Group promoted practices for dealing with particulate matter and encouraged pregnant employees, elderly employees, and those with underlying conditions to wear PM 2.5 masks when working outdoors, doing outdoor activities, or exercising outside.

Additionally, dedicated areas are designated for printers and photocopiers. If dedicated areas cannot be provided, air purifiers will be installed in the areas near printers and photocopiers to ensure a safe working environment for employees.



4) Epidemic and Emerging Disease Response Plan

An emergency Response Plan for Epidemics and Emerging Diseases as part of Business Continuity Plan (BCP) to prevent, prepare, mitigate impacts, continue operations before, during and after an event, as well as recover business back to normal within an appropriate timeframe. However, the Group prioritizes the health of personnel, so procedures for health preparedness in the workplace have been established to respond to potential future situations, as follows:

The Company has determined an Emergency Response Leader and an Assistant Coordinator, assigning them the responsibility of overseeing and ensuring that all employees within the Group comply with the Emergency Response Plan. The operational procedures are as follows:

- **Emergency Preparedness**
 - Issue announcements to define the scope of authority of responsible persons in the event of an outbreak, communicating to employees about the guidelines for inspection and prevention of the outbreak, taking into account the risk to individuals and the safety of the premises.
 - Issue outbreak prevention measures and establish protocols for office building and remote work (Work from Home) by allocating human resources and adjusting work processes to be appropriate for the situation and urgent needs of the work.
 - Determine each department to designate key and backup personnel to work on-site as necessary.
 - Establish guidelines for work practices to minimize direct contact in order to reduce risk.

- **Emergency Response**
 - In case no infections have been detected, there is no outbreak, and there is no threat to life or property while operations remain manageable with existing resources, the Company shall communicate information about the epidemic risks to employees, prepare a response plan for a potential outbreak, covering workplace readiness, determine human resource management guidelines and IT Department protocols in case employees are unable to work on-site, and determine emergency communication channels.
 - In case an infection is detected but there is no widespread outbreak among employees, or if the situation poses an increasing risk to life, property, and operations or requires the evacuation of personnel from the affected area, the Company shall establish screening checkpoints, strengthen cleaning and disinfection measures for equipment and facilities, ensure employees follow the designated human resource management guidelines, provide IT systems to support remote work, and continuously monitor and report the outbreak situation to employees and management.
 - In case of a rapidly escalating outbreak that threatens life and property, necessitating the closure or relocation of the workplace and the prolonged evacuation of personnel, the Company shall activate and implement the emergency plan until the situation returns to normal.

- **Recovery Measures After an Emergency**
 - Assess the recovery status and the estimated time required to restore affected resources.
 - Provide the necessary resources for recovery to resume normal operations.
 - Monitor the recovery progress, record work activities, and review activities required by the Business Continuity Management Team.

5) Earthquake Response Plan

Following the earthquake incident in March 2025, the Group recognized that earthquakes are natural disasters with a risk of recurring. The Group has therefore developed an Earthquake Response Plan to designate responsible personnel to manage the situation in the event of an earthquake. The plan ensures that employees follow evacuation procedures to safe areas and prepare basic first-aid kits, necessary emergency supplies, and contact information for relevant public health and safety authorities for coordination in case assistance is required.

Community and Social Engagement

The Group is committed to growing the business in tandem with sustainable development, taking into account society, the environment and all stakeholder groups. Over the past period, the Group has created benefits for society through various continuous activities and projects, allocating appropriate annual budgets and fostering engagement among all employees at all levels of the organization to demonstrate the commitment to elevating society alongside the business goals set by the Group.

The community and social activities of the Group have been carried out under the goal of sustainable organizational development, which is one of the business strategies and sustainability development practices specified in the Good Corporate Governance Policy, in order to care for, support and promote nearby and distant communities to have an improved livelihood coupled with the sustainable growth of the Group.



Management Guidelines

The Group focuses on operations that go hand-in-hand with sustainable social and environmental responsibility. Therefore, the Group's business operations place importance on gaining acceptance and trust from communities along with mutual growth. The Group believes that building a strong foundation for communities will promote self-reliance and stable growth. Hence, the Group has determined there shall be planning for community engagement and social activities that focus on elevating the quality of life for communities, aligned with the sustainable organizational development strategy in the social dimension.

The Group has studied international principles related to social responsibility initiatives, such as Corporate Social Responsibility (CSR), Business for Societal Impact (B4SI), and Co-Operative Education, to integrate them with the Group's operational approach. These principles have been used to shape the organization's community and social engagement strategy and framework.

Community and Social Support Strategy

In order to ensure the Group's community and social initiatives are effective, well-directed, and purpose-driven, in 2025, the Group established strategies and focus areas for community and social engagement, divided into two key strategies as follows:

1. Promotion of the Raising of Thai Logistics Industry Standards

1.1 Dissemination of Logistics Knowledge

With over two decades of expertise in the logistics industry and comprehensive end-to-end logistics operations covering air, sea and land freight, logistics and warehouse management, as well as logistics services for chemicals and hazardous goods, the Group has accumulated extensive knowledge and innovative approaches.

As one of Thailand's leading logistics service providers with a strong regional presence, we recognize the importance of developing Thailand's logistics industry through the dissemination of knowledge, innovations, projects and experiences with educational institutions and organizations. We aim to play a key role in elevating Thailand's logistics sector to develop and progress sustainably.

1.2 Support for Access to Standardized Logistics Services

The Group established a Sustainability Working Group on the Social Dimension to study social and community-related issues. The working group has identified various groups that organize social, environmental, and community projects or activities that rely on logistics processes to carry out their activities. However, many of these groups lack access to logistics services and have a limited understanding of efficient logistics management. The Group has therefore applied its expertise in logistics processes to support and assist these social, environmental, and community-focused groups.

2. Creation of the Well-being of People in the Community and Society Through Public Benefit Activities

2.1 Improvement of the Quality of Life of the Community

The Group places importance on community acceptance and trust, as well as mutual growth, believing that contributing to the improvement of underserved communities' quality of life, whether the local communities near the Group's offices and warehouses or remote communities, empowering them to become more self-sufficient is essential.

2.2 Activities to Support Children and Youth

In addition to helping improve the overall quality of life in communities, the Group also focuses on giving importance to children and youth, whether supporting early childhood care, education, sports or activities.

2.3 Other Forms of Public Benefit Activities

Providing social assistance on various occasions is an issue that cannot be overlooked, as we found that many people in need still need help. The Group aims to be one of the contributors in offering support to patients, underprivileged students in need of scholarships, and those affected by natural disasters.

Performance

Overview of Community and Social Support in 2025

รูปแบบการสนับสนุน			
Cash (baht)	Activity Expenses (baht)	Goods and Services (baht)	Number of Volunteer Hours (hours and monetary value)
783,954	152,500	93,800	2,816 hours (valued at 1,335,407 baht)

Number of Executives/Employees Participated in the Activities	1,034 people
Number of Volunteer Hours	2,816 hours
Total Budget Supported by the Company for Volunteer Projects	1,030,254 baht *cash, activity expenses, goods and services
Number of Volunteer Projects	21 projects
Number of Beneficiaries	33,395 people

Over the past year 2025, the Group has organized suitable social and community relations activities based on the context of the economy and events during that period, to be a part in elevating society. The details of the activities are as follows:

1. Promotion of the Raising of Thai Logistics Industry Standards

The activities were carried out as follows:

1.1 Dissemination of Logistics Knowledge

Details of logistics knowledge dissemination activities are as follows:

1.1.1 Educating Customers and Partners

The Group provides training and transfers knowledge in various areas to key customer groups as well as the Group's business partners, in order to elevate logistics management. The projects can be summarized as follows:

- Customers: the Group prepares training courses for customer groups to implement in-house training, covering the following topics:
 - o Logistics and Supply Chain Management
 - o INCO Terms and Terms of Payment
 - o International Transport Process
 - o Classification of Dangerous Goods
 - o Regulations on the Transport of Dangerous Goods
 - o Globally Harmonized System of Classification and Labeling of Chemicals (GHS)
 - o Chemical Risk Assessment
 - o Chemical Regulatory Compliance in Thailand
- Partners: Training for truck drivers and onboard personnel transporting dangerous goods to have proper knowledge and understanding. A total of 11 training sessions were conducted, with participation from drivers of both affiliated companies and partner companies. The training covered the following topics:
 - o Knowledge about safety, occupational health, and workplace environment – Training duration: 1.5 hours
 - Ergonomic
 - Defensive Driving
 - o Safety, occupational health, and workplace environmental laws – Training duration: 1.5 hours

- o Safety, occupational health, and workplace environmental manual – Training duration: 3 hours
 - General knowledge about hazardous chemicals, dangerous objects, and goods
 - General knowledge about management systems, controls, regulations, requirements related to hazardous chemicals, dangerous objects, and goods
 - Knowledge about work safety, occupational health, safety, and environmental management.
 - Emergency Response Procedures

1.1.2 Collaboration Between the Group and Government Agencies, Associations, Private Organizations, and NGOs Related to Logistics and Transportation, both Domestically and Internationally

To drive logistics and supply chain strategies and facilitate the seamless integration of international trade, the Group's representatives have been appointed to key positions in various organizations over the past year, as follows: Thai International Freight Forwarders Association (TIFFA), (Federation of Thai Logistics Service Provider (TLSP), ASEAN Federation of Forwarders Association (AFFA) International Federation of Freight Forwarders Associations (FIATA) Thai Airfreight Forwarders Association (TAFA) Hazardous Substances Logistics Association (HASLA), the Industry Competency Board, and the Thailand Professional Qualification Institute (Public Organization), with the following key activities:

- Driving the implementation of the Thai International Freight Forwarders Association's strategic plan and driving the implementation of the strategic plan including flagship projects that are crucial for enhancing the competitiveness of Thai logistics plan through collaboration with government agencies and relevant private sector organizations, namely the Port Authority of Thailand, Marine Department, Department of Land Transport, Customs Department, Department of International Trade Promotion, Department of Trade Negotiations, Department of Business Development, Department of Skill Development, State Railway of Thailand, the Federation of Thai Industries, Board of Trade of Thailand, Thai National Shippers' Council, Trade Policy and Strategy Office, Office of Small and Medium Enterprises Promotion, Thailand Science Research and Innovation (TSRI), Electronic Transactions Development Agency (ETDA); Logistics and Supply Chain Advanced Technology Development Institute (LoSA); and logistics network associations such as the Thai Airfreight Forwarders Association (TAFA), the Thai Customs Brokers Association (TACBA), the Customs Broker and Transportation Association of Thailand (CTAT), the Electronic Customs Brokers Association (ECA), the Authorized Economic Operator Import–Export Association (TAA), and the Land Transportation Federation of Thailand (LTFT), including related private companies such as National Telecom Public Company Limited, RX BITEC (Thailand) Company Limited, and many other agencies in the country
- Serving as a speaker and participating in international forums related to driving international logistics, both at the ASEAN level and globally, through attending the following activities:
 - o Serving as a speaker at regional forums, both online and onsite, in the capacity of AFFA Chairman and President of TIFFA, such as:
 - The 12th ASEAN Connectivity Forum ASEAN Korea Center
 - Keynote Speech at China Liaoning International Logistics Supply Chain Supply-Demand Matching Event
 - The Annual General Meeting of the Philippines Multimodal Transport and Logistics Association (PMTLAI)
 - Cold Chain Logistics Workshop organized by the Department of Land Transport, Ministry of Transport, Thailand, and Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Japan
 - ASEAN-US Engagement on Transport of Dangerous Goods US Department of Transportation II&: ASEAN Secretariat
 - o Attending international meetings and forums, such as:
 - Forum of Dry Ports Operators Logistics and Multimodal Transport Service Providers, organized by UNESCAP
 - The International Conference on Digital Trade Facilitation and Implementation Advancing Electronic Transactions through UNCITRAL Model Laws organized by ETDA in collaboration with UNCITRAL

- ASEAN Consultative Forum on Foreign Direct Investment and Supply Chain Development, organized by ASEAN Secretariat
- The 48th and 49th Trade Facilitation Working Group (TFWG), organized by ASEAN Secretariat
- ASEAN Fruits Gather in Guangxi, organized by China-Singapore Naning International Logistics Park (CSILP)
- The Inception Meeting of the Project on “Transportation and Logistics Information System in Lancang-Mekong Region, organized by Mekong Institute (MI)
- Development of the Concept Note for ASEAN Multimodal Transport Documents (MTD)
- Meetings with the ASEAN Secretariat to prepare Timor-Leste for AFFA membership
- The 20th ASEAN-Japan Expert Group Meeting on Logistics, organized by the Department of Land Transport, Ministry of Transport, Thailand, and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Japan
- o Attending FIATA World Congress 2025: Green and Resilient Logistics in Hanoi, Vietnam, 2025 FIATA Statutory General Meeting (Online) and 2025 Electoral General Meeting in Hanoi, Vietnam
- o Attending FIATA Regional Asia Pacific Meeting (RAP) in Delhi, India
- o Participated in meetings and serving as a working group member under the Corridor Taskforce of FIATA-Region Asia-Pacific (RAP).
- o Participated in meetings and serving as a working group member under FIATA’s Advisory Body on Safety and Security.
- o Attending AFFA Semi-Annual Conference 2025 in Manila, Philippines
- o Hosting AFFA Annual General Meeting 2025 in Bangkok, Thailand
- o Cooperation meeting between AFFA and CAREC (The Central Asia Regional Economic Cooperation) member countries in collaboration with CFILCA (CAREC Federation of International Logistics and Commerce Associations) and China International Freight Forwarders Association: CIFA
- o A meeting with the Japan International Cooperation Agency (JICA) to provide input on the cooperation project with the Customs Department under “The Project for Strengthening Customs Efficiency for Enhancing Mekong Connectivity.”.
- Being a key actor for the Thailand International Logistics Fair: TILOG-LogistiX 2025, with significant achievements as follows
 - o Delivered a lecture and organized a press conference for TILOG-LogistiX 2025.
 - o Coordinating cooperation with Federation of Freight Forwarders’ Associations in India: FFFAI and serving as a speaker to promote TILOG-LogistiX 2025 in Goa, India
 - o Organizing the 2025 sustainability seminar in the logistics sector titled “Green Logistics Shortcut”
 - o Serving as a speaker at an international forum: Symposium LogiResilience 2025: The Trade and Transport Reset, organized by the Department of International Trade Promotion, Ministry of Commerce
 - o Giving the opening speech at the seminar “AI for Unlocking the Potential and Efficiency of Logistics Operations”
- Attending meetings, interviews, and providing opinions on various aspects of logistics development and the enhancement of logistics management in Thailand to relevant agencies, such as:
 - o Meetings of the Subcommittee on National Single Window (NSW) Policy Development and Governance; the Working Group on the Management and Development of the Import, Export, and Logistics Data Exchange System; and the Digital Trade Facilitation Project Working Group Meeting of the Logistics Manpower Development Advisory Committee
 - o Knowledge sharing lecture under the project on the study and development of data standards and data exchange connectivity to facilitate international trade
 - o Meeting of the Logistics Manpower Development Advisory Committee
 - o Meeting of the presentation and detailed design of program formats and intelligent data services (PCS Intelligence)

- o Providing knowledge to TIFFA member organizations on the annual insurance seminar and update seminars on liability insurance for international freight forwarding, as well as promoting the adoption of the TIFFA Consignment Note (TCN) for international cross-border road freight operations
- o Providing an interview with the Electronic Transactions Development Agency (ETDA) on the use of electronic documents and electronic document services in digital trade
- o Participating in a workshop to gather opinions on the topic “Defining Thai SMEs: Designing and Driving SME Development Policy”
- o Attending a meeting with the Subcommittee on the Study of Customs Checkpoint Operations and Their Impacts
- o Attending a consultation meeting on the enforcement of laws related to cannabis exports
- o Providing comments on the draft Special Economic Corridor Act and the establishment of the Southern Special Economic Corridor Policy Committee Office
- o Serving as a speaker for the project on developing a roadmap to drive the development of economic industries to enhance the competitiveness of Thai industries (supporting industries in the value chain: logistics)
- o Participating in discussions on Malaysia’s e-Road system and its potential application in Thailand
- o Participating in an interview with ERIA/MRI consulting company under the regional Supply Chain Digitalization Project: Phase 5
- o Participating in an interview with the IOS Partners delegation from the United States under Ports of the Future Partnerships Program (PFP)
- o Participating in an interview with Trade Commissioner Service (TCS) consulting company, Embassy of Canada in Thailand, to discuss approaches for studying marketing strategies related to Maritime Logistics Technology in Thailand
- o Co-organizing a special forum with logistics network associations titled “Customs Meets Entrepreneurs: A New Dimension of the Customs Department – Collaborate, Co-create, and Elevate Thailand’s Import-Export toward Quick Win Outcomes”
- o Serving as a speaker for officers of the Revenue Department on the topic “Logistics and Mad Unicorn”
- o Welcoming executives from the Ministry of Labour and jointly presenting certificates to participants who completed the International Transport and Trade Business Training Program for Fiscal Year 2025
- o Attending the Business Ready meeting on improving government services and simplifying business processes, organized by the Office of the Public Sector Development Commission (OPDC)
- o Attending a meeting with representatives of the UN World Food Programme in Thailand
- o Visiting public sectors, associations, private companies, and logistics organizations
- Provided opinions on international trade agreement negotiations with various country groups.
- Participating in the signing ceremony of a cooperation agreement between The Customs Broker and Transportation Association of Thailand (CTAT) and Japan Customs Broker Association
- Participation in regular association meetings and significant integrated Work with Other Government Agencies Involved in Logistics Management in Thailand

1.1.3 Cooperation Between the Group and the Government Sector, Associations, Private Entities, and NGOs Related to Chemical Management, Safety, Occupational Health, the Environment, Security, Carbon Neutrality, and Sustainability

The Group has cooperated with various organizations under the Responsible Care® Management Committee of Thailand (RCMCT) of the Chemical Industry Club, The Federation of Thai Industries and the Subcommittee on Manufacturing, Control and Management of Hazardous Chemicals, Council of Science and Technology Professionals including cooperation with international organizations, such as the International Criminal Police Organization (INTERPOL) in the context of security by driving the following key initiatives:

- Organizing Sustainability Day within the Chemical and Specialty Business
- Serving as the Chair of the Responsible Care® Management Committee of Thailand (RCMCT) under Chemical Industry Club, The Federation of Thai Industries
- Participating in the meeting on Regulatory Cooperation Framework for ASEAN Chemicals Management: ASEAN Regulatory Cooperation Workshop Platform (ARCP). This involved participation from government agencies and private sector from 10 ASEAN countries. It was jointly organized by the International Council of Chemical Associations (ICCA), American Chemistry Council (ACC), European Chemical Industry Council (CEFIC), Japan Chemical Industry Association (JCIA), and the Responsible Care® Management Committee, Chemical Industry Club, The Federation of Thai Industries.
- Providing ethics lectures to the Council of Science and Technology Professionals (CSTP) on the topic of Professional Ethics for the Manufacturing, Control and Management of Hazardous Chemicals field, based on the Responsible Care® concept.
- Serving as a speaker for the training session on “Hazard Classification under the GHS System” for executives and officials of the Department of Industrial Works, Ministry of Industry.
- Attending an international conference, Global Congress on Chemical Security and Emerging Threats in Amman, Jordan, and serving as Industry Advisory Group (IAG) and participating in an ad hoc working group meeting, CRIMP Task Force (Chemical Risk Identification and Mitigation Project: CRIMP), organized by the International Criminal Police Organization (INTERPOL).
- Serving as a moderator at the seminar on “Amendments to Laws Related to the Road Transport of Dangerous Goods” at the 2025 Annual General Meeting of the Hazardous Substances Logistics Association (HASLA)
- Attending annual general meetings and monthly meetings of respective organizations

1.1.4 Cooperation Between the Group and Educational Institutions and Universities

As representatives of the Group at the association and federation levels in areas related to logistics and international freight transport, as well as chemicals management, safety, occupational health, environment, security, carbon neutrality, and sustainability, the Group’s representatives have undertaken various initiatives in collaboration with academic institutions and universities as follows:

- Serving as a speaker and participant in the academic seminar on the feasibility of implementing electronic bills of lading in Thailand, including challenges and obstacles (Sessions 1 and 2), organized by the Institute of Maritime Law and Transport, Faculty of Law, Thammasat University
- Giving a speech on safety, occupational health, and environmental aspects, and participating in the opening ceremony of Chula Safety Well-Work & Well-Being 2025, organized by the Safety, Occupational Health and Environment Center, Chulalongkorn University
- Organizing an open house to welcome faculty members and students from the International College, Khon Kaen University, to visit and observe the management of hazardous materials and chemical warehouses, and to share experiences and exchange knowledge
- Participating in a workshop to gather opinions on the topic “Shaping the Future of Thai SMEs: Designing and Driving SME Development Policy,” organized by the National Institute of Development Administration (NIDA)
- Study visits on sustainability in the Maldives and on community economic management in Suphan Buri and Phuket under the TEPCoT (Top Executive Program in Commerce and Trade) of the University of the Thai Chamber of Commerce (UTCC)
- Attending a lecture on “Artificial Intelligence Technology and Its Application Case Studies (The AI Use Cases and What We Have Learned),” organized by the University of the Thai Chamber of Commerce (UTCC)
- Providing an interview on sustainability management in logistics service businesses to a research team from King Mongkut’s University of Technology Thonburi (KMUTT)
- Participating in a meeting and providing comments at meetings of the Advisory Committee of the Safety, Occupational Health and Environment Center, Chulalongkorn University

- In collaboration with educational institutions in logistics, the Group has continued to conduct activities in accordance with a Memorandum of Understanding (MOU) with the College of Logistics and Supply Chain, Suan Sunandha Rajabhat University. The primary objective is to enhance learning by implementing programs such as study visits, short-term internships, and a one-year long-term career training internship program for students, preparing them to become logistics professionals who will be an important force in the Group while also fostering innovation to advance the logistics industry. As a result of the long-term internship program during 2024–2025, one intern was recruited as an employee of the Group.
- The Group has promoted experiential learning and professional readiness for students from logistics-related institutions. Executives and experts of the Group served as speakers to share knowledge and experience on preparing for careers in the logistics industry, along with career guidance provided by the Human Resources Department for students at the College of Logistics and Supply Chain, Suan Sunandha Rajabhat University, with more than 200 students participating in the activity.



In addition to the long-term internship program established under the academic cooperation agreements between the Group and educational institutions, the Group also collaborates with business partners such as the Thai International Freight Forwarders Association (TIFFA) to enhance labor standards in the logistics industry. When the Group requires manpower in the logistics sector, it may request students who have passed logistics-related training under the association to undertake short-term internships with the Group to develop specialized logistics skills aligned with the Group's business operations. After completing the short-term internship, students from the association may have the opportunity to be recruited as employees of the Group.

All internship programs of the Group aim to develop the potential of the new generation of workers and prepare them for the labor market. Through systematic knowledge transfer in accordance with industry standards (such as ISO standards and safety standards), young workers can develop professional standards even before entering the workforce, thereby reducing future training requirements. In addition, accepting interns from different institutions helps create a diverse workforce and contributes to reducing inequality in access to quality employment opportunities.

Total number of interns in the Group in 2025	=	84 persons
Number of interns recruited as employees of the Group after completing the internship	=	10 persons

1.2 Support for Access to Standardized Logistics Services

Details of activities supporting access to standardized logistics services are as follows:

1.2.1 Provided Logistics Knowledge to Social Enterprises and Community Enterprises

As Triple i is an organization operating in the logistics business and committed to contributing to society, the Group has leveraged its transportation expertise and resources to support the Mirror Foundation's "Puey Hai Yuem" Project (Patient Equipment Lending Project) to enhance the efficiency of delivering patient beds to underprivileged individuals who request to borrow medical equipment through the foundation. Previously, the project faced limitations in its delivery system and an insufficient number of transport trips to meet patients' needs. Throughout 2025, the Group supported the delivery of patient beds to a total of 40 cases, enabling patients to receive necessary equipment in a timely manner.

The Mirror Foundation established the "Puey Hai Yuem" Project to provide medical equipment on loan to patients receiving care at home. Equipment available for loans includes oxygen concentrators, patient beds, suction machines, and other medical devices donated to the foundation. All equipment can be borrowed until the patient no longer requires it, after which borrowers coordinate the return of the equipment so that the foundation can circulate it for use by other patients.



1.2.2 Enhancing Logistics Quality for Community Products and Social Enterprises

- Community products from rural provinces can help generate additional income and improve the livelihoods of local residents. However, quality and standardized logistics processes have often been a limitation for community products when seeking to expand market opportunities. The Group has therefore initiated a project to leverage its logistics expertise to support community products by enhancing logistics capabilities, including storage, packaging, and transportation. In addition, the Group provides knowledge and guidance to support logistics development for social enterprises.

2. Creation of the Well-being of People in the Community and Society Through Public Benefit Activities

Activities were carried out as follows:

2.1 Improvement of the Quality of Life of the Community

Details of activities for the improvement of the quality of life of the community are as follows:

- **Community Survey:** A working group of executive and employee representatives was established to conduct a community survey. For the third consecutive year, the Group continued its community survey initiative. In 2025, a survey was conducted covering communities in Yan Nawa district in Bangkok, which is near the headquarters, to include three additional areas near its affiliated facilities: community near the air cargo warehouse in Don Mueang, Bangkok, and community near the hazardous and chemical goods warehouse in Chachoengsao Province. The community survey was conducted with the cooperation of the Community Development and Social Welfare Departments of local government agencies to survey and assess the impacts of the Group's business operations that may affect the community in terms of social impacts (SIA), environmental impacts (EIA), and environmental and health impacts (EHIA), as well as to conduct surveys in other dimensions such as social conditions, economic conditions, and community needs and issues. From the survey covering three communities, comprising 600 households or approximately 2,400 residents, it was found that the Group's business operations did not cause any negative impacts on the communities. However, it was found that most residents in the communities are low-income earners, many communities have crowded living conditions, there are bedridden patients who lack care and assistance, and importantly it was found that people in the communities overall face more economic problems than in 2024.

This community survey project is highly significant as it allows the group to gain a deeper understanding of the real needs of the communities, which helps shape various forms of support activities. This will be detailed further in the following sections.



- **Provision of survival kits and disposable diapers for patients and children:** survey project revealed that most residents are low-income individuals facing ongoing economic hardships, with some bedridden patients lacking proper care and support. In response, the Group took initial action by collaborating with employees to prepare and distribute relief kits, including 80 survival kits containing rice, dried food, canned food and seasoning products, as well as 1,800 disposable diapers for both bedridden patients and children. These supplies were provided to households in need to help alleviate their difficulties.



- Community Employment:** The Group is engaged in community-based employment, particularly for maintenance and repair technicians, as well as housekeepers. The primary consideration for hiring is given to individuals within the surrounding community, aiming to enhance income opportunities for community members. Additionally, this initiative contributes to reducing transportation costs as employees work in close proximity to their residences. In 2025, the Group paid over THB 350,000 in compensation for such employment.



2.2 Activities to Support Children and Youth

Details of activities for child and youth development are as follows:



- 1) Creating Vegetable Gardens for the School Lunch:** The Group provided funding and jointly implemented the “Duay Rak Pluk Phak Hai Nong” Project (“Growing Vegetables with Love for the Kids”) to establish chemical-free vegetable gardens within schools in the community. The project aims to enhance the quality and nutritional value of school lunches for students, while also promoting experiential learning by allowing students to participate in planting and taking care of the vegetable gardens. The project has been very successful, as the vegetables grown can be used in school lunch meals, and some are sold within the community to generate income that is reinvested in maintaining the vegetable gardens, thereby supporting the project’s sustainability. The vegetable gardens were established in two schools: Prathom Nonsri School and Wat Khlong Phum School.



- 2) Organizing a Drawing Competition:** Creativity is a key factor in unlocking the potential of children and youth, helping to foster new ideas and imagination that lead to quality growth. With this belief, the Group organized a drawing competition under the theme “The Future World” to create a space for creativity and imagination among students. The activity invited upper primary school students from seven public schools located in communities around the Group’s headquarters, with more than 200 students participating. The participating schools included Wat Chong Nonsi School, Wat Chong Lom School, Wat Khlong Phum School, Wat Khlong Mai School, Wat Dokmai School, Wat Pariwat School, and Prathom Nonsri School. This reflects the Group’s commitment to promoting creativity among children while supporting and developing the surrounding communities. Scholarships and financial support for the development of schools’ art activities were provided, totaling more than 100,000 baht. The Group also displayed the students’ drawings and used them to produce the 2026 annual calendar.



- 3) **Supporting the School Sports Day:** Prathom Nonsee School is a local elementary school near the headquarters, with 320 students, most of whom come from low-income families. To promote children's health through sports, the Group provided funding to support the school's Sports Day. This is an ongoing activity after the Group renovated the school's sports field in 2023, which was originally dilapidated, to inspire children to play sports more.



- 4) **Supporting Children's Day Event:** The Group has supported the annual Children's Day event by the Yan Nawa District Office. This event welcomes around 1,000 children and parents, primarily from local communities in the district. Employees were encouraged to participate in the event to foster community engagement.



- 5) **Donation of Sports Equipment to Schools:** The Group launched the "Move More, Give More" which is a continuation of the "Step More, Give More" program, organized in 2024. An internal corporate program encouraging executives and employees to track their steps to promote better health. A collective step goal was set, and upon reaching it, the Group pledged to donate sports equipment to schools in local community near the headquarters and three communities near the warehouse. The executives and employees have worked together and achieved the set goals. Therefore, the Group donated sports equipment to promote sports for students in four schools, totaling 30,000 baht.



- 6) **Supporting New Year Celebrations for Early Childhood Centers:** Through community surveys, the Group found that many communities have early childhood development centers that care for preschool children from families facing financial difficulties. To bring joy and happiness to these children, the Group supported New Year celebrations for the Early Childhood Centers in the community near the headquarters in Yan Nawa District, the community near the air cargo warehouse in Don Mueang District, and the communities near the hazardous and chemical warehouses in Chachoengsao Province, a total of six centers. A total of 200 children participated in these celebrations. The Group hopes that this will be a part of helping children grow up happily.

2.3 Other Forms of Public Benefit Activities

Details of other forms of public benefit activities are as follows:



1) **Blood Donation:** The Red Cross and many hospitals faced blood reserves shortage. The Group therefore invited executives and employees to donate blood to save lives, the Group's executives and employees participated in blood donation drives organized by the blood donation unit from Rajavithi Hospital and Central Chest Institute of Thailand. A total of two donation drives were held, collecting a total of 24,750 cc, which statistically could help 165 patients (based on data from the Thai Red Cross Society, assuming an average of 150 cc of blood per patient for treatment). The Group also plans to continue this initiative in 2025.



2) **Helping Victims of the Major Floods in Southern Thailand:** The Group provided assistance to victims of the major floods in Southern Thailand, which was one of the most severe natural disasters in 2025 and affected a large number of people, totaling 200,000 baht, as follows:

- **Donation of funds and drinking water:** The Group donated funds and drinking water to the Mirror Foundation to support assistance for victims.
- **Collaboration with logistics business partners to help:** The Group procured dry food, essential supplies, medicines, and other necessities through donations from executives and employees, and arranged urgent deliveries to respond to the situation in a timely manner. The assistance was strongly supported through air transport in collaboration with partners, Teleport for air freight and Mukda Air Cargo for coordinating distribution to victims in the area.



3) **Donation of Used Calendars:** the Group encouraged employees to donate used calendars, which were collected and donated to the "Technology Education Center for the Blind," a production center of printed media for the visually impaired under the Foundation for the Blind in Thailand. Donation of 621 used calendars, which can be recycled to produce Braille books as a learning medium for the visually impaired.



4) **Supporting the Songkran Festival and Promoting Local Identity:** "Wat Khlong Phum Community" is a small community located near the headquarters. Every year, community members come together to organize a traditional event called "Wat Khlong Phum Songkran," which takes place about a week after the official Songkran festival. The event features a parade of the robe offering to Luang Pho To, which is considered a cultural heritage of the community. Over time, this tradition has become one of the unique identities of Yan Nawa District. The Group recognizes its role as part of the community and values the preservation of local culture. Therefore, the Group has contributed funds and drinking water to support this traditional event.



5) **Supporting Snack Boxes from “Yim Soo cafe”:** the Group used Snack Boxes in various activities organized by the Group, such as training sessions and seminars. This provided opportunities to create jobs and occupations and showcase the work of disabled people under the Universal Foundation for Persons with Disabilities. Last year, we supported 15,300 baht worth of these Snack Boxes, which helped 20 disabled people.



6) **Production and Donation of Prosthetic Breasts for Breast Cancer Patients:** Executives and employees joined hands in sewing prosthetic breasts, with representatives from the “Friends Weaving Dreams” group invited as instructors. This group has been continuously engaged in activities to support underprivileged breast cancer patients. A total of 80 prosthetic breasts were made and donated to Photharam Hospital in Ratchaburi Province, where they are needed to support patients. Prosthetic breasts are essential for breast cancer patients who have undergone surgery and there is a continuous demand for them.



7) **Donation of Drinking Water to Support Religious Activities:** Wat Chong Lom, Wat Chong Nonsi and Wat Khlong Phum are temples located near the headquarters and serve as important religious centers for the community. They regularly host religious activities on significant occasions, attracting a large number of participants. The Group donated a total of 600 bottles of drinking water to the three temples to be distributed to the public participating in the religious activities of the temples.



8) **Donating Plastic Bottles to Produce Eyeglasses for the Underprivileged:** The Group campaigned for employees to separate plastic bottles for disposal to help reduce waste and donate them to the Less Plastic group of Thammasat University under the “PET to PPE” Project, where the bottles are recycled into eyeglasses for the underprivileged. In 2025, a total of 1,200 plastic bottles were donated, which can be recycled into 600 eyeglass frames.



9) **Assisting with Traffic Management for the Community Market Near the Headquarters Entrance:** As the road near the entrance of the Group's headquarters has local vendors setting up stalls in the community market, this resulted in reduced road surface area, causing traffic congestion. Seeing this problem, The Group arranged a team of officers to facilitate and manage traffic in the area to improve flexibility. This supported community income generation while reducing traffic problems in the community.



10) **Supporting Logistics Management for Environmentally Friendly Electronic Waste Disposal:** The Group supported the "Dispose Correctly with Trusted by Synnex E-WASTE" project, initiated by Synnex, a business associate of the Group by setting up the electronic waste collection points in the headquarters building. Moreover, the Group leveraged its expertise and logistics resources to support electronic waste collection from over 20 designated collection points participating in the project. It was then delivered to Total Environmental Solutions (TES), an organization specializing in efficient and environmentally friendly electronic waste management and recycling. In 2025, a total of 100 kilograms of electronic waste was collected.



Community and Social Support Activities in 2025

Activities	Number of Beneficiaries (persons)	Number of Executives/ Employees Participated in the Activities (persons)	Total Hours of Participation by Executives/Employees in Activities (hours)
Dissemination of Logistics Knowledge	23,977	21	776
The Career Development Internship Program, Collaboration with Suan Sunandha Rajabhat University	2	3	13
Community Survey	2,400	12	96
Provision of Survival Kits and Disposable Diapers for Patients and Children	450	22	84
Drawing Competition	300	17	163
Creating Vegetable Gardens for the School Lunch	300	21	66
Supporting the School Sports Day	320	12	24
Supporting Children's Day Event	400	3	12
Donation of Sports Equipment to Schools	1,000	11	66
Supporting New Year Celebrations for Early Childhood Centers	200	12	44
Blood Donation	165	51	102
Assistance for Major Flood Victims	1,000	103	105
Bed Delivery Support Project	160	3	360
Donation of Used Calendars	621	400	-
Supporting the Songkran Festival and Promoting Local Identity	200	2	-
Supporting Snack Boxes from "Yim Soo cafe"	20	-	-
Production and Donation of Prosthetic Breasts for Breast Cancer Patients	160	30	60
Donation of Drinking Water to Support Religious Activities	600	4	8
Donation of Plastic Bottles	600	300	-
Assisting with Traffic Management for the Community Market	500	4	832
Supporting Logistics Management for Environmentally Friendly Electronic Waste Disposal	-	3	5
Total	33,395	1,034	2,816

Corporate Social Responsibility Activities Related to the Group's Operations in 2025 (CSR-in-Process)

Activity	Quantitative benefits received by the community	Qualitative benefits received by the community	Benefits received by the Group
Dissemination of Logistics Knowledge	A total of 23,997 people have gained knowledge.	Enhanced Thailand's logistics industry for sustainable growth and development.	Gained experience exchange and enhanced connectivity with organizations and agencies related to the logistics industry.
Career Training Internship Program in Collaboration with Suan Sunandha Rajabhat University	A total of 2 students participated in the first phase of the program, with 1 student being employed by the Group.	Developed learning models to equip students for a true professional career in logistics and collaborating on innovation to enhance the logistics industry.	The Career Training Internship Program is expected to enable participating students to develop into high-quality logistics professionals and be able to learn and adapt effectively to the corporate culture during the one-year long-term internship. After being officially hired, the organization will gain a new generation of efficient personnel while reducing employee turnover risk.
Supporting the Transportation of Patient Beds	A total of 40 patient families received assistance.	The underprivileged received timely assistance according to their needs.	Promoted a positive image as a logistics organization that integrates business processes to support society.
Supporting Logistics Management for Environmentally Friendly Electronic Waste Disposal	A total of 100 kilograms of electronic waste was collected and sent for environmentally friendly disposal and recycling.	Helped protect the environment by reducing electronic waste and recycling it in an environmentally friendly manner.	Enhanced business connectivity with business associates, promoted a positive image as a logistics organization and fostered environmental awareness among employees.

Monitoring

The Group has a working team responsible for coordinating and continuously monitoring the results of social projects, to ensure that various activities carried out align with objectives and benefit society as targeted. For example, the Group continuously monitors results when conducting activities with communities, by coordinating with community leaders and government agencies overseeing those communities. It was found that the results were satisfactory, including finding new opportunities to engage in activities that continuously elevate the quality of both local and distant communities.

Future Plans and Projects

The Group has planned for 2025 to ensure continuity and alignment in community and social activities, following the strategic framework set in two main approaches as follows:

1. Promotion of the Raising of Thai Logistics Industry Standards

Driven through the following activities: Sharing knowledge and experiences by being part of the development and driving of the sustainable logistics industry, such as being a speaker on various occasions, opening warehouses for visits, and providing education.

1.1 Dissemination of Logistics Knowledge:

- Sharing knowledge and experiences by being part of the development and driving of the sustainable logistics industry, such as being a speaker on various occasions, opening warehouses for visits, and providing education.

1.2 Support for Access to Standardized Logistics Services:

- Logistics processes play a significant role in the daily lives of people in society. However, there are still underserved groups and communities that require further development in logistics capabilities to improve their quality of life. The Group is ready to contribute to enhancing access to such opportunities through its expertise and business processes. The Group intends to leverage its expertise and resources to support the development and enhancement of logistics capabilities for community products, social enterprises, and SMEs. The project was initiated in 2023, and the Group plans to expand the scope of collaboration in 2026 to create greater opportunities to support the businesses of these entrepreneurs.

2. Creation of the Well-being of People in the Community and Society Through Public Benefit Activities

Driven through the following activities:

2.1 Improvement of the Quality of Life of the Community:

- Continuous community survey project: The Group plans to continuously survey the impacts of its business operations on communities, conducting surveys at least once a year. The impacts found from the surveys will be addressed and improved to mitigate damage to communities and society (both directly and indirectly), as well as finding approaches to carry out activities to care for communities and society.

2.2 Activities to Support Children and Youth:

- Prioritizing children and youth and having a plan to carry out continuous activities, including support for child care, education, sports, and activities.

2.3 Other Forms of Public Benefit Activities:

- The problem of inequality will become more serious. Therefore, the Group aims to be a part of improving the quality of life of people in society, especially for those who lack access to opportunities, low-income individuals, and those who have a difficult livelihood.

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
GRI 1 : Foundation 2021				
GRI 2 : General Disclosures 2021				
The organization and its reporting practices				
2-1	Organizational details	9 - 12		
2-2	Entities included in the organization's sustainability reporting	7		
2-3	Reporting period, frequency and contact point	6 - 7		
2-4	Restatements of information	2 - 3		
2-5	External assurance	-	Core option	
Activities and workers				
2-6	Activities, value chain and other business relationships	26 - 32		
2-7	Employees	113 - 122		
2-8	Workers who are not employees	117 - 118		
Governance				
2-9	Governance structure and composition	54 - 56		
2-10	Nomination and selection of the highest governance body	58		
2-11	Chair of the highest governance body	55		
2-12	Role of the highest governance body in overseeing the management of impacts	55 - 56		
2-13	Delegation of responsibility for managing impacts	55 - 57		
2-14	Role of the highest governance body in sustainability reporting	55 - 56		
2-15	Conflicts of interest	55 - 56, 60 - 62		
2-16	Communication of critical concerns	55 - 56, 61, 83 - 84		
2-17	Collective knowledge of the highest governance body	59		
2-18	Evaluation of the performance of the highest governance body	58		
2-19	Remuneration policies	-	Reporting in remuneration policy for Directors and Executives	

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
2-20	Process to determine remuneration	-	Reporting in remuneration policy for Directors and Executives	
2-21	Annual total compensation ratio	-	Reporting in remuneration policy for Directors and Executives	
Strategy, policies, and practices				
2-22	Statement on sustainable development strategy	25, 39, 41		
2-23	Policy commitments	25		
2-24	Embedding policy commitments	39 - 48		
2-25	Processes to remediate negative impacts	61, 83		
2-26	Mechanisms for seeking advice and raising concerns	07, 61		
2-27	Compliance with laws and regulations	64, 67		
2-28	Membership associations	22		
Stakeholder engagement				
2-29	Approach to stakeholder engagement	33 - 37		
2-30	Collective bargaining agreements	33 - 37		
Material topics				
GRI 3 : Material Topics 2021				
3-1	Process to determine material topics	40		
3-2	List of material topics	44 - 48		
Economic				
GRI 201 : Economic Performance 2016				
3-3	Management of material topics	68 - 69		
201-1	Direct economic value generated and distributed	70		
201-3	Defined benefit plan obligations and other retirement plans	71		
201-4	Financial assistance received from government	70 - 71		
GRI 203 : Indirect Economic Impacts 2016				
3-3	Management of material topics	68 - 69, 72		
203-1	Infrastructure investments and services supported	71, 73 - 76		
203-2	Significant indirect economic impacts	71, 73 - 76		

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
GRI 204 : Procurement Practices 2016				
3-3	Management of material topics	68, 80 - 81		
204-1	Proportion of spending on local suppliers	71, 81		
GRI 205 : Anti-corruption 2016				
3-3	Management of material topics	60 - 62		
205-1	Operations assessed for risks related to corruption	61 - 62		
205-2	Communication and training about anti-corruption policies and procedures	60 - 63		
205-3	Confirmed incidents of corruption and actions take	63		
GRI 206 : Anti-competitive Behavior 2016				
3-3	Management of material topics	60 - 62		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	63		
GRI 207 : Tax 2019				
3-3	Management of material topics	68 - 69		
207-1	Approach to tax	70 - 71		
207-2	Tax governance, control, and risk management	70 - 71		
207-3	Stakeholder engagement and management of concerns related to tax	70 - 71		
Environment				
GRI 302 : Energy 2016				
3-3	Management of material topics	95		
302-1	Energy consumption within the organization	96 - 97		
302-2	Energy consumption outside of the organization	96 - 97		
302-3	Energy intensity	97		
302-4	Reduction of energy consumption	96 - 97		
302-5	Reductions in energy requirements of products and services	96 - 97		
GRI 303 : Water and Effluents 2018				
3-3	Management of material topics	98 - 99		
303-2	Management of water discharge-related impacts	98 - 99		
303-4	Water discharge	99		
303-5	Water consumption	99		

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
GRI 305 : Emissions 2016				
3-3	Management of material topics	88		
305-1	Direct (Scope 1) GHG emissions	89		
305-2	Energy indirect (Scope 2) GHG emissions	89		
305-3	Other indirect (Scope 3) GHG emissions	89 - 90		
305-4	GHG emissions intensity	91		
305-5	Reduction of GHG emissions	91 - 94		
GRI 306 : Waste 2020				
3-3	Management of material topics	101		
306-1	Waste generation and significant waste-related impacts	101		
306-2	Management of significant waste-related impacts	102 - 104		
Social				
GRI 401 : Employment 2016				
3-3	Management of material topics	111 - 113		
401-1	New employee hires and employee turnover	127 - 128		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	114		
401-3	Parental leave	115		
GRI 402 : Labor/Management Relations 2016				
3-3	Management of material topics	129 - 131		
402-1	Minimum notice periods regarding operational changes	112 - 113		
GRI 403 : Occupational Health and Safety 2018				
3-3	Management of material topics	144 - 148		
403-1	Occupational health and safety management system	144 - 148		
403-2	Hazard identification, risk assessment, and incident investigation	145 - 147, 150 - 152		
403-3	Occupational health services	146 - 148, 154		
403-4	Worker participation, consultation, and communication on occupational health and safety	146 - 148		
403-5	Worker training on occupational health and safety	152 - 153		
403-6	Promotion of worker health	114 - 115, 120 - 121, 147, 154 - 155		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	132 - 134, 154 - 155		
403-8	Workers covered by an occupational health and safety management system	146, 150		
403-9	Work-related injuries	150		
403-10	Work-related ill health	150		

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
GRI 404 : Training and Education 2016				
3-3	Management of material topics	137 - 140		
404-1	Average hours of training per year per employee	142 - 143		
404-2	Programs for upgrading employee skills and transition assistance programs	140 - 143		
404-3	Percentage of employees receiving regular performance and career development reviews	116		
GRI 405 : Diversity and Equal Opportunity 2016				
3-3	Management of material topics	113 - 116, 119, 129 - 134		
405-1	Diversity of governance bodies and employees	116 - 118		
405-2	Ratio of basic salary and remuneration of women to men	115		
GRI 406 : Non-discrimination 2016				
3-3	Management of material topics	129 - 134		
406-1	Incidents of discrimination and corrective actions taken	109, 135 - 136		
GRI 413 : Local Communities 2016				
3-3	Management of material topics	156 - 157		
413-1	Operations with local community engagement, impact assessments, and development programs	158 - 173		
413-2	Operations with significant actual and potential negative impacts on local communities	158 - 173		
GRI 414 : Supplier Social Assessment 2016				
3-3	Management of material topics	80 - 81		
414-1	New suppliers that were screened using social criteria	80 - 82		
414-2	Negative social impacts in the supply chain and actions taken	80 - 82		
GRI 418 : Customer Privacy 2016				
3-3	Management of material topics	77 - 79		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	78 - 79		
GRI 419 : Socioeconomic Compliance 2016				
3-3	Management of material topics	64 - 67		
419-1	Non-compliance with laws and regulations in the social and economic area	67		



BUREAU
VERITAS

CERTIFICATE

TRIPLE I LOGISTICS PUBLIC CO.,LTD

628 TRIPLE I BUILDING 3RD FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE,
YANNAWA, BANGKOK

Bureau Veritas Certification (Thailand) Ltd has carried out the verification of the quantity of Greenhouse gas emissions of the above organization in accordance with ISO 14064-3:2019
The greenhouse gas emission quantification and reporting is found to be in accordance with the requirements of the standard detailed below

ISO 14064-1:2018 SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Logistics

Sources of Greenhouse Gas Emissions :

Direct GHG Emissions and Removals	491	tonnes CO2 equivalent
Indirect GHG Emissions from Imported Energy	1,266	tonnes CO2 equivalent
Indirect GHG Emissions from Transportation	60,793	tonnes CO2 equivalent*
Indirect GHG Emissions from Products Used by the Organization	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Use of Organization's Products	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Other Sources	N/A	tonnes CO2 equivalent

* = Significant indirect GHG emission NS = Not significant indirect GHG emission N/A = Not applicable indirect GHG emission

Certification Decision Office:

Bureau Veritas Certification (Thailand) Ltd.
16th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirement, please call: 66 2 670 4800
Certificate template V.00

Certificate number:

TH026850

REPORTING PERIOD

01 January 2025

TO

31 December 2025

LEVEL OF ASSURANCE

LIMITED

Version : 1

Issue date :

10 March 2026

Sign on behalf of BVC Thailand



BUREAU
VERITAS

CERTIFICATE

TRIPLE I LOGISTICS PUBLIC CO.,LTD

628 TRIPLE I BUILDING 3RD FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE, YANNAWA, BANGKOK

ISO 14064-1:2018

SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Site Name	Site Address
TRIPLE I LOGISTICS PUBLIC CO.,LTD (TLG)	628 TRIPLE I BUILDING 3RD FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE, YANNAWA, BANGKOK
TRIPLE I AIR EXPRESS CO.,LTD (TAX)	628 TRIPLE I BUILDING 6TH FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE, YANNAWA, BANGKOK AND BUSINESS ENTITIES LOCATIONED AT SUVARNABHUMI AIRPORT
TRIPLE I MARITIME AGENCIES CO.,LTD (TMA)	628 TRIPLE I BUILDING 2ND FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE, YANNAWA, BANGKOK AND BUSINESS ENTITIES LOCATIONED AT KING KAEO - ROAD
TRIPLE I SUPPLYCHAIN CO.,LTD (TSC)	628 TRIPLE I BUILDING 6TH FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE, YANNAWA, BANGKOK AND BUSINESS ENTITIES LOCATIONED AT BANGNA - TRAD KM.19 ROAD
HAZCHEM LOGISTICS MANAGEMENT CO.,LTD (HLM)	628 TRIPLE I BUILDING 4TH FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE, YANNAWA, BANGKOK AND BUSINESS ENTITIES LOCATIONED AT BANGNA-TRAD KM.39 ROAD
ASIA GROUND SERVICE CO.,LTD (AGS)	628 TRIPLE I BUILDING 6TH FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE, YANNAWA, BANGKOK AND BUSINESS ENTITIES LOCATIONED AT DON MUEANG AIRPORT
DG PACKAGING (THAILAND) CO.,LTD (DGP)	628 TRIPLE I BUILDING 4TH FLOOR, SOI KLAB CHOM, NONSEE ROAD, CHONGNONSEE, YANNAWA, BANGKOK AND BUSINESS ENTITIES LOCATIONED AT SCG CHONG - NONSI

Certificate number:

TH026850

REPORTING PERIOD

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Certification Decision Office.

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OPINION SURVEY FORM

Information from the readers' questionnaire on the Sustainability Report 2025 will be used to improve the content, disclosure format, and development of future reports. Please tick ✓ in the box

1. Basic information Female Male Other genders

2. As a reader of this Sustainability Report 2025, please indicate which group of readers you are?

- Corporate employee Customer Shareholder/ Investor Society/Community
- Supplier/Business partner Media Student Government agency/ State enterprise
- Research institutes/ Educational institutes Others, please specify.....

3. How did you receive this Sustainability Report 2025? (you may select more than 1 answer)

- Company's website Meeting/Seminar Corporate employee
- Company visit Others, please specify.....

4. What purpose do you read this Sustainability Report 2025? (you may select more than 1 answer)

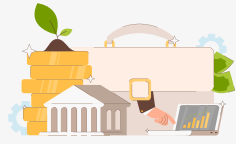
- Information for making investment decision
- Guideline for self-report preparation
- Study and research
- Others, please specify.....

5. Please specify your opinion on this Sustainability Report 2025.

	High	Medium	Low	Poor
How appropriate and reliable is the disclosed information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How well do you understand the Company's sustainability issues after reading the disclosures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How does the information disclosed match what you wish to know?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How satisfied are you overall with the Company's disclosed reports?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Please select the key sustainability issues that are important to you. (you may select more than 1 answer)

Governance & Economic



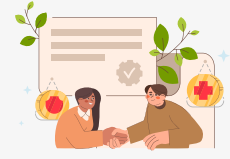
- Establishing Organizational Values and Culture for Employees to Pursue According to the Principles of Good Corporate Governance
- Compliance with Laws Regarding Corporate Governance, Society and the Environment
- Creating Business Opportunities for Sustainable Growth
- Development of Innovations and Technology to Ensure Efficient Services
- Building Confidence and Satisfaction for Customers
- Supply Chain Management
- Risk Management and Business Continuity Management

Environmental



- Reducing Greenhouse Gas Emissions
- Energy Management
- Environmental management

Social



- Human Resource Management
- Human Resource Development
- Workplace Safety Management
- Community and Social Engagement

Please specify your suggestions to improve the disclosure of information in the Company's sustainability report for the following year.

.....

.....

.....



You can complete an online reader survey by scanning the QR code or sending the survey response form to e-Mail: SD@iii-logistics.com.

Triple i Logistics Public Company Limited
would like to thank you very much for your kind cooperation



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