



# NO.1 NETWORK IN THAILAND

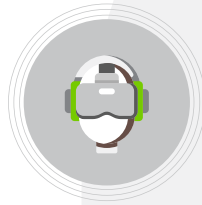
**ANNUAL REPORT 2022** (Form 56-1 One Report) Advanced Info Service Public Company Limited



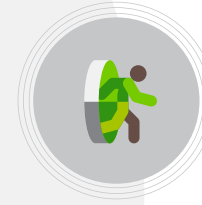
Deliver  
the best 5G experience  
for consumer and enterprise

CONSUMER

ENTERPRISE



**5G Augmented Reality/  
Virtual Reality**



**5G Metaverse**



**5G Mobile**  
5G Devices, 5G Mobile Packages



**5G Cloud gaming**



**5G FWA**  
Fixed wireless access



**5G Infrastructure**  
Enterprise 5G Private Network, Enterprise  
5G Fixed Wireless Access, 5G Network  
Slicing, Multi-Access Edge Computing



**5G Horizontal**  
AR/VR, AI - Artificial Intelligent,  
Video Analytics, Robotics



**5G Vertical**  
End-to-End Solutions & Use Cases

## Business and Performance

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In case this Annual Report (Form 56-1 One Report) references information disclosed on the Company's website, the disclosed information shall be deemed to be part of form 56-1 One Report. The Board of Directors certifies the correctness and completeness of disclosed information and annual information disclosure in form 56-1 One Report.

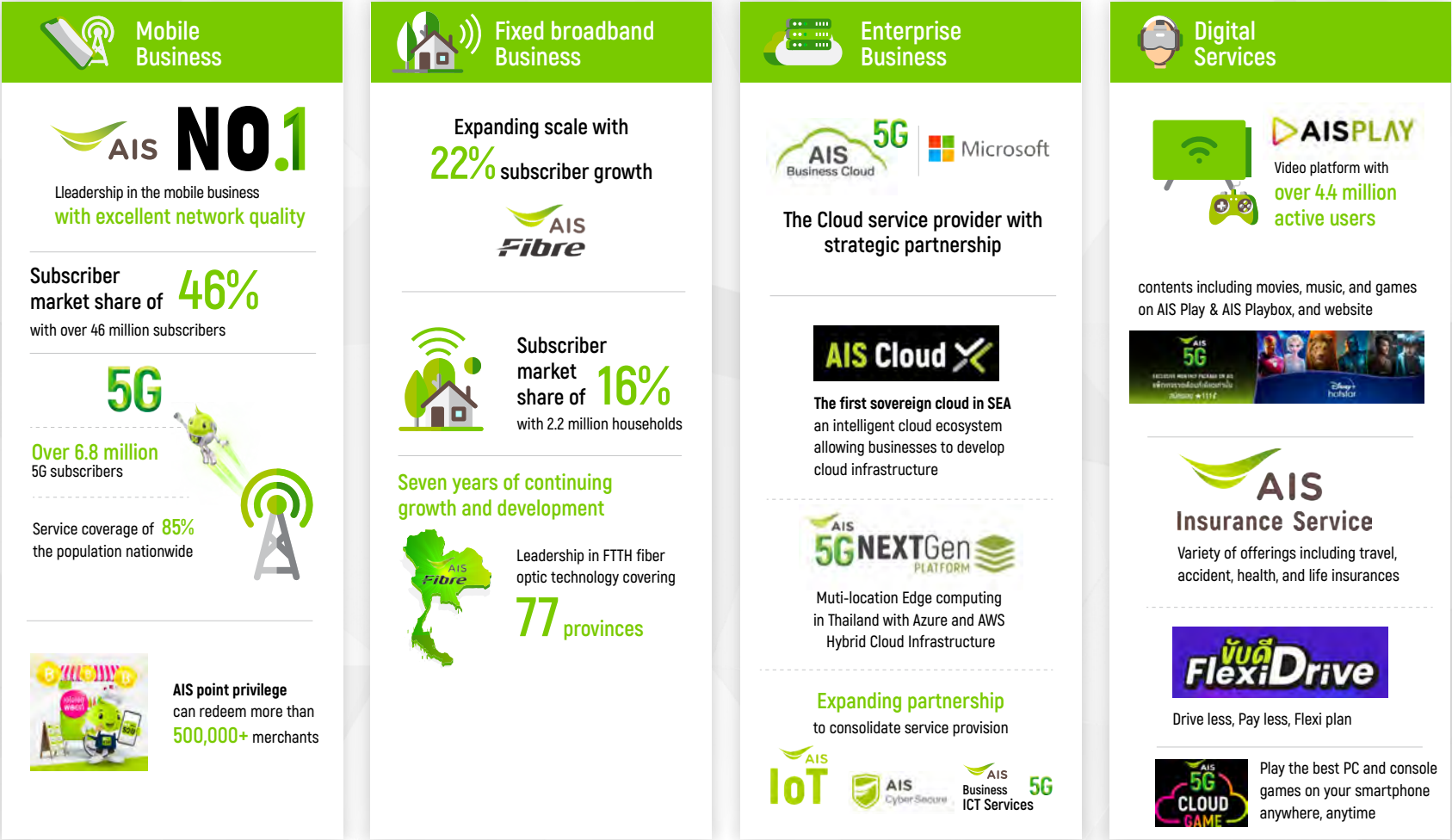


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## AIS Transformation from Digital Life Service Provider Towards Cognitive Tech-Co

Delivering the excellent digital experience with our four core businesses



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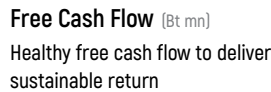
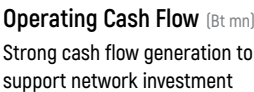
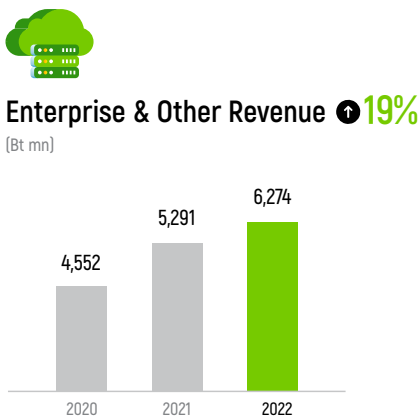
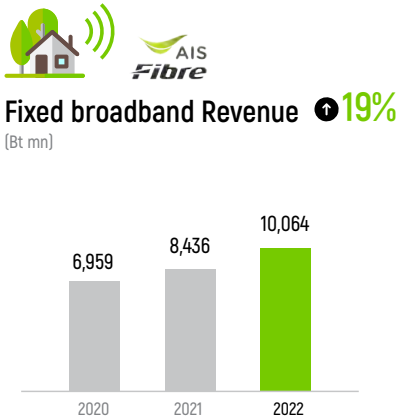
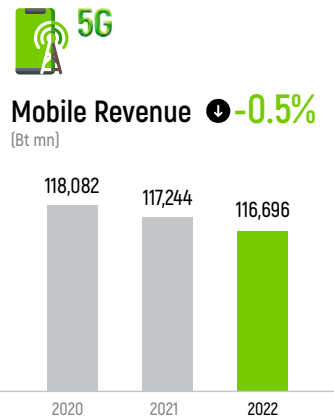
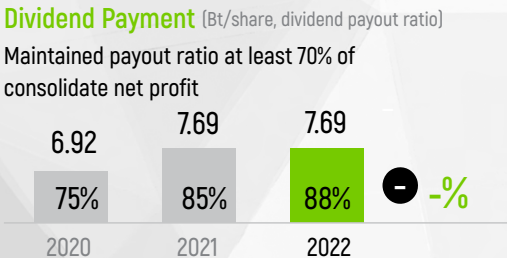
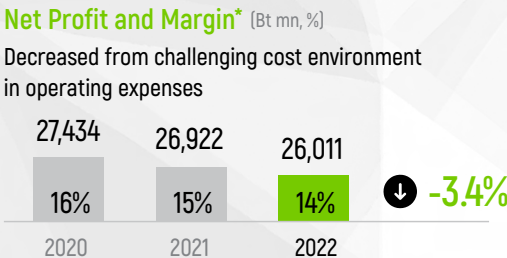
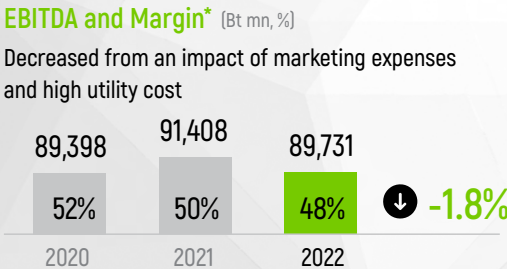
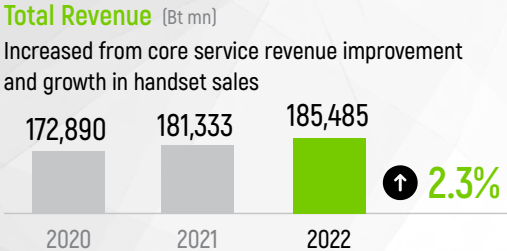
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# Financial Highlight



\*Note: The financials in 2020 - 2022 based on Post-TFRS 16



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## AIS SUSTAINABILITY STRATEGY

“Thriving in a greener and inclusive digital world”



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### Drive Digital Economy

4.1%

of revenue generated from new digital services

Enhancing cybersecurity system  
with the **zero-trust model**



Thailand Most Innovative Knowledge  
Enterprise (MIKE) Award 2022

Encouraging **1,482 employees** to gain  
knowledge about the Robotic Automation Process (RPA)

### Promote Digital Inclusion

Improving the socio-economic condition of

**2.2 Million People**

Expanding 5G network to cover

85%

of the total population



Increasing the awareness and promoting the skills needed  
to be a digital citizen through **AUNJAI CYBER** program for



a total of  
**169,930 People**



Launching the **1185** hotline  
or AIS Spam Report Center

### Act on Climate



Reducing GHG emissions by

**25,508 tCO<sub>2</sub>e**

Installing additional solar panels at

**3,186 base stations**



Using blockchain technology to develop  
**e-waste+ application**

Expanding e-waste drop points to over

**2,500**

locations nationwide

# Corporate Governance Highlight



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## Board Effectiveness

The Chairman of the Board of Directors and Chief Executive Officer are not the same person

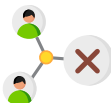


The Chairman of the Board of Director is an Independent Director

All board members  
**≤ 5 Mandates**

Other external directorships in publicly listed companies

None of the executive directors has directorships in other public listed companies



**5.7 Years** Average tenure



## Board Composition



Members of The Board of Directors

**11 Directors**

**4 Independent Directors or 36%**

All 3 directors of the Audit & Risk Committee is independent and holds Directorships not exceeding 9 years



**10 non-Executive Directors or 91%**

**2 female Directors or 18%**



## Board of Directors Meeting and evaluation

Numbers of Board meetings in 2022

**12 Times**

**96%**

Total attendance percentage  
All members comply with the minimum attendance requirement of 75%

**1/3**

of directors have a rotation annually

Director election in Annual General Meeting is based on an individual basis

The annual performance evaluation is conducted for an individual and on a group basis. The evaluation by an independent counselor is conducted every 3 years

# Message from Chairman & CEO



**“AIS strives to grow from a Digital Life Service Provider towards becoming a Cognitive Tech-Co amid the economic volatility to address the needs and effectively deliver superior services excellence to our customers”**

Dear Shareholders,

**Amid the economic challenges, AIS commits to developing digital infrastructure in pursuit of delivering the finest service experience to customers.**

2022 was a year our Thai economy gradually recovered in the wake of the acceleration in economic activity following the subsided COVID-19 pandemic. However, the macroeconomic factors and the fast-changing global situation brought on by a confluence of factors, including rising energy costs and increasing inflation posed challenges to all sectors in Thailand. Regardless of such difficulties, AIS has remained fully committed to continuously improving the service experiences by differentiating services' quality and standards to support Thailand's digital economic activities and the customers' growing demands for technological advances prompted by digital disruption.

With an investment of 30 billion baht in 2022, AIS achieved its target to expand the 5G network to cover 85% of the total Thai population together with developing a full-service 5G ecosystem, resulting in the exponential growth of 5G users in this year. We also invested to expand the home broadband network to allow more users in remote areas to access AIS Fibre services. These endeavors were instrumental in driving Thailand's digital economy and contributing enormously to our achievement of the business targets.



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In addition to accelerating growth in our core businesses, we are determined to continue improving the capabilities of our human capital and enhance internal cost management and control to cope with the rising cost challenges. Last year, we incorporated digital technology into the work processes together with cost optimization program so that the economic conditions would not limit us to pass on superior services to customers and deliver great returns to all shareholders. In 2022, AIS achieved a net profit of 26,011 million baht and paid out a total of 22,872 million baht in dividends, accounting for 88% of the year's net profit.

**Fostering a robust digital ecosystem by partnering with multiple sectors to create mutual growth and deliver the highest privileges for our customers.**

On top of being at the forefront as a digital service provider, AIS pledges to be a leader in the development of the digital ecosystem. The digitalization efforts through efficient infrastructure and digital ecosystem which can cater to various applications have been enhancing our potential and competitiveness and helping us to achieve mutual growth for all parties. In the previous year, with our cooperation with various partners, AIS developed and improved our product and service portfolio to consolidate the digital ecosystem in Thailand; central to these are:

**5G Nextgen:** A platform that allows the Thai business sectors to explore and apply 5G-enabled solutions that best suit their businesses to streamline work processes and enhance competitiveness in different spheres.

**AIS CloudX:** Drawing upon collaborative efforts with our partners with unrivaled expertise, the product supports enterprise clients' flexible cloud management. The distinctive capability of connecting to other digital infrastructure and the 5G network securely and conveniently offers a more friendly alternative for enterprise customers to access a highly secured cloud service.

**Data Center:** In 2022, Gulf, Singtel and AIS entered into an agreement to establish a data center business to cater for fast growing digital usage in Thailand. This dynamic growth has made Thailand an attractive target for the digital investment of multiple hyperscalers and opened opportunities for AIS to thrive in new growth areas in the future.

Aside from the digital ecosystem, we are dedicated to developing a more diverse and comprehensive privilege and point ecosystem to elevate service experiences and values for our customers. As such, in 2022 we established partnerships with allies in several industries including Bangchak Group, Central Group, Citibank Group, and Krungthai Bank. Such efforts are part of AIS' key strategies for fostering strong ties between AIS and customers which helps strengthen AIS' competitiveness for the long term.

**Priming for the next challenges with the transformation towards Cognitive Tech-Co**

Although it is anticipated that the Thai and global economies will face a myriad of risks and challenges in 2023, AIS is relentless in transforming ourselves from a Digital Life Service Provider into a Cognitive Tech-Co

to ensure all stakeholders that notwithstanding economic volatility or any disruption, AIS' business operations and service delivery are poised to address the demand and deliver an exceptional service experience to customers effectively. This will be made possible by driving the development of the three key pillars: (1) Autonomous Network, (2) IT Intelligent, and (3) Data Insight & Customer Care to deliver products and services that answer customers' latent needs. We believe that the development in these three core areas will raise customers' experience of AIS services to a whole new level and consolidate all its core businesses, empowering them to propel the growth of digital activities in Thailand, gain competitive edges, and sustain growth for many years to come.

**Maintaining sustainability targets in three dimensions to grow sustainably together with all stakeholders**

Above all, AIS has attached the utmost importance to conducting business alongside sustainable development. To this end, the Company's business operations are intertwined with sustainability goals under the concept of "Thriving in a greener and inclusive digital world" which creates mutual growth between mankind and the environment, spanning in three dimensions: 1) driving digital economy, 2) promoting digital inclusion, and 3) acting on climate. These three dimensions of the sustainable development framework are believed to stimulate everyone in Thailand to embark upon the digital economy with concern for the environment. The strong determination and collaboration of all units in AIS resulted in the Company having won multiple prestigious accolades in 2022 including High Commended Sustainability



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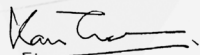
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Awards from the Stock Exchange of Thailand for companies operating in line with a sustainable development approach and has been listed on the SET THSI Index for the eight consecutive years. At an international level, AIS has been listed in the DJSI World and Emerging Market Indices in the telecommunications industry category for four consecutive years and in the FTSE 4 Good Index Series for eight years running. These coveted accolades have brought great pride for AIS, and it is a true testament to our unwavering commitment to escalating the growth of digital infrastructure and fostering readiness in developing society and Thailand towards a sustainable digital economy. The endeavors are aligned with the evolving environmental, social, and economic challenges in pursuit of the goals to grow robustly and create values for all groups of stakeholders in a sustainable manner.

AIS would like to extend our sincerest gratitude to our customers, employees, and shareholders for growing together with us and taking part in creating sustainability and developing the infrastructure and digital ecosystem in Thailand.

Warm regards,



(Mr. Kan Trakulhoon)  
Chairman of the Board of Directors



(Mr. Somchai Lertsutiwong)  
Chief Executive Officer



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# The Audit and Risk Committee Report 2022

## To the Shareholders of Advanced Info Service Public Company Limited

The Audit and Risk Committee of Advanced Info Service Public Company Limited comprises 3 independent directors with combined skills and expertise. All members possess adequate qualifications as prescribed in the Charter of the Audit and Risk Committee, prepared in accordance with the guidance and the regulations of the Stock Exchange of Thailand and the Capital Market Supervisory Board. The Audit and Risk Committee held 14 meetings in 2022 to review relevant matters. Its members and meeting attendance are as follows:

1. Mr. Krairit Euchukanonchai  
Chairman of the Audit and Risk Committee  
attended 14/14 meetings
2. Mr. Gerardo C. Ablaza, Jr.  
Member of the Audit and Risk Committee  
attended 14/14 meetings
3. Mr. Predee Daochai <sup>1)</sup>  
Member of the Audit and Risk Committee  
attended 5/5 meetings

Mr. Montri Khongkruephan, the Company's Head of Internal Audit, acts as Secretary to the Audit and Risk Committee.

In 2022, the Audit and Risk Committee has carried out its duties independently within the scope specified in the Charter of the Audit and Risk Committee as summarized below:

1. **Financial Report:** The Audit and Risk Committee has reviewed the quarterly and annual separate and consolidated financial statements of the Group for 2022, including the disclosure in the notes to

the financial statements. The Audit and Risk Committee has also discussed significant matters with the external auditor and Management and has received statements from the external auditor and Management to ensure that the preparation of the Company's financial reports including the disclosure in the notes to the annual financial statement for 2022 is conducted in accordance with financial reporting standards and with adequate disclosure of information. As a result, the Audit and Risk Committee has concurred on the financial statements that the auditor has reviewed, audited, and issued an unqualified opinion. In addition, the Audit and Risk Committee held a private meeting with the external auditor without the participation of Management to discuss independently on how the external auditor obtained information, independence in performing duties, and recommendations for the internal controls over financial reports. For the year 2022, the external auditor did not have any remark.

2. **Connected Transactions or Transactions that May Conflict with the Company's Interests:** The Audit and Risk Committee has reviewed connected transactions or any transactions that may conflict with the Company's interests on the quarterly basis and concluded that such transactions were reasonable and for the Company's best interests. In addition, such transactions were disclosed to the Stock Exchange of Thailand in accordance with the relevant regulations.
3. **Legality:** The Audit and Risk Committee has reviewed the work of the Corporate Compliance Department and the Legal Department to ensure that the Company has put in place adequate controls to ensure

that operations comply with the applicable laws and regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand, the National Broadcasting and Telecommunications Commission, Bank of Thailand, and other laws applicable to the Company's business operations, as well as business obligations with third-party agreements. The Audit and Risk Committee has continuously followed up on disputes and ensure material information was disclosed in the notes to the financial statements.

4. **Internal Control System and Internal Audit:** The Audit and Risk Committee has reviewed the effectiveness and adequacy of the internal control system from the internal audit reports presented in 2022. The Audit and Risk Committee has consistently considered and monitored results pertaining to the recommendations addressed in the internal audit and external audit reports to acknowledge root causes and provide suggestions to Management to prevent potential loss. The Audit and Risk Committee has monitored and reviewed the results to ensure that Management follows the internal control system recommendations to prevent recurrence of deficiencies, and has assessed the Company's internal control systems using the Securities and Exchange Commission's recommended evaluation form. The Audit and Risk Committee has also reviewed internal audit activities, revisited the Internal Audit Charter, reviewed and approved the annual audit plan for 2023, and held a private meeting with the Head of Internal Audit without the participation of Management. Moreover, the Audit and Risk Committee has engaged an independent external assessor to conduct the quality assurance review of internal audit activity to ensure that the internal audit activity has been performed with objectivity and



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independence with adequate resources to achieve audit plan, as well as in accordance with the Institute of Internal Auditors' International Standards for the Professional Practices of Internal Auditing, including Code of Ethics.

The Audit and Risk Committee concluded that the Company has implemented adequate internal controls for its business operations. There are no significant deficiencies that would cause a material impact on the Company's financial reports for which is in line with the external auditor's opinion. Furthermore, the Company's internal audit has been carried out appropriately, effectively, and independently.

5. **Review and Oversight of Risk Management:** In 2022, the Audit and Risk Committee held another 4 meetings with executives from the Risk Management Committee to review the appropriateness of risk assessment, risk control, risk monitoring, and risk reporting. The Audit and Risk Committee concluded that the Company has the appropriate risk management system facilitating the efficient and effective business operations.
6. **Review of Fraud Investigation:** The Audit and Risk Committee has reviewed and overseen the Company's adherence to the Fraud and/or Misconduct Reporting and Whistleblower Protection Policy. The meetings with the Company's Investigation Committee were conducted in 2022 to review complaints and investigation results according to the

Company's processes, including the efficiency of the whistle-blowing channels. Most complaints were due to non-compliance with the Company's Code of Business Ethics and work rules, but with no material loss. Complaints submitted were taken into consideration for establishing preventive measures.

7. **Nomination and Appointment of the External Auditor and the Annual Audit Fee:** The Audit and Risk Committee took into consideration the nomination and appointment of the external auditor and the annual audit fee for 2023 based on the assessment of qualification, competency, experience, performance, and independence in auditing, as well as the appropriateness of the audit fee and non-audit services offered by the same audit firm to ensure its independence. After careful consideration, the Audit and Risk Committee therefore proposed to the Board of Directors to seek approval to appoint the external auditor from KPMG Phoomchai Audit Company Limited as the external auditor for the year 2023 at the Shareholder Meeting.
8. **Duties and Responsibilities of the Audit and Risk Committee:** The Audit and Risk Committee has undertaken an annual self-assessment, both individually and in group, in accordance with the Stock Exchange of Thailand's criteria. The result demonstrated that the Audit and Risk Committee has appropriately carried out its duties and responsibilities in accordance with the Charter of the Audit and Risk Committee. The Audit and Risk Committee has also reviewed

the revision of the Charter of the Audit and Risk Committee on an annual basis, taking into account best practices and compliance with regulations prescribed by the Capital Market Supervisory Board.

In conclusion, the Audit and Risk Committee has carried out its duties according to the responsibilities delegated by the Board of Directors, with expertise and due professional care. In addition, the Audit and Risk Committee has demonstrated independence in performing its duties and has full access to all pertinent information from management, employees and associated parties. The Audit and Risk Committee has also provided opinions and recommendations for continuously improving governance, risk management, and internal control system for all stakeholders' interest.

On behalf of the Audit and Risk Committee



Mr. Krairit Euchukanonchai  
Chairman of the Audit and Risk Committee



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<sup>1)</sup> Mr. Predee Daochai was appointed to the Audit and Risk Committee by the Board of Directors to replace Mr. Surasak Vajisit, who prematurely resigned from the Board of Directors and the Audit and Risk Committee on 1 August 2022. His appointment became effective on 9 September 2022.

# Nomination and Compensation Committee Report

The Nomination and Compensation Committee (NCC) consists of three (3) members namely: Khun Kan Trakulhoon as Chairman, Khun Sarath Ratanavadi, and Khun Jeann Low Ngiap Jong as members.

In 2022, The NCC had six (6) meetings of which all members attended. The performance summaries for the year 2022 are described as follows:

## 1. Compliance and Corporate Governance Policy Review

In 2022, the committee considered the result of corporate governance survey report and analyzed board performance assessment report in order to improve and promote roles and responsibilities of board of directors and good corporate governance. In addition, the committee also considered and concurred the restructuring of executive committee to support management in achieving their business objectives and proposed to the board of directors for approval.

## 2. Policy and Criteria Formulation on Directors' Nomination

The committee invited shareholders to propose candidate(s) to be nominated as a director during 1st October – 31st December 2022 so as to take them into consideration in connection with the nomination of directors together with the recommendations from other source. In 2022, The committee considered and approved the amendment of

Board skill matrix, to cover the new directors replacing the resigned directors before proposing the qualified candidates to the Board and shareholders for consideration.

## 3. Compensation

### Director and Top Executives' Compensation

The committee considered and concurred with the directors and top executives' compensation schemes based on study and analysis of benchmarking with similar-sized listed companies and other companies in the same industry which could attract and retain highly qualified directors and top executives to the Company.

### Employees' Compensation

The committee considered and concurred with the principle of employees' compensation by benchmarking with the practice of top leading companies within the same size of market and/or industry capitalization.

## 4. Leadership Development

The committee promotes the development of executives' capabilities of the Company so as to lead its telecom business which has been facing

the rising competition, the disruptive technological evolvement and the rapid change in consumer behavior. The committee has encouraged our executives and employees to learn and study from various sources both inside and outside the organization with a view to enhancing managerial capability and prepare our human capital to handle new challenges on regular basis.

## 5. Executives' Succession Plan

The committee determined executive succession plan and strategies in all aspect comprehensively and transparently in order to manage risk mitigation from loss of key position in the company by considering the succession plan before proposing to the Board of Directors for consideration



Mr. Kan Trakulhoon  
Chairman of Nomination and Compensation Committee



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# Sustainable Development Committee Report

The Sustainable Development Committee comprises four members: Chairman Kan Trakulhoon and members Yupapin Wangviwat, Arthur Lang Tao Yih, and Somchai Lertsutiwong.

In 2022, the Sustainable Development Committee met three times with all members present and performed their duties according to the scope of roles and responsibilities prescribed in the charter. Material actions carried out by the committee were as follows:

## Material matters impacting sustainable business operations

Considered and approved the material matters impacting business operations through the same seven dimensions of the Company's sustainability strategy. Yet, they were reprioritized to align with the view of stakeholders, business plans, and key global changing developments.

## Sustainable Development Policy, Strategies, and Goals

- Considered and approved the goals and strategies for sustainability operations. The revised strategies under the theme of "Creating mutual growth of human and the environment in the digital world" encompass three key areas: 1) driving the digital economy, 2) building digital access to all in society, and 3) sustaining the environment. The goals were also

revised to better accommodate the changing sustainability aspects and business strategies along with addressing evolving opportunities, challenges, and expectations of all stakeholders.

- Considered and approved the action plan in line with the sustainable business development strategies that correspond to the new goals. The plan covers three aspects: 1) tackling climate change with a plan to achieve zero emission of greenhouse gases by 2050, 2) creating value for all groups of people in society with a plan to promote and expand the use of digital platforms for health care and education to upgrade and develop the quality of life for the community and society, and 3) decency and safety in the use of internet and social media to develop a generation of digital citizens utilizing online content appropriately.
- Considered and approved the revised environmental policy and commitment to protecting biodiversity and forest land which provide a framework for AIS' environmental performance that covers the value chain of the business.

## Disclosure of Sustainability Information in Compliance with International Standards and Attainment of Sustainability Awards

- Acknowledged AIS' sustainability performance via the Sustainability Report 2021 to disclose sustainability information that was measured

and assessed clearly in compliance with the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards to the public.

- Acknowledged information disclosure in conformance with the Task Force on Climate-related Financial Disclosures (TCFD) to provide guidelines for assessment of climate change impacts as well as the understanding of opportunities and risks, allowing for the formulation of risk management guidelines appropriate with the Company's contexts.
- Acknowledged attainment of sustainability awards that reflected the Company's commitment to operational excellence including IDC's Future Enterprise Awards 2022 in the Special Award for Sustainability category from International Data Corporation (IDC), and SET Awards 2022's Sustainability Excellence in the Highly Commended category from the Stock Exchange of Thailand and Money & Banking Magazine.



(Mr. Kan Trakulhoon)

Chairman of the Sustainable Development Committee



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# Executive Committee Report

The Executive Committee comprises of five (5) highly experienced members namely Mr. Allen Lew Yoong Keong as Chairman, Mr. Sarath Ratanavadi, Mr. Arthur Lang Tao Yih, Mr. Somchai Lertsutiwong and Mr. Smith Banomyong as members.

In 2022, the Executive Committee held a total of ten (10) meetings and performed its duties in accordance with the authorities and responsibilities in its Charter. The summary of the Executive Committee's performance for the year 2022 are substantially as follows:

- Reviewed and concurred with the Company's strategic direction, management structure, and annual business plan and budget and proposed to the Board of Directors for approval.
- Monitored the financial and operational performance of the Company and reported to the Board of Directors for acknowledgement.
- Considered, provided opinions and concurred with dividend payment and the execution of investment transactions and proposed to the Board of Directors for approval.
- Prepared this Executive Committee Report for the year 2022 and disclosed in this report.



(Mr. Allen Lew Yoong Keong)  
Chairman of Executive Committee



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# Business and Performance



## Business Overview

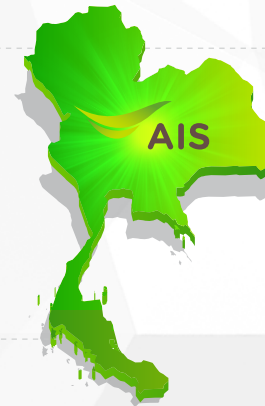
Over the course of 32 years of providing telecommunication infrastructure to Thai society, starting in 1990 under collaborative contract or concessionaires, AIS was granted the right to utilize state frequencies under the 25-year Built-Transfer-Operate (BTO) agreement. In 2010, the National Broadcasting and Telecommunications Commission (NBTC), the government agency regulating broadcasting and telecommunication, was established and tasked with granting spectrum licenses. The licensing scheme, which is a major turning point for the telecommunications industry in Thailand, supports fair competition as well as the development of new technologies.

AIS remains committed to its vision of

**"To become the most-admired Digital Life Service Provider in Thailand"**

through the following missions:

- Deliver superior products and services that enrich people's daily lives and improve enterprise capabilities and efficiency.
- Enhance customer intimacy through the best customer experience.
- Drive intrapreneurship and employees' professionalism, and promote a positive, lively and agile work culture.
- Build win-win growth for all stakeholders.



Digital Life  
Service  
Provider



Mobile  
Business



Fixed  
Broadband



Digital  
Service



Enterprise  
Business



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# AIS Transformation from Digital Life Service Provider Towards Cognitive Tech-Co

Delivering the excellent digital experience with our four core businesses



### Mobile Communication Service

With 5G, 4G, 3G and 2G technology under the brand "AIS" provides a monthly subscription service, top-up service as well as international calls and roaming with network partners in over 240 destinations worldwide.



### Fixed Broadband Service

Provides high-speed home internet utilizing FTTx fiber optics under the brand "AIS Fibre".



### Enterprise Business service

Offers cloud service, data center, cyber security, Internet of Things (IoT), and ICT solutions to corporate clients in collaboration with multiple partners.



### Digital Service

Focuses on creating value-added digital services and serving as a new revenue source in the medium and long term in anticipation of a change in consumer behaviors and technology.

In 2022, AIS's total assets were valued at Baht 337,044 million with a market capitalization of Baht 579,971 million, ranked 7<sup>th</sup> on the Stock Exchange of Thailand.



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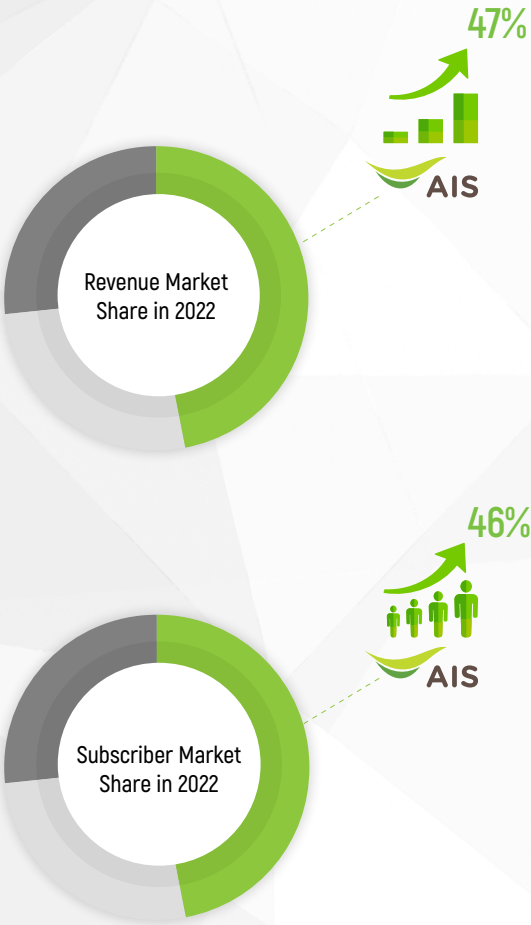
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Leading the Mobile Market

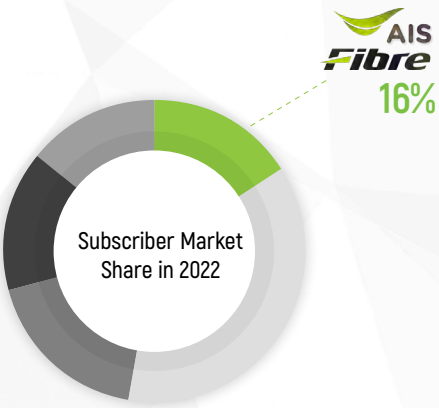


"Other operators are DTAC and TrueMove"

As of the end of 2022, AIS maintained its position as the leading mobile operator in Thailand, with a revenue market share of 47%, and a total of 46.0 million subscribers nationwide. The mobile communication service revenue accounted around 90% of total service revenue. AIS provides quality services on 5G, 4G, 3G and 2G networks, using frequency bands of 26 GHz and 2600, 2100, 1800, 900, and 700 MHz for a total of 1450 MHz (2x75 MHz on FDD technology and 1300 MHz on TDD technology). The 1420 MHz is under the license granted by NBTC and another 2x15 MHz is under a TOT partnership agreement. AIS's mobile network currently covers over 98% of the country's population. With the highest spectrum holding among peers, AIS remains the industry leader in both network quality and services.

Furthermore, AIS has maintained its position as the leader in offering 5G-based services in Thailand. Following the official launch in 2020, the Company has continued to expand its 5G network to cover 77 provinces and reach 85% of Thailand's population as at year end 2022 backed by most spectrums in the industry. AIS has been primed to cope with the fast-growing 5G market and deliver a variety of 5G-based experience to address customer demand, both from general customers and corporate clients. Currently, AIS has a 5G customer base of over 6.8 million.

Growing in the Fixed Broadband Market



"The other fixed broadband operators include TRUE, NT, 3BB and others"

AIS started its fixed broadband business under the brand "AIS Fibre" in 2015 with the intent to increase a new revenue source, building on the existing fiber network for its mobile business and the mobile customer base. Currently, AIS Fibre is available in 77 cities, covering 8.8 million households. AIS Fibre has penetrated the market using its strength in providing FTTH technology to connect households to the internet and is ready to support existing ADSL users wishing to upgrade to higher quality technology and a superior speed of up to 2 Gbps. Fixed broadband revenue in 2022 accounted for 8% of total service revenue. At present, the total number of subscribers is 2.2 million accounting for more than 16% of the fixed broadband subscriber market share.



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## Enhancing Potential in the Corporate Client Business

Building on the enterprise data service which offers mobile communication service and internet links to corporate clients, AIS has expanded more service to support digital transformation to small-, medium-, and large-sized businesses. Its end-to-end service encompasses cloud service, data center, cyber security, Internet of Things (IoT), and ICT solutions (CCIID). In 2018, AIS acquired CS Lox Info Public Company Limited to strengthen its capabilities to provide integrated service to enterprise clients. For 2022, revenue from the Corporate Client Business (excluding mobile communication revenue) accounted for 3.9% of total service revenue. The distinctive features of the 5G technology which includes high speed, low latency, and multi-device supportive features coupled with the network capabilities and partnership collaborations have enabled AIS to use this advanced technology to support the services for the industrial sector efficiently. Various industries focus include smart industry solution for manufacturing, focus cases in transportation and logistics, smart property, and retails. Currently, AIS offers a variety of 5G-enabled services such as 5G Fixed Wireless Access, 5G network slicing, and 5G private network among others.

## Building on Core Businesses with Digital Services

The digital service business involves the development of a diverse range of services incorporating digital technology encompassing networks, platforms, and digital solutions to deliver digital services to customers and corporate clients through the collaboration and development of a connected business environment with partners to grow together. AIS' digital service focuses on three areas, namely, video platform, mobile money, and other platforms such as digital marketing and insurance. The digital service business is expected to play a key role in creating a new revenue source for AIS in the future apart from revenue from data connection and mobile internet fees. This will enable AIS to become an integrated service provider by converging products and services from its four core businesses.

## Operating Under Licenses Regulated by the NBTC

The majority of AIS' businesses, particularly the mobile communication and fixed broadband businesses, operate under the regulation of the National Broadcast and Telecom Commission (NBTC), which is the regulatory authority formed in accordance with the Frequency Allocation Act 2010. AIS, through a subsidiary, was granted a telecommunications business license, including 26 GHz, 2600, 2100, 1800, 900, and 700 MHz spectrum licenses with an average license life of 15 years. At the end of the spectrum license, NBTC will redistribute a spectrum license through auction.

AIS is mandated to pay the license fee, Universal Service Obligation (USO) fees, and numbering fees to the NBTC amounting to around 4% of service revenue per year.



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# Key Development in the Past Three Years

## 2022

→ Signed an MOU with NCS Telco+ to support digital transformation in Thailand. For its part, NCS supported AIS' digital transformation efforts through synergistic collaboration in such technologies as 5G, IoT, Cloud, and Cyber Security which complemented AIS' strengths as the leader in the country's digital infrastructure and enhanced the Company's capabilities to support organizations in Thailand to materialize their commitments toward digital transformation.



→ Entered into a strategic collaboration agreement with ZTE to build an advanced 5G network through the A-Z Center to elevate the Company to an intelligent telecommunications organization. The objectives were to raise quality and deliver excellent service experience to customers. The agreement also aimed to develop innovations to put Thailand at the forefront of the digital economy through cooperation in three areas: 1) developing 5G innovations in infrastructure and solutions, 2) upgrading 5G network to an intelligent digital network through big data processing and AI, and 3) expanding 5G capabilities to elevate the industrial sector.



→ Received Microsoft Best Partner of the Year 2022 award, presented by Microsoft to its world-class partners that successfully delivered class-above innovative services based on Microsoft technologies to customers. The award was selected from Microsoft's 3,900 partners in over 100 countries worldwide.



→ Purchased shares in three startups from Intouch to enhance AIS' business potential in providing digital services to customers. This helped expand and consolidated AIS' core business in line with the Company's business direction to become a digital life service provider.

→ Established a subsidiary, AIS DC Venture Co.,Ltd, and entered into a joint development agreement of a data center business with Gulf Energy Development Public Company (GULF) and Singapore Telecommunications Limited (Singtel) to keep pace with growth and accommodate the needs for digital infrastructure in Thailand.

→ Joined hands with SCG and Huawei as well as incorporated the expertise of the two partners, Yutong and Waytous, to develop an unmanned system for logistics applications over an intelligent 5G network (private network) to operate electric engine trucks transporting raw materials to the factories in the SCG industrial estate in Saraburi according to the route planning. The move aligned with the efforts to develop future industry using digital technologies along with contributing to environmental sustainability.



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→ Launched AIS CloudX, an intelligent cloud ecosystem, that allows businesses to develop cloud infrastructure as well as applications and solutions requiring high-speed processing for mission critical tasks and those demanding low latency. The Company also teamed with VMware as Southeast Asia's first provider of a sovereign cloud service to ensure maximum security standards while reducing costs and complexity in system design. The service enables the business sector to achieve digital transformation in pursuit of potential enhancement and business agility and to cope with unpredictable changes that may arise.



2021

→ Granted licenses in the 700 MHz frequency band (2X10 MHz and 2X5 MHz in width) from NBTC in January 2021, and April 2021, respectively for a term of 15 years. The 700 MHz is the standard frequency range for a low-band 5G marked with better coverage, enabling AIS to expand its 5G network to cover wide areas.



→ Obtained a license in the 26 GHz frequency band (1200 MHz in width) in February 2021 for a 15-year term. This millimeter-wave band meets the capacity requirements of the 5G network and allows for a high speed data transfer rate of gigabits per second (Gbps), which is vital for various applications that require high-speed and stable data rates with a low latency of 1 millisecond.



→ Partnered with Microsoft (Thailand) Limited to develop and provide cloud services in three key areas: 1. Driving digital solutions by promoting the use of cloud service solution 2. Upgrading AIS employees' digital skills by equipping them with Microsoft's in-depth digital technology skills, and 3. Developing innovations for businesses, using efficient solutions appropriate for each type of business.



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→ Appointed as an official distributor of Disney + Hotstar streaming service which has gained wide acceptance in Thailand, Asia, and worldwide to deliver class-above entertainment experience encompassing a diverse range of content for audiences of all ages in Thailand.



## 2020

→ Won the 5G auction across the spectrum including low-band: 700 MHz (2X5 MHz), mid-band: 2600 MHz (100 MHz), and high-band: 26 GHz (1200 MHz). 5G NSA licensed service (non-standalone) was launched in February 2020 nationwide in the 2600 MHz frequency band. 5G SA (standalone) service that is not dependent on an existing 4G network was subsequently introduced in July 2020.



→ Established Saha Advanced Network Co.,Ltd (SAN), a joint venture with Saha Pathana Inter-Holding Public Company Limited, with a stake of 70% valued at 21 million Baht. The joint venture is designed to provide a fiber optic network and ICT infrastructure to enhance the operational efficiency of businesses in SPI Industrial Park, spanning 7,255 rais of land. A 5G solution will also be incorporated to maximize operational efficiency.



→ Set up LearnDi Company Limited (LDI), a 99.99% subsidiary of AIS with a capital investment of 1,000,000 Baht to provide training and seminar service through online and e-learning platform.



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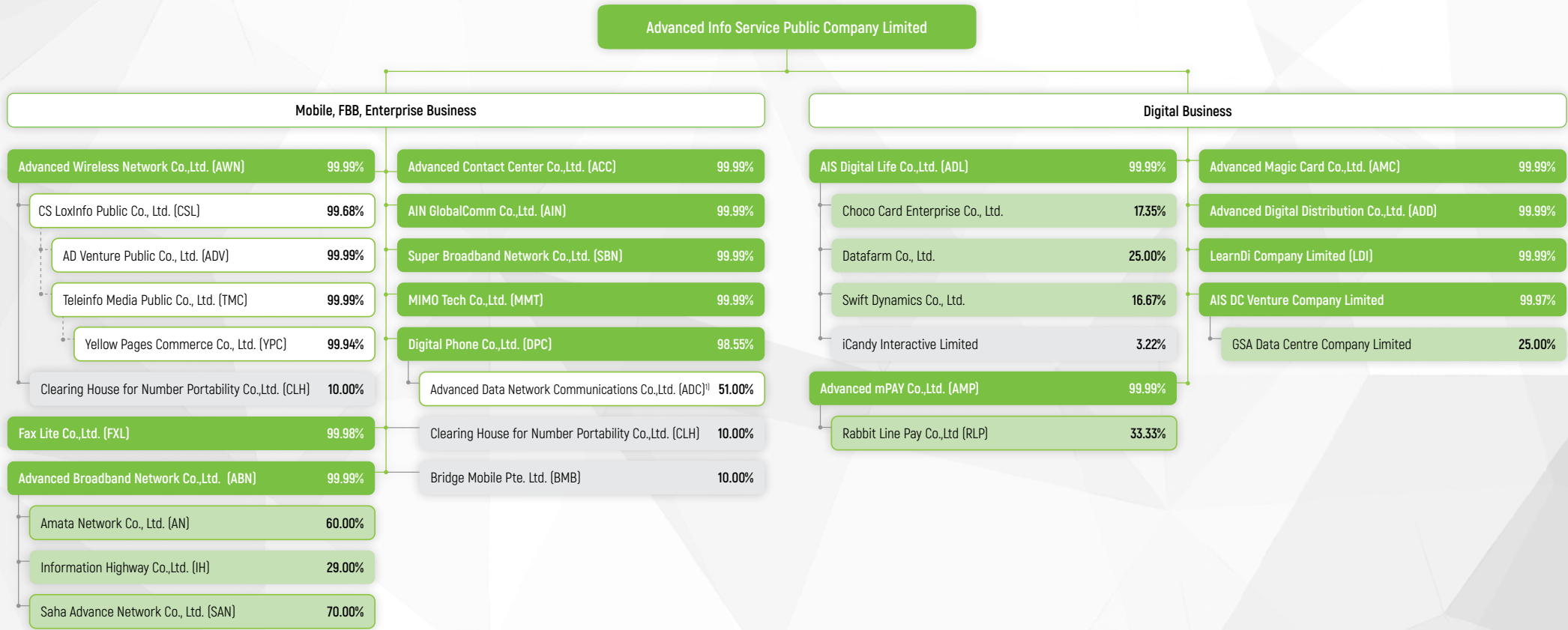
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# Investment structure of AIS Group

Investment structure of AIS group as of 31 December 2022



Remark:

1) The remaining share percentage of ADC in the amount 49% is held by other persons with no conflict of interest. As the end of 2022, ADC is in the process of liquidation

- Subsidiaries
- Subsidiaries
- Joint Venture
- Associated Company
- Other investments



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Investment structure of the INTOUCH group (major shareholder) as of 31 December 2022



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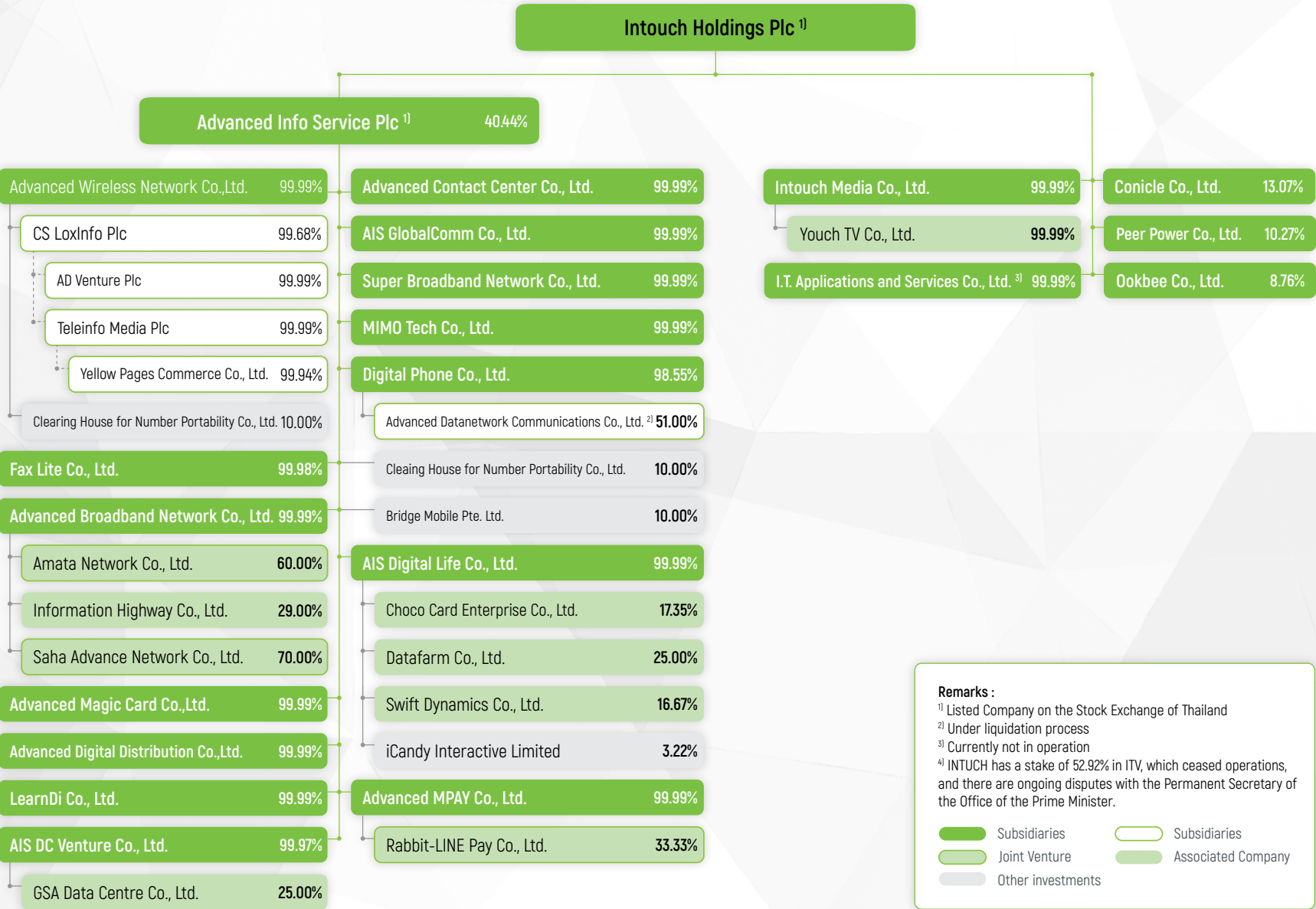
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# Securities and Shareholders Information

## Registered capital and Paid up capital

|                    |   |                                                                                                                             |
|--------------------|---|-----------------------------------------------------------------------------------------------------------------------------|
| Registered Capital | : | 4,997,459,800 Baht divided by Common shares<br>4,997,459,800 shares and par 1 Baht per share                                |
| Paid up Capital    | : | 2,974,209,736 Baht divided by Common shares<br>2,974,209,636 shares and par 1 Baht per share,<br>One voting right per share |

## Top Ten Shareholders

**(a) Top ten shareholders** as of 22 August 2022, the latest book closing date for the right to receive dividend, are as follow:

| No.   | Name                                                 | No. of shares held | % of shareholding |
|-------|------------------------------------------------------|--------------------|-------------------|
| 1.    | INTOUCH HOLDINGS PLC                                 | 1,202,712,000      | 40.44             |
| 2.    | SINGTEL STRATEGIC INVESTMENTS PTE LTD                | 693,359,000        | 23.31             |
| 3.    | THAI NVDR CO.,LTD. <sup>1)</sup>                     | 243,004,925        | 8.17              |
| 4.    | CITIBANK NOMINEES SINGAPORE PTE LTD-A/C GIC C        | 56,717,930         | 1.91              |
| 5.    | SOCIAL SECURITIES OFFICE                             | 51,795,500         | 1.74              |
| 6.    | STATE STREET EUROPE LIMITED                          | 46,500,156         | 1.56              |
| 7.    | SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED         | 45,111,423         | 1.52              |
| 8.    | STATE STREET BANK AND TRUST COMPANY                  | 20,668,476         | 0.69              |
| 9.    | THE BANK OF NEW YORK MELLON                          | 17,734,564         | 0.60              |
| 10.   | VAYU1 by MFC Asset Management Public Company Limited | 12,981,750         | 0.44              |
| TOTAL |                                                      | 2,390,585,724      | 80.38             |

Remark:  
<sup>1)</sup> The information of Thai NVDR Co., Ltd. Can be found the SET website <https://www.set.or.th/en/market/product/stock/quote/advanc/> major-shareholders of Thai NVDR Co., Ltd. holding Non-Voting Depository Receipt: NVDR, are ineligible for voting at shareholders' meeting but will not vote unless the meeting has been called specifically to consider delisting.

## (b) Major shareholder whose behavior can influence when determining policy or handling operation, are

1. **Intouch Holdings Plc** holds 40.44% in AIS. Major shareholders of Intouch Holdings Plc. are as follows:

| No. | Name                                            | Number of shares | Percentage of investment |
|-----|-------------------------------------------------|------------------|--------------------------|
| 1.  | GULF ENERGY DEVELOPMENT PLC <sup>1)</sup>       | 1,493,481,506    | 46.57                    |
| 2.  | SINGTEL GLOBAL INVESTMENT PTE LTD <sup>2)</sup> | 801,328,970      | 24.99                    |
| 3.  | THAI NVDR COMPANY LIMITED <sup>3)</sup>         | 212,016,010      | 6.61                     |
| 4.  | SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED    | 65,812,378       | 2.05                     |
| 5.  | SOCIAL SECURITY OFFICE                          | 44,840,200       | 1.40                     |
| 6.  | MR. PERMSAK KENGMANA                            | 30,823,100       | 0.96                     |
| 7.  | STATE STREET EUROPE LIMITED                     | 25,567,404       | 0.80                     |
| 8.  | KIATNAKIN PHATRA BANK PLC.                      | 18,911,400       | 0.59                     |
| 9.  | BANK OF AYUDHYA PLC.                            | 16,441,100       | 0.51                     |
| 10. | RAMKHAMHAENG HOSPITAL PLC.                      | 9,000,000        | 0.28                     |

Remarks:  
<sup>1)</sup> Gulf Energy Development Plc. (GULF) is a holding company listed on the Stock Exchange of Thailand (the SET). GULF's major shareholders can be found in Form 56-1 One Report for the year 2022 on the SET website ([www.set.or.th](http://www.set.or.th)).  
<sup>2)</sup> Singtel Global Investment Pte. Ltd. is an indirect subsidiary of Singapore Telecommunications Ltd., of which Temasek Holding Pte.Ltd. holds 50.29% [Source: Singapore Telecommunication Ltd.'s Annual Report for 2022].  
<sup>3)</sup> The information of Thai NVDR Co., Ltd. Can be found the SET website ([www.set.or.th](http://www.set.or.th)).



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2. Singtel Strategic Investments Pte Ltd holds 23.31% directly in AIS. The shareholder of Singtel Strategic Investments Pte Ltd is;

| Name                                | % of shareholding |
|-------------------------------------|-------------------|
| Singtel Asian Investments Pte Ltd * | 100.00            |

Remark:  
\* Singtel Asian Investments Pte Ltd is 100% hold by Singapore Telecommunication Limited (Source: Accounting and Corporate Regulatory Authority (ARCA), Singapore as of 31 December 2022)

(c) Agreements between major shareholders and the Company concerning topics which affect the issuance of securities or management of the Company's operations.

- None -

Relationship with the major shareholders

The major shareholders of AIS are Intouch Holdings Plc. and Singtel Strategic Investments Pte. Ltd. Intouch Holdings Plc. operates its business by investing in the telecommunications, media, technology (TMT), and digital business through which it acts as a holding company. Singtel Strategic Investments Pte. Ltd. is a global telecommunications investor. Both major shareholders maintain their respective roles in setting policy and directions for AIS through the Board of Directors.

Singtel has a long-standing experience in telecommunications and has been active in many markets, especially in Asia, which has helped broaden AIS' perspective and stay abreast of the key industry movement globally. Several businesses within Singtel also present opportunities for mutual support with AIS, particularly in the digital services for consumers and corporate clients such as collaboration to develop solutions for enterprise or ecosystem platforms for 5G and IoT. These services require cooperation at the regional level and thus allow for mutual strengthening and the expansion of customer bases and other business developments.

Intouch Holdings Plc. is a holding company that focuses on investments to help support AIS sustainable growth. This also includes seeking new investment opportunities for AIS to invest as appropriate. In addition, GULF Energy Development Pcl., the major shareholder of Intouch Holdings, holds the experience and expertise in energy and infrastructure businesses that will enhance the further business collaboration opportunities between AIS and Gulf in a digital age taking advantage of the energy infrastructures. The business includes Data Center Business which collaborates expertise and know-how from Singtel, Gulf's experience in energy management, and AIS's telecommunication strengths.



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## Dividend Policy

The Company aims to pay dividend at least 70% of consolidated net profit twice a year. The first of which shall be paid as interim as a result of operation during the first half of the year as approved by the Board of Directors and will be reported to the next general meeting of shareholders whereas the remaining thereof as annual payment which shall be approved by shareholders' meeting as a result of operation in the second half year.

As regards each subsidiary, dividend payment shall be based upon its operating results, financial conditions and other material factors.

In all cases, dividend payment shall be depending on cash flow, investment plan including any other future obligations of the Company and/or subsidiaries. Such dividend shall not exceed the retained earnings of the Company financial statements nor adversely affect the Company and subsidiaries ongoing operations.

Historical Dividend in 5 consecutive years is as follows:

| Historical Dividend                             | 2018 | 2019  | 2020 | 2021 | 2022 |
|-------------------------------------------------|------|-------|------|------|------|
| Total Dividend Payment (Baht per share)         | 7.08 | 7.34  | 6.92 | 7.69 | 7.69 |
| 1. Dividend from the first-half-year operation  | 3.78 | 3.78  | 3.24 | 3.45 | 3.45 |
| 2. Dividend from the second-half-year operation | 3.30 | 3.56  | 3.68 | 4.24 | 4.24 |
| Earnings per share                              | 9.98 | 10.49 | 9.23 | 9.05 | 8.75 |
| Dividend Payout Ratio                           | 71%  | 70%   | 75%  | 85%  | 88%  |

## Debenture

As of 31 December 2022, the Company and subsidiaries have a total of 7 outstanding debentures under the Advanced Info Service Public Company Limited and Advanced Wireless Network Limited Company. The debentures are traded on Thai Bond Market Association with terms between 5 to 10 years, which will due between 2023 to 2031. The debenture's fix annual interest rate ranges between 1.58% to 4.94% and the outstanding amount is 37,138 million Baht. The debentures received a credit rating of AA+(tha) from Fitch Ratings indicating high quality investment with very high credit quality and very low credit risk.

Refer to note to financial statement no. 19

## Bill of Exchange

There is no outstanding bill of exchange as of 31 December 2022



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# Nature of Businesses

## Revenue Structure by Service Type

|                                                       | 2020           |              | 2021           |              | 2022           |              |
|-------------------------------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                                                       | Million Bt     | Percent      | Million Bt     | Percent      | Million Bt     | Percent      |
| <b>1. Service revenue</b>                             | <b>143,316</b> | <b>82.9</b>  | <b>144,791</b> | <b>79.8</b>  | <b>146,009</b> | <b>78.7</b>  |
| 1.1 Mobile communication business revenue             | 118,082        | 68.3         | 117,244        | 64.7         | 116,696        | 62.9         |
| 1.2 Fixed broadband business revenue                  | 6,959          | 4.0          | 8,436          | 4.7          | 10,064         | 5.4          |
| 1.3 Other services revenue                            | 4,552          | 2.6          | 5,291          | 2.9          | 6,274          | 3.4          |
| 1.4 Interconnection (IC) and equipment rental revenue | 13,722         | 7.9          | 13,820         | 7.6          | 12,976         | 7.0          |
| <b>2. SIM and device sales revenue</b>                | <b>29,574</b>  | <b>17.1</b>  | <b>36,542</b>  | <b>20.2</b>  | <b>39,476</b>  | <b>21.3</b>  |
| <b>Total revenue</b>                                  | <b>172,890</b> | <b>100.0</b> | <b>181,333</b> | <b>100.0</b> | <b>185,485</b> | <b>100.0</b> |



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# Type of products and services

AIS's core business can be divided into four areas as follows.



## Mobile Business

- Prepaid and Postpaid mobile communication services on 5G, 4G, 3G, and 2G networks
- Mobile phone and IT related accessories sales
- International roaming and international calls



## Fixed Broadband Business

Fibre broadband internet through fiber optic technology for household and SME customers



## Enterprise Business

- Data network services for corporate customers
- Cloud computing and data centers for corporate customers
- Cybersecurity services
- Internet of Things or IoT
- ICT solutions
- AIS 5G for businesses
- Services for SMEs



## Digital Service Business

- Video platform and contents
- Mobile financial services
- Digital insurance platform service
- Other Digital platforms



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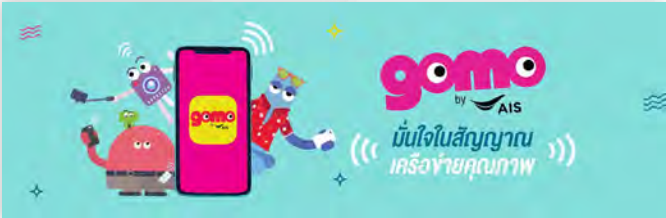
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Mobile communication business

AIS provides mobile telecommunication services on 5G, 4G, 3G, and 2G networks under the telecommunications spectrum licenses granted by the NBTC. AIS currently holds a total of 1,450 MHz spectrum bandwidth, comprising 26 GHz and 2600, 2100, 1800, 900, and 700 MHz.

At present, AIS's networks reach over 98% of the Thai population. In 2022, AIS continually extended its 5G network covering over 85% of the population and more than 99% of those in Bangkok. AIS also launched its 5G service in key areas across the 77 provinces of Thailand, including over 99% of the Eastern Economic Corridor (EEC), in accordance with the 2600 MHz license conditions stipulated by the NBTC.

AIS offers both mobile voice and data services under prepaid and postpaid plans. At present, AIS has a total customer base of more than 46.0 million subscribers, divided into 13 million postpaid subscribers and 33 prepaid subscribers. In addition, AIS has launched a comprehensive online postpaid service under the 'GOMO' brand to penetrate the younger generation segment looking for services provided through online channels. More information on GOMO is available at <https://gomo.th>



Home broadband internet business



AIS started its fixed broadband business under the brand "AIS Fibre" in 2015, using fiber optic technology. Building on the existing best fiber network for its mobile business, AIS Fibre network has grown exponentially. In 2022, AIS Fibre covered 8.8 million households in 77 provinces across Thailand with more than 2.2 million subscribers. The Company was committed to becoming the leader in service quality by differentiating itself from competing businesses under the concept "Elevating the service quality to offer reliable internet connection with 24-hour access". To maintain the standard of "Quick service response time within 24 hours", AIS was relentless in taking good care of home internet customers encompassing three underlining standard dimensions: 1) solving customer service problems within 24 hours 2) installing home broadband internet within 24 hours, and 3) scheduling a support appointment to deliver a seamless experience and convenience for customers. The AI-Powered Smart Router coupled with VIP services was offered to deliver the best service to meet every application service by managing an appropriate WiFi quota for the application of each family member. Added to this was the introduction of a high performance router that can accommodate up to 2Gbps speeds for the first time in Thailand. Apart

from the home internet service via fibre optic, AIS Fibre has also provided world-class content, enabling customers to watch movies, sports, and other entertainments via AIS PLAYBOX. AIS aims to offer a complete range of services including home internet, mobile internet, access to world-class content, and the use of unlimited AIS Super WiFi. Visit <https://www.ais.th/fibre/en/> for further details.

Enterprise business

Data network services for corporate customers



AIS provides a comprehensive data network service to corporate customers, including the AIS Fibre broadband connection, suitable for general use by SMEs, and corporate internet for enterprises requiring high internet quality with guaranteed performance, as well as private network service based on multiprotocol label switching (MPLS), an international private leased circuit (IPLC) service and a wireless connection service through wi-fi and 4G technologies.



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Beyond the fundamental data network services, AIS also offers enhanced solutions with advanced technologies, such as SD-WAN, which optimizes the use of applications, the managed network service, which involves AIS experts in network management, and the utilization of 5G in the business sector through the 5G FWA service, which improves network stability and quality to be on par with those achieved by a wired connection but allows for more convenient and faster installation.

More information is available at <https://business.ais.co.th/solution/en/network.html> and <https://business.ais.co.th/5g/en/fwa.html>.

➡ Cloud computing and data centers for corporate customers

**AIS Cloud**

**COMPUTE**

- Smart & Secure
- Anywhere
- Agile / Hybrid

**CONNECT**

- Intelligent
- Low Latency
- Reliable

**COMPLETE**

- End-to-End Service
- Cloud Ecosystem
- Partnership

Today, cloud computing technology is playing an increasingly important role in organizations, companies, and government agencies, serving as an enabler for new and emerging technologies. In addition to enhancing work capability and competitiveness, cloud technology helps manage operating costs to increase investment efficiency without the need for continued investment in new devices as before.

As such, it is of great benefit for organizations looking to reduce IT costs and yet retain a highly stable and secure IT System to address the organization's application needs. AIS Business Cloud offers a new alternative for corporate customers keen to shift toward digital transformation. As a provider of complete cloud computing solutions, AIS pledges to continually broaden the scope of its collaboration with world-class partners in the development of cloud services and solutions. In 2022, AIS launched "AIS CloudX", an intelligent cloud ecosystem that enables businesses to develop cloud infrastructure as well as applications and solutions that require fast processing for mission-critical projects or work demanding low latency. The Company also teamed with VMware to be Southeast Asia's first provider of sovereign cloud which ensures the highest security standard while reducing costs and system design complexity. Ideal for businesses that need to store data locally or under the oversight of specific agencies. To complete a full cloud service, AIS joined hands with CISCO to provide a cloud security service, a cloud-based cyber security system, to allow the Thai business sector to have the capability to cope with cyber threats in the organizations along with reducing costs in operations and cyber security.

For the data center business, the Company operates a total of 11 data centers nationwide in the form of a carrier-neutral data center which allows for interconnection between multiple carriers to provide more options for customers. The centers are certified to international standards for cyber security, management, and environmental management. Manned by engineers on a 24-hour basis, the centers provide complete connections, both domestically and internationally, enabling corporate clients and SMEs to reduce their IT costs and facilitate effective management with maximum security.

Moreover, AIS joined forces with Gulf Energy Development Public Company (GULF) and Singapore Telecommunications Limited to establish AIS DC Venture. The objective was to jointly develop the data center business in Thailand in response to the expanding digital infrastructure fueled by the growing demand of the business sectors and organizations both at home and abroad to incorporate digital technologies into their operations. This has brought about the need for large data storage and more efficient data processing. The data center business is dedicated to creating greenfield data centers, using advanced and safe technologies in their management. At the same time, the business pledges to maximize energy efficiency through the use of alternative energy to reduce greenhouse gas emissions in support of sustainable digital economy development in Thailand.

More information is available at <https://business.ais.co.th/cloud/en/index.html>.

➡ Internet of Things (IoT)

Services & Ecosystems from **AIS IoT** for your business

**Hardware**

- Development Kit
- Chipset/Modules
- eSIM

**Connectivity**

- 4G-LTE/MTC
- 3G/4G/NextG
- Fibre
- APIs

**Platform**

- Connectivity Management Platform
- Development Management

**IoT Solutions**

- Vehicle Management
- Car Telematics
- Smart Asset Management
- See More



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AIS provides a suite of IoT services that encompasses various elements in the IoT ecosystem ranging from R&D to ready-made business solutions. AIS emphasizes on building the network foundation for all IoT solutions, such as the 3G and 4G networks for highly efficient broadband devices, the NB-IoT network for devices needing less power consumption, and the 5G network for solutions requiring high reliability and low latency. AIS also offers IoT device management platform as well as IoT network for high security solutions such as for finance and banking, distribution and logistics, and the manufacturing industry.

In addition, AIS provides a wide type of devices and development tools, ranging from the DEVIO Series, which supports connection through an NB-IoT network, to the AIS 4G Board, which supports the 4G connection widespread in Thailand. The devices and tools offered are compatible with the Microsoft Azure IoT Suite that help accelerate and safeguard application development and improve the ability to manage data on the Microsoft Cloud platform.

Additional information is available at <https://business.ais.co.th/iot/en/>.

➡ ICT solutions



AIS provides ICT solutions through CSL, a subsidiary who has long-standing experience in serving various enterprises in public, private, industrial, commercial, or educational sector. CSL offers services on the digital workplace, network infrastructure, wi-fi, hybrid office security, as well as managed service that covers consultation, maintenance, problem-solving, device replacement, and planning.

Through its collaboration with leading business partners and technology providers, such as CISCO, Dell, Fortinet, and HPE, CSL is able to deliver end-to-end solutions to corporate customers, including after-sales services provided by certified engineers.

Investors can visit <https://csl.co.th/Web/index.aspx> to find additional information on AIS's ICT solution services.

➡ AIS 5G for businesses



AIS 5G serves as a digital infrastructure for businesses with new capabilities that can address the unique requirements of different industries and for the purpose of digital transformation. AIS offers various 5G services including 5G mobile broadband, 5G infrastructures and platforms, such as the 5G FWA wireless broadband, network slicing, MEC, and private networks for the development of applications for businesses. Other services include 5G Horizontal Solutions, such as AR/VR, robotics, and video analytics, and 5G Vertical Solutions, which can be customized

for specific industry such as manufacturing industry, transportation and logistics, property development, and retails

AIS focuses on establishing collaboration with partners to create an ecosystem for the development of 5G solutions that meet various needs of the business sector and offer practical application. AIS has formed partnerships with technology experts at both national and international levels for joint development on the 5G platform and with industry experts to gain a deeper understanding of the business needs and to trial, assess, and modify a technology or solution in order to build a business model that supports feasible application over the long run.

More information is available at <https://business.ais.co.th/5g>.

➡ Services for SMEs



AIS promotes and supports small and medium enterprises, or SMEs. Under its 'AIS SME 7S' or 'Trusted Companion for All SMEs' concept, AIS 'facilitates' business expansion with various offerings responsive to all types of SMEs, build 'confidence' with solutions delivered through first-rate networks, and provides 'comprehensive' services managed by experts in tandem with special privileges to enable continuous growth.



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AIS SME 7S comprises seven strands. 1) SME Mobile Service enables smooth, uninterrupted communication with complete coverage of all 5G and 4G frequencies across all areas and caters to the needs of different businesses with various packages. 2) SME Internet Service reaches all areas and is available in great variety of options to support business operations, including broadband fiber-optic internet equipped with a MESH wi-fi service to optimize signals and a wi-fi log to store user data in accordance with the law and for the purpose of future data analytics. 3) SME Digital Marketing Service provides comprehensive digital assistance across all marketing communication media, such as outsourced contact centers and professional online ads. 4) SME IT & Digital Solutions offers overarching, reliable IT services and special solutions, such as SME Smart MPBX, SME Cloud PBX, and ICT Solutions. 5) SME Digital e-Service serves businesses in the digital era through such offerings as AIS e-Biz shops, e-Bill, e-Withholding Tax, and e-Payment, among others. 6) SME Special Privileges includes AIS Biz Up for SME businesses, AIS Points for all AIS customers, and AIS Serenade for loyal AIS customers. 7) SME Strategic Partnership promotes and coordinates the establishment of partnership with AIS to boost business potential, sales volumes, and organizational growth.

Additional information on services for SMEs is available at

<https://business.ais.co.th/sme/en/index.html>.

## Digital service business

AIS is committed to developing its digital services to respond to fast changing consumer demand, especially in the new normal era stemming from the COVID-19 pandemic. Through collaboration with partners specializing in different types of digital services, AIS's digital service business focuses on the following three areas.

### VDO platforms



AIS' VDO platform offers various services covering free TV and on-demand streaming services with variety of entertainment content, such as movies, series, music, karaoke, games, and e-sports. The platform is broadcasted via the AIS Play application, available on mobile and tablet devices, and the AIS Playbox, available to AIS Fibre home internet subscribers.



Through our collaboration with various partners, AIS provides an over-the-top (OTT) service renowned for its rich content variety. AIS is the sole authorized Disney+ Hotstar partner in Thailand, streaming Hollywood movies and series on a monthly or discounted yearly package basis. Also, AIS delivers both live and on video-on-demand (VOD) platform content from Netflix, CNN, BBC World News, BBC Lifestyle, VIU, iQIYI, BeIN Sports, and free digital and satellite TV channels.



In the past year, AIS further enhanced customer experience with integrated 5G technology through its AIS 5G AR/VR application, which utilizes the high-speed and low-latency property of 5G to enhance viewers' virtual reality (VR) experience. The application offers six types of content: 1) music, auditory experience with VR 180/360-degree, 2) star dating, allowing customers to be up close and personal with the celebrity through VR, 3) travel, for trips locally and abroad, 4) wellness, bringing virtual workout classes to home, 5) education, widening knowledge on the history and background of important landmarks in Thailand, and 6) Play News, featuring the 'Reporters on the Ground' special scoops reported through VR technology.



More information is available at <http://www.ais.co.th/aisplay> and <https://www.ais.th/5G/en/>.



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## → Mobile financial services

In support of the public policy on the development of national e-payment infrastructure to promote and build towards a cashless society, AIS has allied with both domestic and international partners to diversify into cross-border mobile payment services. Such services allow customers traveling to Asian destinations to settle bills in their own currency through e-wallets, addressing the concerns over exchange rates or cash carry.

In addition, AIS offers mobile money platform service to both corporate customers through its Advanced mPAY Company Limited (B2B). For corporate customers, mPAY offers a comprehensive mobile payment platform that enables corporate to have an e-wallet for customer payment, without owned investment in the system or the need to process an operating license approval.

For more information, log on [www.ais.co.th/mPAY/gateway](http://www.ais.co.th/mPAY/gateway).

## → Other digital platforms

### • Digital marketing



Leveraging its collaboration with AD Venture Public Company Limited and Teleinfo Media Public Company Limited (CS Loxinfo's subsidiary) and its large customer base of 44 million subscribers, AIS provides digital marketing solutions to corporate customers to enhance their

access to consumers in the digital age, including the location-based SMS platform, which permits directing ads at customers in target areas, the Thailand Ads Network (THAN), which assembles a collection of ad spaces from Thailand's 100 most popular websites. AIS's digital marketing solutions comprise a wide array of services, ranging from digital content creation, website and mobile application development, social media management, and digital advertising media management, to turnkey marketing campaign solutions.

### • Insurance



With the trend of consumer moving toward online purchase of products and services through social networks on mobile devices, AIS sees the opportunity to facilitate its customers in acquiring insurance products by diversifying into an insurance broker business under the name 'AIS Insurance Service', operated by Advanced Digital Distribution Company Limited. AIS Insurance Service guarantees greater convenience, safety, and simplicity throughout the purchase process, and also provides a wide variety of offerings, including domestic and international travel insurance, accident insurance, health insurance, car insurance, and life and health insurance. To bring further convenience, AIS Insurance Service offers the option of mobile insurance purchase and accepts

premium payment through top-ups, monthly installments, credit/debit cards, and e-wallets. Also, insurance plan pricing is designed to suit the purchasing power of different consumer groups to ensure their access to insurance products.



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# Distribution and Sale Channels

AIS distribution channels are divided into 5 main categories as follows:



1.

**AIS Shop** The service centers are operated by AIS and selected high potential distributors in a total of 222 locations. AIS Shop offers the most comprehensive range of products, services, and after sales services of all the distribution channels. It is strategically located in densely populated urban areas and focuses on maintaining the superior brand image of AIS products and services.
2.

**Distributors** AIS cooperates with a variety of distributors to meet the needs of a wide range of customers throughout the country. "AIS Telewiz" is a high competency distributor with over 396 locations in city areas and serves under the AIS brand. "AIS Buddy" accesses district and sub-district areas through more than 1,117 branches. AIS also distributes our products and services through other retail outlets and modern trade retailers such as JAYMART Group, TG Fone Group, and Central Retail.
3.

**Wholesaler** AIS appointed Advance Distribution Partnership (ADP) wholesalers by area nationwide. The ADPs facilitate the efficient distribution of products such as SIM cards and mobile phones to more than 16,300 retailers across the country.
4.

**Direct Sales and Telesales** Focusing on postpaid customers acquisition, this channel makes product offering faster and more efficient while providing a direct approach to target groups. Examples of direct sales include sales booths or activities in the targeted areas. On top of this is the "AIS Easy App", which is designed to support sales, allowing sales teams to promptly sell products and services and complete customer registration with better efficiency. In the previous year, telesales was introduced to provide a direct sales channel via the Call Center, a particularly convenient channel for customers during the COVID-19 pandemic.
5.

**Online Channel** The channel is dedicated to promoting customers self-service via the AIS website, AIS Online Store, myAIS application, Kiosks, Chat and Shop, Social Commerce and E-Marketplace. MyAIS has been upgraded to provide greater convenience as a one-stop application, its Express Service function provides the same range of services as an AIS Shop while the AI assistant Aunjai feature provides personalized End-to-End support 24 hours a day. In addition, myAIS application also offers retails SIM cards and facilitates applications for AIS Fibre home internet, providing a convenient channel for existing customers to take on further AIS services.



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## Customer Relations Management

Committed to being a leading digital service provider, AIS manages the customer service with the concept "Number 1 service from our hearts for digitizing your life", combining a deep understanding and care for customers integrating the use of both technologies and human touch. Our customer service places focus on speed, convenience, personal data privacy, self-service ability and personalization to differentiate our customer experience. AIS' customer relations management combines the following tools and programs:

**Main channel for customer support via the myAIS application:** myAIS application is AIS' main channel for customer support with the highest frequency of visits. By providing quick, easy, and complete range of services, the application saw a 16% increase in transactions in 2022 from the previous year with a total of 10 million subscribers being regular users. The application also offers services to customers of different nationalities and languages such as Thai, English, Burmese, and Cambodian.

In 2022, myAIS application was further developed toward being an Everyday Lifestyle Application through the adding of a diverse array of services including packages, customer services, and privileges to facilitate customers and enable them to carry out more transactions by themselves. Over the past year, myAIS application underwent the following developments:



### → AIS Fibre Network Assistance

provides assistance to AIS Fibre home internet and AIS PLAYBOX users with network issues through automatic smart troubleshooting which can solve over 40 internet connection problems, allowing for the quick solution backed by repair appointment and repair status check services. The services which are available 24-hours a day allow users to fix initial problems without the need to contact the call center. As at 2022, 70% of issues surrounding user connectivity was solved through the automatic smart troubleshooting on the application.

### → Ask Aunjai AI Virtual Agent

is a smart personal assistant that takes care of customers for each part of the main menu. It is capable of providing instant information, recommending a package appropriate for each customer as well as customizing privileges that match customer lifestyles. The personal assistant significantly reduces the workload of call center staff. As at year end 2022, the number of service transactions rose 27% while only 0.80% of those transactions with more complex queries were directed to the call center staff.

### Privileges for Customers via AIS Privileges and AIS Points

Based on the strategy to add value to its products and services, AIS is committed to offer benefits provided by both AIS and its partners, addressing customer lifestyles across various segments. At present, AIS has over 30,000 partners and more than 500,000 shops linked with the Tung Ngern application participating in the Point Pay program across Thailand. AIS customers can redeem their AIS points for a cash discount on a wide ranges of products and services, encompassing food/beverages, shopping, traveling, entertainment, well-being, prize giveaways, free mobile/internet packages, AIS premium goods, LINE stickers, games, food delivery discounts, and etc. In 2022, AIS upgraded the AIS Points to AIS Points Plus, collaborating with partners with a points program such as Bangchak Points by Bangchak Group, Citi Rewards Points by Citigroup, and



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K Point by Kasikorn Bank. The program allows AIS customers to connect their partner points account to redeem further exclusive privileges. Currently, 22 million AIS subscribers have participated in AIS Points and with over 50 million redemption transactions annually.

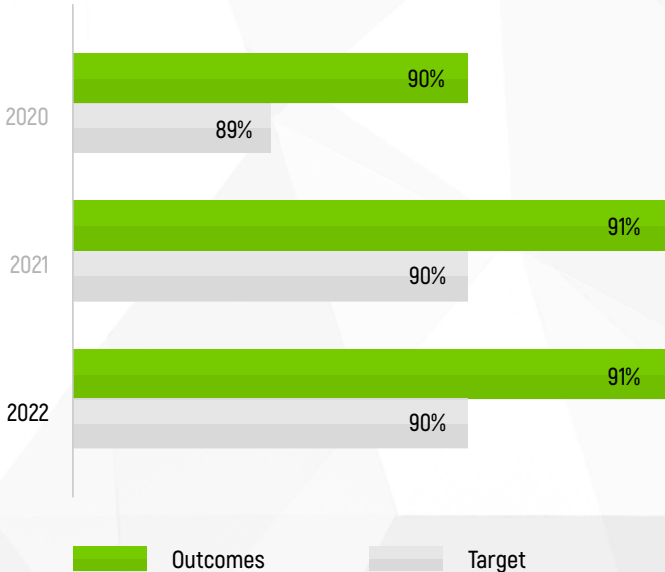
**AIS Serenade** is an exclusive privilege program that offers extra benefits for AIS customers who have high usage including a long service period as prescribed in the criteria. Having continued AIS Serenade for 18 years, the program is designed to deliver superior services and privileges to these customers categorized by lifestyle into 4 areas: 1. **Special Experience** (Serenade Club, personal assistance, parking services, airport privileges); 2. **Digital Life** (discounts for smart phones and gadgets); 3. **Inspirational Activities** (entertainment activities such as concerts, stage plays, and inspirational activities to grow the business); and 4. **New Experience** (traveling and dining experiences). This enables us to better serve the next normal lifestyles of our 6.1 million Serenade members.



**Personalization** privileges based on the big data work on consumer behaviors analysis to gain insights into customers' needs. A data analytic model is then used to select privileges from 30,000 partners to precisely match the needs of each customer. Also, AIS has developed Contextual Interaction to deliver privileges at appropriate periods of time.

**Customer satisfaction measurement:** AIS observes customer satisfaction across numerous platforms, including rating via telephone call, surveys in our service shops, and questionnaires arranged by a contracted external agency. These ratings assess the quality of services at our shops, dealers, and automated service machines, including the measures of the likelihood for our customers to suggest AIS and our services to others, and are used to continuously improve our services. As a result, AIS was able to achieve the customer satisfaction goal of 90% for the year 2022.

Customer Satisfaction score



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# Procurement of Products and Services

## Spectrum

Currently, AIS operates its mobile business with a total spectrum of 1,450 MHz (2x75MHz on FDD technology and 1,300 MHz on TDD technology). 1,420 MHz of spectrum licenses are granted by the NBTC to Advanced Wireless Network Co.Ltd. (AWN), a subsidiary, while another 2x15MHz comes under the partnership agreement between the NT(TOT) and AWN.

Details for the spectrum licenses are provided under the topic "Assets used in operations", [Page 44](#).

## Network equipment procurement

AIS adheres to a "multi-vendor policy" to avoid dependency on any single supplier. Equipment vendors and AIS work together to align plans for equipment and service development for the optimum solutions and mitigate procurement risk and ensure the on-time delivery of equipment.

To select suppliers, AIS appoints committees to evaluate and assess the most suitable options. Many factors are taken into account such as investment and operating costs, technical assessment, and vendors' technological development plan to make sure that AIS will be able to operate sustainably through evolving technology in the future. AIS selected key network equipment from leading international vendors including Huawei, Nokia, and ZTE. Other parts in the network are supplied by CISCO, Juniper among many others.

## Procurement of Mobile Phones, Equipment and Digital Services

AIS markets mobile phones spanning a range of qualities and price points to satisfy the varied needs of its customers. Most brands purveyed by AIS are well-known in the market and include Apple, Vivo, Oppo, Samsung, Realme, Huawei, and Xiaomi. AIS also markets other IT products, including tablets, accessories, and IoT devices in support of digital communication, the varying lifestyles of its customers, and increasing digital transformation in Thailand from changing customer behaviors. Procurement of mobile phones and IT products is done through collaboration with leading manufacturers to secure a variety of products. In the past year, AIS has begun sourcing and offering more affordable 5G devices for customers such as the Xiaomi, Samsung and RUIO brand, as well as providing special equipment such as AIS VR4K supported for the usage of AIS 5G Play VR, in order to reach the target customer of 4K content enthusiasts. This was aligned with our 5G services, enabling consumers to access the latest technology and to effectively utilize the AIS network.

# Work under progress

-None-



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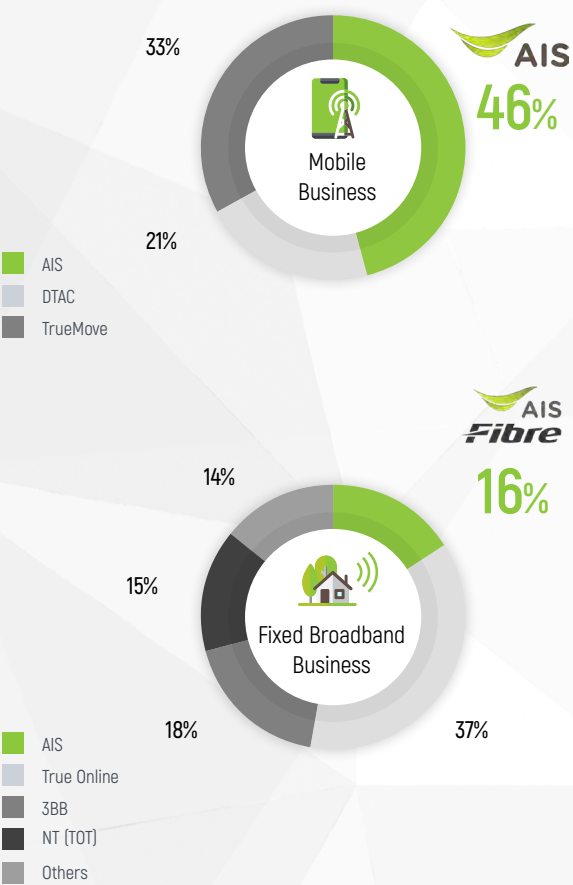
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# Industry Competition in 2022 and Outlook for 2023

## Industry Competition in 2022



Subscriber market share in mobile and fixed broadband businesses

### Mobile Business Continued to Face Price Competition amid Rising Inflation

In 2022, the Thai economy was pressured by rising inflation since the second quarter of the year, directly impacting consumers' cost of living. While this resulted in the dampened purchasing power of those with lower buying power and the vulnerable groups, consumers with high purchasing power seemed to be less affected as a result of the recovery in economic activities as well as tourism and hospitality following the easing of new COVID-19 infections and measures.

The total revenue of the mobile industry remained unchanged, amounting to Bt 320,000 million due to intense market competition, prompted by operators' focus on price competition to maintain their customer bases and expand market shares. As such, they offered unlimited data plans at lower prices for prepaid and postpaid customers, resulting in lower average revenue per user (ARPU) for the industry despite a 6% increase in the number of users, 5% of whom were prepaid customers and 7% postpaid. In 2022, mobile users in Thailand accounted for 150% of Thai population, a increase from 145% in the previous year.

With the strategy to focus on the distinctive quality of products and services, capitalizing on its 5G network marked with excellent quality and broad coverage, AIS managed to record 1.9 million mobile subscribers, a 4% growth year-on-year for both prepaid and postpaid customers. AIS' number of postpaid subscribers outperformed the industry. As at year end 2022, AIS continued to rank No.1 for subscriber market share in the industry at 46%.

### Providing 5G Service and Expanding 5G Network to Accommodate Growing Demand for 5G among Users and Organizations

In 2022, mobile operators expanded their 5G networks to cover 77 provinces. However, key areas with a high density of demand were major cities in different regions such as Bangkok Metropolitan Region and the Eastern Economic Corridor (EEC) which saw higher demand for 5G than elsewhere. Over the past year, 5G adoption reached 6.8 million subscribers. This could be attributable to the rollout of new 5G-enabled handset models at more affordable prices and the operators' introduction of cheaper 5G promotional packages to create reach and drive 5G adoption. Other contributing factors included the changing behavior of consumers with demand for more efficient technologies than the 4G, fueling 5G adoption to grow by leaps and bounds.

In response to the increasing role of 5G for end-users and B2B clients, AIS pledged to develop its 5G network to gain competitive edge in coverage and quality and highlight the efficiency and cost-effectiveness of AIS' 5G products and services for users. On the other end, B2B clients employed 5G technology to develop and streamline efficiency of work processes, increase security, and provide faster responses to problems. In 2022, AIS served as a middle platform between Thai business organizations and developers worldwide in selecting use cases based on 5G technology that best address the application needs of B2B clients. Emphasis is on 4 industries: smart manufacturing & smart factory, smart property, smart transportation & logistics, and retail. The growing importance of 5G-enabled products has been one of the contributing factors driving AIS' long-term growth.



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### Home Broadband Business Witnessed Continued Growth in Response to Thailand's Digital Development

During the COVID-19 pandemic, the home broadband market witnessed solid growth following demand for work and learning online from home in response to changing consumer behaviors and lifestyles. Despite the fall in COVID-19 cases, consumers' rising demand together with Thailand's digital expansion helped drive the growth of the home broadband business. As at year-end 2022, the home broadband industry amounted to Bt 68,000 million, up 2% from the preceding year. The number of home internet increased to 13 million households with the penetration rate reaching 58% of total households in Thailand. Nevertheless, given the higher inflation and cost of living, service providers were pressured to offer low-price packages, starting at Bt 299/month. Discounts were also offered to customers or those switching service providers to maintain customer bases and expand market shares, resulting in the continued decline in the industry's ARPU. In response, service providers were relentless in selecting products and additional services to add value to their products.

Over the past year, AIS offered several value-added services to customers. Examples included fixed mobile convergence (FMC) that allows cell phone sets to function with home internet, providing a variety of content, and adding innovations and technologies that boosted the efficiency of home internet. On top of this was the dedication to developing service quality to ensure maximum customer satisfaction such as 24-hour customer care and problem-solving. The demonstrated commitment resulted in a 22% increase in AIS' home internet users, the industry's highest, in 2022 with a total number of 2.17 million subscribers, accounting for 16% of market share in the home internet industry.

### Building the Digital Ecosystem and Growing alongside Enterprise Clients in Thailand

As businesses from small to large-sized enterprises are rapidly undergoing digital transformation, this has opened up growing opportunities for service providers to generate more revenues from sales of digital enterprise solutions such as cloud products and services, cyber security, data center, Internet of Things (IoT), and ICT solutions. This has brought about steady growth in the enterprise client market. As a host of international players are eyeing entry into Thailand's cloud market, they are likely seeking to form a strategic partnership with a local telecom service provider already with a large customer base to push new technologies to the enterprise client market more quickly. Moreover, opportunities abound for driving new product offerings to accommodate customers adapting to a new normal life that incorporates digital technology into their day-to-day activities such as digital financial services, online medical and healthcare services, and logistics and transportation.

As for the competitive situation in the enterprise client market, since the market is filled with a broad spectrum of products and services, each service provider focuses on the product offerings in which they have the industry expertise and competitive business fundamentals. In the past year, building on a strong relationship with enterprise clients using AIS' telecommunications services, AIS offered cloud and IoT services to support enterprise clients in their digital transformation journey, enabling them to adjust to work processes in the new normal age. This resulted in AIS' revenue from the enterprise business, excluding the enterprise non-mobile business, increasing by 26% in 2022.

### Outlook for 2023

#### Mobile Business Expected to Recover Following Revival of Economic Activity and Purchasing Power amid Slowdown in Inflation

The Thai economy in 2023 is expected to regain momentum, propelled by a surge in tourist arrivals combined with slowdown in inflation as central banks in many countries continue to raise interest rates. The Bank of Thailand has projected the inflation rate to be 3%, down from the surge of 6.3% in 2022. This coupled with a rebound in tourism as forecast by the Tourism Authority of Thailand with the number of foreign tourists in 2023 rising to 25 million will be a key driver behind Thai economic recovery, contributing to higher purchasing power and domestic consumption. Such favorable factors could help drive the overall revenue of the mobile industry.

Price competition continues to pose a challenge to any rebound in revenue within the industry next year. A key factor is the planned merger of the two service providers. In 2022, the National Broadcasting and Telecommunications Commission (NBTC) acknowledged the proposed merger and prescribed measures to regulate the impacts of the deal on consumers. The planned merger and control measures are expected to have material impact on competition in 2023.

For AIS' mobile business in 2023, the Company is committed to delivering the best service to customers, building upon its advantageous network while, at the same time, fostering collaboration with diverse partners to create an ecosystem with various benefits that add value to AIS' services. New packages that bundle AIS' services together will be introduced to increase cost-effectiveness for customers. Such packages are expected to help propel the growth of AIS' mobile business in 2023.



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### 5G Technology Growing Continuously in Terms of Network Expansion and 5G Packages

In 2023, 5G adoption is expected to expand more toward low- and mid-tier customers as 5G-enabled smartphone models with more affordable prices are entering the market in greater numbers, fueling the growth of the 5G market. In response, service providers are likely to roll out more 5G packages that suit the needs of low- and mid-tier customers, leading to a steady increase in the number of 5G subscribers and revenue.

AIS sets its sights on encouraging more users to adopt 5G in 2023 backed by wide-ranging strategies such as a rollout of 5G packages suitable for each group of customers, or packages bundled with a new handset. Aside from general users, AIS anticipates that 5G technology will play a vital role in facilitating the business operations of enterprise clients, expanding the commercial opportunities of 5G services brought about by an increase in the use of solutions and services in the target industries such as long-distance control, real-time tracking systems, unmanned vehicles, and smart factories among others. The efforts align with AIS' role in supporting and facilitating the adoption of digital technology to elevate the work of enterprise clients and grow alongside AIS.

### Home Broadband Anticipating Sustained Growth

The home broadband market in Thailand is expected to sustain its growth as people have increasingly realized the importance of digital lifestyles and rushed to install home broadband during the spread of COVID-19 over the past few years. Another contributing factor is that 58% of households in Thailand have fixed broadband connectivity, demonstrating high growth potential, especially in suburban areas with no access to internet connectivity. Also, service providers tend to roll out a more diverse range of packages, for example, fixed-mobile convergence, home internet packages bundled with IoT devices, and home solution packages to address the digital needs of consumers. Given these positive factors, the number of users and revenue of home broadband business in 2023 are expected to grow robustly.

Another factor that may affect trends in the home broadband industry in 2023 is AIS' acquisition of Triple Three Broadband Internet (3BB) by AWN, a subsidiary of AIS dedicated to providing home internet service. AIS is currently in the process of requesting approval from the National Broadcasting and Telecommunications Commission for this transaction. The deal will expand the AIS subscriber base to 4.5 million and rise to prominence as the second largest internet service provider in the industry. The acquisition will benefit both AIS and 3BB home internet users, allowing them easier access to AIS and 3BB products and services while reducing the costs for expansion of home internet access, which can contribute to digital development in Thailand. The acquisition is slated for completion in Q2/2023.

### Expanding Demand for Digital Technology of the Thai Business Sector

The Thai business sector is likely to face economic volatility and cost pressure well into 2023. However, scores of organizations have incorporated digital technology into their work processes to increase competitiveness and enable efficient organizational management. Following a major transformation of work patterns during the COVID-19 outbreak, organizations in both the government and business sectors have increasingly come to realize the importance of the cloud system and IT services. This has brought about steady growth in multiple services including Cloud, Cyber Security, Internet of Things (IoT), and IT Solution Service. Moreover, the problems related to labor shortage and growing concern over employees' occupational health issues will likely prompt businesses to replace human workers with technology and improve their processes at work to maintain a safe work environment. This broadens the opportunities to present new technologies to businesses going forward.

Anticipating robust growth in enterprise business, AIS strives to deliver products and solutions that help the business sector to achieve digital transformation and build new capabilities to gain competitive advantages regardless of difficult economic situations. Emphasis will be placed on Cloud services and 5G-enabled solutions, which will be a key growth driver of AIS' enterprise businesses in 2023.



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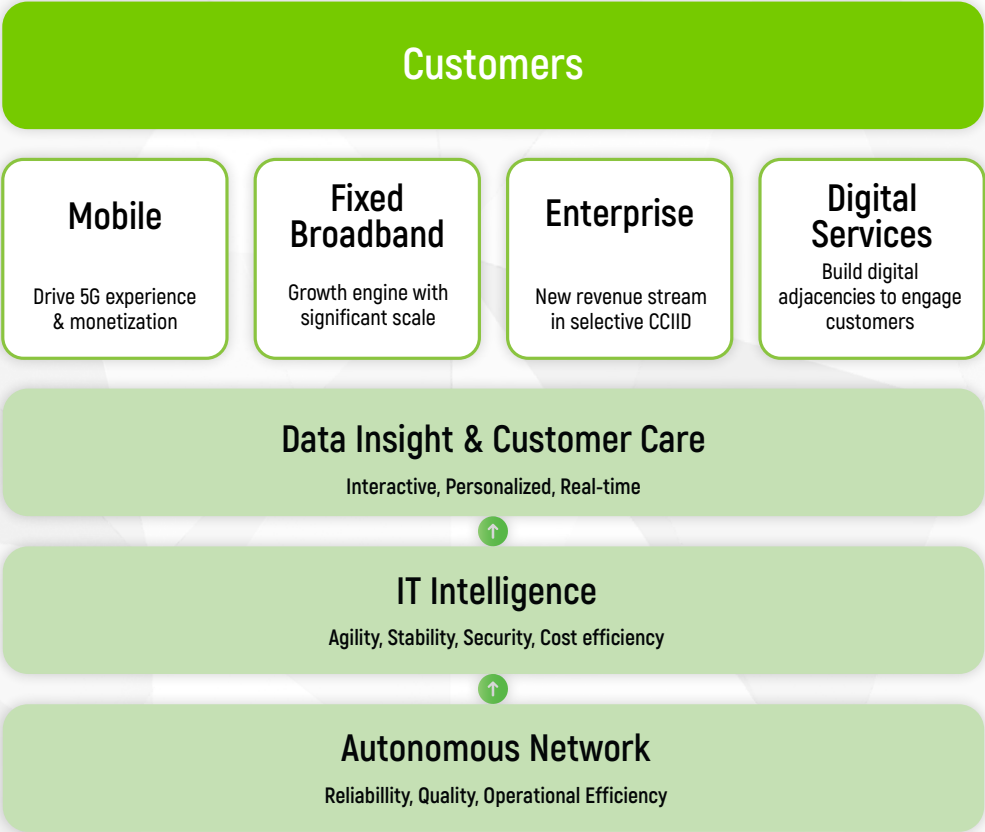
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3-Year Business Direction

Unleash Excellence in Digital Customer Experience



The telecommunications industry provides critical infrastructure for the digital economy, especially the embarkment on a 5G journey that has transformed the provision of technology services. For users, these services provide even faster and more realistic experiences whereas the business sector can adopt the digital processes and 5G technology through multiple solutions to enhance work process efficiency and spur the growth of the business sector amid the increasingly important role of digital technology.

The growing importance of the telecommunications industry and technology have underlined AIS' commitment to drive growth to become Cognitive Tech-Co, focusing on 4 core businesses:

1. Strengthening the mobile business revenue with 5G technology experiences

AIS pledges to enhance the growth of the core mobile business by migrating more customers towards higher 5G adoption. To address the needs of consumers for a superior technology, AIS has invested heavily in developing 5G network coverage and signal strengths in addition to creating new services and content to accommodate and enable 5G technology to bring the highest the network experience for users.

2. Driving growth with expansion in the home broadband business

Following entry into the home broadband market, AIS strives to expand its home broadband network with fiber technology to many areas, cashing in on the strengths in mobile network with the broadest 5G coverage, and to create service quality excellence. The Company's dedication and commitment has enabled AIS to grow continually and further its home broadband business to achieve national coverage after expanding to broader areas and introducing more highly efficient devices and new services that address family lifestyles connecting mobile with fixed broadband and services, home entertainment, and home automation systems.



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3. **Creating a new source of revenue in enterprise business with the focus on Cloud, IoT, and 5G**

For the enterprise business, AIS resolves to take on the roles of enabler and accelerator to push digital transformation and increase the competitiveness of the business and industrial sectors with the focus on the development of Cloud service, Internet of Things (IoT), Cyber Security, and 5G technology that accommodate the work processes of businesses through a wide range of solutions specifically designed to cater to the needs of the clients. The four target industries are Smart Manufacturing & Smart Factory, Smart Property, Smart Transportation & Logistics, and Retail. The Company also collaborates with world-class technology service providers to bring in new products and platforms, in an extension of AIS capabilities and expertise, to be a leading player that brings digital technology to small to large-scale enterprises backed by AIS’ powerful – stable - safe digital infrastructure and specialists with renowned experience and expertise.

4. **Fostering relationships with users through digital business**

In addition to the telecommunications business, AIS sets its sights on delivering new value-added digital services that correspond to consumer lifestyles in the digital era through investment and collaboration with business partners with experience and expertise in specific areas. To that end, AIS focuses to build digital services on its current customer base, providing a wide variety of digital lifestyle services such as digital finance, digital insurance, and lifestyle content among many others. AIS offers these varieties of products via easy-to-use services or platforms that satisfy the needs and provide conveniences for the customers. This will enable AIS to generate

revenue from services in the forms of subscriptions, fees as well as potential revenue from advertising using the customer database on these platforms.

Technological advancements in the digital age have triggered rapid changes in consumer behaviors and needs. In the attempt to enhance efficiency and develop a multitude of products and services that better satisfy consumers’ needs, AIS has defined the direction for the development of three key fundamentals to support business growth in line with the our direction to become Cognitive Tech-co as follows:

1) **Autonomous Network**

with the ability to track, monitor, and respond to changing factors by themselves in advance with precision, thereby minimizing human errors. This creates a superior experience backed by excellent quality for customers and helps maximize process efficiency.

2) **IT Intelligence**

facilitates work in organizations to ensure speed, safety, and stability, enabling them to cope with any situations promptly and manage costs effectively.

3) **Data Insight and Customer Care**

based on the smart IT and network infrastructure will help AIS to analyze the relevant data to rapidly and accurately deliver products and services that meet the real need of each customer, allowing the Company to deliver new values and experiences with quality excellence to its customers.



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# Assets used in operations

The total assets used in operation of AIS business can be divided into three main groups:

- 1. Fixed assets such as network equipment, service shops, office building, and land
- 2. License to operate telecommunication service such as spectrum license and other licenses to operate telecommunication business
- 3. Commercial Agreement such as agreement with NT (ToT and CAT)

The details of significant assets are as at 31 December 2022 as follows;

## 1. Fixed assets of AIS and subsidiaries

| Type of Assets                                                                                           | Type of Ownership | Estimated Useful Life (Years) | Unit: Million Baht |
|----------------------------------------------------------------------------------------------------------|-------------------|-------------------------------|--------------------|
| Tools and equipment for providing telecommunication network and fixed broadband services                 | Ownership         | 3 - 20                        | 271,938            |
| Right-of-use assets                                                                                      | Right-of-use      | 1 -15                         | 73,549             |
| IT equipment                                                                                             | Ownership         | 3-10                          | 12,895             |
| Network under construction and installation for rendering telecommunication and fixed broadband services | Ownership         | -                             | 7,133              |
| Other fixed assets                                                                                       | -                 | -                             | 2,125              |
| Total                                                                                                    | -                 | -                             | 367,640            |
| Less accumulate depreciation/ amortization                                                               | -                 | -                             | (211,527)          |
| Net Book value                                                                                           | -                 | -                             | 156,113            |

Fixed assets of AIS and its subsidiaries had included the financial leases recognized under right-of-use assets. The significant agreements are as follows:

- Lease and related service agreements for office space, cars, computers and base station
- Service agreement related to the national roaming service
- Telecommunication equipment rental agreement for providing telecommunication service
- Telecommunication tower rental agreement



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## 2. License to operate telecommunication service

AIS and its subsidiaries operates 2G, 3G, 4G and 5G network service and other telecommunication services under the spectrum license granted from the NBTC which are Telecommunication business license type 1, Telecommunication business license type 2, Telecommunication business license type 3, Internet Service Provider Type 1, International Internet Gateway and Internet Exchange License Type 2 with its own network.

Moreover, the company including with subsidiaries companies, associated companies and joint venture companies which have electronic money business license and electronic payment service license to operate mobile money services, including prepaid card sales on prepaid systems and electronic wallet.

Summary of Telecommunication Service License granted by NBTC

| Spectrum License                                                                                                                                                                                                                                   | License Fee                                                          | Grant Date  | Grant Period | Expiration  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------|--------------|-------------|
| The right to use 2.1 GHz spectrum <ul style="list-style-type: none"><li>Bandwidth of 2x15MHz</li><li>Provide telecommunication network covering at least 50% of population within 2 years and at least 80% of population within 4 years</li></ul>  | Pay for the license within the time period as specified by the NBTC. | 7 Dec 2012  | 15 years     | 6 Dec 2027  |
| The right to use 900 MHz spectrum <ul style="list-style-type: none"><li>Bandwidth of 2x10MHz</li><li>Provide telecommunication network covering at least 50% of population within 4 years and at least 80% of population within 8 years</li></ul>  |                                                                      | 1 Jul 2016  | 15 years     | 30 Jun 2031 |
| The right to use 1800 MHz spectrum <ul style="list-style-type: none"><li>Bandwidth of 2x15MHz</li><li>Provide telecommunication network covering at least 40% of population within 4 years and at least 50% of population within 8 years</li></ul> |                                                                      | 26 Nov 2015 | 18 years     | 15 Sep 2033 |



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Summary of Telecommunication Service License granted by NBTC (Continued)

| Spectrum License                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | License Fee                                                          | Grant Date  | Grant Period | Expiration  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------|--------------|-------------|
| <div>The right to use 1800 MHz spectrum<ul style="list-style-type: none"><li>Bandwidth of 2x5 MHz</li><li>Provide telecommunication network covering at least 40% of population within 4 years and at least 50% of population within 8 years</li></ul></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Pay for the license within the time period as specified by the NBTC. | 24 Sep 2018 | 15 years     | 15 Sep 2033 |
| <div>The right to use 2600MHz spectrum<ul style="list-style-type: none"><li>Bandwidth of 100 MHz</li><li>Provide telecommunication network coverage on major economic zone of Thailand as follows; (1) At least 50% geographical coverage of the Eastern Economic Corridor (EEC) area within 1 year, (2) At least 50% population coverage of key cities area including Bangkok Metro area, Chiang Mai, Nakorn Ratchasima, Khonkaen, Songkla and Phuket within 4 years from license granted date.</li><li>Provide network based on IMT-2020 (5G) technology of at least 50% geographical coverage of the Eastern Economic Corridor area within 1 year to receive special conditions applied for extended payment term in which 2<sup>nd</sup> – 7<sup>th</sup> installment starts in year 5 - year 10</li></ul></div> |                                                                      | 21 Feb 2020 | 15 years     | 20 Feb 2035 |
| <div>The right to use 700MHz spectrum<ul style="list-style-type: none"><li>Bandwidth of 2x10 MHz</li></ul></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                      | 15 Jan 2021 | 15 years     | 14 Jan 2036 |
| <div>The right to use 26GHz spectrum<ul style="list-style-type: none"><li>Bandwidth of 1200 MHz</li></ul></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                      | 18 Feb 2021 | 15 years     | 17 Jan 2036 |
| <div>The right to use 700MHz spectrum<ul style="list-style-type: none"><li>Bandwidth of 2x5 MHz</li></ul></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                      | 1 Apr 2021  | 15 years     | 31 Mar 2036 |



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### 3. Commercial Agreement

#### Commercial Agreement with NT (TOT)

1. Roaming Agreement

| Company | Significant Terms and Condition                                                                                      | Benefit                                                                                    | Agreement Period | Expiration |
|---------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------|------------|
| AWN     | NT provide roaming service on NT's 2100 MHz spectrum to AWN with terms and conditions as specified in the agreement. | Pay the monthly roaming fee to NT at the rate per subscriber as specified in the agreement | 7 years 5 months | 3 Aug 2025 |

2. Telecommunication Equipment Rental Agreement

| Company | Significant Terms and Condition                                                                     | Benefit                                                                                               | Agreement Period | Expiration |
|---------|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------|------------|
| SBN     | Provide equipment rental to NT, which allows NT to provide mobile service on NT's 2100 MHz spectrum | Receive rental revenue from NT which is subjected to the rate and usage as specified in the agreement | 7 years 5 months | 3 Aug 2025 |

3. Telecommunication Tower Rental Agreement

| Company | Significant Terms and Condition                                                                                   | Benefit                                                                                                     | Agreement Period | Expiration  |
|---------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------|-------------|
| AWN     | AWN rents the telecommunication towers from NT while NT agrees to use the space and maintenance services from AWN | Pay a usage base fee with an estimated total net value for 10-year period of approximately 28 billion Baht. | 10 years         | 31 Dec 2028 |

#### Commercial Agreement with NT (CAT)

4. Telecommunication Tower Rental Agreement

| Company | Significant Terms and Condition                                                                                            | Benefit                                                          | Agreement Period | Expiration  |
|---------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------|-------------|
| AWN     | AWN rents the telecommunication equipment tower from NT while NT agreed to use the space and maintenance services from AWN | Pay the monthly fees for tower rental and other related services | 5 years          | 15 Sep 2025 |

### Policy to invest in subsidiaries and associate companies

AIS invests in subsidiaries and other companies for the purpose of supporting our main business or operating other related services which is beneficial to our business. AIS has appointed directors and executives as our representative in those companies for the purpose of shareholder's benefit and value maximization.



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## Enterprise Risk Management

Risk management is an important process that helps AIS and its group companies (AIS) achieve their objectives and goals as well as appropriately respond to the expectations of various stakeholders. AIS has established an Enterprise Risk Management Policy and Framework applicable to the corporate and operational levels in order to manage and maintain risks at an acceptable level (Risk Appetite). The Enterprise Risk Management framework of AIS consists of the following components.



AIS has fully considered different significant business risks in line with its risk management guidelines, namely Strategic Risk (S), Operational Risk (O) Financial Risk (F), Compliance Risk (C) and Emerging Risk, whereby the Company has clearly identified the details under consideration of various risks; for example, Information Technology Risk (IT Risk), Cybersecurity Risk, Environment, Social and Governance Risk (ESG) as well as sustainability, which is the Company considers an important part of its operational risks. Emerging Risk is the newly identified risk category, which is expected to have a long-term impact on the company's business.



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# AIS Enterprise Risk Management Framework & Processes

The AIS Enterprise Risk Management framework and process are aligned with the integrated framework of the COSO ERM 2017: Enterprise Risk Management Integrating with Strategy and Performance and is applied to business risk management and fraud risk management. The 7 steps in the risk management process are:

- 1. **Set objectives** at both corporate and functional levels, with alignment to the AIS corporate strategy, and are within its risk appetite as approved by the Board of Directors and reviewed annually.
- 2. **Identify** the events that could have a negative impact (risks) on AIS's ability to achieve its goals and targets considering internal factors such as operational processes and human resources, and external factors such as customers, the economy, politics, and regulations.
- 3. **Assess** the identified risks by considering the likelihood of the risk occurring and the potential impact if the risk were to occur. Added to this is the correlation between the impact of any risk and how it could affect another risk.
- 4. **Prioritize risks** with consideration to the degree of importance of each risk and the potential damage to the Company.
- 5. **Plan risk response** measures with consideration to the level of risk involved and the corresponding cost and benefit.
- 6. **Establish control activities** to help ensure that the desired risk responses are implemented as intended and are carried out effectively.
- 7. **Monitor and report** the status of risks and the effectiveness of the risk management process. Reports are to be forwarded to the Audit and Risk Committee, the Executive Committee and the Board of Directors regularly.



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Roles and responsibilities of AIS Risk Management



→ Board of Directors

The Board of Directors is responsible for overseeing overall risk management in accordance with business strategies and objectives by establishing the Company's risk management policy, risk appetite and tolerance, considering key risks and mitigation plans and fostering a risk management culture within the Company.

→ Audit and Risk Committee

The Audit and Risk Committee, appointed by the Board of Directors, is responsible for performing risk oversight to ensure compliance with the Company's risk management framework and guidelines. The Audit and Risk Committee is also responsible for reviewing the appropriateness and effectiveness of the Company's business processes and risk management process.

→ Executive Committee

The Executive Committee is responsible for ensuring that the management manages risks properly at both the corporate level and operational level, as well as overseeing and monitoring the status of the Company's key risks.

→ Risk Management Committee

The Risk Management Committee is chaired by the Chief Executive Officer and comprises heads of the business units. The Risk Management Committee holds quarterly meetings in order to identify and assess new risks and correlations with other identified risks as well as to review and follow up on the accomplishments of its risk management strategy by comparing action plans against their measured results.

The Risk Management Committee reports the risk management results to the Audit and Risk Committee, the Executive Committee, and the Board of Directors on a quarterly basis to ensure that the Company's key risks are closely monitored and managed to an acceptable level and that the Company is able to accomplish its goals and objectives.

→ Risk Management Unit

The Risk Management Unit is responsible for providing advice to the management and employees on implementing the risk management process in accordance with the established framework. It is also responsible for integrating the risk management process into the strategic planning process.

→ Chief Executive Officer

The Chief Executive Officer is responsible for determining key operational strategies, taking into account the Company's risk appetite. The CEO is the ultimate owner of all risk issues of the Company and is responsible for promoting a risk management culture at all levels of employees.

→ Heads of business units

Heads of business units are responsible for complying with the risk management policy and framework, as well as communicating them to employees within their line of work to ensure understanding. They are responsible for identifying, assessing and managing risks associated with their work line in accordance with the Company's established framework and delivering information to the Risk Management Unit.

→ Employees

Employees are responsible for learning and having awareness of risk management and applying the risk management policy and framework to their daily operations.



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Fraud and Corruption Risk Management

AIS has declared its anti-bribery and corruption policy to provide guidelines for directors, executives, and employees at all levels in their performance of duties and to enable the Company to comply with relevant laws and regulations. It also prevents the Company, directors, executives, employees, and stakeholders from performing any act that may violate the laws on bribery and corruption. Additionally, AIS carries out an assessment of risks associated with bribery and corruption every 3 years and has designed the work processes for the involved department to prevent any risks arising from bribery and corruption.

To manage corruption risks, AIS has declared its policy on management of risks arising from corruption to prevent, monitor, report, and manage corruption issues. The policy has prescribed guidelines on managing corruption risks according to the following three aspects:

- 1. **Prevention** – proactively identify, assess, review and respond to all possible acts of fraud in the organization and communicate such issues to employees at all levels to build awareness and understanding of the importance of fraud, corruption and misconduct reporting.
- 2. **Detection** – check or investigate any misconduct or fraudulent case where there is reasonable suspicion.
- 3. **Response** – perform investigation processes through to punishment.

The Company's objective is that directors, executives, and employees are aware of fraud risk and notify the Company of any action possibly leading to

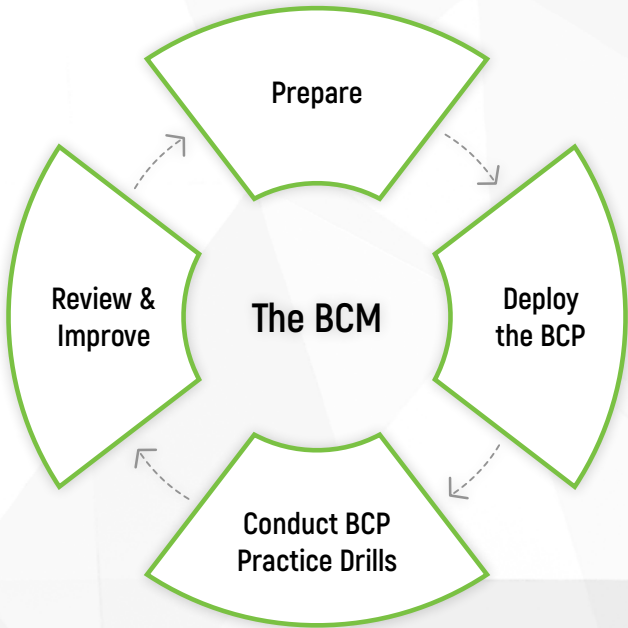
fraud immediately while being ready to fully cooperate in any investigation relating thereto. The Company has appointed a Fraud Risk Management Committee (FRMC) to oversee the policy and fraud risk management process as well as support other functions relevant to developing fraud risk management, including self-management and systematic risk control.

Business Continuity Management

The Company has set in place a business continuity management system in conformance with international standards. The objective is to continue operations in the event of natural disaster or any other situation beyond the Company's control with the potential to cause interruption to its core operating system and a loss of company property and personnel including Critical Business Process at both central and regional levels, including AIS Group and subsidiary companies.

In support of this system, the Company has established the Business Continuity Management policy and manual and appointed the Crisis Management Committee, comprising top executives from each business unit and chaired by the Chief Executive Officer. The Crisis Management Committee is given the responsibility and authority to make decisions during times of crisis, including incident response and overseeing necessary internal and external communication in an efficient and timely manner to ensure the effectiveness and sustainability of the Company's business.

The business continuity management (BCM) process comprises 4 main steps as follows:



- 1. **Prepare business continuity plan:** A business continuity plan must be prepared in accordance with the objectives of business continuity management to enable the Company to cope with the potential impact of a disaster. The plan takes into consideration both the Business Impact Analysis (BIA) and Risk Assessment (RA) to determine the critical service or the critical process of each unit and define the time period that could be endured as a result of disruption before being deemed unacceptable.

- 2. **Deploy business continuity plan:** The approved business continuity plan is to be distributed and communicated to all related parties and understanding must be ensured. This step includes the preparation of resources, both internal and external, that are necessary for the implementation of the business continuity plan.
- 3. **Conduct business continuity plan practice drills:** Business continuity plan practice drills are to be arranged according to a defined schedule and targets. The report results of practice drills shall be reported to the person accountable for the business continuity plan and to the Crisis Management Committee, respectively.
- 4. **Review & improve business continuity management system:** The plan shall be periodically reviewed and improved by the observation from the practice drills to ensure its effectiveness and alignment with the risk level currently faced by the organization.

Overview of Business Continuity Management Framework

AIS has in place a Business Continuity Management System comprised of an Enterprise Business Continuity Plan (Enterprise BCP), Departmental Business Continuity Plan (Departmental BCP) and IT Disaster Recovery Plan (IT DRP). Risk assessment of any threat to the Company must assess both the likelihood of that threat occurring and its impact in order to prepare the Business Continuity Plan at each level as detail below:

- **The Enterprise BCP** by assessing threat that might impact the Company, for coping with the crisis or any emergencies which could adversely affect or damage working facilities or staff.
- **Departmental BCPs** based on the findings of the Business Impact Analysis (BIA), are also in place to manage the situation in the event that any department is not able to perform any process that could directly impact the Company's products or services.
- **IT Disaster Recovery Plan (IT DRP):** The plan has been established to provide a strategy and working process to recover all information technology systems that support critical processes. This includes all of the resources required to ensure business continuity within an acceptable recovery time and to an acceptable operational level.

BCP for critical business process:

The AIS Business Continuity Management Committee has assigned senior executives and heads of related parties to prepare the business continuity plan to ensure continuation of critical business processes that have a direct impact on the Company's ability to deliver its critical services. It is the responsibility of all management and staff to support the activities related to business continuity management. Chief among them are preparation of the business continuity plan, allocation of resources according to the business continuity plan, carrying out practice drills, and reviewing the plan to ensure the effectiveness of business continuity management.

Building an organizational culture of Enterprise Risk Management

To promote a robust implementation of the risk management framework, the Company has put in place various activities to embed risk culture among management and employees, building awareness and understanding of roles and responsibilities to apply risk management in day-to-day operations to enhance their abilities to achieve the Company's objectives and goals. AIS works to foster an organizational culture of risk management by doing the following:

- **Tone at the top**
  - 1. Set clear direction for the Company and communicate through semi-annual performance reviews to ensure employees at all levels have the same understanding and acknowledge the direction and obstacles/challenges of the company's business operations in the short-term and long-term. Management set clear expectations for employees to manage risk to achievement of objectives.
  - 2. Management, as a role model, actively discuss about risk and risk appetite in day-to-day operations and activities.
- **Risk governance and transparency**
  - 1. Management and employees are clear about their accountability for managing risk. These roles are clearly stated in the Company's Risk Management Policy and Manual.
  - 2. Promote open and honest communication among all relevant parties, including risk-related information and incidents.



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## ➔ Risk resources and competence

1. Encourage directors and executives to attend training and development in Risk Management related topics in various forms such as the training programs, knowledge sharing form experts and other activities.
2. Provide knowledge of Risk Management principles to employees via online learning platform (AIS LearnDi) where employee can self-study at their convenience.
3. Publish knowledge-sharing material via infographic, easy-to-understand e-brochures for all employees.
4. Risk Management Unit provides advice to other departments in applying risk management concept to their functions via facilitated risk workshops, risk register template, etc.

## ➔ Decision making and motivation

1. Promote discussion on what risks are acceptable, or not acceptable, and use this information as a basis for decision making process.
2. Integrate risk management with the company's new product and/or service development process. In the feasibility study process, the project owner shall identify the risk factors such as financial risk, regulatory and compliance risk along with related mitigation plans to support the consideration of project approval.
3. The Company plans to integrate risk management into its business plan approval process and performance appraisal.

## Performance results in 2022 and goals for 2023

For its Business Continuity Management System (BCMS), AIS received the ISO 22301:2019 Business Continuity Management System certifications for Cloud service and Co-Location service, certifying it as a company that developed a complete business continuity management system to cope with crisis or disaster, thereby further enhancing the sustainable development of the organization.

AIS has continued to conduct business continuity practice drills for the continuation of critical business processes. In 2022, a drill scenario was fire situation at the Company's main office building resulting in an interruption to the AIS network and services was carried out to test the responsiveness of the business continuity plan in ensuring the continuity of service. The Company places importance on creating knowledge, understanding and awareness of the Business Continuity Management System (BCMS) among employees. Learning materials are prepared both in the form of E-Learning and Infographics to communicate to employees at all levels.

For its Risk Management System, AIS established a risk management process and reported results quarterly, with a focus on emerging risks. AIS incorporated risk analysis and assessment together with the development of business strategies and objectives to enhance awareness and understanding of risk management. The Risk Management Committee presented information relevant to business operations to the Board of

Directors, the Executive Committee, and the Audit and Risk Committee on a regular basis. Other relevant departments also received the information so that they can manage risks in a timely manner.

In addition, the Company focused on providing education and raising awareness on the risk management framework for directors, the management, and employees on a regular basis, to ensure that risk management practices are up to date and in line with current circumstances.

In 2023, For Risk Management implementation and ongoing improvement, the Company continues to apply COSO ERM 2017: Enterprise Risk Management Integrating with Strategy and Performance to all functions. For Business Continuity, the Company applies ISO 22301: 2019 framework for Business Continuity Management System with all business processes ensures that AIS is ready and able to respond to and manage a variety of situations in times of crisis.



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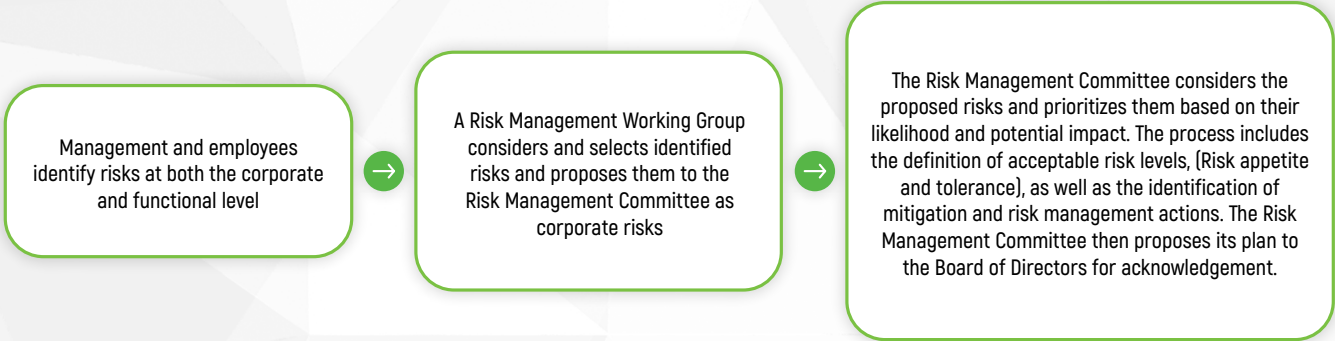
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# Risk factors

Towards identifying risks with the potential to impact the business objectives, goals and opportunities of AIS and AIS group companies, AIS considers the following factors:

- 1. Internal and external factors such as human resources, changes in technology and regulations, customer behaviors and the business environment.
- 2. Extreme events or ongoing conditions that have adverse effects on the Company's work practices or business competitiveness including floods, fires, natural disasters or pandemics.
- 3. Past events, current exposures, and future trends which may affect AIS and its group's business operations.
- 4. Significant movements in the economy, society, and the environment in both the short term and long term.
- 5. The causes of potentially adverse events which may affect AIS and its group's business operations.
- 6. New initiatives or new products and services that AIS is seeking to develop.
- 7. Opportunities to identify new value adding activities.

## Risk identification process



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## Significant risk factors

In 2022, AIS considering risk factors based on Sustainability (Environmental, Social, Governance: ESG) by considering risk factors that are ongoing risks and emerging risks that might occur under the changing environment. It can be classified as follows:

| ESG                         | Risk Category   |                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                 |                                                                                                                                                                                                        |                                                                                                                                                          |
|-----------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | Strategic Risks | Operational Risks                                                                                                                                                                                                                                                                                                                                                        | Financial Risks                                                                                                                                 | Compliance Risks                                                                                                                                                                                       | Emerging Risks                                                                                                                                           |
| Environmental (E)           |                 |                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                 |                                                                                                                                                                                                        | • Climate Change Risk                                                                                                                                    |
| Social (S)                  |                 | <ul style="list-style-type: none"><li>• Risk of Data Privacy</li><li>• Risk from inability to acquire and retain interdisciplinary talents</li></ul>                                                                                                                                                                                                                     |                                                                                                                                                 |                                                                                                                                                                                                        |                                                                                                                                                          |
| Governance and Economic (G) |                 | <ul style="list-style-type: none"><li>• Risk from Intensive Competition in the Market</li><li>• Risk from Technological Advancements and substitution of products and services</li><li>• Supply Chain Risk</li><li>• Risk from Major network Failure or Interruption to Important Systems</li><li>• Risk to Information Security and Threats from Cyber-Attack</li></ul> | <ul style="list-style-type: none"><li>• Risk from Exchange Rate Fluctuation</li><li>• Risks from the absence of a debt covenant ratio</li></ul> | <ul style="list-style-type: none"><li>• Risk from changes in government policies, rules, regulations and orders of regulators</li><li>• Risks Arising from Disputes with Government Agencies</li></ul> | <ul style="list-style-type: none"><li>• Risk from the Potential Consolidation of Main Competitors</li><li>• Geopolitical and Geoeconomics Risk</li></ul> |



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Risks from Industry Regulation and Government Policies

1. Risk from Changes in Government Policies, Rules, Regulations and Orders of Regulators

AIS operates under the supervision of government agencies such as NBTC, the organization responsible for regulating operators under granted license in the telecommunications industry and with the legal authority to issue rules, regulations and orders to regulate licensees. Rules, regulations, and orders issued in the future, such as those that relate to amending tariff structures and service fees or measures for consumer protection, have the potential to affect the Company's business operations, reduce the Company's ability to generate profit and/or increase the cost of services.

For any work directly related to government agencies, AIS has a dedicated unit responsible for regularly monitoring the issuance and change of regulations and reporting such changes to management and coordinating with relevant departments to ensure they are informed promptly and are ready to respond. The unit's role includes acting as an intermediary to coordinate with government agencies and ensuring that it is given all the necessary information on the business impact of regulations. Furthermore, the Company, as a service provider which is a direct stakeholder, is invited to provide opinions and comments on drafts of laws, rules, regulations and/or orders which will be issued for enforcement in the future. Through this unit, the Company also has the opportunity to make comments or suggestions and/or raise concerns or opposition to the enactment of laws, rules, regulations and/or orders in the event that they are deemed likely to have a serious impact on the Company's operations, or to have been unlawfully conducted.

| The Potential Impact of Risks                               | Risk Movement from 2021 |
|-------------------------------------------------------------|-------------------------|
| Business operations, revenue and cost, company's reputation | No significant change   |

2. Risks Arising from Disputes with Government Agencies

In the past, AIS operated a business providing telecommunications services under concession agreement with State Enterprises. This required the transfer of assets which the Company had invested for use in its business operations to government contracting parties as well as the implementation of revenue sharing models at specified rates. Formerly, AIS encountered a number of disputes arising from disagreement in the interpretation of Agreements such as the amount of revenue to be shared. In some cases, NBTC announcements, regulations or orders resulted in impacting upon AIS business operations or concerns for compliance to the extent that it could affect business operation or operating income and/or increase service costs. In many cases, AIS exercised its right under the law to sue the NBTC in a court of law in order to contest the legitimacy of the actions undertaken by the NBTC. (Information and additional details are shown under the topic Legal Disputes)

AIS established a department that is directly responsible for coordinating with government agencies so that the Company as a contract party can conduct its business correctly and in complete compliance with relevant contracts. In the event of a conflict, the Company would enter into negotiations with the aim of seeking a prompt settlement. In the event that the issue could not be resolved through negotiation, the dispute would be entered into the dispute resolution process by the arbitral tribunal as specified in the Agreement. In addition,

the matter would be taken before a court with the jurisdiction to rule a final decision.

| The Potential Impact of Risks           | Risk Movement from 2021 |
|-----------------------------------------|-------------------------|
| Financial status and company reputation | No significant change   |

Operational Risks

1. Risk from Intensive Competition in the Market

The high penetration rate especially in the mobile business limits the subscriber growth and caused the intense price competition for the operators to continue growing their customer base and market share. This includes offering various promotion packages especially the provision of mobile packages bundled with various mobile devices and more prevalently, introducing unlimited data packages to attract customers. These developments limited the revenue growth opportunity while the operators still need to expand their networks to maintain the quality. Hence, resulted in the profitability challenges.

AIS has thus incorporated the following steps into its risk management plan:

- Develop into new technologies such as 5G, which opens up opportunities for products and services that can be differentiated and are more diverse than 4G services, both for residential and corporate customers. This will help generate additional new forms of income.
- Introduce Fixed Mobile Convergence (FMC) products by continually expanding the Company's Fixed Broadband network to enhance network quality and coverage.
- Drive new digital business to offer services related to daily life



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in digital form to customers such as video platform services, insurance service and financial services, etc., which will help create new sources of income.

- Enhance the quality of after sales services and privileges program to build differentiation and gain customer engagement.
- Develop strategies for maintaining the customer base and offering personalized products and services that meet the needs of customers by using Advanced Analytics Tools.

| The Potential Impact of Risks                          | Risk Movement from 2021  |
|--------------------------------------------------------|--------------------------|
| Financial revenue, market share and company reputation | Increasing in likelihood |

## 2. Risk from Technological Advancements and substitution of products and services

Changes and advances in technology, especially digital technology, have enabled new types of products and services, new entrant as service providers, new digital and online channels or even new business models with lower cost structure. These includes platform providers (Over the Top: OTT) of various services such as messaging, music, video and social media, where no investment in telecommunication infrastructure is required and hence has enabled consumers to enjoy more alternative services from OTT with low fees or in some cases for free based on advertising model. Moreover, there has been an increase in new services that may substitute services currently provided by the Company, such as internet service via satellite.

These trends directly affect the business operations of the Company, requiring it to continue to invest in and improve its network while developing and offering products and services that generate revenue

and respond to customer needs. It is imperative for the Company to adapt and develop its business plan to tackle these challenges in order to retain customer base, generate revenue and sustain long term growth.

AIS has incorporated the following steps into its risk management plan:

- Define key strategies, both short-term and long-term, to respond to changing customer behavior and technologies.
- Invest in new business to create new sources of revenue over the long term focusing on new digital business in collaboration with partners and industry experts such as Cloud, IoT, Cyber security, Digital finance.
- Develop and improve existing products and services with advanced technologies to address digital lifestyle of consumer, for example.
  - Offer new value-added products and services for mobile phone, high-speed internet, and digital content to reduce complexity, save costs for customers, and increase privileges to attract customers.
  - Increase capabilities to satisfy customer needs, using Data Analytics to offer products and services that meet customer demand.
  - Digitalize customer service e.g. online product offering, build AI/Chatbot capabilities and implement Robotic Process Automation for customer services
  - Develop the network infrastructure, customer service systems and support systems by incorporating new technology such as cloud technology.
- Transform the organizational structure and develop the competency of employees to support the key strategies of the Company.

- Invest in research and development of innovation by capturing trends and new technologies as well as partnering with external organizations and business partners to research and develop innovation.

| The Potential Impact of Risks                          | Risk Movement from 2021  |
|--------------------------------------------------------|--------------------------|
| Financial revenue, market share and company reputation | Increasing in likelihood |

## 3. Risk from inability to acquire and retain interdisciplinary talents

Employment market trends have significantly changed after the COVID-19 outbreak. As a result, businesses that have grown to support changing consumer behavior as well as government's direction to drive digital adoption create higher demand for skilled workers such as IT, Digital, Sales and customer service. In addition, the changing behavior of working-age population such as the need for work-life balance or the demand for a hybrid work model, bring challenges to the Company in attracting these talents, creating opportunities for career advancement, adopting flexible workplace policy and maintaining corporate culture that makes employees happy.

Moreover, to be able to respond quickly to customer needs. If the Company cannot develop the necessary skills or capabilities in a timely manner, its business advantage both in current businesses and new businesses in the future will be impacted.

AIS has thus incorporated the following steps into its risk management plan:

- Recruit employees with new abilities that meet the needs of the Company and develop the necessary skills or capabilities that can be applied in new businesses in the future.
- Collaborate with world-class institutions that have specific expertise to lay the foundations for developing the requisite knowledge and prepare high-potential employees for the digital business age to ensure readiness for emerging risks in the digital era.
- Plan a succession plan with a clear Career Model and open up various opportunities for growth in the organization.
- Create an organizational culture towards the digital era with agility, capability, continuous self-improvement and ethics (FIT FUN FAIR).

| The Potential Impact of Risks       | Risk Movement from 2021 |
|-------------------------------------|-------------------------|
| Company reputation and market share | Trend to increase       |

#### 4. Supply Chain Risk

The Company sources its network equipment and maintenance services from a limited number of vendors/suppliers available, mainly from China and European countries. In general, telecommunication service providers tend to use only 1-2 equipment vendors to ensure technology compatibility for nationwide service as well as proper maintenance service. During the past few years, an increased tension caused by public policy and trade disputes between the People’s Republic of China and the United States of America as well as the global chipset shortage situation due to the COVID-19 outbreak may cause the impact to global supply chain disruption. If those vendors/suppliers are unable to deliver the network equipment, it may affect the network expansion plan.

AIS has thus incorporated the following steps into its risk management plan:

- Apply a multi-vendor purchasing policy for major equipment and services to prevent risk of rely on a single supplier.
- Establish an approved vendor/supplier list of vendors/suppliers that pass the Company’s quality standards (Multi-vendor).
- Maintain the equipment and spare parts inventory at a suitable level in order to avoid shortages.
- Engage in a long-term contract (Frame Contract) with main vendors/service suppliers.
- Explore new technologies to reduce dependence on a particular equipment.

| The Potential Impact of Risks                                               | Risk Movement from 2021 |
|-----------------------------------------------------------------------------|-------------------------|
| Financial revenue, business or IT system disruption, and company reputation | No significant change   |

#### 5. Risk from Major Network Failure or Interruption to Important Systems

Telecommunications services are part of the basic infrastructure for consumers and enterprises. An uncontrollable disaster, natural disaster, or crisis event could potentially lead to the interruption of the Company’s network primary operating systems and business activities, directly affecting the continuity of service delivery, Company reputation and reliability, Company revenue including additional expense to compensate customers and recovery services.

Towards ensuring the Company’s continuity in delivering services to customer, AIS has set up the following steps in its risk management plan

- Set up redundancy and backup for several key operating systems required to provide service.
- Set up a system and process for monitoring the quality and operation of the network and resolve problems in a timely manner.
- Schedule maintenance plan for equipment and systems in important parts.
- Adopted an infrastructure design that reduces the potential impact from disasters e.g. applying the EIA-222C standard to telecom towers to support higher wind speeds than in recorded Thai history, raising the height of base stations based on the level of heavy flooding in the year 2011.
- Establish Business Continuity Management (BCM) policy at both the corporate and departmental levels and conduct an Annual Review and carry out exercises to practice and test the Business Continuity Plan. Moreover, AIS received ISO 22301:2012 Business Continuity Management System certification in recognition of the implementation of the Company’s Business Continuity Management System to cope with crisis situations.

| The Potential Impact of Risks                                   | Risk Movement from 2021 |
|-----------------------------------------------------------------|-------------------------|
| Financial revenue, company reputation and unachieved operations | No significant change   |



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6. Risk of Data Privacy

The Company provides services to a large number of customers, both individuals and enterprises, making it essential to secure personal data and prevent risks arising from the leakage of customer personal data. In addition, risks may occur from the violation of human rights when the Company discloses such information upon request. The Company is also subject to compliance with relevant laws and regulations; for example, the Personal Data Protection Act (PDPA) and the General Data Protection Regulation (GDPR).

AIS has thus incorporated the following steps into its risk management plan:

- Set up the Data Protection Office (DPO) to monitor and coordinate with other relevant parties and ensure that the Company has proper processes with respect to the collection, use and disclosure personal data.
- Develop a Privacy Policy in accordance with relevant laws, regulations and announcements from the government.
- Develop procedures to access and manage personal data in a secure manner. Ensure proper internal controls are in place and subject to regular review.
- In case the Company has to disclose personal data to government bodies upon request, the Company will verify the legal authority of the requestor, determine the scope of the data as prescribed by law, and ensure that there is no violation of personal rights.
- In case of data leakage, undergo processes in place to handle customer complaints, including how to respond and mitigating actions.

7. Risk to Information Security and Threats from Cyber-attack

The Company has rapidly developed a variety of products and services to serve customers’ needs following digital era which transformed customers behaviors. While new technology and various IT systems are essential in developing and improving these products and services, the complexity in application of advanced technology also comes with the risks inherent to information technology. Such risks result from the complexity of the technology itself, gaps in the skill and knowledge levels of Company employees, the potential deficiency of the Company’s own systems, and external threats or cyber-attacks. If an information security system is insufficient or incomplete, it can have a serious impact on the company, especially if important data such as the personal data of customers is compromised. This includes cyber-attacks, e.g., DDoS attacks, website phishing, malware/viruses, etc, which may cause severe business disruption.

Ensuring the effectiveness of the Company’s information security, AIS regularly reviews and revises the security policy of the Company’s IT system in the following ways:

- Apply suitable international standards and alignment with the Cybersecurity Act and Personal Data Protection Act.
- Extend and expand security tools to cover significant systems such as Multi Factor Authentication (MFA) for accessing information technology systems from outside the Company, expanding threat detection capabilities (Threat Hunting), emphasizing proactive

| The Potential Impact of Risks                         | Risk Movement from 2021 |
|-------------------------------------------------------|-------------------------|
| Company reputation and penalty from regulatory bodies | No significant change   |

threat detection focusing on reducing detection time and time to handle detected threats and applying automation in the process of detecting and responding to threats, etc.

- Enhance information security measures, e.g., by reviewing the access control procedure; maintaining a closed working environment; and building IT awareness across the entire Company.
- Enhance staff competencies related to Cybersecurity in order to operate in accordance with the standards for personal data protection, cloud security, vulnerabilities of the system and detection of threats, etc.
- Enhance cybersecurity knowledge, understanding, awareness to employees and executives at all levels.
- Review and improve cyberthreat response processes to align with the global NIST Cybersecurity Framework and integrating with organization’s crisis response plan.
- Conduct Cyber Drill every year covering relevant employees and executives.

| The Potential Impact of Risks                                               | Risk Movement from 2021 |
|-----------------------------------------------------------------------------|-------------------------|
| Financial revenue, business or IT system disruption, and company reputation | No significant change   |

Financial Risks

1. Risk from Exchange Rate Fluctuation

The Company is exposed to the risks of foreign exchange rate fluctuation due to International Roaming revenue and expenditures in foreign currencies with certain network expenditures also in foreign currencies.



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AIS has thus incorporated the following steps into its risk management plan:

- To enact the exchange risk management policy to manage it through financial instruments. For example, using Forward Contracts that specify the exchange rate at the time of the contract date will apply to the future delivery of contracted services.
- Use existing foreign currency deposits (Natural Hedge) to make payments for goods and services in foreign currencies.

| The Potential Impact of Risks | Risk Movement from 2021 |
|-------------------------------|-------------------------|
| Cost and/or revenue           | No significant change   |

2. Risks from the absence of a debt covenant ratio

Due to the terms of the company's loan agreement and the absence of a debt covenant ratio in conditions for debenture issuers and holders with which the company can adhere, the company could accrue an unmitigated amount of debt impacting its repayment ability. However, the company exercises caution on debt accrurement, analyzing the necessity of any debt in terms of the benefit of the resulting investment, related opportunities and the generation of revenue and profit that would support long-term growth.

Analysis is also performed to appropriately plan cash flow and ensure long-term stability, to determine financial obligation repayment capabilities, and to determine the most appropriate borrowing instruments and the right cost so as to avoid impact on the company's financial status. The company has long maintained a high credit rating among leading domestic and international firms and achieved an

AA+(tha) rating from Fitch Ratings at the end of 2022, reflecting its high capability to settle both interest and capital obligations and its strong financial standing. The company devotes importance to maintaining its credit rating in the interest of keeping capital costs at an appropriate level and long-term financial stability, prioritizing the maintenance of financial ratios that act as key indicators for credit ratings, such as Net Debt to EBITDA, above the standard of ratings firms.

| The Potential Impact of Risks     | Risk Movement from 2021 |
|-----------------------------------|-------------------------|
| Revenue / Financial Status / Cost | No significant change   |

Emerging Risks

1. Risk arising from the potential consolidation of main competitors

The potential consolidation of main competitors may result in both opportunities and risks to AIS operating strategies since the number of major telecommunication operators especially the mobile communication service may drop from 3 to 2 with similar market shares. The consolidation may lead to changes in the competitor's financial status as well as competitiveness and investment. This may instigate changing market and competition scenarios and affect the regulating guidelines of NBTC for the industry as well as the views of consumers toward the operators. It is necessary that AIS prepares itself to cope with the situations.

AIS has thus incorporated the following steps into its risk management plan:

- Arrange the Management meetings to consider the situation and prepare to adjust the Company's strategies and operations accordingly.
- Study regulations and/or relevant laws and coordinate with the government agency with oversight authority to keep up with the moves and views of the government sector, and prepare the Company to respond to changes in rules and regulations.
- Commit to developing and expanding network infrastructure continuously with emphasis on being a leader in providing high quality service to build consumer confidence.
- Work toward organizational preparedness to deliver a diverse range of products and services that address the changing needs and expectations of consumers.

2. Climate Change Risk

Climate change is an issue that has increasingly gained attention from the global community. As one of the top 10 countries that were most affected by extreme weather events, Thailand has joined forces with the international community to tackle the problem, announcing a plan to pursue a net-zero carbon emissions target by 2065. The development has made climate change an emerging risk, prompting the Thai government to adjust policies. It is now in the process of drafting climate change-related laws and revising the national energy plan to prepare for operations in line with the target. In addition, the failure of climate-change adaptation has been discussed in the global community, resulting in the need for adjusting the plans to tackle increased risks from climate change.



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AIS business operations are likely to be affected by physical risks and transition risks in 3 areas as follows:

1. Natural disasters which may damage the network infrastructure and devices can increase operating costs from leveling up preventive measures against damage and maintenance. Also, transportation and production may be impacted by supply chain disruption.
2. The changing regulations and government policy that tend to control greenhouse gas emissions and can put upward pressure on the operating and management costs may prompt AIS to adjust its way of thinking and create innovations that enhance energy efficiency and reduce greenhouse gas emissions in compliance with future legislature.
3. The changing behaviors of consumers to become more eco-conscious bring both challenges and opportunities for AIS, demanding the Company to adjust business strategies and corporate image to align with such development. This can generate new sources of revenue from low carbon products and services for enterprise clients looking for digital services that help reduce greenhouse gas emissions and for general customers opting for companies with concern for the environment.

AIS has thus incorporated the following steps into its risk management plan:

- **Changing the targets to be aligned with the global and national trends.** Aiming to be a part of global community to tackle with climate change, AIS has thus adjusted the Company's environmental targets to be more challenging by adopting the Science-based Target Initiative (SBTi) which stimulates the business value chain to streamline its operations to be more environmentally friendly.

- **Promoting Energy Efficiency** by studying customers' usage behavior and using power saving features to properly manage network channels to help reduce energy consumption and GHG emissions.
- **Alternative Energy Use by installing solar panels** at base stations, data centers and switching centers. Moreover, AIS has teamed with business partners with expertise in alternative energy to plan and accelerate the proportion of alternative energy use for lower operating and management costs.
- **Preparation for climate adaptation.** We assess climate-related risks through scenario analysis and formulate plans for new site construction such as elevating the Mobile Base Station (BTS) and build flood wall in flood-prone areas.

**Low-Carbon Products and Services Development and Customer Engagement** by developing smart solution services to enable corporate clients to enhance energy efficiency as a means to reduce GHG emissions such as Smart factory and Smart property & building. Furthermore, AIS encourages customers to switch from mailing bills to E-billing and promotes my AIS application. This effort helps reduce paper usage and the need for travel.

### 3. Geopolitical and Geoeconomic Risks

Major geopolitical events such as Russia-Ukraine conflict, U.S.-China strategic competition especially through international trade barriers implemented through policies, and terrorist attacks, among other things, are creating shocks on global markets, and subsequently the overall well-being of our domestic economic conditions. These factors result in uncertainty in the macroeconomic environment including consumer and business demand and supply, purchasing

power, employment, and tourism. The disruption of supply and demand has both effects toward revenue and cost structure for industrial and service sectors including the telecommunication industry.

The geopolitical and geoeconomic risks may have the following effects toward our business:

- The raising cost of living and the purchasing power of the customers especially in prepaid which holds a majority portion of the subscribers could lower the ability to generate revenue growth.
- The increased in operating cost from heighten energy price and inflation including the disruption in supply and demand could impact the ability to generate profit of the company and may also delay investments in new businesses. These factors may reduce the competitiveness in the long term.

We are incorporating the following steps as our risk mitigation:

- Provide products and services in a variety of price levels and packages for consumers to choose according to their purchasing power, including products and services that are targeted to specific customer groups to meet their needs.
- Provide various distribution channels for customer to easily access including shops, online channel and agents.
- Enhance the features of myAIS application to include other services that meet consumer's lifestyle and several use cases.
- Regularly review the allocation of capital and cost structure among various businesses. Encourage business units to revisit operating model and do transformation programs to improve cost structure.



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# Sustainable Development for Business

## Sustainability management policy and targets

The year 2022 saw the global recovery from the COVID-19 pandemic, and the return to normal become more of a reality. The economic rebound, however, was tempered by international conflicts, aggravating the problem of social inequality. This was further compounded by climate change which continues to pose threats to the world community. All these challenges have inevitably made digital technology and smart solution services an integral part of how people in society live and work in numerous dimensions. In response, AIS has given priorities to economic revival and development, which requires creating a better society and economy to ensure sustainable growth and that no one is left behind. This can be accomplished by creating a society immune to changes that may arise in the future. For AIS, business sustainability is not an option but is something we have to realize, and the Company sets out to become a role model as a major service provider committed to conducting business that poses least harm to the economy, society, and the environment.

The demonstrated commitment to operating sustainably in every dimension has resulted in AIS being listed on the domestic and international sustainability indexes of the Dow Jones' World Index and Emerging Market Index for 2022 in the telecommunications industry category for 4 consecutive years, the FTSE4Good Emerging Index for 8 consecutive years, the SET Thailand Sustainability Investment (THSI) list for 8 consecutive years. In addition, AIS also received IDC's Future Enterprise Awards 2022 in the Special Award for Sustainability from International Data Corporation (IDC) and has been listed in the ESG100 for listed companies with promising performance in terms of Environmental, Social, and Governance (ESG) factors by the Thaipat Institute for 8 consecutive years.

AIS has clearly defined its sustainable business direction to allow the goals to be materialized. All the aspects in terms of risks and opportunities have been encapsulated into the "Three Approaches to Sustainable Development" to act as a compass showing the way to driving digital economy, promoting digital inclusion, acting on climate. The aspects related to risks and opportunities which encompass economic, social, and environmental dimensions are categorized into 7 topics: digital Innovation, cyber security and customer privacy protection, human resource management, social inclusion, digital wellness, climate actions, and waste management.

Furthermore, AIS has established the Sustainable Development Committee tasked with considering the policy, strategies, goals targets, and activities pertinent to sustainable development and reviewing the performance according to the prescribed policy and strategies to achieve the goals. The results are to be reported to the Board of Directors' meeting quarterly. (Further details are in One Report [Pages 152](#) under the Scope of Authority and Duties of the Board of Directors and Board-committees).

AIS pledges its commitment to conducting business to create balanced value for society and the environment under the principles of good corporate governance. The Company also supports the United Nations Sustainable Development Goals to lay the groundwork for the country's development and create value for all sectors in Thai society, enabling all to grow together sustainably.



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# "Thriving in a greener and inclusive digital world"



**Enable people and businesses to grow in the digital economy**

- Expand 5G connectivity to support economic growth
- Drive digital services to both consumers & enterprise
- Maintain resiliency for data security and privacy
- Enhance human capital capabilities to support business transformation

**Build inclusive and responsible digital access in our products & services**

- Provide inclusive digital access to promote social & economic wellbeing
- Support consumers to be digitally responsible and promote livelihood

**Shape a greener future of life for consumers and society**

- Manage our own network and operation to be light to the environment
- Support our customers and supply chain to reduce environmental footprint

# Targets for Sustainable Development



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## Drive Digital Economy

### Digital Innovation

- 8% of revenue generated from new digital services that enable the digital economy by 2027

### Cybersecurity and Customer Privacy Protection

- Uphold security standards equivalent or better than our peer group of companies in our industry and our region as verified by an independent third party by 2027
- Enhance cyber security and data privacy to protect the critical business value chains by 2025

### Human Resource Management

- 90% of AIS employees is equipped with new digital skills and literacy by 2025

## Promote Digital Inclusion

### Social Inclusion

- Improve the socio-economic condition of 5 million people by 2027

### Digital Wellness

- Empower digital citizenship by providing digital solutions and tools for 3 million people by 2027

## Act on Climate

### Climate Actions

#### Short term target (2023)

- Reduce GHG emissions intensity as calculated from the ratio of direct and indirect emissions to data traffic by 90% compared to the baseline in 2015
- Increase renewable energy usage to 5% of total energy consumption

#### Long term target

- Net-zero emissions by 2050

### Waste Management

#### Short term target (2023)

- Zero e-waste to landfill

#### Long term target

- Maintain zero e-waste to landfill



# Management of impact on stakeholders in the business value chain

## Business Value Chain

AIS is committed to cooperating with partners throughout its value chain and maintaining long-term relationships while considering sustainability and the creation of value for its products and services that meet the expectations of all its stakeholders. Towards this, the company engages in policies and strategies for procurement aimed at maintaining its competitiveness and standards for collaboration with business partners while also prioritizing economic, environmental, social, and governance matters. These policies direct all AIS operations, including those of new and existing business partners, and are the basis for the following code of ethics:

- **Fair Procurement** Ethical business practices, transparency, auditability, anti-corruption practices, and strict legal and regulatory compliance are emphasized as well as consideration towards social responsibilities, labor treatment, human rights, and sustainable partnerships.
- **Green Procurement** Environmental requirements are used as significant criteria for auctions for all product and service categories.
- **Distribution Channel Quality Control Standards.** Evaluation of the quality of distribution channels is undertaken with different standards applied in accordance to the capability of main partner channels as to control the quality and service standard of each channel. Evaluation includes:

- Conditions for selecting large scale distributors
- Code of Ethics declared for all business partners
- Guidelines for distributor operations
- Provide customer service quality management workshops for all distributors
- Benchmarks for measuring sales and service quality
- Supply chain risk evaluation and risk management processes
- On-site inspections of crucial partners or partners presenting social, environmental and governance risks material to AIS operations
- Customer satisfaction survey on services from distribution channels
- Audit the distribution channels by an independent auditor

## Partner Selection and Sustainability Risk Assessment

Determined to work with partners, AIS engages in an evaluation process of partners and risk assessments as appropriate throughout the lifecycle of its partnerships. Assessment begins with an overview of the partner's sustainability and an evaluation of their material business, social, and environmental operations.

### 1. Preliminary Screening

Newly registered partners have their fundamental environmental, social, and governance information evaluated and are also assessed in terms of conflict of interest, corruption and fraud history and compliance with the AIS Code of Ethics.

### 2. Pre-Procurement Screening

Prior to procurement from key partners, AIS thoroughly screens their governance, corruption and fraud history, labor and human rights practices, workplace safety and health, and environmental practices. AIS includes a Code of Ethics as standard in its partnership contracts along with requirements that pertain specifically to the partner.

### 3. Annual Audit and Evaluation

Annual sustainability evaluations are undertaken for all partners using a survey, onsite visits, observations of key proceedings, and an independently carried out evaluation of the partner's understanding of the AIS Code of Ethics. Tier 1 partners are also asked to communicate sustainable business practices to Tier 2 partners.

### 4. Remedial Action and Follow-Up

Following a ranking and scoring of partners based on risk evaluations, partners with high risk in the area of sustainability are required to compile an approved risk mitigation plan and timeline ensuring identified risks will be minimized to acceptable parameters. Regular follow-up and inspections are undertaken to ensure proper management of the sustainability risk.



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## Management of business value chain

| Sourcing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Product and service development, and distribution channels                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | After sales service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Supporting activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <ul style="list-style-type: none"> <li>Provision of network equipment and frequency spectrum for mobile and fixed broadband internet services</li> <li>Provision of standard quality and environmentally friendly network equipment by selecting vendors with advanced technology development, adherence to regulations, and consideration towards human rights, environmental and operational health &amp; safety</li> <li>Provision of safety tested communication equipment e.g. smart phones, tablets and routers of differing prices for wide customer accessibility</li> <li>Acquiring of licenses from the National Broadcasting and Telecommunications Commission (NBTC)</li> </ul> | <ul style="list-style-type: none"> <li>Telecommunication network, IT and operations systems management</li> <li>Locating base stations by evaluating community and environmental impacts, constructing base stations resilient to natural threats and climate change including flooding and storms for service continuity</li> <li>Expansion of network for nationwide coverage, maintaining quality and safety standards while limiting environmental impacts by focusing on energy efficiency and increasing the proportion of alternative energy through the installation of solar cells</li> <li>Focusing on cyber security and customer data protection under policies and frameworks that conforms to the ISO27001 standard for managing and safeguarding information security, 24x7 threat monitoring and response</li> <li>Management of e-waste from business operations by selecting partners authorized to properly dispose of electronic waste with zero landfill</li> </ul> | <ul style="list-style-type: none"> <li>R&amp;D of a diverse range of digital products, encourage digital technology usage, and services to support business growth, economic development and the enhancement of society and quality of life</li> <li>Collaboration with partners in a variety of industries for the development of products and services responsive to life and business in the digital era</li> <li>Maintenance of standards and safety for fixed broadband internet installation by contractors</li> <li>Management of online and offline sales and distribution channels for customer accessibility extending to monitoring and quality control of distributors and maintaining a fair remuneration structure</li> <li>Marketing and provision of transparent and complete information on products and services, fair pricing</li> </ul> | <ul style="list-style-type: none"> <li>After sales service for customer satisfaction via varied channels, including AIS Shop, Call Center and social media</li> <li>Customer personal data protection using policies and procedures that regulate access and use of customer data, provision of a channel for reports and complaints</li> <li>Retaining of customer relations by customers segmentation according to usage and demands, providing privileges, to maintain loyalty</li> <li>Responsibility for products and services, promoting cyber wellness and proper electronic waste disposal</li> </ul> | <ul style="list-style-type: none"> <li>Fair and transparent human resource management with an emphasis on employee development in line with the company vision, appropriate remuneration and benefits, creation of a safe and hygienic work environment</li> <li>Trustworthy accounting that is accurate and transparent and that is aimed at creating financial stability conducive to business growth</li> <li>Good corporate governance and ethical business conduct</li> <li>Respect to human rights and treat all stakeholders fairly and equally in accordance with internationally accepted standards</li> </ul> |



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## Analysis of stakeholders in the business value chain

| Stakeholders            | Channels and Frequencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Concerns and Expectations                                                                                                                                                                                                                                                                                                                                                                                            | Operational Approaches to Addressing Concerns and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employees               | <ul style="list-style-type: none"> <li>Communication via email and the Company's online system</li> <li>Direct communication between employees, supervisors and the Human Resources Department</li> <li>Direct communication from the Management to employees via Town Hall at least twice a year</li> </ul>                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Job security and career advancement opportunities for every employee</li> <li>Appropriate benefits and remunerations</li> <li>Digital knowledge and skill development</li> <li>Equitable treatment</li> </ul>                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Follow the guidelines on recruitment of a new generation of quality employees and retain the existing personnel to grow together with the Company</li> <li>Provide a diverse range of benefits and amenities for employees</li> <li>Continually develop employees' potential by organizing training together with assessment to measure the training efficiency</li> <li>Provide complaint channels for employees to report frauds or wrongdoings e.g. hotline, email, letter</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Communities and society | <ul style="list-style-type: none"> <li>Community complaint center via Call Center 0-2029-5555 (every day except public holidays)</li> <li>LINE official account: Mtr Chumchon offering knowledge and information and answer questions about radio waves, electromagnetic waves, and signals from the base stations</li> <li>LINE official account: @aorsormor, Facebook Fan Page, Hotline 0625201999 (every day except for public holidays) communicating and giving information about the use of AorSorMor Online application</li> </ul> | <ul style="list-style-type: none"> <li>Quality telecommunications services and service channels with extensive coverage in the community</li> <li>Advanced technology that improve the quality of life for the community</li> <li>No health risks from electromagnetic waves emitted from the cell towers</li> <li>Receiving support or assistance for the community in times of disasters or emergencies</li> </ul> | <ul style="list-style-type: none"> <li>Expand the mobile network to cover over 98% of the total population and the broadband internet network to reach 8.8 million households in 77 provinces with a wide range of packages to choose from</li> <li>Promote the quality of life in the community and the Thai health care and control the spread of infections by enabling access to technology through the AorSorMor Online application project</li> <li>Enhance knowledge and skills in using digital technology for online marketing to the community enterprises and promote safe and decent use of the internet and social media</li> <li>Offer knowledge and understanding to the community and community leaders about health safety associated with electromagnetic waves emitted from the cell towers and set up appropriate complaint channels</li> <li>Provide assistance to the community in times of natural disasters e.g. floods, the cold</li> <li>Add online channels to meet the community's expectations and call to interact with the community regularly during the COVID-19 when taking part in the community activities is difficult</li> <li>Open up educational opportunities by providing scholarships to young people in need</li> </ul> |



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| Stakeholders | Channels and Frequencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Concerns and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Operational Approaches to Addressing Concerns and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customers    | <ul style="list-style-type: none"> <li>AIS Call Center functioning as a primary channel to collect customer satisfaction survey results as well as comments and recommendations on the employee's service via the automatic IVR and chatbots (every day). In addition, AIS Call Center also provides sign language services for the hearing impaired via the LINE application as a communication channel.</li> <li>Complaint Center 08-0000-9263 (Mon-Fri 08:30 – 17:30)</li> <li>Lodging of complaints through service center and dealers nationwide</li> <li>Conducting surveys on customer satisfaction and comments by market survey experts every quarter in real time</li> </ul> | <ul style="list-style-type: none"> <li>Quality of cell phone and home internet signals as well as quality of product offering and fast, easy access to services through various channels</li> <li>Protection of personal data privacy at the highest level</li> <li>Transparency and clarity in providing information about products regarding prices and promotions to customers and employees capable of solving problems and following up through to the end within the time specified in the schedule and notify the customer of the updates</li> <li>Being encouraged to access call center contact channels through sign language.</li> </ul> | <ul style="list-style-type: none"> <li>Develop and take care of both wireless telecommunications system and home internet to ensure uninterrupted quality services backed by 24-hour monitoring and quality control processes</li> <li>Offer multiple channels to access the Company's products and services in the forms of service centers, stores, and online shops to reach every group of customers</li> <li>Put in place strict policies, strategies, and processes to ensure cybersecurity and personal data privacy and set up a dedicated unit to oversee the affairs with transparency. Also provide training and test employees' knowledge about protection of personal data, allowing for efficient protection of customers' data</li> <li>Provide product information through diverse channels clearly and transparently to keep customers fully informed of their right to service</li> <li>Implement processes to monitor and evaluate the service quality regularly and develop the Interactive Voice Response (IRV) system to provide quick, efficient service to customers. Also put in place "Ask Aunjai", a chatbot/AI on myAIS application, website, social media to provide services and transactions like real employees</li> <li>Educate call center staff and improve work processes to ensure faster, more efficient services and allow customers to track the service status via an automation system</li> </ul> |



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| Stakeholders       | Channels and Frequencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Concerns and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Operational Approaches to Addressing Concerns and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enterprise clients | <ul style="list-style-type: none"> <li>Channels to receive complaints and Suggestions e.g. AIS Call Center, AIS ICT Service Desk, and AIS business website (every day)</li> <li>Surveys of customer satisfaction in the use of different service channels e.g. enterprise client sales teams, AIS Call Center, ICT Solution installation team, ICT Service Desk (offering technical consultancy) and online channels such as e Business portal (once a month)</li> <li>Surveys of customer satisfaction in the use of Enterprise Digital eService (once a month)</li> </ul> | <ul style="list-style-type: none"> <li>Quality of products and services such as networks with expansive coverage, high stability, high data connection speeds a wide range of business solutions that enhance business operation potential, after-sales services, quick efficient problem solution</li> <li>A variety of services that address customers' demand and the New Normal along with enhancing business performance amid the changing business context</li> <li>Enhanced service convenience via Enterprise Digital eService: service invoice, eReceipt, online payment, and appointment AIS as a withholding tax agent</li> <li>Protection of personal data privacy strictly in line with the standards</li> </ul> | <ul style="list-style-type: none"> <li>Develop quality of 4G and 5G networks constantly, checking efficiency on a regular basis, and adopt 5G technology to develop the Internet Fibre service for high speed connections</li> <li>Develop new services in cloud, ICT, cybersecurity, and IoT to accommodate the needs for safe, flexible business operations to increase energy efficiency, and to contribute to the environment</li> <li>Offer cost-effective promotions, applications, solutions and devices as well as provide several exclusive privileges for enterprise clients</li> <li>Develop digital channels to facilitate sales and ensure fast, efficient service delivery such as purchasing products and services online</li> <li>Offer Sovereign Cloud service focusing on safe and secure data processing and storage</li> <li>Introduce Cyber Security Operation Center (CSOC) that provides 24 x 7 cyber threat monitoring and handling as well as data security standard certification for clients e.g. ISO27001 and Payment Card Industry Data Security Standard (PCI DSS)</li> </ul> |



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| Stakeholders               | Channels and Frequencies                                                                                                                                                                                                                                                                                                                                                              | Concerns and Expectations                                                                                                                                                                                                                            | Operational Approaches to Addressing Concerns and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business partners          | <ul style="list-style-type: none"> <li>Survey of business partners' satisfaction (once a year)</li> <li>Employee representatives in contact with business partners (every day)</li> <li>Applications and websites for distribution channels (every day)</li> <li>Annual meeting with business partners (1-2 times a year)</li> <li>Interview (once a year)</li> </ul>                 | <ul style="list-style-type: none"> <li>Growing alongside AIS in expanding services to a broad array of customers</li> <li>Expecting AIS' fair business dealings with all partners</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Support business partners to sell products through more diversified channels by offering an online training course "Learn Kan Di", enabling them to enhance potential and increase new revenue channels</li> <li>Set standards in working together effectively together with appropriate and fair compensation structure</li> <li>Develop platforms to allow the business partners to connect and work with AIS efficiently</li> </ul>                                                                                                                                                                                                                                                                                                          |
| Shareholders and investors | <ul style="list-style-type: none"> <li>Shareholders' meeting (once a year)</li> <li>Press conferences to report on operating performance e.g. conference for analysts or both Thai and foreign investors, SET Opportunity Day, and SET Digital Roadshow (5-6 times per quarter)</li> <li>Investor relations website, email: investor@ais.co.th, LINE@ and call (every day)</li> </ul> | <ul style="list-style-type: none"> <li>Sustainable business growth</li> <li>Continuing payment of compensation</li> <li>Good corporate governance, and transparent, reliable business operations</li> <li>Equitable access to information</li> </ul> | <ul style="list-style-type: none"> <li>Maintain leadership in the mobile market and sustain a high level of growth in home internet and enterprise client businesses along with advancing into new businesses with high growth potential to create new sources of revenue such as video streaming, digital lending, insurance and others</li> <li>Set a policy to pay dividends minimum of 70% of net profit and to be paid twice a year</li> <li>Achieve the level of "Excellence" in Corporate Governance Report by Thai Institute of Directors Association</li> <li>Communicate quarterly operating performance regularly in every channel by disclosing material information fully and in a timely basis via channels suitable for each group of investors/shareholders</li> </ul> |

# Drive Digital Economy

## Digital Innovation

Create products and services through digital innovation to improve the quality of life of Thai people and elevate the competency of the Thai business sector.

AIS underwent major business strategy transformation and moved towards becoming a “Cognitive Tech-Co” to generate new sources of revenues from various digital services for ensuring long-term growth. AIS is determined to build an ecosystem conducive to innovation in line with the AIS Open Innovation Framework. We also aim to achieve a flexible management structure that supports new business development and set out guidelines for driving and promoting innovation compatible with AIS’s business goals and future direction based on the body of knowledge of both internal and external sources. The pursuit of innovation follows four operational strategies which include 1) Management flexibility to drive innovation in digital life products and services, 2) People and Culture Transformation, 3) Adopting Technology for process improvement, and 4) Innovation Ecosystem Development.

## 2022 Progress

1. Our business in new digital products and services
- Driving business growth and supporting AIS to transform into a Cognitive Tech-Co are: 1) Services to enterprise customers including Cloud, Data Center etc. 2) Digital Services including VDO platform, Mobile Money, and other digital platforms such as digital marketing, insurance, and lifestyle businesses. Moreover, AIS and our business partners developed technology and digital services including

developing Smart Autonomous Vehicle Solutions to improve the logistics in the industrial areas to be more efficient and safer.

2. People and Culture Transformation
- We continuously encourage our staffs to create innovations through activities and training courses. In addition, we organized Jump Bootcamp 2022, which allowed participants from outside organizations to share ideas and experiences with AIS staff. The project aimed to transfer opportunities and knowledge from AIS to the society to equip the Thai people with skills and digital technology so that the Thai people gain further competitive advantages in the digital era.
3. Adopting Technology for process improvement
- AIS employed the Robotic Automation Process (RPA) to improve the working process. We trained and coached our staff members with different background knowledge and who worked in different fields besides IT or technology to improve the working process.
4. Innovation Ecosystem Development

AIS created an ecosystem suitable for the creation of innovations by inviting partners from the academic, public sector, private sector, and NGOs. These organizations encourage innovations and we have carried out the following projects that achieved tangible success in 2022. For example, The 5G A-Z Center to Develop the Smart 5G network drives the business and industrial sectors to the digital transformation effectively, as well as the Joint Innovation Center (JIC) that AIS and Huawei have collaborated in developing new technology in IT, networks, additional services, broadband internet, and the Internet of Things. This enables

AIS to deliver new products and digital services to meet the needs of our customers in the digital era.

See more details of 2022 progress from the sustainability report under the topic Digital Innovation.

## Cyber Security and Customer Privacy Protection

Develop a reliable system for cybersecurity and customer privacy protection. A reliable system for cybersecurity, customer privacy protection, compliance with laws and regulations, and the capacity of human resources help protect our customers from the leakage of personal data, as well as reduce risks that could impact the company’s financial position and reputation. Moreover, AIS sees an opportunity in creating and developing complete cyber security services, which would address its operational requirements and enhance its capability to service enterprise clients.

AIS manages and implements policies, procedures, and administrative systems for all offices corporate-wide to secure trust from its customers in the transparency of its information and customer privacy protection operations. Moreover, AIS has established committees to devise policies, strategies, and guidelines to enforce cybersecurity and personal data protection policies for all its offices, extending to related external organizations. The Company carries out regular systematic internal audits to ensure its management of data privacy and cyber security and related operations adhere to its policies, standards, and frameworks. To ensure business continuity during a crisis, AIS has appointed the Crisis Management Committee, comprising the Company’s executive-level managers and heads



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of business units, which is charged with the responsibility to make decisions during a crisis, including crisis response, mitigation, and follow-up to ensure continuous business operation during the crisis



Further information on

- AIS's cybersecurity policy [Read more](#)
- AIS's personal data protection policy [Read more](#)

## 2022 Progress

- 1. Compliance with laws and regulations.** AIS promote public-private partnerships and collaborates with various organizations in strengthening the cybersecurity system and personal data protection.
- 2. Personnel knowledge, skill and awareness development.** Relevant staff underwent different training courses and certificate programs to ensure proper and correct practices. In 2022, 99 percent of total personnel passed tests for cyber security and data classification knowledge. Moreover, cyber drills were undertaken to prepare personnel to handle cyber threats effectively.

Such extraordinary efforts earned the Company the Cybersecurity Excellence Awards for Capacity Development in 2022.

### 3. Technology Development and Process Improvement.

- Process improvement. AIS improved its information access processes and data protection system by determining operational procedures for various types of cyberattacks and modifying its cybersecurity policy and framework. AIS has adopted the zero-trust principle to elevate its cybersecurity standards in accordance with new ways of working involving work-from-home and Hybrid cloud system security protection.
- The 24 x 7 cyber security operation center (CSOC). AIS in 2022 expanded the center's services to monitoring against threats to the systems and information technology of its corporate clients. Towards elevating its information protection management systems to meet international standards, the company expanded the boundaries of its ISO 27001 certification to encompass services by the CSOC.
- Auditing - In 2022, internal and independent auditors continuously reviewed the Company's information system and customer data protections.

See more details of the 2022 progress from the sustainability report under the topic Cyber security and Customer Privacy Protection.

## Human Resource Management

Nurture and develop AIS human capital to support business growth particularly digital business.

AIS needs to enhance its capabilities and prepare itself to rapidly changing business. AIS has redefined its employee enrichment goals and strategies to align with this key transitional period. The objectives are to enable at least 90% of its employees to have the understanding and capability to utilize digital technologies effectively along with adjusting themselves and their mindsets to cope with the expanding new businesses. The efforts will make AIS employee's experts and trailblazers for the Company's digital world direction for the future as well as quality citizens in the age of the digital economy.

Details of the approach are as follow:

- 1. The Concept "FIT FUN FAIR"** Foster an organizational culture aligned to its business practices. Employees are encouraged to develop their skills in response to the digital challenges of the challenges of the business and the company's future directions and objectives. Moreover, AIS has adapted its work arrangements to create a happy workplace environment in line with the "Work Life Integration" concept.
- 2. The 6Ss Strategy** AIS has adopted the HR management strategy to enhance organizational efficiency and drive employees to apply their full potential to increase the Company's competitiveness through the 6Ss strategy comprising: Simple, Strong, Sustainable, Special, Suitable and Sanook.
- 3. Talent Attraction, Retention, and Succession Plan** are based on the following principles: fair employment, which is against employing illegal laborers, and talent management within the organization through digital skill hiring to help drive business growth and enhance its digital growth capability. AIS encourages career



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development and retains highly capable employees to stay with the organization in the long term. We also maintain succession plan that focuses on personnel development with an emphasis on leadership capability and readiness to assume the role.

**4. Performance Appraisal and Remuneration and benefits.** AIS has a fair performance evaluation, and the appraisal result will be jointly analyzed to develop the employee's potential and capabilities. AIS employs a comparative ranking system to assess competence and performance in similar positions and functions. Each year, the Board of Directors and Senior Management establish the corporate key performance indicators as a basis of strong linkage of business direction. Employee remuneration is determined based on performance measurement, which is set by taking into consideration business objectives, leadership competencies, as well as behavioral evaluation in accordance with the corporate culture and in compliance with the Code of Conduct. AIS has put in place a clear remuneration policy defining appropriate remuneration as stipulated by law and comparable to companies in the same industry with emphasis on equality. The appraisal criteria are based on the following framework:

- 1) Performance appraisal based on corporate KPIs
- 2) Leadership competency
- 3) Compliance with culture and business ethics

**5. Employee Potential Development through Work Culture and Lifelong Learning.** AIS adopts Ed Tech (Education Technology) to allow employees to learn via online and offline by using our learning digital platforms; LearnDi, which serves as a hub featuring a wealth of new knowledge and skills, both soft and hard skill, and

Technical Knowledge Management (TKM), which provides technical courses such as Cloud Competing, 5G, Artificial Intelligence (AI) for employees looking to enhance core competencies to cater to AIS' emerging digital businesses and the future trends.

**6. Occupational Health and Safety.** AIS' human capital management policy covers caring for physical and mental health of employees to benefit the employees and support efficient work and promotes a good workplace environment.

**7. Non-discrimination Practice and Zero-tolerance Policy against Harassment.** AIS stresses the importance of respecting the human rights of every employee at all levels and of stakeholders regarding physical aspects and differences in views, perspectives, and ideas, which include but are not limited to, race, skin color complexion, religion, gender, nationality, disability, age, and others by adopting non-discrimination practice and zero-tolerance policies against harassment. In addition, AIS keeps promoting the right to collective bargaining among employees and the company.

## 2022 Progress

**1. Provision of Digital Learning Support for Employees.** AIS Academy is a hub for learning about technology and innovations through the LearnDi digital platform, a tool that compiles knowledge for employees to upskill or reskill and is equipped with the capabilities and readiness to perform duties amid constantly changing circumstances. In 2021, time spent via the LearnDi platform was 30.24 hours per employee.

## 2. An Assessment Test to Measure Training Effectiveness.

AIS has added an assessment test to measure employees' digital competence by using an assessment test of 4th Talent, an internationally recognized company with expertise in analyzing and predicting skills and future impacts on employees.

## 3. Implementation of Information Technology System to Support Employees' Work.

AIS has developed a cutting-edge information technology system to support employees' work. AIS established the HR Analytic function to analyze critical data in support of the analysis of the company's human resources management data and performed Workforce Analytics to develop a new way of working, allowing the HRA team to analyze human capital data, anticipate problems, and solve human resources management problems on time.

## 4. New Way of Working @ AIS.

AIS has adopted the hybrid work model to allow employees to work from anywhere, either from home or onsite location via multiple online platforms. Also, the workplace was modified in which the office was transformed into a co-working space to experience different work environments.

## 5. Promoting and Supporting Welfare to Take Care of Employees Holistically.

AIS provides a wide range of welfare and benefits for employees. Examples include a provident fund, health insurance, life insurance, scholarships for employees' children, emergency assistance, and a wellness center to care for employees' living conditions and provide health advice from specialist doctors, etc.

See more details of the 2022 progress from the sustainability report under the topic Human Resource Management



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# Promote Digital Inclusion

## Social Inclusion

Upgrade the quality of life for the community and reduce social inequality with digital infrastructure and solutions

AIS is committed to being a part of bettering life for the Thai people by leveraging its business and human resources for social and community development through a range of policies and projects that keep the Thai people in pace with the digital era. In recognition of inequalities in quality of life and opportunities for people in remote areas, AIS has adjusted its sustainability strategies to better address the evolving opportunities and challenges to contribute to the nation's socio-economic development and well-being of Thai people. Added to this is the help in providing opportunities for the community and society to adjust their ways of life in alignment with today's global situations by creating access to fundamental services in health care and education through multiple digital platforms. Towards its intended achievement, AIS implemented the three following strategies:

- 1. Expansion of digital infrastructure for maximum coverage in support of efficient communication and alignment with national economic development.
- 2. Supporting public access to affordable digital communication devices and providing Thai people access to digital technology by offering affordable digital equipment for low-income people.
- 3. Developing digital platforms that enhance economic and social structures and supporting the use of digital technology to its maximized potential, including improving Thais' quality of life.

## 2022 Progress

Development and Expansion of 5G Technology to Nationwide Coverage. At present, AIS operates a network that supports highspeed data transfers using 3G and 4G technology with coverage across 98% of the population, home broadband internet using fiber-optic technology across all 77 provinces of the country and WiFi networks. AIS is also rapidly expanding its 5G network and has reached 85% of the total population.

### Public Health

- **Aor Sor Mor Online application:** The Aor Sor Mor Online application was launched in 2015 to serve as a communication tool for Aor Sor Mor (Village Health Volunteers) coordinating with primary health care units to facilitate, speed up and proactively work by primary health care units.

In 2022, AIS expanded cooperation with the government agencies and increased the usage of Aor Sor Mor Online application from basic health to cover the improvement of quality of life in other areas such as mental health screenings and follow-ups, reports of pets at risk of developing rabies, and enhancing knowledge about health products for Aor Sor Mor Volunteers who communicate health information to the community's members. In addition, it enables them to keep up-to-date with the local healthcare situation in their areas and incorporate such information into planning so as to cope with the situation more properly and in a timely manner.

## Education

- **AIS Academy for Thais:** AIS and LearnDi Co.,Ltd have collaborated with partners in the EdTech industry through provision of the LearnDi application service. Providing opportunities for Thai people to better themselves through the learning of new skills and disciplines, LearnDi was also designed as a platform for complete online education management. AIS developed the platform from its own employee learning portal as part of its "Mission to drive digital society", delivering LearnDi to all educational personnel as a digital learning platform. The project encompasses all groups within the education space: teachers, tutors, students, and general public through various projects: The Educators Thailand, The Tutors, Digital Library and Jump Bootcamp 2022, etc. In 2022, the AIS Academy for Thais had approximately 185,948 participants and approximately 267,430 program beneficiaries.
- **AIS Good Kids Brave Hearts:** This project has provided financial support for young people to complete their studies up to bachelor's degree level, building upon the concept "Giving opportunities is giving a future." Moreover, AIS also provides 5 scholarships for AorSorMor volunteers' children to complete a bachelor's degree. The project aims to support and boost morale for AorSorMor volunteers who have dedicated their time and efforts to taking care of people in the community. For further details, please read more here.

See more details of 2022 progress from the sustainability report under the topic Social Inclusion.



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## Digital Wellness

Striving to establish a brand that promotes safe and appropriate use of the internet and social media

"Digital Wellness" is a material topic toward the business sustainability of AIS. The efforts range from providing knowledge and promoting digital skills to internet users to selecting solutions or technologies as tools for cyber protection that respond to the demand for providing services to customers to ensure the continued development and expansion of operations. AIS is determined to protect Thai people from cyber threats along with promoting online safety, building cyber resilience, and empowering digital citizenship with the focus on the venerable groups such as children and youths, etc. The three strategies under the AUNJAI CYBER Program are as follows:

- 1. Creating knowledge to encourage digital wisdom** through in-class teaching to children and youths as well as training via an online platform to the general public.
- 2. Cyber protection with protective tools** by providing protective tools and solutions to protect cyberthreat and promote safe and appropriate use of the internet as well as online safety for internet users via mobile phone and home internet networks.
- 3. Creating Awareness of the Danger and Effects of the Internet and Technology** through various activities to enhance skills in safe and constructive online use to the general public.

## 2022 Progress

AIS expanded upon its cyber wellness and online safety initiative under the AUNJAI CYBER Program, details of which are as follows:

- 1. Creating knowledge to encourage digital wisdom:** AIS collaborated with our 4 partners including the Ministry of Public Health, the Ministry of Education, the Ministry of Interior, and King Mongkut's University of Technology Thonburi (KMUTT) and launched the AUNJAI CYBER curriculum according to the digital skill enhancing framework like DQ Framework (Digital Intelligence Quotient) and adjust the lessons based on the Thai context from mental health professionals. The course focuses on developing cyber immunity and living in the modern digital world, with users ranging from children and youth to the general public of all genders and ages. Moreover, teachers can study the curriculum by themselves and teach students on the LearnDi platform and the AUNJAI CYBER application. Those interested can learn and measure digital skills from the "AUNJAI CYBER" curriculum to improve their knowledge and skills as digital citizens at this link.
- 2. Cyber protection with protective tools:** AIS has delivered the AIS Secure Net and AIS Fibre Secure Net, which protect our customers from cybercrimes via network-based security solutions. We also collaborated with our international partners to provide our customers with alternative applications, which strongly protect our customers and encourage the safe and proper use of the internet. Our customers can use the applications to verify information and

report cybersecurity threats. There are more than 35,930 users of cyber protection with protective tools from AIS and partners. In addition, AIS has launched the 1185 hotline, or AIS Spam Report Center, which offers free-of-charge services to our customers. They can call to report scammers' numbers and SMSs. We collaborated with the Cyber Crime Investigation Bureau to investigate online crimes including scamming through phone calls and SMS, leading to arrest and penalty according to the law.

- 3. Creating Awareness of the Danger and Effects of the Internet and Technology:** AIS creates awareness and equips the Thai people of all gender identities and ages with the digital skills and protection against cybercrimes. It was distributed through various social media channels and featured outstanding campaigns such as Wisdom to Survive, Joylada's Seven Chat Fictions, which were adapted from the AUNJAI CYBER curriculum, and a video clip titled "Please Call Me by My Name" on how to deal with cyberbullying.

See more details of 2022 progress from the sustainability report under the topic Digital Wellness.



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Act on Climate

Climate Actions

Minimizing environmental impacts with efficient management of business operation and supply chain

AIS is aware of the following risks to the company's operations: 1) Natural disasters 2) The changing regulations and government policy that tend to control greenhouse gas emissions 3) The changing behaviors of consumers. Furthermore, the company is concerned about the environmental impact of its operations. AIS has thus adjusted the Company's environmental targets to be more challenging by adopting the Science-based Target Initiative (SBTi) which stimulates the business value chain to streamline its operations to be more environmentally friendly. Another increasingly important issue is the impacts on the ecosystems where AIS' base stations are located, leading the Company to add the targets of maintaining ecological balance and forest preservation.

In achieving these commitments, the Chief Technology Officer is responsible for leading the effort and implementing environmental management across the organization. At least once a year, the Sustainability Development Committee and Board of Directors receive a report on environmental efforts.

2022 Progress

1. **AIS in 2022 was able to reduce GHG emissions intensity**, a ratio of GHG emissions to data traffic, by 91 percent compared to the base year 2015. At the same time, AIS increased its proportion of renewable energy usage to 1.73 percent of total energy used, compared to 1.23 percent in 2021

2. **Promoting Energy Efficiency** by adopting multiple energy efficient technologies in the management of base stations nationwide and adopting AI in processing and analyzing network utilization. Moreover, we also applied big data analysis to study customers' usage behavior as well as managed network channels and energy use in response to clients' phone usage

3. **Alternative Energy Use.** AIS continued to expand the installation of solar panels. Since the start of the project, AIS has installed and used alternative energy at 8,739 base stations and 12 data centers and switching centers. Moreover, AIS has teamed with business partners with expertise in alternative energy to plan and accelerate the proportion of alternative energy use for lower operating and management costs.

4. **Environmental Management System (EMS) Development.** the AIS environmental management system received ISO14001:2015 approval. The system used independent evaluators at two AIS computer data centers and ISO14001 certified environmental experts at all others.

5. **Low-Carbon Products and Services Development and Customer Engagement** by developing a smart solution service to enable corporate clients to enhance energy efficiency as a means to reduce GHG emissions. Furthermore, AIS switched from mailing bills to E-billing, and my AIS usage increased. Overall, eliminating the need for sheets of paper and travel would save the equivalent of 14,994 tCO<sub>2</sub>e in GHG emissions.

6. **Climate-related Disclosures in Accordance with International Standards.** AIS has adopted Taskforce on Climate-related Financial Disclosures (TCFD) framework, enabling the Company to assess the opportunities and risks arising from climate change comprehensively. In addition, the Company has adopted a scenario analysis to assess climate-related risks and the financial impacts.

7. **The revision of environmental policies** to cover AIS' business operations and support the environmental efforts of its business partners in the supply chain.

8. **Biodiversity and Forest Protection.** our goals are to achieve No Net Loss of Biodiversity and No Net Deforestation by 2027.

See more details of 2022 progress from the sustainability report under the topic Climate Actions.

Waste management

Reducing and recycling waste from operations and promoting proper e-waste disposal among Thai people

As a Digital Life Service Provider, AIS is partly held responsible for generating e-waste from providing telecommunication network and digital services along with other related digital and electronic devices. Since e-waste is generally known to contain hazardous materials, predominantly heavy metals, improper or ineffective e-waste disposal could pose harm to human health and the community. Its negative effects also extend to polluting the



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environment and wasteful use of resources without effective management. Realizing the importance of e-waste management from the Company's operations, AIS has elevated its targets toward achieving zero e-waste to landfill by 2023. It also encourages Thai people to take responsibility for society and the environment in accordance with the circular economy concept to reduce resource consumption and increase the ability to recycle end-of-life products for reuse in a sustainable manner. The framework for waste management comprises four areas:

- 1. Green Procurement** AIS has established a procurement policy which concerns the environmental, social, and governance aspects (ESG), including green procurement. The Company incorporates environmental requirements into its procurement policy to create an effective mechanism for resource and energy efficiency that also reduces waste, pollution, and greenhouse gas emissions. For more information [Visit here](#)
- 2. Operations Waste Management** A write-off committee tasked with amortizing network equipment and resources was set up to manage business operation waste. Obsolete equipment will be disassembled for reuse or refurbishment. If not practical, they will be sent into the recycling process to recover some components for reuse, using authorized operators capable of properly managing electronic waste. The goal is to ensure no landfill of e-waste.
- 3. Office Waste Management** AIS supports maximum waste separation in AIS offices ahead of waste delivery into the recycling process and promoting awareness among personnel on the importance of waste separation and proper waste disposal, seeking environmentally-friendly changes in behavior.

- 4. Promoting Proper e-waste Disposal to Customers and the Public** The "AIS HUB of e-waste" project provided receptacles for five types of electronic waste so that the waste could be entered into the proper disposal process to achieve zero landfill of e-waste. The project also sought to promote awareness toward the danger of electronic waste and an understanding as to the need for proper disposal and recycling.

## 2022 Progress

- 1. Operations Waste Management** AIS delivered e-waste into the recycling process, using the Department of Industrial Works' authorized operators with clear processes from waste transportation to final disposal. The Company's non-recyclable residue proportion accounted for only 0.0003% of all its operations waste.
- 2. Office Waste Management** AIS has enhanced its waste separation by clearly delineating different waste containers to facilitate proper waste segregation and disposal. AIS Contact Center Development & Training Arena in Nakhon Ratchasima has carried out a project to turn a food waste into fertilizer. The initiative can reduce around 9 tons of food waste per year. From operations in 2022, 1,277 tons of waste were generated. Non-hazardous waste made up 17% of the total, mostly comprising office and operations building refuse, and hazardous waste made up 83% of the total, comprising e-waste from network operations and hazardous waste from offices.
- 3. Promoting Proper e-waste Disposal through "AIS HUB of e-waste"** focusing on expanding its network throughout the public and private sectors to strengthen implementation and

enhance convenience for e-waste disposal. An example of e-waste application was also developed, using blockchain technology to manage information regarding e-waste from upstream to downstream. On top of this, knowledge and understanding were spread among Thai people about the adverse health and environmental impacts brought about by improper e-waste disposal. The goal was to inspire a change in people's e-waste disposal behavior and promote effective e-waste disposal among the public through many campaigns such as AIS x Lazada Invite You to Drop off e-waste and Receive a Code and Drop off with the Postman.

See more details of 2022 progress from the sustainability report under the topic Waste management.



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# Human Rights Performance

Recognizing the importance and opportunities of business expansion, AIS resolves to stimulate and support the respect for human right of every party concerned. It is therefore, imperative the Company accept equality and diversity together with avoiding discrimination against gender, race, religion, or skin color, which are the fundamental virtues of working and living in society and are instrumental to business operations. To that effect, AIS has established a human right policy as part of its Code of Business Ethics to provide guidelines for business operations in line with the United Nations Universal Declaration of Human Rights (UNDHR) and The International Labor Organization (ILO). Additionally, the Business Ethics Committee is responsible for human rights affairs and implementing such policy to identify human rights risks and those affected. The efforts are used to prescribe solutions and preventive measures for human rights violation that may arise throughout the business value chain or that may affect vulnerable groups such as children, women, LGBT, the disabled, migrant workers, the elderly, etc. This mandatory policy is applied to the Company's directors, management, and all employees. It is also communicated to representative employees, business intermediaries, product and service providers, contractors, suppliers, business partners, and those involved in business operations to ensure understanding, strict compliance to the policy, and engaging in business operations ethically in line with human rights principles. In addition, the Company set forth a whistle blower policy to protect the employees who report on human rights violation cases

by incorporating it into the human rights policy to ascertain that no employee is to be demoted, punished, or affected in any way from lodging complaints about harassment, discrimination, and rights infringement. In other words, AIS is committed to treating every employee humanely, respecting their human rights, adhering to non-discriminatory practices, and preventing any workplace harassment. Scan the QR code below for further details of the full version of the Human Rights Policy.



Human Rights Policy (Full Version)

To ensure that the Company's operations will not cause human rights violation throughout the business value chain, AIS has defined human rights due diligence, encompassing the entire business value chain, as well as the processes to monitor suppliers and assess human rights risks in business operations of AIS and its suppliers. They span risk management plans and processes as follows:

- 1. Identify human rights risks related to the business value chain
- 2. Identify the affected groups
- 3. Assess human rights risks throughout the business value chain
- 4. Define risk management and damage mitigation measures
- 5. Review human rights risks assessment on a regular basis

The assessment of human rights risks is performed every three years, encompassing all the operating activities of AIS and the activities of involved partners across the value chain, especially critical tier 1 suppliers. The Company has implemented measures to reduce risks associated with human rights violation in every risk issue and create a good corporate image and reliability for the Company. Where there are material changes in activities, operations, or legal regulations, the Company will carry out additional human rights risk assessment in response to current situations and actual operations, which will enable AIS to solve the issue promptly and rapidly. According to the assessment of human rights risks, the five risk issues are as follows:



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| Human Rights Risk Issue                            | Key Potential Affected Group | Potential Affected Vulnerable Group                                                                  | Risk                                                                                                                                                                                                                                                                                                                                    | Sample Risk Management Measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------|------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Work place environment                          | Every employee               | Employees working out of the office such as sales and service teams and engineering field work teams | Employees working outside the office including sales as well as installation and maintenance teams involved in engineering field work are at risk from traveling and driving to perform their duties. Those doing engineering field work is at risk due to the nature of work such as working at height, working with electricity, etc. | <ul style="list-style-type: none"> <li>• Arrange proper office environment according to ergonomics and safety standards for the employees such as adequate lighting and ventilation, etc.</li> <li>• For field work with potential risks, the Safety Department conducts risk assessment and job safety analysis for use as tools in risk control in employees' work performance</li> <li>• Arrange a safety patrol and hold a meeting of the safety committee at each building once a month to monitor the environment and safety in the offices and listen to employees' safety concerns and suggestions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                       |
| 2. IT systems and private customer data protection | General customers            | Enterprise clients especially government agencies and state enterprises                              | Risks from violation of personal data privacy despite the measures to protect personal data safety and privacy                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Set up Personal Data Protection Department to oversee and inspect customers' personal data protection</li> <li>• Raise employees' awareness and understanding</li> <li>• Put in place a process to assess impacts on personal data to identify and manage such risks when offering new services</li> <li>• Limit access to sensitive information and adopt a variety of data protection techniques that cover data when it is stored in the system and while being transferred to guard against personal data leaks (Further details about personal data management can be found in Sustainable Development Report 2022, <a href="#">Pages 35</a>)</li> <li>• Prepare rules related to the data flow process in detailed steps and communicate with the relevant departments to comply with the rules</li> <li>• Set up a center to receive complaints via various channels such as phone, letter, e-mail, etc. to coordinate and manage the complaints</li> </ul> |



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| Human Rights Risk Issue       | Key Potential Affected Group      | Potential Affected Vulnerable Group                                                                                                                    | Risk                                                                                                                                                                                                                                                                          | Sample Risk Management Measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Product and service safety | General customers and contractors | Children, the disabled, the elderly, and contractors for high-speed Internet business                                                                  | Risks associated with product quality such as wi-fi signal boosters and cell phone safety which may be rare but can cause serious impacts                                                                                                                                     | <ul style="list-style-type: none"> <li>Control product standards by selecting materials and devices to be installed for customers according to the UL94-V0 standard plastic and have surge protection tests by the government agencies</li> <li>The house brand cell phones and accessories must undergo Acceptable Quality Limit (AQL) sampling</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                               | Contractors                       | Contractors for installation and maintenance of the telecommunications networks as well as contractors for building, decorating and innovating offices | Risks associated with contractors rest with the nature of the assigned tasks such as working at height, working with electricity, working in confined spaces with unfavorable natural ventilation, and hot work involving sparks, as well as risks from traveling and driving | <ul style="list-style-type: none"> <li>Perform risk assessment of the assigned tasks and enforce the contractors to comply with the regulations on safety, occupational health, and workplace environment by AIS' safety department such as conducting risk assessment, preparing risk control measures, and undergoing training and testing on safe work knowledge and standards</li> <li>Set up channels to receive suggestions and complaints related to human rights for contractors and protect the informers</li> </ul>                                                                                                                                                                                                                                                                                              |
|                               | General customers                 | Children and youths                                                                                                                                    | The Company has been requested by the government agencies to block access to certain websites which risk human rights violation in terms of freedom of expression and opinion                                                                                                 | <ul style="list-style-type: none"> <li>Create a balance between freedom of expression and opinion and disclose policies with concern for society and other issues without infringing on others' intellectual properties</li> <li>Being concerned with negative impacts by managing internal procedures efficiently to control limit access of information except for access of information as requested by law</li> <li>Put in place a process to consider disclosure of personal data as requested by government agencies or by law</li> <li>Set up channels to receive suggestions and complaints about business ethics and external stakeholders and employees in the forms of hotline, email, and address for sending complaints to the Company's Board of Directors together with protecting the informers</li> </ul> |

## Remedy

Where there is a violation of human rights, AIS shall pay remedy in the forms of financial and non-financial compensation for all affected stakeholders. In 2022, some leaks of AIS customers' personal data concerning their overall internet usage were found, but the information caused no financial damage. However, AIS undertook its remedial efforts, preparing a handbook specifically for those affected in this incident and helping monitor access to information from suspicious websites. Moreover, the Company fixed the procedure to access information and test its efficacy to serve as a remedy for those affected and prevent the similar incident from happening in the future.

Further details about human rights efforts are available at the Company's [Click here](#)



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# Management Discussion and Analysis

## Executive Summary

### Maintaining growth in core products amid cautious economic recovery

2022 displayed an easing COVID-19 situation with a rebound of foreign tourists which boosted Thailand's economic recovery. Nonetheless, domestic demand stayed soft due to the global geopolitical conflicts that created accelerated inflation and a decline in consumer purchasing power. Through challenges from various factors, AIS delivered core service revenue growth of 1.6% YoY, with the momentum of Fixed Broadband and Enterprise businesses which rose on digitization demand from home and business customers. The mobile business leadership was sustained with AIS focusing on quality acquisition and profitable segments despite continued intense competition. The postpaid segment further developed a positive momentum and contributed a larger pie YoY in revenue share.

### Accelerated 5G users with superior network and service experiences

With our aim to deliver a superior customer experience in coverage and quality, we executed 5G network rollouts utilizing 700MHz and 2600 MHz spectrum to cover 85% of the population in 2022. Our effort drove 5G adoption to 6.8mn users, above the target of 5mn. This represents 15% of total subscribers. The ARPU uplift of 5G subscribers stayed about 10-15%. AIS believes that our competitive edge in quality and 5G network strengths has enabled us to achieve a sustained mobile performance. Mobile revenue reported Bt116,696mn, a slight decline of -0.5% YoY from growth in quality postpaid customers while streamlining the offers of prepaid packages.

### Broadband and Enterprise business remains a strong growth engine

Broadband revenue maintained its growth momentum with an increased subscriber base amid a price-competitive environment. The revenue recorded at Bt10,064mn, an increase of 19% YoY. AIS focuses on a fixed-mobile-content convergence (FMC) strategy alongside consistent service standards and introducing advanced technology via smart routers to enhance the home experience for AIS Fibre's customers.

The non-mobile enterprise business rode well on the digitization trend leveraging on a strong foundation of strategic partnerships that form a strong ecosystem with newly introduced products and platforms. We helped enterprise customers by delivering specific smart solutions and transforming their operations effectively. Consequently, we recorded Bt5,251mn in revenue, growing 26% YoY.

### Soften EBITDA from cost pressure

AIS EBITDA in FY22 was Bt89,731mn, dropped -1.8%YoY mostly from a surging electricity price and continued 5G network expansions. We ensured carrying out continuous cost optimization in all areas to soften this impact. Following the declined EBITDA, AIS reported a net profit of Bt26,011mn, decreasing -3.4% YoY.

### Expected growth in FY23 focusing on profitability through quality revenue and efficient cost allocation

2023 will be a year of transformation towards a Cognitive Tech-Co that aims to streamline and transform every operation to best provide superior experiences for the customers. AIS expects to grow core service revenue at around 3-5% with the main drivers from FBB and Enterprise, while cost optimization will be the key engine to grow EBITDA at mid-single digit growth. CAPEX is estimated between Bt27-30bn for growth opportunities in core business and to sustain our network leadership.

### Market and Competitive Environment

The Thai economy in FY22 started off with a positive tone of post-pandemic recovery with the tourist and hospitality-related sectors mostly benefiting from the border re-openings. However, towards the middle of the year, the rising inflation and continuous increase in energy costs limited private consumption and signaled a global economic slowdown, raising spending concerns across all businesses and homes.

The mobile competition landscape in FY22 remained difficult for most operators maintaining their low-price packages to grow and retain the customer base. AIS executed price discipline since 3Q22 by removing the freebies in the entry-level package while taking cautious steps to uplift the ARPU. However, the fragile cost-concern environment, especially for price-sensitive segments, limited the result and brought down the ARPU



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across the industry. 5G remained the key growth factor of mobile operators with intentions to monetize their 5G investments. 5G packages were promoted through content or other services bundling in addition to more affordable 5G devices available in the market to create a 5G ecosystem. As a result, the industry's 5G users grew significantly in FY22.

The home broadband market continued to expand with genuine demand for quality broadband at home but also faced intense competition from low-price packages starting at Bt299 offering throughout the year amid economic challenges and causing an incessant drop in the broadband industry ARPU. While some operators focus on lowering prices to compete, some executed a convergence strategy offering product bundling with more value-added products and differentiated services promoting superior quality to acquire the market share.

Enterprise business grew well riding on the demand for digitalization. Customers seek to transform with smart solutions to improve the efficiency and productivity of their businesses. Nonetheless, economic concerns also persisted in this customer segment, especially in small and medium enterprises, and postponed their investments to transform as they focused to secure the bottom line.

### Significant Event in FY22

1. In Feb-22, AIS announced the Joint Development Agreement ("JDA") with Gulf Energy Development Plc. ("Gulf") and Singapore Telecommunications Limited ("Singtel") to jointly establish a data center business. After that in July-22 AIS announced the establishment of a subsidiary company "AIS DC Venture Company Limited (AISDC)" to invest in joint data center business on behalf of AIS.

2. In July-22, AIS announced the acquisition of TTTBB and 19% investment units in JASIF. As of the end of the year, the transaction was under NBTC consideration for approval. Once NBTC approves, AIS expects the signing of the share purchase agreement and execution of the transaction to be completed within 2nd quarter of 2023.

### FY22 Operational Summary

In FY22, total mobile subscribers reached 46mn, representing a total net addition of 1.9mn subscribers or +4.3% YoY. Prepaid customers increased by 859K, and postpaid by 1mn subscribers from the end of 2021. Although the softening impact of COVID-19 boosted business activities, the worsened macroeconomic conditions with higher inflation and energy cost affected the cost of living and pushed the 4Q22 blended ARPU downward -4.6%YoY. This was also an impact of prolonged intense price competition due to a lower purchasing power in price-sensitive customers. The blended ARPU slightly increased 0.8% QoQ from a high season with more inbound and outbound tourists coupled with AIS efforts to grow profitable revenue in selective segments.

AIS Fibre continued a strong momentum and closed at 2.2mn in 2022 with a net increase of 400k subscribers or 22% YoY. The growth was driven by expanded service coverage to more suburban areas with affordable entry packages while providing superior connectivity and service quality, as well as our efforts to reduce the churn rate. However, the intense price competition persisted for another year with low-price offerings continuing across the industry to acquire and retain customers causing ARPU to decrease -8.2%YoY and -2.5%QoQ.



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| Mobile Business                 | 4Q21       | 3Q22       | 4Q22       | %YoY  | %QoQ  |
|---------------------------------|------------|------------|------------|-------|-------|
| <b>Subscribers</b>              |            |            |            |       |       |
| Postpaid                        | 11,522,200 | 12,371,000 | 12,560,100 | 9.0%  | 1.5%  |
| Prepaid                         | 32,594,500 | 33,290,700 | 33,453,000 | 2.6%  | 0.5%  |
| Total subscribers               | 44,116,700 | 45,661,700 | 46,013,100 | 4.3%  | 0.8%  |
| <b>Net additions</b>            |            |            |            |       |       |
| Postpaid                        | 246,500    | 296,100    | 189,100    | -23%  | -36%  |
| Prepaid                         | 212,900    | (138,800)  | 162,300    | -24%  | -217% |
| Total net additions             | 459,400    | 157,300    | 351,400    | -24%  | 123%  |
| <b>ARPU (Baht/sub/month)</b>    |            |            |            |       |       |
| Postpaid                        | 473        | 453        | 455        | -3.8% | 0.5%  |
| Prepaid                         | 136        | 123        | 123        | -10%  | -0.1% |
| Blended                         | 224        | 212        | 213        | -4.6% | 0.8%  |
| <b>MOU (minute/sub/month)</b>   |            |            |            |       |       |
| Postpaid                        | 174        | 155        | 153        | -12%  | -1.3% |
| Prepaid                         | 66         | 58         | 58         | -12%  | —%    |
| Blended                         | 92         | 82         | 82         | -11%  | —%    |
| <b>VOU (GB/data sub/month)</b>  |            |            |            |       |       |
| Postpaid                        | 271        | 31.9       | 33.8       | 25%   | 6.0%  |
| Prepaid                         | 23.5       | 28.3       | 30.2       | 29%   | 6.7%  |
| Blended                         | 24.9       | 29.6       | 31.5       | 27%   | 6.4%  |
| <b>5G subscription</b>          |            |            |            |       |       |
| 5G subscription                 | 2,200,000  | 5,500,000  | 6,830,000  | 210%  | 23.6% |
| <b>Fixed Broadband Business</b> |            |            |            |       |       |
| FBB subscribers                 | 1,772,000  | 2,085,900  | 2,169,200  | 22%   | 4.0%  |
| FBB net addition                | 103,100    | 114,500    | 83,300     | -19%  | -27%  |
| FBB ARPU (Baht/user/month)      | 444        | 418        | 407        | -8.2% | -2.5% |

## 4Q22 Snapshot

For 4Q22, **core service revenue** was at Bt33,840mn, improving 1.3% YoY and 2.1% QoQ supported by growth in non-mobile businesses. Mobile business improved QoQ from a seasonality trend while dropping minimally YoY from the continued price competition, especially from the low-price unlimited data plans offered across the industry. Nonetheless, our focus on quality acquisition led to solid growth in the postpaid segment driven by significant 5G adoption and new handset sales. The FBB business grew 13% YoY and 2.2% QoQ with our excellent service quality and execution of product bundling strategy, we expanded to the untapped areas and brought in continuous subscriber growth. Enterprise business and other service revenues rode on a continuous digital transformation trend, growing 13% YoY and 16% QoQ driven by Cloud and IT solutions.

**The cost of services** was at 22,046mn, growing 1.8% YoY and 0.8% QoQ, from network OPEX and NT partnership which increased 10% YoY and 2.4% QoQ as a result of increased utility price. D&A showed a decline -3.3% YoY and -0.8% QoQ from fully amortized 3G network assets offsetting the new 5G investments to maintain a leadership position. AIS continuously executed cost optimization especially in the administrative expenses to lessen the impact of the increased cost environment. Though we have increased marketing expenses for year-end campaign promotions, a one-time reversal of accrued expenses booked in this quarter resulted in the total **selling and admin expenses** for the quarter to decrease -5.6% YoY and -2.5% QoQ.

4Q22 **EBITDA** stayed flat YoY as a result of SG&A optimization amid rising utility costs. It improved by 3.6% QoQ driven by high seasonality in mobile revenue and a high growth in enterprise business while cost was well under control despite inflation and cost pressure. As a result, the reported



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net profit was at Bt7,363mn, improved 7.3% YoY and 22% QoQ from a net gain in foreign exchange.

## FY22 Financial Summary

### Revenue

In FY22, AIS generated **total revenue** of Bt185,485mn, increasing 2.3%YoY as a result of core service revenue improvement and growth in handset sales benefited from iPhone launching earlier by one quarter compared to the previous year despite the rising inflation which limited consumer purchasing power.

**Core service revenue** (excluding IC and NT partnership) recorded at Bt133,033mn, improving 1.6% YoY from strong growth in both fixed-broadband and non-mobile enterprise business.

- Mobile revenue reported Bt116,696mn, decreasing -0.5%YoY from lowered ARPU from Bt224 to Bt213 as a result of continuing price competition and delayed economic recovery. With AIS leadership in superior network quality, the revenue is sustained with increased 5G subscribers and a recovery in IR/IDD revenue from border re-opening. Prepaid and postpaid subscribers grew 2.6% and 9% YoY respectively.
- Fixed broadband revenue was at Bt10,064mn, increasing 19% YoY driven by strong subscriber growth of 22% YoY from a genuine need for quality broadband at home despite customers returning to their pre-covid routines combined with the expansion of service coverage in suburban areas. ARPU still faced a downward trend from low-price package offerings.

- Enterprise non-mobile revenue & others were at Bt6,274mn, improved 19%YoY from increasing demand of CCIID leading by Cloud Services and ICT Solutions following the digitization trend.

**Revenue from interconnection charge (IC) and NT partnership** was at Bt12,976mn, decreasing -6.1% YoY due to lower network traffic with NT and Interconnection charges compared to the previous year.

**SIM & Device sales** reported at Bt39,476mn, growing 8.0%YoY from a higher sale volume of iPhone14 (all models) compared to last year's sale of iPhone13 as iPhone14 was launched earlier by one quarter this year. The sale margin increased from 0.9% to 1.0% due to a higher mix of high-margin handsets.

### Cost & Expense

In FY22, the **cost of service** was at Bt87,076mn, increasing 2.2%YoY affected by rising utility cost and cost of cloud in line with higher cloud sales to enterprise customers this year.

- Regulatory fee was at Bt5,502mn, increasing 3.4%YoY aligned with an increase in core service revenue. The ratio has been maintained at 4.1%.
- Depreciation & amortization was Bt51,296mn, decreasing -0.9%YoY due to fully depreciated 3G network equipment offset with our continued investment of 5G network rollout. AIS invests with optimization and superior network quality in mind and expanded in the area with high utilization.
- Network OPEX & NT partnership cost was at Bt20,075mn, increasing 4.9%YoY due to the increased utility cost following the rising energy price and higher required network capacities and base stations from 5G rollouts. NT partnership cost dropped in line with lower network traffic with NT.

- Other costs of service recorded at Bt10,202mn, increasing 13%YoY with full year effect of content cost following the acquiring new content and Disney+ Hotstar in July 2021. The cost of cloud sales also increased corresponding with a higher cloud revenue.

**SG&A expenses** recorded Bt22,353mn, increased 3.0%YoY, driven by marketing expenses following the resumed economic activities offset with continuous efforts to optimize and improve efficiency and productivity in all areas resulting in lower administrative expenses.

- Marketing expenses at Bt7,026mn, increasing 16%YoY from resumed advertisements and handset subsidy campaigns post COVID-19 lockdowns which reflected in last year's low base.
- Admin & other expenses at Bt15,327mn, decreased -2.2%YoY, mainly from cost control initiatives and lower staff-related expenses. Bad debt provision as % of postpaid and FBB revenue remained at 2.6%.

**Net FX loss** was at Bt -37mn in 22FY, compared to FX loss of Bt -646mn last year. The strengthened THB in 4Q22 helped covered the FX losses from depreciated THB in the previous quarters. AIS has the policy to mitigate the currency risk using hedging instruments where applicable.

**Other income** dropped -50% YoY as there was a special one-off item booked in 2Q21.

**Finance cost** was at Bt5,231mn, decreased -7.0%YoY from lower interest-bearing debt. The average cost of borrowing slightly increased from 2.6% to 2.8% affected by rising interest rates.

**Income Tax** was at Bt6,168mn, increased 3.3%YoY. The effective tax rate was 19.2% increasing from 18.1% in FY21 due to expiring tax benefits.



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## Profit

**EBITDA** in FY22 was at Bt89,731mn, decreasing by -1.8%YoY from lower operating profit as an impact from normalized marketing expenses and high utility cost.

**EBITDA margin** was at 48%, declining from 50% in FY21 mainly due to an increased mix of handset sales to total revenue.

**The reported net profit** was at Bt26,011mn, dropping -3.4%YoY from the challenging cost environment in operations despite improved FX impact and lower finance cost.

## Cash flow

In FY22, cash flow from operation (after tax) reported at Bt81,405mn, decreased -6.0% YoY following a decreased in EBITDA. Cash outflow for network investment was at Bt32,319mn and at Bt11,039mn for spectrum license. As a result, free cash flow for FY22 was at Bt25,599mn (OCF less CAPEX, spectrum license and lease liabilities paid). In total, net cash decreased by Bt3,726mn resulting in outstanding cash of Bt9,014mn at the end of Dec-22.

## Financial position

For the period ending December 2022, the total assets reduced -5.4% to Bt337,044mn compared to the end of 2021 when we acquired 700MHz and 26GHz spectrum licenses. There was no new spectrum license in 2022.

Current assets were at Bt34,338mn which decreased -3.5% from lower cash. Total non-current assets were at Bt302,706mn, decreased -5.6% due to the amortization of spectrum licenses, Network and PPE, and lower right-of-use assets.

Total liabilities closed at Bt251,227mn, declining -8.4% from the end of 2021. Interest-bearing debt stood at Bt84,410mn, decreased by -3.9% from lower long-term borrowing. Net debt to EBITDA (excluding lease liabilities and license payable) remained healthy at 0.8x. Total equity was at Bt85,816mn, which increased 4.9% from higher retained earnings.

## Financial ratios

**Profitability:** AIS continued to deliver profitability with an EBITDA margin of 48.4% from well-managed cost amid a rising cost environment and pressure from price competition while the net profit margin stood at 14%, significantly above the industry average. ROE declined from 34% in FY21 to 31% and ROA slightly decreased from 7.7% in FY21 to 7.5%.

**Liquidity & Leverage:** Current ratio was at 0.36x, lower than the previous year of 0.39x. AIS maintained a strong financial position with low net debt to EBITDA of 0.8x and a decent interest coverage ratio of 16x. In 2022, the Company maintained a credit rating of AA+(tha) from Fitch Ratings and BBB+ from S&P Global rating. The company places an importance to maintain its credit rating in the interest of keeping the capital costs at an appropriate level and strive to maintain the financial ratio that are keys to credit rating consideration such as Net Debt to EBITDA. However, there is no debt covenant that mentioned the required ratio that the company needs to adhere to.

The detail of debt obligation of the company can be found in note NO.19 to the financial statement.

**Asset turnover:** The company holds good inventory management by controlling the inventory turnover ratio in line with business operations. In 2022, the company had inventory turnover of 6.6 times, decreased from the previous year at 16.2 times and inventory days increased from 22 days to 27 days due to increased stock handset after a supply shortage in FY21, Total asset turnover was 0.54 times increased from 0.51 times and Account payable days maintained at 73 days, the same level as in FY21.

## Credit term and collection period

The normal credit term granted by the Company ranges from 14 days to 120 days depending on the type of provided service and clients. For consumer business mainly mobile and fixed broadband service, the Company allows 30 days of credit term as most services are monthly mobile subscriptions. However, Enterprise clients have been granted longer credit terms ranging from 30 days to 120 days depending on the type of services. The average collection period (days) for FY22 was 31 days, decreasing from 32 days in 2021.

The additional detail of the company's account receivable can be found in note NO.7 to the financial statement.



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Comparison of 2022 guidance and actual financial results

| 2022                        | Guidance                 | Actual performance | Comparison |
|-----------------------------|--------------------------|--------------------|------------|
| Core service revenue        | Single-Digit growth      | growth 1.6%        | In-line    |
| EBITDA                      | Flat to slightly decline | decline 1.8%       | In-line    |
| CAPEX<br>(Exclude spectrum) | Approx Bt 30 bn          | Bt 29 bn           | In-line    |



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| Income statement (Bt mn)         | 4Q21   | 3Q22   | 4Q22   | %YoY  | %QoQ  | FY21    | FY22    | %YoY  |
|----------------------------------|--------|--------|--------|-------|-------|---------|---------|-------|
| Mobile revenue                   | 29,591 | 29,107 | 29,524 | -0.2% | 14%   | 117,244 | 116,696 | -0.5% |
| Fixed broadband revenues         | 2,290  | 2,541  | 2,598  | 13%   | 2.2%  | 8,436   | 10,064  | 19%   |
| Other service revenues           | 1,515  | 1,481  | 1,718  | 13%   | 16%   | 5,291   | 6,274   | 19%   |
| Core service revenue             | 33,397 | 33,130 | 33,840 | 1.3%  | 2.1%  | 130,972 | 133,033 | 1.6%  |
| IC and NT partnership            | 3,374  | 3,171  | 3,373  | —%    | 6.4%  | 13,820  | 12,976  | -6.1% |
| Service revenue                  | 36,771 | 36,301 | 37,213 | 1.2%  | 2.5%  | 144,791 | 146,009 | 0.8%  |
| SIM and device sales             | 13,568 | 9,934  | 11,485 | -15%  | 16%   | 36,542  | 39,476  | 8.0%  |
| Total revenues                   | 50,338 | 46,234 | 48,699 | -3.3% | 5.3%  | 181,333 | 185,485 | 2.3%  |
| Regulatory fee                   | 1,258  | 1,380  | 1,392  | 11%   | 0.9%  | 5,320   | 5,502   | 3.4%  |
| Depreciation & Amortization      | 13,158 | 12,822 | 12,722 | -3.3% | -0.8% | 51,773  | 51,296  | -0.9% |
| Network OPEX and NT partnership  | 4,808  | 5,156  | 5,277  | 9.8%  | 2.4%  | 19,128  | 20,075  | 4.9%  |
| Other costs of services          | 2,440  | 2,505  | 2,655  | 8.8%  | 6.0%  | 9,017   | 10,202  | 13%   |
| Cost of service                  | 21,664 | 21,863 | 22,046 | 1.8%  | 0.8%  | 85,238  | 87,076  | 2.2%  |
| Cost of SIM and device sales     | 13,459 | 9,833  | 11,353 | -16%  | 15%   | 36,215  | 39,096  | 8.0%  |
| Total costs of service and sale  | 35,123 | 31,696 | 33,399 | -4.9% | 5.4%  | 121,453 | 126,172 | 3.9%  |
| Gross profit                     | 15,215 | 14,538 | 15,300 | 0.6%  | 5.2%  | 59,880  | 59,313  | -0.9% |
| SG&A                             | 5,821  | 5,633  | 5,492  | -5.6% | -2.5% | 21,700  | 22,353  | 3.0%  |
| Marketing Expense                | 1,725  | 1,821  | 1,874  | 8.6%  | 2.9%  | 6,035   | 7,026   | 16%   |
| Admin and others                 | 4,096  | 3,812  | 3,619  | -12%  | -5.1% | 15,665  | 15,327  | -2.2% |
| Operating profit                 | 9,394  | 8,905  | 9,807  | 4.4%  | -5.1% | 38,179  | 36,960  | -3.2% |
| Net foreign exchange gain (loss) | 163    | -231   | 572    | 251%  | 13%   | -646    | -37     | -94%  |
| Other income (expense)           | 196    | 62     | 26     | -86%  | 1.3%  | 986     | 489     | -50%  |
| Finance cost                     | 1,366  | 1,294  | 1,294  | -5.3% | 1,515 | 5,626   | 5,231   | -7.0% |
| Income tax                       | 1,522  | 1,410  | 1,747  | 15%   | 1.3%  | 5,970   | 6,168   | 3.3%  |
| Non-controlling interest         | -0.7   | -0.7   | -0.7   | —%    | 1,515 | -2      | -3      | 13%   |
| Net profit for the period        | 6,863  | 6,032  | 7,363  | 7.3%  | 13%   | 26,922  | 26,011  | -3.4% |

| EBITDA (Bt mn)                  | 4Q21   | 3Q22   | 4Q22   | %YoY   | %QoQ   | FY21   | FY22    | %YoY   |
|---------------------------------|--------|--------|--------|--------|--------|--------|---------|--------|
| Operating Profit                | 9,389  | 8,905  | 9,807  | 4.5%   | 10%    | 38,179 | 116,696 | -3.2%  |
| Depreciation & amortization     | 13,546 | 13,222 | 13,118 | -3.2%  | -0.8%  | 53,374 | 10,064  | -0.9%  |
| (Gain) loss on disposals of PPE | 30     | 3      | -8     | -127%  | -390%  | 26     | 6,274   | -23%   |
| Management benefit expense      | -26    | -36    | -29    | 13%    | -19%   | -145   | 133,033 | -8.4%  |
| Other financial cost            | -6     | -4     | -5     | -30%   | -19%   | -25    | 12,976  | -31%   |
| EBITDA                          | 22,934 | 22,091 | 22,884 | -0.2%  | 3.6%   | 91,408 | 146,009 | -1.8%  |
| EBITDA margin (%)               | 45.6%  | 47.8%  | 47.0%  | 143bps | 143bps | 50.4%  | 48.4%   | 143bps |

| Financial Position<br>(Bt mn/%to total asset) | 4Q21           | %YoY          | 4Q22           | %YoY        |
|-----------------------------------------------|----------------|---------------|----------------|-------------|
| Cash                                          | 12,739         | 3.6%          | 9,014          | 2.7%        |
| ST investment                                 | 1,392          | 0.4%          | 982            | 0.3%        |
| Trade receivable                              | 15,219         | 4.3%          | 16,414         | 4.9%        |
| Inventories                                   | 2,104          | 0.6%          | 3,839          | 1.1%        |
| Others                                        | 4,111          | 1.2%          | 4,088          | 1.2%        |
| <b>Current Assets</b>                         | <b>35,566</b>  | <b>10%</b>    | <b>34,338</b>  | <b>10%</b>  |
| Spectrum license                              | 131,775        | 37%           | 119,765        | 36%         |
| Network and PPE                               | 117,844        | 33%           | 113,252        | 34%         |
| Right of use                                  | 50,574         | 14%           | 42,861         | 13%         |
| Intangible asset                              | 10,864         | 3.0%          | 16,827         | 5.0%        |
| Defer tax asset                               | 4,236          | 1.2%          | 4,597          | 1.4%        |
| Others                                        | 5,363          | 1.5%          | 5,404          | 1.6%        |
| <b>Total Assets</b>                           | <b>356,222</b> | <b>100.0%</b> | <b>337,044</b> | <b>100%</b> |
| Trade payable                                 | 26,745         | 7.5%          | 24,215         | 7.2%        |
| ST loan & CP of LT loans                      | 14,132         | 4.0%          | 20,496         | 6.1%        |
| CP of lease liabilities                       | 10,537         | 3.0%          | 11,135         | 3.3%        |
| Accrued R/S expense                           | 3,361          | 0.9%          | 3,361          | 1.0%        |
| CP of spectrum payable                        | 10,903         | 3.1%          | 10,903         | 3.2%        |
| Others                                        | 26,190         | 7.4%          | 26,231         | 7.8%        |
| <b>Current Liabilities</b>                    | <b>91,868</b>  | <b>26%</b>    | <b>96,341</b>  | <b>29%</b>  |
| Debenture & LT loans                          | 73,697         | 21%           | 63,914         | 19%         |
| LT lease liabilities                          | 40,597         | 11%           | 32,871         | 10%         |
| Spectrum payable                              | 61,416         | 17%           | 52,085         | 15%         |
| Other                                         | 6,819          | 1.9%          | 6,015          | 1.8%        |
| <b>Total Liabilities</b>                      | <b>274,397</b> | <b>77%</b>    | <b>251,227</b> | <b>75%</b>  |
| Retained earnings                             | 57,103         | 16%           | 60,675         | 18%         |
| Others                                        | 24,722         | 6.9%          | 25,141         | 7.5%        |
| <b>Total Equity</b>                           | <b>81,825</b>  | <b>23%</b>    | <b>85,816</b>  | <b>25%</b>  |

| Key Financial Ratio                                             | 4Q21 | 3Q22 | 4Q22 |
|-----------------------------------------------------------------|------|------|------|
| Interest-bearing debt to equity (times)*                        | 1.1  | 1.2  | 1.0  |
| Net debt to equity (times)*                                     | 0.9  | 1.1  | 0.9  |
| Net debt to EBITDA (times)*                                     | 0.8  | 1.0  | 0.8  |
| Net debt & lease liability & spectrum license payable to EBITDA | 2.2  | 2.2  | 2.0  |
| Current Ratio (times)                                           | 0.4  | 0.3  | 0.4  |
| Interest Coverage (times)                                       | 16.0 | 14.8 | 15.9 |
| Debt Service Coverage Ratio (times)                             | 4.4  | 2.1  | 3.1  |
| Return on Equity                                                | 34%  | 31%  | 31%  |

Figures from P&L are annualized YTD.

\* Exclude Lease liability

| Debt Repayment Schedule |           |        | License payment schedule |         |        |
|-------------------------|-----------|--------|--------------------------|---------|--------|
| Bt mn                   | Debenture | Loan   | 900MHz                   | 2600MHz | 700MHz |
| 2023                    | 7,820     | 12,689 | 7,565                    | -       | 3,473  |
| 2024                    | 6,638     | 7,432  | 7,565                    | -       | 3,473  |
| 2025                    | -         | 9,102  | 7,565                    | 2,934   | 3,473  |
| 2026                    | 8,180     | 6,853  | -                        | 2,934   | 3,473  |
| 2027                    | 9,000     | 6,110  | -                        | 2,934   | 3,473  |
| 2028                    | 2,500     | 5,130  | -                        | 2,934   | 3,473  |
| 2029                    | -         | -      | -                        | 2,934   | 3,473  |
| 2030                    | -         | -      | -                        | 2,934   | 3,473  |
| 2031                    | 3,000     | -      | -                        | -       | -      |

| Credit Rating |                                             |
|---------------|---------------------------------------------|
| Fitch         | National rating: AA+ (THA), Outlook: Stable |
| S&P           | BBB+, Outlook: Stable                       |



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| Source and Use of Fund: FY22 (Bt.mn) |               |                                  |               |
|--------------------------------------|---------------|----------------------------------|---------------|
| Source of fund                       |               | Use of fund                      |               |
| Operating cash flow                  | 87,762        | Dividend paid                    | 22,871        |
| Sale of equipment                    | 367           | CAPEX & Fixed assets             | 32,319        |
| Interest received                    | 134           | Spectrum license                 | 11,039        |
| Dividend received & Other            | 32            | Lease liability payments         | 12,447        |
|                                      |               | Income tax and Finance cost paid | 9,735         |
|                                      |               | Net borrowings payment           | 3,443         |
|                                      |               | Investments in JV & Other        | 166           |
| Cash decrease                        | 3,726         |                                  |               |
| <b>Total</b>                         | <b>92,020</b> |                                  | <b>92,020</b> |

## 2023 Guidance (excluding 3BB impact)

|                          |                                                  |
|--------------------------|--------------------------------------------------|
| Core service revenue     | • Around 3 – 5 %                                 |
| EBITDA                   | • Mid-single digit growth                        |
| CAPEX (exclude spectrum) | • Bt27–30bn (depending on Foreign Exchange Rate) |

## Core service revenue to grow cautiously amid risks and uncertainties at 3 – 5%

In 2023, the macroeconomic outlook remains fragile with the recession risk creating uncertainties in several regions. At the same time, the geopolitical risk continues catalyzing global supply chain disruption and affects industrial supplies in manufacturing activities. Nonetheless, Thailand's recovery has gained a firmer ground with tourism-related sectors benefiting from China re-opening its border faster than expected since the beginning of 2023, and a lower inflation rate that encourages higher private consumption. AIS sets our aspiration to transform from a Digital Life Service Provider towards a Cognitive Tech-Co with our 3 key foundations in Autonomous Network, IT Intelligence, and Data Analytics to drive growth across our core business areas.

- **Mobile revenue to grow despite a challenging competitive landscape** – AIS continues to focus on a profitable market share by delivering superior 5G experiences of network quality and coverage. We will place our efforts on creating value-based differentiation through the privilege ecosystem powered by partnership collaborations to better engage our customers with personalized and real-time offerings.
- **Fixed broadband to leap forward with quality and coverage** – FMC (Fixed-Mobile-Content Convergence) strategy will be deployed targeting mid-to-high-end customer segments bringing differentiated quality and services of home solutions expanding into the new under-served areas. It is our dedication to become a key player with double-digit growth and building our organic portfolio towards 2.5mn customers this year.
- **Enterprise business to thrive with continued digitization trend** – Our key strengths in the partnership ecosystem coupled with our leading 5G and smart solutions will help us grow together with our customers' digital transformation. AIS aims to grow CCIID (Cloud, Cyber security, IoT, ICT Solutions, and Data Center) products with our flagship 5GNextGen Platform and CloudX to serve data sovereignty targeting 4 sectors; manufacturing, retail, property, and transportation & logistics.



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## EBITDA with mid-single digit growth from our focus on profitability

The foundation of Cognitive Tech-Co is in adopting technology to optimize process and cost-to-serve and achieve sustainable growth in profitability amid the challenging cost environment. AIS will continue the journey to enhance the autonomous network and improve IT processes & systems to unlock higher efficiency and productivity of our operations to ensure distinctive customer experiences. Capital allocation will be executed with caution to ensure we streamline ourselves, improve CAPEX and OPEX efficiency, and deliver maximum value to our customers and stakeholders. As a result, EBITDA expects to grow at a mid-single digit rate.

## Continued investing in growth opportunities with optimization discipline

CAPEX is planned to be around Bt27-30bn depending on the foreign exchange rate. AIS aims to sustain our network leadership with optimal CAPEX expenditure while delivering a superior customer experience. AIS emphasizes the importance of delivering the best-in-class network quality alongside the growing demand for traffic capacity and coverage. To optimize our investment, we plan on reducing low-value traffic and shifting traffic towards 5G network, and at the same time, ensure we deploy our network efficiently across our spectrum portfolio. In addition, we also target our AIS Fibre expansion into the new untapped areas as well as putting resources to grow our enterprise business and digital services with high growth potential.

## Dividend policy at minimum 70% of net profit

AIS is committed to driving long-term growth while delivering returns to shareholders. We place importance on maintaining strong financial health and flexibility to pursue future growth. Our dividend policy is to pay a minimum of 70% of net profit. By preserving cash flow, we ensure that we have the financial flexibility to lead, compete, and pursue growth prospects in any changing circumstances.

The dividend payment shall still be made twice a year and is based on consolidated earnings and subjected to the availability of retained earnings on the separate financial statements. In all cases, dividend payment shall depend on cash flow and investment plan including any other future obligations of the Company and/or subsidiaries. Such dividends shall not adversely affect the Company and subsidiaries' ongoing operations.



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# Financial Position & Performance

## Financial statement

### Auditor report

Auditor's Reports were stated that the Consolidated and Company financial statements presented fairly, in all material respects, the Consolidated financial position as at 31 December 2022, 2021, and 2020, and the Consolidated results of operations, and cash flows for the years then ended of Advanced Info Service Public Company Limited and its subsidiaries, respectively, in accordance with Thai Financial Reporting Standards.

### Summary for consolidated financial statements

#### Advanced Info Service Public Company Limited and its subsidiaries Consolidated statement of financial position As at December 31

unit: Thousand Baht

|                                                | 2020               |               | 2021               |               | 2022               |               |
|------------------------------------------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|
|                                                | Amount             | %             | Amount             | %             | Amount             | %             |
| <b>ASSETS</b>                                  |                    |               |                    |               |                    |               |
| Current assets                                 |                    |               |                    |               |                    |               |
| Cash and cash equivalents                      | 18,420,769         | 5.26          | 12,739,290         | 3.57          | 9,013,520          | 2.67          |
| Specifically-designated bank deposits          | 1,909,701          | 0.55          | 1,380,728          | 0.39          | 980,248            | 0.29          |
| Restricted deposits at a financial institution | 11,200             | -             | 11,200             | -             | -                  | -             |
| Trade and other current receivables            | 17,781,190         | 5.08          | 16,552,288         | 4.65          | 17,901,787         | 5.31          |
| Contract assets                                | 1,448,323          | 0.41          | 1,819,811          | 0.51          | 2,123,106          | 0.63          |
| Inventories                                    | 2,372,085          | 0.68          | 2,104,298          | 0.59          | 3,839,281          | 1.14          |
| Current tax assets                             | 1,092              | -             | 5,302              | -             | 26,391             | 0.01          |
| Other current financial assets                 | -                  | -             | 213,375            | 0.06          | 47,798             | 0.01          |
| Other current assets                           | 211,038            | 0.06          | 739,789            | 0.21          | 405,595            | 0.13          |
| <b>Total current assets</b>                    | <b>42,155,398</b>  | <b>12.04</b>  | <b>35,566,081</b>  | <b>9.98</b>   | <b>34,337,726</b>  | <b>10.19</b>  |
| Non-current assets                             |                    |               |                    |               |                    |               |
| Investments in joint ventures and associates   | 830,633            | 0.24          | 982,875            | 0.28          | 993,614            | 0.30          |
| Long-term loans to a related party             | -                  | -             | 100,000            | 0.03          | 100,000            | 0.03          |
| Other non-current financial assets             | 110,031            | 0.03          | 110,252            | 0.03          | 228,090            | 0.07          |
| Property, plant, and equipment                 | 122,517,638        | 34.99         | 117,843,740        | 33.08         | 113,252,048        | 33.60         |
| Right-of-use assets                            | 58,722,695         | 16.77         | 50,574,034         | 14.20         | 42,860,580         | 12.72         |
| Goodwill                                       | 2,881,700          | 0.82          | 2,881,700          | 0.81          | 2,881,700          | 0.86          |
| Spectrum licenses                              | 110,219,201        | 31.48         | 131,774,691        | 36.99         | 119,765,331        | 35.53         |
| Other intangible assets other than goodwill    | 7,122,853          | 2.03          | 10,864,295         | 3.05          | 16,826,778         | 4.99          |
| Deferred tax assets                            | 4,120,355          | 1.18          | 4,235,516          | 1.19          | 4,597,432          | 1.36          |
| Other non-current assets                       | 1,490,073          | 0.42          | 1,288,559          | 0.36          | 1,200,365          | 0.35          |
| <b>Total non-current assets</b>                | <b>308,015,179</b> | <b>87.96</b>  | <b>320,655,662</b> | <b>90.02</b>  | <b>302,705,938</b> | <b>89.81</b>  |
| <b>Total assets</b>                            | <b>350,170,577</b> | <b>100.00</b> | <b>356,221,743</b> | <b>100.00</b> | <b>337,043,664</b> | <b>100.00</b> |



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Advanced Info Service Public Company Limited and its subsidiaries  
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|                                                 | 2020        |       | 2021        |       | 2022        |       |
|-------------------------------------------------|-------------|-------|-------------|-------|-------------|-------|
|                                                 | Amount      | %     | Amount      | %     | Amount      | %     |
| LIABILITIES AND SHAREHOLDERS' EQUITY            |             |       |             |       |             |       |
| Current liabilities                             |             |       |             |       |             |       |
| Short-term borrowings                           | 4,900,000   | 140   | -           | -     | 5,000,000   | 149   |
| Trade and other current payables                | 40,570,675  | 11.59 | 45,055,417  | 12.65 | 42,457,135  | 12.60 |
| Provision for revenue sharing                   | 5,248,417   | 1.50  | 3,360,879   | 0.94  | 3,360,879   | 1.00  |
| Unearned income - mobile communication service  | 4,348,673   | 1.24  | 4,071,668   | 1.14  | 3,703,340   | 1.10  |
| Advanced received from customers                | 1,909,701   | 0.54  | 1,380,728   | 0.38  | 980,248     | 0.29  |
| Current portion of long-term liabilities        | 13,848,369  | 3.95  | 14,131,683  | 3.97  | 15,495,770  | 4.60  |
| Current portion of spectrum licenses payable    | 10,538,021  | 3.01  | 10,903,220  | 3.06  | 10,903,220  | 3.23  |
| Current portion of lease liabilities            | 10,212,817  | 2.92  | 10,537,344  | 2.96  | 11,135,477  | 3.30  |
| Corporate income tax payable                    | 1,867,303   | 0.53  | 2,276,078   | 0.64  | 2,689,662   | 0.80  |
| Other current financial liabilities             | 297,202     | 0.09  | 25,051      | 0.01  | 534,274     | 0.16  |
| Other current liabilities                       | 72,246      | 0.02  | 126,204     | 0.04  | 81,190      | 0.02  |
| Total current liabilities                       | 93,813,424  | 26.79 | 91,868,272  | 25.79 | 96,341,195  | 28.59 |
| Non-current liabilities                         |             |       |             |       |             |       |
| Long-term liabilities                           | 79,301,185  | 22.65 | 73,696,569  | 20.69 | 63,914,169  | 18.96 |
| Lease liabilities                               | 48,150,497  | 13.75 | 40,597,291  | 11.40 | 32,871,213  | 9.75  |
| Provisions for employee benefit                 | 3,179,944   | 0.91  | 3,326,561   | 0.93  | 2,931,146   | 0.87  |
| Spectrum licenses payable                       | 42,911,011  | 12.25 | 61,415,647  | 17.24 | 52,085,347  | 15.45 |
| Unrealized adjustment value of spectrum license | 3,283,533   | 0.94  | -           | -     | -           | -     |
| Other non-current financial liabilities         | 1,225,258   | 0.35  | 722,083     | 0.20  | 162,860     | 0.05  |
| Other non-current liabilities                   | 2,616,358   | 0.75  | 2,770,798   | 0.78  | 2,921,379   | 0.87  |
| Total non-current liabilities                   | 180,667,786 | 51.60 | 182,528,949 | 51.24 | 154,886,114 | 45.95 |
| Total liabilities                               | 274,481,210 | 78.39 | 274,397,221 | 77.03 | 251,227,309 | 74.54 |

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|                                                                    | 2020        |        | 2021        |        | 2022        |        |
|--------------------------------------------------------------------|-------------|--------|-------------|--------|-------------|--------|
|                                                                    | Amount      | %      | Amount      | %      | Amount      | %      |
| Shareholders' equity                                               |             |        |             |        |             |        |
| Issued and paid share capital                                      | 2,973,554   | 0.85   | 2,973,926   | 0.84   | 2,974,210   | 0.88   |
| Share premium on ordinary shares                                   | 22,446,531  | 6.41   | 22,506,296  | 6.32   | 22,551,567  | 6.69   |
| Deficits arising from change in ownership interest in a subsidiary | (669,657)   | (0.19) | (669,657)   | (0.19) | (669,657)   | (0.20) |
| Retained earnings:                                                 |             |        |             |        |             |        |
| Appropriated - Legal reserve                                       | 500,000     | 0.14   | 500,000     | 0.14   | 500,000     | 0.15   |
| Unappropriated                                                     | 50,882,428  | 14.53  | 56,602,515  | 15.89  | 60,175,499  | 17.85  |
| Other components of shareholders' equity                           | (568,872)   | (0.16) | (214,328)   | (0.06) | 157,106     | 0.05   |
| Total shareholders' equity attributable to owners of the Company   | 75,563,984  | 21.58  | 81,698,752  | 22.94  | 85,688,725  | 25.42  |
| Non-controlling interests                                          | 125,383     | 0.03   | 125,770     | 0.03   | 127,630     | 0.04   |
| Total shareholders' equity                                         | 75,689,367  | 21.61  | 81,824,522  | 22.97  | 85,816,355  | 25.46  |
| Total liabilities and shareholders' equity                         | 350,170,577 | 100.00 | 356,221,743 | 100.00 | 337,043,664 | 100.00 |

unit: Thousand Baht

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|                                                                                                | 2020          |         | 2021          |         | 2022          |         |
|------------------------------------------------------------------------------------------------|---------------|---------|---------------|---------|---------------|---------|
|                                                                                                | Amount        | %       | Amount        | %       | Amount        | %       |
| Revenues                                                                                       |               |         |               |         |               |         |
| Revenues from rendering of services and equipment rentals                                      | 143,315,889   | 82.89   | 144,791,100   | 79.85   | 146,009,162   | 78.72   |
| Revenue from sale of goods                                                                     | 29,574,376    | 1711    | 36,541,790    | 2015    | 39,475,613    | 21.28   |
| Total revenues                                                                                 | 172,890,265   | 100.00  | 181,332,890   | 100.00  | 185,484,775   | 100.00  |
| Costs                                                                                          |               |         |               |         |               |         |
| Cost of rendering of services and equipment rentals                                            | (81,534,058)  | (4716)  | (85,237,941)  | (4701)  | (87,075,461)  | (46.94) |
| Cost of sale of goods                                                                          | (29,314,265)  | (16.96) | (36,215,253)  | (19.97) | (39,096,159)  | (21.08) |
| Total costs                                                                                    | (110,848,323) | (64.12) | (121,453,194) | (66.98) | (126,171,620) | (68.02) |
| Gross profit                                                                                   | 62,041,942    | 35.88   | 59,879,696    | 33.02   | 59,313,155    | 31.98   |
| Distribution costs                                                                             | (6,598,244)   | (3.81)  | (6,035,057)   | (3.33)  | (7,026,139)   | (3.79)  |
| Administrative expenses                                                                        | (17,732,641)  | (10.26) | (15,665,392)  | (8.64)  | (15,327,011)  | (8.26)  |
| Total distribution costs and administrative expenses                                           | (24,330,885)  | (14.07) | (21,700,449)  | (11.97) | (22,353,150)  | (12.05) |
| Profit from operating activities                                                               | 37,711,057    | 21.81   | 38,179,247    | 21.05   | 36,960,005    | 19.93   |
| Financial income                                                                               | 319,969       | 0.18    | 217,444       | 0.12    | 126,467       | 0.07    |
| Other income                                                                                   | 648,697       | 0.38    | 1,055,202     | 0.58    | 531,675       | 0.29    |
| Share of loss of subsidiaries, joint ventures and associates accounted for using equity method | (70,306)      | (0.04)  | (140,731)     | (0.08)  | (36,220)      | (0.02)  |
| Net gain/(loss) on foreign exchange rate                                                       | 140,201       | 0.08    | (1,488,550)   | (0.82)  | (343,574)     | (0.18)  |
| Gain/(loss) from fair value measurement of derivative assets                                   | (138,621)     | (0.08)  | 842,960       | 0.47    | 306,925       | 0.16    |
| Management benefit expenses                                                                    | (167,773)     | (0.10)  | (145,488)     | (0.08)  | (133,086)     | (0.07)  |
| Finance costs                                                                                  | (5,917,383)   | (3.42)  | (5,626,072)   | (3.10)  | (5,230,441)   | (2.82)  |
| Profit before income tax expense                                                               | 32,525,841    | 18.81   | 32,894,012    | 18.14   | 32,181,751    | 17.34   |
| Tax expense                                                                                    | (5,088,586)   | (2.94)  | (5,969,549)   | (3.29)  | (6,167,845)   | (3.32)  |
| Profit for the years                                                                           | 27,437,255    | 15.87   | 26,924,463    | 14.85   | 26,013,906    | 14.02   |
| Profit attributable to:                                                                        |               |         |               |         |               |         |
| Owners of the Company                                                                          | 27,434,361    | 15.87   | 26,922,145    | 14.85   | 26,011,284    | 14.02   |
| Non-controlling interests                                                                      | 2,894         | -       | 2,318         | -       | 2,622         | -       |
| Profit for the years                                                                           | 27,437,255    | 15.87   | 26,924,463    | 14.85   | 26,013,906    | 14.02   |
| Basic earnings per share (in Baht)                                                             | 9.23          |         | 9.05          |         | 8.75          |         |
| Diluted earnings per share (in Baht)                                                           | 9.23          |         | 9.05          |         | 8.75          |         |

Advanced Info Service Public Company Limited and its subsidiaries  
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|                                                                                                     | 2020        | 2021        | 2022        |
|-----------------------------------------------------------------------------------------------------|-------------|-------------|-------------|
| unit: Thousand Baht                                                                                 |             |             |             |
| Cash flows from operating activities                                                                |             |             |             |
| Profit for the years                                                                                | 27,437,255  | 26,924,463  | 26,013,906  |
| Adjustments for                                                                                     |             |             |             |
| Depreciation and amortization                                                                       | 51,841,589  | 53,374,026  | 52,901,993  |
| Finance income                                                                                      | (319,969)   | (217,444)   | (126,467)   |
| Finance costs                                                                                       | 5,917,383   | 5,626,072   | 5,230,441   |
| Expected credit losses                                                                              | 2,875,761   | 2,066,792   | 2,181,784   |
| Share-based payment transaction                                                                     | 17,627      | 8,130       | 1,971       |
| (Reversal of) loss for obsolete, decline in value and write-off inventories                         | (42,416)    | 9,289       | 10,044      |
| Loss on sales and write-off of assets                                                               | 37,609      | 29,434      | 26,768      |
| Loss for unused equipment                                                                           | 700,429     | 635,511     | 1,338,883   |
| Loss on terminate contract assets                                                                   | 524,573     | 223,543     | 104,823     |
| Net unrealized (gain) loss on foreign exchange rate and fair value measurement of derivative assets | (144,400)   | 242,558     | 520,777     |
| (Gain) on sales of investment                                                                       | -           | -           | (11,072)    |
| Share of loss of subsidiaries, joint ventures and associates accounted for using equity method      | 70,306      | 140,731     | 36,220      |
| Employee benefit expense                                                                            | 196,970     | 202,594     | 208,025     |
| Tax expense                                                                                         | 5,088,586   | 5,969,548   | 6,167,845   |
| Cash provided by operation before changes in operating assets and liabilities                       | 94,201,303  | 95,235,247  | 94,605,941  |
| Changes in operating assets and liabilities                                                         |             |             |             |
| Specifically-designated bank deposits                                                               | 79,388      | 528,973     | 400,480     |
| Trade and other current receivables                                                                 | (3,371,745) | (2,417,168) | (3,523,134) |
| Contract assets                                                                                     | (104,157)   | (595,030)   | (408,119)   |
| Inventories                                                                                         | 2,498,786   | 258,499     | (1,745,028) |
| Other current assets                                                                                | 307,586     | (527,885)   | 74,755      |
| Other non-current assets                                                                            | (361,375)   | 123,453     | 352,916     |
| Trade and other current payables                                                                    | (1,062,140) | 1,012,584   | (998,257)   |
| Provision for revenue sharing                                                                       | -           | (303,822)   | -           |
| Unearned income - mobile communication service                                                      | 159,648     | (277,006)   | (368,327)   |
| Advanced received from customers                                                                    | (79,388)    | (528,973)   | (400,480)   |
| Other current liabilities                                                                           | 15,204      | 53,963      | (45,015)    |
| Other financial assets (liabilities)                                                                | (99,684)    | (5,175)     | (34,407)    |
| Other non-current liabilities                                                                       | (23,427)    | (26,905)    | (22,360)    |
| Cash generated by operating activities                                                              | 92,159,999  | 92,530,755  | 87,888,965  |
| Employee benefit paid                                                                               | (56,432)    | (116,056)   | (127,233)   |
| Tax paid                                                                                            | (6,474,175) | (5,780,655) | (6,356,815) |
| Net cash provided by operating activities                                                           | 85,629,392  | 86,634,044  | 81,404,917  |

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|                                                                                         | unit: Thousand Baht |              |              |
|-----------------------------------------------------------------------------------------|---------------------|--------------|--------------|
|                                                                                         | 2020                | 2021         | 2022         |
| Cash flows from investing activities                                                    |                     |              |              |
| Purchase of property, plant, equipment, and other intangible assets other than goodwill | (28,056,506)        | (25,786,082) | (32,319,123) |
| Proceeds from sale of equipment                                                         | 108,663             | 111,393      | 366,529      |
| Payment of spectrum license                                                             | (26,834,979)        | (19,511,950) | (11,039,200) |
| Net decrease in current investments                                                     | -                   | -            | 11,200       |
| Net increase in investments in joint ventures and associates                            | (246,900)           | (300,000)    | (165,736)    |
| Increase in long-term loan to a related party                                           | -                   | (100,000)    | -            |
| Dividend received                                                                       | 9,000               | 15,000       | 16,800       |
| Interest received                                                                       | 326,271             | 219,702      | 133,673      |
| Net cash used in investing activities                                                   | (54,694,451)        | (45,351,937) | (42,995,857) |
| Cash flows from financing activities                                                    |                     |              |              |
| Finance cost paid                                                                       | (4,218,327)         | (3,692,107)  | (3,377,691)  |
| Lease liabilities paid                                                                  | (11,753,610)        | (11,882,214) | (12,447,416) |
| Net increase (decrease) in short-term borrowings                                        | 4,900,000           | (4,900,000)  | 5,000,000    |
| Proceed of long-term borrowings                                                         | 24,000,000          | 8,600,000    | 5,700,000    |
| Repayments of long-term borrowings                                                      | (24,828,560)        | (13,884,860) | (14,142,669) |
| Net cash paid for purchase of a subsidiary from non-controlling interest                | (4,631)             | (880)        | (77)         |
| Dividend paid                                                                           | (20,218,750)        | (21,203,109) | (22,870,905) |
| Net cash used in financing activities                                                   | (32,123,878)        | (46,963,170) | (42,138,758) |
| Effect of exchange rate changes on balances held in foreign currencies                  | (26,921)            | (416)        | 3,929        |
| Net decrease in cash and cash equivalents                                               | (1,215,858)         | (5,681,479)  | (3,729,699)  |
| Cash and cash equivalents as at January 1,                                              | 19,636,627          | 18,420,769   | 12,739,290   |
| Cash and cash equivalents as at December 31,                                            | 18,420,769          | 12,739,290   | 9,013,520    |

Highlight Financial ratio

Advanced Info Service Public Company Limited and its subsidiaries  
Highlight Financial ratio  
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|                                                 | unit: Thousand Baht |         |         |
|-------------------------------------------------|---------------------|---------|---------|
|                                                 | 2020                | 2021    | 2022    |
| <b>Liquidity Ratio</b>                          |                     |         |         |
| Current Ratio (time)                            | 0.45                | 0.39    | 0.36    |
| Quick Ratio (time)                              | 0.37                | 0.30    | 0.26    |
| Operating cash flow to current liability (time) | 0.91                | 0.94    | 0.84    |
| A/R turnover (time)                             | 10.52               | 11.41   | 11.73   |
| Collection period (day)                         | 34                  | 32      | 31      |
| Inventory turnover (time)                       | 8.14                | 16.18   | 13.16   |
| Day sales period (day)                          | 44                  | 22      | 27      |
| A/P turnover (time)                             | 4.99                | 4.94    | 4.95    |
| Payment period (day)                            | 72                  | 73      | 73      |
| Cash Cycle (day)                                | 6                   | (19)    | (15)    |
| <b>Profitability Ratio</b>                      |                     |         |         |
| Gross profit margin ratio (%)                   | 35.89%              | 33.02%  | 31.98%  |
| Operation income ratio (%)                      | 21.81%              | 21.05%  | 19.93%  |
| Other operating income ratio (%)                | 0.56%               | 0.70%   | 0.35%   |
| Free cash flow to EBIT (%)                      | 82.03%              | 108.13% | 103.92% |
| Net profit margin (%)                           | 15.87%              | 14.85%  | 14.02%  |
| Return to Equity (%) Average                    | 37.82%              | 34.18%  | 31.03%  |
| Return to Equity (%) as at end                  | 36.25%              | 32.90%  | 30.31%  |
| <b>Efficiency Ratio</b>                         |                     |         |         |
| Return on total assets (%)                      | 8.58%               | 7.62%   | 7.50%   |
| Return on fixed assets (%) <sup>/1</sup>        | 17.18%              | 14.65%  | 14.77%  |
| Total assets turnover (time)                    | 0.54                | 0.51    | 0.54    |
| <b>Financial Policy Ratio</b>                   |                     |         |         |
| Debt to equity ratio (time)                     | 3.63                | 3.35    | 2.93    |
| Interest coverage ratio (time)                  | 13.50               | 15.46   | 15.19   |
| Debt service coverage ratio (time)              | 3.33                | 4.42    | 3.14    |
| Dividend payout ratio (%)                       | 75%                 | 85%     | 88%     |
| <b>Data on per Share Capital</b>                |                     |         |         |
| Net book value per share (Baht)                 | 25.46               | 27.52   | 28.85   |
| Net Profit per share (Baht)                     | 9.23                | 9.05    | 8.75    |
| Dividend per share (Baht)                       | 6.92                | 7.69    | 7.69    |

/1 excl. Spectrum license



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|                                  | 2020     | 2021     | 2022    |
|----------------------------------|----------|----------|---------|
| Percentage Growth on             |          |          |         |
| Total Assets (%)                 | 20.89%   | 1.73%    | (5.38%) |
| Total Liabilities (%)            | 24.61%   | (0.03%)  | (8.44%) |
| Revenue from service & sales (%) | (4.42%)  | 4.88%    | 2.29%   |
| Selling & admin. expense (%)     | (12.29%) | (10.81%) | 3.01%   |
| Net Profit (%)                   | (12.04%) | (1.87%)  | (3.38%) |



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# Financial ratio formula

| Liquidity Ratio                                   |  |                                                                                                                                      |
|---------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------|
| Current Ratio (time)                              |  | Total current assets / Total current liabilities                                                                                     |
| Quick Ratio (time)                                |  | (Cash and cash equivalents + Current investment + A/R Trade) / Total current liabilities                                             |
| Operating cash flow to current liabilities (time) |  | Net cash provided by operating activities / Total current liabilities                                                                |
| A/R turnover (time)                               |  | Total revenues / A/R Trade - Average                                                                                                 |
| Collection period (day)                           |  | 360 / A/R turnover                                                                                                                   |
| Inventory turnover (time)                         |  | Cost of sales / Inventory - Average                                                                                                  |
| Day sales period (day)                            |  | 360 / Inventory turnover                                                                                                             |
| A/P turnover (time)                               |  | Total costs / A/P Trade - Average                                                                                                    |
| Payment period (day)                              |  | 360 / A/P turnover                                                                                                                   |
| Cash Cycle (day)                                  |  | Collection period + Day sales period - Payment period                                                                                |
| Profitability Ratio                               |  |                                                                                                                                      |
| Gross profit margin ratio (%)                     |  | Gross profit / Total revenues                                                                                                        |
| Operation income ratio (%)                        |  | Profit from services and sales / Total revenues                                                                                      |
| Other operating income ratio (%)                  |  | (Finance income + Other income) / Total revenues                                                                                     |
| Free cash flow to EBIT (%)                        |  | (Net cash by operating activities +/- Net cash in investing activities) / Profit from services and sales                             |
| Net profit margin (%)                             |  | Profit for the years / Total revenues                                                                                                |
| Return to Equity (%) as at end                    |  | Profit for the years / Total shareholder's equity - Average                                                                          |
| Return to Equity (%) as at end                    |  | Profit for the years / Total shareholder's equity as ended of                                                                        |
| Efficiency Ratio                                  |  |                                                                                                                                      |
| Return on total assets (%)                        |  | Profit for the years / Total assets - Average                                                                                        |
| Return on fixed assets (%) ^                      |  | Profit for the years / (Property, plant and equipment + Right of use assets + Other intangible assets other than goodwill - Average) |
| Total assets turnover (time)                      |  | Total revenues / Total assets - Average                                                                                              |
| Financial Policy Ratio                            |  |                                                                                                                                      |
| Debt to equity ratio (time)                       |  | Total liabilities / Total shareholder's equity                                                                                       |
| Interest coverage ratio (time)                    |  | Profit from services and sales / Interest expense                                                                                    |
| Debt service coverage ratio (time)                |  | EBITDA after tax / (interest expense + debt repayment within 1 year)                                                                 |
| Dividend payout ratio (%)                         |  | Dividend paid per share / Earning per share                                                                                          |
| Data on per Share Capital                         |  |                                                                                                                                      |
| Net book value per share (Baht)                   |  | Total shareholder's equity / No. of shares                                                                                           |
| Net Profit per share (Baht)                       |  | Profit for the years / No. of shares                                                                                                 |
| Percentage Growth                                 |  |                                                                                                                                      |
| Total assets (%)                                  |  | (Total assets-Current Year - Total assets-Prior Year) / Total assets-Prior Year                                                      |
| Total liabilities (%)                             |  | (Total liabilities-Current Year - Total liabilities-Prior Year) / Total liabilities-Prior Year                                       |
| Total revenues (%)                                |  | (Total revenues-Current Year - Total revenues- Prior Year) / Total revenues-Prior Year                                               |
| Selling & admin. Expense [SGA] (%)                |  | (SGA-Current Year - SGA-Prior Year) / SGA-Prior Year                                                                                 |
| Net Profit (%)                                    |  | (Net Profit-Current Year - Net Profit-Prior Year) / Net Profit-Prior Year                                                            |

^ excl. spectrum license



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# General information and other significant information

## General information of the Company

|                            |                                                                                                                       |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------|
| The Company name           | : Advanced Info Service Public Company Limited                                                                        |
| Symbol for trading         | : ADVANC                                                                                                              |
| Registered date on the SET | : 5 November 1991                                                                                                     |
| Stock exchange market      | : SET                                                                                                                 |
| Industry                   | : Technology                                                                                                          |
| Sector                     | : Information and Communication Technology                                                                            |
| Market capitalization      | : Baht 579,971 million (as of 30 December 2022)                                                                       |
| Registered capital         | : Baht 4,997,459,800                                                                                                  |
| Paid-up capital            | Baht 2,974,209,736 comprising of 2,974,209,736 ordinary shares (as of 31 December 2022)                               |
| Par Value                  | 1.00 Baht                                                                                                             |
| Total shareholders         | : 50,931 persons (as of 22 August 2022, the latest book closing date for the rights to receive dividend)              |
| Free float                 | : 36.23%                                                                                                              |
| Type of business           | : Operate telecommunication business including mobile network service, fixed broadband service, and digital services. |
| Head office                | : 414 Phaholyothin Road, Samsen Nai, Phayathai, Bangkok 10400                                                         |

|                   |                                                                       |
|-------------------|-----------------------------------------------------------------------|
| Registered No.    | : 0107535000265                                                       |
| Corporate website | : <a href="https://www.ais.co.th">https://www.ais.co.th</a>           |
| IR website        | : <a href="https://investor.ais.co.th">https://investor.ais.co.th</a> |
| Telephone         | : (66) 2029 5000                                                      |
| Foreign Limit     | : 48.30%                                                              |

## American Depositary Receipt

|                        |                               |
|------------------------|-------------------------------|
| ADR ticker symbol      | : AVIFY                       |
| Exchange               | : Over The Counter (OTC)      |
| Depository             | : The Bank of New York Mellon |
| ADR to ORD share ratio | : 1:1                         |
| ADR CUSIP number       | : 00753G103                   |



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Other significant information

General information of AIS's affiliates

| No | Subsidiaries                                                                                                                                                                                                                                | Business                                                                                                                                                                       | Registered Capital<br>(Million Share) | Par Value<br>(Baht per share) | Paid-up Capital<br>(Million Baht) | % of<br>Investment  |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|---------------------|
| 1  | <b>Advanced Wireless Network Co.,Ltd. (AWN)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                                 | Service provider of cellular telephone network, distributor of handsets and international telephone service, network operator, telecommunication service operator and internet | 13.5                                  | 100                           | 1,350                             | 99.99               |
| 2  | <b>Advanced Data network Communications Co.,Ltd. (ADC)</b><br><b>(an indirect subsidiary of DPC)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019<br>Website : www.adc.co.th | Under liquidation process                                                                                                                                                      | 95.75                                 | 10                            | 957.52                            | 51.00 <sup>1)</sup> |
| 3  | <b>Digital Phone Co.,Ltd. (DPC)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                                             | Ceased mobile phone operation                                                                                                                                                  | 91.39                                 | 10                            | 913.87                            | 98.55               |
| 4  | <b>Advanced mPAY Co.,Ltd. (AMP)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                                             | Service provider of electronic payment and cash card                                                                                                                           | 30                                    | 10                            | 300                               | 99.99               |
| 5  | <b>Super Broadband Network Co.,Ltd. (SBN)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019<br>Website : www.sbn.co.th                                                        | Network operator and telecom service operator, including as service provider of broadcasting network and television broadcasting service several channels                      | 3                                     | 100                           | 300                               | 99.99               |



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General information of AIS's affiliates (Continued)

| No | Subsidiaries                                                                                                                                                                                                                      | Business                                                                                                                                                                            | Registered Capital<br>(Million Share) | Par Value<br>(Baht per share) | Paid-up Capital<br>(Million Baht) | % of<br>Investment |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|--------------------|
| 6  | <b>Advanced Contact Center Co.,Ltd. (ACC)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                         | Service provider of call center                                                                                                                                                     | 272                                   | 10                            | 272                               | 99.99              |
| 7  | <b>Advanced Digital Distribution Co.,Ltd. (ADD)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5157<br>Fax : (66) 2029 5019                                                                   | Service provider of insurance broker                                                                                                                                                | 0.05                                  | 100                           | 5                                 | 99.99              |
| 8  | <b>Advanced Magic Card Co.,Ltd. (AMC)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                             | Service provider of electronic payment network                                                                                                                                      | 25                                    | 10                            | 250                               | 99.99              |
| 9  | <b>Teleinfo Media Public Company Limited (TMC)</b><br>(an indirect subsidiary via CSL)<br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2262 8888<br>Fax : (66) 2262 8899<br>Website : www.csloxinfo.com | Service provider of publishing and advertising telephone directories                                                                                                                | 15.65                                 | 10                            | 156.54                            | 99.99              |
| 10 | <b>CS LoxInfo Public Company Limited (CSL)</b><br>(an indirect subsidiary via AWN)<br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2263 8000<br>Fax : (66) 2263 8132<br>Website : www.csloxinfo.com     | Service provider of internet data center services, internet and satellite uplink-downlink services for domestic and international communications and distribute internet equipment. | 594.51                                | 0.25                          | 148.63                            | 99.68              |



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General information of AIS's affiliates (Continued)

| No | Subsidiaries                                                                                                                                                                                                               | Business                                                                                                             | Registered Capital<br>(Million Share) | Par Value<br>(Baht per share) | Paid-up Capital<br>(Million Baht) | % of<br>Investment |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|--------------------|
| 11 | <b>AIN GlobalComm Co.,Ltd. (AIN)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                           | Service provider of international telephone service/gateway                                                          | 2                                     | 100                           | 100                               | 99.99              |
| 12 | <b>Advanced Broadband Network Co.,Ltd. (ABN)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                               | As a holding company                                                                                                 | 1                                     | 100                           | 100                               | 99.99              |
| 13 | <b>AIS Digital Life Co.,Ltd. (ADL)<sup>2)</sup></b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                            | Service provider of digital platform                                                                                 | 0.5                                   | 100                           | 50                                | 99.99              |
| 14 | <b>MIMO Tech Co.,Ltd. (MMT)</b><br>1291/1 Phaholyothin Road,<br>Phayathai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                              | Developer of IT systems service provider of content aggregator and outsourcing<br>service for billing and collection | 0.5                                   | 100                           | 50                                | 99.99              |
| 15 | <b>AD Venture Public Company Limited (ADV)</b><br>(an indirect subsidiary via CSL)<br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2262 8888<br>Fax : (66) 2262 8877<br>Website : www.shinee.com | Service provider of mobile contents                                                                                  | 1.07                                  | 10                            | 10.75                             | 99.99              |



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General information of AIS's affiliates (Continued)

| No | Subsidiaries                                                                                                                                                                                                                  | Business                                                                                   | Registered Capital<br>(Million Share) | Par Value<br>(Baht per share) | Paid-up Capital<br>(Million Baht) | % of<br>Investment |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|--------------------|
| 16 | <b>Fax Lite Co.,Ltd. (FXL)</b><br>1291/1 Phaholyothin Road,<br>Phayathai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                                  | Service provider of operation in space, land and building services, and related facilities | 0.01                                  | 100                           | 1                                 | 99.98              |
| 17 | <b>Yellow Pages Commerce Company Limited (YPC)</b><br><b>(an indirect subsidiary via TMC)</b><br>1126/2 Vanit Bldg.2, New Phetchaburi Road, Makkasan,<br>Ratchathewi, Bangkok<br>Tel : (66) 2262 8888<br>Fax : (66) 2262 8823 | Service provider of online advertising business                                            | 0.01                                  | 10                            | 0.1                               | 99.94              |
| 18 | <b>LearnDi Company Limited (LDI)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                              | Service provider of training                                                               | 0.1                                   | 10                            | 1                                 | 99.99              |
| 19 | <b>AIS DC Venture Limited</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5000<br>Fax : (66) 2029 5019                                                                                     | As a holding company                                                                       | 0.01                                  | 100                           | 1                                 | 99.97              |

Notes:

<sup>1)</sup> The remaining share percentage of ADC in the amount of 49% is held by other persons with no conflict of interest.

<sup>2)</sup> AIS Digital Life Co., Ltd. has changed the name formerly from Wireless Device Supply Co., Ltd.



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Associated Company

| No | Associated Company                                                                                                                                                                       | Business                                                       | Registered Capital<br>(Million Share) | Par Value<br>(Baht per share) | Paid-up Capital<br>(Million Baht) | % of<br>Investment |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|--------------------|
| 1  | <b>Information Highway Co.,Ltd. (IH)</b><br>52/1 Moo 5 Bang Krui-Sai Noi Road, Bangsitong, Bang Krui,<br>Nonthaburi<br>Tel : (66) 2029 5055<br>Fax : (66) 2029 5019                      | Service provider of transmission network                       | 0.5                                   | 100                           | 50                                | 29.00              |
| 2  | <b>Choco Card Enterprise Co.,Ltd.</b><br>2150/4 Sukhumvit Road Bangjak Phra Khanong Bangkok<br>Tel : (66) 2331 8728<br>Website : www.chococrm.com                                        | Develop- a customer relationship management system             | 0.07                                  | 100                           | 7.37                              | 17.35              |
| 3  | <b>Datafarm Co.,Ltd.</b><br>CP Tower 2, Level 21, 1 Radchadapisek Road, Dindaeng, Dindaeng<br>Bangkok<br>Tel : (66) 2009 3434<br>Website : www.datafarm.co.th                            | Services provider of penetration testing and IT audit          | 0.07                                  | 100                           | 6.67                              | 25.00              |
| 4  | <b>Swift Dynamics Co.,Ltd.</b><br>637/1, Level 5 Prompan 1 Building, 5th Floor, Ladprao Road,<br>Jomphol, Jatujark, Bangkok<br>Tel : (66) 2004 7841<br>Website : www.swiftdynamics.co.th | Providing software and consulting service using IoT technology | 0.04                                  | 100                           | 3.60                              | 16.67              |
| 5  | <b>GSA Data Centre Company Limited</b><br>87, M. Thai tower All season place, Floor 11, Witthayu, Lumpini,<br>Pathum wan, Bangkok<br>Tel : (66) 2080 4499                                | Data centre business                                           | 10.01                                 | 100                           | 550                               | 25.00              |

Joint Venture

| No | Joint Venture                                                                                                                   | Business                                                            | Registered Capital<br>(Million Share) | Par Value<br>(Baht per share) | Paid-up Capital<br>(Million Baht) | % of<br>Investment |
|----|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|--------------------|
| 1  | <b>Amata Network Co., Ltd. (AN)</b><br>702/2 Moo 1, Klongtamru, Muang, Chonburi<br>Tel : (66) 2029 5055<br>Fax : (66) 2029 5019 | Service provider of infrastructure developer of fibre optic network | 1                                     | 100                           | 100                               | 60.00              |



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| No | Joint Venture                                                                                                                                              | Business                                                                            | Registered Capital<br>(Million Share) | Par Value<br>(Baht per share) | Paid-up Capital<br>(Million Baht) | % of<br>Investment |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|--------------------|
| 2  | <b>Rabbit Line Pay Co.,Ltd (RLP)</b><br>127 Gaysorn Tower, Unit A,B 18th Floor, Ratchadamri Road, Lumpi-<br>ni, Pathumwan, Bangkok<br>Tel : (66) 2026 3779 | Service provider of electronic money and electronic payment service business        | 6                                     | 100                           | 600                               | 33.33              |
| 3  | <b>Saha Advance Network Co., Ltd. (SAN)</b><br>414 Phaholyothin Road,<br>Samsen Nai, Phayathai, Bangkok<br>Tel : (66) 2029 5055<br>Fax : (66) 2029 5019    | Service provider of telecom infrastructure network in Sahapat-group Industrial Park | 0.30                                  | 100                           | 30.00                             | 70.00              |

## Other investment

| No | Other investments                                                                                                                                                                                                       | Business                                                                                           | Registered Capital<br>(Million Share) | Par Value<br>(Baht per share) | Paid-up Capital<br>(Million Baht) | % of<br>Investment |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|--------------------|
| 1  | <b>Bridge Mobile Pte. Ltd. (BMB)</b><br>750 Chai Chee Road, #03-02/03,<br>Technopark @ Chai Chee,<br>Singapore 469000<br>Tel : (65) 6424 6270<br>Fax : (65) 6745 9453                                                   | Provide international roaming service within Asia Pacific Region                                   | 8.00                                  | n/a                           | USD 9 Million                     | 10.00              |
| 2  | <b>Clearing House for Number Portability Co.,Ltd. (CLH)<sup>71</sup></b><br>98 Sathorn Square Tower, Unit 403<br>4th Floor, North Sathorn Road, Silom, Bangrak, Bangkok<br>Tel : (66) 2646 2523<br>Fax : (66) 2168 7744 | Operate information system and centralized database for mobile number portability<br>service (MNP) | 0.02                                  | 100                           | 2                                 | 20.00              |
| 3  | <b>iCandy Interactive Limited</b><br>Level 4, 91 William Street,<br>Melbourne, Victoria 3000,<br>Australia<br>Tel : (61) 8611 5353<br>Website : www.icandy.io                                                           | Mobile game and Digital entertainment developer and service                                        | 736.56                                | n/a                           | AUD 58.10 Million                 | 3.22               |

### Notes:

<sup>71</sup> The equity in CLH is held by AIS 10% and AWN 10%

Other significant information

|                          |   |                                                                                                                                                                                                                                                                   |
|--------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ordinary Share Registrar | : | Thailand Securities Depository Company Limited<br>The Stock Exchange Thailand Building,<br>93, Ratchadapisek Road,<br>Dindang, Dindang, Bangkok 10400<br>Tel : (66) 2009 9383<br>Fax : (66) 2009 9476                                                             |
| Auditor                  | : | Sakda Kaothanthong<br>Certified Public Accountants Registration Number. 4628<br>KPMG Phoomchai Audit Co., Ltd.<br>50 <sup>th</sup> Floor, Empire Tower<br>1 South Sathorn Road Yannawa, Sathorn<br>Bangkok, 10120<br>Tel : (66) 2677 2000<br>Fax : (66) 2677 2222 |
| Bond Registrar           | : | Bank of Ayudhya Public Company Limited<br>1222, Rama III Road, Bang Phongphang, Yan Nawa,<br>Bangkok 10120<br>Tel : (66) 2296 3582<br>Fax : (66) 2296 2213                                                                                                        |

|                                             |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bondholder Representative                   | : | Bank of Ayudhya Public Company Limited<br>1222, Rama III Road, Bang Phongphang, Yan Nawa,<br>Bangkok 10120<br>Tel : (66) 2296 3582<br>Fax : (66) 2296 2213                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Frequently contacted financial institutions | : | Bangkok Bank Public Company Limited<br>333 Silom Road, Silom, Bangrak, Bangkok 10500<br>Tel : (66) 2231 4333<br>Fax : (66) 2231 4890<br>Krung Thai Bank Public Company Limited<br>35 Sukhumvit Rd, Klong Toey Nua,<br>Wattana, Bangkok 10110<br>Tel : (66) 2255 2222<br>Fax : (66) 2255 9391-6<br>Kasikorn Bank Public Company Limited<br>400/22 Phahon Yothin Road,<br>Sam Sen Nai, Phaya Thai, Bangkok<br>Tel : (66) 2222 0000<br>Fax : (66) 2470 1144<br>Bank of Ayudhya Public Company Limited<br>1222, Rama III Road, Bang Phongphang,<br>Yan Nawa, Bangkok 10120<br>Tel : (66) 2296 3582<br>Fax : (66) 2296 2213 |



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# Legal Disputes

In the past, AIS operated a mobile telecommunication service using the 900MHz spectrum in accordance with the Concession Agreement for Cellular Mobile Phone Operation (“Concession Agreement 900”) with TOT for a period of 25 years (1 October 1990 to 30 September 2015). Similarly, DPC, a subsidiary of AIS also operated a telecommunication service using a 1800MHz spectrum subject to the Digital PCN (Personal Communication Network) 1800 Agreement (“PCN Agreement 1800”) with CAT from 19 November 1996 to 15 September 2013. Throughout the period of the two agreements, AIS and DPC was under obligation to invest and provide equipment used for the provision of the service and such equipment shall be transferred to TOT and CAT while AIS and DPC agreed to share a specified percentage of revenue generated from the service to TOT and CAT.

On 7 January 2021, TOT and CAT entered into a merger contract merging the two companies into the National Telecom Public Company Limited (“NT”).

Following the establishment of the National Telecommunication Commission of Thailand (“NTC”), subject to the Act on Organization to Assign Radio Frequency and to Regulate the Broadcasting and Telecommunications Services B.E.2543 (year 2000), and subsequently transitioned into the National Broadcasting and Telecommunication Commission (“NBTC”), subject to the revision of the same law B.E.2553 (year 2010) (“the Act on Organization to Assign Radio Frequency”), the mobile telecommunication service and other telecommunication services by AIS and affiliates were regulated by NTC and NBTC respectively.

From the operations under Concession Agreement 900, PCN Agreement 1800, the Act on Organization to Assign Radio Frequency and to Regulate the Broadcasting and Telecommunications Services B.E.2543 (year 2000) to the Telecommunication Business Act B.E.2544, AIS and affiliates have had a number of significant legal disputes as detailed in the table below.

The Company also considered the potential negative impacts of the disputes on the Company’s business performance. The information can be found in [Note 38](#) to the financial statements.

## Legal Disputes under Concession Agreement 900

| 1.1 Porting of subscribers from 900 MHz system to 3G 2100 MHz by AWN |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                                                             | NT (TOT) and AIS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Submitted date and Tribunal                                          | <ul style="list-style-type: none"><li>25 September 2014: The Thai Arbitration Institute</li><li>15 May 2019: The Central Administrative Court</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Dispute Topic                                                        | NT submitted a dispute to the Arbitration Tribunal to decide for the suspension of AIS’ porting of subscribers to AWN by having subscribers press *988* on the basis that such action was the breach of concession agreement and claimed for the damages in the amount of Baht 9,126 million (from May 2013 to June 2014) with interest rate of 7.5 per annum. On 25 March 2016, NT submitted the request to amend the amount of damages by calculating from May 2013 until the expiration date of 900 concession agreement (30 September 2015) in the amount of Baht 32,813 million. |
| Result of case                                                       | On 14 February 2019, the arbitration tribunal decided to dismiss all of NT’s disputes for the reason that AIS did not breach the 900 concession agreement as claimed.                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Status of Case                                                       | On 15 May 2019, NT submitted a plea for revocation of decision by arbitration tribunal. This case is still under consideration of Central Administrative Court. AIS management believes that AIS has complied with all of the relating terms, and the case should not significantly affect its financial statement.                                                                                                                                                                                                                                                                   |



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## 1.2 Request for additional remuneration regarding the 6<sup>th</sup> and 7<sup>th</sup> amendments to the Concession Agreement (“Concession Agreement”)

| Litigant                    | NT (TOT) and AIS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Submitted date and Tribunal | <ul style="list-style-type: none"> <li>30 September 2015: The Thai Arbitration Institute</li> <li>22 April 2020: The Central Administrative Court</li> <li>24 August 2022: The Supreme Central Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Dispute Topic               | <ul style="list-style-type: none"> <li>AIS submitted a dispute to the Arbitration Tribunal regarding the 6th and 7th amendments to the Concession Agreement. AIS claimed that the said amendments bound AIS and NT, and AIS had no obligation to pay for the additional remuneration of operation in the 11th-25th year in the amount of Baht 72,036 million as per NT's claim that such amendments were conducted illegally and had caused NT to receive lower remuneration than the rate as specified in the Concession Agreement.</li> <li>On 29 January 2020, the Arbitral Tribunal made a majority decision ordering AIS to make additional payment of operational year 20th to year 25th, amounting Baht 31,076 million plus an interest at the rate of 1.25% per month to NT commencing from 30 November 2015.</li> <li>On 22 April 2020, AIS disagreed with such award and proceeded to submit the case to the Central Administrative Court for the revocation of the Arbitral Tribunal's award</li> <li>On 23 April 2020, NT proceeded to submit the case to the Central Administrative Court for the revocation of Arbitral Tribunal's award only for the issue that the Arbitral Tribunal decided that AIS did not pay the full benefit according to the contract which was absent from the 11th year to the 19th year (for the amount of 31,698 million baht).</li> </ul> |
| Result of case              | On 26 July 2022, the Central Administrative Court decided to revoke the decision by the Arbitration Tribunal per the request of AIS for the reason that the additional 6 <sup>th</sup> and 7 <sup>th</sup> amendments to the Concession agreement still have the binding effect on the parties, as a result, the Company is not obligated to pay the benefits requested by NT.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Status of Case              | <p>On 24 August 2022, NT submitted an appeal to the Supreme Administrative Court.</p> <p>Both cases are now under the consideration of the Supreme Central Administrative Court.</p> <p>Although the dispute has not been settled, the management considers that the result of the above verdict should not significantly affect AIS's financial statement.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## 1.3 Additional remuneration from the rental fees of fiber cable and the rental fees from leased line

| Litigant                    | NT (TOT) and AIS                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Submitted date and Tribunal | <ul style="list-style-type: none"> <li>12 January 2018: The Thai Arbitration Institute</li> </ul>                                                                                                                                                                                                                                                                                                                             |
| Dispute Topic               | NT submitted the dispute to the Arbitration Tribunal for the decision requesting additional payment from AIS from the rental fees of fiber cable and from leased line which AIS received from service providers subject to the 5th Amendment of the Concession Agreement during the 4th quarter of 2012 to the 3rd quarter of 2015 in the total amount of Baht 1,121.91 million with VAT and interest rate of 1.25 per month. |
| Result of case              | On December 19, 2022, AIS received an award from the Arbitration Tribunal to dismiss NT's claim on the grounds that the dispute was a dispute about compliance with the NBTC announcement and not a dispute regarding the Concession Agreement.. The Arbitral Tribunal has no jurisdiction, therefore, still no ground to determine that AIS breached the contract.                                                           |
| Status of Case              | Although the dispute has not been settled, the management considers that the result of the above verdict should not significantly affect AIS's financial statement.                                                                                                                                                                                                                                                           |


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#### 1.4 Usage fees of NT's space and assets during Subscriber Protection Period

| Litigant                    | NT (TOT) and AIS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Submitted date and Tribunal | <ul style="list-style-type: none"> <li>15 February 2018: The Thai Arbitration Center</li> <li>30 June 2020 The Central Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Dispute Topic               | NT submitted the dispute to the Arbitration Tribunal requesting the payment from AIS for the usage of NT's space and assets during 30 September 2015-30 June 2016, the Subscriber Protection Period for 900 MHz system, in the amount of Baht 171.48 million including VAT and interest at the rate of 1.25 per month.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Result of case              | On 13 Feb 2020, the Arbitration Tribunal issued the order allowing NT to withdraw the dispute as requested, in order for NT to bring the case to the Administrative Court.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Status of Case              | <p>On 13 Feb 2020, the Arbitration Tribunal issued the order allowing NT to withdraw the dispute as requested, in order for NT to bring the case to the Administrative Court.</p> <p>On 30 June 2020, NT filed a lawsuit with the Central Administrative Court for AIS to pay for NT's space and property usage during the period (30 September 2015-30 June 2016) of the user protection measures for mobile phone service with 900 MHz system amounting to 171.48 million baht, including VAT and interest at the rate of 1.25% per month, totaling Baht 233.45 million.</p> <p>The dispute is pending consideration of the Central Administrative Court.</p> <p>The management believes that AIS complied with all the related terms and Notifications of NBTC; thus, the result of the case should not significantly affect its financial statement.</p> |

#### 1.5 Remuneration from joint use of network

| Litigant                    | NT (TOT) and AIS                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Submitted date and Tribunal | <ul style="list-style-type: none"> <li>27 September 2018: The Thai Arbitration Institute</li> <li>8 May 2020: The Central Administrative Court</li> </ul>                                                                                                                                                                                                                           |
| Dispute Topic               | NT submitted the dispute to the Arbitration Tribunal requesting the additional payment from AIS for allowing AWN to jointly use the network with the discount of joint network usage fees without prior consent from NT during July 2013 to September 2015 in the total amount of Baht 16,252.66 million including VAT and interest.                                                |
| Result of case              | On 4 February 2020, AIS received an award from the Arbitration Tribunal under majority votes to dismiss all NT disputes.                                                                                                                                                                                                                                                            |
| Status of Case              | <p>On 8 May 2020, NT filed a petition to the Central Administrative Court requesting the revocation of the arbitral award.</p> <p>The dispute is pending consideration by the Central Administrative Court.</p> <p>The management believes that AIS complied with all the relating terms; thus, the result of the case should not significantly affect its financial statement.</p> |

# Legal Disputes under PCN Agreement 1800

| 2.1 Usage fees and revenue from the use of the telecommunication equipment and telecommunication network of CAT during the temporary customer protection period |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                                                                                                                                                        | NT (CAT) and DPC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Submitted date and Tribunal                                                                                                                                     | <ul style="list-style-type: none"> <li>20 May 2015: The Central Administrative Court</li> <li>10 October 2022: The Supreme Central Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Dispute Topic                                                                                                                                                   | <ul style="list-style-type: none"> <li>NT submitted a lawsuit to the Central Administrative Court demanding NBTC Office, NTC, NBTC, True Move and DPC to pay usage fees and revenue from the usage of the telecommunication equipment and telecommunication network of NT . The usage in question occurred during the temporary customer protection period, subject to the NBTC Re: the Temporary Customer Protection Plan Following the Expiration of the Concession Agreement or Telecommunication Service Agreement, calculated from 16 September 2013 to 15 September 2014. The total amount collectively demanded from NBTC Office, NTC and NBTC, True Move and DPC was Baht 6,083 million including interest at the rate of 7.5 per annum. (First Case)</li> <li>On 11 September 2015, NT submitted a request to the Central Administrative Court claiming for the additional usage fees and revenue from the usage of NT's telecommunication equipment and telecommunication network calculated from 16 September 2014 to 17 July 2015. The total amount demanded collectively from DPC, NBTC Office, NTC and NBTC was Baht 1,635 million including interest at the rate of 7.5 per annum. (Second Case)</li> <li>On 27 May 2016, NT submitted a request demanding the defendants including DPC, NBTC Office, NTC, and NBTC to pay additional usage fees / revenue from usage of NT's telecommunication equipment and network from 28 July 2015 to 25 November 2015 in the amount of 673 million Baht including interest at the rate of 7.5% per annum. (Third Case)</li> <li>On 24 September 2019, NT submitted a request revision to reduce the former remuneration amounts during the 3 periods, from Baht 6,083 million, Baht 1,635 million, and Baht 673 million to Baht 1,457 million, Baht 1,223 million, and Baht 522 million respectively.</li> </ul> |
| Result of case                                                                                                                                                  | <p>On April 29, 2022, the Central Administrative Court dismissed the case against DPC during September 16, 2013 - July 17, 2015 (first and second case) due to the provision of services during the service user protection period is considered an operation on behalf of the NBTC according to the announcement of measures to protect service users, not the operation under the Concession Agreement. When DPC has deducted the cost of providing services during the user protection period, and there was not enough money left, DPC was not liable to pay network fees to NT.</p> <p>On 28 December 2022, the Central Administrative Court dismissed the case against DPC from 18 July 2015 to 25 November 2015 (third case) for the same reason.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Status of Case                                                                                                                                                  | <p>On 30 May 2022, NT filed an appeal to the Supreme Administrative Court for the period 16 September 2013 - 17 July 2015 (first and second cases).</p> <p>All cases are pending under the consideration of the Supreme Central Administrative Court.</p> <p>The management believes that DPC was not subject to paying fees and revenue from the usage of the telecommunication equipment and telecommunication network as NT claimed, since DPC already acted in accordance within the Notifications from NBTC. Therefore, the result of such dispute should be positive and should not significantly affect its financial statement.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



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# Legal Disputes under the Act on Organization to Assign Radio Frequency and Telecommunication Business Act

| 3.1 Revocation of the resolution and order of NBTC to collect the information from existing subscribers using Pre-Paid Mobile Service |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                                                                                                                              | AIS and NBTC and Secretary General of NBTC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Submitted date and Tribunal                                                                                                           | <ul style="list-style-type: none"> <li>13 September 2011: The Central Administrative Court</li> <li>18 December 2015: The Supreme Central Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Dispute Topic                                                                                                                         | NTC (currently NBTC) and Secretary of NTC (currently the Secretary of NBTC) ordered AIS to retroactively collect pre-paid subscribers' information before effective date of Notification of NBTC Re: The Criteria for the Allocation of Numbers B.E. 2551 coming into force on 24 October 2008. AIS filed a lawsuit to the Central Administrative Court requesting revocation of the resolution and order of NBTC to collect the information from existing subscribers using Pre-Paid Mobile Service prior to the announcement date of the Notification of NBTC Re: The Criteria for the Allocation of Numbers B.E. 2551 coming into force on 24 October 2008, within 180 days from the effective date of this NBTC Notification. Under this lawsuit, AIS particularly requested revocation of the order requiring AIS to pay administrative fines of 80,000 Baht per day commencing on 6 July 2012 until the Company had completely performed all requested obligations. |
| Result of case                                                                                                                        | On 19 November 2015, the Central Administrative Court reached its judgment which was to revoke the resolution and overturn the administrative fines on the grounds that such order enforced the operators to retrospectively store subscriber data which included the personal information that the subscribers were required to disclose without any measure for enforcement by service suspension or termination. With a large number of subscribers, it would be difficult to perform the requested actions without cooperation from the subscribers. In this regard, NBTC's resolution and order were unlawful because NBTC used power and discretion beyond the scope of regulatory duties, which created a huge burden on the operators.                                                                                                                                                                                                                            |
| Status of Case                                                                                                                        | On 18 December 2015, NBTC submitted an appeal to the Supreme Administrative Court which is currently pending consideration of the Supreme Administrative Court.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| 3.2 Revocation of the order of NTC ordering the Company to amend the drafted Pre-Paid Mobile Service Agreement on validity of prepaid service |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                                                                                                                                      | AIS and NBTC and the Secretary General of NBTC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Submitted date and Tribunal                                                                                                                   | <ul style="list-style-type: none"> <li>27 May 2011: The Central Administrative Court</li> <li>9 December 2016: The Supreme Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Dispute Topic                                                                                                                                 | NTC (currently NBTC) prohibited AIS from specifying the validity term of pre-paid mobile service agreement, ordering AIS to revise the draft of pre-paid mobile service agreement to not have any condition regarding the validity term. AIS filed a lawsuit to the Central Administrative Court seeking to revoke the order of NBTC ordering the Company to amend the drafted Pre-Paid Mobile Service Agreement which prohibited the condition concerning the validity term.                                                                                                                      |
| Result of case                                                                                                                                | On 10 November 2016, the Central Administrative Court dismissed the case filed by AIS for the reason that such case was filed after the available prescription. Moreover, the delayed case was not subject to reasonable cause and the case was not filed on behalf of public interest, but for the benefit of AIS as the plaintiff itself. As for the order issued by NTC following such announcement, the Central Admin Court passed the judgment that since the announcement has remained in force and has not been revoked, the order issued subject to such announcement was then legitimate. |
| Status of Case                                                                                                                                | On 9 December 2016, AIS then appealed to the Supreme Administrative Court<br>On 4 April 2022, the Supreme Administrative Court upheld the judgement of the Central Administrative Court, making the case reach final judication.                                                                                                                                                                                                                                                                                                                                                                   |



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### 3.3 Revocation of the announcement of NBTC Re: Temporary Subscribers' Protection after the expiration of the concession period

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                    | AIS and NBTC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Submitted date and Tribunal | <ul style="list-style-type: none"> <li>18 December 2015: The Central Administrative Court</li> <li>11 October 2019: Supreme Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                      |
| Dispute Topic               | AIS filed a lawsuit to the Central Administrative Court requesting the revocation of the announcement of NBTC Re: Temporary Subscribers' Protection (2nd Issue). After the Expiration of the Concession period, the new announcement specified additional conditions for paying revenue during the remedy period to be no less than the share incurred subject to the 900MHz Concession Agreement based on the fact that such new announcement was unfair and enforced selectively compared with the previous announcement which did not specify such condition. |
| Result of case              | On 11 September 2019, the Central Administrative Court decided to revoke such NBTC's announcement regarding the minimum remuneration to be no less than revenue share subject to Concession Agreement 900.                                                                                                                                                                                                                                                                                                                                                       |
| Status of Case              | On 11 October 2019, NBTC submitted the appeal to the Supreme Administrative Court. The case is now under consideration of the Supreme Administrative Court.                                                                                                                                                                                                                                                                                                                                                                                                      |

### 3.4 Revocation of the resolution from NTC which ordered AIS to pay the revenue during the subscriber protection period

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                    | AIS and NBTC Office, NBTC and NTC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Submitted date and Tribunal | <ul style="list-style-type: none"> <li>1 May 2017: The Central Administrative Court</li> <li>8 July 2020: The Supreme Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Dispute Topic               | AIS filed a lawsuit against NBTC Office, NBTC and NTC to the Central Administrative Court to revoke the order from NBTC Office and resolution from NTC which ordered AIS to pay the revenue during the subscriber protection period after the expiration of Concession Agreement from October 1, 2015–June 30, 2016 in accordance with the NBTC Re: The Temporary Customer Protection Plan in the amount of Baht 7,221 Million including default interest until the date of filing in the amount of 36.74 million baht. Because AIS had higher expenses than revenue during the protection period of subscribers on 900 MHz frequency, there was no remaining revenue to be paid to the NBTC Office. |
| Result of case              | On 12 Jun 2020, the Central Administrative Court passed the judgment to revoke the NBTC committee's resolution for the reason that during the protection period for 900 MHz users, AIS had higher expenses for service than the income received.                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Status of Case              | On July 8, 2020, NBTC filed an appeal to the Supreme Administrative Court. The case is under the consideration of the Supreme Administrative Court.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |


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### 3.5 Revocation of the resolution and order of NTC to pay the revenue arising from the mobile service charges within the temporary customer protection period

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                    | DPC and NBTC Office, NTC, and NBTC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Submitted date and Tribunal | <ul style="list-style-type: none"> <li>16 November 2015: The Central Administrative Court</li> <li>28 April 2022: The Supreme Central Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Dispute Topic               | <p>1. On 16 September 2016 NBTC and the Secretary General of NBTC filed a lawsuit to the Central Administrative Court requesting that DPC pay a share of revenue generated during the remedy period. Such period commenced from the coming into effect of the Subscribers Protection Period subject to the NBTC's announcement regarding the Temporary Customer Protection Plan B.E.2013 and lasted until the date of the order issued by the National Council for Peace and Order (NCPO). This period covered 16 September 2013 to 17 July 2014. The requested amount was Baht 628 million including the incurred interest.</p> <p>2. DPC submitted a lawsuit to the Central Administrative Court requesting the revocation of the resolution and order of NBTC to pay the revenue arising from the mobile service charges within the temporary customer protection period. The period in question followed the announcement of the NBTC Re: The Temporary Customer Protection Plan B.E.2013 and covered 16 September 2013 to 17 July 2014 (First Period). The amount requested was Baht 628 million and all interest accrued therefrom. In addition for the period of 18 July 2014 to 25 November 2015 amount of Baht 241 million. The total amount was 869.51 million.</p> <p>The Central Administrative Court ordered that all proceedings be consolidated.</p> |
| Result of case              | On 30 Mar 2022, the Central Administrative Court reached its judgment which was to revoke the resolution no. 17/2558, dated 13 August 2015, that ordering AIS to deliver the amount was Baht 627 million and resolution no. 17/2561, dated 5 September B.E. 2018, that ordering AIS to deliver additional payment in the amount of Baht 241 million, and also dismiss of the lawsuit filed by the NBTC that claimed for the damages in the amount of Baht 628 million with interest.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Status of Case              | On 28 April 2022, NBTC filed an appeal to the Supreme Administrative Court. The case is pending under the consideration of the Supreme Central Administrative Court.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

### 3.6 Revocation of the order of NTC ordering in case of violation of the order to amend the transfer of the subscriber

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                    | AWN and NBTC, the Secretary General of NBTC, NTC, NBTC                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Submitted date and Tribunal | <ul style="list-style-type: none"> <li>21 August 2017: Central Administrative Court and 25 September 2020 Supreme Administrative Court</li> <li>10 September 2020: The Central Administrative Court</li> </ul>                                                                                                                                                                                                                                                                                               |
| Dispute Topic               | AWN filed a lawsuit to the Central Administrative Court seeking to revoke the administrative order of NBTC against AWN for violation of the order to amend the transfer of the Subscribers (1) during the period of 18 September 2015-29 October 2015 for 41 days in the amount of Baht 5.4 million per day totaling Baht 221.4 million (first case) and (2) between September 18, 2015-January 7, 2016, for 112 days in the amount of Baht 5.4 million per day, totaling Baht 604.87 million (second case). |
| Result of case              | <p>(1) On 26 August 2020, the Central Administrative Court passed the judgment to revoke an administrative order for the portion of the amount exceeding Baht 20,000 per day.</p> <p>(2) On 24 and 25 September 2020, NBTC and AWN filed an appeal to the Supreme Administrative Court.</p>                                                                                                                                                                                                                  |
| Status of Case              | <p>(1) The case is currently under consideration by the Supreme Administrative Court.</p> <p>(2) The case is currently under consideration by the Central Administrative Court.</p>                                                                                                                                                                                                                                                                                                                          |

Other legal disputes

| 4.1 The case of claiming for damages from the termination of the printing contract |                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Litigant                                                                           | Papermate (Thailand) and Mimotech (MMT)                                                                                                                                                                                                                                                                                                   |
| Submitted date and Tribunal                                                        | <ul style="list-style-type: none"><li>• 26 February 2018: The Civil Court</li><li>• 28 June 2021: The Court of Appeal</li><li>• 29 September 2022: The Supreme Court</li></ul>                                                                                                                                                            |
| Dispute Topic                                                                      | Paper Mate (Thailand) Company Limited filed a lawsuit against Mimotech to the Civil Court claiming for damages from the event that Mimotech terminated the printing contract due to bringing third-party into the workplace without prior authorization. The requested damages and lack of income were in the amount of Baht 280 million. |
| Result of case                                                                     | On January 28, 2021, the Civil Court passed the judgment to dismiss Paper Mate (Thailand) Company Limited's case due to the breach of contract. Therefore, they had no right to claim damages. On 29 March 2022, The Court of Appeal upheld the judgement of The Civil Court.                                                             |
| Status of Case                                                                     | On 29 September 2022, PaperMate filed to the Supreme Court. Currently the case is under the consideration of the Supreme Court, in which the management believes that MMT complied with all the relating terms within the contract, thus, the result of the case should not significantly affect its financial statement.                 |

Legal disputes associated with social, environmental, and anti-competitive behavior regulations

- None -



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# Corporate Governance



## Corporate Governance and Implementation

### Achievement and Recognition in 2022

- Received “Excellent CG Scoring” from Corporate Governance Report of Thai Listed Companies by Thai Institute of Directors Association.
- Received the perfect score of 100 marks based on the evaluation of the quality of the Annual General Meeting of Shareholders from the Thai Investors Association.
- ADVANC was selected as one of the Thailand Sustainability Investment for 8 consecutive years and won the Highly Commended Sustainability Awards from SET Awards 2022
- ADVANC was selected to be listed in ESG100 for the 8 consecutive years
- Received “Human Rights Awards 2022” from Rights and Liberties Protection Department, Ministry of justice.
- Listed in Dow Jones Sustainability Indices (DJSI) for both DJSI World and DJSI emerging market. For 4 consecutive years
- Listed in MSCI ESG Ratings. For 8 consecutive years with AA score in Telecommunication Services.
- Archived “B” level from Climate change impact assessment (Carbon Disclosure Project – CDP)
- Listed in FTSE 4 Good Index Series, For 8 consecutive years
- Received “Outstanding Investor Relation Award” from SET Awards 2022.
- Received “Sustainability Award Silver Class 2022” from S&P Global for the second consecutive years.

### Corporate Governance Policy

Corporate Governance Policy of AIS adheres fundamentally to laws and is developed to be transparent, reliable, and acceptable in-line with best practices of good corporate governance and sustainable growth, both domestic and international standards, which can be divided into 5 sections:

1. Board of Directors
2. Rights and Equitable Treatment of Shareholders, and the Role of Stakeholders
3. Disclosure of Information and Transparency
4. Internal Control and Risk Management Systems
5. Code of Business Ethics

The Corporate Governance Policy was adopted in accordance with the Corporate Governance Code 2017, Corporate Governance Report of Thai Listed Companies (CGR) by Thai Institute of Directors Association, ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard) and important principles of corporate governance by institutional investor and assessment of international sustainability assessor including DJSI indices (Dow Jones Sustainability Indices) with the supervisory process as per the following.

- To be monitored by Nomination and Compensation Committee
- To be approved by the Board of Directors
- To be complied to by directors, executives and employees of the Company and subsidiaries.
- To be reviewed at least once every year.

Shareholders may further study all of these policies on <https://advanc.listedcompany.com> under Corporate Governance section.



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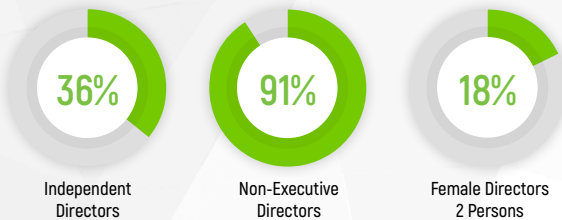
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Performance Report on Corporate Governance for the year 2022

Section 1: The Board of Directors

1. The Board of Directors is the experts who have strong leadership and vision aiming to lead AIS to be the most admirable digital service provider. The Board has set up the vision and mission of the Company so as to lead the management in formulating strategies and long-term goals and reviews and monitors this matter annually. The Board of Directors monitors and supervises the implementation of the Company's strategies. The performance and the operating results of the company especially in terms of financial goals and plans are required to report to the Board of Directors' meeting in every quarter in order to ensure that they are in line with the stipulated strategy. In addition, in 2022, the Board of Directors has reviewed the vision, mission and strategy of the company (Strategic direction) to be consistent with the changing circumstances and current business operations of the Company under the situation of COVID-19 relaxation, prevention measures, and fully re-opening of the country on 22 November 2022.
2. The composition of the Board of Directors is diverse in terms of experience, education, gender, race, country of origin, and nationality. Additionally, more than one-third of the Board of Directors is composed of independent directors and more than half are non-executive directors. As such the board can make decisions independently as a representative of all shareholders and balance the power of management.



AIS Board Skill Matrix

| Name of Directors |                            | Appointment Date | Skill, Knowledge, and Experience      |                |                          |                                 |                          |             |                 |                |                |                                                           |               |                       |                      |                   |            |                   |                            | Diversity           |             |     |        |                    |
|-------------------|----------------------------|------------------|---------------------------------------|----------------|--------------------------|---------------------------------|--------------------------|-------------|-----------------|----------------|----------------|-----------------------------------------------------------|---------------|-----------------------|----------------------|-------------------|------------|-------------------|----------------------------|---------------------|-------------|-----|--------|--------------------|
|                   |                            |                  | Finance                               |                |                          | Management                      |                          |             |                 |                |                |                                                           |               |                       |                      |                   |            |                   |                            |                     |             |     |        | Industry Knowledge |
|                   |                            |                  | Finance & Account & Economic Auditing | Capital Market | Risk & Crisis Management | Cyber Security and Data Privacy | Logistics / Supply Chain | Environment | Human Resources | Transformation | Marketing / PR | Corporate Social Responsibility / Sustainable Development | International | Start Up / Innovation | Corporate Governance | Retail & Consumer | Technology | Telecoms Industry | Regulatory / Public Policy | Geographic Resident | Nationality | Age | Gender |                    |
| 1                 | Mr. Kan Trakulhoon         | 3-Aug-2015       |                                       |                |                          | ✓                               |                          | ✓           |                 |                |                |                                                           | ✓             | ✓                     | ✓                    | ✓                 |            |                   | ✓                          | TH                  | TH          | 67  | M      |                    |
| 2                 | Mr. Sarath Ratanavadi      | 21-Oct-2021      |                                       |                |                          | ✓                               |                          |             | ✓               |                |                |                                                           | ✓             | ✓                     |                      |                   |            |                   | ✓                          | TH                  | TH          | 57  | M      |                    |
| 3                 | Mr. Allen Lew Yoong Keong  | 20-Mar-2006      |                                       |                |                          | ✓                               |                          |             |                 | ✓              | ✓              | ✓                                                         |               | ✓                     |                      |                   | ✓          | ✓                 | ✓                          |                     | SG          | SG  | 67     | M                  |
| 4                 | Mr. Predee Daochai         | 9-Sep-2022       | ✓                                     | ✓              | ✓                        | ✓                               | ✓                        |             |                 | ✓              | ✓              |                                                           | ✓             | ✓                     |                      | ✓                 | ✓          |                   |                            | ✓                   | TH          | TH  | 64     | M                  |
| 5                 | Ms. Yupapin Wangviwat      | 21-Oct-2021      | ✓                                     |                |                          | ✓                               |                          |             | ✓               |                |                |                                                           | ✓             | ✓                     |                      |                   |            |                   |                            |                     | TH          | TH  | 54     | F                  |
| 6                 | Ms. Jeann Low Ngiaip Jong  | 27-Mar-2013      | ✓                                     |                |                          |                                 | ✓                        |             |                 |                |                |                                                           |               | ✓                     | ✓                    | ✓                 |            | ✓                 | ✓                          |                     | SG          | SG  | 62     | F                  |
| 7                 | Mr. Krairit Euchukanonchai | 26-Mar-2014      | ✓                                     | ✓              | ✓                        | ✓                               | ✓                        |             |                 | ✓              | ✓              |                                                           |               | ✓                     |                      | ✓                 | ✓          | ✓                 |                            |                     | TH          | TH  | 67     | M                  |
| 8                 | Mr. Arthur Lang Tao Yih    | 21-Oct-2021      | ✓                                     |                | ✓                        | ✓                               |                          |             |                 |                |                |                                                           | ✓             | ✓                     | ✓                    |                   |            | ✓                 | ✓                          |                     | SG          | SG  | 50     | M                  |
| 9                 | Mr. Somchai Lertsutiwong   | 27-Jun-2014      |                                       |                |                          | ✓                               |                          |             |                 |                |                | ✓                                                         | ✓             |                       |                      |                   | ✓          | ✓                 | ✓                          | ✓                   | TH          | TH  | 60     | M                  |
| 10                | Mr. Gerardo C. Ablaza Jr.  | 27-Apr-2017      | ✓                                     |                |                          | ✓                               |                          |             | ✓               |                |                |                                                           | ✓             | ✓                     |                      | ✓                 | ✓          | ✓                 | ✓                          |                     | PH          | PH  | 69     | M                  |
| 11                | Mr. Smith Banomyong        | 21-Oct-2021      | ✓                                     |                | ✓                        | ✓                               |                          |             | ✓               | ✓              |                |                                                           |               | ✓                     |                      |                   |            |                   |                            |                     | TH          | TH  | 50     | M                  |



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3. In terms of power separation, the Chairman of the Board of Directors: Mr. Kan Trakulhoon, an independent director, and the Chief Executive Officer are not the same person nor have any genetic or personal business relationship. The Board of Directors has mandated the segregation of the roles and responsibilities of the Chairman of the Board and Chief Executive Officer explicitly in the Corporate Governance Policy.

Nonetheless, apart from such segregation, AIS has set the separation of roles and responsibilities between the Board of Directors and management as per the details given in Part “the segregation of duty of the Board of Directors and Management” [Page 148](#). In any case, the Board of Directors encourages the directors and management to form a good relationship with a culture of respect for each other’s roles and responsibilities in coordination under the good governance principle.

4. The Independent Director qualification has been defined more strictly than the criteria stipulated by laws such as holding shares not exceeding 0.5 percent, of the total number of voting rights of the Company, its parent company, subsidiary, and juristic person which may have conflicts of interest, including the shares held by the related persons of the independent director. Shareholders may further study AIS’s independent director eligible qualification at <https://investor.ais.co.th/misc/cg/20220218-advanc-cg-policy-en.pdf> on Corporate Governance section: “Governance Policy”.

5. The Board meeting was scheduled in advance. The Company Secretary will circulate notice and the supplement documentation to the Board at least seven (7) days before each meeting so that each director shall have sufficient time to analyze the information in advance. The Chairman of the Board of Directors presides over the meetings and

ensures that sufficient time is allocated for directors to discuss and express their opinions freely on each agenda item. At every Board meeting, high level management is encouraged to attend the meeting to receive suggestions from the Board. In connected therewith decision-making in the board meeting, the meeting quorum requires at least 2/3 of the directors attending the meeting when passing a resolution and to prevent any conflict of interests. Directors who may have conflict in any agenda, shall not be part of consideration and abstain from voting therein. Each director shall attend not less than 75% of the meetings of the Board of Directors and board committees, which is in line with the requirements specified in the Company’s corporate governance policy.

AIS has set up a video conference system and developed the channel to submit meeting documents via the Board Portal which is a secure electronic channel to enhance the efficiency of the meeting and to facilitate directors to attend the meeting. In case of there being no Board meeting in any particular month, the Company Secretary will provide the Board with the operating report of the Company and its subsidiaries for their acknowledgement.

6. On 3 November 2022, a non-executive board of directors’ meeting was held without the presence of executive directors and management. There were discussions on issues related to medium term strategic direction as well as the development of executives’ succession plan. After the meeting, the results of the meeting were reported to the executive directors and top executives for acknowledgement.
7. Directors and executives shall submit a report declaring any potential conflict of interests related to the Company and/or its subsidiaries when they take the position as directors or managements and

subsequently regularly updated whenever there is any change in circumstance. Hence, the Company shall have sufficient information to identify any potential connected transaction pursuant to the rules and regulations of the competent authorities in relation thereto. The Company Secretary shall update the report of conflict of interest including any change in holding of securities issued by the Company by the Board of Directors and the management on a quarterly basis.

8. The Board of Directors has developed a succession plan with respect to the Chief Executive Officer and other senior executives two levels down from the Chief Executive Officer in order to ensure that the Company’s business operations shall continue without interruption when these positions become vacant. The Board of Directors has authorized the Nomination and Compensation Committee to establish the succession plan which shall be reviewed, updated and reported to the Board of Directors on an annual basis.

Apart from Chief Executive Officer and other senior executives, our Human Resources Department has formulated the succession plan and strategies for mid-level and junior executives in order to manage our diversified groups of talent and the critical roles suited to the current business composition. The details of the succession plan are listed in the <https://sustainability.ais.co.th/en/sustainability-priorities/human-capital-development> section of the Sustainability Report page 48

9. The Company Secretary shall act as the coordinator between directors and the management team and between directors and the shareholders. While the Internal Audit Office shall act as the coordinator between the audit and risk committee and management team. The Company shall not obstruct communication between directors and management which was allowed in the past prior or after the meeting. However, this



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access and communication shall not interfere with or interrupt the Company's normal business operations.

The Nomination and Compensation Committee (NCC) has been authorized by the Board of Directors to consider and review the policy and structure of director's remuneration prior to proposal to the Annual General Meeting for approval. The NCC has considered the remuneration policy by taking into consideration the directors' roles and responsibilities, remuneration payment compared to industry standards, companies of a similar size, the Company's performance, the Company's strategic direction and the individual performance of each director. The details of the directors' remunerations are listed in the "Management Structure" on [Page 130](#).

11. A newly appointed director will be provided with all necessary business information about the Company required to perform their fiduciary duties. In this regard, in organizing the director orientation, the management has been invited to present the summarized roles and responsibilities of each business unit, practices in compliance with relevant laws and regulations such as the roles and responsibilities of the board of directors of the listed company, trading AIS securities procedures of directors, executives and other policies.

12. AIS encourages all directors, executives, and company secretary to attend training and develop knowledge continuously and in a variety of formats which AIS shall support all expenses. The activities and training courses attended by directors and executives includes special lectures by invited experts which are held regularly throughout the year. In this regard, 81 percent of the total number of directors attended the Director Certification Program organized by the Thai Institute of Directors Association As has been shown in the annual report for many years, in 2022, there are courses that directors and executives attended seminars as follows:

| Training & Seminar Program/Activities                                                                                                                        | Objectives                                                                                                                                                                                 | Participants                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| Chairman Forum 2022: Chairing The Unknow Future by Thai Institutes of Directors (IOD)                                                                        | As Chairman of director, have to respond and build confidence for management and stakeholders, Including creating value and sustainability for the organization in the changing situation. | Mr. Kan Trakulhoon                           |
| Ayala Corporation 4th Integrated Corporate Governance, Risk Management and Sustainability Summit by Institute of Corporate Directors - Philippines           | integrated corporate governance, risk management, and creating business sustainability It will lead to business growth and foster a higher level of governance.                            | Mr. Gerardo C. Ablaza, Jr.                   |
| Roles, Responsibilities and Liabilities of Board Directors by Center for Global Best Practices Organization - Philippines                                    | Promote the development of knowledge and understanding of roles, duties and responsibilities of directors                                                                                  |                                              |
| Role of the Chairman Program (RCP) by Thai Institutes of Directors (IOD)                                                                                     | To understand of the roles and responsibilities and be ready to drive the Board of Directors as well as the management to face various challenges.                                         | Mr. Predee Daochai                           |
| Board Nomination and Compensation Program (BNCP)                                                                                                             | Acknowledge principles and guidelines for director regarding nomination and compensation.                                                                                                  |                                              |
| Successful Formulation and Execution of Strategy (SFE) by Thai Institutes of Directors (IOD)                                                                 | A conceptual framework for setting and practicing of corporate strategies.                                                                                                                 | Mr. Surasak Vajasit <sup>1</sup>             |
| Impact of social media on ethics for professional accountants, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King (2022) | Acknowledge the impact social media on the Code of Ethics for Professional Accountants.                                                                                                    | Mr. Tee Seeumpornroj                         |
| Accounting Standard and Taxation Law, KPMG Phoomchai Audit Co., Ltd. (2022)                                                                                  | To improve knowledge of accounting and related Taxation laws to be up-to-date                                                                                                              | Mr. Tee Seeumpornroj<br>Mr. Tachahat Hemakul |

Remark: <sup>1</sup> Mr. Surasak Vajasit had resigned from the company on 31 July 2022.



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13. The Nomination and Compensation Committee is responsible for setting CEO performance targets and evaluating performance against the annual target and long term goal in order to determine the CEO's compensation. The details of the directors' remuneration are listed on [Page 155](#)

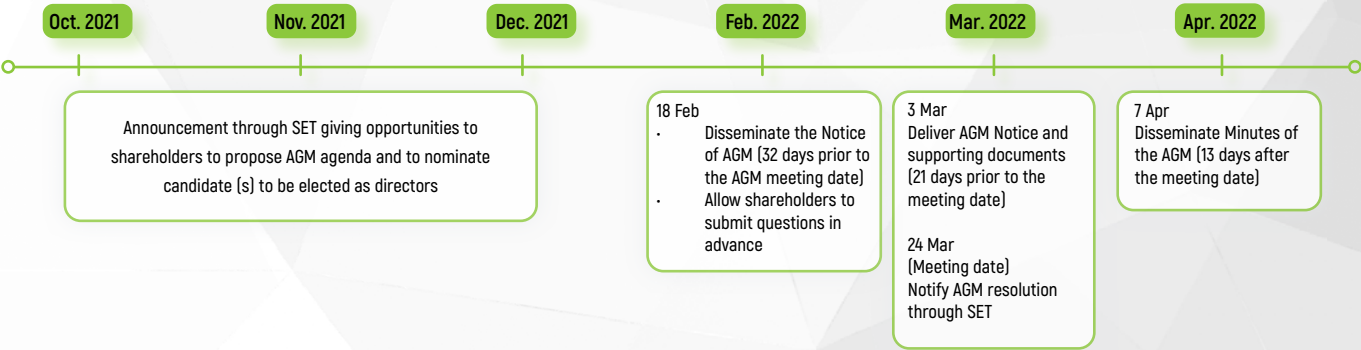
Section 2: Rights and Equitable Treatment of Shareholders

AIS respects the shareholders' rights and treats all shareholders equally, including the right to approve and receive dividend at the same rate per share, right to purchase, sell, and transfer of their own securities independently not being intervened in market transactions, right to nominate, appoint and dismiss directors, right to appoint independent auditors and fix annual audit fee, right to express opinion in the shareholder's meeting independently, right to participate in deciding and approving concerning major corporate actions which affect AIS's financial statement and operating result. In addition, apart from the aforementioned rights, AIS also arranged various activities to support its shareholders. The key actions are summarized as follows:

- 1. Disclosing the important information related to operations, execution of transactions, quarterly and annual financial results through the website of the Company and SET so as to facilitate shareholders to access the Company's performance data in a variety of channels and on a timely manner.
- 2. Establishing the investor relations department to function as the center of communication between shareholders and the Company, to provide an opportunity for individual and institutional shareholders to raise questions and to recommend matters deemed as beneficial to the management. This department also provide useful information for investment decisions, and participate in the Opportunity Day organized

- by SET on a quarterly basis in order to meet with investors, to present the Company's performance results, and engage in the Road Show to meet up with domestic and foreign institutional investors.
- 3. In 2022, directors, managements and all employees acted in compliance with "the Security Trading Policy for Directors, Executives and Employees" which was amended in 2021. The policy stated for persons who designated by the company must notify the board of directors prior to the execution of ADVANC and INTOUCH securities at least one (1) day in advance. This is to prescribe rules and guidelines related to securities trading for directors, executives, and employees, and to prevent the use of inside information that has not been publicly disclosed for their own interest and/or related persons. In this regard, the policy encompasses the securities of AIS and Intouch Holdings PCL, a listed company and a major shareholder of AIS.

- Furthermore, the Company also identifies persons, who are in the position or duty that have access to or possess inside information (Designated Person). This group of persons is prohibited to trade or accept the transfer of AIS and Intouch's securities during the thirty (30) days period prior to the disclosure of quarterly and annual financial statements including any other period occasionally announced. Directors, Executives, and Designated Persons are obliged to file reports on their securities holding including those held by their spouse and minor children and any changes thereto with Capital Market Compliance Department within three (3) working days as from the date of such changes.
- 4. Practices in relation to Annual General Meeting of Shareholders.



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4.1 Preparing the notice of AGM and supporting documents both in Thai and English versions. In this regard, shareholders could acknowledge and understand the information thereto that will be presented to shareholders accurately and equally. The Company has provided clarification relating to documents and evidence that shareholders shall bring to attend and vote at the Meeting including those for attaching to the proxy. The description was prepared in a manner there is easy to understand by classifying the participation into categories such as attending in person or by proxy, as well as individual or juristic person. In this regard, the requirement is applicable to the law for identifying shareholders and proxy but not to restrict the shareholders' right or to create unnecessary burden.

4.2 Appointing four (4) independent directors served as proxies namely Mr. Kan Trakulhoon, Mr. Krairit Euchukanonchai, Mr. Gerardo C. Ablaza Jr. and Mr. Surasak Vajakit for shareholders finding it inconvenient to attend the meeting in person.

4.3 Establishing the procedure of the examination of the details of shareholding and submission of the proxy form in advance to facilitate institutional shareholders and custodians as they were taking care of a large number of shareholders. In the case of institutional shareholders and custodians who grant a proxy to the independent directors, the Company will send a copy of the proxy form with the signature of an independent director to the institutional shareholders and custodian after the meeting for use as evidence.

4.4 Utilizing the barcode system to quickly and accurately facilitate the registration and vote counting. The registration counters were set up and segregated for individual shareholders and institutional shareholders. In addition, the Company assigned adequate staffs

and other amenities to facilitate shareholders (i.e. copy machine, duty stamp, and signage for registration process). In this regard, the Company conducted a survey on the satisfaction of shareholders with regard to the quality of the AGM to gain feedback on how to improve in the following year.

4.5 The Board had scheduled the AGM on March 24, 2022 at 09.00 hrs. which is not a holiday or a weekend and the meeting time was appropriate. Due to the Covid-19 pandemic, the company has encouraged shareholders to vote by proxy and submit questions in accordance with the meeting's agenda in advance instead of attending the meeting in person. For those shareholders determined to attend the meeting in person, the company requested for cooperation from shareholders to notify their intention to attend the meeting in advance due to the limited seating space. In addition, they would have to pass the screening measures at the conference entrance as prescribed by the Department of Disease Control. The venue of AGM was at Centara Grand Central Plaza Ladprao which is convenient in terms of transportation and access, reasonable price, and was appropriate to accommodate the shareholders.

4.6 The Chairman of the Board of Directors and the Chairman of all board committees including Chief Finance Officer and Senior Executives attended the meeting both in person and via electronic meeting so as to address and clarify any queries or concerns of the shareholders.

4.7 The Chairman presided over the meeting in sequence in accordance with the meeting agenda stated in the meeting notice without adding any additional matters and allocated sufficient time for shareholders to make any queries on each item in the agenda prior to voting.

4.8 Company Secretary, the moderator, has notified the following information: the proportion of shareholders who participate in the meeting in person and or with proxies, the number of participants, procedure of the meeting, the casting votes and vote counting procedure, prior to the start of the meeting.

The Company has only one class of shares called ordinary shares, which give their owners the right to vote at shareholder meetings, at one vote per share.

4.9 The Company issued voting cards for each item on the agenda. For the director appointment item, the voting related thereto was organized on an individual basis. Independent legal counsel was also engaged to examine vote counting process in order to ensure the accuracy and reliability of the vote counting process.

4.10 Chairman of the meeting announced the voting results for each agenda item and there was no objection in relation thereto from shareholders.

4.11 The Company Secretary prepares the minutes of the meeting and posts them on the Company's website and via the channel of the Stock Exchange of Thailand within fourteen (14) days after the meeting date. The minutes cover all material facts in compliance with the good corporate governance of the Stock Exchange of Thailand such as list of directors and management who participated in the meeting, resolution of the meeting, issues, queries and recommendations of shareholders and clarification of director/management.



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5. AIS provides channels for stakeholders to inquire, suggest, or file any complaints to the Board of Directors through:

| Department                                           | Address                                                                                                                                                                                                  |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Office of Company Secretary and Corporate Compliance | Advanced Info Service Public Company Limited<br>414, 28th Floor, AIS 1 Tower,<br>Phaholyothin Road, Samsen Nai,<br>Phayathai, Bangkok 10400<br>Tel: (66) 2029 5514<br>E-mail: companysecretary@ais.co.th |

The Company Secretary will forward all suggestions, complaints or reports to the related departments and all actions taken with respect to the above mentioned shall be reported to the management and the Board of Directors including notification of the results to relevant stakeholders. In case of fraud and breaches against the Code of Business Ethics, the Company shall conduct the investigation of such misconduct or fraud in compliance with reporting and investigation of misconduct and or fraud and whistleblower protection policy.

For other matters, stakeholders may directly contact responsible departments such as Community Relations who is the intermediate responsible for listening to suggestions and promoting the relationship between the Company and communities as well as non-profit or organizations while Business Relations acts as the intermediate and spokesperson between the company and telecommunication regulatory agency.

6. AIS is aware of the rights of every group of stakeholders, irrespective of whether they are customers, partners, communities, society, or the environment. As a result, the Company has established guidelines on how to treat for all stakeholders according to the law and the

sustainable co-existence principle pursuant to the Company's sustainability development strategy, Code of Business Ethics, human resource management policy and other relevant policies of the Company. Additionally, the Company also designates appropriate guidelines, internal control systems and anti-bribery and corruption policy to prevent corruption in the organization and fulfill fair benefit to every stakeholder. In this respect, the shareholders can study the guidelines from Section 5: Code of Business Ethics and the sustainability development report.

### Section 3 Disclosure of Information and Transparency

1. The Company discloses the Company's financial and non-financial information, such as article of association, memorandum of association, risk management policy, financial statements, and analysis and performance report, in accordance with the relevant laws and regulations accurately, completely, punctually, and transparently to all shareholders and investors. As such, the investors can have confidence in the Company's reliability and integrity. "Disclosing information policy" of AIS applicable to changes in the social context, AIS adheres strictly to three (3) principles as follows:
  - 1.1 Compliance with all legal and regulatory requirements;
  - 1.2 Transparency and accountability in disclosing the material information necessary for making informed decisions sufficiently in a timely and regular manner;
  - 1.3 Fair and equitable access to information without discrimination.
2. The Company set up an Investor Relations Department to be responsible for communicating material information to shareholders, investors, analysts, and other stakeholders. In addition, the Company set up a

Compliance Unit to ensure that all material information of the Company is properly disclosed through various channels in accordance with disclosing information policy and Investor Relations Code of Conduct to disclose information accurately, sufficiently, in a timely manner and regularly as well as not to disclose or inform confidential or insider information to any persons prior to the public disclosure through the SET channel.

The Company discloses and communicates material information in Thai and English, including the annual report, quarterly result and operating data, investor journal, and press releases through various channels to facilitate differing groups of investors. Chief among them are investor relations website <https://investor.ais.co.th/>, organizing meetings to announce quarterly operating data, attending Opportunity Day held by the Stock Exchange of Thailand which is well-attended by a host of press, and meetings with local and oversea investors quarterly. The Company's top executives place importance on meeting with investors regularly. Other channel includes email and Line business among many others.

Moreover, the Investor Relations Function collects investor feedback annually so as to use the information to develop and enhance the efficiency of AIS investor relations. Investors and analysts can contact the investor relations staff directly via

Call 02 029 3112/4443  
Email [investor@ais.co.th](mailto:investor@ais.co.th)  
LINE@ account @ais\_ir  
or download the QR Code on the right



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3. The Company has specified a period of non-communication with analysts and investors (silent periods) by thirty (30) days before quarterly result announcement. This includes not holding press conferences or disclosing financial information publicly by executive and/or investor relation officers, at least thirty (30) days prior to the specified announcement date. Executives and employees who are subject to access or know inside information of the Company are prohibited from buying, selling, transferring, or receiving the transfer of the Company's securities during the 30-day period before the Company releases its quarterly or annual results. The Board of Directors and executives and designated persons of AIS shall report their shareholding of the Company including those held by their minor children and spouse including unmarried spouse as well as submit a report of the change in securities holding sent to Compliance within 3 working days.
4. The Board stipulated the rules and procedures for reporting the declaration of directors and executives' interests since 2008 so as to provide AIS with the necessary information in order to monitor interests and transactions that may cause conflict of interests of directors and executives. This policy encourages the Company's directors and executives to exercise their duties of care, integrity and honesty and to avoid any conflict of interests by disclosing their interests, including those of their related persons when entering into any transaction with the Company and its subsidiaries and abstain from expressing any comment and casting of vote considering such transaction.
5. The Board of Directors and executives of AIS shall report their shareholding of the Company including those held by their spouse, minor children and unmarried life partner in the annual report.

6. When executing connected transaction, AIS abides by the Notification of Capital Market Advisory Board and discloses the information in accordance with SET's regulations and Thai Accounting Standards so as to execute such transaction accurately and transparently in the best interests of the Company as if the Company is executing a transaction with other third parties (arm's length basis) and is in compliance with the good corporate governance principles. The Board of Directors has approved "Connected Transaction Policy" and assigned Compliance Department to be responsible for communicating, supervising, and disclosing the information when executing transactions to the Stock Exchange of Thailand and in the annual report. Such details are demonstrated in the Related Transactions part on [Page 166](#).

## Section 4 Internal Control and Risk Management Systems

As the Board considers the internal control, audit and risk management systems crucial for protecting the shareholders' investment capital and the Company's assets, it has therefore set up relevant policies, measures and supervising departments. The Board entrusts the Audit and Risk Committee with supervising and overseeing the Company's internal control and risk management. Such details appear on the part Internal Control on [Page 162](#) and Risk Management [Page 48](#).

Monitoring the Business Operations of Subsidiaries and Associated Companies

The Board of Directors has monitored each Subsidiary and Associated Company's business operations for the best interests of the shareholders as follows:

1. Support the subsidiaries and associate companies to perform their duties in compliance with good corporate governance policy;
2. The Board of Directors selects the representative of the Company to be appointed as directors of the Subsidiaries and Associated Companies in order to monitor and control business performance in proportion to its shareholding percentage;
3. Monitor through representative directors, executives, and policies which were issued at the parent company level;
4. Consider any significant matter including strategic, business plan, capital increase/decrease, dissolution, and any other important policies;
5. Follow up the performance result through the Company's executives, Executive Committee, and the Board of Directors;
6. Monitor the Subsidiaries and Associated Company to operate business under the rules and regulation of competent authorities including connected transaction, asset acquisition and deposition, information disclosure, and accounting and financial statement report;
7. All transactions in any subsidiary, which may significantly affect the business operation or financial status of the Company, must be reviewed and approved by the Board of Directors of the parent company;
8. Being audited by the Company's Internal Audit Department to ensure that there is sufficient and effective internal control system;
9. In order to disclose the financial information and operating results of the subsidiaries, the Company has engaged auditors from the same auditing firm that provides auditing services for the Company to perform audits and disclose the financial and non-financial information of the Subsidiaries in the consolidated financial statements of the Company.
10. Communicate the code of business ethics and anti-corruption policy further to AIS's subsidiaries and joint ventures.



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The information of positions held by directors and executives in the subsidiaries are shown in Appendix 1

## Section 5 Code of Business Ethics

In order to ensure that AIS's operation and the performance of employees in the organization act honestly and ethically in accordance with the laws and regulation which is the heart of sustainable business, the Board of Directors established the "Code of Business Ethics". This comprises 12 chapters ranging from responsibility to stakeholders, prevention of conflict of interest, respect for human rights as well as compliance with laws and regulations. The Ethic Committee has been formed and comprises the Chief Executive Officer (CEO) as chairperson and other executives. This Committee acts as a driving force and integrates the ethics into corporate culture. Shareholders may further study the Code of Business Ethics on the company's website: [https://investor.ais.co.th/governance\\_policy.html](https://investor.ais.co.th/governance_policy.html)

In 2022, the Company still adheres to and promotes operations to be conducted with business ethics as in the past years. The guidelines can be summarized as follows.

1. Raising awareness and organizing training for employees to improve understanding of the Code of Business Ethics and encourage every employee to adhere to and comply therewith.

### Create Self Awareness

AIS continues to place great emphasis on the idea of creating a mindset at work which consists of 3 questions that employees should always ask themselves what they should consider prior to making any decisions: (a) If this is done, will it cause damage to the company? (b) Does this make me look bad? (c) If I do this, will it distress me or will I be worried later? If the employee is unsure in any of their answers to these questions, they shall refrain from taking such action.

In 2022, AIS has continued promoting public awareness in the workplace using different channels such as Social Intranet/E-mail/AIS LearnDi/Poster/Desktop. In connection to this, 5 areas have been emphasized and communicated throughout the year as follows:

- Engaging business directly or indirectly with the Company
- Accepting Invitations to Seminars, Business Events and Company Visits
- Assets acceptance for executive and employees from business partners or other related business parties
- Use of inside information and trading the Company's securities
- Responsibility to Customers, Business Partners and Creditors

### An Assessment of Employee and Business Partners' Level of Understanding regarding the Code of Business Ethics, Anti-Bribery and Corruption policies

Over the past several years, the Company has constantly supported and emboldened directors, management, and staff members to be aware and to understand the intent and the underlying concept of the business code of ethics through the training and testing of their knowledge and understanding in business ethics as well as anti-bribery and corruption policy. The resulting insights can prove very useful when making a decision to proceed with a course of action that may be questionable in terms of ethical principles. The Business Ethics Committee therefore oversees a test to assess the knowledge and understanding of business ethics of employees, suppliers, partners, and joint venture partners every 3 years. For the latest assessment conducted in 2021 which all employees have undergone an assessment of their understanding of the Code of Business Ethics and Anti-Bribery and Corruption Policy. The assessment was conducted via various channels, especially the electronic online "LearnDi and Doodi" mobile

application, to facilitate access anywhere and anytime. Furthermore, Directors, executives and employees shall communicate to their family members (i.e. parent, spouse, unmarried life partner, siblings, offspring and his/her spouse, including adopted children) the principles of the Code of Business Ethics and Anti-Bribery and Corruption Policy.

The Company provides opportunities for stakeholders both within and outside the Company to report wrongdoings against the Code of Business Ethics and information concerning fraud to the Board of Directors. To that end, AIS announced the Fraud and/or Misconduct Reporting and Whistleblower Protection Policy which was shown on the Company's website <https://investor.ais.co.th/misc/cg/20200701-advanc-whistle-blower-policy-en.pdf>, and the Ethic Committee is tasked with communicating the policy to all parties. The policy encompasses the principles and guidelines on whistleblowing, and whistleblower protection. The Company provides multiple channels for external stakeholders and employees to file complaints or report any wrongdoing against the Code of Business Ethics and information of fraud including calling the Company's Hotline, sending an e-mail to Chief Audit Executive, Chief Human Resource Officer, or Chairman of the Audit and Risk Committee, or sending a mail to the Board of Directors to the given address.

All complaints will be screened before the involved units investigate and proceed with the policy and procedure prescribed by the Company. Where there is probable cause that an act wrongdoing has occurred, an authorized person will be proposed to appoint an investigation committee to investigate and find out the facts. The investigation committee shall report the final investigation results and recommend any disciplinary actions in accordance with the Company's rules to be



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imposed by an authorized person as well as improvement to prevent future misconducts. The Internal Audit shall report the whistleblowing cases to the Audit and Risk Committee at least once every quarter and further submit it to the Board for acknowledgement.

In 2022, the Company had investigated the reported whistleblowing cases and concluded 7 wrongdoings against the Code of Business Ethics. After investigation by the Ethics Committee, Internal Auditor, Legal and Human resource Department, disciplinary punishment was imposed in accordance with the Company's rules by verbal, written warning and termination of employment without pay as the case may be. The details are as follows:

|    |                                                                                                                 |               |       |
|----|-----------------------------------------------------------------------------------------------------------------|---------------|-------|
| 1. | 7 cases of breached situations/circumstances against code of business ethics were investigated in the year 2022 |               |       |
| 2. | Wrongdoing concerning unethical code of conduct are as follows                                                  |               |       |
|    | Disposal of stakeholders                                                                                        | -             | Cases |
|    | Conflict of interest                                                                                            | 2             |       |
|    | Receiving money or other remuneration                                                                           | -             |       |
|    | Human Rights                                                                                                    | -             |       |
|    | Participation in political activities                                                                           | -             | Cases |
|    | Safeguarding the company's assets                                                                               | 4             |       |
|    | Use of insider information and the trading of the company's securities                                          | -             |       |
|    | Distribution of information and interview with the press or public                                              | -             |       |
|    | Related transaction within the company                                                                          | -             |       |
|    | Anti-money laundering                                                                                           | -             |       |
|    | Intellectual property                                                                                           | -             |       |
|    | Compliance with laws, rules and regulations                                                                     | 1             |       |
| 3. | Damage and punishment                                                                                           |               |       |
|    | Damage value                                                                                                    | insignificant |       |
|    | Punishment                                                                                                      |               |       |
|    | Termination of employment                                                                                       | 6             | Cases |
|    | Others                                                                                                          | 1             | Cases |

The Company considered all complaints to find any shortcomings in the internal control system so as to establish or improve preventive measures against breach of business ethics and corruption as well as consolidate the Company's policy and regulations, and ensure compliance to prevent and minimize the possibility of similar incidents happening again.

## Good Corporate Governance Guidelines in Other Aspects

### Human Rights Policy

AIS recognizes the importance and respect for the rights, freedom and equality of all people which is the basic virtue of working and living together in society. In the previous year, the Board of directors revised the policy on human rights to be the operational guideline and cover all activities of AIS's business partners and all stakeholders throughout the business value chain ranging from the duties and responsibilities of the persons in each group, employee treatment, lawful labour, fair compensation, non-discrimination, non-infringement of personal information, and not participating in any actions violating human rights, determining the guidelines for monitoring operational activities and assessing the human rights risk from business operations.

The human rights policy of the Company conforms with internationally accepted standards and those specifically relating to the Company's business which include but are not limited to, the United Nations Universal Declaration of Human Rights (UNDHR), the International Labor Organization (ILO)- Declaration on Fundamental Principles and Rights at Work and General Data Protection Regulation - GDPR. The policy can be found at <https://sustainability.ais.co.th/en/respect-to-human-rights>

In 2022, the Company still adheres to the same human rights practices as in 2021 that The Business Ethics Committee has the responsibility of implementing and integrating the Human Rights policy into significant



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working procedure, and together with the risk management committee, identifying issues regarding human rights as well as creating a communication plan with a view to promote best practice in relation thereto to the Company's supply chains (i.e. representatives, suppliers, business partners). The Company integrated the sustainability principles of Corporate Governance Labour and Human Rights , Work Health & Safety (WHS) and encouraged its related business parties to promote best practice by conducting assessments of the level of understanding on the Code of Business Ethics and anti-bribery corruption policy included in the annual business assessment. In addition, the Company analyzed the ethics test results and recommendations in order to identify issues regarding contractors' management, plan and establish preventive mechanisms against violations of human rights which may impact the Company's business operation.

### Anti-Bribery and Corruption Policy

The Company intends to operate its business with a sense of honesty, transparency and in accordance with good corporate governance principles. The Company is also against any type of giving, bribing and corruption by recognizing that giving or bribing and corruption is a serious threat that destroys free and fair competition including causing damage to economic and social development. In this regard, the Board of Directors recognizes the importance and consideration of the Anti-bribery and Corruption Policy for use as a guideline for performing the duties of directors, executives and employees and to comply with the rules and guidelines as well as to prevent the company and directors, executives, employees and other stakeholders from violating the law concerning anti-bribery and corruption. The policy can be found at [https://investor.ais.co.th/anti\\_bribery.html](https://investor.ais.co.th/anti_bribery.html)

AIS received renewed certification from Thailand's Private Sector Collective Action Against Corruption (CAC) on 30 September 2021. The certification

period is valid for 3 years from certified date. This certificate confirms that AIS and AIS Group of Company's personnel do not undertake or engage in any form of corruption either directly or indirectly provided that AIS and AIS Group of Company's personnel strictly comply with the Anti-Bribery and Corruption guidelines which encompasses several operations such as charitable donations and sponsorship, human resource management, etc.

In addition, AIS has communicated its Anti-Bribery and Corruption Policy to AIS's subsidiaries, joint venture and other controlling companies, business partners and stakeholders including the public via various communication channels such as email, website, social intranet, exhibitions or inclusion in the Board meeting agenda or reporting part in the annual general meeting every year etc., in this regard, in order to ensure that all stakeholders acknowledged and comply with the guidelines as specified by the Company.

Furthermore, AIS has continuously communicated and offered training to its personnel in order to offer knowledge and gain understanding related to anti-corruption measures, the Company's expectations and penalties for failing to comply with such measures such as offering training related to Anti-Bribery and Corruption to new employees as part of the orientation program, organizing training related to Code of Business Ethics via Information technology (LearnDi) as well as initiate an assessment related to business partners, executives, employees' level of understanding concerning the Code of Business Ethics and Anti-Bribery and Corruption annually.

AIS has amended and promulgated the Supplier Code of Conduct in order to clarify the implication of the Supplier Code of Conduct in compliance with the Code of Business Ethics. The declaration of conflicts of interest by suppliers has to be made prior to conducting business transactions with the Company. Furthermore, our employees can accept invitations to seminars; however,

the traveling and accommodation expenses shall be paid by the Company. This is to promote good standards at all levels and that the employee shall perform his/her duties without illicit compensation and will reinforce the Company's compliance with the good corporate governance principles.

In 2022, in order to emphasize the company's mission under the "Zero Tolerance Policy Against Corruption" concept, our executives and employees joined the online events held by the state agencies the Office of National Anti-Corruption Commission and Anti Organization of Thailand, sharing the same value on 6 September 2022 via online platform.

### Market Disclosure Policy

As a listed company on the Stock Exchange of Thailand, AIS aims at disclosing material information, both financial and non-financial, to shareholders accurately, sufficiently, in a timely manner, equitably and in compliance to relevant laws to promote confidence in shareholders and investors regarding the company's reliability and honesty.

The market disclosure policy is based on 3 principles which are practiced in compliance with applicable laws and regulations, transparency and information disclosure responsibility, and equality to access to information. The essential part of this policy includes the roles and responsibilities of executives as authorized spokespersons, guidelines on disclosure material information, keeping confidential information, responding to rumors or unusual market activity, announcing temporary halts, determining the period of time to prohibit the dissemination of information before the performance announcement and prohibiting communication with investors in various aspects as well as penalties for breach of the policy.



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### Connected Transaction Policy

In order that the business transaction between the company or its subsidiaries and its connected persons shall comply with the laws, announcements, regulation and other relevant notifications from the authorized agency based on transparency and for the maximum benefit of the company, AIS announced the Connected Transaction Policy for the business transaction between the company or its subsidiaries and its connected persons shall be in accordance with the company's policy, procurement procedure, and Code of Business Ethics.

The roles and responsibilities of the Board of Directors, the Audit and Risk Committee, and Capital Market Compliance Section are set to consider the reasonableness of the transaction and to oversee compliance with laws and all departments involving in or acknowledging the occurrence of the connected transactions are required to notify such information to the Capital Market Compliance Department before executing the transaction.

The essential part of this policy is that the business transactions between the company or its subsidiaries and its connected persons be done for the ultimate benefit of the company similar to those transactions with external parties under an arm's length basis. There is procedure to consider before engaging in the connected transactions which the Board of Directors and the executives who are the interested parties or who have conflicts of interest concern shall not participate in the consideration and approval process nor vote in any agenda relating thereto.

The board of directors and executives are required to report their conflict of interest in accordance with rules and guidelines, both those that are current and when there is any change.

### Securities Trading Policy for Directors, Executives and Employees

The Board of Directors has considered and approved the Securities Trading Policy for directors, executives and employees with the objective of maintaining the sense of confidence among shareholders and investors who invest in the Company and Intouch Holdings Plc's securities. (INTOUCH is the Company's major shareholder.) The essential part of this policy is to prohibit the Company's personnel from using inside information to gain benefit from trading AIS and INTOUCH securities, whether directly or indirectly. This is in line with the Securities and Exchange Act (as amended) including other related announcements. In this regard, the requirements and guidelines have encompassed several groups of people such as directors, executives, and employees. Furthermore, the requirements also spelled out the special duties for designated persons namely directors, executives and employees, whose roles and responsibilities entitled them to assess the insider information that they shall disclose to Capital Market Compliance Department any securities holding in AIS and INTOUCH Holdings Public Company Limited. This also includes filing a report for any changes in securities holding for the benefit of good corporate governance and transparency. In addition, the designated persons are prohibited from trading securities for a period of thirty (30) days prior to the date of disclosure of the quarterly and annual financial statements (Blackout Period).

In 2022, the Company upheld the practical guidelines in the policy amended by the Nomination and Remuneration Committee and the Board of Directors in 2021, adding that the designated Persons intending to trade the Company Group's Securities shall notify the defined channel no less than one business day prior to the trading in line with the policy of Intouch Holdings Public Company Limited and the good corporate governance principles.

The policy can be found at [https://investor.ais.co.th/governance\\_policy.html](https://investor.ais.co.th/governance_policy.html)

### Online and Social Media Guidelines

Technological development has changed the way people communicate. As such, the Business Ethics Committee has endorsed the appropriate guidelines – which are in compliance with applicable laws – with the purpose of guiding Company's employees when using the internet and social media. The essence of the guidelines is to recognize the impacts that may arise as a result of using the internet and social media inappropriately, especially when employees use the internet and social media with a lack of due care. This also includes avoiding any violation related to computer law; for instance, employees shall use the internet and social media in compliance with intellectual property law.

### Cybersecurity Policy

The Company has established guidelines on cybersecurity and instilled knowledge and understanding among its employees, promoting their compliance with the policy, standards, operating framework, and laws related to computer systems appropriately. The objectives are to protect the Company's data from attack, theft, destruction, unauthorized access, or data thefts in any form that may damage the Company's business operations. The policy can be found in company website under governance policy topic [https://investor.ais.co.th/governance\\_policy.html](https://investor.ais.co.th/governance_policy.html).



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**Guidelines on communicating impacts from products and services pertinent to customers and on advertising of products and services that align with their features and properties**

The Company resolves to create satisfaction and assure customers of high quality products and services at reasonable prices by disclosing product and service information accurately, completely, and without being misleading according to the business ethic shown in website under Corporate Governance and Governance Policy topic.

**Loan Default Policy**

The Company gives importance to equality in the business dealing and mutual benefits of suppliers. Also, it strictly adheres to loan agreements together with terms and conditions thereof by paying creditors principals and interests and taking care of warranties. This is in accordance with Code of business ethics of the Company which appears on the company's website under Corporate Governance and Governance Policy topic.

**Good Corporate Governance Guidelines in Other Aspects**

The Company considered to apply the Corporate Governance Code (CG Code) issued by the Securities and Exchange Commission, Thailand with AIS's business operations. However, in 2022 there were certain matters that the Company opted to be considered under other suitable mechanisms and recorded in the minutes of the meeting for regular annual review as follows:

- The Company conducts a formal performance evaluation of the Board individually and collectively by themselves every year and by an independent outside counsel every 3 years. In 2022 when it coincided with an evaluation by an outside counsel, the Company instead conducted its own performance evaluation of the Board of Directors individually and collectively as it was during the period when a change in shareholding structure had just been completed.



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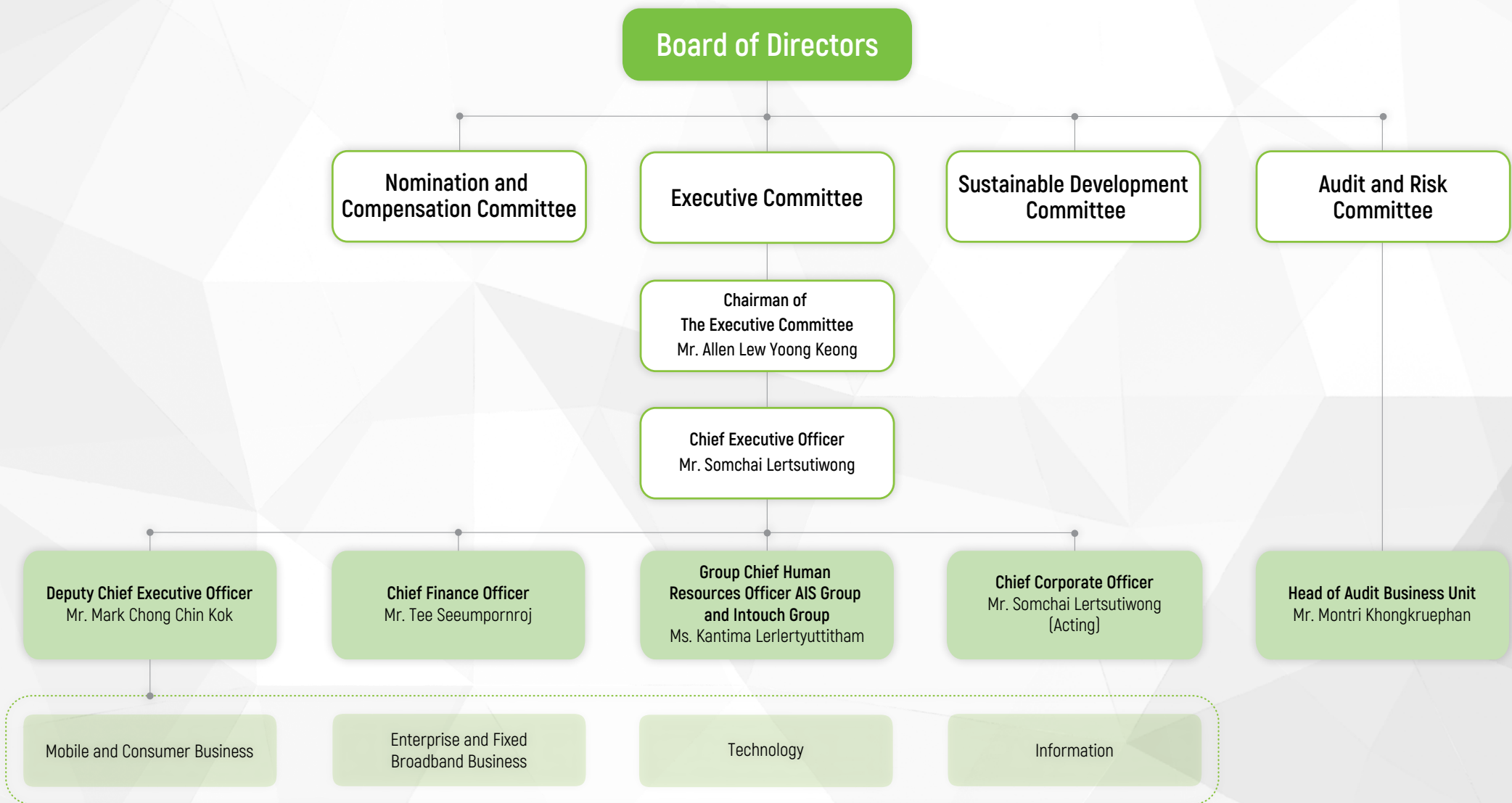
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# Profile of Directors and Management



Mr. Kan Trakulhoon

Age 67 years

Nationality: Thai

- Chairman of Board of Directors
- Independent Director
- Chairman of Sustainable Development Committee
- Chairman of Nomination and Compensation Committee

|                                                 |                  |
|-------------------------------------------------|------------------|
| Appointed                                       | 3 August 2015    |
| Appointed as the Chairman of Board of Directors | 8 November 2015  |
| Total number of service tenure                  | 7 Years 4 Months |
| Share Ratio (%)                                 | None             |
| Relationship with Management                    | None             |

## Education/Training:

- Honorary Degrees of Engineering, Chulalongkorn University
- Honorary Degrees of Manufacturing Engineering, Mahasarakham University

## Director Training:

- Chairman Forum 2022: Chairing the Unknown Future, Thai Institute of Directors Association (IOD) (2022)
- Director Certification Program (DCP) Class 29/2003, Thai Institute of Directors Association (IOD)

## Position in Company:

|                |                                                                                           |
|----------------|-------------------------------------------------------------------------------------------|
| 2021 – Present | Chairman of Sustainable Development and Chairman of Nomination and Compensation Committee |
| 2016 – Present | Chairman of Board of Directors                                                            |
| 2015 – Present | Independent Director                                                                      |
| 2016 – 2021    | Chairman of Leadership Development and Compensation Committee                             |
| 2015 – 2017    | Chairman of Sustainable Development Committee                                             |

## Position in Other Company

## Other Listed Companies:

|                |                                                                                                                                                                                                                                                                                                              |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2021 – Present | Chairman of the Board of Directors and Independent Director, Intouch Holdings Public Company Limited                                                                                                                                                                                                         |
| 2021 – Present | Independent Director, Chairman of the Nomination, Compensation and Corporate Governance Committee, Member of the Executive Committee, SCB-X Public Company Limited                                                                                                                                           |
| 2017 – Present | Independent Director, Bangkok Dusit Medical Services Public Company Limited                                                                                                                                                                                                                                  |
| 2005 – Present | Director and Member of CSR Committee for Sustainable Development, The Siam Cement Public Company Limited                                                                                                                                                                                                     |
| 2017 – 2021    | Independent Director, Chairman of the Leadership Development and Compensation Committee, Member of the Nomination and Governance Committee, Member of the Strategic and Organizational Review Committee and Member of the CSR Committee for Sustainable Development, Intouch Holdings Public Company Limited |
| 2005 – 2015    | President and CEO, The Siam Cement Public Company Limited                                                                                                                                                                                                                                                    |

## Non-Listed Companies/Other Organizations:

|                |                                                                                                              |
|----------------|--------------------------------------------------------------------------------------------------------------|
| 2020 – Present | Director, SCB 10X Company Limited                                                                            |
| 2020 – Present | Member, Special Committee on Promoting Innovation Ecosystem and Regulatory Reform                            |
| 2020 – Present | Member, Council of Experts of the National Higher Education, Science, Research and Innovation Policy Council |
| 2020 – Present | Member, Member State Enterprise Policy Committee                                                             |
| 2019 – Present | Chairman, The Committee for Monitoring and Evaluation of Science, Research, and Innovation Support           |
| 2019 – Present | Advisor, Higher Education, Science, Research and Innovation Management System Reform Steering Committee      |

|                |                                                                                                                                                                                                                               |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2019 – Present | Chairman, Subcommittee on Performance Evaluation of Secretary General to The Eastern Economic Corridor Policy Committee                                                                                                       |
| 2019 – Present | Expert Advisor, Development of Policy, Strategy and Budget Management System for Thailand's Science, Research and Innovation, Office of the National Higher Education, Science, Research and Innovation Policy Council (NXPO) |
| 2018 – Present | Honorary Advisor, The Eastern Economic Corridor Policy Committee                                                                                                                                                              |
| 2017 – Present | Member, National Strategic Committee                                                                                                                                                                                          |
| 2016 – Present | Independent Director, Chairman of the Nomination, Compensation and Corporate Governance Committee, Member of the Executive Committee, Siam Commercial Bank Public Company Limited                                             |
| 2015 – Present | Member, Board of Medical Service Cluster, Thai Red Cross Society                                                                                                                                                              |
| 2015 – Present | Director, Advanced Wireless Network Company Limited                                                                                                                                                                           |
| 2013 – Present | Member, the Advisory Board, Sasin Graduate Institute of Business Administration                                                                                                                                               |
| 2013 – Present | Executive Director, Engineer Division of the Anandamahidol Foundation                                                                                                                                                         |
| 2013 – Present | Advisor to the Executive Committee, Mahidol University Foundation                                                                                                                                                             |
| 2013 – Present | Honorary Advisor, Environmental Engineering Association of Thailand                                                                                                                                                           |
| 2013 – Present | Advisor, The Federation of Thai Industries                                                                                                                                                                                    |
| 2015 – 2020    | Director, National Innovation System Development Committee                                                                                                                                                                    |
| 2018 – 2019    | Advisor, the Executive Board on Driving Value Based Economy towards Thailand 4.0 Policy through Innovation Hubs                                                                                                               |
| 2018 – 2019    | Expert Member, National Investment Driving and Coordination Committee                                                                                                                                                         |
| 2018 – 2019    | Expert Member, the Eastern Economic Corridor Policy Committee                                                                                                                                                                 |
| 2018 – 2019    | Member, Advisory Committee to the Minister of Science and Technology                                                                                                                                                          |
| 2015 – 2019    | Member of the Advisory Board, Nomura Holding Inc.                                                                                                                                                                             |
| 2015 – 2019    | Member, Public-Private Collaborative Committee on Educational Reform                                                                                                                                                          |
| 2015 – 2019    | Head of Private Sector, Public-Private Collaborative Committee on Legal Reform                                                                                                                                                |
| 2015 – 2019    | Head of Private Sector, Public-Private Collaborative Committee on Innovation and Digitalization                                                                                                                               |
| 2011 – 2019    | Global Advisor, Kubota Corporation (Japan)                                                                                                                                                                                    |
| 2017 – 2018    | Member, Sub-committee for screening projects according to the Regional Development Plan for the Strengthening and Sustainability of the Local Economy (Fiscal Year 2018)                                                      |

|             |                                                                                       |
|-------------|---------------------------------------------------------------------------------------|
| 2017 – 2018 | Advisor, Committee on National Reform, National Strategy, and Reconciliation          |
| 2017 – 2018 | Member, Subcommittee on Industrial and Digital Innovation Promotion                   |
| 2017 – 2018 | Member, National Research and Innovation Policy Council                               |
| 2017 – 2018 | Member, Super Board on National Procurement                                           |
| 2017 – 2018 | Member, Policy Committee of Special Economic Development Zone                         |
| 2017 – 2018 | Member, National Strategy Preparation Committee for Thailand 4.0                      |
| 2017 – 2018 | Member, National Reform Committee on State Administration                             |
| 2016 – 2018 | Member, Screening Committee for Strengthening and Sustainability of the Local Economy |
| 2016 – 2018 | Member, Governing Committee of Food Innopolis                                         |
| 2015 – 2018 | Member, National Committee on Intellectual Property Policy                            |
| 2014 – 2018 | Member, National Development and Enhancing Competitiveness Committee                  |
| 2013 – 2016 | Director, National Science Technology and Innovation Policy Office                    |
| 2013 – 2015 | Director, National Science and Technology Development Office                          |
| 2009 – 2013 | Director, Kubota Corporation (Japan)                                                  |

## Illegal Record in Past 10 years:

None



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## Mr. Sarath Ratanavadi

Age 57 years

Nationality: Thai

- Vice Chairman of the Board
- Non-Executive Director
- Member of Executive Committee
- Member of Nomination and Compensation Committee

|                                |                  |
|--------------------------------|------------------|
| Appointed                      | 21 October 2020  |
| Total number of service tenure | 1 Years 2 Months |
| Share Ratio (%)*               | None             |
| Relationship with Management   | None             |

### Education/Training:

- Honorary Doctor of Engineering, Chulalongkorn University
- Master of Science (Engineering Management), University of Southern California, USA
- Bachelor of Engineering (Civil Engineering), Chulalongkorn University

### Director Training:

- Director Accreditation Program (DAP) Class 138/2017, Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                                                                                           |
|----------------|-------------------------------------------------------------------------------------------|
| 2022 – Present | Member of Executive Committee                                                             |
| 2021 – Present | Director, Vice Chairman of the Board, and Member of Nomination and Compensation Committee |

### Position in Other Company

### Other Listed Companies:

|                |                                                                                                                  |
|----------------|------------------------------------------------------------------------------------------------------------------|
| 2017 – Present | Director, Vice Chairman of the Board and Chief Executive Officer, Gulf Energy Development Public Company Limited |
| 2021 – 2022    | Director and Vice Chairman of the Board, Intouch Holdings Public Company Limited                                 |

### Non-Listed Companies/Other Organizations:

|                |                                                                                                                 |
|----------------|-----------------------------------------------------------------------------------------------------------------|
| 2022 – Present | Director, Gulf Binnace Company Limited                                                                          |
| 2021 – Present | Director, Gulf Innova Company Limited                                                                           |
| 2021 – Present | Director, Advanced Wireless Network Company Limited                                                             |
| 2021 – Present | Director, GULF1 Company Limited                                                                                 |
| 2021 – Present | Director, Gulf Renewable Energy Company Limited                                                                 |
| 2018 – Present | Board of Councillors, University of Southern California, Annenberg School for Communication and Journalism, USA |
| 2017 – Present | Board Chairman, NIST International School Foundation                                                            |
| 2017 – Present | Director, Gulf Investment and Trading Pte. Ltd.                                                                 |
| 2016 – Present | Director, Gulf Holdings (Thailand) Company Limited                                                              |
| 2018 – 2020    | Director, Gulf Energy International Company Limited                                                             |
| 2008 – 2020    | Director, Gulf JP Company Limited                                                                               |
| 2011 – 2017    | Director and Chief Executive Officer, Gulf Energy Development Company Limited                                   |
| 2008 – 2017    | President, Gulf JP Company Limited                                                                              |
| 2008 – 2017    | Board Vice Chairman, NIST International School Foundation                                                       |
| 2011 – 2016    | Representative of Licensee, NIST International School                                                           |
| 2008 – 2016    | Executive Board Chairman, NIST International School                                                             |
| 1994 – 2016    | Director and President, Gulf Electric Public Company Limited                                                    |

### Illegal Record in Past 10 years:

None



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## Mr. Krairit Euchukanonchai

Age 67 years

Nationality: Thai

- Independent Director
- Chairman of Audit and Risk Committee

|                                |                  |
|--------------------------------|------------------|
| Appointed                      | 26 March 2014    |
| Total number of service tenure | 8 Years 9 Months |
| Share Ratio (%)                | None             |
| Relationship with Management   | None             |

### Education/Training:

- Master of Business Administration (Finance and Banking), North Texas State University, USA
- Bachelor of Science, Chulalongkorn University

### Director Training:

- Role of the Chairman Program (RCP) Class 16/2007, Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP) Class 59/2005, Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                                                               |
|----------------|---------------------------------------------------------------|
| 2014 – Present | Chairman of Audit and Risk Committee and Independent Director |
| 2014 – 2021    | Member of Nomination and Governance Committee                 |

### Position in Other Company

### Other Listed Companies:

|                |                                                                                                                                                 |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 2021 – Present | Chairman of Board of Directors and Chairman of the Independent Directors Committee, PTT Exploration and Production Public Company Limited       |
| 2015 – Present | Vice Chairman, Chairman of the Board of Executive Directors and Chairman of the Risk Oversight Committee, Krungthai Bank Public Company Limited |
| 2018 – 2020    | Chairman of Board of Directors and Chairman of Independent Directors Committee, PTT Public Company Limited                                      |

### Non-Listed Companies/Other Organizations:

|                |                                                                               |
|----------------|-------------------------------------------------------------------------------|
| 2021 – Present | Honorary Director (Finance), The Securities and Exchange Commission, Thailand |
| 2021 – Present | Director, AIS Digital Life Company Limited                                    |
| 2020 – Present | Honorary Director (Finance), Office of Insurance Commission (OIC)             |
| 2020 – Present | Chairman, INFINITAS by Krungthai Company Limited                              |
| 2014 – Present | Director, Advanced Wireless Network Company Limited                           |
| 1998 – Present | Chairman, V. Group Honda Cars Company Limited and Affiliates                  |
| 2017 – 2019    | Chairman, Mass Rapid Transit Authority of Thailand                            |

### Illegal Record in Past 10 years:

None



## Mr. Gerardo C. Ablaza, Jr.

Age 69 years

Nationality: Philippines

- Independent Director
- Member of Audit and Risk Committee

|                                |                  |
|--------------------------------|------------------|
| Appointed                      | 27 Apr 2017      |
| Total number of service tenure | 5 Years 7 Months |
| Share Ratio (%)                | None             |
| Relationship with Management   | None             |

### Education/Training:

- Bachelor of Arts (Mathematics), De La Salle University, Manila

### Director Training:

- Roles, Responsibilities and Liabilities of Board Directors (2022), Center for Global Best Practices
- Ayala Corporation 4<sup>th</sup> Integrated Corporate Governance, Risk Management and Sustainability Summit (2002), Institute of Corporate Directors (Philippines)
- Director Certification Program (DCP) Class 313/2021, Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) Class 146/2018, Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                                                             |
|----------------|-------------------------------------------------------------|
| 2021 – Present | Member of Audit and Risk Committee                          |
| 2017 – Present | Independent Director                                        |
| 2019 – 2021    | Member of Leadership Development and Compensation Committee |
| 2017 – 2021    | Member of Executive Committee                               |
| 2017 – 2019    | Member of Sustainable Development Committee                 |

### Position in Other Company

### Other Listed Companies:

|                |                                               |
|----------------|-----------------------------------------------|
| 2021 – Present | Independent Director, Roxas and Company, Inc. |
| 2019 – Present | Director, iPeople Inc.                        |
| 2017 – Present | Consultant, Ayala Corporation                 |
| 2010 – 2021    | Director, Manila Water Company                |
| 2010 – 2017    | President and CEO, Manila Water Company       |
| 1998 – 2017    | Senior Managing Director, Ayala Corporation   |
| 1998 – 2016    | Director, Globe Telecom, Inc.                 |
| 1998 – 2009    | President and CEO, Globe Telecom, Inc.        |

### Non-Listed Companies/Other Organizations:

|                |                                                |
|----------------|------------------------------------------------|
| 2022 – Present | Director, BPI Asset Management & Trust Company |
| 2022 – Present | Director, BPI Direct Bangko                    |
| 2022 – Present | Director, BPI Foundation, Inc.                 |
| 2012 – Present | Director, AC Energy Holding Inc.               |
| 2012 – Present | Director, AC Infrastructure Holding Corp.      |
| 2017 – 2021    | Director, BPI Capital Corporation              |

### Illegal Record in Past 10 years:

None



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Mr. Predee Daochai

Age 64 years

Nationality: Thai

- Independent Director
- Member of Audit and Risk Committee

|                                |                  |
|--------------------------------|------------------|
| Appointed                      | 9 September 2022 |
| Total number of service tenure | 0 Years 3 Months |
| Share Ratio (%)                | None             |
| Relationship with Management   | None             |

Education/Training:

- Honorary Doctorate in Business Administration, Southeast Bangkok College
- Master's Degree (MCL), University of Illinois at Urbana-Champaign, USA
- Barrister-at-Laws, Institute of Legal Education, Thai Bar Association, Thailand
- Bachelor of Laws (Honors), Thammasat University
- Advanced Management Program (AMP), Harvard Business School, USA
- Breakthrough Program for Senior Executives, IMD Business School, Switzerland,
- Influence and Negotiation Strategies Program, Stanford Graduate School of Business, USA
- Making Innovation Happen Programme, London Business School, UK

- Executive Program, Singularity University, Silicon Valley, California, USA
- Executive Program on Risk Management, The Institute of International Finance, UK
- The Joint State - Private Stor Course, Class 24, National Defence College
- Capital Market Leadership Proecgram, Class 20, Capital Market Academy
- The Executive Program in Energy Literacy for a Sustainable Future, Class 8, Thailand Energy Academy

Director Training:

- Role of the Chairman Program (RCP), Class 51/2022, Thai Institute of Directors
- Board Nomination and Compensation Program (BNCP), Class 14/2022, Thai Institute of Directors
- Director Certification Program (DCP), Class 56/2005, Thai Institute of Directors
- Financial Institutions Governance Program (FGP), Class 1/2010, Thai Institute of Directors
- Ethical Leadership Program (ELP), Class 1/2015, Thai Institute of Directors
- Corporate Governance for Capital Market Intermediaries (CGI), Class 11/2016, Thai Institute of Directors

Position in Company:

|                |                                                             |
|----------------|-------------------------------------------------------------|
| 2022 – Present | Independent Director and Member of Audit and Risk Committee |
|----------------|-------------------------------------------------------------|

Position in Other Company

Other Listed Companies:

|                |                                                                                                                                                             |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2023 – Present | Independent Director, Bangkok Bank Public Company Limited                                                                                                   |
| 2022 – Present | Independent Director, Gulf Energy Development Public Company Limited                                                                                        |
| 2021 – Present | Independent Director and Chairman of the Nomination and Remuneration Committee, Bangkok Dusit Medical Services Public Company Limited                       |
| 2021 – Present | Independent Director, Chairman of the Risk Management Committee and Chairman of the Sustainable Development Committee, Carabao Group Public Company Limited |
| 2013 – 2020    | Director and President, KASIKORNBANK Public Company Limited                                                                                                 |

Non-Listed Companies/Other Organizations:

|                |                                                                                                           |
|----------------|-----------------------------------------------------------------------------------------------------------|
| 2022 – Present | Director, Advanced Wireless Network Company Limited                                                       |
| 2022 – Present | Director, Siam Motors Company Limited                                                                     |
| 2021 – Present | Director, Siam Paragon Development Company Limited                                                        |
| 2021 – Present | Director, Siam Paragon Retail Company Limited                                                             |
| 2021 – 2022    | Chairman of the Executive Committee / Group CEO, The Mall Group                                           |
| 2021 – 2021    | Director, JD Food Public Company Limited                                                                  |
| 2020 – 2020    | Minister, Ministry of Finance                                                                             |
| 2020 – 2020    | Chairman, Bank for Agriculture and Agricultural Cooperatives                                              |
| 2020 – 2020    | Chairman, Beacon Venture Capital Company Limited                                                          |
| 2020 – 2020    | Chairman, National Digital ID Company Limited                                                             |
| 2017 – 2020    | Chairman, National ITMX Company Limited                                                                   |
| 2016 – 2020    | Committee, ASEAN Bankers Association                                                                      |
| 2016 – 2020    | Committee, National Strategy Committee                                                                    |
| 2016 – 2020    | Committee, Payment Systems Committee, Bank of Thailand                                                    |
| 2016 – 2020    | Member of the Board, Thailand Board of Investment (BOI)                                                   |
| 2016 – 2020    | EEC Policy Committee, Eastern Economic Corridor                                                           |
| 2016 – 2020    | Member of the Board, Office of SMEs Promotion                                                             |
| 2016 – 2020    | Chairman, Thai Bankers Association                                                                        |
| 2016 – 2020    | Chairman, KASIKORN Securities Public Company Limited                                                      |
| 2015 – 2020    | Vice Chairman and Chairman of the Corporate Governance Committee, Thai Institute of Directors Association |
| 2013 – 2020    | Chairman, KASIKORN Factory and Equipment Company Limited                                                  |
| 2010 – 2020    | Director, Muangthai Group Holding Company Limited                                                         |
| 2016 – 2019    | Member, National Legislative Assembly                                                                     |
| 2015 – 2019    | Director, Dole Thailand Limited                                                                           |
| 2014 – 2016    | Chairman, Kasikorn Asset Management Company Limited                                                       |

Illegal Record in Past 10 years:

None



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## Mr. Smith Banomyong

Age 50 years

Nationality: Thai

- Non-Executive Director
- Member of Executive Committee
- Authorized Director

|                                |                  |
|--------------------------------|------------------|
| Appointed                      | 21 October 2021  |
| Total number of service tenure | 1 Years 2 Months |
| Share Ratio (%)                | None             |
| Relationship with Management   | None             |

## Education/Training:

- Master of Science (Economics), The London School of Economics and Political Science (LSE), United Kingdom
- Bachelor of Arts (Economics), Reed College, USA
- Bachelor of Engineering (Industrial Engineering), Chulalongkorn University
- Advanced Executive Program, Kellogg School of Management, Northwestern University, USA
- Capital Market Leadership Program, Class 20, Capital Market Academy
- The Executive Program in Energy Literacy for a Sustainable Future, Class 15, Thailand Energy Academy
- Thailand Insurance Leadership Program, Class 2, OIC Advanced Insurance Institute

## Director Training:

- Director Accreditation Program (DAP) Class 76/2008, Thai Institute of Directors Association (IOD)
- Corporate Governance for Capital Market Intermediaries (CGI) Class 0/2014, Thai Institute of Directors Association (IOD)

## Position in Company:

2021 – Present      Director and Member of Executive Committee

## Position in Other Company

## Other Listed Companies:

|                |                                                                                                                |
|----------------|----------------------------------------------------------------------------------------------------------------|
| 2021 – Present | Director, Intouch Holdings Public Company Limited                                                              |
| 2020 – Present | Chief Operating Officer, Group Asset Management and Investment, Gulf Energy Development Public Company Limited |
| 2020 – 2020    | Chief International Business Officer, Gulf Energy Development Public Company Limited                           |
| 2018 – 2020    | Chief Financial Officer, Gulf Energy Development Public Company Limited                                        |
| 2011 – 2014    | First Executive Vice President, Head of Wealth Division, The Siam Commercial Bank Public Company Limited       |
| 2010 – 2011    | Executive Vice President, Head of Corporate Strategy, The Siam Commercial Bank Public Company Limited          |

## Non-Listed Companies/Other Organizations:

|                |                                                     |
|----------------|-----------------------------------------------------|
| 2022 – Present | Director, Wind Energy Development Company Limited   |
| 2022 – Present | Director, Greenovation Power Company Limited        |
| 2022 – Present | Director, Korat Wind Energy Company Limited         |
| 2022 – Present | Director, Hin Kong Power Holding Company Limited    |
| 2022 – Present | Director, Gulf International Investment Limited     |
| 2021 – Present | Director, Gulf Innova Company Limited               |
| 2021 – Present | Director, Advanced Wireless Network Company Limited |
| 2021 – Present | Director, Gulf Renewable Energy Company Limited     |
| 2021 – Present | Director, Gulf Holdings (Thailand) Company Limited  |
| 2021 – Present | Director, Gulf JP Company Limited                   |
| 2021 – Present | Director, Gulf JP NS Company Limited                |
| 2021 – Present | Director, Gulf JP UT Company Limited                |
| 2021 – Present | Director, Gulf JP KP1 Company Limited               |
| 2021 – Present | Director, Gulf JP KP2 Company Limited               |

|                |                                                                |
|----------------|----------------------------------------------------------------|
| 2021 – Present | Director, Gulf JP TLC Company Limited                          |
| 2021 – Present | Director, Gulf JP NNK Company Limited                          |
| 2021 – Present | Director, Gulf JP NLL Company Limited                          |
| 2021 – Present | Director, Gulf JP CRN Company Limited                          |
| 2021 – Present | Director, Gulf JP NK2 Company Limited                          |
| 2021 – Present | Director, Gulf VTP Company Limited                             |
| 2021 – Present | Director, Gulf TS1 Company Limited                             |
| 2021 – Present | Director, Gulf TS2 Company Limited                             |
| 2021 – Present | Director, Gulf TS3 Company Limited                             |
| 2021 – Present | Director, Gulf TS4 Company Limited                             |
| 2021 – Present | Director, Gulf NLL2 Company Limited                            |
| 2021 – Present | Director, Gulf BL Company Limited                              |
| 2021 – Present | Director, Gulf BP Company Limited                              |
| 2021 – Present | Director, Gulf NC Company Limited                              |
| 2021 – Present | Director, Gulf NPM Company Limited                             |
| 2021 – Present | Director, Gulf NRV1 Company Limited                            |
| 2021 – Present | Director, Gulf NRV2 Company Limited                            |
| 2021 – Present | Director, Gulf Chana Green Company Limited                     |
| 2021 – Present | Director, Gulf Pattani Green Company Limited                   |
| 2021 – Present | Director, Independent Power Development Company Limited        |
| 2021 – Present | Director, Gulf SRC Company Limited                             |
| 2021 – Present | Director, Gulf PD Company Limited                              |
| 2021 – Present | Director, Gulf MP Company Limited                              |
| 2021 – Present | Director, Gulf WHA MT Natural Gas Distribution Company Limited |
| 2021 – Present | Director, WHA Eastern Seaboard NGD2 Company Limited            |
| 2021 – Present | Director, WHA Eastern Seaboard NGD4 Company Limited            |
| 2021 – Present | Director, Gulf Solar Company Limited                           |
| 2021 – Present | Director, Gulf Solar BV Company Limited                        |
| 2021 – Present | Director, Gulf Solar TS1 Company Limited                       |
| 2021 – Present | Director, Gulf Solar TS2 Company Limited                       |
| 2021 – Present | Director, Gulf Solar KKS Company Limited                       |
| 2021 – Present | Director, Gulf Energy Company Limited                          |
| 2021 – Present | Director, Gulf IPP Company Limited                             |
| 2021 – Present | Director, Gulf Power Generation Company Limited                |
| 2021 – Present | Director, Gulf Yala Green Company Limited                      |
| 2021 – Present | Director, Nong Khae Cogeneration Company Limited               |
| 2021 – Present | Director, Samutprakarn Cogeneration Company Limited            |
| 2021 – Present | Director, PTT Natural Gas Distribution Company Limited         |
| 2021 – Present | Director, Global Mind Investment Management Pte. Ltd.          |
| 2021 – Present | Director, Bentre Import Export Joint-Stock Corporation         |
| 2020 – Present | Director, Borkum Riffgrund 2 Investor Holding GmbH             |
| 2020 – Present | Director, Borkum Riffgrund 2 Offshore Wind Farm GmbH & Co. oHG |
| 2020 – Present | Director, Gulf LNG Company Limited                             |

|                |                                                                                               |
|----------------|-----------------------------------------------------------------------------------------------|
| 2020 – Present | Director, Gulf Energy (Vietnam) Limited Liability Company                                     |
| 2020 – Present | Director, Gulf International Investment (Hong Kong) Limited                                   |
| 2020 – Present | Director, Gulf LNG Trading Company Limited                                                    |
| 2020 – Present | Director, Gulf International Holding Pte. Ltd.                                                |
| 2020 – Present | Director, Gulf Infrastructure Company Limited                                                 |
| 2018 – Present | Director, Gulf Energy Mauritius Company Limited                                               |
| 2022 – 2022    | Director, GPC International Terminal Company Limited                                          |
| 2021 – 2021    | Director, Gulf Cogeneration Company Limited                                                   |
| 2018 – 2020    | Senior Executive Vice President - Finance, Gulf JP Company Limited                            |
| 2018 – 2018    | Chairman, Association of Investment Management Companies                                      |
| 2018 – 2018    | Director, The Federation of Thai Capital Market Organizations                                 |
| 2018 – 2018    | Director, Thai Financial Markets Committee, Bank of Thailand                                  |
| 2014 – 2018    | Chief Executive Officer, SCB Asset Management Company Limited                                 |
| 2008 – 2010    | Director, Head of Asia Local Credit Trading, Citigroup Global Markets Asia Limited, Hong Kong |
| 2006 – 2008    | Director, Local Credit Trading, Citibank N.A., Bangkok Thailand                               |

## Illegal Record in Past 10 years:

None



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## Mr. Allen Low Yoong Keong

Age 67 years

Nationality: Singaporean

- Director
- Non-Executive Director
- Chairman of Executive Committee
- Authorized Director

|                                |                   |
|--------------------------------|-------------------|
| Appointed                      | 3 April 2006      |
| Total number of service tenure | 16 Years 9 Months |
| Share Ratio (%)*               | None              |
| Relationship with Management   | None              |

### Education/Training:

- Master of Science (Management), Massachusetts Institute of Technology, USA
- Bachelor of Engineering, University of Western Australia
- Corporate Governance Seminar Programme, ROAM, Inc. (2022)

### Director Training:

None

### Position in Company:

|                |                                                             |
|----------------|-------------------------------------------------------------|
| 2008 – Present | Chairman of Executive Committee                             |
| 2006 – Present | Director                                                    |
| 2008 – 2021    | Member of Leadership Development and Compensation Committee |
| 2006 – 2008    | Member of Executive Committee                               |

### Position in Other Company

### Other Listed Companies:

None

### Non-Listed Companies/Other Organizations:

|                |                                                                                                                                            |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| 2022 – Present | Director, DnaNudge Limited                                                                                                                 |
| 2022 – Present | Director, Citibank Singapore Limited                                                                                                       |
| 2022 – Present | Director, Certis Cisco Security Pte. Ltd.                                                                                                  |
| 2021 – Present | Director, AIS Digital Life Company Limited                                                                                                 |
| 2021 – Present | Director, A.C.S.T. Business Holdings, Inc.                                                                                                 |
| 2021 – Present | Director, Asiacom Philippines, Inc.                                                                                                        |
| 2021 – Present | Director, Globe Telecom Inc.                                                                                                               |
| 2021 – Present | Director, Grid Communications Pte. Ltd.                                                                                                    |
| 2020 – Present | Director, Raffles Medical Group                                                                                                            |
| 2010 – Present | Director, Advanced Wireless Network Company Limited                                                                                        |
| 2008 – Present | Chairman of Executive Committee, Advanced Info Service Public Company Limited                                                              |
| 2006 – Present | Director, Advanced Contact Center Company Limited                                                                                          |
| 2020 – 2021    | Chief Executive Officer, Group Strategy and Business Development and Country Chief Officer Thailand, Singapore Telecommunications Limited. |
| 2014 – 2021    | Director, AKAL Pty Ltd.                                                                                                                    |
| 2014 – 2021    | Director, Alpha West ERP Pty Ltd.                                                                                                          |
| 2014 – 2021    | Director, Alpha West Holdings Pty Ltd.                                                                                                     |
| 2014 – 2021    | Director, Alpha West Pty Ltd.                                                                                                              |
| 2014 – 2021    | Director, Alphawest Services Pty Ltd.                                                                                                      |
| 2014 – 2021    | Director, AUE Music TV Pty Ltd.                                                                                                            |
| 2014 – 2021    | Director, AUEVR Music TV Pty Ltd.                                                                                                          |
| 2014 – 2021    | Director, AUSSAT Finance Ltd.                                                                                                              |
| 2014 – 2021    | Director, AUSSAT New Zealand Ltd.                                                                                                          |
| 2014 – 2021    | Director, Bkal Pty Ltd.                                                                                                                    |
| 2014 – 2021    | Director, CV Services International Wholesale Pty Ltd.                                                                                     |
| 2014 – 2021    | Director, Evolution IS (ACT) Pty Ltd.                                                                                                      |
| 2014 – 2021    | Director, Evolution IS Pty Ltd.                                                                                                            |
| 2014 – 2021    | Director, Inform Systems Australia Pty Ltd.                                                                                                |
| 2014 – 2021    | Director, Microplex Pty Ltd.                                                                                                               |
| 2014 – 2021    | Director, Optus Administration Pty Ltd.                                                                                                    |
| 2014 – 2021    | Director, Optus ADSL Pty Ltd.                                                                                                              |
| 2014 – 2021    | Director, Optus Billing Services Pty Ltd.                                                                                                  |
| 2014 – 2021    | Director, Optus Broadband Pty Ltd.                                                                                                         |
| 2014 – 2021    | Director, Optus Content Pty Ltd.                                                                                                           |
| 2014 – 2021    | Director, Optus Data Centres Pty Ltd.                                                                                                      |
| 2014 – 2021    | Director, Optus E_Solutions Pty Ltd.                                                                                                       |
| 2014 – 2021    | Director, Optus E-Commerce Pty Ltd.                                                                                                        |
| 2014 – 2021    | Director, Optus Finance Pty Ltd.                                                                                                           |
| 2014 – 2021    | Director, Optus Fixed Infrastructure Pty Ltd.                                                                                              |
| 2014 – 2021    | Director, Optus Internet Pty Ltd.                                                                                                          |
| 2014 – 2021    | Director, Optus Kylie Holdings Pty Ltd.                                                                                                    |
| 2014 – 2021    | Director, Optus Mobile Investments Pty Ltd.                                                                                                |
| 2014 – 2021    | Director, Optus Mobile Migrations Pty Ltd.                                                                                                 |
| 2014 – 2021    | Director, Optus Mobile Pty Ltd.                                                                                                            |
| 2014 – 2021    | Director, Optus Multimedia Pty Ltd.                                                                                                        |
| 2014 – 2021    | Director, Optus Narrowband Pty Ltd.                                                                                                        |
| 2014 – 2021    | Director, Optus Network Investments Pty Ltd.                                                                                               |
| 2014 – 2021    | Director, Optus Networks Pty Ltd.                                                                                                          |
| 2014 – 2021    | Director, Optus Rental and Leasing Pty Ltd.                                                                                                |
| 2014 – 2021    | Director, Optus Retailco Pty Ltd.                                                                                                          |
| 2014 – 2021    | Director, Optus Share Plan Pty Ltd.                                                                                                        |
| 2014 – 2021    | Director, Optus Stockco Pty Ltd.                                                                                                           |
| 2014 – 2021    | Director, Optus Systems Pty Ltd.                                                                                                           |
| 2014 – 2021    | Director, Optus Vision Interactive Pty Ltd.                                                                                                |
| 2014 – 2021    | Director, Optus Vision Investments Pty Ltd.                                                                                                |
| 2014 – 2021    | Director, Path Communications Pty Ltd.                                                                                                     |
| 2014 – 2021    | Director, Perpetual Systems Pty Ltd.                                                                                                       |
| 2014 – 2021    | Director, Reef Networks Pty Ltd.                                                                                                           |
| 2014 – 2021    | Director, Satellite Platform Investment Pty Ltd.                                                                                           |
| 2014 – 2021    | Director, Sibalo Pty Ltd.                                                                                                                  |
| 2014 – 2021    | Director, SIMPlus Mobile Pty Ltd.                                                                                                          |
| 2014 – 2021    | Director, Source Integrated Networks Pty Ltd.                                                                                              |
| 2014 – 2021    | Director, The Net Effect Pty Ltd.                                                                                                          |
| 2014 – 2021    | Director, Ubewireless Pty Ltd.                                                                                                             |
| 2014 – 2021    | Director, UE Access Pty Ltd.                                                                                                               |
| 2014 – 2021    | Director, UE Vialight Pty Ltd.                                                                                                             |
| 2014 – 2021    | Director, Uecomm Operations Pty Ltd.                                                                                                       |
| 2014 – 2021    | Director, Uecomm Pty Ltd.                                                                                                                  |
| 2014 – 2021    | Director, Uecomm Share Plans Custodian Pty Ltd.                                                                                            |
| 2014 – 2021    | Director, Unite.Com Pty Ltd.                                                                                                               |
| 2014 – 2021    | Director, Unwired Australia Pty Ltd.                                                                                                       |
| 2014 – 2021    | Director, Vanilla Shelf Co No. 2 Pty Ltd.                                                                                                  |
| 2014 – 2021    | Director, Virgin Mobile (Australia) Services Pty Ltd.                                                                                      |
| 2014 – 2021    | Director, Virgin Mobile Pty Ltd.                                                                                                           |
| 2014 – 2021    | Director, Vividwireless Group Ltd.                                                                                                         |
| 2014 – 2021    | Director, Vividwireless Pty Ltd.                                                                                                           |
| 2014 – 2021    | Director, VR Music TV Pty Ltd.                                                                                                             |
| 2014 – 2021    | Director, World Wide Web Pty Ltd.                                                                                                          |
| 2014 – 2021    | Director, XY Zed LMDS Pty Ltd.                                                                                                             |
| 2014 – 2021    | Director, XYZed LMDS Holdings Pty Ltd.                                                                                                     |
| 2014 – 2021    | Director, Optus Australia Investments Pty Ltd.                                                                                             |
| 2014 – 2021    | Director, Optus ICT Investments Pty Ltd.                                                                                                   |

|             |                                                                                                      |
|-------------|------------------------------------------------------------------------------------------------------|
| 2013 – 2021 | Director, Optus Digital Life Australia Investments Pty Ltd.                                          |
| 2006 – 2021 | Director, Singtel Australia Holding Pte Ltd.                                                         |
| 2006 – 2021 | Director, Singtel Services Australia Pty Ltd.                                                        |
| 2009 – 2021 | Director, DSpark Pty Ltd.                                                                            |
| 2014 – 2020 | Director, Prepaid Services Pty Ltd.                                                                  |
| 2014 – 2020 | Director, Singtel Optus Pty Ltd.                                                                     |
| 2014 – 2020 | Director, Singapore Telecom Australia Investments Pty Ltd.                                           |
| 2014 – 2020 | Director, Optus C1 Satellite Pty Ltd.                                                                |
| 2014 – 2020 | Director, Optus Satellite Pty Ltd.                                                                   |
| 2014 – 2020 | Director, Optus Satellite Network Pty Ltd.                                                           |
| 2014 – 2020 | Director, Optus Wholesale Pty Ltd.                                                                   |
| 2014 – 2020 | Director, Optus Vision Pty Ltd.                                                                      |
| 2014 – 2020 | Director, Optus Vision Media Pty Ltd.                                                                |
| 2014 – 2020 | Chief Executive Officer Consumer Australia and Chief Executive Officer Optus, Singtel Optus Pty Ltd. |

### Illegal Record in Past 10 years:

None



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Age 54 years

Nationality: Thai

- Non-Executive Director
- Member of Sustainable Development Committee

|                                |                  |
|--------------------------------|------------------|
| Appointed                      | 21 October 2021  |
| Total number of service tenure | 1 Years 2 Months |
| Share Ratio (%)                | None             |
| Relationship with Management   | None             |

**Education/Training:**

- Master of Business Administration, University of Florida, USA
- Bachelor of Business Administration (Banking and Finance), Chulalongkorn University
- Top Executive Program in Commerce and Trade, Class 13, Commerce Academy, University of the Thai Chamber of Commerce
- Digital Transformation for CEO, Class 1, Nation Multimedia Group Public Company Limited
- Capital Market Leadership Program, Class 16, Capital Market Academy
- ABC Course, Class 5, Academy of Business Creativity, Sripatum University
- Executive Management with Business Development and Investment, Class 4, Institute of Business and Industrial Development

### Director Training:

- Director Certification Program (DCP) Class 164/2012, Thai Institute of Directors Association (IOD)

**Position in Company:**

|                |                                                          |
|----------------|----------------------------------------------------------|
| 2021 – Present | Director and Member of Sustainable Development Committee |
|----------------|----------------------------------------------------------|

### Position in Other Company

**Other Listed Companies:**

|                |                                                                                                                                                              |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2018 – Present | Director, Member of the Sustainability, Governance and Risk Management Committee and Chief Financial Officer, Gulf Energy Development Public Company Limited |
| 2021 – 2022    | Director, Intouch Holdings Public Company Limited                                                                                                            |
| 2018 – 2021    | Executive Director, Gulf Energy Development Public Company Limited                                                                                           |
| 2017 – 2019    | Senior Executive Vice President and Chief Corporate Officer, Gulf Energy Development Public Company Limited                                                  |

**Non-Listed Companies/Other Organizations:**

|                |                                                               |
|----------------|---------------------------------------------------------------|
| 2022 – Present | Director, Gulf Binance Company Limited                        |
| 2022 – Present | Director, AIS Digital Life Company Limited                    |
| 2021 – Present | Director, Gulf Innova Company Limited                         |
| 2021 – Present | Director, Advanced Wireless Network Company Limited           |
| 2021 – Present | Director, GULFI Company Limited                               |
| 2018 – Present | Director, Gulf Renewable Energy Company Limited               |
| 2008 – Present | Senior Executive Vice President, Gulf JP Company Limited      |
| 1997 – Present | Chief Financial Officer, Gulf Electric Public Company Limited |
| 2022 – 2022    | Director, Gulf International Investment Limited               |
| 2019 – 2022    | Director, Rachakarn Asset Management Company Limited          |
| 2020 – 2021    | Director, Gulf JP Company Limited                             |
| 2020 – 2021    | Director, Gulf SRC Company Limited                            |
| 2020 – 2021    | Director, Gulf PD Company Limited                             |
| 2020 – 2021    | Director, Gulf Energy Mauritius Company Limited               |
| 2019 – 2021    | Director, Independent Power Development Company Limited       |
| 2015 – 2021    | Director, Gulf JP KP1 Company Limited                         |

|             |                                                                                                      |
|-------------|------------------------------------------------------------------------------------------------------|
| 2015 – 2021 | Director, Gulf JP KP2 Company Limited                                                                |
| 2015 – 2021 | Director, Gulf JP TLC Company Limited                                                                |
| 2015 – 2021 | Director, Gulf JP NKK Company Limited                                                                |
| 2015 – 2021 | Director, Gulf JP NLL Company Limited                                                                |
| 2015 – 2021 | Director, Gulf JP CRN Company Limited                                                                |
| 2015 – 2021 | Director, Gulf JP NK2 Company Limited                                                                |
| 2014 – 2021 | Director, Gulf Solar BV Company Limited                                                              |
| 2014 – 2021 | Director, Gulf Solar TS1 Company Limited                                                             |
| 2014 – 2021 | Director, Gulf Solar TS2 Company Limited                                                             |
| 2014 – 2021 | Director, Gulf Solar KKS Company Limited                                                             |
| 2014 – 2021 | Director, Gulf International Investment (Hong Kong) Limited                                          |
| 2013 – 2021 | Director, Gulf MP Company Limited                                                                    |
| 2013 – 2021 | Director, Gulf Solar Company Limited                                                                 |
| 2013 – 2021 | Director, Gulf JP NS Company Limited                                                                 |
| 2013 – 2021 | Director, Gulf JP UT Company Limited                                                                 |
| 2012 – 2021 | Director, Gulf VTP Company Limited                                                                   |
| 2012 – 2021 | Director, Gulf TS1 Company Limited                                                                   |
| 2012 – 2021 | Director, Gulf TS2 Company Limited                                                                   |
| 2012 – 2021 | Director, Gulf TS3 Company Limited                                                                   |
| 2012 – 2021 | Director, Gulf TS4 Company Limited                                                                   |
| 2012 – 2021 | Director, Gulf NC Company Limited                                                                    |
| 2012 – 2021 | Director, Gulf BL Company Limited                                                                    |
| 2012 – 2021 | Director, Gulf BP Company Limited                                                                    |
| 2012 – 2021 | Director, Gulf NLL2 Company Limited                                                                  |
| 2012 – 2021 | Director, Gulf NPM Company Limited                                                                   |
| 2012 – 2021 | Director, Gulf NRV1 Company Limited                                                                  |
| 2012 – 2021 | Director, Gulf NRV2 Company Limited                                                                  |
| 2011 – 2021 | Director, Kolpos Pte. Ltd.                                                                           |
| 2019 – 2020 | Director, Bangkok Smart Energy Company Limited                                                       |
| 2017 – 2020 | Director, Gulf WHA MT Natural Gas Distribution Company Limited                                       |
| 2017 – 2020 | Director, WHA Eastern Seaboard NGD2 Company Limited                                                  |
| 2017 – 2020 | Director, WHA Eastern Seaboard NGD4 Company Limited                                                  |
| 2015 – 2020 | Director, Gulf Cogeneration Company Limited                                                          |
| 2015 – 2020 | Director, Samutprakarn Cogeneration Company Limited                                                  |
| 2015 – 2020 | Director, Nong Khae Cogeneration Company Limited                                                     |
| 2015 – 2020 | Director, Gulf Yala Green Company Limited                                                            |
| 2015 – 2020 | Director, Gulf Power Generation Company Limited                                                      |
| 2015 – 2020 | Director, Gulf IPP Company Limited                                                                   |
| 2015 – 2020 | Director, Gulf Energy Company Limited                                                                |
| 2014 – 2020 | Director, Gulf International Holding Pte. Ltd.                                                       |
| 2014 – 2017 | Senior Executive Vice President and Chief Financial Officer, Gulf Energy Development Company Limited |

**Illegal Record in Past 10 years:**

None



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## Ms. Jeann Low Ngiap Jong

Age 62 years

Nationality: Singaporean

- Non-Executive director
- Member of Nomination and Compensation Committee

|                                |                  |
|--------------------------------|------------------|
| Appointed                      | 27 March 2013    |
| Total number of service tenure | 9 years 9 Months |
| Share Ratio (%)                | None             |
| Relationship with Management   | None             |

### Education/Training:

- Bachelor of Accountancy (Honors), National University of Singapore

### Director Training:

- Modern Governance and ESG (2002), Singapore Institute of Directors
- Listed Entity Director Programme: Environment, Social and Governance Essentials (2002), Singapore Institute of Directors
- Director Certification Program (DCP) Class 313/2021, Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                                                 |
|----------------|-------------------------------------------------|
| 2021 – Present | Member of Nomination and Compensation Committee |
| 2013 – Present | Director                                        |
| 2013 – 2021    | Member of Nomination and Governance Committee   |

### Position in Other Company

### Other Listed Companies:

|                |                                                                           |
|----------------|---------------------------------------------------------------------------|
| 2016 – Present | Director and Authorized Director, Intouch Holdings Public Company Limited |
|----------------|---------------------------------------------------------------------------|

### Non-Listed Companies/Other Organizations:

|                |                                                                     |
|----------------|---------------------------------------------------------------------|
| 2022 – Present | Director, Aztech Global Limited                                     |
| 2022 – Present | Director, Prison Fellowship Singapore Limited                       |
| 2022 – Present | Director, Seventy Times Seven                                       |
| 2022 – Present | Member of Executive Committee, The Turning Point                    |
| 2021 – Present | Director, Capitaland Integrated Commercial Trust Management Limited |
| 2017 – Present | Director, Advanced Wireless Network Company Limited                 |
| 2015 – Present | Director, Trustwave Holdings, Inc.                                  |
| 2019 – Present | Director Singtel FinGroup Investment Pte. Ltd. And Affiliates       |
| 2013 – Present | Member of Governing Board, Lee Kong Chian School of Medicine        |
| 2008 – Present | Director, Singtel Strategic Investments Pte. Ltd.                   |
| 2008 – Present | Director, Singtel Asian Investments Pte. Ltd.                       |
| 2016 – 2022    | Director, Amobee Limited                                            |
| 2016 – 2022    | Director, Amobee Asia Pte. Ltd.                                     |
| 2014 – 2022    | Director, Amobee, Inc.                                              |
| 2012 – 2022    | Director, Singtel Strategy Pte. Ltd.                                |
| 2012 – 2021    | Director, GDL Lifestream Pte. Ltd.                                  |
| 2012 – 2021    | Director, Singtel Digital Life Pte. Ltd.                            |
| 2020 – 2021    | Director, SFG Digibank Investment Pte. Ltd.                         |
| 2015 – 2021    | Group Chief Corporate Officer, Singapore Telecommunications Limited |
| 2006 – 2021    | Director, Singtel Optus Pty Limited                                 |
| 2007 – 2018    | Director, OPEL Networks Pty Limited                                 |
| 2015 – 2017    | Director, Singtel Enterprise Security Pte. Ltd.                     |
| 2012 – 2017    | Director, Singtel ICT Pte. Ltd.                                     |
| 2008 – 2015    | Group Chief Financial Officer, Singapore Telecommunications Limited |

### Illegal Record in Past 10 years:

None



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## Mr. Arthur Lang Tao Yih

Age 51 years

Nationality: Singaporean

- Non-Executive Director
- Member of Sustainable Development Committee
- Member of Executive Committee
- Authorized Director

|                                |                 |
|--------------------------------|-----------------|
| Appointed                      | 21 October 2021 |
| Total number of service tenure | 0 Year 2 Months |
| Share Ratio (%)                | None            |
| Relationship with Management   | None            |

### Education/Training:

- MBA, Harvard Business School

### Director Training:

None

### Position in Company:

|                |                                                                               |
|----------------|-------------------------------------------------------------------------------|
| 2021 – Present | Director, Member of Sustainable Development Committee and Authorized Director |
|----------------|-------------------------------------------------------------------------------|

### Position in Other Company

### Other Listed Companies:

|                |                                                                           |
|----------------|---------------------------------------------------------------------------|
| 2020 – Present | Director and Authorized Director, Intouch Holdings Public Company Limited |
|----------------|---------------------------------------------------------------------------|

### Non-Listed Companies/Other Organizations:

|                |                                                                    |
|----------------|--------------------------------------------------------------------|
| 2022 – Present | Director, Singapore Tourism Board                                  |
| 2022 – Present | Director, GSA Data Center Company Limited                          |
| 2022 – Present | Director, ST Dynamo TH Pte. Ltd.                                   |
| 2021 – Present | Director, Advanced Wireless Network Company Limited                |
| 2021 – Present | Group Chief Financial Officer, Singapore Telecommunication Limited |
| 2021 – Present | Director, GXS Bank Pte. Ltd.                                       |
| 2021 – Present | Director, SingNet Pte. Ltd.                                        |
| 2021 – Present | Director, Singtel Group Treasury Pte. Ltd.                         |
| 2021 – Present | Director, ST Dynamo Holdings Pte. Ltd.                             |
| 2021 – Present | Director, ST Dynamo SG Pte. Ltd.                                   |
| 2021 – Present | Director, Singtel ICT Pte. Ltd.                                    |
| 2021 – Present | Director, Singtel Enterprise Security Pte. Ltd.                    |
| 2021 – Present | Director, Singtel Cyber Security (Asia Pacific) Pte. Ltd.          |
| 2021 – Present | Director, Singtel Cyber Security (Singapore) Pte. Ltd.             |
| 2021 – Present | Director, Singapore Telecom Australia Investment Pty Ltd.          |
| 2021 – Present | Director, Singtel Singapore Pte. Ltd.                              |
| 2021 – Present | Director, Singtel Mobile Singapore Pte. Ltd.                       |
| 2021 – Present | Director, Singtel Digital Life Pte. Ltd.                           |
| 2021 – Present | Director, Singtel Enterprise Security (US), Inc.                   |
| 2021 – Present | Director, Dataspark Pte. Ltd.                                      |
| 2020 – Present | Director, SFG Digibank Investment Pte. Ltd.                        |
| 2020 – Present | Director, Digital Games International Pte. Ltd.                    |
| 2020 – Present | Director, Bharti Airtel Limited.                                   |
| 2019 – Present | Director, Singtel FinGroup Investment Pte. Ltd.                    |
| 2019 – Present | Director, SFG FinTech Investment Pte. Ltd.                         |

2017 – Present  
2017 – Present  
2017 – Present  
2017 – Present  
2017 – Present  
2017 – Present  
2017 – Present

2017 – Present  
2017 – Present  
2017 – Present  
2017 – Present  
2017 – Present  
2015 – Present

2019 – 2021  
2017 – 2021

2017 – 2021  
2017 – 2021  
2017 – 2021  
2017 – 2021  
2017 – 2021

2018 – 2020  
2017 – 2020  
2017 – 2020  
2017 – 2020  
2011 – 2016

Director, Bharti Telecom Ltd.  
Director, Singtel Asian Investments Pte. Ltd.  
Director, Singtel Strategic Investments Pte. Ltd.  
Director, SingaSat Pte. Ltd.  
Director, Singtel Global Investment Pte. Ltd.  
Director, Singapore Telecom International Pte. Ltd.  
Director, Singtel International Investments Pte. Ltd.  
Director, Singtel Consultancy Pte. Ltd.  
Director, Singtel Alpha Investments Pte. Ltd.  
Director, Magenta Investments Limited  
Director, Pastel Limited  
Director, Pastel Limited, Singapore Branch  
Chairman, The National Kidney Foundation Singapore  
Director, Digital Gaming Investments Pte. Ltd.  
Director, Digital Entertainment International Pte. Ltd.  
Director, AsiaCom Philippines, Inc.  
Director, Singtel Pakistan Investments Limited  
Director, A.C.S.T Business Holdings, Inc.  
Director, Globe Telecom, Inc.  
Chief Executive Officer, International, Singapore Telecommunication Limited  
Director, Airtel Africa Plc.  
Director, NetLink NBN Management Pte. Ltd.  
Director, Indus Tower Ltd.  
Director, NetLink NBN Trust  
Group Chief Financial Officer, CapitaLand Ltd.

### Illegal Record in Past 10 years:

None



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## Mr. Somchai Lertsutiwong

Age 61 years

Nationality: Thai

- Executive Director
- Member of Sustainable Development Committee
- Member of Executive Committee
- Chief Executive Officer
- Acting Chief Corporate Officer
- Authorized Director

|                                      |                  |
|--------------------------------------|------------------|
| Appointed                            | 27 June 2014     |
| Total number of service tenure       | 8 Years 6 Months |
| Appointed as Chief Executive Officer | 1 July 2014      |
| Share Ratio (%)                      | 0.0040           |
| Relationship with Management         | None             |

### Education/Training:

- Master of Business Administration, Chulalongkorn University
- Computer Science, Chulalongkorn University

### Director Training:

- Director Certification Program (DCP 107/2009), Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                                                                                                                                                  |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| 2020 – Present | Acting Chief Corporate Officer                                                                                                                   |
| 2014 – Present | Executive Director, Member of Sustainable Development Committee, Member of Executive Committee, Chief Executive Officer, and Authorized Director |
| 2012 – 2014    | Director and Chief Marketing Officer                                                                                                             |
| 2007 – 2012    | Executive Vice President, Marketing                                                                                                              |
| 2004 – 2007    | Senior Vice President, Wireless Communication                                                                                                    |

### Position in Other Company

### Other Listed Companies:

None

### Non-Listed Companies/Other Organizations:

|                |                                                      |
|----------------|------------------------------------------------------|
| 2022 – Present | Director, AIS Digital Life Company Limited           |
| 2020 – Present | Director, LearnDi Company Limited                    |
| 2018 – Present | Director, Advanced Broadband Network Company Limited |
| 2018 – Present | Director, CS Loxinfo Public Company Limited          |
| 2018 – Present | Director, Advanced Wireless Network Company Limited  |
| 2017 – Present | Director, Advanced Contact Center Company Limited    |
| 2017 – Present | Director, AIN Globalcomm Company Limited             |
| 2016 – Present | Director, Advanced Magic Card Company Limited        |
| 2016 – Present | Director, Bridge Mobile Pte. Ltd.                    |
| 2014 – Present | Director, Advanced MPay Company Limited              |

### Illegal Record in Past 10 years:

None



## Mr. Mark Chong Chin Kok

Age 59 years

Nationality: Singaporean

- Deputy Chief Executive Officer

|                              |                  |
|------------------------------|------------------|
| Appointed                    | 12 December 2022 |
| Share Ratio (%)              | None             |
| Relationship with Management | None             |

### Education/Training:

- Master, Business Administration, National University of Singapore, Singapore
- Postgraduate Diploma, Business Administration, National University of Singapore, Singapore
- Master, Research in Electronics Systemc, ENSERG, INPG, Grenoble France, France
- General Degree, Electronics, ENSERG, INPG, Grenoble France, France

### Director Training:

- Director Accreditation Program (DAP) Class 2006, Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                                |
|----------------|--------------------------------|
| 2022 – Present | Deputy Chief Executive Officer |
|----------------|--------------------------------|

### Position in Other Company

### Other Listed Companies:

None

### Non-Listed Companies/Other Organizations:

|                |                                                                |
|----------------|----------------------------------------------------------------|
| 2022 – Present | Director, CS Loxinfo Public Company Limited                    |
| 2022 – Present | Director, Teleinfo Media Public Company Limited                |
| 2022 – Present | Director, AIN GlobalComm Company Limited                       |
| 2022 – Present | Director, Advanced Magic Card Company Limited                  |
| 2022 – Present | Director, Advanced Broadband Network Company Limited           |
| 2022 – Present | Director, Advanced Contact Centre Company Limited              |
| 2022 – Present | Director, Advanced Mpay Company Limited                        |
| 2022 – Present | Director, Advanced Digital Distribution Company Limited        |
| 2022 – Present | Director, Bridge Mobile Pte Ltd.                               |
| 2017 – Present | Authority Member, Civil Aviation Authority of Singapore (CAAS) |

### Illegal Record in Past 10 years:

None



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## Mr. Tee Seeumpornroj

Age 46 years

Nationality: Thai

- Chief Financial Officer

|                              |                |
|------------------------------|----------------|
| Appointed                    | 1 October 2018 |
| Share Ratio (%)              | None           |
| Relationship with Management | None           |

### Education/Training:

- Master of Science in Management (Science and Engineering), Stanford University, USA
- Bachelor's degree Industrial Engineering Chulalongkorn University
- Impact of social media on ethics for professional accountants, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King (2022)
- Accounting Standard and Taxation Law, KPMG Phoomchai Audit Co., Ltd. (2022)
- Capital Market Academy (CMA) Class 30, Capital Market Academy
- DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED: Deloitte Forum week 2021 Beyond the crisis thriving in the post pandemic world: Clients & Industries 2 hr. Audit & Assurance 3.15 hr. financial & Advisory 2 hrs. Consulting 2 hrs. Tax & Legal 3.45 hrs. Risk Advisory 2 hrs. (CPD: 15 hours)

### Director Training:

- Director Certification Program (DCP) Class 257/2018, Thai Institute of Directors Association (IOD)
- Director Accreditation Program (DAP) Class 113/2014, Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                              |
|----------------|------------------------------|
| 2018 – Present | Chief Finance Officer        |
| 2017 – 2018    | Deputy Chief Finance Officer |

### Position in Other Company

### Other Listed Companies:

|             |                                                                |
|-------------|----------------------------------------------------------------|
| 2013 – 2016 | Chief Finance Officer Thai Solar Energy Public Company Limited |
|-------------|----------------------------------------------------------------|

### Non-Listed Companies/Other Organizations:

|                |                                                       |
|----------------|-------------------------------------------------------|
| 2021 – Present | Director, Learn Corporation Company Limited           |
| 2016 – Present | Director, Food Xcite Company Limited                  |
| 2010 – Present | Director, J.A.D.E. Company Limited                    |
| 2005 – Present | Director, Wang Siam Agri Company Limited              |
| 2016 – 2017    | Chief Finance Officer, The mall Group Company Limited |

### Illegal Record in Past 10 years:

None



## Ms. Kantima Lerlertyuttitham

Age 52 years

Nationality: Thai

- Group Chief Human Resources Officer

|                              |                |
|------------------------------|----------------|
| Appointed                    | 1 October 2015 |
| Share Ratio (%)              | 0.0001         |
| Relationship with Management | None           |

### Education/Training:

- Master of Psychology Counselling Service, Rider University, USA
- English, Srinakharinwirot University

### Director Training:

- Ethical Leadership Program (ELP) Class 21/2021, Thai Institute of Directors Association (IOD)
- Directors Accreditation Program (DAP) Class 180/2021, Thai Institute of Directors Association (IOD)
- Board Nomination and Compensation Program (BNCP) Class 9/2019, Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP) Class 244/2017, Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                                     |
|----------------|-------------------------------------|
| 2015 – Present | Group Chief Human Resources Officer |
|----------------|-------------------------------------|

### Position in Other Company

### Other Listed Companies:

|                |                                                                                            |
|----------------|--------------------------------------------------------------------------------------------|
| 2016 – Present | Group Chief Human Resources Officer, Intouch Holdings Public Company Limited               |
| 2013 – 2015    | Deputy Chief Operation Officer, MC Group Public Company Limited                            |
| 2011 – 2012    | Chief Human Resources Officer, Prudential Life Insurance (Thailand) Public Company Limited |

### Non-Listed Companies/Other Organizations:

|                |                                                                                                 |
|----------------|-------------------------------------------------------------------------------------------------|
| 2022 – Present | Advisory Board, Business Administration (BA) Division, Mahidol University International College |
| 2022 – Present | Board of Directors, Thammasat Business School, Thammasat University                             |
| 2021 – Present | Director, Conicle Co., Ltd.                                                                     |
| 2007 – 2011    | Human Resources Director, Central Watson (Thailand) Company Limited                             |
| 2004 – 2007    | Human Resource Director, Microsoft (Thailand) Company Limited                                   |

### Illegal Record in Past 10 years:

None



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**Position in Company:**

2017 – present Chief Consumer Business Officer  
2013 – 2017 EVP-Marketing & Acting Chief Marketing Officer

**Position in Other Company**

**Other Listed Companies:** None

**Non-Listed Companies/Other Organizations:**

2020 – Present Director Storm Company Limited  
2018 – Present Director Rabbit-Line Pay Company Limited

**Illegal Record in Past 10 years:** None

**Mr. Pratthana Leelapanang**

**Age 49 years**

Nationality: Thai

- Chief Consumer Business Officer (CCBO)

Appointed 1 October 2017  
Share Ratio (%) 0.000007  
Relationship with Management None

**Education/Training:**

- Master of Science in Electrical Engineering and a Master of Science in System Science and Mathematics, Washington University in St. Louis, Missouri, USA
- Bachelor's Degree in Electrical Engineering, Kasetsart University

**Director Training:**

- Director Certification Program (DCP) Class 196/2014, Thai Institute of Directors Association (IOD)



**Position in Company:**

2020 – Present Chief Enterprise Business Officer

**Position in Other Company**

**Other Listed Companies:** None

**Non-Listed Companies/Other Organizations:**

2019 – 2020 Cluster President (Thailand, Myanmar, and Laos),  
Schneider Electric (Thailand) Limited  
2015 – 2019 OCP/SMC and Enterprise Commercial Director,  
Microsoft (Thailand) Limited

**Illegal Record in Past 10 years:** None

**Tanapong Ittisakulchai**

**Age 53 years**

Nationality: Thai

- Chief Enterprise Business Officer (CEBO)

Appointed 1 October 2020  
Share Ratio (%) None  
Relationship with Management None

**Education/Training:**

- Master of Business Administration, Thammasat University
- Bachelor of Electrical Engineering with 2<sup>nd</sup> Class Honours, Chulalongkorn University

**Director Training:**

- Director Certification Program (DCP) Class 137/2010, Thai Institute of Directors Association (IOD)



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## Mr. Kittu Ngarmchatetanarom

Age 53 years

Nationality: Thai

- Chief Technology Officer

|                              |              |
|------------------------------|--------------|
| Appointed                    | 1 March 2022 |
| Share Ratio (%)              | 0.00045 %    |
| Relationship with Management | None         |

### Education/Training:

- Master's degree in engineering (Telecommunications), Asian Institute of Technology (AIT)

### Director Training:

- Director Certification Program (DCP) Class 325/2022, Thai Institute of Directors Association (IOD)

### Position in Company:

|                |                                               |
|----------------|-----------------------------------------------|
| 2022 – Present | Chief Technology Officer                      |
| 2020 – 2022    | Head of Business Management – Fixed Broadband |
| 2013 – 2020    | Head of Regional Operations – Central         |

### Position in Other Company

### Other Listed Companies:

None

### Non-Listed Companies/Other Organizations:

|                |                                                      |
|----------------|------------------------------------------------------|
| 2022 – Present | Director, MIMO Tech Company Limited                  |
| 2022 – Present | Director, Fax Lite Company Limited                   |
| 2022 – Present | Director, Advanced Broadband Network Company Limited |
| 2022 – Present | Director, Amata Network Company Limited              |
| 2022 – Present | Director, Information Highway Company Limited        |
| 2022 – Present | Director, AIS DC Venture Company Limited             |
| 2020 – Present | Director, Super Broadband Network Company Limited    |

### Illegal Record in Past 10 years:

None



## Suppachai Panichayunon

Age 51 years

Nationality: Thai

- Acting Chief Information Officer (CIO)

|                              |                 |
|------------------------------|-----------------|
| Appointed                    | 8 November 2022 |
| Share Ratio (%)              | 0.00034%        |
| Relationship with Management | None            |

### Education/Training:

- Master of Science in Electrical Engineering, Computer network, University of Southern California, USA
- Bachelor of Electrical Engineering, Telecommunication, 1<sup>st</sup> class honor, Kasetsart University

### Director Training:

None

### Position in Company:

|                |                                                                                     |
|----------------|-------------------------------------------------------------------------------------|
| 2022 – Present | Acting Chief Information Officer                                                    |
| 2019 – 2022    | Head of Solutions Business Unit                                                     |
| 2018 – 2019    | Head of Solution Design and Architect Department                                    |
| 2014 – 2018    | Vice President – Solution Design Architect and Product Service Business Integration |
| 2010 – 2014    | Assistant Vice President – Product & Services Application Development               |

### Position in Other Company

### Other Listed Companies:

None

### Non-Listed Companies/Other Organizations:

|                |                                              |
|----------------|----------------------------------------------|
| 2020 – Present | Managing Director, MIMO Tech Company Limited |
|----------------|----------------------------------------------|

### Illegal Record in Past 10 years:

None



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Mr. Chavin Chaivatcharaporn
Age 50 years

Company Secretary and Head of Corporate Compliance Section

|                              |              |
|------------------------------|--------------|
| Appointed                    | 3 March 2022 |
| Share Ratio (%)              | 0.0001%      |
| Relationship with Management | None         |

Highest Education:

- Master of Law (LL.M), University of Pennsylvania, USA

Related Training Program:

- Seminar-Anti Corruption Seminar 1/2016
- Role of the Compensation Committee (RCC 19/2014)
- Director Certification Program (DCP 192/2014)
- Company and Board Reporting Program (CRP 6/2013, BRP 11/2013)
- Anti-Corruption for Executive Program (ACEP 10/2014)
- Fundamental Practice for Company Secretary (FPCS 29/2014)
- Company Secretary Program (CSP 51/2013)

Position in Company:

|                |                                      |
|----------------|--------------------------------------|
| 2019 – Present | Head of Corporate Compliance Section |
| 2013 – Present | Company Secretary                    |
| 2010 – 2013    | Assistant Vice President-Legal       |

Position in Other Company:

|             |                                               |
|-------------|-----------------------------------------------|
| 2003 – 2010 | Associate, Hunton & Williams Thailand Limited |
|-------------|-----------------------------------------------|

Illegal Record in Past 10 years: None

Mr. Montri Khongkruephan
Age 49 years

Head of Audit Business Unit

|                              |                |
|------------------------------|----------------|
| Appointed                    | 1 October 2021 |
| Share Ratio (%)              | None           |
| Relationship with Management | None           |

Highest Education:

- Bachelor's degree in Accountancy
- Certified Public Accountant

Related Training Program:

- Chief Audit Executive (CAE) Forum, Singapore Telecommunication Limited (2022)
- Thai Financial Reporting Standards (TFRS 9) and Practical Issues, NYC Management Company Limited (2022)

Position in Company:

|                |                             |
|----------------|-----------------------------|
| 2021 - Present | Head of Audit Business Unit |
|----------------|-----------------------------|

Position in Other Company:

|             |                                                               |
|-------------|---------------------------------------------------------------|
| 2018 – 2021 | SEA Accounting Operation Advisory Leader<br>Deloitte SEA      |
| 2018 – 2021 | Audit Partner Deloitte Thailand                               |
| 2016 – 2018 | Group Finance and Shared services Director Siam Food Services |
| 2014 – 2016 | Head of Internal Audit Siam Makro Public Company Limited      |

Illegal Record in Past 10 years: None

Ms. Nattiya Poapongsakorn
Age 47 years

Head of Investor Relations and Compliance Department

|                              |              |
|------------------------------|--------------|
| Appointed                    | 1 April 2013 |
| Share Ratio (%)              | 0.0006       |
| Relationship with Management | None         |

Highest Education:

- Master of Technology Management, Washington State University, USA
- Master's in finance, Chulalongkorn University

Related Training Program: None

Position in Company:

|                |                                                          |
|----------------|----------------------------------------------------------|
| 2017 - Present | Senior Vice President, Investor Relations and Compliance |
| 2015 - 2017    | Vice President, Investor Relations and Compliance        |
| 2013 - 2015    | Assistant Vice President, Investor Relations             |
| 2011 - 2013    | Acting Assistant Vice President, Investor Relations      |
| 2008 - 2011    | Investor Relations Manager                               |

Position in other company: None

Illegal Record in Past 10 years: None

Ms. Tachahat Hemakul
Age 48 years

Head of Accounting

|                              |              |
|------------------------------|--------------|
| Appointed                    | 1 April 2015 |
| Share Ratio (%)              | 0.0002       |
| Relationship with Management | None         |

Highest Education:

- Master of Business Administration, Sasin Graduate Institute of Business Administration of Chulalongkorn University

Related Training Program:

- DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED: Deloitte Forum week 2021 Beyond the crisis thriving in the post pandemic world: Clients & Industries 2 hr. Audit & Assurance 315 hr. Financial & Advisory 2 hr. Consulting 2 hr. Tax & Legal 3.45 hr. Risk Advisory 2 hr. (CPD: 15 hours)
- Risk Management Program
- Impact of social media on ethics for professional accountants, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King (2022)
- Accounting Standard and Taxation Law, KPMG Phoomchai Audit Co., Ltd. (2022)
- The change of Tax Accounting in 2023, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King (2022)
- Financial Statements Analysis, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King (2022)
- Accounting Standards: Property, Plant, and Equipment, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King (2022)
- Accounting, Taxation, and Law, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King (2022)

Position in Company:

|                |                               |
|----------------|-------------------------------|
| 2015 - Present | Head of Accounting Department |
|----------------|-------------------------------|

Position in Other Company: None

Illegal Record in Past 10 years: None



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Board of Directors and Board-Committees

| Name                             | Board of Directors                                             | Board Committees                  |                                       |                                   |                                     |                        |
|----------------------------------|----------------------------------------------------------------|-----------------------------------|---------------------------------------|-----------------------------------|-------------------------------------|------------------------|
|                                  |                                                                | Audit and Risk Committee          | Nomination and Compensation Committee | Sustainable Development Committee | Executive Committee                 | Other Board Committees |
| Mr. Kan Trakulhoon               | Chairman of Board of Directors And Independent Director        | -                                 | Chairman and Independent Director     | Chairman and Independent Director | -                                   | -                      |
| Mr. Sarath Ratanavadi            | Vice Chairman of Board of Directors And Non-executive Director | -                                 | Non-executive Director                | -                                 | Non-executive Director              | -                      |
| Mr. Krairit Euchukanonchai       | Independent Director                                           | Chairman and Independent Director | -                                     | -                                 | -                                   | Director               |
| Mr. Predee Daochai <sup>1)</sup> | Independent Director                                           | Independent Director              | -                                     | -                                 | -                                   | Director               |
| Ms. Jeann Low Ngiap Jong         | Non-executive Director                                         | -                                 | Non-executive Director                | -                                 | -                                   | -                      |
| Mr. Allen Lew Yoong Keong        | Non-executive Director                                         | -                                 | -                                     | -                                 | Chairman and Non-executive Director | Director               |
| Ms. Yupapin Wangviwat            | Non-executive Director                                         | -                                 | -                                     | Non-executive Director            | -                                   | Director               |
| Mr. Gerardo C. Ablaza, Jr.       | Independent Director                                           | Independent Director              | -                                     | -                                 | -                                   | -                      |
| Mr. Somchai Lertsutiwong         | Executive Director                                             | -                                 | -                                     | Executive Director                | Executive Director                  | Director               |
| Mr. Smith Banomyong              | Non-executive Director                                         | -                                 | -                                     | -                                 | Non-executive Director              | -                      |
| Mr. Arthur Lang Tao Yih          | Non-executive Director                                         | -                                 | -                                     | Non-executive Director            | Non-executive Director              | -                      |

Remarks:

<sup>1)</sup> Mr. Predee Daochai was appointed as the member of Audit and Risk Committee on 9 September 2022

<sup>2)</sup> Mr. Allen Lew Yoong Keong, Ms. Jeann Low Ngiap Jong, Mr. Gerardo C. Ablaza, Jr., Mr. Arthur Lang Tao Yih and Mr. Somchai Lertsutiwong are directors who have expertise in the telecommunications business. Summary profiles of these directors and executives are shown in the section profile of directors and management [Page 131](#).

<sup>3)</sup> Mr. Krairit Euchukanoncha, Mr. Gerardo C. Ablaza, Jr., Ms. Jeann Low Ngiap Jong, Ms. Yupapin Wangviwat, Mr.Predee Daochai, Mr. Arthur Lang Tao Yih, and Mr. Smith Banomyong are directors who have expertise in account and finance. Summary profiles of these directors and executives are shown in the section profile of directors and management [Page 131](#).

<sup>4)</sup> Investors can look at the Company's definition of independent director criteria at <http://advanc-th.listedcompany.com/misc/cg/20171122-advanc-qualification-independent-en.pdf>. The criteria defined by AIS are stricter than the criteria established by the Securities and Exchange Commission and the Stock Exchange of Thailand.



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Meeting Attendance Summary

| Name                                  | Meeting Attendance / Total Numbers of Meetings <sup>1)</sup> |                          |                                   |                     |                                       |                        |                        |
|---------------------------------------|--------------------------------------------------------------|--------------------------|-----------------------------------|---------------------|---------------------------------------|------------------------|------------------------|
|                                       | Board of Directors                                           | Audit and Risk Committee | Sustainable Development Committee | Executive Committee | Nomination and Compensation Committee | Other Board Committees | Annual General Meeting |
| Mr. Kan Trakulhoon                    | 12/12                                                        | -                        | 3/3                               | -                   | 6/6                                   | -                      | 1/1                    |
| Mr. Sarath Ratanavadi <sup>2)</sup>   | 12/12                                                        | -                        | -                                 | 4/5                 | 6/6                                   | -                      | 1/1                    |
| Mr. Krairit Euchukanonchai            | 9/12                                                         | 17/17                    | -                                 | -                   |                                       | 1/1                    | 1/1                    |
| Mr. Predee Daochai <sup>3)</sup>      | 4/4                                                          | 5/5                      | -                                 | -                   | -                                     | 2/2                    | -                      |
| Ms. Jeann Low Ngiap Jong              | 12/12                                                        | -                        | -                                 | -                   | 6/6                                   | 5/6                    | 1/1                    |
| Mr. Allen Lew Yoong Keong             | 11/12                                                        | -                        | -                                 | 10/10               | -                                     | 3/4                    | 1/1                    |
| Ms. Yupapin Wangviwat                 | 12/12                                                        | -                        | 3/3                               | -                   | -                                     | 6/7                    | 1/1                    |
| Mr. Gerardo C. Ablaza, Jr.            | 12/12                                                        | 15/17                    | -                                 | -                   | -                                     | -                      | 1/1                    |
| Mr. Somchai Lertsutiwong              | 12/12                                                        | -                        | 3/3                               | 10/10               | -                                     | 8/8                    | 1/1                    |
| Mr. Smith Banomyong                   | 10/12                                                        | -                        | -                                 | 9/10                | -                                     | -                      | 1/1                    |
| Mr. Arthur Lang Tao Yih <sup>4)</sup> | 12/12                                                        | -                        | 2/3                               | 5/5                 | -                                     | 3/5                    | 1/1                    |
| Mr. Surasak Vajasit <sup>5)</sup>     | 7/7                                                          | 11/11                    | -                                 | -                   | 4/4                                   | 1/1                    | 1/1                    |

Remarks:

<sup>1)</sup> The meeting attendance includes physical and telephone or video conference participation.

<sup>2)</sup> Mr. Sarath Ratanavadi was appointed as the Executive Committee on 3 July 2022

<sup>3)</sup> Mr. Predee Daochai was appointed as an independent director and a member of Audit and Risk Committee replacing Mr. Surasak Vajasit who resigned on 9 September 2022.

<sup>4)</sup> Mr. Arthur Lang Tao Yih was appointed as the Executive Committee on 3 July 2022

<sup>5)</sup> Mr. Surasak Vajasit had resigned from the company on 31 July 2022.



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# Directors and Management's shareholding in AIS and subsidiaries

As of 31 December 2021, the number of ordinary share includes holding by spouse and minor child

|                                           | ADVANC         |            |                 |            | AWN            |            | DPC            |            | ACC            |            | AMP            |            | AMC            |            | SBN            |            | AIN            |            | ADL            |            | MMT            |            | FXL            |            | ABN            |            | ADD            |            | LDI            |            | AISDC Venture  |            | CSL            |            | TMC            |            | LDI            |            | YPC            |            | ADV |   |
|-------------------------------------------|----------------|------------|-----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|------------|-----|---|
|                                           | Ordinary share |            | ESOP (warrants) |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            | Ordinary share |            |     |   |
|                                           | 31/12/2564     | 31/12/2565 | 31/12/2564      | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 | 31/12/2564     | 31/12/2565 |     |   |
| 1. Mr. Kan Trakulhoon                     | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 2. Mr. Sarath Ratanavadi                  | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 3. Mr. Krairit Euchukanonchai             | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 4. Ms. Yupapin Wangviwat                  | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 5. Mr. Predee Daochai <sup>1)</sup>       | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 6. Mr. Allen Lew Yoong Keong              | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 7. Ms. Jeann Low Ngai Jong                | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 8. Mr. Gerardo C. Ablaza, Jr.             | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 9. Mr. Smith Banomyong                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 10. Mr. Somchai Lertsutiwong              | 151,786        | 176,721    | 38,832          | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 11. Mr. Arthur Lang Tao Yih               | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 12. Mr. Mark Chong Chin Kok <sup>2)</sup> | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 13. Mr. Tee Seeumpornroj                  | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 14. Ms. Kantima Lerlertuttham             | 37,644         | 50,097     | 19,394          | 12,453     | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| 15. Mr. Tachahat Hemakul <sup>3)</sup>    | 5,995          | 8,329      | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   |   |
| Spouse                                    | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |
| Minor Children                            | -              | -          | -               | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -              | -          | -   | - |

Note: <sup>1)</sup> Mr. Predee Daochai was appointed as a board member replacing Mr. Surasak Vajasis, effective on 9 September 2022 <sup>2)</sup> Mr. Mark Chong Chin Kok was appointed as Deputy Chief Executive Officer effective on 12 December 2022 <sup>3)</sup> Head of Accounting Department



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# Board of Directors and Board-Committees

## Board of Directors

### Authorized Directors

Mr. Smith Banomyong co-signing with Mr. Allen Lew Yoong Keong or Mr.Arthur Lang Tao Yih with the Company's seal affixed or Mr. Somchai Lertsutiwong co-signing with Mr. Smith Banomyong or Mr. Allen Lew Yoong Keong or Mr.Arthur Lang Tao Yih with the Company's seal affixed.

### Reserved key matters for the Board's approval

The Board of Directors has reserved its authorization over certain matters so as to protect the highest interests of the Company and its shareholders, including:

- Company strategy, Annual business plan, and budget
- Capital expenditure and expense which exceeds the approval authority of the relevant sub-committee or executives
- Strategic investments in new business and divestments
- Significant policies
- Material contracts
- Material litigation
- Dividend policy

### The segregation of the duties of the Board of Directors and Management

It is the duty of the Board of Directors to govern the operations in accordance with the provisions of the law, the Company's objectives, articles of association, the resolutions of the shareholders' meetings, and the Corporate Governance Policy. In governing the Company, the directors must exercise their business judgment and act in what they reasonably believe to be the best interests of the Company and its shareholders. The Management is responsible for implementing the Company's strategy, achieving the planned objectives, and handling the day-to-day administration and affairs of the Company. The Chairman of the Board is an independent director who is not authorized to sign and bind the Company.

### The segregation of the duties of Chairman of the Board of Directors and Chief Executive Officer

The Chairman of the Board of Directors and the Chief Executive Officer shall not be held by the same person and both are competent with the appropriate experience and qualifications for their positions.

| Roles of Chairman of the Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Roles of Chief Executive Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• To perform the leadership roles of the Board of Directors;</li><li>• To perform the chairperson's roles of the Board of Directors' meeting, the Shareholders' meeting and the Non-Executive Directors' meeting;</li><li>• To collaborate with the Chief Executive Officer in setting the Board meeting agenda;</li><li>• To promote the directors' contribution to the company's ethical culture and good corporate governance;</li><li>• To promote the directors to debate important matters thoroughly</li><li>• To coordinate with the directors and executives for constructive relations</li></ul> | <ul style="list-style-type: none"><li>• To formulate and identify the vision statement, mission, strategies, business plan and annual balance scorecard (BSC) index proposed to the Board of Directors for approval. Monitor the progress against budget and plan as well as report the results to the Board of Directors regularly;</li><li>• To manage and control the business of the company in accordance with the company's vision statement, mission, strategies, and business plan;</li><li>• To seek new business opportunities which are consistent with the company's vision, direction and strategies;</li><li>• To reserve and strengthen the capability of a competent management team to achieve the company's goals and strategies. Identify and recruit qualified candidates to succeed senior management;</li><li>• To coordinate with directors and executives.</li></ul> |



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### Term of Directorship

- (1) According to the Public Companies Act B.E. 2535 and the Articles of Association, at the annual general meeting of shareholders, one-third of the directors shall vacate office. If one-third is not a round number, the number closet thereto shall be the applicable number. The directors who have held office the longest shall vacate. The vacating directors may be re-elected.
- (2) In the case of a vacancy in the position of director, for reasons other than completion of the term, the Board of Directors shall appoint a new director, with the required qualifications and without any characteristics that would prohibit him/her from acting as director, according to article 68 of the Public Companies Act B.E. 2535, to serve as a new director in the board meeting, excluding such case where the remaining term is less than two months. Such appointed directors shall assume the position for the remaining term of the vacating director.

### The Scope of Authority and Duties of the Board of Directors

The Board of Directors represent all shareholders, not one particular group of shareholders. Nonetheless, the number of directors nominated by the controlling shareholders corresponds fairly to the shareholding percentage in the Company. The scope of authority and duties of the Board of Directors is as follows:

1. Perform its duties with honesty, integrity, and prudence in accordance with the law and the Company's objectives and Articles of Association including the resolutions of shareholders' meeting, and carefully protect the Company's interests;
2. Set out the vision, policy and direction of the Company's operations and supervise the management team to act in accordance with the plans which are set out efficiently and effectively, and thereby maximize the economic value and wealth of the Company and its shareholders;

3. Consider and approve major issues such as large investments, purchase of assets etc. and any actions/transactions as prescribed by law;
4. Approve and/or agree to major related transactions between the Company and its subsidiaries in compliance with the relevant notifications, regulations and guidelines of the Stock Exchange of Thailand;
5. Assess the performance of the Chief Executive Officer and high-level executives, and assign appropriate remuneration on a regular basis;
6. Be responsible for overseeing operational results and the management team's performance to ensure due attentiveness and care;
7. Arrange appropriate accounting systems, including the production of financial reports and a reliable auditing system; oversee and monitor the effectiveness and efficiency of the internal control, internal audit and risk management systems;
8. Ensure avoidance of the conflict of interests amongst the Company's stakeholders;
9. Supervise business operations to enforce ethical work standards;
10. Annually review the Company's Corporate Governance Policy and assess due compliance;
11. Report on the execution of the Board of Directors' responsibility to prepare financial reports, along with the external auditor's report in the annual report covering key issues according to the Company's policy statement and the Stock Exchange of Thailand's Code of Best Practices for Directors of a Listed Company.

### The Audit and Risk Committee

#### Terms of Membership of Audit and Risk Committee

- (1) An Audit and Risk Committee Member term's not more than three (3) years. A retiring member may be re-elected.

- (2) A Committee Member who wishes to resign during his or her term of office must give notice to the Chairman of the Board of Directors. The resignation date is effective upon the Company receiving the notice. A new qualified member shall be considered to fill the vacancy for the remaining unexpired term. The Board of Directors must fill the vacancy within 90 days from the date on which such Committee Member resigned.

In the case that all members vacate office except otherwise by reason of disqualification or as prohibited by law, the Audit and Risk Committee shall remain in office as necessary until a new Audit and Risk Committee is appointed.

#### Scope of Duties and Responsibilities

1. to review the Company's financial reports for accuracy and adequate disclosure in accordance with applicable accounting standards and financial reporting standards;
2. to review the qualifications, independence, and overall performance of the external auditors, including rotation of the external auditors, and to recommend to the Board on the proposal to shareholders on the appointment, reappointment, or removal of the external auditors, as well as the auditor's remuneration;
3. to hold a meeting with the external auditor without management in attendance at least once a year;
4. to review the policy on the engagement of the external audit firm to provide a non-audit service to the Company;
5. to review the Company's internal control and internal audit systems to ensure that they are suitable and effective, to determine the independence of the Office of Internal Audit, and to approve the appointment, transfer, dismissal, performance evaluation, and remuneration of the Head of Internal Audit, as well as to hold a meeting



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- with the Head of Internal Audit without management in attendance to review the limitations of internal audit engagements that may impair independence;
6. to review and approve the Internal Audit Charter, annual internal audit plan, including budget and audit resources, and internal audit activities, as well as the Office of Internal Audit's collaboration and coordination with the external auditor;
  7. to ensure that the quality of internal audit is independently assessed every 5 years by an external assessor;
  8. to review that the Company has established an appropriate and effective risk management system, and to support the Board of Directors in overseeing enterprise risks, whereby the Committee shall have the following duties and responsibilities:
    - (a) to consider the Company's enterprise risk management framework, which includes risk appetite, risk capacity, and tolerance;
    - (b) to independently consider and advise the Board of Directors on the enterprise risk oversight to ensure appropriate risk assessment, monitoring, reporting and control activities;
    - (c) to assess the adequacy and appropriateness of the Management's risk management integrating with strategy by overseeing and balancing performance and risk taking, as well as to consider risks affecting all concerned stakeholders and persons in accordance with sustainability development;
  9. to review that the Company complies with Thailand's Securities and Exchange Act, as well as other applicable requirements and laws;
  10. to review all connected transactions and potential conflicts of interest to ensure that they are in compliance with regulators' laws and regulations, and that all transactions are reasonable and beneficial to the Company and its stakeholders;
  11. to review compliance with the Fraud and/or Misconduct Reporting and Whistleblower Protection Policy, consider allegations of misconduct or fraud and the investigation report quarterly, be one channel for whistleblowers to file complaints in accordance with the established policy, and review the preparation and revision of Fraud and/or Misconduct Reporting and Whistleblower Protection Guideline prior to concurrence;
  12. to oversee the Company's Anti-Bribery and Corruption Policy and its programme to ensure compliance with legal and ethical obligations, as well as to review the self-evaluation form for anti-corruption system development for voluntary Thai Private Sector Collective Action Against Corruption (CAC) certification;
  13. to prepare an Audit and Risk Committee report to be disclosed in the Company's annual report. The report must be signed by the Committee Chairman and must contain at least the following information:
    - (a) an opinion on the accuracy, completeness and reliability of the Company's financial statements;
    - (b) an opinion on the adequacy of the Company's internal control system and the effectiveness of risk management;
    - (c) an opinion on the Company's compliance with Thailand's Securities and Exchange Act, SET's regulations, or other laws relating to the Company's business;
    - (d) an opinion on the suitability of an external auditor;
    - (e) an opinion on transactions that may result in conflicts of interest;
    - (f) the number of Committee meetings and each Committee member's attendance at such meetings;
    - (g) an opinion or point of view from performing the Committee's duties as prescribed in this charter; and
    - (h) other items that, in the Committee's opinion, should be known to shareholders and general investors, subject to the scope of duties and responsibilities delegated by the Company's Board of Directors;
  14. to find facts for matters raised by the external auditor, such as any suspicious activities that could lead to a director, manager, or person in charge of the Company's operations committing an offense under the Securities and Exchange Act, and to report the preliminary investigation results to the Office of the Securities and Exchange Commission and the external auditor within thirty days of the external auditor's notification;
  15. to report to the Board of Directors at least four times a year on the Committee's engagement and make recommendations as needed.
- If the Committee finds or suspects a transaction or any of the following acts that may substantially affect the Company's financial position or operating results while performing its duties, the Committee shall report it to the Board of Directors for correction within the time frame that the Committee deems appropriate:
- (1) a transaction that causes a conflict of interest; or
  - (2) any fraud, irregularity, significant deficiencies or material weaknesses in an internal control system; or
  - (3) violation of the Securities and Exchange Act, SET's regulations, or other applicable laws,
- If the Company's Board of Directors or management fails to make a rectification within the time frame set forth in the second paragraph of Clause 715, any member of the Committee may report the transaction or act to the Office of the Securities and Exchange Commission (SEC), or SET;
16. to have the authority, in accordance with its scope of duties and responsibilities, to invite concerned executives, management and



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- officers of the Company to express opinions, attend meetings or present documents as needed;
17. to have the authority, in accordance with its scope of duties and responsibilities, to hire consultants or experts to provide opinions or advice in order to assist them in fulfilling their obligations as needed;
  18. to conduct the annual self-assessment as an individual and as a group.
  19. to review this charter annually and propose to the Board of Directors for approval if changes are needed;
  20. to perform other duties as assigned by the Company's Board of Directors with the concurrence of the Committee.

## Other Board Committees

### The Nomination and Compensation Committee

#### Terms of Membership of The Nomination and Compensation Committee

- (1) Members of the Board Committees may hold their posts for as long as they are serving on the Board of Directors. Any Member who vacates office at the end of their term may be re-elected.
- (2) In addition to section (1), membership of the Board-Committees will be automatically cancelled in the following situations: Death, Resignation, being disqualified as a sub-committee member, Removal from office by resolution of the Board of Directors.

### The Scope of Authority and Duties of the Nomination and Compensation Committee

1. Fix appropriate annual remuneration in monetary and/or non-monetary form of the Board members and unclassified level executives ("UC-Level Executives") for the benefit of shareholders;
2. Consider and approve the annual bonus allocation of the Board members;
3. Determine policy and guidelines to designate appropriate remuneration of the Board members and UC-Level Executives and propose to the shareholders for consideration and approval as applicable;
4. Review and approve the Company's performance in order to determine the annual KPI bonus and merit-based salary increase across the Company;
5. Consider and approve the long term incentive plan and all related processes;
6. Consider and approve the performance evaluation of the Company's Chief Executive Officer ("CEO") and those UC-Level Executives in order to determine their annual bonus, merit-based salary increase and long term incentive;
7. Disclose policies governing the directors' remuneration in the annual report;
8. In consultation with CEO, identify and evaluate potential successors of CEO and those UC-Level Executives, and report regularly to the Board on executive succession planning;
9. In consultation with CEO, prepare succession plans and policies for CEO and those UC-Level Executives;
10. Oversee the processes by which CEO and UC-Level Executive are evaluated;
11. Draw up criteria and policy with respect to the nomination of Board members and Board committee members of the Company;
12. Consider and nominate appropriate persons to become Board members and/or Board committee members to the Board and/or the shareholders for their approval, as the case may be;
13. Supervise implementation of the policies on good corporate governance of the Company, annually review such policy including recommendation of any revision thereof for further consideration by the Board;
14. Engage consultants or independent persons to provide opinions or advice if necessary, especially on leadership development;
15. The Committee is accountable to the Board and under obligation to explain its decisions at the shareholders' meetings and answer any questions that may arise;
16. Annually review and reassess the adequacy of this charter and propose any changes to the Board for approval;
17. Report regularly to the Board on matters within the scope of the Committee, as well as any special issues that merit the Board's attention;
18. Request members of the management or staff to attend the Committee meeting or provide pertinent information on the matters under discussion;
19. Perform other tasks requested by the Board.



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# The Sustainable Development Committee

## Terms of Membership of The Sustainable Development Committee

- (1) Members of the Board Committees may hold their posts for as long as they are serving on the Board of Directors. Any Member who vacates office at the end of their term may be re-elected.
- (2) In addition to section (1), membership of the Board-Committees will be automatically cancelled in the following situations: Death, Resignation, being disqualified as a sub-committee member, Removal from office by resolution of the Board of Directors.

## The Scope of Authority and Duties of the Sustainable Development Committee

- 1. Define policy, strategy, operating target and sufficient budget including any other relevant action in connection with sustainability development and propose to the Board of Directors for approval;
- 2. Propose any material issues of the Company in connection with sustainability development to the Board of Directors for consideration;
- 3. Ensure that the implementation of sustainability development policy and strategy meets the target;
- 4. Advise and assist the Chief Executive Officer concerning the sustainability development operations;
- 5. Report the sustainability development performance to the Board of Directors;
- 6. Review the sustainability development report and propose to the Board of Directors for approval;
- 7. Oversee the compliance of the Human Rights Policy;
- 8. Perform other tasks as designated by the Board of Directors.

# The Executive Committee

## Terms of Membership of The Executive Committee

- (1) Members of the Board Committees may hold their posts for as long as they are serving on the Board of Directors. Any Member who vacates office at the end of their term may be re-elected.
- (2) In addition to section (1), membership of the Board-Committees will be automatically cancelled in the following situations: Death, Resignation, being disqualified as a sub-committee member, Removal from office by resolution of the Board of Directors.

## The Scope of Authority and Duties of the Executive Committee

- 1. Formulate the Company's strategic direction, management structure, and annual business plan and budget for the Board of Directors' approval;
- 2. Manage the Company's business operations in order to achieve the planned objectives and targets;
- 3. Monitor the Company's financial and operating results, and keep the Board members informed by monthly report;
- 4. Identify and evaluate new business opportunities;
- 5. Review and make recommendations to the Board of Directors regarding the Company's dividend policy;
- 6. Review and approve all transactions concerning investments and disposal of assets, human resource management, finance and treasury, general administration, and any other transaction related to the Company's business within the limits of delegated approval authority granted by the Board of Directors;
- 7. Review matters that require the Board of Directors' approval and make appropriate recommendations with the exception of activities that

- have been delegated to other Board sub-committees;
- 8. The Committee may delegate its authority to any member of the management or staff as it deems appropriate. However, such authority does not permit the Committee or appointed persons to approve any transaction between them or related persons having mutual benefits or conflicts of interest (as prescribed in the Company's Articles of Association and Notifications of the Securities and Exchange Commission). The approval for transactions shall be in accordance with the policies and principles already determined by the Board of Directors and regulatory bodies;
- 9. Engage consultants or independent persons to provide opinions or advice if necessary;
- 10. The Committee may ask members of the management or other persons to attend its meetings or provide pertinent information as necessary;
- 11. Report to the Board of Directors on a quarterly basis regarding the material actions taken by the Committee under the Chief Executive Officer Report agenda;
- 12. Annually review its own performance and assess the adequacy of the Charter, which may be done in conjunction with the annual evaluation of the Board of Directors and its other committees, conducted under the oversight of the Nomination and Compensation Committee; and
- 13. Take any other action or assume any other powers and responsibilities that may from time to time be assigned or delegated to the Committee by the Board of Directors.



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# Nomination of Directors and Management

## Criteria and Procedure for Director Nomination

1.

The Nomination and Compensation Committee (NCC) is responsible for identifying and selecting qualified candidates to be appointed by the Board of Directors or proposed through the Board of Directors for election at the shareholders' meetings in accordance with the Company's Articles of Association.
2.

A board skill matrix is used annually for the NCC to identify the gaps in the Board of Directors' current composition, to consider overall compositions of skills and qualifications of present directors, and to set criteria for the suitable profile of the newly nominated directors. Other considerations cover the characteristics required of directors in terms of diversity (i.e. gender, age, and experience), criminal records, and the Company's current and future business directions. In conducting the annual review of nomination criteria and procedures, the NCC in identifying nominating candidates also considers the sources of recommendations such as from current board members and shareholders, professional search firms, or Thai Institute of Directors' director pool, etc.
3.

In determining whether to recommend a director for re-election, the director's performance, history of attendance at and participation in meetings, and other contributions to the activities undertaken by the Board of Directors are taken into consideration. In case of independent directors, their respective independence qualifications shall also be considered.
4.

The appointment procedure of the Board members at the shareholders' meeting shall be in accordance with the Company's Articles of Association and within the relevant laws so the process shall be with clarity and transparency as follows:
- (1)

Each shareholder shall be entitled to one vote for each shareholding;
- (2)

Each shareholder shall be entitled to cast all the votes as defined under (1) to elect one or several persons to be the Company's director(s) but cannot split their votes for any particular person or persons;
- (3)

Persons who receive the highest number of votes, arranged in order from highest to lowest in a number equal to that of the number of directors to be appointed, are elected to be the Company's directors. In the event of a tie at a lower place, which would make the number of directors more than required, the Chairman of the meeting shall have the casting vote.

In the case of a vacancy for the position of director, for reasons other than the completion of the term, the Board of Directors shall appoint a new director, with the required qualifications, and without any characteristics that would prohibit him/her by law from acting as director, to serve as a new director in the board meeting. This is excluding such case where the remaining term of the vacating director is less than two months, such appointed director shall assume the position for the remaining term of the vacating director. To approve such new director appointment, a resolution must be passed by not less than three-fourths of the total remaining directors.

The Company provides an opportunity for minority shareholders to nominate qualified candidates for election as the Company's directors in advance, at least three months prior to the fiscal year end date and through SET's disclosure channel and AIS website. In 2022, no minority shareholder nominated a candidate for director appointment.



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# Nomination of Chief Executive Officer and Management

The Nomination and Compensation Committee shall nominate the suitable person(s) either internally or externally including the preparation of a succession plan relating to the principle of considering the qualified person(s) either internally or externally. The Nomination and Compensation Committee may consider hiring professional consultants if required.

In the nomination and selection of CEO, the Committee shall screen qualified persons, based on their skills, knowledge, competence, leadership, and experience that will be useful to the Company's business operations in the areas of the telecommunications industry, digital technology, mobile business, broadband internet business, digital content business as well as professional experience in organizational management. The candidates may be recognized for their management achievements and prowess by both government and private sectors and among organizations, both at home and abroad. On top of this, they shall demonstrate a forward-looking perspective that can lead the Company to achieve success and realize its sustainable development goals. The Leadership Development and Compensation Committee shall propose the name of the qualified person to the Board of Directors for approval.

Moreover, the Company has prepared a succession plan for executives two levels down, considered vital to organizational development. The plan identifies the individual to fill the role in case no candidate is immediately available to take up the position. To that end, the Company has put in place a system to develop personnel at the lower levels to prepare them for future responsibilities or recruit external candidates to assure investors, organizations, and employees that the Company's operations will continue without interruption. Also, the Company has prepared an individual development plan for successors in every position and level to ready them to move into higher positions.

On February 7, 2022, the relevant Sub-committee proposed the succession plan for top executives to the Board of Directors for consideration.



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# Remuneration for Directors and Management

## Director and management remuneration policy

The Company has a policy to set remuneration for directors and management to reflect their duties and responsibilities and at a rate compatible to the industry standards and companies of similar size. The remuneration is set at the appropriate and sufficient level to retain qualified directors and management with the Company. The remuneration for the directors and management is set fairly and in accordance with the Company's operational performance and the performance of the individuals.

The Nomination and Compensation Committee will determine the necessary and appropriate remuneration in both monetary and non-monetary terms for the Company's directors, members of the sub-committees, and the Chief Executive Officer, including senior executives reporting directly to the Chief Executive Officer. Additionally, the Directors' Compensation Survey published by the Stock Exchange of Thailand and the Thai Institute of Directors Association shall be considered together with the remuneration policy annually.

The remuneration policy and budget for directors and members of the board-committees shall be proposed, respectively, to the Board of Directors meeting and the Company's general shareholders' meeting for approval on an annual basis.

## Directors' Remuneration

### Directors' remuneration policy for the year 2022

Total monetary remuneration for the Chairman of the Board of Directors, independent directors, and non-executive directors totaling 5 persons was at Baht 18.11 million. The remuneration was paid from the director's individual performance and was allocated from the total budget of Baht 25 million approved by the general meeting of shareholders held on 24 March 2022. The budget allocated comprised of monthly allowances, meeting allowances and bonus payments.

| Director                                     | Monetary Remuneration year 2022 (Baht) <sup>1)</sup> |                   |       |
|----------------------------------------------|------------------------------------------------------|-------------------|-------|
|                                              | Monthly Retainer                                     | Meeting Allowance | Bonus |
| The Board of Directors                       |                                                      |                   |       |
| Chairman <sup>2)</sup>                       | 300,000                                              | ×                 | ✓     |
| Member <sup>3)</sup>                         | 100,000                                              | ×                 | ✓     |
| Audit and Risk Committee/Executive Committee |                                                      |                   |       |
| Chairman                                     | 25,000                                               | 25,000            | ✓     |
| Member                                       | ×                                                    | 25,000            | ✓     |
| Other Sub-Committees                         |                                                      |                   |       |
| Chairman                                     | 10,000                                               | 25,000            | ✓     |
| Member                                       | ×                                                    | 25,000            | ✓     |

**Notes:**

<sup>1)</sup> Diem which paid to directors in performing their duties for the Company in the same rate of Chief Executive Officer and in accordance with the company compensation policy

<sup>2)</sup> Chairman of the Board of Directors is not entitled to receive an additional monthly retainer or meeting allowance when he or she holds any chair or membership of the sub-committees.

<sup>3)</sup> Directors who are executives or employees of the Company or its subsidiary or the company under controlling shareholders, including directors who represent controlling shareholders, are not entitled to receive such remuneration.



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The remuneration for 5 directors in the year 2022 is as follows:

| Name                                      | Position                                                                                                                                                                             | Monthly Retainer (Baht) | Meeting Allowance (Baht) | Bonus (Baht) | Others (Baht) |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------|--------------|---------------|
| Mr. Kan Trakulhoon                        | - Independent Director<br>- Chairman of the Board of Directors<br>- Chairman of Nomination and Compensation Committee<br>- Chairman of Sustainable Development Committee             | 3,600,000               | -                        | 2,700,000    | -             |
| Mr. Krairit Euchukanonchai                | - Independent Director<br>- Chairman of Audit and Risk Committee<br>- Member of Other Board Committees                                                                               | 1,430,833               | 475,000                  | 2,700,000    | 25,000        |
| Mr. Predee Daochai                        | - Independent Director<br>- Member of Audit and Risk Committee<br>- Member of Other Board Committees                                                                                 | 373,333                 | 125,000                  | 608,220      | 50,000        |
| Mr. Gerardo C. Ablaza, Jr.                | - Independent Director<br>- Former Member of Leadership Development and Compensation Committee2]<br>- Former Member of Executive Committee<br>- Member of Audit and Risk Committee3] | 1,130,833               | 425,000                  | 2,000,000    | -             |
| Mr. Surasak Vajasit (Former Board Member) | - Independent Director<br>- Member of Nomination and Compensation Committee<br>- Member of Audit and Risk Committee<br>- Member of Other Board Committees                            | 630,833                 | 425,000                  | 1,391,780    | 25,000        |
| Total <sup>1)</sup>                       |                                                                                                                                                                                      | 7,165,832               | 1,450,000                | 9,400,000    | 100,000       |

Remark;

<sup>1)</sup> The above payments are the transactions during 2022 period including bonus from the performance year 2022 paid in February 2023. At present, some directors no longer hold positions in the company. More details can be found on management structure section [Page 130](#).

<sup>2)</sup> Mr. Predee Daochai was appointed as the member of Audit and Risk Committee on 9 September 2022

<sup>3)</sup> Others include per diem which paid to directors in performing their duties for the Company



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# Management's remuneration

## Management Team

In addition to the Board of Directors and the Board Committees, the Company supports the performance of the Board of Directors with the following management team:

|                                 |                                                        |
|---------------------------------|--------------------------------------------------------|
| 1. Mr. Somchai Lertsutiwong     | Chief Executive Officer Acting Chief Corporate Officer |
| 2. Mr. Mark Chong Chin Kok *    | Deputy Chief Executive Officer                         |
| 3. Mr. Tee Seeumpornroj         | Chief Finance Officer                                  |
| 4. Ms. Kantima Lerlertyuttitham | Chief Human Resources Officer                          |

Remark: \* Mr. Mark Chong Chin Kok was appointed as Deputy Chief Executive Officer replacing Mr. Goh Seow Eng who resigned, with effective date on 12 December 2022.

## Executive Remuneration Criteria

The Company's compensation principles seek to drive the top executives in delivering strategic objectives that enhance value to shareholders over both short and long term. The Board of Directors delegates to the Nomination and Compensation Committee to annually reviews and approves the Executives' Compensation Policy with respect to the following principles:

### Pay for performance

- The compensation is performance-based and tied directly to the achievement of Company's strategic objectives and individual accomplishment.
- Performance metrics comprises of financial, strategic, and key operational objectives over short, medium, and long term. The appropriate success metrics, targets and threshold are pre-determined to drive performance.

### Align with shareholder interest

- The compensation elements are set to align the interest of the top executives with the shareholders' expectations in order to enhance long term value for shareholders.
- Allow for claw-back to recover or cancel certain incentives in circumstances such as misconduct, resignation, or termination of employment.

### Be Competitive

- Compensation is regularly benchmarked against the market and the relevant sectors to ensure attraction and retention of talents and those in critical roles to ensure continuous contribution to the Company's performance.

### Balancing the short term and long term focuses

- The compensation structure is designed to balance the achievement of both short term and long term priorities to ensure the sustainable growth of the business and proper risk management.



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## CEO & Management Compensation Structure

Our management compensation structure aims to provide a fair balance between fixed and performance-driven components, with higher weight applied to the performance-related components for the more senior levels to reflect their impact on driving business strategy and performance.

| Component                                 | Reward Element                                   | Form of reward                               | Purpose                                                                                                                                                                               | Pay to |               |                 | Link to performance metrics                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------|--------------------------------------------------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           |                                                  |                                              |                                                                                                                                                                                       | CEO    | Top Executive | Other Executive |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Fixed Compensation and benefit            | Base Salary                                      | Cash                                         | <ul style="list-style-type: none"><li>Attract and retain talented individual</li><li>Provide for ongoing performance and delivery in position</li></ul>                               | ●      | ●             | ●               | <ul style="list-style-type: none"><li>Reflect the job value and responsibilities</li><li>Recognize individual performance, experience and leadership competencies</li><li>Regularly reviewed to align with the market</li></ul>                                                                                                                                                                                             |
|                                           | Benefit                                          | Provident Fund, Health insurance, and others | <ul style="list-style-type: none"><li>Establish a proper level of individual welfare with respect to age, health, and lifestyle</li></ul>                                             | ●      | ●             | ●               | <ul style="list-style-type: none"><li>Comply with legislative requirement</li><li>Provide extra benefits beyond legal compliance with respect to local market practice</li><li>Not link to individual performance</li></ul>                                                                                                                                                                                                 |
| Performance Related Variable Compensation | Short-Term Incentives: Annual Performance Bonus  | Cash                                         | <ul style="list-style-type: none"><li>Incentivise and recognise execution of the business strategy on annual basis</li></ul>                                                          | ●      | ●             | ●               | <ul style="list-style-type: none"><li>Link to the achievement of the corporate and individual performance against pre-determined annual targets</li><li>Higher weightage of performance measurement comes from the achievement of corporate KPIs for more senior executives</li><li>Annual corporate performance is measured through both financial and non-financial metrics as well as key strategic priorities</li></ul> |
|                                           | Long-Term Incentives: Value-Sharing Compensation | Cash                                         | <ul style="list-style-type: none"><li>Reward and drive delivery of long term &amp; sustainable growth that enhance shareholder value</li><li>Retain key talented individual</li></ul> | ●      | ●             | ●               | <ul style="list-style-type: none"><li>Long-term compensation is tied to success in creating long-term value for shareholders based on long-term operating performance, net profit, and the Company's total economic value.</li><li>The calculation of compensation is based on operating performance over three years under the employment terms at the time the compensation is paid.</li></ul>                            |

In 2022, the remunerations for four executives was at Baht 109.19\* million comprised of salary, bonus, provident fund and other benefits.

Remark\* : The total remuneration for management in the amount of Baht 109.19 million includes Mr. Goh Seow Eng's remuneration who resigned on 17 October 2022.



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## Performance Measurement Framework

The company's performance metrics are defined to guide the executives and employees in executing and delivering strategic priorities over the short-, medium-and long term horizon. The metrics comprises key performance indicators (KPIs) to meet financial, strategic and key operational objectives and are set annually in accordance with the business direction and priorities. The corporate KPIs are incorporated as part of the individual performance measurement with an aim to foster collaborative culture across the organization. An increasing percentage of corporate KPIs applies to the more senior levels across the organization.

In 2022, the financial metrics contributed the largest weight with the focus on growing our business while managing cost effectively and retaining strong financial health amid the pandemic. The strategic and operational metrics prioritized for maintaining market leading position, building growth in home broadband, enterprise business and new digital business to cope with customer needs and company operations as well as to build confidence for the customer and building digital readiness of our employees amid the rapid change towards digitalization.

## Long-term Cash-based Compensation

The Company's long-term compensation is designed to drive performance that is the backbone of the Company, stimulate top executives to create sustainable growth, and enhance value for shareholders including long-term operating performance, net profit, and the Company's total economic value

which are common benefits between the executives and shareholders. To be paid in cash, this special compensation is tied to performance reviews and based on operating performance over three years under the employment terms at the time the compensation is paid. The pay can be higher or lower depending on whether the performance reviews meet or exceed the targets during that time frame.

**Company Secretary** Mr. Chavin Chaivatcharaporn has been assigned to perform duties in accordance with Section 89/15 of the Securities and Exchange Act B.E. 2535 (1992) and to give advice to the Board of Directors to comply with relevant rules and regulations pertaining to the responsibilities of directors. In this regard, the Company Secretary also ensures that the Company acts in accordance with the Board of Directors' resolution as well as ensures that the Board of Directors acts in compliance with related laws and notifications.

**Head of Compliance** As Head of Compliance, Ms. Nattiya Poapongsakorn is responsible for overseeing the Company's operations and transactions to ensure that the company is in compliance with SET/SEC regulations for listed companies and other enforcements related to Public Company Limited Acts.

In this regard, the credentials of the company secretary and head of compliance are provided in the section profile of the director and management on [Page 144](#).



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# Personnel

As at December 31, 2022, AIS and its subsidiaries had 13,141 staff (including contract employees), 8,948 of whom were full-time employees. The Company also hired disabled workers as stipulated by law for a total of 149 and was committed to stimulating and developing the potential of these employees in performance of their duties.

The full-time employees can be categorized according to the following job classification:

| Job Classification                 | Number of Employees |
|------------------------------------|---------------------|
| Regional operations                | 2,907               |
| Customer relations                 | 2,778               |
| Network and information technology | 2,253               |
| General customers                  | 1,765               |
| Enterprise clients                 | 1,956               |
| Fixed broadband business           | 438                 |
| Digital business (new)             | 215                 |
| Support                            | 829                 |
| Total                              | 13,141              |

For 2022, the Company and its subsidiaries recorded the employees' total compensation, including base salary, bonus, wage, gratuity, overtime pay and employer's contribution amounting to 8,463 million baht. The proportion of employees having applied for the provident fund constituted 55% of the total employees and accounted for 80% of those eligible to join the provident fund. The Company's Provident Fund Committee has set forth criteria and guidelines on appointing an external fund management company to manage the funds of the members transparently and safely in line with the corporate governance principles to ensure maximum benefits for the provident fund members.

Further details on Human Resources Management can be found in the Annual Report 2022 under the topic Sustainable Development for Business and in the Sustainable Report 2022.



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# Audit fee and non-audit fee

In 2022, audit fee and non-audit fee of the Company and its subsidiaries are as follows:

## The Company's audit fee

|                                                                                                                          |           |
|--------------------------------------------------------------------------------------------------------------------------|-----------|
| The Company's Audit fee (Baht)                                                                                           | 1,579,000 |
| Annual audit fee for the consolidated financial statements, and quarterly review fee for the financial statements (Baht) | 600,000   |
| <u>Total</u>                                                                                                             | 2,179,000 |

The aforementioned audit fee for the year 2022 excluded the non-audit fee paid for the valuation assurance of the Company's executives compensation in the amount of Baht 41,000 and the out of pocket expense in the amount of Baht 30,821

## The Company's subsidiaries audit fee

|                                                          |           |
|----------------------------------------------------------|-----------|
| Subsidiaries*: Audit fee and quarterly review fee (Baht) | 8,261,000 |
| <u>Number of Subsidiaries (companies)</u>                | 18        |

The above audit fees for the year 2022 excluded non-audit fees paid by subsidiaries for the auditing fee relating ledger account in the telecommunications industry and others in the amount of Baht 810,000 and out of pocket expense in the amount of Baht 30,982 to audit firm and persons or business related to the auditors and the audit firm.



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# Internal Control and Related Transaction

## Internal Control

AIS constructed an internal control system using the COSO Internal Control – Integrated Framework 2013 (COSO 2013) of the Committee of Sponsoring Organizations of the Treadway Commission, which comprises 5 components and 17 principles. The purpose of the system is to achieve key objectives in business operations, financial reporting, and compliance with relevant regulations. It also supports the enhancement of business performance and safeguards shareholder investments and company assets.

Board Meeting No. 2/2023 on 9 February 2023, attended by four independent members, three of which are Audit and Risk Committee members, assessed the AIS internal control system in accordance with assessment guidelines from the Securities and Exchange Commission (SEC) based on documentation prepared by management and reviewed by the Audit and Risk Committee. The assessment covered the COSO 2013's five components – that is, control environment, risk assessment, control activities, information and communication, and monitoring activities. The Board of Directors concluded that AIS has appropriate and adequate internal controls, whereby an adequate number of competent employees have been assigned to perform duties to ensure efficient operations. AIS also established and deployed internal control systems to oversee its subsidiaries so as to safeguard assets from misuses and to prevent engagement in business that could cause a conflict of interest. The Board assessed that AIS and its subsidiaries have adequate internal controls.

AIS's significant internal control activities can be summarized as follows:

## Control Environment

**AIS is committed to integrity, ethical values, honesty, accountability, transparency, and legal compliance, with the interests of business partners, communities and environment taken into consideration.** The Board of Directors established a Corporate Governance Policy, Code of Business Ethics, and the Anti-Bribery and Corruption Policy to have directors, executives and employees at all levels embrace. These policies, including relevant requirements and punishments in case of violation, were communicated to all directors, executives and employees, suppliers, business partners and joint ventures for acknowledgement and adherence. AIS also established a process to monitor and assess whether operations are carried out in compliance with the Code of Business Ethics and the Anti-Bribery and Corruption Policy.

**The Board of Directors oversees Management and is independent from Management.** The Board of Directors comprises a diverse range of capable individuals. The Chairman of the Board of Directors is independent. The Board has more than one-third or 36% of board members being independent. For more details, please see the Corporate Governance, [Page 117](#). Sub-committees of the board oversee and supervise internal control, risk management, sustainability, good governance, nomination and compensation for the committees. Results of each committee are reported to the Board of Directors on a quarterly basis. For details, please see the Management Structure, [Page 130](#).

**Management designates the appropriate structure and reporting composition of the company to achieve its various goals under the oversight of the Board of Directors.**

Emphasis is placed on balance, prudence, agility, and receptiveness to disruption. Authority and responsibilities are delegated to employees based on the demonstrated competence of each person. Segregation of Duties (SoD) is applied to ensure checks and balances. All personnel are responsible and accountable for internal controls, while the Office of Internal Audit performs its duties independently, reporting functionally to the Audit and Risk Committee, which oversees internal auditing to ensure checks and balances.

**AIS places a high value on its human resources management,** with strategies in place to recruit, develop, and retain personnel to enhance organizational efficiency. Employees are encouraged to use their full potential to strengthen the organization's competitiveness while adhering to labor laws and taking into account human rights. AIS also strives to provide a pleasant working environment for all employees while pursuing sustainable business objectives. AIS maintains a succession plan, with leadership development in place to prepare successors for their future roles. Performance appraisal, remuneration, and benefits are in place, taken into consideration of the performance based on corporate KPIs, leadership competency, and compliance with culture and business ethics. For details, please see the Management Structure, [Page 130](#), and the Human Capital Development section of the AIS Sustainability Report, Page 48..



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## Risk Assessment

**AIS devotes importance to the management of risks relevant to the achievement of its objectives and manages risks at the organization-wide and operation levels.** The Risk Management Committee collaborates with the Enterprise Risk Management Department to carry out risk assessment and management. For details, please see Risk Management, [Page 48](#). The Board of Directors placed the Enterprise Risk Management (ERM) Framework under the oversight of the Audit and Risk Committee. The framework comprises relevant policies, risk appetite, risk capacity, and tolerance. The Audit and Risk Committee reviews enterprise risk management and the adequacy of Risk Management Policy stipulated by the Risk Management Committee prior to a proposal to the Board of Directors. The Audit and Risk Committee is also responsible for considering and providing advice on risk oversight to the Board of Directors and assessing the adequacy and appropriateness of strategic risk management.

## Control Activities

**AIS maintains written control measures appropriate to its risks and specific characteristics,** integrated with every business procedure, with consideration to its environment, complexity, characteristics, and operational scope. The measures extend to processes, such as accounting, finances, human resources management, and applicable legal and regulatory compliance, and cover approval authority for different items across the different levels of management. Segregation of Duties (SoD) is in place to ensure checks and balances with respect to record keeping, transaction approval and relevant resource management. These activities mix manual controls and automated controls for preventive and

detective controls. All policies and regulations are reviewed periodically for appropriateness.

**AIS has selected and developed appropriate technological control systems** to ensure the integrity, continuity, security, development and maintenance of its information technology system and assigned a dedicated department to maintain its technology infrastructures and software. AIS also oversees, determines, and implements policies, procedures, administrative systems, and access controls for all corporate information systems. Moreover, AIS manages internal and external threats by assigning a dedicated team for responding to violations. Automated monitoring takes place around the clock and relevant teams are notified to take action if a breach occurs. In addition, AIS has established committees, such as the Cybersecurity Committee, the Personal Data and Cybersecurity Committee, and the Data Protection Office Program Steering Committee, to devise policies, strategies, and guidelines in order to ensure efficiency in cybersecurity and personal data protection for the Company and its stakeholders. These committees are also tasked with educating personnel on cybersecurity and personal data protection. From this foundation, AIS has secured the computer and information systems of AIS and its subsidiaries from any intrusion, theft, destruction, interruption, or infiltration that would damage its business operations and assures compliance with applicable laws. For details, please see Cyber Security and Customer Privacy Protection section of AIS Sustainability Report, Page 35.

**The Board of Directors, management and supervisors are responsible for clarifying purposes and internal control activities to all relevant personnel to ensure proper practice.** Furthermore, the Three Lines Model, which facilitates strong governance and risk management, has been adopted for every department

tasked with the First Line Roles and Second Line Roles, as well as the Office of Internal Audit entrusted with the Third Line Roles, to underpin operations in achieving the objectives, improving the effectiveness of internal controls, and mitigating risks to an acceptable level in a timely manner.

## Information & Communication

**AIS emphasizes quality information to underpin internal control activities.** AIS information systems are efficient, up-to-date, and continually improved to allow for the processing of large amounts of data into managerial information in a timely manner, empowering competitiveness with consideration to costs and benefits. All crucial documents, including those related to accounting, law, finance, or important business transactions, are properly classified and stored with rigorous access controls and retention periods as mandated by the law.

**AIS regularly produces material reports for its Board of Directors to inform decision making** or ahead of board meetings as required by law, as well as produces the minutes of such meetings in adequate detail for storage by the Company Secretary Office for review or reference.

**AIS maintains efficient internal communication.** An internal communication team communicates strategies and transmits messages internally through several efficient channels such as the AIS DooDi web portal, Microsoft Teams application, SMS, e-mail, and People Champions. Special channels include the weekly "Aunjai Station" podcast, which allows for closer ties between staff and executives via the AIS LearnDi platform, and Virtual Town Hall, which communicates important information to all employees to ensure the inclusive sharing of pertinent information. In



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addition, the Company also provides communication channels via Board Portal and the Company Secretary Office for the Board of Directors, Executive Committee and Sub-Committee.

**Directors, management, employees, stakeholders and outsiders can safely report cases of misconduct or fraud**

via channels prescribed in the Fraud and/or Misconduct Reporting and Whistleblower Protection Policy, or directly to the Audit and Risk Committee at e-mail: [AuditandRiskCommittee@ais.co.th](mailto:AuditandRiskCommittee@ais.co.th), to the Head of Audit Business Unit at e-mail: [nokweed@ais.co.th](mailto:nokweed@ais.co.th), to the Chief Human Resources Officer at e-mail: [hr-nokweed@ais.co.th](mailto:hr-nokweed@ais.co.th), or to the Company Secretary at e-mail: [companysecretary@ais.co.th](mailto:companysecretary@ais.co.th), as well as to the Nokweed Hotline +662-029-3333, or send a letter to the Chief Executive Officer or any aforementioned person at the Company's address. Under the Fraud and/or Misconduct Reporting and Whistleblower Protection Policy, informants shall be protected. Towards raising awareness on misconduct and fraud, AIS depicts infractions and penalties through illustrated cartoons with the names concealed.

Communication with outside stakeholders is done through the Company Secretary Office, Investor Relations Department, and Complaint Center. Channels are also available for inquiry and recommendation to the Board of Directors.

**Monitoring Activities**

AIS Management and Supervisors established processes to monitor the effectiveness of the internal control system such as follow-up meetings, irregularity investigation, and control self-assessment, whereby the Office of Internal Audit is tasked with providing independent, objective

assurance to the Board of Directors and management on the adequacy and effectiveness of internal control systems, risk management, and governance in accordance with its mission and scope of internal audit activities, and providing consulting services designed to add value and improve the organization's operations so as to help the organization accomplish its objectives. The Office of Internal Audit reports results to the Audit and Risk Committee on a monthly basis. The Audit and Risk Committee presents findings to the Board of Directors and holds meetings with External Auditors to assess the adequacy and effectiveness of internal control systems on a quarterly basis.

When a significant internal control deficiency is detected, Management analyzes the root cause and assigns employees to remedy the issue in a timely manner. The Board of Directors has prescribed levels of deficiencies that require Management or the Office of Internal Audit to report to the Audit and Risk Committee immediately; for example, matters with high financial impact, damage to Company reputation, non-compliance with laws and regulations, violation of key control systems or possible fraud. The Office of Internal Audit and other assigned departments are responsible for following up on Management's corrective actions and reporting to the Audit and Risk Committee until the matter is completely remediated.

**Internal Audit**

Mr. Montri Khongkruephan was appointed AIS Head of Audit Business Unit on 1 October 2021. The Audit and Risk Committee agreed that his expertise, competency, and experience in the field, as well as his understanding of the Company's functions and operations support his role and responsibilities. For the qualification of Head of Audit Business Unit, please see [📄 Page 144](#).

The Head of Audit Business Unit reports directly to the Audit and Risk Committee, which ensures that the Office of Internal Audit performs the duty with independence, objectivity, integrity, and professionalism in adherence to the internal audit standards. The Head of Audit Business Unit reports administratively to the Chief Executive Officer. Approval, appointment, dismissal, or transfer of the Head of Audit Business Unit must be concurred by the Audit and Risk Committee.

The Office of Internal Audit operates independently under the Internal Audit Charter, which clearly specifies the internal audit mission, scope, authority, responsibilities, and procedures in accordance with the International Professional Practice Framework (IPPF) for internal audit. The Internal Audit Charter is revised periodically for appropriacy. The Office of Internal Audit's duties include provision of independent, objective assurance and consulting services designed to add value and improve the organization's operations through the evaluation of effectiveness and adequacy of internal control systems, risk management systems, and governance in order to support the Company's business objectives and targets. In addition, based on the findings of the aforementioned evaluation, the Office of Internal Audit makes recommendations to Management for improving internal control systems, risk prevention measures, and governance systems in order to put adequate controls in place before any unfavorable events occur and may negatively affect the Company's businesses.

The Office of Internal Audit may engage in other duties, such as acting as a channel for internal or external parties to file complaints on suspected misconduct and fraudulent actions. After receiving such complaints, the Office of Internal Audit will initiate fact-finding in accordance with the Fraud and/or Misconduct Reporting and Whistleblower Protection Policy, and report findings to the Audit and Risk Committee on a monthly basis.



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The Office of Internal Audit has promoted business ethics and fraud risk awareness among employees, as well as increased their understanding thereof, through internal fraud prevention communications in order for the employees to appropriately carry out their duties in compliance with the Company's Code of Business Ethics and the Fraud and/or Misconduct Reporting and Whistleblower Protection Policy. The Office of Internal Audit also acts as Secretary to the Audit and Risk Committee, supporting its duties and responsibilities as assigned by the Board of Directors.

The Office of Internal Audit embraces continuous development for internal auditing in a digital era by promoting digitalization and digital-first mindset, as well as applying Robotic Process Automation (RPA) to internal audit activities to boost agility and accuracy. Data analytics tools have been used to analyze data and identify potential risks or areas for internal control improvement to support timely loss prevention. The Automated Audit Program (AAP) has been further enhanced and used with other technologies to facilitate all internal audit activities and remote working, such as use of Microsoft Teams for online meeting or accessing data or programs remotely to ensure business continuity. All employees are obligated to strictly follow Cyber Security Framework and Data Classification Framework when performing their duties.

The Office of Internal Audit has developed and maintained internal audit quality to become a trusted advisor in accordance with its Internal Audit Roadmap. It also conducts an internal quality assessment on an annual basis and an external quality assessment by an independent assessor every five years to ensure that it has carried out its duties and responsibilities that add value to stakeholders and support for the Company's sustainability development. The results of the 2022 external quality assessment conclude that AIS internal audit activity generally conforms with the Institute of Internal Auditors (IIA)'s Standards. This accomplishment marks the third time in a row.

### Internal Audit Training and Competency Development

#### 1. Pursuit of knowledge and up-to-date international professional practice standards

To enhance the effectiveness of AIS's internal audit and stay relevant, the Office of Internal Audit regularly reviews and adopts updated local and international professional practices and standards relating to internal controls, risk management, good governance and other fields.

#### 2. Individual development program in accordance with global internal audit competency framework

Internal auditors are encouraged to continuously improve their competencies by acquiring a diverse range of knowledge and skills applicable to existing and emerging business models at AIS. In 2022, the emphasis is placed on these four areas: data governance, cybersecurity, loss prevention, and financial reporting.

#### 3. Acquiring related professional certificates to promote the internal auditor profession.

All internal auditors are encouraged to advance their professional development and increase their level of knowledge by acquiring professional auditor certificates and other relevant certificates. Currently, 33 certificates have been obtained by 15 out of 48 internal auditors, or 31%, and the other internal auditors are working to earn their certificates. For example, 6 internal auditors are accredited as Certified Internal Auditor (CIA), 4 internal auditors are accredited as Certified Information System Auditor (CISA), 8 internal auditors have achieved Certification in Risk Management Assurance (CRMA), and 6 internal auditors are accredited as Certified Public Accountant (CPA).



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# Related Transaction

The Company and its subsidiaries have entered into related transactions with connected persons. All of these related transactions are made in the ordinary course of business and on general trading conditions.

To be aligned with the Security and Exchange Act (No. 4) B.E. 2551, Article 89/12 (1), the Company's Board of Directors has approved in principle, on 13 August 2008, that the management shall have the authority to undertake the related transactions, whereas those transactions are transactions with general trading conditions. The approval of the above transactions shall not constitute such authority to allow the director, an executive, or a related person to approve with a conflict of interest.

For approval process, the related transactions shall be processed in the same practice as other general trading transactions with outside parties with the authorized executives designated and empowered to endorse up to a certain limit of budget according to their respective rank and position. The Audit and Risk Committee of the Company and its subsidiaries is responsible for reviewing the related transactions every quarter to ensure that no conflict of interest will be occurred in order to maximize the overall company's benefits.

All of these related transactions in the future shall be made in the ordinary course of business and on general trading conditions with market rate. And no transfer pricing of all related transactions between the company and related parties and related person.

For the period year ended 31 December 2022, the Company and its subsidiaries had the related transactions in which the auditors had disclosed in the notes to audited financial statements and these transactions have been reviewed by the Audit and Risk Committee. The Audit and Risk Committee had an opinion that all related transactions are reasonable and based on the normal course of business. The Company charges / purchases products and services with related parties at reasonable prices and those prices are comparable to the market rate with general trading conditions. Details of related transactions are as follows;



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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Company                                                                   | Consolidated | Company                                                                   | Consolidated | Company                                                                   | Consolidated |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>1. Group of Intouch Holding Public Company Limited (INTOUCH) /</b><br>INTOUCH is a major shareholder, holds 40.44%<br><br>Co-directors:<br>1. Mr. Kan Trakulhoon<br>2. Mr. Smith Banomyong<br>3. Ms. Jean Low Ngiam Jong<br>4. Mr. Arthur Lang Tao Yih<br><br>(Intouch group such as subsidiaries, Joint Venture, Associate and VC ) | The Group pay service fee such as<br>• Pay interest expense from longterm debentures<br>• E-book<br>• SAP System<br>• Equipment system and television signal service<br>• Leases satellite transponder and internet satellite<br>• Training online course<br>• Advertising on satellite television<br><br>The Group provide mobile services and handset sales .<br><br><b>Sales and services</b><br>1. Service income<br>2. Other income<br>3. Trade and other accounts receivable<br><br><b>Purchase of goods and services</b><br>1. Rental and Other service expenses<br>2. Trade and other accounts payable<br>3. Interest expenses<br>4. Debenture<br>5. Purchases of property and other assets<br>6. Lease liabilities |                                                                           |              |                                                                           |              |                                                                           |              | <ul style="list-style-type: none"> <li>The subsidiaries charge mobile services and handset sales at the same rate as external customers.</li> <li>The Group charge IR services at the same rate as external customers.</li> <li>The Group pay service fee (transponder, transmission), interest expense, advertising fee, roaming fee, software creation, development of software systems and online training at the same rate as other parties.</li> <li>The Group pay service fee (Content on mobile) by the percentage of revenue.</li> </ul> |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1.20                                                                      | 36.49        | 1.20                                                                      | 28.45        | 1.20                                                                      | 23.89        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                         | 5.27         | -                                                                         | 12.1         | 0.59                                                                      | 17.97        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0.11                                                                      | 9.51         | 0.11                                                                      | 12.78        | 0.21                                                                      | 26.16        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 14.09                                                                     | 167.48       | 9.93                                                                      | 113.80       | 1.47                                                                      | 64.91        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0.93                                                                      | 44.87        | 2.85                                                                      | 36.04        | 0.38                                                                      | 13.44        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                         | 1.93         | 0.46                                                                      | 1.19         | -                                                                         | 0.17         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                         | -            | -                                                                         | -            | -                                                                         | -            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                         | 36.13        | 2.98                                                                      | 7.12         | 0.02                                                                      | 0.27         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                         | -            | -                                                                         | 21.31        | -                                                                         | -            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |


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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Company                                                                   | Consolidated | Company                                                                   | Consolidated | Company                                                                   | Consolidated |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>2. Group of Gulf Energy Development Public Company Limited (GULF)/</b><br>GULF is a major shareholder of INTOUCH, holds 46.57% and Group of Gulf Holdings related to Group of Gulf Energy<br><br>Co-directors:<br>1. Mr. Sarath Ratanavadi<br>2. MS.Yupapin Wangviwat<br>3. Mr.Predee Daochai<br><br>(Gulf group such as subsidiaries, Joint Venture, Associate) | The subsidiaries provide domestic and international phone services and handset sales to GULF.<br><br><b>Sales and services</b><br>1. Service income<br>2. Trade and other accounts receivable                                                                                                                                                                                                                                                                                                                                                     | -                                                                         | -            | -                                                                         | 27.28        | 1.20                                                                      | 43.00        | • The subsidiaries charge mobile services and handset sales at the same rate as external customers.                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -                                                                         | -            | -                                                                         | 21.13        | -                                                                         | 4.03         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>3. Group of SingTel Strategic Investments Private Limited (SingTel) /</b><br>SingTel is a major shareholder of the Company, holds 23.31%.                                                                                                                                                                                                                        | The subsidiaries enter into an agreement with companies of SingTel group:<br>• The joint International Roaming operation services (IR)<br>• Network telecom service operator i.e. International Private Leased Circuit (IPLC) and content services.<br><br><b>Sales and services</b><br>1. Service income<br>2. Other income<br>3. Trade and other accounts receivable<br><br><b>Purchase of goods and services</b><br>1. Rental and other service expenses<br>2. Trade and other accounts payable<br>3. Interest expense<br>4. Lease liabilities | -                                                                         | 52.20        | -                                                                         | 22.31        | -                                                                         | 185.11       | • The agreement is under the ordinary course of business and both parties charge each other at the accepted price by deduct profit margin from their customers at the same rate as other operators.<br><br>• The subsidiaries charge IR at the same rate as other operators and content services at the same rate as other content providers.<br><br>• The subsidiaries pay IPLC, IR fee at the same rate with other operators and pay service fee (content) at the same rate as other content providers. |
|                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -                                                                         | 4.86         | -                                                                         | -            | -                                                                         | -            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0.42                                                                      | 15.55        | 0.43                                                                      | 21.96        | 0.42                                                                      | 8.78         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -                                                                         | 257.92       | 4.66                                                                      | 188.36       | 0.28                                                                      | 190.41       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 8.28                                                                      | 46.04        | 59.18                                                                     | 98.01        | 48.50                                                                     | 157.54       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -                                                                         | 0.34         | -                                                                         | 0.26         | -                                                                         | 0.10         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -                                                                         | 13.30        | -                                                                         | 14.58        | -                                                                         | 0.53         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |


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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                              |                                                                                                      | Company                                                                   | Consolidated | Company                                                                   | Consolidated | Company                                                                   | Consolidated |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 4. <b>Krung Thai Bank Public Company Limited (KTB)/</b><br>The Co-directors is Mr. Krairit Euchukanonchai which is Chairman of the Executive Committee in Krungthai Bank PCL | KTB provides financial services to the Group. While the subsidiaries provide mobile services to KTB. |                                                                           |              |                                                                           |              |                                                                           |              | <ul style="list-style-type: none"> <li>KTB is a provider of full financial services such as bank deposit, arranging loan, merchant services and other services.</li> <li>The subsidiaries charge mobile services and handset sales at the same rate as external customers.</li> <li>The subsidiaries receive interest income from bank deposit and pays interest expense from borrowing at the same rate as other commercial bank.</li> </ul> |
|                                                                                                                                                                              | <b>Sales and services</b>                                                                            |                                                                           |              |                                                                           |              |                                                                           |              |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 1. Service income                                                                                    | -                                                                         | 35.31        | -                                                                         | 243.73       | -                                                                         | 197.58       |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 2. Trade and other accounts receivable                                                               | -                                                                         | 12.48        | -                                                                         | 74.21        | -                                                                         | 80.58        |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 3. Interest income                                                                                   | -                                                                         | -            | -                                                                         | 0.05         | -                                                                         | 0.03         |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | <b>Purchase of goods and services</b>                                                                |                                                                           |              |                                                                           |              |                                                                           |              |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 1. Bank deposits and Interest income                                                                 | 0.93                                                                      | 136.64       | 1.30                                                                      | 203.17       | 1.43                                                                      | 179.67       |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 2. Rental and service expenses                                                                       | -                                                                         | 0.26         | -                                                                         | 0.23         | -                                                                         | 0.10         |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 3. Trade and other accounts payable                                                                  | -                                                                         | 84.34        | 0.02                                                                      | 76.13        | -                                                                         | 105.78       |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 4. Debenture                                                                                         | -                                                                         | 20.00        | 5.00                                                                      | 25.00        | -                                                                         | -            |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 5. Long-term loan and Interest expense                                                               | -                                                                         | 15,212.61    | 0.18                                                                      | 15,303.98    | -                                                                         | 13,828.32    |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                              | 6. Current portion of Long term Loan                                                                 | -                                                                         | -            | -                                                                         | -            | -                                                                         | 2,249.88     |                                                                                                                                                                                                                                                                                                                                                                                                                                               |

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# Board of Directors' Responsibility for Financial Reporting

The Board of Directors is responsible for Advanced Info Service Public Company Limited's financial statements and Advanced Info Service Public Company Limited and its subsidiaries' consolidated financial statements, including the financial information presented in this annual report. The aforementioned financial statements are prepared in accordance with Thai Financial Reporting Standards, using careful judgment and the best estimation. Important information is adequately and transparently disclosed in the notes to financial statements for the Company's shareholders and investors.

The Board of Directors provides and maintains risk management system and appropriate and efficient internal controls to ensure that accounting records are accurate, reliable and adequate to retain its assets as well as to prevent fraud or materially irregular operations.

In this regard, the Board of Directors has appointed an Audit and Risk Committee comprising independent directors to be responsible for reviewing quality of the financial reports, internal controls, internal audit and risk management system.

The Audit and Risk Committee also reviews a disclosure of related party transactions. All their comments on these issues are presented in the Audit and Risk Committee Report included in this annual report.

The separate financial statements and the consolidated financial statements of the Company have been examined by an external auditor, KPMG Phoomchai Audit Company Limited. To conduct the audits and express an opinion in accordance with auditing standards, all records and related data, as requested, are provided to the auditor. The auditor's opinion is presented in the auditor's report as a part of this annual report.

The Board of Directors considers the Company's overall internal control system satisfactory which could provide credibility and reliability to Advanced Info Service Public Company Limited's financial statements and Advanced Info Service Public Company Limited and its subsidiaries' consolidated financial statements for the year ended 31 December 2022 prepared in accordance with Thai Financial Reporting Standards and related regulations.



( Mr. Kan Trakulhoon )  
Chairman of the Board of Directors



( Mr. Somchai Lertsutiwong )  
Chief Executive Officer



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To the shareholders of Advanced Info Service Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Advanced Info Service Public Company Limited and its subsidiaries (the “Group”) and of Advanced Info Service Public Company Limited (the “Company”), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2022, the consolidated and separate statements of income, comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2022 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor’s Responsibilities for the *Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

| Revenue recognition                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Refer to Note 4(q), and 26 to consolidated and separate financial statements.                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| The key audit matter                                                                                                                                                                                                                                                                                                                                                                                                                                                       | How the matter was addressed in the audit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>For the main operating revenues - mobile service, data and internet and sale of equipment, there is a risk around the accuracy and existence of revenue recognition given the complexity of systems and the impact of changing pricing models. In addition, the application of revenue recognition accounting standard is complex.</p> <p>I consider the accounting treatments relevant to the accuracy and existence of revenue recognition as a key audit matter.</p> | <p>My audit procedure included the following:</p> <ul style="list-style-type: none"><li>• Evaluated the relevant IT systems, and the design and implementation and operating effectiveness of automated controls over the capture of data and interfaces between relevant IT applications, measurement and billing of revenue, and the recording of entries in the general ledger.</li><li>• Evaluated the process controls over authorising rate changes, new price plans, and the input of this information to the relevant billing systems. We also tested the access controls and change management controls over the systems.</li><li>• Checked the accuracy of customer bill generation on a sample basis, tested a sample of the credits and discounts applied to customer bills, and tested cash receipts for a sample of customers back to their customer invoices.</li><li>• Checked key reconciliations used by management from business support systems to billing systems and the general ledger to assess the completeness and accuracy of revenue.</li><li>• Checked supporting evidence for manual journal entries posted to revenue accounts to identify any unusual items.</li><li>• Challenged the assumptions and key management estimates adopted where revenue is recognized but the invoice has not yet been issued.</li><li>• Assessed the appropriateness of the revenue recognition policies for the products and services offered by the Group in respect of TFRS 15 Revenue from contracts with customers, including the appropriateness of the transaction prices and their allocation to performance obligations identified within bundled contracts based on stand-alone selling prices.</li></ul> |



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| Significant commercial disputes and litigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Refer to Note 4(v), and 38 to consolidated and separate the financial statements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| The key audit matter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | How the matter was addressed in the audit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>The Group's has a number of significant commercial disputes and litigation from which the Group may be exposed to significant losses as a result of any unfavourable outcome of such disputes.</p> <p>Significant judgement is required by management in assessing the likelihood of the outcome of each matter and whether the risk of loss is remote, possible or probable and whether the matter is considered a contingent liability to be disclosed. Where the risk of loss is probable, management is required to estimate the provision amount based on the expected economic outflow resulting from the disputes and litigations, I consider this as a key audit matter.</p> | <p>My audit procedure included the following:</p> <ul style="list-style-type: none"> <li>• Inquired with the management and legal department regarding the procedures followed to collect and monitor all litigation and disputes.</li> <li>• Examined legal expense accounts.</li> <li>• Read minutes of meetings of management executive who monitor commercial disputes and litigation, and correspondence between the management and its external legal counsel.</li> <li>• Inquired with the legal department and external legal counsel as to the progress of the litigation and disputes and their opinion on the possibility of outcomes.</li> <li>• Compared the legal department and external legal counsel's opinion on the possibilities of outcomes to the provisions set up or contingent liability disclosures.</li> <li>• Requested management to provide written representation that all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to me.</li> <li>• Considered of the adequacy of the Group's disclosures in accordance with the related Thai Financial Reporting Standards.</li> </ul> |

## *Other Matter*

The consolidated and separate financial statements of the Group and the Company for the year ended 31 December 2021 were audited by another auditor who expressed an unmodified opinion on those statements on 7 February 2022.

## *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

## *Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

## *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements*

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.



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As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.



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I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



(Sakda Kaothanthong)  
Certified Public Accountant  
Registration No. 4628

KPMG Phoomchai Audit Ltd.  
Bangkok  
9 February 2023

# Statements of financial position

Advanced Info Service Public Company Limited and its subsidiaries as at December 31, 2022



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UNIT : BAHT

|                                                | NOTES | CONSOLIDATED         |                 | SEPARATE             |                 |
|------------------------------------------------|-------|----------------------|-----------------|----------------------|-----------------|
|                                                |       | FINANCIAL STATEMENTS |                 | FINANCIAL STATEMENTS |                 |
|                                                |       | As at                | As at           | As at                | As at           |
|                                                |       | December 31,         | December 31,    | December 31,         | December 31,    |
|                                                |       | 2022                 | 2021            | 2022                 | 2021            |
| ASSETS                                         |       |                      |                 |                      |                 |
| Current assets                                 |       |                      |                 |                      |                 |
| Cash and cash equivalents                      | 5, 35 | 9,013,520,137        | 12,739,290,035  | 496,711,905          | 469,911,679     |
| Specifically-designated bank deposits          | 6     | 980,247,790          | 1,380,727,500   | -                    | -               |
| Restricted deposits at a financial institution |       | -                    | 11,200,000      | -                    | -               |
| Trade and other current receivables            | 7, 35 | 17,901,787,394       | 16,552,288,496  | 282,838,817          | 422,384,607     |
| Contract assets                                | 8     | 2,123,105,990        | 1,819,810,542   | -                    | -               |
| Short-term loans to related parties            | 35    | -                    | -               | 59,470,000,000       | 61,903,000,000  |
| Inventories                                    | 9     | 3,839,281,484        | 2,104,297,782   | -                    | -               |
| Current tax assets                             |       | 26,391,418           | 5,302,230       | -                    | -               |
| Other current financial assets                 | 36    | 47,797,965           | 213,374,674     | -                    | -               |
| Other current assets                           |       | 405,593,740          | 739,789,349     | 4,482,275            | 417,100         |
| Total current assets                           |       | 34,337,725,918       | 35,566,080,608  | 60,254,032,997       | 62,795,713,386  |
| Non-current assets                             |       |                      |                 |                      |                 |
| Other non-current financial assets             | 12    | 228,090,479          | 110,251,820     | 61,584,256           | 63,140,255      |
| Investments in subsidiaries                    | 10    | -                    | -               | 42,959,018,534       | 37,354,147,807  |
| Investments in associates and joint ventures   | 11    | 993,613,805          | 982,875,273     | -                    | 299,999,900     |
| Long-term loans to a related party             | 35    | 100,000,000          | 100,000,000     | -                    | -               |
| Property, plant and equipment                  | 13    | 113,252,047,823      | 117,843,740,261 | 82,948,742           | 69,325,405      |
| Right-of-use assets                            | 14    | 42,860,580,298       | 50,574,034,229  | 69,878,876           | 189,294,472     |
| Goodwill                                       | 15    | 2,881,699,659        | 2,881,699,659   | -                    | -               |
| Other intangible assets other than goodwill    | 17    | 16,826,778,147       | 10,864,294,734  | 3,242,687            | 6,391,349       |
| Spectrum licenses                              | 16    | 119,765,330,504      | 131,774,691,227 | -                    | -               |
| Deferred tax assets                            | 18    | 4,597,432,375        | 4,235,516,325   | 480,452,265          | 487,521,346     |
| Other non-current assets                       |       | 1,200,364,773        | 1,288,558,803   | 77,271,214           | 104,665,131     |
| Total non-current assets                       |       | 302,705,937,863      | 320,655,662,331 | 43,734,396,574       | 38,574,485,665  |
| Total assets                                   |       | 337,043,663,781      | 356,221,742,939 | 103,988,429,571      | 101,370,199,051 |

The accompanying notes form an integral part of the financial statements.

# Statements of financial position (Continued)

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| UNIT : BAHT                                                             |            |                        |                        |                        |                        |
|-------------------------------------------------------------------------|------------|------------------------|------------------------|------------------------|------------------------|
|                                                                         | NOTES      | CONSOLIDATED           |                        | SEPARATE               |                        |
|                                                                         |            | FINANCIAL STATEMENTS   | FINANCIAL STATEMENTS   | FINANCIAL STATEMENTS   | FINANCIAL STATEMENTS   |
|                                                                         |            | As at                  | As at                  | As at                  | As at                  |
|                                                                         |            | December 31,           | December 31,           | December 31,           | December 31,           |
|                                                                         |            | 2022                   | 2021                   | 2022                   | 2021                   |
| <b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>                             |            |                        |                        |                        |                        |
| <b>Current liabilities</b>                                              |            |                        |                        |                        |                        |
| Short-term borrowings                                                   | 19, 35     | 5,000,000,000          | -                      | -                      | -                      |
| Trade and other current payables                                        | 20, 35, 39 | 42,457,135,466         | 45,055,417,432         | 2,688,683,542          | 2,777,862,906          |
| Provision for revenue sharing                                           |            | 3,360,878,693          | 3,360,878,693          | 3,220,304,522          | 3,220,304,522          |
| Unearned income - mobile phone service                                  |            | 3,703,340,212          | 4,071,667,690          | 9,176,595              | 9,176,967              |
| Advanced received from customers                                        | 6          | 980,247,790            | 1,380,727,500          | -                      | -                      |
| Current portion of long-term liabilities                                | 19         | 15,495,770,423         | 14,131,682,785         | -                      | -                      |
| Current portion of spectrum licenses payable                            | 21         | 10,903,220,115         | 10,903,220,115         | -                      | -                      |
| Current portion of lease liabilities                                    | 19         | 11,135,476,533         | 10,537,344,008         | 48,543,720             | 146,050,362            |
| Short-term borrowings from related parties                              | 19, 35     | -                      | -                      | 4,720,000,000          | 5,840,000,000          |
| Corporate income tax payable                                            |            | 2,689,661,511          | 2,276,078,054          | 29,236,521             | 17,868,559             |
| Other current financial liabilities                                     | 36         | 534,273,600            | 25,050,678             | -                      | -                      |
| Other current liabilities                                               |            | 81,190,367             | 126,204,884            | 437                    | 11,071,107             |
| <b>Total current liabilities</b>                                        |            | <b>96,341,194,710</b>  | <b>91,868,271,839</b>  | <b>10,715,945,337</b>  | <b>12,022,334,423</b>  |
| <b>Non-current liabilities</b>                                          |            |                        |                        |                        |                        |
| Long-term liabilities                                                   | 19, 35     | 63,914,168,956         | 73,696,568,812         | 6,493,873,839          | 6,492,840,726          |
| Lease liabilities                                                       | 19, 35     | 32,871,213,406         | 40,597,290,717         | 16,918,363             | 50,802,732             |
| Provisions for employee benefit                                         | 22         | 2,931,146,300          | 3,326,560,928          | 375,721,054            | 407,968,981            |
| Spectrum licenses payable                                               | 21         | 52,085,347,255         | 61,415,647,263         | -                      | -                      |
| Other non-current financial liabilities                                 | 36         | 162,859,892            | 722,083,093            | -                      | -                      |
| Other non-current liabilities                                           |            | 2,921,378,691          | 2,770,797,910          | 27,589,575             | 27,842,575             |
| <b>Total non-current liabilities</b>                                    |            | <b>154,886,114,500</b> | <b>182,528,948,723</b> | <b>6,914,102,831</b>   | <b>6,979,455,014</b>   |
| <b>Total liabilities</b>                                                |            | <b>251,227,309,210</b> | <b>274,397,220,562</b> | <b>17,630,048,168</b>  | <b>19,001,789,437</b>  |
| <b>Shareholders' equity</b>                                             |            |                        |                        |                        |                        |
| <b>Share capital</b>                                                    |            |                        |                        |                        |                        |
| 23                                                                      |            |                        |                        |                        |                        |
| Authorised share capital                                                |            |                        |                        |                        |                        |
| 4,997 million ordinary shares of                                        |            |                        |                        |                        |                        |
| Baht 1.00 each                                                          |            |                        |                        |                        |                        |
|                                                                         |            | 4,997,459,800          | 4,997,459,800          | 4,997,459,800          | 4,997,459,800          |
| Issued and paid share capital                                           |            |                        |                        |                        |                        |
| 2,974 million ordinary shares of                                        |            |                        |                        |                        |                        |
| Baht 1.00 each, fully paid                                              |            |                        |                        |                        |                        |
|                                                                         | 23, 25     | 2,974,209,736          | 2,973,925,791          | 2,974,209,736          | 2,973,925,791          |
| <b>Share premium</b>                                                    |            |                        |                        |                        |                        |
| Share premium on ordinary shares                                        |            |                        |                        |                        |                        |
|                                                                         | 23         | 22,551,566,867         | 22,506,296,380         | 22,551,566,867         | 22,506,296,380         |
| <b>Other deficits</b>                                                   |            |                        |                        |                        |                        |
| Deficits arising from change in ownership interest in                   |            |                        |                        |                        |                        |
| a subsidiary                                                            |            |                        |                        |                        |                        |
|                                                                         |            | (669,657,282)          | (669,657,282)          | -                      | -                      |
| <b>Retained earnings</b>                                                |            |                        |                        |                        |                        |
| Appropriated                                                            |            |                        |                        |                        |                        |
| Legal reserve                                                           |            |                        |                        |                        |                        |
|                                                                         | 24         | 500,000,000            | 500,000,000            | 500,000,000            | 500,000,000            |
| Unappropriated                                                          |            |                        |                        |                        |                        |
|                                                                         |            | 60,175,498,864         | 56,602,515,530         | 60,175,498,864         | 56,602,515,530         |
| Other components of shareholders' equity                                | 25         | 157,105,936            | (214,328,087)          | 157,105,936            | (214,328,087)          |
| <b>Total shareholders' equity attributable to owners of the Company</b> |            | <b>85,688,724,121</b>  | <b>81,698,752,332</b>  | <b>86,358,381,403</b>  | <b>82,368,409,614</b>  |
| Non-controlling interests                                               |            | 127,630,450            | 125,770,045            | -                      | -                      |
| <b>Total shareholders' equity</b>                                       |            | <b>85,816,354,571</b>  | <b>81,824,522,377</b>  | <b>86,358,381,403</b>  | <b>82,368,409,614</b>  |
| <b>Total liabilities and shareholders' equity</b>                       |            | <b>337,043,663,781</b> | <b>356,221,742,939</b> | <b>103,988,429,571</b> | <b>101,370,199,051</b> |

The accompanying notes form an integral part of the financial statements.

# Statements of Income

Advanced Info Service Public Company Limited and its subsidiaries for the year ended December 31, 2022



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| UNIT : BAHT                                                                                             |            |                                      |                          |                                  |                        |
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|                                                                                                         | NOTES      | CONSOLIDATED<br>FINANCIAL STATEMENTS |                          | SEPARATE<br>FINANCIAL STATEMENTS |                        |
|                                                                                                         |            | 2022                                 | 2021                     | 2022                             | 2021                   |
| <b>Revenues</b>                                                                                         |            |                                      |                          |                                  |                        |
| Revenues from rendering of services and equipment rentals                                               | 26, 27, 35 | 146,009,161,880                      | 144,791,099,393          | 1,840,001,000                    | 1,992,289,560          |
| Revenue from sale of goods                                                                              | 26, 27, 35 | 39,475,613,021                       | 36,541,790,371           | -                                | -                      |
| <b>Total revenues</b>                                                                                   |            | <u>185,484,774,901</u>               | <u>181,332,889,764</u>   | <u>1,840,001,000</u>             | <u>1,992,289,560</u>   |
| <b>Costs</b>                                                                                            |            |                                      |                          |                                  |                        |
| Cost of rendering of services and equipment rentals                                                     | 30, 35     | (87,075,461,059)                     | (85,237,940,713)         | (1,364,177,699)                  | (1,225,597,593)        |
| Cost of sale of goods                                                                                   |            | (39,096,158,755)                     | (36,215,252,521)         | -                                | -                      |
| <b>Total costs</b>                                                                                      |            | <u>(126,171,619,814)</u>             | <u>(121,453,193,234)</u> | <u>(1,364,177,699)</u>           | <u>(1,225,597,593)</u> |
| <b>Gross profit</b>                                                                                     |            | 59,313,155,087                       | 59,879,696,530           | 475,823,301                      | 766,691,967            |
| <b>Distribution costs and administrative expenses</b>                                                   |            |                                      |                          |                                  |                        |
| Distribution costs                                                                                      | 30         | (7,026,138,980)                      | (6,035,057,467)          | (1,928,331)                      | (2,647,000)            |
| Administrative expenses                                                                                 | 30         | (15,327,010,851)                     | (15,665,391,668)         | (100,733,971)                    | (94,934,288)           |
| <b>Total distribution costs and administrative expenses</b>                                             |            | <u>(22,353,149,831)</u>              | <u>(21,700,449,135)</u>  | <u>(102,662,302)</u>             | <u>(97,581,288)</u>    |
| <b>Profit from operating activities</b>                                                                 |            | 36,960,005,256                       | 38,179,247,395           | 373,160,999                      | 669,110,679            |
| Finance income                                                                                          | 28, 35     | 126,466,956                          | 217,443,626              | 558,875,555                      | 431,017,966            |
| Other income                                                                                            | 35         | 531,674,770                          | 1,055,201,967            | 30,017,952                       | 82,598,120             |
| Share of profit/(loss) of subsidiaries, associates and joint ventures accounted for using equity method | 10, 11     | (36,220,179)                         | (140,730,862)            | 25,481,678,328                   | 26,189,272,844         |
| Net gain/(loss) on foreign exchange rate                                                                |            | (343,574,012)                        | (1,488,550,388)          | 410,027                          | (4,398,396)            |
| Gain from fair value measurement of derivative assets                                                   |            | 306,925,122                          | 842,960,470              | -                                | -                      |
| Management benefit expenses                                                                             | 35         | (133,086,219)                        | (145,488,578)            | (133,086,219)                    | (145,488,578)          |
| Finance costs                                                                                           | 31, 35     | (5,230,441,004)                      | (5,626,071,941)          | (192,774,061)                    | (139,879,810)          |
| <b>Profit before tax expense</b>                                                                        |            | 32,181,750,690                       | 32,894,011,689           | 26,118,282,581                   | 27,082,232,825         |
| Tax expense                                                                                             | 32         | (6,167,844,641)                      | (5,969,548,235)          | (106,998,174)                    | (160,087,170)          |
| <b>Profit for the years</b>                                                                             |            | <u>26,013,906,049</u>                | <u>26,924,463,454</u>    | <u>26,011,284,407</u>            | <u>26,922,145,655</u>  |
| <b>Profit attributable to:</b>                                                                          |            |                                      |                          |                                  |                        |
| Owners of the Company                                                                                   |            | 26,011,284,407                       | 26,922,145,655           | 26,011,284,407                   | 26,922,145,655         |
| Non-controlling interests                                                                               |            | 2,621,642                            | 2,317,799                | -                                | -                      |
| <b>Profit for the years</b>                                                                             |            | <u>26,013,906,049</u>                | <u>26,924,463,454</u>    | <u>26,011,284,407</u>            | <u>26,922,145,655</u>  |
| <b>Earnings per share (in Baht)</b>                                                                     |            |                                      |                          |                                  |                        |
| Basic earnings per share                                                                                | 33         | 8.75                                 | 9.05                     | 8.75                             | 9.05                   |
| Diluted earnings per share                                                                              |            | 8.75                                 | 9.05                     | 8.75                             | 9.05                   |

The accompanying notes form an integral part of the financial statements.

# Statements of Comprehensive Income

Advanced Info Service Public Company Limited and its subsidiaries for the year ended December 31, 2022



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| UNIT : BAHT                                                                                                                         |       |                                      |                |                                  |                |
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|                                                                                                                                     | NOTES | CONSOLIDATED<br>FINANCIAL STATEMENTS |                | SEPARATE<br>FINANCIAL STATEMENTS |                |
|                                                                                                                                     |       | 2022                                 | 2021           | 2022                             | 2021           |
| Profit for the years                                                                                                                |       | 26,013,906,049                       | 26,924,463,454 | 26,011,284,407                   | 26,922,145,655 |
| Other comprehensive income                                                                                                          |       |                                      |                |                                  |                |
| Components of other comprehensive income that will or may be subsequently reclassified to profit or loss                            |       |                                      |                |                                  |                |
| Exchange differences on translating financial statement                                                                             |       | (10,894,848)                         | 7,973,466      | -                                | -              |
| Gain on cash flow hedges                                                                                                            | 36    | 590,847,540                          | 506,890,258    | -                                | -              |
| Share of other comprehensive income of subsidiaries accounted for using equity method                                               | 10    | -                                    | -              | 461,783,184                      | 413,485,673    |
| Income tax relating to components of other comprehensive income that will or may be subsequently reclassified to profit or loss     | 32    | (118,169,508)                        | (101,378,051)  | -                                | -              |
| Total components of other comprehensive income that will or may be subsequently reclassified to profit or loss                      |       | 461,783,184                          | 413,485,673    | 461,783,184                      | 413,485,673    |
| Components of other comprehensive income that will or may not be subsequently reclassified to profit or loss                        |       |                                      |                |                                  |                |
| Losses on investment in equity designated at fair value through other comprehensive income                                          |       | (58,456,934)                         | (8,668,762)    | (1,555,999)                      | (4,554,193)    |
| Gain on remeasurements of defined benefit plans                                                                                     | 22    | 539,709,898                          | -              | 50,670,754                       | -              |
| Share of other comprehensive income (loss) of subsidiaries accounted for using equity method                                        | 10    | -                                    | -              | 345,793,818                      | (3,291,655)    |
| Income tax relating to components of other comprehensive income that will or may not be subsequently reclassified to profit or loss | 32    | (96,098,737)                         | 1,733,753      | (9,822,951)                      | 910,839        |
| Total components of other comprehensive income that will or may not be subsequently reclassified to profit or loss                  |       | 385,154,227                          | (6,935,009)    | 385,085,622                      | (6,935,009)    |
| Other comprehensive income for the years, net of income tax                                                                         |       | 846,937,411                          | 406,550,664    | 846,868,806                      | 406,550,664    |
| Total comprehensive income for the years                                                                                            |       | 26,860,843,460                       | 27,331,014,118 | 26,858,153,213                   | 27,328,696,319 |
| Total comprehensive income attributable to:                                                                                         |       |                                      |                |                                  |                |
| Owners of the Company                                                                                                               |       | 26,858,153,213                       | 27,328,696,319 | 26,858,153,213                   | 27,328,696,319 |
| Non-controlling interests                                                                                                           |       | 2,690,247                            | 2,317,799      | -                                | -              |
| Total comprehensive income for the years                                                                                            |       | 26,860,843,460                       | 27,331,014,118 | 26,858,153,213                   | 27,328,696,319 |

The accompanying notes form an integral part of the financial statements.

# Statements of change in shareholders' equity consolidated financial statements

Advanced Info Service Public Company Limited and its subsidiaries for the year ended December 31, 2022

| UNIT : BAHT                                                               |                               |                |                                                                    |                   |                  |                                          |                                |                     |                  |                     |               |                                                |                                                                  |                           |                            |
|---------------------------------------------------------------------------|-------------------------------|----------------|--------------------------------------------------------------------|-------------------|------------------|------------------------------------------|--------------------------------|---------------------|------------------|---------------------|---------------|------------------------------------------------|------------------------------------------------------------------|---------------------------|----------------------------|
| Notes                                                                     | Issued and paid share capital | Share premium  | Other deficits                                                     | Retained earnings |                  | Other components of shareholders' equity |                                |                     |                  |                     |               | Total other components of shareholders' equity | Total shareholders' equity attributable to owners of the Company | Non-controlling interests | Total shareholders' equity |
|                                                                           |                               |                | Deficits arising from change in ownership interest in subsidiaries | Legal reserve     | Unappropriated   | Reserve for share-based payment          | Gain on dilution of investment | Currency Conversion | Hedging reserves | Fair value reserves |               |                                                |                                                                  |                           |                            |
| Balance as at January 1, 2021                                             | 2,973,554,313                 | 22,446,531,121 | (669,657,282)                                                      | 500,000,000       | 50,882,427,533   | 146,535,373                              | 161,186,663                    | 2,921,382           | (922,874,118)    | 43,358,977          | (568,871,723) | 75,563,983,962                                 | 125,383,375                                                      | 75,689,367,337            |                            |
| Transactions with owners, recorded directly in shareholders' equity       |                               |                |                                                                    |                   |                  |                                          |                                |                     |                  |                     |               |                                                |                                                                  |                           |                            |
| Contributions by and distributions to owners of the Company               |                               |                |                                                                    |                   |                  |                                          |                                |                     |                  |                     |               |                                                |                                                                  |                           |                            |
| Increase in share capital                                                 | 23                            | 371,478        | 59,765,259                                                         | -                 | -                | (60,136,737)                             | -                              | -                   | -                | -                   | (60,136,737)  | -                                              | -                                                                | -                         |                            |
| Share-based payment transaction                                           | 25                            | -              | -                                                                  | -                 | -                | 8,129,709                                | -                              | -                   | -                | -                   | 8,129,709     | 8,129,709                                      | -                                                                | 8,129,709                 |                            |
| Dividends paid                                                            | 34, 35                        | -              | -                                                                  | -                 | (21,202,057,658) | -                                        | -                              | -                   | -                | -                   | -             | (21,202,057,658)                               | (1,051,129)                                                      | (21,203,108,787)          |                            |
| Total contributions by and distributions to owners of the Company         |                               | 371,478        | 59,765,259                                                         | -                 | (21,202,057,658) | (52,007,028)                             | -                              | -                   | -                | -                   | (52,007,028)  | (21,193,927,949)                               | (1,051,129)                                                      | (21,194,979,078)          |                            |
| Change in ownership interests in a subsidiary                             |                               |                |                                                                    |                   |                  |                                          |                                |                     |                  |                     |               |                                                |                                                                  |                           |                            |
| Change in ownership interest in a subsidiary                              |                               | -              | -                                                                  | -                 | -                | -                                        | -                              | -                   | -                | -                   | -             | -                                              | (880,000)                                                        | (880,000)                 |                            |
| Total changes in ownership interest in a subsidiary                       |                               | -              | -                                                                  | -                 | -                | -                                        | -                              | -                   | -                | -                   | -             | -                                              | (880,000)                                                        | (880,000)                 |                            |
| Total transactions with owners, recorded directly in shareholders' equity |                               | 371,478        | 59,765,259                                                         | -                 | (21,202,057,658) | (52,007,028)                             | -                              | -                   | -                | -                   | (52,007,028)  | (21,193,927,949)                               | (1,931,129)                                                      | (21,195,859,078)          |                            |
| Comprehensive income for the year                                         |                               |                |                                                                    |                   |                  |                                          |                                |                     |                  |                     |               |                                                |                                                                  |                           |                            |
| Profit for the year                                                       |                               | -              | -                                                                  | -                 | -                | 26,922,145,655                           | -                              | -                   | -                | -                   | -             | 26,922,145,655                                 | 2,317,799                                                        | 26,924,463,454            |                            |
| Other comprehensive income                                                |                               | -              | -                                                                  | -                 | -                | -                                        | -                              | 7,973,466           | 405,512,207      | (6,935,009)         | 406,550,664   | 406,550,664                                    | -                                                                | 406,550,664               |                            |
| Total comprehensive income for the year                                   |                               | -              | -                                                                  | -                 | -                | 26,922,145,655                           | -                              | 7,973,466           | 405,512,207      | (6,935,009)         | 406,550,664   | 27,328,696,319                                 | 2,317,799                                                        | 27,331,014,118            |                            |
| Balance as at December 31, 2021                                           |                               | 2,973,925,791  | 22,506,296,380                                                     | (669,657,282)     | 500,000,000      | 56,602,515,530                           | 94,528,345                     | 161,186,663         | 10,894,848       | (517,361,911)       | 36,423,968    | (214,328,087)                                  | 81,698,752,332                                                   | 81,824,522,377            |                            |

The accompanying notes form an integral part of the financial statements.



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| UNIT : BAHT                                                               |                               |                |                                                                    |                   |                |                                          |                                |                     |                  |                     |                                                |                                                                  |                           |                            |
|---------------------------------------------------------------------------|-------------------------------|----------------|--------------------------------------------------------------------|-------------------|----------------|------------------------------------------|--------------------------------|---------------------|------------------|---------------------|------------------------------------------------|------------------------------------------------------------------|---------------------------|----------------------------|
| Notes                                                                     | Issued and paid share capital | Share premium  | Other deficits                                                     | Retained earnings |                | Other components of shareholders' equity |                                |                     |                  |                     | Total other components of shareholders' equity | Total shareholders' equity attributable to owners of the Company | Non-controlling interests | Total shareholders' equity |
|                                                                           |                               |                | Deficits arising from change in ownership interest in subsidiaries | Legal reserve     | Unappropriated | Reserve for share-based payment          | Gain on dilution of investment | Currency Conversion | Hedging reserves | Fair value reserves |                                                |                                                                  |                           |                            |
| Balance as at January 1, 2022                                             | 2,973,925,791                 | 22,506,296,380 | (669,657,282)                                                      | 500,000,000       | 56,602,515,530 | 94,528,345                               | 161,186,663                    | 10,894,848          | (517,361,911)    | 36,423,968          | (214,328,087)                                  | 81,698,752,332                                                   | 125,770,045               | 81,824,522,377             |
| Transactions with owners, recorded directly in shareholders' equity       |                               |                |                                                                    |                   |                |                                          |                                |                     |                  |                     |                                                |                                                                  |                           |                            |
| Contributions by and distributions to owners of the Company               |                               |                |                                                                    |                   |                |                                          |                                |                     |                  |                     |                                                |                                                                  |                           |                            |
| Increase in share capital                                                 | 23                            | 283,945        | 45,270,487                                                         | -                 | -              | -                                        | (45,554,432)                   | -                   | -                | -                   | (45,554,432)                                   | -                                                                | -                         | -                          |
| Share-based payment transaction                                           | 25                            | -              | -                                                                  | -                 | -              | -                                        | 1,970,649                      | -                   | -                | -                   | 1,970,649                                      | 1,970,649                                                        | -                         | 1,970,649                  |
| Dividends paid                                                            | 34, 35                        | -              | -                                                                  | -                 | -              | (22,870,152,073)                         | -                              | -                   | -                | -                   | -                                              | (22,870,152,073)                                                 | (752,702)                 | (22,870,904,775)           |
| Total contributions by and distributions to owners of the Company         |                               | 283,945        | 45,270,487                                                         | -                 | -              | (22,870,152,073)                         | (43,583,783)                   | -                   | -                | -                   | (43,583,783)                                   | (22,868,181,424)                                                 | (752,702)                 | (22,868,934,126)           |
| Change in ownership interests in a subsidiary                             |                               |                |                                                                    |                   |                |                                          |                                |                     |                  |                     |                                                |                                                                  |                           |                            |
| Change in ownership interest in a subsidiary                              |                               | -              | -                                                                  | -                 | -              | -                                        | -                              | -                   | -                | -                   | -                                              | -                                                                | (77,140)                  | (77,140)                   |
| Total changes in ownership interest in a subsidiary                       |                               | -              | -                                                                  | -                 | -              | -                                        | -                              | -                   | -                | -                   | -                                              | -                                                                | (77,140)                  | (77,140)                   |
| Total transactions with owners, recorded directly in shareholders' equity |                               | 283,945        | 45,270,487                                                         | -                 | -              | (22,870,152,073)                         | (43,583,783)                   | -                   | -                | -                   | (43,583,783)                                   | (22,868,181,424)                                                 | (829,842)                 | (22,869,011,266)           |
| Comprehensive income for the year                                         |                               |                |                                                                    |                   |                |                                          |                                |                     |                  |                     |                                                |                                                                  |                           |                            |
| Profit for the year                                                       |                               | -              | -                                                                  | -                 | -              | 26,011,284,407                           | -                              | -                   | -                | -                   | -                                              | 26,011,284,407                                                   | 2,621,642                 | 26,013,906,049             |
| Other comprehensive income                                                |                               | -              | -                                                                  | -                 | -              | 431,851,000                              | -                              | (10,894,848)        | 472,678,032      | (46,765,378)        | 415,017,806                                    | 846,868,806                                                      | 68,605                    | 846,937,411                |
| Total comprehensive income for the year                                   |                               | -              | -                                                                  | -                 | -              | 26,443,135,407                           | -                              | (10,894,848)        | 472,678,032      | (46,765,378)        | 415,017,806                                    | 26,858,153,213                                                   | 2,690,247                 | 26,860,843,460             |
| Balance as at December 31, 2022                                           | 2,974,209,736                 | 22,551,566,867 | (669,657,282)                                                      | 500,000,000       | 60,175,498,864 | 50,944,562                               | 161,186,663                    | -                   | (44,683,879)     | (10,341,410)        | 157,105,936                                    | 85,688,724,121                                                   | 127,630,450               | 85,816,354,571             |

The accompanying notes form an integral part of the financial statements.



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|------------------------------------------------------------------------------|----------------------------------|----------------|----------------|----------------|------------------------------------------|-----------------------------------|------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------|----------------------------------|
| Notes                                                                        | Retained earnings                |                |                |                | Other components of shareholders' equity |                                   |                        |                                                                                                        |                                                      |                                  |
|                                                                              | Issued and paid<br>share capital | Share premium  | Legal reserve  | Unappropriated | Reserve for<br>share-<br>based payment   | Gain on dilution<br>of investment | Fair value<br>reserves | Share of other<br>comprehensive gain (loss)<br>of subsidiaries<br>accounted for<br>using equity method |                                                      | Total<br>shareholders'<br>equity |
|                                                                              |                                  |                |                |                |                                          |                                   |                        | Share of other<br>comprehensive gain (loss)<br>of subsidiaries<br>accounted for<br>using equity method | Total other<br>components of<br>shareholders' equity |                                  |
| Balance as at January 1, 2021                                                | 2,973,554,313                    | 22,446,531,121 | 500,000,000    | 50,882,427,533 | 146,535,373                              | 161,186,663                       | 16,556,110             | (893,149,869)                                                                                          | (568,871,723)                                        | 76,233,641,244                   |
| Transactions with owners, recorded directly in<br>shareholders' equity       |                                  |                |                |                |                                          |                                   |                        |                                                                                                        |                                                      |                                  |
| Increase in share capital                                                    | 23                               | 371,478        | 59,765,259     | -              | -                                        | (60,136,737)                      | -                      | -                                                                                                      | (60,136,737)                                         | -                                |
| Share-based payment transaction                                              | 25                               | -              | -              | -              | -                                        | 8,129,709                         | -                      | -                                                                                                      | 8,129,709                                            | 8,129,709                        |
| Dividends paid                                                               | 34, 35                           | -              | -              | -              | (21,202,057,658)                         | -                                 | -                      | -                                                                                                      | -                                                    | (21,202,057,658)                 |
| Total transactions with owners, recorded directly<br>in shareholders' equity |                                  | 371,478        | 59,765,259     | -              | (21,202,057,658)                         | (52,007,028)                      | -                      | -                                                                                                      | (52,007,028)                                         | (21,193,927,949)                 |
| Comprehensive income for the year                                            |                                  |                |                |                |                                          |                                   |                        |                                                                                                        |                                                      |                                  |
| Profit for the year                                                          |                                  | -              | -              | -              | 26,922,145,655                           | -                                 | -                      | -                                                                                                      | -                                                    | 26,922,145,655                   |
| Other comprehensive income                                                   |                                  | -              | -              | -              | -                                        | -                                 | (3,643,354)            | 410,194,018                                                                                            | 406,550,664                                          | 406,550,664                      |
| Total comprehensive income for the year                                      |                                  | -              | -              | -              | 26,922,145,655                           | -                                 | (3,643,354)            | 410,194,018                                                                                            | 406,550,664                                          | 27,328,696,319                   |
| Balance as at December 31, 2021                                              |                                  | 2,973,925,791  | 22,506,296,380 | 500,000,000    | 56,602,515,530                           | 94,528,345                        | 161,186,663            | 12,912,756                                                                                             | (482,955,851)                                        | 82,368,409,614                   |

The accompanying notes form an integral part of the financial statements.

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|---------------------------------------------------------------------------|--------|-------------------------------|----------------|---------------|------------------|------------------------------------------|--------------------------------|---------------------|--------------------------------------------------------------------------------------------|------------------------------------------------|
|                                                                           | Notes  | Retained earnings             |                |               |                  | Other components of shareholders' equity |                                |                     |                                                                                            |                                                |
|                                                                           |        | Issued and paid share capital | Share premium  | Legal reserve | Unappropriated   | Reserve for share-based payment          | Gain on dilution of investment | Fair value reserves | Share of other comprehensive gain (loss) of subsidiaries accounted for using equity method | Total other components of shareholders' equity |
| Balance as at January 1, 2022                                             |        | 2,973,925,791                 | 22,506,296,380 | 500,000,000   | 56,602,515,530   | 94,528,345                               | 161,186,663                    | 12,912,756          | (482,955,851)                                                                              | (214,328,087)                                  |
| Transactions with owners, recorded directly in shareholders' equity       |        |                               |                |               |                  |                                          |                                |                     |                                                                                            |                                                |
| Increase in share capital                                                 | 23     | 283,945                       | 45,270,487     | -             | -                | (45,554,432)                             | -                              | -                   | -                                                                                          | (45,554,432)                                   |
| Share-based payment transaction                                           | 25     | -                             | -              | -             | -                | 1,970,649                                | -                              | -                   | -                                                                                          | 1,970,649                                      |
| Dividends paid                                                            | 34, 35 | -                             | -              | -             | (22,870,152,073) | -                                        | -                              | -                   | -                                                                                          | -                                              |
| Total transactions with owners, recorded directly in shareholders' equity |        | 283,945                       | 45,270,487     | -             | (22,870,152,073) | (43,583,783)                             | -                              | -                   | -                                                                                          | (43,583,783)                                   |
| Comprehensive income for the year                                         |        |                               |                |               |                  |                                          |                                |                     |                                                                                            |                                                |
| Profit for the year                                                       |        | -                             | -              | -             | 26,011,284,407   | -                                        | -                              | -                   | -                                                                                          | -                                              |
| Other comprehensive income                                                |        | -                             | -              | -             | 431,851,000      | -                                        | -                              | (1,244,799)         | 416,262,605                                                                                | 415,017,806                                    |
| Total comprehensive income for the year                                   |        | -                             | -              | -             | 26,443,135,407   | -                                        | -                              | (1,244,799)         | 416,262,605                                                                                | 415,017,806                                    |
| Balance as at December 31, 2022                                           |        | 2,974,209,736                 | 22,551,566,867 | 500,000,000   | 60,175,498,864   | 50,944,562                               | 161,186,663                    | 11,667,957          | (66,693,246)                                                                               | 157,105,936                                    |

The accompanying notes form an integral part of the financial statements.

## Statements of cash flows

Advanced Info Service Public Company Limited and its subsidiaries for the year ended December 31, 2022

UNIT : BAHT

|                                                                                                         | NOTES              | CONSOLIDATED          |                       | SEPARATE             |                    |
|---------------------------------------------------------------------------------------------------------|--------------------|-----------------------|-----------------------|----------------------|--------------------|
|                                                                                                         |                    | FINANCIAL STATEMENTS  |                       | FINANCIAL STATEMENTS |                    |
|                                                                                                         |                    | 2022                  | 2021                  | 2022                 | 2021               |
| <b>Cash flows from operating activities</b>                                                             |                    |                       |                       |                      |                    |
| Profit for the years                                                                                    |                    | 26,013,906,049        | 26,924,463,454        | 26,011,284,407       | 26,922,145,655     |
| Adjustments for                                                                                         |                    |                       |                       |                      |                    |
| Depreciation and amortization                                                                           | 13, 14, 16, 17, 30 | 52,901,992,714        | 53,374,025,722        | 165,110,750          | 139,962,092        |
| Finance income                                                                                          | 28, 35             | (126,466,956)         | (217,443,626)         | (558,875,555)        | (431,017,966)      |
| Finance costs                                                                                           | 31, 35             | 5,230,441,004         | 5,626,071,941         | 192,774,061          | 139,879,810        |
| (Reversal of) expected credit losses                                                                    |                    | 2,181,783,913         | 2,066,791,618         | 239,000              | (1,799,946)        |
| Share-based payment transaction                                                                         | 25                 | 1,970,649             | 8,129,709             | 1,970,649            | 8,129,709          |
| Loss for obsolete, decline in value and write-off inventories                                           | 9                  | 10,043,975            | 9,289,106             | -                    | -                  |
| Loss for unused equipment                                                                               | 13                 | 1,338,883,356         | 635,510,991           | -                    | -                  |
| Loss on terminate contract assets                                                                       |                    | 104,823,385           | 223,542,819           | -                    | -                  |
| (Gain)/Loss on sales and write-off of assets                                                            |                    | 26,768,323            | 29,433,916            | 419,311              | (4,970,608)        |
| Net unrealised loss on foreign exchange rate and fair value measurement of derivative assets            |                    | 520,777,406           | 242,558,226           | 513,951              | 2,236,976          |
| (Gain)/Loss on sales of investment                                                                      |                    | (11,072,045)          | -                     | 49,878,265           | -                  |
| Share of (profit)/loss of subsidiaries, associates and joint ventures accounted for using equity method | 10, 11             | 36,220,179            | 140,730,862           | (25,481,678,328)     | (26,189,272,844)   |
| Employee benefit expense                                                                                | 22                 | 208,024,755           | 202,593,812           | 45,521,516           | 30,156,197         |
| Tax expense                                                                                             | 32                 | 6,167,844,641         | 5,969,548,235         | 106,998,174          | 160,087,170        |
| Cash provided by operation before changes in operating assets and liabilities                           |                    | 94,605,941,348        | 95,235,246,785        | 534,156,201          | 775,536,245        |
| Changes in operating assets and liabilities                                                             |                    |                       |                       |                      |                    |
| Specifically-designated bank deposits                                                                   |                    | 400,479,710           | 528,973,398           | -                    | -                  |
| Trade and other current receivables                                                                     |                    | (3,523,133,649)       | (2,417,168,521)       | 168,596,996          | (142,565,162)      |
| Contract assets                                                                                         |                    | (408,118,833)         | (595,030,389)         | -                    | -                  |
| Inventories                                                                                             |                    | (1,745,027,678)       | 258,498,845           | -                    | -                  |
| Other current assets                                                                                    |                    | 74,754,686            | (527,885,173)         | (4,065,175)          | 4,874,327          |
| Other non-current assets                                                                                |                    | 352,915,676           | 123,453,100           | 27,393,917           | 214,139,369        |
| Trade and other current payables                                                                        |                    | (998,257,093)         | 1,012,583,961         | (120,552,843)        | (49,487,237)       |
| Provision for revenue sharing                                                                           |                    | -                     | (303,821,738)         | -                    | (313,293,998)      |
| Unearned income - mobile phone service                                                                  |                    | (368,327,478)         | (277,005,882)         | (372)                | -                  |
| Advanced received from customers                                                                        |                    | (400,479,710)         | (528,973,398)         | -                    | -                  |
| Other current liabilities                                                                               |                    | (45,014,516)          | 53,962,697            | (11,070,670)         | 10,916,900         |
| Other financial liabilities                                                                             |                    | (34,406,762)          | (5,174,726)           | -                    | -                  |
| Other non-current liabilities                                                                           |                    | (22,360,373)          | (26,903,604)          | -                    | -                  |
| Cash generated from operating activities                                                                |                    | 87,888,965,328        | 92,530,755,355        | 594,458,054          | 500,120,444        |
| Employee benefit paid                                                                                   | 22                 | (127,232,580)         | (116,055,634)         | (35,298,508)         | (24,044,541)       |
| Tax paid                                                                                                |                    | (6,356,815,389)       | (5,780,655,265)       | (98,384,082)         | (179,098,268)      |
| <b>Net cash provided by operating activities</b>                                                        |                    | <b>81,404,917,359</b> | <b>86,634,044,456</b> | <b>460,775,464</b>   | <b>296,977,635</b> |

The accompanying notes form an integral part of the financial statements.



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## Statements of cash flows (continued)

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FOR THE YEAR ENDED DECEMBER 31, 2022

UNIT : BAHT

|                                                                                                            | NOTES  | CONSOLIDATED            |                         | SEPARATE                |                         |
|------------------------------------------------------------------------------------------------------------|--------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                                                                                            |        | FINANCIAL STATEMENTS    |                         | FINANCIAL STATEMENTS    |                         |
|                                                                                                            |        | 2022                    | 2021                    | 2022                    | 2021                    |
| <b>Cash flows from investing activities</b>                                                                |        |                         |                         |                         |                         |
| Interest received                                                                                          |        | 133,673,149             | 219,702,005             | 529,585,349             | 332,644,290             |
| Purchase of property, plant, equipment and other intangible assets other than goodwill                     |        | (32,319,123,069)        | (25,786,081,883)        | (46,702,280)            | (27,716,676)            |
| Proceeds from sale of equipment                                                                            |        | 366,529,389             | 111,392,524             | 4,980,205               | 6,796,701               |
| Payment of spectrum licenses                                                                               | 21     | (11,039,200,000)        | (19,511,950,000)        | -                       | -                       |
| Net (increase) decrease in short-term loans to related parties                                             | 35     | -                       | -                       | 2,433,000,000           | (9,360,000,000)         |
| Net decrease in current investments                                                                        |        | 11,200,000              | -                       | -                       | -                       |
| Net (increase) decrease in investments in associates and joint ventures                                    | 11     | (165,736,881)           | (299,999,900)           | 210,763,119             | (299,999,900)           |
| Increase in investments in a subsidiary                                                                    | 10     | -                       | -                       | (999,700)               | -                       |
| Increase in long-term loan to a related party                                                              | 35     | -                       | (100,000,000)           | -                       | -                       |
| Dividend received                                                                                          |        | 16,799,944              | 15,000,000              | 20,724,742,819          | 23,064,685,442          |
| <b>Net cash provided by (used in) investing activities</b>                                                 |        | <b>(42,995,857,468)</b> | <b>(45,351,937,254)</b> | <b>23,855,369,512</b>   | <b>13,716,409,857</b>   |
| <b>Cash flows from financing activities</b>                                                                |        |                         |                         |                         |                         |
| Finance cost paid                                                                                          |        | (3,377,690,931)         | (3,692,107,561)         | (175,733,469)           | (132,175,607)           |
| Lease liabilities paid                                                                                     | 19     | (12,447,416,013)        | (11,882,214,110)        | (149,305,988)           | (119,136,035)           |
| Net increase (decrease) in short-term borrowings                                                           | 19, 35 | 5,000,000,000           | (4,900,000,000)         | -                       | -                       |
| Net increase (decrease) in short-term borrowings from related parties                                      | 19, 35 | -                       | -                       | (1,120,000,000)         | 760,000,000             |
| Proceed from long-term borrowings                                                                          | 19     | 5,700,000,000           | 8,600,000,000           | -                       | 6,500,000,000           |
| Repayments of long-term borrowings                                                                         | 19, 35 | (14,142,669,600)        | (13,884,860,000)        | -                       | -                       |
| Proceeds from issue of ordinary shares                                                                     |        | -                       | -                       | 25,846,399              | 35,086,745              |
| Net cash paid for purchase of a subsidiary from non-controlling interests                                  |        | (77,140)                | (880,000)               | -                       | -                       |
| Dividend paid                                                                                              | 34     | (22,870,904,775)        | (21,203,108,787)        | (22,870,152,073)        | (21,202,057,658)        |
| <b>Net cash used in financing activities</b>                                                               |        | <b>(42,138,758,459)</b> | <b>(46,963,170,458)</b> | <b>(24,289,345,131)</b> | <b>(14,158,282,555)</b> |
| Effect of exchange rate changes on balances held in foreign currencies                                     |        | 3,928,670               | (415,565)               | 381                     | 1,125                   |
| <b>Net increase (decrease) in cash and cash equivalents</b>                                                |        | <b>(3,725,769,898)</b>  | <b>(5,681,478,821)</b>  | <b>26,800,226</b>       | <b>(144,893,938)</b>    |
| Cash and cash equivalents as at January 1,                                                                 |        | 12,739,290,035          | 18,420,768,856          | 469,911,679             | 614,805,617             |
| <b>Cash and cash equivalents as at December 31,</b>                                                        | 5      | <b>9,013,520,137</b>    | <b>12,739,290,035</b>   | <b>496,711,905</b>      | <b>469,911,679</b>      |
| <b>Supplemental disclosures of cash flow information</b>                                                   |        |                         |                         |                         |                         |
| <b>Non-cash transactions</b>                                                                               |        |                         |                         |                         |                         |
| Outstanding debts arising from investments in capital expenditures, spectrum license and lease liabilities |        | 124,028,824,195         | 142,014,482,524         | 66,210,450              | 200,396,373             |
| Provision for revenue sharing presented net of accrued income                                              |        | -                       | 1,583,716,260           | -                       | 1,574,244,000           |

The accompanying notes form an integral part of the financial statements.



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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on February 9, 2023.

### 1. COMPANY OPERATIONS AND OTHER GENERAL INFORMATION

Advanced Info Service Public Company Limited (the “Company”) is incorporated in Thailand and has its registered office at 414 Phaholyothin Road, Samsen Nai, Phayathai, Bangkok, Thailand.

The Company was listed on the Stock Exchange of Thailand in November 1991.

As at December 31, 2022, Intouch Holdings Public Company Limited is a major shareholder, holding 40.44% (as at December 31, 2021 : 40.44%) of the authorised share capital of the Company and is incorporated in Thailand and Singtel Strategic Investments Pte Ltd. is a shareholder, holding 23.31% (as at December 31, 2021 : 23.31%) of the authorised share capital of the Company and is incorporated in Singapore.

The major principal business operations of the Company are to provide consulting and management services to its subsidiaries. The Company and its subsidiaries (the “Group”) are summarised as follows:

- 1) Advanced Wireless Network Co., Ltd. (“AWN”), a subsidiary, has been granted permission from the Office of the National Broadcasting and Telecommunications Commission (“NBTC”) to operate and service Cellular Mobile Telephone. AWN can use the granted frequencies under each license’s conditions to use the spectrum and is obliged to pay for the license fee at the bid price and comply with various condition of various frequency bands as follows:

| Frequency<br>Band | Range (MHz)                         | Grant period       |                    |
|-------------------|-------------------------------------|--------------------|--------------------|
|                   |                                     | Start              | End                |
| 700 MHz           | 723 - 733 MHz and 778 - 788 MHz     | January 15, 2021   | January 14, 2036   |
|                   | 733 - 738 MHz and 788 - 793 MHz     | April 1, 2021      | March 31, 2036     |
| 900 MHz           | 895 - 905 MHz and 940 - 950 MHz     | July 1, 2016       | June 30, 2031      |
| 1800 MHz          | 1725 - 1740 MHz and 1820 - 1835 MHz | November 26, 2015  | September 15, 2033 |
|                   | 1740 - 1745 MHz and 1835 - 1840 MHz | September 24, 2018 | September 15, 2033 |
| 2100 MHz          | 1950 - 1965 MHz and 2140 - 2155 MHz | December 7, 2012   | December 6, 2027   |
| 2600 MHz          | 2500 - 2600 MHz                     | February 21, 2020  | February 20, 2035  |
| 26 GHz            | 25.2 - 26.4 GHz                     | February 18, 2021  | February 17, 2036  |

- 2) Super Broadband Network Co., Ltd. (“SBN”), a subsidiary, has been granted permission from the Office of the National Broadcasting and Telecommunications Commission (“NBTC”) under the broadcasting network license for national non-frequency business. The license certificate (the “License”) No. B1-N21331-0001-60, dated on March 20, 2017, will expire on March 19, 2032. In addition, SBN has been granted licenses from NBTC for the operation of television broadcasting service on several channels for the period of 1 - 8 years each. SBN is obliged to comply with various conditions and pay fees within the time period as specified in the License.



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- 3) CS LoxInfo Public Company Limited (“CSL”), an indirect subsidiary, has been granted permission from the Office of the National Broadcasting and Telecommunications Commission (“NBTC”) under the Telecom Operation License type I, type II and type III to operate internet data centres, provide internet and satellite uplink-downlink services for domestic and international communications and distribute internet equipment. CSL has terminated the Internet Operation License Type III on December 19, 2022 onwards.

According to the conditions specified by NBTC, provided that the authorised licenses is not in significant violation of the conditions specified in the license, NBTC will consider renewing the license as a normal procedure.

Details of the Company’s subsidiaries, associates, and joint ventures as at December 31, are as follows:

| Name of the entities                                             | Type of business                                                                                                                                                               | Country of incorporation | Ownership interest (%) |       |  |
|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------------|-------|--|
|                                                                  |                                                                                                                                                                                |                          | 2022                   | 2021  |  |
| <b>Subsidiaries</b>                                              |                                                                                                                                                                                |                          |                        |       |  |
| Advanced Contact Center Company Limited                          | Service provider of call center                                                                                                                                                | Thailand                 | 99.99                  | 99.99 |  |
| Digital Phone Company Limited                                    | Ceased mobile phone operation                                                                                                                                                  | Thailand                 | 98.55                  | 98.55 |  |
| Advanced Magic Card Company Limited                              | Service provider of electronic payment network                                                                                                                                 | Thailand                 | 99.99                  | 99.99 |  |
| Advanced Mpay Company Limited                                    | Service provider of electronic payment and cash card                                                                                                                           | Thailand                 | 99.99                  | 99.99 |  |
| AIN GlobalComm Company Limited                                   | Service provider of international telephone service/gateway                                                                                                                    | Thailand                 | 99.99                  | 99.99 |  |
| Advanced Wireless Network Company Limited                        | Service provider of cellular telephone network, distributor of handsets and international telephone service, network operator, telecommunication service operator and internet | Thailand                 | 99.99                  | 99.99 |  |
| Super Broadband Network Company Limited                          | Network operator and telecom service operator, including as service provider of broadcasting network and television broadcasting service several channels                      | Thailand                 | 99.99                  | 99.99 |  |
| AIS Digital Life Company Limited                                 | Service provider of digital platform                                                                                                                                           | Thailand                 | 99.99                  | 99.99 |  |
| Fax Lite Company Limited                                         | Service provider of operation in space, land and building services, and related facilities                                                                                     | Thailand                 | 99.98                  | 99.98 |  |
| MIMO Tech Company Limited                                        | Developer of IT systems service provider of content aggregator and outsourcing service for billing and collection                                                              | Thailand                 | 99.99                  | 99.99 |  |
| Advanced Broadband Network Company Limited                       | As a holding company                                                                                                                                                           | Thailand                 | 99.99                  | 99.99 |  |
| Advanced Digital Distribution Company Limited                    | Service provider of insurance broker                                                                                                                                           | Thailand                 | 99.99                  | 99.99 |  |
| LearnDi Company Limited                                          | Service provider of training                                                                                                                                                   | Thailand                 | 99.99                  | 99.99 |  |
| AIS DC Venture Company Limited                                   | As a holding company                                                                                                                                                           | Thailand                 | 99.97                  | -     |  |
| <b>Indirect Subsidiaries</b>                                     |                                                                                                                                                                                |                          |                        |       |  |
| Advanced Datanetwork Communications Company Limited <sup>2</sup> | Under liquidation process                                                                                                                                                      | Thailand                 | 51.00 <sup>1</sup>     | 51.00 |  |
| CS LoxInfo Public Company Limited                                | Service provider of internet data center services, internet and distribute internet equipment                                                                                  | Thailand                 | 99.68 <sup>3</sup>     | 99.68 |  |



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| Name of the entities                                     | Type of business                                                                   | Country of incorporation | Ownership interest (%) |                    |
|----------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------|------------------------|--------------------|
|                                                          |                                                                                    |                          | 2022                   | 2021               |
| Teleinfo Media Public Company Limited                    | Service provider of the online advertising and being the outsourced contact center | Thailand                 | 99.99 <sup>1</sup>     | 99.99 <sup>1</sup> |
| AD Venture Public Company Limited                        | Service provider of mobile contents, develop application and digital marketing     | Thailand                 | 99.99 <sup>1</sup>     | 99.99 <sup>1</sup> |
| Yellow Pages Commerce Company Limited                    | Service provider of online advertising business                                    | Thailand                 | 99.94 <sup>1</sup>     | 99.94 <sup>1</sup> |
| <b>Associates</b>                                        |                                                                                    |                          |                        |                    |
| Information Highway Company Limited                      | Service provider of transmission network                                           | Thailand                 | 29.00 <sup>1</sup>     | 29.00 <sup>1</sup> |
| Choco Card Enterprise Co., Ltd.                          | Develop a customer relationship management system                                  | Thailand                 | 17.35 <sup>1</sup>     | -                  |
| Datafarm Co., Ltd.                                       | Service provider of penetration testing and IT audit                               | Thailand                 | 25.00 <sup>1</sup>     | -                  |
| Swift Dynamics Co., Ltd.                                 | Providing software and consulting service using IoT technology                     | Thailand                 | 16.67 <sup>1</sup>     | -                  |
| GSA Data Centre Company Limited                          | Data Centre business                                                               | Thailand                 | 25.00 <sup>1</sup>     | -                  |
| <b>Joint Ventures</b>                                    |                                                                                    |                          |                        |                    |
| Amata Network Company Limited                            | Service provider of infrastructure developer of fibre optic network                | Thailand                 | 60.00 <sup>1</sup>     | 60.00 <sup>1</sup> |
| Rabbit - Line Pay Company Limited                        | Service provider of electronic money and electronic payment service business       | Thailand                 | 33.33 <sup>1</sup>     | 33.33 <sup>1</sup> |
| Digital Games International Private Limited <sup>4</sup> | Service provider of games online                                                   | Singapore                | -                      | 33.33 <sup>1</sup> |
| Saha Advance Network Company Limited                     | Service provider of infrastructure developer of fibre optic network                | Thailand                 | 70.00 <sup>1</sup>     | 70.00 <sup>1</sup> |
| AISCB Company Limited <sup>5</sup>                       | Service provider of digital lending via online platform                            | Thailand                 | -                      | 50.00              |

<sup>1</sup> % ownership interest in indirect subsidiaries, an associate and joint ventures are presented by ownership interest held by subsidiaries.

<sup>2</sup> On September 1, 2020, Advanced Datanetwork Communications Company Limited (“ADC”) registered for liquidation with the Ministry of Commerce. On December 31, 2022, ADC has cash and cash equivalent of Baht 101 million presented in cash and cash equivalent of consolidated financial statement and the other items are not significant to consolidated financial statement.

<sup>3</sup> During the year ended December 31, 2022, Awn purchased 8,800 additional ordinary shares of CSL at the price of Baht 8.80 per share, totaling Baht 0.08 million. As at December 31, 2022, Awn held 592,633,324 ordinary shares of CSL or equivalent to 99.68% of total issued and paid-up shares of CSL. (As at December 31, 2021, Awn held 592,624,524 ordinary shares of CSL or equivalent to 99.68% of total issued and paid-up shares of CSL).

<sup>4</sup> During the first quarter ended March 31, 2022, AIS Digital Life Company Limited (“ADL”) entered into a Share Sales & Purchase Agreement to swap 51% of its holding of Digital Games International Private Limited (“DGI”)’s shares with iCANDY Interactive Ltd (“iCandy”). As a result, ADL’s holdings in DGI reduced to 4,900,000 shares, representing a 16.33% interest in the issued share capital of DGI. In the third quarter ended September 30, 2022, ADL swapped all of its remaining shares in DGI for shares in iCandy. As a result, as at December 31, 2022, ADL has no shares in DGI.

<sup>5</sup> On December 29, 2022, the Company disposed all investment in AISCB Company Limited to the SCB X Public Company Limited.

The Group and the Company have extensive transactions and relationships with the related parties. Accordingly, the accompanying financial statements may not necessarily be indicative of the conditions that would have existed or the results of operations that would have occurred if the Group and the Company had operated without such affiliation.



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## 2. BASIS FOR PREPARATION AND PRESENTATION OF THE FINANCIAL STATEMENTS

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies, described in the notes, have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

## 3. CHANGE IN ACCOUNTING POLICY

From January 1, 2022, the Group has adopted TFRS 9 Financial Instruments and TFRS 7 Financial Instruments: Disclosures which have been amended in respect to Interbank Offer Rate (IBOR) reform - Phase 2 (Phase 2 amendments). The detail of the accounting policies are disclosed in note 4(c).

The Phase 2 amendments are applicable when an existing interest rate benchmark is replaced by another interest rate benchmark. The Phase 2 amendments provide a practical expedient that modifications to asset and liability values as a direct consequence of the interest rate benchmark reform and the new basis for determining the contractual cash flows is economically equivalent to the previous basis (i.e. the basis immediately preceding the change), can be accounted for by only updating the effective interest rate.

Additionally, hedge accounting is not discontinued solely because of the replacement of another interest rate benchmark. Hedging relationships (and related documentation) must instead be amended to reflect modifications to the hedged item, hedging instrument and hedged risk.

## 4. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared under the measurement basis of historical cost except as disclosed in the significant accounting policies as follows:

### (a) *Basis of consolidation*

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interests in its associates and joint ventures.

#### *Business combinations*

The Group and the Company apply the acquisition method for all business combinations when control is transferred to the Group other than those with entities under common control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, the Group and the Company take into consideration potential voting rights that currently are exercisable. The acquisition date is the date on which control is transferred to the acquirer. Judgment is applied in determining the acquisition date and determining whether control is transferred from one party to another.

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Goodwill is measured as the fair value of the consideration transferred including the recognised amount of any non-controlling interest in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group and the Company to the previous owners of the acquiree, and equity interests issued by the Group and the Company. Consideration transferred also includes the fair value of any contingent consideration and share-based payment awards of the acquiree that are replaced mandatorily in the business combination. If a business combination results in the termination of pre-existing relationships between the Group and the Company and the acquiree, then the lower of the termination amount, as contained in the agreement, and the value of the off-market element is deducted from the consideration transferred and recognised in other expenses.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

The Group and the Company measure any non-controlling interest (NCI) at its proportionate interest in the identifiable net assets of the acquiree.

Transaction costs that the Group and the Company incur in connection with a business combination such as legal fees, other professional and consulting fees are expensed as incurred.

### *Acquisitions from entities under common control*

Business combinations of entities or businesses under common control are accounted for using a method similar to the pooling of interest method and in accordance with the Guideline issued in 2009 by the Federation of Accounting Professions.

### *Subsidiaries*

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

### *Loss of control*

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognised in the statement of profit or loss and the statement of profit or loss and other comprehensive income. Any interest retained in the former subsidiary is measured at fair value when control is lost.

### *Interests in equity - accounted investees*

The Group's interests in equity-accounted investees comprise interests in an associate and joint ventures.

The Company's interests in equity-accounted investees comprise interests in subsidiaries.

Associate is entity in which the Group has significant influence, but not control or joint control, over the financial and operating policies.



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Joint venture is a joint arrangement whereby the parties that have a joint control arrangement have rights to the net assets of the arrangement. The investment in a joint venture is accounted for in the consolidated financial statements using the equity method and is recognised initially at cost.

Interests in an associate, subsidiaries and joint ventures are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated and separate financial statements include the Group's and the Company's share of profit or loss of equity-accounted investees in the profit or loss and other comprehensive income, until the date on which significant influence or joint control ceases.

### *Transactions eliminated on consolidation*

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

### **(b) Foreign currencies**

Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency (Thai Baht) of the Group at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the foreign exchange rates ruling at that date. Foreign exchange differences arising on translation are recognised in the statement of profit or loss.

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to the functional currency using the foreign exchange rates ruling at the dates of the transactions.

### **(c) Financial instruments**

Financial assets and financial liabilities are recognised in the Group and the Company consolidated statement of financial position and separate statement of financial position when the Group and the Company becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issuance of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

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### Financial assets

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### *Classification of financial assets*

Debt instruments that meet the following conditions are measured subsequently at amortised cost;

- The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss (FVTPL).

Despite the foregoing, the Group and the Company may make the following irrevocable election/designation at initial recognition of a financial asset;

- The Group and the Company may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met (see (2) below); and
- The Group and the Company may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch (see (3) below).

#### (1) Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

Interest income is recognised in profit or loss and is included in the “finance income” line item.

#### (2) Equity instruments classified as at FVTOCI

On initial recognition, the Group and the Company may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognised by an acquirer in a business combination.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs.

Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gain or loss is not be classified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

The Group and the Company have designated all investments in equity instruments that are not held for trading as at FVTOCI on initial application of TFRS 9.



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### (3) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI (see (1) to (2) above) are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship (see hedge accounting policy). The net gain or loss recognised in profit or loss and is included in the “gain (loss) from fair value measurement of derivative assets” line item. Fair value is determined in the manner described in Note 4(w).

#### *Impairment of financial assets*

The Group and the Company recognise a loss allowance for expected credit losses on trade receivables and contract assets. The amount of expected credit losses is updated at each reporting period date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group and the Company always recognise lifetime ECL for trade receivables and contract assets. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group and the Company’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

### (1) Write-off policy

The Group and the Company write-off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery. Financial assets written-off may still be subject to enforcement activities under the Group’s and the Company’s recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

### (2) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. As for the exposure at default, for financial assets, this is represented by the asset’s gross carrying amount at the reporting date.

If the Group and the Company have measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group and the Company measure the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which simplified approach was used.

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### Financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL.

A financial liability may be designated as at FVTPL upon initial recognition if;

- Such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- The financial liability is managed and its performance is evaluated on a fair value basis, in accordance with the Group's and the Company's documented risk management or investment strategy, and information about the grouping is provided internally on that basis.

Financial liabilities measured subsequently at amortised cost.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

### Derivative financial instruments

The Group and the Company enter into a variety of derivative financial instruments to manage its exposure to interest rate and foreign exchange rate risks, including foreign exchange forward contracts and interest rate swaps.

Derivatives are recognised initially at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. Derivatives are not offset in the financial statements. A derivative is presented as a non-current asset or non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.



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### Hedge accounting

The Group designates certain derivatives as hedging instruments in respect of interest rate risk in cash flow hedges.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is effective in offsetting changes in fair value or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements;

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of credit risk does not dominate the value changes that result from that economic relationships; and
- The hedged ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

#### *Interest rate benchmark reform*

When the basis of determining the contractual cash flows of a financial asset or financial liability measured at amortised cost changed as a result of interest rate benchmark reform (IBOR reform), the Group first updated the effective interest rate of the financial asset or financial liability to reflect the change that is required by IBOR reform. If there were any other additional changes, the Group applied the policies on accounting for modifications to those changes.

#### *Hedges directly affected by IBOR reform*

When the basis for determining the contractual cash flows of the hedged item or hedging instrument changes as a result of IBOR reform and therefore there is no longer uncertainty arising about the cash flows of the hedged item or the hedging instrument, the Group amends the hedge documentation of that hedging relationship to reflect the changes required by IBOR reform. For this purpose, the hedge designation is amended once the following changes:

- designating an alternative benchmark rate as the hedged risk;
- updating the description of the hedged item, including the description of the designated portion of the cash flows or fair value being hedged

The Group amends the formal hedge documentation by the end of the reporting period during which a change required by IBOR reform is made to the hedged risk, hedge item or hedging instrument. These amendments in the formal hedge documentation do not constitute the discontinuation of the hedging relationship or the designation of a new hedging relationship.

If changes are made in addition to those changes required by IBOR reform, then the Group first considers whether those additional changes result in the discontinuation of the hedge accounting relationship. If the additional changes do not result in the discontinuation of the hedge accounting relationship, then the Group amends the formal hedge documentation for changes required by IBOR reform as mentioned above.



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When the interest rate benchmark on which the hedged future cash flows had been based is changed as required by IBOR reform, for the purpose of determining whether the hedged future cash flows are expected to occur, the Group deems that the hedging reserve recognised in OCI for that hedging relationship is based on the alternative benchmark rate on which the hedged future cash flows will be based.

### *Cash flow hedges*

The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualified as cash flow hedges is recognised in other comprehensive income.

The Group designates only the change in fair value of the spot element of interest rate swap as the hedging instrument in cash flow hedging relationships. The change in fair value of the forward element of interest rate swap is recognised in a cash flow hedging reserve within equity.

For all other hedged forecast transactions, the amount accumulated in the cash flow hedging reserve is reclassified to profit or loss in the same period or periods during which the hedged expected future cash flows affect profit or loss.

If the hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expired, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the cash flow hedging reserve remains in equity until, for a hedge of a transaction resulting in the recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the cash flow hedging reserve are immediately reclassified to profit or loss.

### **(d) Cash and cash equivalents**

Cash and cash equivalents comprise cash, cash at banks being types of current accounts, saving accounts and fixed accounts not exceeding 3 months, excluding cash at banks used as collateral, and highly liquid short-term investments with original maturities of three months or less.

### **(e) Trade and other current receivables**

Trade and other current receivables are stated at cost less allowance for expected credit losses.

The allowance for expected credit losses has disclosed in Note 7.

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### (f) **Inventories**

Inventories comprise mobile phones, sim cards and spare parts used for repairs and services.

Inventories are stated at the lower of cost and net realisable value. The Group's and the Company's cost of inventories are calculated by using moving weighted average method.

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

An allowance for obsolescence and decline in value are made for all deteriorated, changed, obsolete and slow-moving inventories.

### (g) **Investments**

#### *Investments in subsidiaries, associates and joint ventures*

Investments in subsidiaries in the separate financial statements of the Company and investments in associates and joint ventures in the consolidated and separate financial statements are accounted for using the equity method.

#### *Investments in fixed deposit at banks*

Fixed deposit at bank is classified as part of current investment with maturities over three months, not exceeding one year.

### (h) **Property, plant and equipment**

#### *Recognition and measurement*

#### *Owned assets*

Property is stated at cost less allowance for impairment (if any).

Plant and equipment are stated at cost less accumulated depreciation and allowance for impairment loss.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items for each major components of property, plant and equipment.

Gains or losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised net in the statement of profit or loss.



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Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the statement of profit or loss as incurred.

Depreciation

Depreciation is calculated based on the depreciable amount, which is the cost of plant and equipment, or other amount substituted for cost, less its residual value.

Depreciation is recognised in the statement of profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. The estimated useful lives are as follows:

|                                          |        |       |
|------------------------------------------|--------|-------|
| Buildings and building improvements      | 5 - 30 | years |
| Leasehold building improvements          | 5, 10  | years |
| Computer, tools and equipment            | 3 - 20 | years |
| Furniture, fixtures and office equipment | 2 - 18 | years |
| Vehicles                                 | 5      | years |

The Group and the Company have no depreciation provided on freehold land and assets under construction and installation.

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(i) Right-of-use assets and Lease liabilities

The Group and the Company as lessee

The Group and the Company assess whether a contract is or contains a lease, at inception of the contract. The Group and the Company recognise a right-of-use asset and corresponding lease liability with respect to all lease arrangements in which it is the lease, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group and the Company recognise the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leases assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group and the Company use its incremental borrowing rate.

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Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lease under residual value guarantees;
- The exercise price of purchase options, if the lease is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated statement of financial position and the separate statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group and the Company remeasure the lease liability (and make a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a yield interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group and the Company incur an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under TAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group and the Company expect to exercise a purchase option, the related right-of-use is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.



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Depreciation of right-of-use assets are calculated by reference to their costs on a straight-line basis over the shorter of the lease term as follows:

|                       |        |       |
|-----------------------|--------|-------|
| Land and Buildings    | 1 - 11 | years |
| Spectrum Licenses     | 6      | years |
| Leasehold for Towers  | 9      | years |
| Equipment for Telecom | 1 - 15 | years |
| Office Buildings      | 1 - 5  | years |
| Vehicles              | 1 - 5  | years |

The right-of-use assets are presented as a separate line in the consolidated statement of financial position and the separate statement of financial position.

The Group and the Company applied TAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the “Property, Plant and Equipment” policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line “Other expenses” in profit or loss.

As a practical expedient, TFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group and the Company have used this practical expedient.

*The Group as lessor*

The Group enters into lease agreements as a lessor with respect to some of space and equipment.

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sub-lease as two separate contracts. The sub-lease is classified as a finance lease or operating lease by reference to the right-of-use asset arising from the head lease.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group’s net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group net investment outstanding in respect of the leases.

When a contract includes both lease and non-lease components, the Group applies TFRS 15 to allocate the consideration under the contract to each component.



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(j) Intangible assets

Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. The measurement of goodwill at initial recognition is described in Note 4(a). Subsequent to initial recognition, goodwill is measured at cost less impairment losses. In respect of equity-accounted investees, the carrying amount of goodwill is included in the carrying amount of the investment, and an impairment loss on such an investment is not allocated to any asset, including goodwill, that forms part of the carrying amount.

Spectrum licenses

Spectrum licenses represent with its value measured at the cash equivalent price based on the present value of the installments. The difference between the total payment to be made and the cash equivalent price is recognised as finance cost over the license fee payment period, with the cost being amortised starting on date of the license effective.

Other intangible assets

Other intangible assets are consist of customer relationship, customer contracts, fibre optics licenses and software licenses which are acquired by the Group and the Company, which have finite useful lives, are measured at cost less accumulated amortisation and impairment losses (if any).

Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in the statement of profit or loss.

Amortisation

Amortisation is based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortisation is recognised in the statement of profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

The estimated useful lives are as follows:

|                       |                                     |
|-----------------------|-------------------------------------|
| Spectrum licenses     | Over the license period             |
| Customer relationship | 5 years                             |
| Customer contracts    | 5 years                             |
| Fibre optics licenses | Over the remaining agreement period |
| Software licenses     | 3 - 10 years                        |

The Group and the Company have no amortisation provided on assets under installation.

Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

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(k) Other assets

Deferred charges

Deferred charges represent international circuit and cost of motion picture production, and are stated at cost less accumulated amortisation and impairment losses (if any).

Amortisation

Amortisation is based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortisation is recognised in the statement of profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. The estimated useful lives are as follows:

|                                   |                           |
|-----------------------------------|---------------------------|
| International circuit             | Over the agreement period |
| Cost of motion picture production | Over the agreement period |

(l) Impairment

The carrying amounts of the Group’s and the Company’s assets are reviewed at the end of the reporting period to determine whether there is any indication of impairment. If any such indication exists, the assets’ recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognised in the statement of profit or loss.

Calculation of recoverable amount

The recoverable amount of a non-financial asset is the greater of the assets’ value in use or fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment

An impairment loss in respect of goodwill is not reversed.

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised in the statement of profit or loss.

Impairment losses recognised in prior periods in respect of other non-financial assets are assessed at the end of the reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset’s carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.



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### **(m) Interest-bearing liabilities**

Interest-bearing liabilities are recognised initially at fair value less attributable transaction charges. Subsequent to initial recognition, interest-bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognised in the statement of profit or loss over the period of the borrowings on an effective interest basis.

### **(n) Trade and other current payables**

Trade and other current payables are stated at cost.

### **(o) Employee benefits**

#### *Provident fund*

The Group and the Company had a provident fund which is a defined contribution plan. The fund's asset of the provident fund is separated from the Group's and the Company's asset and has been managed by a licensed fund manager. The provident fund receives a cash contribution from employee and the related Group and the Company. The contribution expenditure of the provident fund is recognised as expense in the statement of profit or loss of the reporting period that transaction occurred.

#### *Post-employment benefit and long-term service award*

The provision in respect of post-employment benefits that provide compensation according to labour law and long-term service award are recognised in the Group's and the Company's financial statements based on calculations by a qualified actuary using the projected unit credit method.

The Group and the Company recognised all gains (losses) on remeasurements of defined benefit plans arising from provisions for employee benefit in statement of profit or loss and other comprehensive income and all expenses related to provisions for employee benefit in the statement of profit or loss.

#### *Termination benefits*

Termination benefits are recognised as an expense in the statement of profit or loss when the Group and the Company are committed demonstrably, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy or the Group and the Company have made an offer of voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably. If benefits are payable more than 12 months after the end of the reporting period, then they are discounted to their present value.

#### *Short-term employee benefits*

Short-term employee benefit obligations are measured on an undiscounted basis and are recognised as an expense in the statement of profit or loss as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus or profit sharing plans if the Group and the Company have a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.



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### *Share-based payments*

The Group measured the expense of the Project by reference to the fair value of the equity instrument granted at the grant date.

The expense of the Project is recognised in the statement of profit or loss from operation corresponding to the increase in “reserve for share-based payment transaction” in shareholders’ equity over the periods in which the service conditions are fulfilled.

### **(p) Provisions**

A provision is recognised if, as a result of a past event, the Group and the Company have a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

### **(q) Recognition of revenue and expense**

#### *Revenue recognition*

Revenue is measured at the fair value of the standalone selling price of each performance obligation in contracts.

Revenue from sale of goods is recognised in the statement of profit or loss when control is passed to the buyer.

Revenue from rendering of services from providing internet and other services is recognised when the services are transferred to customers.

Revenue from design contract and installation of internet network, computer and communication (“ICT”) is recognised based on the percentage of completion at the end of reporting period and in the period which the services were provided.

Revenue from contracts with multiple elements are allocated by fair value of standalone selling price in each performance obligation. In case of contracts have both obligations to perform at point of time and overtime, difference from revenue recognition and performance obligations at the beginning of contracts is recognised as contract assets or contract liabilities and recognised over the contracts periods.

Contract assets are stated at net book value after allowance for terminate contracts.

Allowance for terminate contracts is mostly assessed primarily on analysis of payment histories, future expectations of customer payments and cancellation contracts history. Contract assets will be written off when contracts are cancelled.

#### *Costs of obtaining a contract*

Cost of obtaining the contract is the commission paid to acquire the contract with the customers. It is recorded as an asset stated at net book value after allowance for impairment (if any) and recognised as an expense systematically over the contract periods in accordance with the revenue recognition from contracts. In case of costs of obtaining a contract’s amortisation period is less than 1 year, the Group and the Company will recognise costs of obtaining a contract as expenses when incurred.



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### *Rental income*

Rental income from rental equipment is recognised in the statement of profit or loss and on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income.

### *Interest income*

Interest income is recognised in the statement of profit or loss on the accrual basis.

### *Expense*

Expense is recognised in the statement of profit or loss on the accrual basis.

### **(r) Finance costs**

Finance costs comprise interest expense on borrowings, unwinding of the discount on provisions and contingent consideration, fair value losses on financial assets at fair value through the statement of profit or loss, impairment losses recognised on financial assets (other than trade receivables), and losses on hedging instruments that are recognised in the statement of profit or loss.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in the statement of profit or loss using the effective interest method.

### **(s) Tax expenses**

Tax expense for the year comprises current and deferred tax. Current and deferred tax are recognised in the statement of profit or loss except to the extent that they relate to a business combination, or items recognised directly in shareholders' equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted and any tax adjustment items in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group and the Company expect, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they adjust, using tax rates enacted or substantively enacted at the end of the reporting period.

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In determining the amount of current and deferred tax, the Group and the Company take into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group and the Company believe that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group and the Company to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the reporting period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at the end of the reporting period and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

## (t) *Earnings per share*

The Group and the Company present basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group and the Company by the weighted average number of ordinary shares outstanding during the year, adjusted for own shares held. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding adjusted with own shares held and the effects of all dilutive potential ordinary shares, which comprise convertible notes and share options granted to employees.

## (u) *Segment financial information*

Segment results that are reported to the Group's chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

## (v) *Use of management's judgement*

The preparation of financial statements in conformity with Thai Financial Reporting Standards ("TFRSs") also requires the Group's and the Company's management to exercise judgments in order to determine the accounting policies, estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the end of the reporting period and the reported amounts of revenue and expense during the year. Although these estimates are based on management's reasonable consideration of current events, actual results may differ from these estimates.

Significant judgements in applying accounting policies are as follows:

### *The recognition cost of assets and depreciation method*

Recognition of cost of assets incurred as part of the carrying amount of property, plant and equipment and intangible assets ended when the management has determined that the assets are in a working condition for their intended use of the management. Moreover, the accounting policies regarding to depreciation methods and estimated useful life of the asset requires management's judgments to be reviewed each financial year.

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### *Impairment*

The Group shall assess the assets balance at the statement of financial position whether there is any indication that an asset may be impaired. If any such indication exists, the Group shall estimate the recoverable amount of the asset.

### *Recognition of deferred tax assets associated with tax losses carryforward*

Deferred tax assets are recognised to the extent that it is probable that it will be utilised in the future and the Company has assessed it to be probable that the Company will generate taxable income sufficient to fully utilise the tax losses that exist.

### *Significant commercial disputes and litigations*

Item required to use management judgement in provision estimation from significant disputes and litigations because the outcome of litigations has not been finalised.

### **(w) Fair value measurements**

Fair value is the price that would be received from selling an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group and the Company take into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements are determined on such basis.

In addition, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs are unobservable inputs for the asset or liability.

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### 5. CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at December 31, are as follows:

|                                                         | Notes | Consolidated<br>financial statements |               | Unit: Million Baht<br>Separate<br>financial statements |            |
|---------------------------------------------------------|-------|--------------------------------------|---------------|--------------------------------------------------------|------------|
|                                                         |       | 2022                                 | 2021          | 2022                                                   | 2021       |
| Cash on hand                                            |       | 15                                   | 15            | 1                                                      | 1          |
| Cash at bank - current accounts                         | 35    | 2,230                                | 977           | 2                                                      | (4)        |
| Cash at bank - savings accounts                         | 35    | 7,748                                | 13,127        | 494                                                    | 473        |
| Cash at bank - fixed accounts<br>not exceeding 3 months |       | 1                                    | 1             | -                                                      | -          |
|                                                         |       | 9,994                                | 14,120        | 497                                                    | 470        |
| <u>Less</u> Specifically - designated<br>bank deposits  | 6     | (980)                                | (1,381)       | -                                                      | -          |
| <b>Total</b>                                            |       | <b>9,014</b>                         | <b>12,739</b> | <b>497</b>                                             | <b>470</b> |

The currencies denomination of cash and cash equivalents as at December 31, are as follows:

|                 | Notes | Consolidated<br>financial statements |               | Unit: Million Baht<br>Separate<br>financial statements |            |
|-----------------|-------|--------------------------------------|---------------|--------------------------------------------------------|------------|
|                 |       | 2022                                 | 2021          | 2022                                                   | 2021       |
| Thai Baht (THB) |       | 8,816                                | 12,610        | 497                                                    | 470        |
| US Dollar (USD) | 36    | 114                                  | 52            | -                                                      | -          |
| Euro (EUR)      | 36    | 84                                   | 77            | -                                                      | -          |
| <b>Total</b>    |       | <b>9,014</b>                         | <b>12,739</b> | <b>497</b>                                             | <b>470</b> |

As at December 31, 2022, the effective interest rate of the Group and the Company on cash and cash equivalents are 0.05% - 1% and 0.05% - 1% per annum, respectively (as at December 31, 2021: 0.01% - 1.95% and 0.01% - 0.35% per annum, respectively).

### 6. SPECIFICALLY-DESIGNATED BANK DEPOSITS

In order to comply with the Notification of the Bank of Thailand applicable to the electronic cash card business, the subsidiaries held deposits at call with banks not less than to the subsidiaries' outstanding balance of advance received from customers which cannot be used for other purposes apart from payments to service providers in the consolidated financial statements as at December 31, 2022 amounting to Baht 980 million (as at December 31, 2021 : amounting to Baht 1,381 million).

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### 7. TRADE AND OTHER CURRENT RECEIVABLE

Trade and other current receivables as at December 31, are as follows:

|                                                                        | Notes | Consolidated<br>financial statements |                | Unit: Million Baht<br>Separate<br>financial statements |             |
|------------------------------------------------------------------------|-------|--------------------------------------|----------------|--------------------------------------------------------|-------------|
|                                                                        |       | 2022                                 | 2021           | 2022                                                   | 2021        |
| <b>Trade receivables</b>                                               |       |                                      |                |                                                        |             |
| Related parties                                                        | 35    |                                      |                |                                                        |             |
| Trade receivables                                                      |       | 97                                   | 83             | 45                                                     | 211         |
| Accrued income                                                         |       | 36                                   | 60             | -                                                      | 5           |
|                                                                        |       | <u>133</u>                           | <u>143</u>     | <u>45</u>                                              | <u>216</u>  |
| Other parties                                                          |       |                                      |                |                                                        |             |
| Trade receivables                                                      |       | 11,169                               | 10,064         | 101                                                    | 103         |
| Accrued income                                                         |       | 6,835                                | 6,689          | -                                                      | -           |
|                                                                        |       | <u>18,004</u>                        | <u>16,753</u>  | <u>101</u>                                             | <u>103</u>  |
| <b>Total trade receivables</b>                                         |       | <u>18,137</u>                        | <u>16,896</u>  | <u>146</u>                                             | <u>319</u>  |
| Less Allowance for expected credit losses                              |       | <u>(1,723)</u>                       | <u>(1,677)</u> | <u>(93)</u>                                            | <u>(95)</u> |
| <b>Trade receivables - net</b>                                         |       | <u>16,414</u>                        | <u>15,219</u>  | <u>53</u>                                              | <u>224</u>  |
| <b>Other current receivables</b>                                       |       |                                      |                |                                                        |             |
| Prepaid expense                                                        |       | 1,277                                | 1,093          | 39                                                     | 37          |
| Account receivables - cash card/<br>refill on mobile                   |       | 28                                   | 53             | -                                                      | -           |
| Value-added tax receivable                                             |       | 153                                  | 170            | -                                                      | -           |
| Others                                                                 | 35    | 30                                   | 17             | 191                                                    | 161         |
| <b>Total other current receivables</b>                                 |       | <u>1,488</u>                         | <u>1,333</u>   | <u>230</u>                                             | <u>198</u>  |
| <b>Total trade and other current receivables</b>                       |       | <u>17,902</u>                        | <u>16,552</u>  | <u>283</u>                                             | <u>422</u>  |
| (Reversal of) Expected credit loss<br>for the years ended December 31, |       | <u>1,966</u>                         | <u>1,838</u>   | <u>(7)</u>                                             | <u>(11)</u> |

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Aging analysis for trade receivables are as follows:

|                                                  | Consolidated<br>financial statements |                | Unit: Million Baht<br>Separate<br>financial statements |             |
|--------------------------------------------------|--------------------------------------|----------------|--------------------------------------------------------|-------------|
|                                                  | 2022                                 | 2021           | 2022                                                   | 2021        |
| <b>Related parties</b>                           |                                      |                |                                                        |             |
| Current - overdue 3 months                       | 107                                  | 127            | 45                                                     | 216         |
| Overdue 3 - 6 months                             | 17                                   | 6              | -                                                      | -           |
| Overdue 6 - 12 months                            | 4                                    | 5              | -                                                      | -           |
| Overdue over 12 months                           | 5                                    | 5              | -                                                      | -           |
|                                                  | <u>133</u>                           | <u>143</u>     | <u>45</u>                                              | <u>216</u>  |
| <b>Other parties</b>                             |                                      |                |                                                        |             |
| Current - overdue 3 months                       | 16,414                               | 15,439         | -                                                      | -           |
| Overdue 3 - 6 months                             | 775                                  | 745            | -                                                      | -           |
| Overdue 6 - 12 months                            | 406                                  | 288            | -                                                      | -           |
| Overdue over 12 months                           | 409                                  | 281            | 101                                                    | 103         |
|                                                  | <u>18,004</u>                        | <u>16,753</u>  | <u>101</u>                                             | <u>103</u>  |
| <u>Less</u> Allowance for expected credit losses | <u>(1,723)</u>                       | <u>(1,677)</u> | <u>(93)</u>                                            | <u>(95)</u> |
|                                                  | <u>16,281</u>                        | <u>15,076</u>  | <u>8</u>                                               | <u>8</u>    |
| <b>Trade receivables - net</b>                   | <u>16,414</u>                        | <u>15,219</u>  | <u>53</u>                                              | <u>224</u>  |

The normal credit term granted by the Group and the Company ranges from 14 days to 120 days.

The following table shows the movement in lifetime expected credit losses that has been recognised for trade receivables by collectively assessed in accordance with the simplified approach set out in TFRS 9.

|                                                 | Consolidated<br>financial statements |                | Unit: Million Baht<br>Separate<br>financial statements |             |
|-------------------------------------------------|--------------------------------------|----------------|--------------------------------------------------------|-------------|
|                                                 | 2022                                 | 2021           | 2022                                                   | 2021        |
| <b>Balance as at January 1,</b>                 | (1,677)                              | (1,869)        | (95)                                                   | (97)        |
| (Provision)/reversal for expected credit losses | (2,182)                              | (2,067)        | -                                                      | 2           |
| Amounts written off                             | 1,927                                | 2,041          | 2                                                      | -           |
| Amounts recovered                               | 209                                  | 218            | -                                                      | -           |
| <b>Balance as at December 31,</b>               | <u>(1,723)</u>                       | <u>(1,677)</u> | <u>(93)</u>                                            | <u>(95)</u> |

The currencies denomination of trade receivables as at December 31, are as follows:

|                    | Notes | Consolidated<br>financial statements |               | Unit: Million Baht<br>Separate<br>financial statements |            |
|--------------------|-------|--------------------------------------|---------------|--------------------------------------------------------|------------|
|                    |       | 2022                                 | 2021          | 2022                                                   | 2021       |
| Thai Baht (THB)    |       | 15,991                               | 14,851        | 53                                                     | 224        |
| US Dollar (USD)    | 36    | 405                                  | 358           | -                                                      | -          |
| Euro (EUR)         | 36    | 14                                   | 2             | -                                                      | -          |
| Japanese Yen (JPY) | 36    | 4                                    | 8             | -                                                      | -          |
| <b>Total</b>       |       | <u>16,414</u>                        | <u>15,219</u> | <u>53</u>                                              | <u>224</u> |



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### 8. CONTRACT ASSETS

Contract assets as at December 31 are as follows: (Separate financial statements : nil)

|                                                                               | Unit: Million Baht   |                     |
|-------------------------------------------------------------------------------|----------------------|---------------------|
|                                                                               | Consolidated         |                     |
|                                                                               | financial statements |                     |
|                                                                               | 2022                 | 2021                |
| <b>Current assets</b>                                                         |                      |                     |
| Sales of device and monthly service contract                                  | 2,301                | 2,100               |
| <u>Less</u> Allowance for expected credit losses                              | <u>(178)</u>         | <u>(280)</u>        |
| <b>Contract assets - net</b>                                                  | <b><u>2,123</u></b>  | <b><u>1,820</u></b> |
| <br>Loss on termination of contract assets<br>for the year ended December 31, | <br><u>35</u>        | <br><u>144</u>      |

Contract assets are from sales of devices and monthly service contracts with customers. The contract assets arise from price allocations to device sales which are recognised as revenues at the point in time when the Group transfers control of the device to customers. Contract assets will decrease as monthly service payments are received. Monthly network services are recognised as revenues over time or a percentage of completion basis.

Contract assets in respect of contracts which are terminated or expected to be terminated before the end of the contract period are reduced and recognised as losses from terminated contracts.

The following table shows the movement in lifetime expected credit losses that has been recognised for contract assets in accordance with the simplified approach set out in TFRS 9 (Separate financial statements : nil).

|                                                           | Unit: Million Baht   |                     |
|-----------------------------------------------------------|----------------------|---------------------|
|                                                           | Consolidated         |                     |
|                                                           | financial statements |                     |
|                                                           | 2022                 | 2021                |
| <b>Balance as at January 1,</b>                           | <b>(280)</b>         | <b>(267)</b>        |
| <b>(Reversal of) Provision for expected credit losses</b> | <b><u>102</u></b>    | <b><u>(13)</u></b>  |
| <b>Balance as at December 31,</b>                         | <b><u>(178)</u></b>  | <b><u>(280)</u></b> |



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### 9. INVENTORIES

Inventories as at December 31, are as follows:

|                                                                          | Unit: Million Baht   |              |
|--------------------------------------------------------------------------|----------------------|--------------|
|                                                                          | Consolidated         |              |
|                                                                          | financial statements |              |
|                                                                          | 2022                 | 2021         |
| Finished goods                                                           | 3,751                | 2,126        |
| Spare parts for mobile phone network maintenance                         | 283                  | 163          |
|                                                                          | 4,034                | 2,289        |
| <u>Less Allowance for obsolescence and decline in value of inventory</u> | <u>(195)</u>         | <u>(185)</u> |
| <b>Inventories - net</b>                                                 | <b>3,839</b>         | <b>2,104</b> |

The Group recognised expenses in respect of allowance for obsolescence and decline in value of inventory for the year ended December 31, 2022 and 2021 in consolidated financial statements of Baht 10 million and Baht 9 million, respectively (Separate financial statements : nil).

### 10. INVESTMENTS IN SUBSIDIARIES

Movements in investments in subsidiaries for the years ended December 31, are as follows:

|                                                                                     | Unit: Million Baht   |               |
|-------------------------------------------------------------------------------------|----------------------|---------------|
|                                                                                     | Separate             |               |
|                                                                                     | financial statements |               |
|                                                                                     | 2022                 | 2021          |
| <b>Subsidiaries</b>                                                                 |                      |               |
| Balance as at January 1,                                                            | 37,354               | 33,819        |
| Dividends received during the years                                                 | (20,725)             | (23,064)      |
| Share of profit of subsidiaries accounted for using equity method                   | 25,521               | 26,189        |
| Share of other comprehensive gain of subsidiaries accounted for using equity method | 808                  | 410           |
| Acquisition of investment in subsidiary                                             | 1                    | -             |
| <b>As at December 31,</b>                                                           | <b>42,959</b>        | <b>37,354</b> |

#### Acquisition of investment in subsidiary

##### AIS DC Venture Co., Ltd.

On June 9, 2022, the Board of Directors of the Company passed a resolution to approve the establishment of AIS DC Venture Co., Ltd. as a new holding company. The registered capital is 10,000 ordinary shares with a par value of Baht 100 each, totalling Baht 1 million. The Company invested Baht 999,700 or 99.97% in the new subsidiary. The subsidiary has already registered its receipt of share subscription with the Department of Business Development, the Ministry of Commerce on June 30, 2022.



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Investments in subsidiaries as at December 31 and dividend received for the years then ended, are as follows:

| Unit: Million Baht                      |                    |           |                 |       |                               |        |                             |        |                    |        |
|-----------------------------------------|--------------------|-----------|-----------------|-------|-------------------------------|--------|-----------------------------|--------|--------------------|--------|
|                                         | Ownership interest |           | Paid-up capital |       | Separate financial statements |        |                             |        | Dividends received |        |
|                                         | 2022<br>%          | 2021<br>% | 2022            | 2021  | Cost                          |        | Investment as equity method |        | for the years      |        |
|                                         |                    |           |                 |       | 2022                          | 2021   | 2022                        | 2021   | 2022               | 2021   |
| Subsidiaries                            |                    |           |                 |       |                               |        |                             |        |                    |        |
| Advanced Contact Center Co., Ltd.       | 99.99              | 99.99     | 272             | 272   | 811                           | 811    | 474                         | 509    | 275                | 242    |
| Digital Phone Co., Ltd.                 | 98.55              | 98.55     | 914             | 914   | 10,226                        | 10,226 | 4,184                       | 4,179  | -                  | -      |
| Advanced Magic Card Co., Ltd.           | 99.99              | 99.99     | 250             | 250   | 250                           | 250    | 277                         | 277    | -                  | -      |
| Advanced Mpay Co., Ltd.                 | 99.99              | 99.99     | 300             | 300   | 336                           | 336    | 894                         | 1,051  | 934                | 946    |
| AIN GlobalComm Co., Ltd.                | 99.99              | 99.99     | 100             | 100   | 100                           | 100    | 117                         | 122    | -                  | 147    |
| Advanced Wireless Network Co., Ltd.     | 99.99              | 99.99     | 1,350           | 1,350 | 1,485                         | 1,485  | 29,488                      | 24,184 | 9,953              | 9,913  |
| Super Broadband Network Co., Ltd.       | 99.99              | 99.99     | 300             | 300   | 300                           | 300    | 1,979                       | 2,271  | 3,603              | 3,863  |
| AIS Digital Life Co., Ltd.              | 99.99              | 99.99     | 50              | 50    | 50                            | 50     | (140)                       | (114)  | -                  | 141    |
| Fax Lite Co., Ltd.                      | 99.98              | 99.98     | 1               | 1     | 1                             | 1      | 3,790                       | 2,523  | 3,695              | 5,175  |
| MIMO Tech Co., Ltd.                     | 99.99              | 99.99     | 50              | 50    | 50                            | 50     | 1,568                       | 2,120  | 2,265              | 2,623  |
| Advanced Broadband Network Co., Ltd.    | 99.99              | 99.99     | 100             | 100   | 100                           | 100    | 260                         | 211    | -                  | 14     |
| Advanced Digital Distribution Co., Ltd. | 99.99              | 99.99     | 5               | 5     | 5                             | 5      | 23                          | 16     | -                  | -      |
| LearnDi Co., Ltd                        | 99.99              | 99.99     | 1               | 1     | 1                             | 1      | 48                          | 5      | -                  | -      |
| AIS DC Venture Co., Ltd.                | 99.97              | -         | 1               | -     | 1                             | -      | (3)                         | -      | -                  | -      |
| Total                                   |                    |           |                 |       | 13,716                        | 13,715 | 42,959                      | 37,354 | 20,725             | 23,064 |



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### 11. INVESTMENTS IN ASSOCIATES AND JOINT VENTURES

Movements in investment in associates in the consolidated financial statements for the years ended December 31, are as follows: (separate financial statement : nil)

|                                                                 | Unit: Million Baht   |           |
|-----------------------------------------------------------------|----------------------|-----------|
|                                                                 | Consolidated         |           |
|                                                                 | financial statements |           |
|                                                                 | 2022                 | 2021      |
| As at January 1,                                                | 35                   | 32        |
| Share of profit of associates accounted for using equity method | 12                   | 3         |
| Acquisition of investment in associates                         | 376                  | -         |
| <b>As at December 31,</b>                                       | <b>423</b>           | <b>35</b> |

#### Acquisition of investment in associates

During the year ended December 31, 2022, AIS Digital Life Company Limited (“ADL”) invested in the following associates:

- Choco Card Enterprise Company Limited ("CHOCO") at a total of 12,782 shares, equivalent to 17.35% of the total paid-up shares of CHOCO, totalling Baht 178 million in July 2022. In October 2022, CHOCO issued additional 11,936 ordinary shares at par value of Baht 100 per share. All additional shares were subscribed by all other shareholders except ADL, bringing ADL's total interest in from 21.71% to 17.35%. However, there was no change in ADL's rights in CHOCO, so CHOCO remains as an associate of ADL.
- Data Farm Co., Ltd. ("DTFARM") at a total of 16,670 shares, equivalent to 25% of the total paid-up shares of DTFARM, totalling Baht 29 million in July 2022.
- Swift Dynamics Company Limited ("SWD") at a total of 6,000 shares, equivalent to 16.67% of the total paid-up shares of SWD, totalling Baht 32 million in July 2022.



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### GSA Data Centre Co., Ltd. (“GSADC”)

On August 19, 2022, AIS DC Venture Co., Ltd. (“AISDC”), a subsidiary, entered into an agreement with Gulf Infrastructure Co., Ltd. and ST Dynamo TH Pte Ltd., to invest in GSA Data Centre Co., Ltd. (“GSADC”). The registered capital of GSADC is 10,000 ordinary shares with a par value of Baht 100 each, totalling Baht 1 million. AISDC invested in a total of 2,500 of GSADC's shares, AISDC made partial payment of Baht 25 per share, or Baht 0.06 million in August 2022 and made the remaining payment of Baht 75 per share, or Baht 0.19 million in September 2022.

On September 27, 2022, GSADC issued 10,000,000 additional ordinary shares with a par value of Baht 100 each, totalling Baht 1,000 million which have been partial paid up at Baht 54.90 per share. AISDC invested in 2,500,000 of GSADC's additional shares, totalling Baht 137.25 million in September 2022. As at December 31, 2022, AISDC held 25% of GSADC's shares.

Movements in investment in joint ventures in the consolidated financial statement and separate financial statement for the years ended December 31, are as follows:

|                                            | Consolidated<br>financial statements |            | Unit: Million Baht<br>Separate<br>Financial statements |            |
|--------------------------------------------|--------------------------------------|------------|--------------------------------------------------------|------------|
|                                            | 2022                                 | 2021       | 2022                                                   | 2021       |
| As at January 1,                           | 948                                  | 799        | 300                                                    | -          |
| Acquisition of investment in joint venture | -                                    | 300        | -                                                      | 300        |
| Dividends received during the years        | (17)                                 | (15)       | -                                                      | -          |
| Currency conversion                        | (11)                                 | 8          | -                                                      | -          |
| Share of loss of joint ventures            |                                      |            |                                                        |            |
| accounted for using equity method          | (48)                                 | (144)      | (39)                                                   | -          |
| Disposal of investment                     | (301)                                | -          | (261)                                                  | -          |
| <b>As at December 31,</b>                  | <b>571</b>                           | <b>948</b> | <b>-</b>                                               | <b>300</b> |

### iCANDY Interactive Ltd. (“iCandy”)

During the first quarter ended March 31, 2022, AIS Digital Life Company Limited (“ADL”), a subsidiary holding a 33.33% interest in Digital Games International Private Limited (“DGI”), a company incorporated in Singapore, entered into a Share Sales & Purchase Agreement (“SPA”) to swap 51% of its holding of DGI's shares with iCANDY Interactive Ltd. (“iCandy”), a company incorporated in Australia. As a result, ADL's holdings in DGI reduced to 4,900,000 shares, representing a 16.33% interest in the issued share capital of DGI, and it held 21,170,374 iCandy shares representing a 1.68% interest in the issued share capital of iCandy.

In the third quarter ended September 30, 2022, ADL swapped all of its remaining shares in DGI for shares in iCandy. As a result, as at December 31, 2022, ADL has no shares in DGI, and held a 3.02% interest in iCandy. The Group's investment in iCandy is recognised as an investment in equity securities measured at fair value through other comprehensive income (FVOCI).

### AISCB Co., Ltd. (“AISCB”)

On December 29, 2022, the Company entered into a Share Sales & Purchase Agreement with SCB X Public Company Limited to sell the Company's investment of 3,000,000 shares in AISCB Co., Ltd. (“AISCB”) or held 50% of AISCB's issued and paid-up share, for consideration of Baht 210.76 million.

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Investments in an associate and joint ventures as at December 31, and dividend income from those investments for the years then ended are as follows:

| Unit: Million Baht                   |                         |       |                 |      |                                        |      |        |      |                                 |
|--------------------------------------|-------------------------|-------|-----------------|------|----------------------------------------|------|--------|------|---------------------------------|
|                                      | % of Ownership interest |       | Paid-up capital |      | Consolidated financial statements Cost |      | Equity |      | Dividend received for the years |
|                                      | 2022                    | 2021  | 2022            | 2021 | 2022                                   | 2021 | 2022   | 2021 | 2022 2021                       |
|                                      | 2022                    | 2021  | 2022            | 2021 | 2022                                   | 2021 | 2022   | 2021 | 2022 2021                       |
| <b>Associate</b>                     |                         |       |                 |      |                                        |      |        |      |                                 |
| Information Highway Co., Ltd.        | 29                      | 29    | 50              | 50   | 15                                     | 15   | 42     | 35   | - -                             |
| Choco Card Enterprise Co., Ltd.      | 17.35                   | -     | 7               | -    | 178                                    | -    | 182    | -    | - -                             |
| Datafarm Co., Ltd.                   | 25                      | -     | 7               | -    | 29                                     | -    | 32     | -    | - -                             |
| Swift Dynamics Co., Ltd.             | 16.67                   | -     | 4               | -    | 32                                     | -    | 33     | -    | - -                             |
| GSA Data Centre Company Limited      | 25                      | -     | 550             | -    | 138                                    | -    | 134    | -    | - -                             |
| <b>Joint ventures</b>                |                         |       |                 |      |                                        |      |        |      |                                 |
| Amata Network Co., Ltd.              | 60                      | 60    | 100             | 100  | 60                                     | 60   | 173    | 141  | 17 15                           |
| Rabbit Line Pay Co., Ltd.            | 33.33                   | 33.33 | 600             | 600  | 787                                    | 787  | 376    | 428  | - -                             |
| Digital Games International Pte Ltd. | -                       | 33.33 | -               | 678  | -                                      | 226  | -      | 58   | - -                             |
| Saha Advance Network Co., Ltd.       | 70                      | 70    | 30              | 30   | 21                                     | 21   | 22     | 20   | - -                             |
| AISCB Co., Ltd.                      | -                       | 50    | -               | 600  | -                                      | 300  | -      | 300  | - -                             |
| <b>Unit: Million Baht</b>            |                         |       |                 |      |                                        |      |        |      |                                 |
|                                      | % of Ownership interest |       | Paid-up capital |      | Separate financial statements Cost     |      | Equity |      | Dividend received for the years |
|                                      | 2022                    | 2021  | 2022            | 2021 | 2022                                   | 2021 | 2022   | 2021 | 2022 2021                       |
|                                      | 2022                    | 2021  | 2022            | 2021 | 2022                                   | 2021 | 2022   | 2021 | 2022 2021                       |
| <b>Joint venture</b>                 |                         |       |                 |      |                                        |      |        |      |                                 |
| AISCB Co., Ltd.                      | -                       | 50    | -               | 600  | -                                      | 300  | -      | 300  | - -                             |



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Summarised financial position in respect of associates and joint ventures and performance for the years then ended are as follows:

| Unit: Million Baht                   |                |                         |                |                    |              |                     |                         |                   |                |                |               |
|--------------------------------------|----------------|-------------------------|----------------|--------------------|--------------|---------------------|-------------------------|-------------------|----------------|----------------|---------------|
|                                      | Reporting date | % of Ownership interest | Current assets | Non-current assets | Total assets | Current liabilities | Non-current liabilities | Total liabilities | Total revenues | Total expenses | Profit/(loss) |
| <b>2022</b>                          |                |                         |                |                    |              |                     |                         |                   |                |                |               |
| <b>Associate</b>                     |                |                         |                |                    |              |                     |                         |                   |                |                |               |
| Information Highway Co., Ltd.        | December 31    | 29                      | 70             | 362                | 432          | 45                  | 247                     | 292               | 185            | 161            | 24            |
| Choco Card Enterprise Co., Ltd.      | December 31    | 17.35                   | 398            | 17                 | 415          | 43                  | -                       | 43                | 47             | 27             | 20            |
| Datafarm Co., Ltd.                   | December 31    | 25                      | 36             | 2                  | 38           | 3                   | -                       | 3                 | 35             | 22             | 13            |
| Swift Dynamics Co., Ltd.             | December 31    | 16.67                   | 48             | 2                  | 50           | 11                  | -                       | 11                | 20             | 18             | 2             |
| GSA Data Centre Company Limited      | December 31    | 25                      | 183            | 380                | 563          | 26                  | -                       | 26                | -              | 14             | (14)          |
| <b>Joint ventures</b>                |                |                         |                |                    |              |                     |                         |                   |                |                |               |
| Amata Network Co., Ltd.              | December 31    | 60                      | 217            | 100                | 317          | 28                  | -                       | 28                | 127            | 46             | 81            |
| Rabbit Line Pay Co., Ltd.            | December 31    | 33.33                   | 1,527          | 157                | 1,684        | 1,214               | 307                     | 1,521             | 319            | 476            | (157)         |
| Digital Games International Pte Ltd. | December 31    | -                       | -              | -                  | -            | -                   | -                       | -                 | 18             | 35             | (17)          |
| Saha Advance Network Co., Ltd.       | December 31    | 70                      | 30             | 12                 | 42           | 11                  | -                       | 11                | 7              | 5              | 2             |
| AISCB Co., Ltd.                      | December 31    | -                       | -              | -                  | -            | -                   | -                       | -                 | -              | 79             | (79)          |
| <b>2021</b>                          |                |                         |                |                    |              |                     |                         |                   |                |                |               |
| <b>Associate</b>                     |                |                         |                |                    |              |                     |                         |                   |                |                |               |
| Information Highway Co., Ltd.        | December 31    | 29                      | 69             | 406                | 475          | 110                 | 249                     | 359               | 184            | 172            | 12            |
| <b>Joint ventures</b>                |                |                         |                |                    |              |                     |                         |                   |                |                |               |
| Amata Network Co., Ltd.              | December 31    | 60                      | 152            | 110                | 262          | 25                  | 1                       | 26                | 109            | 38             | 71            |
| Rabbit Line Pay Co., Ltd.            | December 31    | 33.33                   | 1,123          | 195                | 1,318        | 692                 | 307                     | 999               | 256            | 441            | (185)         |
| Digital Games International Pte Ltd. | December 31    | 33.33                   | 223            | 3                  | 226          | 53                  | -                       | 53                | 90             | 465            | (375)         |
| Saha Advance Network Co., Ltd.       | December 31    | 70                      | 28             | 5                  | 33           | 5                   | -                       | 5                 | 3              | 3              | -             |
| AISCB Co., Ltd.                      | December 31    | 50                      | 600            | -                  | 600          | -                   | -                       | -                 | -              | -              | -             |

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Reconciliation of the above summarised financial information to the carrying amount of the interest in joint ventures recognised in the consolidated financial statements is as follows:

|                                                                        | <b>Unit: Million Baht</b>   |             |
|------------------------------------------------------------------------|-----------------------------|-------------|
|                                                                        | <b>Consolidated</b>         |             |
|                                                                        | <b>financial statements</b> |             |
|                                                                        | <b>2022</b>                 | <b>2021</b> |
| <b>Rabbit - Line Pay Co., Ltd.</b>                                     |                             |             |
| Net assets of the joint ventures                                       | 163                         | 319         |
| Proportion of the Group's ownership interest in the joint ventures (%) | 33.33                       | 33.33       |
|                                                                        | 54                          | 106         |
| Goodwill                                                               | 322                         | 322         |
| Carrying amount of the Group's interest in the joint venture           | 376                         | 428         |

## 12. OTHER NON-CURRENT FINANCIAL ASSETS

Other non-current financial as at December 31, are as follows:

|                                                                                           | <b>Note</b> | <b>Consolidated</b>         |             | <b>Unit: Million Baht</b>   |             |
|-------------------------------------------------------------------------------------------|-------------|-----------------------------|-------------|-----------------------------|-------------|
|                                                                                           |             | <b>financial statements</b> |             | <b>Separate</b>             |             |
|                                                                                           |             | <b>2022</b>                 | <b>2021</b> | <b>financial statements</b> |             |
|                                                                                           |             | <b>2022</b>                 | <b>2021</b> | <b>2022</b>                 | <b>2021</b> |
| Investment in equity securities measured at fair value through other comprehensive income |             | 145                         | 101         | 62                          | 63          |
| Interest rate swap                                                                        | 36          | 81                          | 9           | -                           | -           |
| Investment in debt instrument                                                             | 36          | 2                           | -           | -                           | -           |
| <b>Total</b>                                                                              |             | <b>228</b>                  | <b>110</b>  | <b>62</b>                   | <b>63</b>   |



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### 13. PROPERTY, PLANT AND EQUIPMENT

Movements in property, plant and equipment for the years ended December 31, are as follows:

As at December 31, 2022

|                                            | Consolidated financial statements   |                 |                 |              | Unit: Million Baht                    |
|--------------------------------------------|-------------------------------------|-----------------|-----------------|--------------|---------------------------------------|
|                                            | Balance as at<br>January 1,<br>2022 | Increase        | Decrease        | Transfer     | Balance as at<br>December 31,<br>2022 |
| <b>Cost</b>                                |                                     |                 |                 |              |                                       |
| Land                                       | 704                                 | 1               | -               | -            | 705                                   |
| Building and building improvements         | 755                                 | -               | (4)             | -            | 751                                   |
| Leasehold building improvements            | 2,211                               | 86              | (79)            | 10           | 2,228                                 |
| Computer, tools and equipment              | 277,090                             | 21,963          | (20,854)        | 6,634        | 284,833                               |
| Furniture, fixtures and office equipment   | 2,139                               | 70              | (70)            | 3            | 2,142                                 |
| Vehicles                                   | 39                                  | 4               | (8)             | -            | 35                                    |
| <b>Total</b>                               | <b>282,938</b>                      | <b>22,124</b>   | <b>(21,015)</b> | <b>6,647</b> | <b>290,694</b>                        |
| <b>Accumulated depreciation</b>            |                                     |                 |                 |              |                                       |
| Building and building improvements         | (472)                               | (17)            | 4               | -            | (485)                                 |
| Leasehold building improvements            | (1,751)                             | (205)           | 71              | -            | (1,885)                               |
| Computer, tools and equipment              | (165,619)                           | (25,033)        | 13,986          | -            | (176,666)                             |
| Furniture, fixtures and office equipment   | (1,714)                             | (133)           | 68              | -            | (1,779)                               |
| Vehicles                                   | (23)                                | (3)             | 2               | -            | (24)                                  |
| <b>Total</b>                               | <b>(169,579)</b>                    | <b>(25,391)</b> | <b>14,131</b>   | <b>-</b>     | <b>(180,839)</b>                      |
| Assets under construction and installation | 8,163                               | 5,617           | -               | (6,647)      | 7,133                                 |
| <u>Less</u> Allowance for unused equipment | (3,678)                             | (6,465)         | 6,407           | -            | (3,736)                               |
| <b>Property, plant and equipment</b>       | <b>117,844</b>                      | <b>(4,115)</b>  | <b>(477)</b>    | <b>-</b>     | <b>113,252</b>                        |

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Unit: Million Baht

|                                            | Consolidated financial statements   |                 |                |              | Balance as at<br>December 31,<br>2021 |
|--------------------------------------------|-------------------------------------|-----------------|----------------|--------------|---------------------------------------|
|                                            | Balance as at<br>January 1,<br>2021 | Increase        | Decrease       | Transfer     |                                       |
| <b>Cost</b>                                |                                     |                 |                |              |                                       |
| Land                                       | 704                                 | -               | -              | -            | 704                                   |
| Building and building improvements         | 740                                 | 3               | -              | 12           | 755                                   |
| Leasehold building improvements            | 2,199                               | 143             | (136)          | 5            | 2,211                                 |
| Computer, tools and equipment              | 259,614                             | 16,142          | (1,470)        | 2,804        | 277,090                               |
| Furniture, fixtures and office equipment   | 2,084                               | 101             | (66)           | 20           | 2,139                                 |
| Vehicles                                   | 46                                  | 3               | (10)           | -            | 39                                    |
| <b>Total</b>                               | <b>265,387</b>                      | <b>16,392</b>   | <b>(1,682)</b> | <b>2,841</b> | <b>282,938</b>                        |
| <b>Accumulated depreciation</b>            |                                     |                 |                |              |                                       |
| Building and building improvements         | (454)                               | (18)            | -              | -            | (472)                                 |
| Leasehold building improvements            | (1,644)                             | (236)           | 129            | -            | (1,751)                               |
| Computer, tools and equipment              | (140,228)                           | (26,662)        | 1,009          | 262          | (165,619)                             |
| Furniture, fixtures and office equipment   | (1,641)                             | (137)           | 64             | -            | (1,714)                               |
| Vehicles                                   | (22)                                | (2)             | 1              | -            | (23)                                  |
| <b>Total</b>                               | <b>(143,989)</b>                    | <b>(27,055)</b> | <b>1,203</b>   | <b>262</b>   | <b>(169,579)</b>                      |
| Assets under construction and installation | 4,266                               | 7,090           | (84)           | (3,109)      | 8,163                                 |
| <u>Less</u> Allowance for unused equipment | (3,146)                             | (636)           | 104            | -            | (3,678)                               |
| <b>Property, plant and equipment</b>       | <b>122,518</b>                      | <b>(4,209)</b>  | <b>(459)</b>   | <b>(6)</b>   | <b>117,844</b>                        |

Depreciation for the years ended December 31,

2022

Million Baht 25,391

2021

Million Baht 27,055

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Unit: Million Baht

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|--------------------------------------------|-------------------------------------|-------------|-------------|----------|---------------------------------------|
|                                            | Balance as at<br>January 1,<br>2022 | Increase    | Decrease    | Transfer |                                       |
| <b>Cost</b>                                |                                     |             |             |          |                                       |
| Building and building improvements         | 128                                 | -           | -           | -        | 128                                   |
| Leasehold building improvements            | 308                                 | 18          | (15)        | 3        | 314                                   |
| Computer, tools and equipment              | 68                                  | 6           | (1)         | -        | 73                                    |
| Furniture, fixtures and office equipment   | 500                                 | 18          | (22)        | -        | 496                                   |
| Vehicles                                   | 17                                  | 2           | (3)         | -        | 16                                    |
| <b>Total</b>                               | <b>1,021</b>                        | <b>44</b>   | <b>(41)</b> | <b>3</b> | <b>1,027</b>                          |
| <b>Accumulated depreciation</b>            |                                     |             |             |          |                                       |
| Building and building improvements         | (127)                               | -           | -           | -        | (127)                                 |
| Leasehold building improvements            | (273)                               | (15)        | 15          | -        | (273)                                 |
| Computer, tools and equipment              | (63)                                | (2)         | -           | -        | (65)                                  |
| Furniture, fixtures and office equipment   | (487)                               | (8)         | 22          | -        | (473)                                 |
| Vehicles                                   | (5)                                 | (2)         | 1           | -        | (6)                                   |
| <b>Total</b>                               | <b>(955)</b>                        | <b>(27)</b> | <b>38</b>   | <b>-</b> | <b>(944)</b>                          |
| Assets under construction and installation | 3                                   | -           | -           | (3)      | -                                     |
| <b>Property, plant and equipment</b>       | <b>69</b>                           | <b>17</b>   | <b>(3)</b>  | <b>-</b> | <b>83</b>                             |

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Unit: Million Baht

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|--------------------------------------------|-------------------------------------|-------------|-------------|----------|---------------------------------------|
|                                            | Balance as at<br>January 1,<br>2021 | Increase    | Decrease    | Transfer |                                       |
| <b>Cost</b>                                |                                     |             |             |          |                                       |
| Building and building improvements         | 128                                 | -           | -           | -        | 128                                   |
| Leasehold building improvements            | 303                                 | 19          | (18)        | 4        | 308                                   |
| Computer, tools and equipment              | 65                                  | 4           | (1)         | -        | 68                                    |
| Furniture, fixtures and office equipment   | 526                                 | 5           | (31)        | -        | 500                                   |
| Vehicles                                   | 20                                  | 2           | (5)         | -        | 17                                    |
| <b>Total</b>                               | <b>1,042</b>                        | <b>30</b>   | <b>(55)</b> | <b>4</b> | <b>1,021</b>                          |
| <b>Accumulated depreciation</b>            |                                     |             |             |          |                                       |
| Building and building improvements         | (127)                               | -           | -           | -        | (127)                                 |
| Leasehold building improvements            | (279)                               | (12)        | 18          | -        | (273)                                 |
| Computer, tools and equipment              | (63)                                | (1)         | 1           | -        | (63)                                  |
| Furniture, fixtures and office equipment   | (512)                               | (6)         | 31          | -        | (487)                                 |
| Vehicles                                   | (5)                                 | (1)         | 1           | -        | (5)                                   |
| <b>Total</b>                               | <b>(986)</b>                        | <b>(20)</b> | <b>51</b>   | <b>-</b> | <b>(955)</b>                          |
| Assets under construction and installation | -                                   | 7           | -           | (4)      | 3                                     |
| <b>Property, plant and equipment</b>       | <b>56</b>                           | <b>17</b>   | <b>(4)</b>  | <b>-</b> | <b>69</b>                             |

Depreciation for the years ended December 31,

|      |              |    |
|------|--------------|----|
| 2022 | Million Baht | 27 |
| 2021 | Million Baht | 20 |

## Notes to the financial statements

Advanced Info Service Public Company Limited and its subsidiaries for the year ended December 31, 2022

### 14. RIGHT-OF-USE ASSETS

Movement in right-of-use assets for the year ended December 31, are as follows:

As at December 31, 2022

|                                 | Unit: Million Baht                  |                 |                |                                       |
|---------------------------------|-------------------------------------|-----------------|----------------|---------------------------------------|
|                                 | Consolidated financial statements   |                 |                |                                       |
|                                 | Balance as at<br>January 1,<br>2022 | Increase        | Decrease       | Balance as at<br>December 31,<br>2022 |
| <b>Cost</b>                     |                                     |                 |                |                                       |
| Land and Buildings              | 8,028                               | 4,039           | (3,386)        | 8,681                                 |
| Spectrum Licenses               | 20,582                              | -               | -              | 20,582                                |
| Leaseholds for Towers           | 39,599                              | -               | -              | 39,599                                |
| Equipment for Telecom           | 1,182                               | 474             | (400)          | 1,256                                 |
| Office Buildings                | 2,897                               | 588             | (620)          | 2,865                                 |
| Vehicles                        | 288                                 | 414             | (136)          | 566                                   |
| <b>Total</b>                    | <u>72,576</u>                       | <u>5,515</u>    | <u>(4,542)</u> | <u>73,549</u>                         |
| <b>Accumulated depreciation</b> |                                     |                 |                |                                       |
| Land and Buildings              | (3,880)                             | (3,377)         | 2,694          | (4,563)                               |
| Spectrum Licenses               | (7,368)                             | (3,679)         | -              | (11,047)                              |
| Leaseholds for Towers           | (8,804)                             | (4,396)         | -              | (13,200)                              |
| Equipment for Telecom           | (399)                               | (432)           | 325            | (506)                                 |
| Office Buildings                | (1,363)                             | (1,043)         | 1,197          | (1,209)                               |
| Vehicles                        | (188)                               | (111)           | 136            | (163)                                 |
| <b>Total</b>                    | <u>(22,002)</u>                     | <u>(13,038)</u> | <u>4,352</u>   | <u>(30,688)</u>                       |
| <b>Right-of-use assets</b>      | <u>50,574</u>                       | <u>(7,523)</u>  | <u>(190)</u>   | <u>42,861</u>                         |



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Unit: Million Baht

### Consolidated financial statements

|                                 | Balance as at<br>January 1,<br>2021 | Increase        | Decrease       | Balance as at<br>December 31,<br>2021 |
|---------------------------------|-------------------------------------|-----------------|----------------|---------------------------------------|
| <b>Cost</b>                     |                                     |                 |                |                                       |
| Land and Building               | 6,739                               | 3,208           | (1,919)        | 8,028                                 |
| Spectrum License                | 20,582                              | -               | -              | 20,582                                |
| Leasehold for Tower             | 39,599                              | -               | -              | 39,599                                |
| Equipment for Telecom           | 895                                 | 568             | (281)          | 1,182                                 |
| Office Building                 | 2,329                               | 1,161           | (593)          | 2,897                                 |
| Vehicle                         | 359                                 | 16              | (87)           | 288                                   |
| <b>Total</b>                    | <b>70,503</b>                       | <b>4,953</b>    | <b>(2,880)</b> | <b>72,576</b>                         |
| <b>Accumulated depreciation</b> |                                     |                 |                |                                       |
| Land and Building               | (2,471)                             | (3,190)         | 1,781          | (3,880)                               |
| Spectrum License                | (3,689)                             | (3,679)         | -              | (7,368)                               |
| Leasehold for Tower             | (4,408)                             | (4,396)         | -              | (8,804)                               |
| Equipment for Telecom           | (228)                               | (417)           | 246            | (399)                                 |
| Office Building                 | (841)                               | (1,048)         | 526            | (1,363)                               |
| Vehicle                         | (143)                               | (116)           | 71             | (188)                                 |
| <b>Total</b>                    | <b>(11,780)</b>                     | <b>(12,846)</b> | <b>2,624</b>   | <b>(22,002)</b>                       |
| <b>Right-of-use assets</b>      | <b>58,723</b>                       | <b>(7,893)</b>  | <b>(256)</b>   | <b>50,574</b>                         |

Depreciation for the years ended December 31,

2022

Million Baht 13,031\*

2021

Million Baht 12,774\*

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|                                 | Separate financial statements       |              |              | Unit: Million Baht                    |
|---------------------------------|-------------------------------------|--------------|--------------|---------------------------------------|
|                                 | Balance as at<br>January 1,<br>2022 | Increase     | Decrease     | Balance as at<br>December 31,<br>2022 |
| <b>Cost</b>                     |                                     |              |              |                                       |
| Office Building                 | 389                                 | 7            | (287)        | 109                                   |
| Vehicle                         | 20                                  | 12           | (3)          | 29                                    |
| <b>Total</b>                    | <u>409</u>                          | <u>19</u>    | <u>(290)</u> | <u>138</u>                            |
| <b>Accumulated depreciation</b> |                                     |              |              |                                       |
| Office Building                 | (208)                               | (131)        | 286          | (53)                                  |
| Vehicle                         | (12)                                | (6)          | 3            | (15)                                  |
| <b>Total</b>                    | <u>(220)</u>                        | <u>(137)</u> | <u>289</u>   | <u>(68)</u>                           |
| <b>Right-of-use assets</b>      | <u>189</u>                          | <u>(118)</u> | <u>(1)</u>   | <u>70</u>                             |

## As at December 31, 2021

|                                 | Separate financial statements       |              |             | Unit: Million Baht                    |
|---------------------------------|-------------------------------------|--------------|-------------|---------------------------------------|
|                                 | Balance as at<br>January 1,<br>2021 | Increase     | Decrease    | Balance as at<br>December 31,<br>2021 |
| <b>Cost</b>                     |                                     |              |             |                                       |
| Office Building                 | 315                                 | 94           | (20)        | 389                                   |
| Vehicle                         | 31                                  | 3            | (14)        | 20                                    |
| <b>Total</b>                    | <u>346</u>                          | <u>97</u>    | <u>(34)</u> | <u>409</u>                            |
| <b>Accumulated depreciation</b> |                                     |              |             |                                       |
| Office Building                 | (103)                               | (111)        | 6           | (208)                                 |
| Vehicle                         | (17)                                | (7)          | 12          | (12)                                  |
| <b>Total</b>                    | <u>(120)</u>                        | <u>(118)</u> | <u>18</u>   | <u>(220)</u>                          |
| <b>Right-of-use assets</b>      | <u>226</u>                          | <u>(21)</u>  | <u>(16)</u> | <u>189</u>                            |

## Depreciation for the years ended December 31,

|      |              |             |
|------|--------------|-------------|
| 2022 | Million Baht | <u>137</u>  |
| 2021 | Million Baht | <u>117*</u> |

\* For the year ended December 31, 2022, the Group received reductions in lease payments to lessors for the impacts from COVID - 19 outbreak amounting to Baht 7 million and the Company has nil (For the year ended December 31, 2021: Baht 72 million and Baht 1 million, respectively). The Group and the Company reversed depreciation of right-of-use assets and interest on lease liabilities recognised in each period in proportion to the reduction, with any differences then recognised in profit or loss through electing to apply the Thai Federation of Accounting Profession's ("TFAC") practical expedient regarding COVID-19 Related Rental Concessions. This practical expedient expired on June 30, 2022, so beginning July 1, 2022, the Group and the Company accounted for such rental reductions as lease modifications.

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### 15. GOODWILL

Movements in goodwill for the years ended December 31, are as follows:

|                                 | Unit: Million Baht                |                |
|---------------------------------|-----------------------------------|----------------|
|                                 | Consolidated financial statements |                |
|                                 | 2022                              | 2021           |
| <b>Cost</b>                     |                                   |                |
| As at January 1,                | 17,199                            | 17,199         |
| <b>As at December 31,</b>       | <u>17,199</u>                     | <u>17,199</u>  |
| <b>Accumulated amortisation</b> |                                   |                |
| As at January 1,                | (7,662)                           | (7,662)        |
| <b>As at December 31,</b>       | <u>(7,662)</u>                    | <u>(7,662)</u> |
| Allowance for impairment        | (6,655)                           | (6,655)        |
| <b>Total</b>                    | <u>2,882</u>                      | <u>2,882</u>   |

### 16. SPECTRUM LICENSES

Movements in spectrum licenses in the consolidated financial statements for the years ended December 31, are as follows: (Separate financial statements: nil):

**As at December 31, 2022**

|                                 | Unit: Million Baht                |                 |                                 |
|---------------------------------|-----------------------------------|-----------------|---------------------------------|
|                                 | Consolidated financial statements |                 |                                 |
|                                 | Balance as at January 1, 2022     | Increase        | Balance as at December 31, 2022 |
| <b>Cost</b>                     |                                   |                 |                                 |
| Spectrum licenses               | 186,459                           | -               | 186,459                         |
| <b>Total</b>                    | <u>186,459</u>                    | <u>-</u>        | <u>186,459</u>                  |
| <b>Accumulated Amortisation</b> |                                   |                 |                                 |
| Spectrum licenses               | (54,684)                          | (12,010)        | (66,694)                        |
| <b>Total</b>                    | <u>(54,684)</u>                   | <u>(12,010)</u> | <u>(66,694)</u>                 |
| <b>Spectrum licenses</b>        | <u>131,775</u>                    | <u>(12,010)</u> | <u>119,765</u>                  |



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As at December 31, 2021

|                                                      | Consolidated financial statements   |                 |                                       |
|------------------------------------------------------|-------------------------------------|-----------------|---------------------------------------|
|                                                      | Balance as at<br>January 1,<br>2021 | Increase        | Balance as at<br>December 31,<br>2021 |
| <b>Unit: Million Baht</b>                            |                                     |                 |                                       |
| <b>Cost</b>                                          |                                     |                 |                                       |
| Spectrum licenses                                    | 153,227                             | 33,232          | 186,459                               |
| <b>Total</b>                                         | <u>153,227</u>                      | <u>33,232</u>   | <u>186,459</u>                        |
| <b>Accumulated Amortisation</b>                      |                                     |                 |                                       |
| Spectrum licenses                                    | (43,008)                            | (11,676)        | (54,684)                              |
| <b>Total</b>                                         | <u>(43,008)</u>                     | <u>(11,676)</u> | <u>(54,684)</u>                       |
| <b>Spectrum licenses</b>                             | <u>110,219</u>                      | <u>21,556</u>   | <u>131,775</u>                        |
| <b>Amortisation for the years ended December 31,</b> |                                     |                 |                                       |
| 2022                                                 |                                     | Million Baht    | 12,010                                |
| 2021                                                 |                                     | Million Baht    | <u>11,676</u>                         |

The costs of spectrum licenses are initially recognised by measuring at the cash equivalent price based on the present value of its acquisition cost.



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### 17. OTHER INTANGIBLE ASSETS OTHER THAN GOODWILL

Movements in other intangible assets other than goodwill for the years ended December 31, are as follows:

As at December 31, 2022

|                                 | Consolidated financial statements |                |             |            | Unit: Million Baht              |
|---------------------------------|-----------------------------------|----------------|-------------|------------|---------------------------------|
|                                 | Balance as at January 1, 2022     | Increase       | Decrease    | Transfer   | Balance as at December 31, 2022 |
| <b>Cost</b>                     |                                   |                |             |            |                                 |
| Customer relationship           | 167                               | -              | -           | -          | 167                             |
| Customer contracts              | 139                               | -              | -           | -          | 139                             |
| Fibre optics licenses           | 86                                | -              | -           | -          | 86                              |
| Software licenses               | 19,126                            | 7,801          | (25)        | 771        | 27,673                          |
| <b>Total</b>                    | <b>19,518</b>                     | <b>7,801</b>   | <b>(25)</b> | <b>771</b> | <b>28,065</b>                   |
| <b>Accumulated amortisation</b> |                                   |                |             |            |                                 |
| Customer relationship           | (141)                             | (26)           | -           | -          | (167)                           |
| Customer contracts              | (121)                             | (18)           | -           | -          | (139)                           |
| Fibre optics licenses           | (86)                              | -              | -           | -          | (86)                            |
| Software licenses               | (9,359)                           | (2,426)        | 18          | -          | (11,767)                        |
| <b>Total</b>                    | <b>(9,707)</b>                    | <b>(2,470)</b> | <b>18</b>   | <b>-</b>   | <b>(12,159)</b>                 |
| Assets under installation       | 1,053                             | 649            | (10)        | (771)      | 921                             |
| <b>Other intangible assets</b>  | <b>10,864</b>                     | <b>5,980</b>   | <b>(17)</b> | <b>-</b>   | <b>16,827</b>                   |

As at December 31, 2021

|                                 | Consolidated financial statements |                |             |            | Unit: Million Baht              |
|---------------------------------|-----------------------------------|----------------|-------------|------------|---------------------------------|
|                                 | Balance as at January 1, 2021     | Increase       | Decrease    | Transfer   | Balance as at December 31, 2021 |
| <b>Cost</b>                     |                                   |                |             |            |                                 |
| Customer relationship           | 167                               | -              | -           | -          | 167                             |
| Customer contracts              | 139                               | -              | -           | -          | 139                             |
| Fibre optics licenses           | 86                                | -              | -           | -          | 86                              |
| Software licenses               | 14,255                            | 4,700          | (2)         | 173        | 19,126                          |
| <b>Total</b>                    | <b>14,647</b>                     | <b>4,700</b>   | <b>(2)</b>  | <b>173</b> | <b>19,518</b>                   |
| <b>Accumulated amortisation</b> |                                   |                |             |            |                                 |
| Customer relationship           | (105)                             | (36)           | -           | -          | (141)                           |
| Customer contracts              | (90)                              | (31)           | -           | -          | (121)                           |
| Fibre optics licenses           | (77)                              | (9)            | -           | -          | (86)                            |
| Software licenses               | (7,568)                           | (1,793)        | 2           | -          | (9,359)                         |
| <b>Total</b>                    | <b>(7,840)</b>                    | <b>(1,869)</b> | <b>2</b>    | <b>-</b>   | <b>(9,707)</b>                  |
| Assets under installation       | 316                               | 949            | (45)        | (167)      | 1,053                           |
| <b>Other intangible assets</b>  | <b>7,123</b>                      | <b>3,780</b>   | <b>(45)</b> | <b>6</b>   | <b>10,864</b>                   |

Amortisation for the years ended December 31,

2022

Million Baht 2,470

2021

Million Baht 1,869

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### As at December 31, 2022

| Unit: Million Baht              |                                     |          |          |                                       |
|---------------------------------|-------------------------------------|----------|----------|---------------------------------------|
|                                 | Separate financial statements       |          |          |                                       |
|                                 | Balance as at<br>January 1,<br>2022 | Increase | Decrease | Balance as at<br>December 31,<br>2022 |
| <b>Cost</b>                     |                                     |          |          |                                       |
| Software licenses               | 326                                 | -        | (2)      | 324                                   |
| <b>Total</b>                    | 326                                 | -        | (2)      | 324                                   |
| <b>Accumulated amortisation</b> |                                     |          |          |                                       |
| Software licenses               | (320)                               | (1)      | -        | (321)                                 |
| <b>Total</b>                    | (320)                               | (1)      | -        | (321)                                 |
| <b>Other intangible assets</b>  | 6                                   | (1)      | (2)      | 3                                     |

### As at December 31, 2021

| Unit: Million Baht              |                                     |          |          |                                       |
|---------------------------------|-------------------------------------|----------|----------|---------------------------------------|
|                                 | Separate financial statements       |          |          |                                       |
|                                 | Balance as at<br>January 1,<br>2021 | Increase | Decrease | Balance as at<br>December 31,<br>2021 |
| <b>Cost</b>                     |                                     |          |          |                                       |
| Software licenses               | 323                                 | 3        | -        | 326                                   |
| <b>Total</b>                    | 323                                 | 3        | -        | 326                                   |
| <b>Accumulated amortisation</b> |                                     |          |          |                                       |
| Software licenses               | (317)                               | (3)      | -        | (320)                                 |
| <b>Total</b>                    | (317)                               | (3)      | -        | (320)                                 |
| <b>Other intangible assets</b>  | 6                                   | -        | -        | 6                                     |

### Amortisation for the years ended December 31,

|      |              |   |
|------|--------------|---|
| 2022 | Million Baht | 1 |
| 2021 | Million Baht | 3 |



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### 18. DEFERRED TAX ASSETS

Deferred tax assets and liabilities as at December 31, are as follows:

|                           | <b>Consolidated<br/>financial statements</b> |              | <b>Unit: Million Baht<br/>Separate<br/>financial statements</b> |             |
|---------------------------|----------------------------------------------|--------------|-----------------------------------------------------------------|-------------|
|                           | <b>2022</b>                                  | <b>2021</b>  | <b>2022</b>                                                     | <b>2021</b> |
| Deferred tax assets       | 5,086                                        | 4,698        | 484                                                             | 492         |
| Deferred tax liabilities  | (489)                                        | (462)        | (4)                                                             | (5)         |
| <b>Deferred tax - net</b> | <b>4,597</b>                                 | <b>4,236</b> | <b>480</b>                                                      | <b>487</b>  |

Movements in deferred tax assets and liabilities for the years ended December 31, are as follows:

As at December 31, 2022

|                                                                       | <b>Unit: Million Baht<br/>Consolidated financial statements</b> |                                                     |                                           | <b>Balance as at<br/>December 31,<br/>2022</b> |
|-----------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------|------------------------------------------------|
|                                                                       | <b>Balance as at<br/>January 1,<br/>2022</b>                    | <b>(Charged)/credited to<br/>Profit<br/>or loss</b> | <b>Other<br/>Comprehensive<br/>Income</b> |                                                |
| <b>Deferred tax assets</b>                                            |                                                                 |                                                     |                                           |                                                |
| Trade receivables (allowance for expected credit loss)                | 307                                                             | 6                                                   | -                                         | 313                                            |
| Inventories (allowance for obsolescence and decline in value)         | 37                                                              | 2                                                   | -                                         | 39                                             |
| Unearned income - mobile phone service (income recognised difference) | 426                                                             | 41                                                  | -                                         | 467                                            |
| Accrued expense                                                       | 410                                                             | -                                                   | -                                         | 410                                            |
| Provisions for employee benefit                                       | 683                                                             | 28                                                  | (107)                                     | 604                                            |
| Spectrum licenses payable (deferred interest)                         | 1,367                                                           | 117                                                 | -                                         | 1,484                                          |
| Allowance for unused equipment                                        | 297                                                             | 25                                                  | -                                         | 322                                            |
| Other current financial liabilities                                   | 5                                                               | 100                                                 | -                                         | 105                                            |
| Other non-current financial liabilities                               | 132                                                             | -                                                   | (92)                                      | 40                                             |
| Leased liabilities                                                    | 438                                                             | 69                                                  | -                                         | 507                                            |
| Others                                                                | 596                                                             | 199                                                 | -                                         | 795                                            |
| <b>Total</b>                                                          | <b>4,698</b>                                                    | <b>587</b>                                          | <b>(199)</b>                              | <b>5,086</b>                                   |
| <b>Deferred tax liabilities</b>                                       |                                                                 |                                                     |                                           |                                                |
| Contract assets                                                       | (364)                                                           | (61)                                                | -                                         | (425)                                          |
| Other non-current assets                                              | (55)                                                            | 34                                                  | (16)                                      | (37)                                           |
| Others                                                                | (43)                                                            | 16                                                  | -                                         | (27)                                           |
| <b>Total</b>                                                          | <b>(462)</b>                                                    | <b>(11)</b>                                         | <b>(16)</b>                               | <b>(489)</b>                                   |
| <b>Deferred tax - net</b>                                             | <b>4,236</b>                                                    | <b>576</b>                                          | <b>(215)</b>                              | <b>4,597</b>                                   |

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### As at December 31, 2021

Unit: Million Baht

|                                                                       | Consolidated financial statements   |                                            |                                  |
|-----------------------------------------------------------------------|-------------------------------------|--------------------------------------------|----------------------------------|
|                                                                       | Balance as at<br>January 1,<br>2021 | (Charged)/credited to<br>Profit<br>or loss | Other<br>Comprehensive<br>Income |
| <b>Deferred tax assets</b>                                            |                                     |                                            |                                  |
| Trade receivables (allowance for expected credit loss)                | 333                                 | (26)                                       | -                                |
| Inventories (allowance for obsolescence and decline in value)         | 35                                  | 2                                          | -                                |
| Unearned income - mobile phone service (income recognised difference) | 289                                 | 137                                        | -                                |
| Accrued expense                                                       | 410                                 | -                                          | -                                |
| Provisions for employee benefit                                       | 656                                 | 27                                         | -                                |
| Spectrum licenses payable (deferred interest)                         | 1,205                               | 162                                        | -                                |
| Allowance for unused equipment                                        | 352                                 | (55)                                       | -                                |
| Other current financial liabilities                                   | 60                                  | (55)                                       | -                                |
| Other non-current financial liabilities                               | 230                                 | -                                          | (98)                             |
| Leased liabilities                                                    | 294                                 | 144                                        | -                                |
| Others                                                                | 616                                 | (20)                                       | -                                |
| <b>Total</b>                                                          | <b>4,480</b>                        | <b>316</b>                                 | <b>(98)</b>                      |
| <b>Deferred tax liabilities</b>                                       |                                     |                                            |                                  |
| Contract assets                                                       | (290)                               | (74)                                       | -                                |
| Other non-current assets                                              | (11)                                | (43)                                       | (1)                              |
| Others                                                                | (59)                                | 16                                         | -                                |
| <b>Total</b>                                                          | <b>(360)</b>                        | <b>(101)</b>                               | <b>(1)</b>                       |
| <b>Deferred tax - net</b>                                             | <b>4,120</b>                        | <b>215</b>                                 | <b>(99)</b>                      |

### As at December 31, 2022

Unit: Million Baht

|                                 | Separate financial statements       |                                            |                                  |
|---------------------------------|-------------------------------------|--------------------------------------------|----------------------------------|
|                                 | Balance as at<br>January 1,<br>2022 | (Charged)/credited to<br>Profit<br>or loss | Other<br>comprehensive<br>income |
| <b>Deferred tax assets</b>      |                                     |                                            |                                  |
| Accrued expense                 | 410                                 | -                                          | -                                |
| Provisions for employee benefit | 82                                  | 3                                          | (10)                             |
| Others                          | -                                   | (1)                                        | -                                |
| <b>Total</b>                    | <b>492</b>                          | <b>2</b>                                   | <b>(10)</b>                      |
| <b>Deferred tax liabilities</b> |                                     |                                            |                                  |
| Other non-current assets        | (3)                                 | -                                          | -                                |
| Others                          | (2)                                 | 1                                          | -                                |
| <b>Total</b>                    | <b>(5)</b>                          | <b>1</b>                                   | <b>-</b>                         |
| <b>Deferred tax - net</b>       | <b>487</b>                          | <b>3</b>                                   | <b>(10)</b>                      |

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As at December 31, 2021

|                                 | Unit: Million Baht                  |                                                                             |                                       |
|---------------------------------|-------------------------------------|-----------------------------------------------------------------------------|---------------------------------------|
|                                 | Balance as at<br>January 1,<br>2021 | Separate financial statements<br>(Charged)/credited to<br>Profit<br>or loss | Balance as at<br>December 31,<br>2021 |
| <b>Deferred tax assets</b>      |                                     |                                                                             |                                       |
| Accrued expense                 | 410                                 | -                                                                           | 410                                   |
| Provisions for employee benefit | 79                                  | 3                                                                           | 82                                    |
| <b>Total</b>                    | <u>489</u>                          | <u>3</u>                                                                    | <u>492</u>                            |
| <b>Deferred tax liabilities</b> |                                     |                                                                             |                                       |
| Other non-current assets        | (4)                                 | -                                                                           | (3)                                   |
| Others                          | -                                   | (2)                                                                         | (2)                                   |
| <b>Total</b>                    | <u>(4)</u>                          | <u>(2)</u>                                                                  | <u>(5)</u>                            |
| <b>Deferred tax - net</b>       | <u>485</u>                          | <u>1</u>                                                                    | <u>487</u>                            |

Deferred tax assets arising from significant temporary differences and loss carry forward that have not been recognised in the financial statements as at December 31, are as follows:

|              | Unit: Million Baht                           |                                          |
|--------------|----------------------------------------------|------------------------------------------|
|              | Consolidated<br>financial statements<br>2022 | Separate<br>financial statements<br>2021 |
| Others       | 19                                           | 19                                       |
| <b>Total</b> | <u>19</u>                                    | <u>19</u>                                |

As at December 31, 2021, the Group have not recognised temporary difference as deferred tax assets in respect of loss carry forward expired in 2021 - 2025 and no maturity temporary differences under current tax legalization recognised in respect of these items, because it is not probable that future taxable profit will be available against which the Group can utilise the benefits from them.

As at December 31, 2022, the Group have not recognised temporary difference as deferred tax assets in respect of loss carry forward expired in 2022 - 2027 and no maturity temporary differences under current tax legalization recognised in respect of these items, because it is not probable that future taxable profit will be available against which the Group can utilise the benefits from them.

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### 19. INTEREST-BEARING LIABILITIES

Interest-bearing liabilities as at December 31, are as follows:

|                                                | Note | Consolidated<br>financial statements |         | Unit: Million Baht<br>Separate<br>financial statements |        |
|------------------------------------------------|------|--------------------------------------|---------|--------------------------------------------------------|--------|
|                                                |      | 2022                                 | 2021    | 2022                                                   | 2021   |
| <b>Current</b>                                 |      |                                      |         |                                                        |        |
| Short-term borrowings                          | 35   | 5,000                                | -       | -                                                      | -      |
| Current portion of long-term liabilities       |      |                                      |         |                                                        |        |
| - Current portion of long-term borrowings      | 35   | 7,676                                | 14,132  | -                                                      | -      |
| - Current portion of long-term debentures      |      | 7,819                                | -       | -                                                      | -      |
| Total current portion of long-term liabilities |      | 15,495                               | 14,132  | -                                                      | -      |
| Current portion of lease liabilities           | 35   | 11,136                               | 10,537  | 48                                                     | 146    |
| Short-term borrowings from related parties     | 35   | -                                    | -       | 4,720                                                  | 5,840  |
| Total current                                  |      | 31,631                               | 24,669  | 4,768                                                  | 5,986  |
| <b>Non-current</b>                             |      |                                      |         |                                                        |        |
| Long-term liabilities                          |      |                                      |         |                                                        |        |
| - Long-term borrowings - net                   | 35   | 34,613                               | 36,582  | -                                                      | -      |
| - Long-term debentures - net                   |      | 29,301                               | 37,114  | 6,494                                                  | 6,493  |
| Total long-term liabilities                    |      | 63,914                               | 73,696  | 6,494                                                  | 6,493  |
| Lease liabilities - net                        | 35   | 32,871                               | 40,598  | 17                                                     | 50     |
| Total non-current                              |      | 96,785                               | 114,294 | 6,511                                                  | 6,543  |
| <b>Total</b>                                   |      | 128,416                              | 138,963 | 11,279                                                 | 12,529 |

The periods to maturity of interest-bearing liabilities as at December 31, are as follows:

|                                      | Consolidated<br>financial statements |         | Unit: Million Baht<br>Separate<br>financial statements |        |
|--------------------------------------|--------------------------------------|---------|--------------------------------------------------------|--------|
|                                      | 2022                                 | 2021    | 2022                                                   | 2021   |
| Within one year                      | 31,631                               | 24,669  | 4,768                                                  | 5,986  |
| After one year but within five years | 80,598                               | 80,389  | 1,016                                                  | 1,049  |
| After five years                     | 16,187                               | 33,905  | 5,495                                                  | 5,494  |
| <b>Total</b>                         | 128,416                              | 138,963 | 11,279                                                 | 12,529 |

The currencies denomination of interest-bearing liabilities as at December 31, are as follows:

|                 | Note | Consolidated<br>financial statements |         | Unit: Million Baht<br>Separate<br>financial statements |        |
|-----------------|------|--------------------------------------|---------|--------------------------------------------------------|--------|
|                 |      | 2022                                 | 2021    | 2022                                                   | 2021   |
| Thai Baht (THB) |      | 128,286                              | 138,869 | 11,279                                                 | 12,529 |
| US Dollar (USD) | 36   | 130                                  | 94      | -                                                      | -      |
| <b>Total</b>    |      | 128,416                              | 138,963 | 11,279                                                 | 12,529 |

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## Long-term borrowings

The details of long-term borrowings as at December 31, are summarised as follows: (Separate financial statement: nil)

| Interest rate<br>(per annum)                       | Term of<br>interest<br>payment | Principal payment term                  | Unit: Million Baht                           |        |
|----------------------------------------------------|--------------------------------|-----------------------------------------|----------------------------------------------|--------|
|                                                    |                                |                                         | Consolidated<br>financial statements<br>2022 | 2021   |
| Advanced Wireless Network Co., Ltd.                |                                |                                         |                                              |        |
| Fixed interest rate as stipulated in the agreement | Semi-annual                    | 7 installments from 2019 to 2022        | -                                            | 1,429  |
| 6MBIBOR plus margin                                | Semi-annual                    | 6 installments from 2020 to 2023        | 3,500                                        | 10,500 |
| 6MBIBOR plus margin                                | Semi-annual                    | 5 equal installments from 2019 to 2023  | 1,400                                        | 2,800  |
| 6MTHBFIX plus margin                               | Semi-annual                    | 6 equal installments from 2021 to 2023  | 1,500                                        | 3,000  |
| Fixed interest rate as stipulated in the agreement | Semi-annual                    | 2 equal installments in 2022*           | -                                            | 1,961  |
| 6MTHBFIX plus margin                               | Semi-annual                    | 6 equal installments from 2023 to 2026  | 2,000                                        | 2,000  |
| THOR plus margin and 6MTHBFIX plus margin**        | Quarterly                      | 4 equal installments from 2024 to 2025  | 10,000                                       | 10,000 |
| THOR plus margin and 6MTHBFIX plus margin**        | Semi-annual                    | 14 installments from 2022 to 2028       | 14,250                                       | 15,000 |
| THOR plus margin and 6MTHBFIX plus margin**        | Semi-annual                    | 6 installments from 2025 to 2027        | 2,000                                        | 2,000  |
| Fixed interest rate as stipulated in the agreement | Semi-annual                    | 6 installments from 2025 to 2027        | 600                                          | 600    |
| 6MBIBOR plus margin                                | Semi-annual                    | 7 installments from 2022 to 2025        | 257                                          | 300    |
| 6MBIBOR plus margin                                | Semi-annual                    | 10 equal installments from 2021 to 2026 | 210                                          | 270    |
| 6MBIBOR plus margin                                | Semi-annual                    | 3 installments from 2024 to 2026        | 300                                          | 300    |
| 6MBIBOR plus margin                                | Semi-annual                    | 5 equal installments from 2023 to 2025  | 300                                          | 300    |
| 6MBIBOR plus margin                                | Semi-annual                    | 9 installments from 2024 to 2028        | 6,000                                        | 300    |
| Total loans                                        |                                |                                         | 42,317                                       | 50,760 |
| Less transaction cost                              |                                |                                         | (28)                                         | (46)   |
| Long-term borrowings                               |                                |                                         | 42,289                                       | 50,714 |

\* The Group has amended long-term loan agreement with the bank to change the currency from US Dollar to Thai Baht in order to hedge for foreign exchange risk and interest rate risk. Loan tenor and other conditions remain unchanged.

\*\* The Group has amended long-term loan agreement to change the interest rate from 6MTHBFIX plus margin to THOR plus margin on October 25, 2022.



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## Long-term debentures

As at December 31, the Group and the Company’s long-term debentures represent unsubordinated and unsecured debentures with a par value of Baht 1,000 each are as follows:

| Issue date                          | No. of units<br>(Million) | Amount | Interest rate<br>(per annum) | Term of<br>interest<br>payment | Principal payment term                 | Unit: Million Baht                   |                               |                                  |                               |
|-------------------------------------|---------------------------|--------|------------------------------|--------------------------------|----------------------------------------|--------------------------------------|-------------------------------|----------------------------------|-------------------------------|
|                                     |                           |        |                              |                                |                                        | Consolidated<br>financial statements |                               | Separate<br>financial statements |                               |
|                                     |                           |        |                              |                                |                                        | As at<br>December 31,<br>2022        | As at<br>December 31,<br>2021 | As at<br>December 31,<br>2022    | As at<br>December 31,<br>2021 |
| Advanced Info Service PCL.          |                           |        |                              |                                |                                        |                                      |                               |                                  |                               |
| May 7, 2021                         | 1.00                      | 1,000  | Fixed interest rate of 1.58% | Semi-annual                    | Entirely redeemed on May 7, 2026       | 1,000                                | 1,000                         | 1,000                            | 1,000                         |
| May 7, 2021                         | 2.50                      | 2,500  | Fixed interest rate of 2.14% | Semi-annual                    | Entirely redeemed on May 7, 2028       | 2,500                                | 2,500                         | 2,500                            | 2,500                         |
| May 7, 2021                         | 3.00                      | 3,000  | Fixed interest rate of 2.69% | Semi-annual                    | Entirely redeemed on May 7, 2031       | 3,000                                | 3,000                         | 3,000                            | 3,000                         |
| Advanced Wireless Network Co., Ltd. |                           |        |                              |                                |                                        |                                      |                               |                                  |                               |
| April 11, 2014                      | 6.64                      | 6,638  | Fixed interest rate of 4.94% | Semi-annual                    | Entirely redeemed on April 11, 2024    | 6,638                                | 6,638                         | -                                | -                             |
| May 11, 2016                        | 7.82                      | 7,820  | Fixed interest rate of 2.51% | Semi-annual                    | Entirely redeemed on May 11, 2023      | 7,820                                | 7,820                         | -                                | -                             |
| May 11, 2016                        | 7.18                      | 7,180  | Fixed interest rate of 2.78% | Semi-annual                    | Entirely redeemed on May 11, 2026      | 7,180                                | 7,180                         | -                                | -                             |
| November 30, 2017                   | 9.00                      | 9,000  | Fixed interest rate of 3.35% | Semi-annual                    | Entirely redeemed on November 30, 2027 | 9,000                                | 9,000                         | -                                | -                             |
| Total debentures                    |                           |        |                              |                                |                                        | 37,138                               | 37,138                        | 6,500                            | 6,500                         |
| Less bond issuing cost              |                           |        |                              |                                |                                        | (18)                                 | (24)                          | (6)                              | (7)                           |
| Long-term debentures                |                           |        |                              |                                |                                        | 37,120                               | 37,114                        | 6,494                            | 6,493                         |



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Under the terms and conditions of the long-term borrowings and debentures, the Group and the Company have to comply with certain restrictions.

As at December 31, 2022 and 2021, the Group had no undrawn long-term borrowing credit facilities.

The carrying amount (gross of issue costs) and fair values of long-term debentures as at December 31, are as follows:

|                      | Unit: Million Baht                |        |              |        |
|----------------------|-----------------------------------|--------|--------------|--------|
|                      | Consolidated financial statements |        |              |        |
|                      | Carrying amount                   |        | Fair values* |        |
|                      | 2022                              | 2021   | 2022         | 2021   |
| Long-term debentures | 37,138                            | 37,138 | 37,566       | 38,762 |

|                      | Unit: Million Baht            |       |              |       |
|----------------------|-------------------------------|-------|--------------|-------|
|                      | Separate financial statements |       |              |       |
|                      | Carrying amount               |       | Fair values* |       |
|                      | 2022                          | 2021  | 2022         | 2021  |
| Long-term debentures | 6,500                         | 6,500 | 6,244        | 6,534 |

\* Fair values for traded debentures have been determined based on quoted selling prices from The Thai Bond Market Association at the close of the business at the end of the reporting period.

Movement of interest-bearing liabilities arising from financing activities for the years ended December 31, are as follows:

|                                          | Unit: Million Baht                |                      |                      |                   |          |
|------------------------------------------|-----------------------------------|----------------------|----------------------|-------------------|----------|
|                                          | Consolidated financial statements |                      |                      |                   | Total    |
|                                          | Short-term borrowings             | Long-term borrowings | Long-term debentures | Lease liabilities |          |
| As at January 1, 2022                    | -                                 | 50,714               | 37,114               | 51,135            | 138,963  |
| <b>Cash flows items:</b>                 |                                   |                      |                      |                   |          |
| Addition                                 | 16,500                            | 5,700                | -                    | -                 | 22,200   |
| Repayments                               | (11,500)                          | (14,143)             | -                    | (12,447)          | (38,090) |
| <b>Total cash flows items</b>            | 5,000                             | (8,443)              | -                    | (12,447)          | (15,890) |
| <b>Non-cash changes items:</b>           |                                   |                      |                      |                   |          |
| Addition                                 | -                                 | -                    | -                    | 5,507             | 5,507    |
| Terminate                                | -                                 | -                    | -                    | (190)             | (190)    |
| Unrealised loss on foreign exchange rate | -                                 | -                    | -                    | 2                 | 2        |
| Amortisation as expenses                 | -                                 | 18                   | 6                    | -                 | 24       |
| <b>Total non-cash changes items</b>      | -                                 | 18                   | 6                    | 5,319             | 5,343    |
| <b>As at December 31, 2022</b>           | 5,000                             | 42,289               | 37,120               | 44,007            | 128,416  |

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|                                          | Consolidated financial statements |                      |                      |                   | Total           |
|------------------------------------------|-----------------------------------|----------------------|----------------------|-------------------|-----------------|
|                                          | Short-term borrowings             | Long-term borrowings | Long-term debentures | Lease liabilities |                 |
| <b>As at January 1, 2021</b>             | 4,900                             | 60,756               | 32,393               | 58,364            | 156,413         |
| <b>Cash flows items:</b>                 |                                   |                      |                      |                   |                 |
| Addition                                 | 4,400                             | 2,100                | 6,500                | -                 | 13,000          |
| Repayments                               | (9,300)                           | (12,109)             | (1,776)              | (11,882)          | (35,067)        |
| Borrowing cost                           | -                                 | (48)                 | (8)                  | -                 | (56)            |
| <b>Total cash flows items</b>            | <b>(4,900)</b>                    | <b>(10,057)</b>      | <b>4,716</b>         | <b>(11,882)</b>   | <b>(22,123)</b> |
| <b>Non-cash changes items:</b>           |                                   |                      |                      |                   |                 |
| Addition                                 | -                                 | -                    | -                    | 4,881             | 4,881           |
| Terminate                                | -                                 | -                    | -                    | (234)             | (234)           |
| Unrealised loss on foreign exchange rate | -                                 | -                    | -                    | 6                 | 6               |
| Amortisation as expenses                 | -                                 | 15                   | 5                    | -                 | 20              |
| <b>Total non-cash changes items</b>      | <b>-</b>                          | <b>15</b>            | <b>5</b>             | <b>4,653</b>      | <b>4,673</b>    |
| <b>As at December 31, 2021</b>           | <b>-</b>                          | <b>50,714</b>        | <b>37,114</b>        | <b>51,135</b>     | <b>138,963</b>  |

Unit: Million Baht

|                                     | Short-term borrowings from related parties | Separate financial statements Long-term debentures | Lease liabilities | Total          |
|-------------------------------------|--------------------------------------------|----------------------------------------------------|-------------------|----------------|
| <b>As at January 1, 2022</b>        | 5,840                                      | 6,493                                              | 196               | 12,529         |
| <b>Cash flows items:</b>            |                                            |                                                    |                   |                |
| Addition                            | 1,100                                      | -                                                  | -                 | 1,100          |
| Repayments                          | (2,220)                                    | -                                                  | (149)             | (2,369)        |
| <b>Total cash flows items</b>       | <b>(1,120)</b>                             | <b>-</b>                                           | <b>(149)</b>      | <b>(1,269)</b> |
| <b>Non-cash changes items:</b>      |                                            |                                                    |                   |                |
| Addition                            | -                                          | -                                                  | 19                | 19             |
| Terminate                           | -                                          | -                                                  | (1)               | (1)            |
| Amortisation as expenses            | -                                          | 1                                                  | -                 | 1              |
| <b>Total non-cash changes items</b> | <b>-</b>                                   | <b>1</b>                                           | <b>18</b>         | <b>19</b>      |
| <b>As at December 31, 2022</b>      | <b>4,720</b>                               | <b>6,494</b>                                       | <b>65</b>         | <b>11,279</b>  |

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|                                     | Unit: Million Baht                         |                                                    |                   |               |
|-------------------------------------|--------------------------------------------|----------------------------------------------------|-------------------|---------------|
|                                     | Short-term borrowings from related parties | Separate financial statements Long-term debentures | Lease liabilities | Total         |
| <b>As at January 1, 2021</b>        | 5,080                                      | -                                                  | 235               | 5,315         |
| <b>Cash flows items:</b>            |                                            |                                                    |                   |               |
| Addition                            | 2,590                                      | 6,500                                              | -                 | 9,090         |
| Repayments                          | (1,830)                                    | -                                                  | (119)             | (1,949)       |
| Borrowing cost                      | -                                          | (8)                                                | -                 | (8)           |
| <b>Total cash flows items</b>       | <u>760</u>                                 | <u>6,492</u>                                       | <u>(119)</u>      | <u>7,133</u>  |
| <b>Non-cash changes items:</b>      |                                            |                                                    |                   |               |
| Addition                            | -                                          | -                                                  | 96                | 96            |
| Terminates                          | -                                          | -                                                  | (16)              | (16)          |
| Amortisation as expenses            | -                                          | 1                                                  | -                 | 1             |
| <b>Total non-cash changes items</b> | <u>-</u>                                   | <u>1</u>                                           | <u>80</u>         | <u>81</u>     |
| <b>As at December 31, 2021</b>      | <u>5,840</u>                               | <u>6,493</u>                                       | <u>196</u>        | <u>12,529</u> |

The effective weighted interest rates as at December 31, are as follows:

|                       | Consolidated financial statements |      | Unit: Percent per annum Separate financial statements |      |
|-----------------------|-----------------------------------|------|-------------------------------------------------------|------|
|                       | 2022                              | 2021 | 2022                                                  | 2021 |
| Short-term borrowings | 1.41                              | -    | 0.48                                                  | 0.49 |
| Long-term borrowings  | 2.64                              | 2.17 | -                                                     | -    |
| Long-term debentures  | 3.17                              | 3.17 | 2.31                                                  | 2.31 |
| Lease liabilities     | 2.25                              | 2.52 | 2.09                                                  | 2.16 |

The effective weighted interest rates of long-term borrowings for the Group and the Company are calculated with the rate after hedging.

### 20. TRADE AND OTHER CURRENT PAYABLES

Trade and other current payables as at December 31, are as follows:

|                                               | Note | Consolidated financial statements |               | Unit: Million Baht Separate financial statements |              |
|-----------------------------------------------|------|-----------------------------------|---------------|--------------------------------------------------|--------------|
|                                               |      | 2022                              | 2021          | 2022                                             | 2021         |
| <b>Trade payables</b>                         |      |                                   |               |                                                  |              |
| Related parties                               | 35   | 79                                | 116           | 49                                               | 62           |
| Other parties                                 |      | 24,137                            | 26,629        | 24                                               | 29           |
| <b>Total trade payables</b>                   |      | <u>24,216</u>                     | <u>26,745</u> | <u>73</u>                                        | <u>91</u>    |
| <b>Other current payables</b>                 |      |                                   |               |                                                  |              |
| Accrued expenses                              | 35   | 16,330                            | 16,582        | 2,598                                            | 2,669        |
| Valued-added tax payable                      |      | 375                               | 334           | 9                                                | 9            |
| Withholding tax payable                       |      | 254                               | 230           | 9                                                | 9            |
| Others                                        |      | 1,282                             | 1,164         | -                                                | -            |
| <b>Total other current payables</b>           |      | <u>18,241</u>                     | <u>18,310</u> | <u>2,616</u>                                     | <u>2,687</u> |
| <b>Total trade and other current payables</b> |      | <u>42,457</u>                     | <u>45,055</u> | <u>2,689</u>                                     | <u>2,778</u> |

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The currencies denomination of trade payables as at December 31, are as follows:

|                         | Note | Consolidated         |                      | Unit: Million Baht |           |
|-------------------------|------|----------------------|----------------------|--------------------|-----------|
|                         |      | financial statements | financial statements | Separate           | Separate  |
|                         |      | 2022                 | 2021                 | 2022               | 2021      |
| Thai Baht (THB)         |      | 5,618                | 7,423                | 21                 | 32        |
| US Dollar (USD)         | 36   | 18,505               | 19,241               | 1                  | -         |
| Euro (EUR)              | 36   | 13                   | 12                   | 3                  | -         |
| Yen (JPY)               | 36   | 23                   | 7                    | -                  | -         |
| Singapore Dollar (SGD)  | 36   | 56                   | 59                   | 48                 | 59        |
| Australian Dollar (AUD) | 36   | 1                    | 3                    | -                  | -         |
| <b>Total</b>            |      | <b>24,216</b>        | <b>26,745</b>        | <b>73</b>          | <b>91</b> |

### 21. SPECTRUM LICENSES PAYABLE

Spectrum licenses payable in the consolidated financial statements as at December 31, are as follows: (Separate financial statements: nil):

|                                                          | Note | Unit: Million Baht   |                      |
|----------------------------------------------------------|------|----------------------|----------------------|
|                                                          |      | Consolidated         | Consolidated         |
|                                                          |      | financial statements | financial statements |
|                                                          |      | 2022                 | 2021                 |
| <b>Spectrum licenses payable are as follow:</b>          |      |                      |                      |
| - License certificate for 900 MHz                        | 1    | 21,719               | 28,563               |
| - License certificate for 2600 MHz                       | 1    | 15,841               | 15,485               |
| - License certificate for 700 MHz (Allocated License)    | 1    | 12,835               | 14,259               |
| - License certificate for 700 MHz (Auction License)      | 1    | 12,593               | 14,012               |
|                                                          |      | <u>62,988</u>        | <u>72,319</u>        |
| <u>Less current portion of spectrum licenses payable</u> |      | <u>(10,903)</u>      | <u>(10,903)</u>      |
| <b>Spectrum licenses payable</b>                         |      | <b><u>52,085</u></b> | <b><u>61,416</u></b> |

Movements in spectrum licenses payable in the consolidated financial statements for the years ended December 31, are as follows: (Separate financial statements: nil):

|                                           | Note | Unit: Million Baht   |                      |
|-------------------------------------------|------|----------------------|----------------------|
|                                           |      | Consolidated         | Consolidated         |
|                                           |      | financial statements | financial statements |
|                                           |      | 2022                 | 2021                 |
| As at January 1,                          |      | 72,319               | 53,449               |
| Addition                                  |      | -                    | 36,486               |
| Payments                                  |      | (11,039)             | (19,512)             |
| Amortisation of deferred interest expense | 31   | 1,708                | 1,896                |
| <b>As at December 31,</b>                 |      | <b><u>62,988</u></b> | <b><u>72,319</u></b> |

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### 22. PROVISIONS FOR EMPLOYEE BENEFIT

The Group and the Company have provisions for employee benefit based on the requirement of Thai Labour Protection Act B.E. 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service and long - term service awards.

The defined benefit plans expose the Group and the Company to actuarial risks, such as longevity risk, interest rate risk and market (investment) risk.

Provisions for employee benefit in the statement of financial position as at December 31, are as follows:

|                              | Consolidated<br>financial statements |       | Unit: Million Baht<br>Separate<br>financial statements |      |
|------------------------------|--------------------------------------|-------|--------------------------------------------------------|------|
|                              | 2022                                 | 2021  | 2022                                                   | 2021 |
| Present value of obligations | 2,931                                | 3,327 | 376                                                    | 408  |

Movements in the present value of the provisions for employee benefit for the years ended December 31, are as follows:

|                                                           | Consolidated<br>financial statements |              | Unit: Million Baht<br>Separate<br>financial statements |            |
|-----------------------------------------------------------|--------------------------------------|--------------|--------------------------------------------------------|------------|
|                                                           | 2022                                 | 2021         | 2022                                                   | 2021       |
| <b>Provisions for employee benefit as at January 1,</b>   | 3,327                                | 3,180        | 408                                                    | 395        |
| Current service costs and interest                        | 272                                  | 263          | 67                                                     | 54         |
| Benefits paid                                             | (127)                                | (116)        | (35)                                                   | (24)       |
| Transfer employee to subsidiaries                         | -                                    | -            | (13)                                                   | (17)       |
| Gain on remeasurements of defined benefit plans           | (540)                                | -            | (51)                                                   | -          |
| Gain on remeasurements of long-term service awards        | (1)                                  | -            | -                                                      | -          |
| <b>Provisions for employee benefit as at December 31,</b> | <b>2,931</b>                         | <b>3,327</b> | <b>376</b>                                             | <b>408</b> |

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Expense recognised in the statement of profit or loss for the years ended December 31, are as follows:

|                                                    | Consolidated<br>financial statements |            | Unit: Million Baht<br>Separate<br>financial statements |           |
|----------------------------------------------------|--------------------------------------|------------|--------------------------------------------------------|-----------|
|                                                    | 2022                                 | 2021       | 2022                                                   | 2021      |
| Current service costs                              | 208                                  | 203        | 46                                                     | 30        |
| Interest on obligations                            | 64                                   | 60         | 8                                                      | 7         |
| Gain on remeasurements of long-term service awards | (1)                                  | -          | -                                                      | -         |
| <b>Total</b>                                       | <b>271</b>                           | <b>263</b> | <b>54</b>                                              | <b>37</b> |

The Group and the Company presented the expense in the statement of profit or loss for the years ended December 31, are as follows:

|                                                    | Consolidated<br>financial statements |            | Unit: Million Baht<br>Separate<br>financial statements |           |
|----------------------------------------------------|--------------------------------------|------------|--------------------------------------------------------|-----------|
|                                                    | 2022                                 | 2021       | 2022                                                   | 2021      |
| Cost of rendering of services and equipment rental | 14                                   | 14         | 41                                                     | 26        |
| Administrative expenses                            | 192                                  | 187        | 3                                                      | 2         |
| Management benefit expenses                        | 2                                    | 2          | 2                                                      | 2         |
| Finance costs                                      | 64                                   | 60         | 8                                                      | 7         |
| Gain on remeasurements of long-term service awards | (1)                                  | -          | -                                                      | -         |
| <b>Total</b>                                       | <b>271</b>                           | <b>263</b> | <b>54</b>                                              | <b>37</b> |

(Gain)/Loss on remeasurements of defined benefit plans recognised in the statement of profit or loss and other comprehensive income for the years ended December 31, are as follows:

|                                       | Consolidated<br>financial statements |            | Unit: Million Baht<br>Separate<br>financial statements |            |
|---------------------------------------|--------------------------------------|------------|--------------------------------------------------------|------------|
|                                       | 2022                                 | 2021       | 2022                                                   | 2021       |
| <b>Included in retained earnings:</b> |                                      |            |                                                        |            |
| As at January 1,                      | 171                                  | 171        | 251                                                    | 251        |
| Recognised during the year            | (540)                                | -          | (51)                                                   | -          |
| <b>As at December 31,</b>             | <b>(369)</b>                         | <b>171</b> | <b>200</b>                                             | <b>251</b> |

Gains on remeasurements of defined benefit plans recognised in the statement of profit or loss and other comprehensive income for the years ended December 31, are arising from:

|                       | Consolidated<br>financial statements |          | Unit: Million Baht<br>Separate<br>financial statements |          |
|-----------------------|--------------------------------------|----------|--------------------------------------------------------|----------|
|                       | 2022                                 | 2021     | 2022                                                   | 2021     |
| Financial assumptions | (477)                                | -        | (44)                                                   | -        |
| Experience adjustment | (63)                                 | -        | (7)                                                    | -        |
| <b>Total</b>          | <b>(540)</b>                         | <b>-</b> | <b>(51)</b>                                            | <b>-</b> |



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Principal actuarial assumptions for defined benefit plans at the end of the reporting period (expressed as weighted averages):

|                         | Consolidated<br>financial statements |               | Separate<br>financial statements |               |
|-------------------------|--------------------------------------|---------------|----------------------------------|---------------|
|                         | 2022                                 | 2021          | 2022                             | 2021          |
| Discount rate           | 2.75% - 3.45%                        | 1.47% - 2.04% | 2.75% - 3.45%                    | 1.47% - 2.04% |
| Future salary increases | 5%                                   | 5%            | 5%                               | 5%            |

Assumptions regarding future mortality for the years ended December 31, 2022 and 2021 are based on published statistics and Thailand Mortality Ordinary Life table 2017 (“TMO17”).

### Sensitivity analysis

Reasonably possible changes at the end of the reporting period to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the provisions for employee benefit as at December 31, are as follows:

|                      | Consolidated<br>financial statements |       | Unit: Million Baht<br>Separate<br>financial statements |      |
|----------------------|--------------------------------------|-------|--------------------------------------------------------|------|
|                      | 2022                                 | 2021  | 2022                                                   | 2021 |
| Discount rate        |                                      |       |                                                        |      |
| - Increase 1%        | (296)                                | (367) | (29)                                                   | (34) |
| - Decrease 1%        | 345                                  | 434   | 33                                                     | 39   |
| Future salary growth |                                      |       |                                                        |      |
| - Increase 1%        | 318                                  | 429   | 30                                                     | 39   |
| - Decrease 1%        | (278)                                | (370) | (27)                                                   | (34) |

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

## 23. SHARE CAPITAL

Movements of share capital for the years ended December 31, are as follows:

|                           | Par value<br>per share<br>(in Baht) | (Million shares/million Baht) |        |                    |        |
|---------------------------|-------------------------------------|-------------------------------|--------|--------------------|--------|
|                           |                                     | 2022                          |        | 2021               |        |
|                           |                                     | Number<br>of share            | Amount | Number<br>of share | Amount |
| <b>Authorised</b>         |                                     |                               |        |                    |        |
| As at January 1,          |                                     |                               |        |                    |        |
| - ordinary shares         | 1.00                                | 4,997                         | 4,997  | 4,997              | 4,997  |
| <b>As at December 31,</b> |                                     |                               |        |                    |        |
| - ordinary shares         | 1.00                                | 4,997                         | 4,997  | 4,997              | 4,997  |
| <b>Issued and paid</b>    |                                     |                               |        |                    |        |
| As at January 1,          |                                     |                               |        |                    |        |
| - ordinary shares         | 1.00                                | 2,974                         | 2,974  | 2,974              | 2,974  |
| <b>As at December 31,</b> |                                     |                               |        |                    |        |
| - ordinary shares         | 1.00                                | 2,974                         | 2,974  | 2,974              | 2,974  |



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As at December 31, 2022 and 2021, the total issued number of ordinary shares is 2,974 million and 2,974 million respectively, shares with a par value of Baht 1.00 per share. All issued shares are fully paid.

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

Share premium

According to the Public Companies Act B.E. 2535, Section 51 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account (“share premium”). Share premium is not available for dividend distribution.

24. LEGAL RESERVE

According to the Public Companies Act B.E. 2535, section 116 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

25. OTHER COMPONENTS OF SHAREHOLDERS’ EQUITY

Share-based payment

The performance share plan

Grant V

In March 2017, the Annual General Meeting of shareholders No.1/2017 approved to issue warrants to purchase the ordinary shares of the Company. The warrants are offered to employees of the Company and its subsidiaries, including the Board of Directors of the Company, who are qualified to the Performance share plan (“ESOP-Grant V”). The major information is listed below:

|                             |                                                                                                                                                               |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Approved date:              | March 30, 2017                                                                                                                                                |
| Number of warrants offered: | 1,410,500 Units                                                                                                                                               |
| Exercise price:             | 160.434 Baht/share                                                                                                                                            |
| Number of reserved shares:  | 1,410,500 Shares                                                                                                                                              |
| Term of the Project:        | 5 years from the date of initial offer of the warrants                                                                                                        |
| Offered price per unit:     | Baht 0 (zero Baht)                                                                                                                                            |
| Exercise ratio:             | 1 unit of warrant per 1 ordinary share                                                                                                                        |
| Offer period:               | Within one year from the date on which the issuance and offer of the warrant under the program is approved by the 2017 Annual General Meeting of shareholders |

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Movements in the number of outstanding warrants for the year ended December 31, 2022 are as follows:

|                       | As at January 1,<br>2022 | Transaction during the year |              |              | Unit: Thousand units<br>As at December 31,<br>2022 |
|-----------------------|--------------------------|-----------------------------|--------------|--------------|----------------------------------------------------|
|                       |                          | Issued                      | Exercised    | Expired      |                                                    |
| <b>ESOP - Grant V</b> |                          |                             |              |              |                                                    |
| - Directors           | 39                       | -                           | (25)         | (14)         | -                                                  |
| - Employees           | 446                      | -                           | (259)        | (187)        | -                                                  |
| <b>Total</b>          | <u>485</u>               | <u>-</u>                    | <u>(284)</u> | <u>(201)</u> | <u>-</u>                                           |

\* Above ESOP including ESOP of employees or executives who cannot exercise their rights under the items and conditions specified.

### Fair value measurement

The Group and the Company measured the expense of the Project by reference to the fair value of the equity instrument granted at the grant date using the Monte Carlo Simulation technique. The major assumptions are as below:

#### Grant V

|                                               |                    |
|-----------------------------------------------|--------------------|
| Weighted average fair value at the grant date | 111.857 Baht/share |
| Share price at the grant date                 | 172.500 Baht/share |
| Exercise price                                | 160.434 Baht/share |
| Expected volatility                           | 27.22%             |
| Expected dividend                             | 5.55%              |
| Risk-free interest rate                       | 2.01%              |

The share-based payment expenses of both the Group and the Company for the year ended December 31, 2022 are Baht 2 million. (For the year ended December 31, 2021: both the Group and the Company were Baht 8 million).

On June 2, 2021, the Company registered its increase in share capital with the Department of Business Development, Ministry of Commerce of 371,478 ordinary shares at a par value of Baht 1 each resulting from the exercise of warrants offered to directors and employees of the Group and the Company for 371,478 units for which the exercise price of the warrant is Baht 166.588 and Baht 160.434 per share. The increase in share capital resulted increases in paid-up share capital and share premium of Baht 371,478 and Baht 60 million, respectively.

On June 2, 2022, the Company registered its increase in share capital with the Department of Business Development, Ministry of Commerce of 283,945 ordinary shares at a par value of Baht 1 each resulting from the exercise of warrants offered to directors and employees of the Group and the Company for 283,945 units for which the exercise price of the warrant is Baht 160.434 per share. The increase in share capital resulted to increases in paid-up share capital and share premium of Baht 283,945 and Baht 45 million, respectively.

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### 26. SEGMENT FINANCIAL INFORMATION AND DISAGGREGATION OF REVENUE

The Group has three reportable segments, as described below, which are the Group's strategic divisions. The strategic divisions offer different products and services, and are managed separately because they require different technology and marketing strategies. For each of the strategic divisions, the Group's chief operating decision maker reviews internal management reports on at least a quarterly basis. The following summary describes the operations in each of the Group reportable segments.

|           |                                  |
|-----------|----------------------------------|
| Segment 1 | Mobile phone services            |
| Segment 2 | Mobile phone and equipment sales |
| Segment 3 | Datanet and broadband services   |

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Group's chief operating decision maker. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

#### Information about reportable segments

Performance for the years ended December 31, are as follows:

|                                                 | Mobile phone services |          | Mobile phone and equipment sales |         | Datanet and broadband services |         | Unit: Million Baht<br>Total<br>reportable segments |          |
|-------------------------------------------------|-----------------------|----------|----------------------------------|---------|--------------------------------|---------|----------------------------------------------------|----------|
|                                                 | 2022                  | 2021     | 2022                             | 2021    | 2022                           | 2021    | 2022                                               | 2021     |
| External revenue                                | 132,058               | 133,151  | 39,135                           | 35,943  | 14,292                         | 12,239  | 185,485                                            | 181,333  |
| Finance income                                  | 117                   | 205      | 3                                | 7       | 6                              | 5       | 126                                                | 217      |
| Finance costs                                   | (5,225)               | (5,617)  | (1)                              | (1)     | (5)                            | (8)     | (5,231)                                            | (5,626)  |
| Depreciation and amortisation                   | (49,524)              | (50,190) | (9)                              | (13)    | (3,369)                        | (3,171) | (52,902)                                           | (53,374) |
| Material items of expenses                      | (16,046)              | (15,647) | (1,835)                          | (1,539) | (432)                          | (605)   | (18,313)                                           | (17,791) |
| Segment profit (loss) before income tax expense | 30,038                | 31,364   | (1,375)                          | (1,341) | 3,519                          | 2,871   | 32,182                                             | 32,894   |

Reportable assets and liabilities as at December 31, are as follows:

|                     | Mobile phone services |         | Mobile phone and equipment sales |       | Datanet and broadband services |        | Unit: Million Baht<br>Total<br>reportable segments |         |
|---------------------|-----------------------|---------|----------------------------------|-------|--------------------------------|--------|----------------------------------------------------|---------|
|                     | 2022                  | 2021    | 2022                             | 2021  | 2022                           | 2021   | 2022                                               | 2021    |
| Segment assets      | 312,169               | 335,289 | 9,694                            | 6,648 | 15,180                         | 14,285 | 337,043                                            | 356,222 |
| Segment liabilities | 243,522               | 265,097 | 4,340                            | 5,300 | 3,365                          | 4,000  | 251,227                                            | 274,397 |

The significant amount of additions to non-current assets for the years ended December 31, are as follows:

|                     | Mobile phone services |        | Mobile phone and equipment sales |      | Datanet and broadband services |       | Unit: Million Baht<br>Total<br>reportable segments |        |
|---------------------|-----------------------|--------|----------------------------------|------|--------------------------------|-------|----------------------------------------------------|--------|
|                     | 2022                  | 2021   | 2022                             | 2021 | 2022                           | 2021  | 2022                                               | 2021   |
| Capital expenditure | 38,061                | 30,537 | 1                                | 5    | 3,644                          | 3,542 | 41,706                                             | 34,084 |

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### Revenue

#### Disaggregation of revenue

The Group has recognised revenue from sale of goods and rendering of services to customer at a point in time and overtime by type of goods or main services according to the disclosure of segment financial information and disaggregation of revenue for the years ended December 31, are as follows:

|                                      |                                    | 2022           | Unit: Million Baht<br>2021 |
|--------------------------------------|------------------------------------|----------------|----------------------------|
| <b>External revenue</b>              |                                    |                |                            |
| Segment 1                            | - Mobile phone services            | 132,058        | 133,151                    |
| Segment 2                            | - Mobile phone and equipment sales | 39,135         | 35,943                     |
| Segment 3                            | - Datanet and broadband services   | 14,292         | 12,239                     |
| <b>Total</b>                         |                                    | <b>185,485</b> | <b>181,333</b>             |
| <b>Timing of revenue recognition</b> |                                    |                |                            |
| Point in time                        |                                    |                |                            |
| Segment 2                            | - Mobile phone and equipment sales | 39,135         | 35,943                     |
| Segment 3                            | - Datanet and broadband services   | 340            | 599                        |
|                                      |                                    | <b>39,475</b>  | <b>36,542</b>              |
| Over time                            |                                    |                |                            |
| Segment 1                            | - Mobile phone services            | 132,058        | 133,151                    |
| Segment 3                            | - Datanet and broadband services   | 13,952         | 11,640                     |
|                                      |                                    | <b>146,010</b> | <b>144,791</b>             |
| <b>Total</b>                         |                                    | <b>185,485</b> | <b>181,333</b>             |

#### Geographical segments

The Group's managed and operates principally in Thailand. There are no material revenues derived from or assets located in foreign countries.

#### Major Customer

No single customer represents a major customer because the Group has a large number of customers, who are end users covering businesses and individuals.

### 27. REVENUE FROM RENDERING OF SERVICES AND EQUIPMENT RENTALS

For the year ended December 31, 2022 and 2021, the Company has no revenue from rendering of services from internet and telecommunication services under licenses granted by The National Broadcasting and Telecommunications Commission ("NBTC").

|                      | Note | Unit: Million Baht<br>Separate<br>financial statements<br>2022 | 2021         |
|----------------------|------|----------------------------------------------------------------|--------------|
| Other service income | 35   | 1,840                                                          | 1,992        |
| <b>Total</b>         |      | <b>1,840</b>                                                   | <b>1,992</b> |

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### 28. FINANCE INCOME

Finance income for the years ended December 31, are as follows:

|                        | Note | Consolidated<br>financial statements |            | Unit: Million Baht<br>Separate<br>financial statements |            |
|------------------------|------|--------------------------------------|------------|--------------------------------------------------------|------------|
|                        |      | 2022                                 | 2021       | 2022                                                   | 2021       |
| Subsidiaries           | 35   | -                                    | -          | 553                                                    | 428        |
| Joint venture          |      | 4                                    | -          | -                                                      | -          |
| Financial institutions |      | 122                                  | 217        | 6                                                      | 3          |
| <b>Total</b>           |      | <b>126</b>                           | <b>217</b> | <b>559</b>                                             | <b>431</b> |

### 29. PROVIDENT FUND

The defined contribution plan comprises a provident fund established by the Group and the Company for their employees. Membership of the fund is on a voluntary basis. Contributions are made monthly by the employees at rates ranging from 3% to 15% of their basic salaries and by the Group and the Company at rates ranging from 3% to 7% of the employees' basic salaries. The provident fund is registered with the Ministry of Finance as juristic entities and is managed by a licensed fund manager.

For the year ended December 31, 2022, the Group and the Company recognised contribution paid to the provident fund amounting to Baht 315 million and Baht 38 million, respectively, in the consolidated and separate statement of profit or loss (For the year ended December 31, 2021: Baht 312 million and Baht 35 million, respectively).

### 30. EXPENSES BY NATURE

The statements of profit or loss for the years ended December 31, include an analysis of expenses by function. Significant expenses by nature disclosed in accordance with the requirements of various Thai Financial Reporting Standards are as follows:

|                                                             | Notes | Consolidated<br>financial statements |        | Unit: Million Baht<br>Separate<br>financial statements |      |
|-------------------------------------------------------------|-------|--------------------------------------|--------|--------------------------------------------------------|------|
|                                                             |       | 2022                                 | 2021   | 2022                                                   | 2021 |
| Depreciation of buildings and equipment                     | 13    | 25,391                               | 27,055 | 27                                                     | 20   |
| Depreciation of right-of-use assets                         | 14    | 13,031                               | 12,774 | 137                                                    | 117  |
| Amortisation of spectrum licenses                           | 16    | 12,010                               | 11,676 | -                                                      | -    |
| Amortisation of other intangible assets other than goodwill | 17    | 2,470                                | 1,869  | 1                                                      | 3    |
| Expected credit loss (bad debts recovery)                   | 7     | 1,966                                | 1,838  | (7)                                                    | (11) |
| Loss on terminate contract assets                           | 8     | 35                                   | 144    | -                                                      | -    |
| Marketing expenses                                          |       | 6,769                                | 6,002  | 2                                                      | 3    |
| Staff costs                                                 |       | 9,543                                | 9,807  | 1,043                                                  | 991  |



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### 31. FINANCE COSTS

Finance costs for the years ended December 31, are as follows:

|                                             | Note | Consolidated<br>financial statements |              | Unit: Million Baht<br>Separate<br>financial statements |            |
|---------------------------------------------|------|--------------------------------------|--------------|--------------------------------------------------------|------------|
|                                             |      | 2022                                 | 2021         | 2022                                                   | 2021       |
| Interest expense                            | 35   | 2,370                                | 2,410        | 177                                                    | 125        |
| Finance cost related to spectrum<br>license | 21   | 1,708                                | 1,896        | -                                                      | -          |
| Interest on lease liabilities               |      | 1,071                                | 1,235        | 3                                                      | 4          |
| Others                                      |      | 81                                   | 85           | 13                                                     | 11         |
| <b>Total</b>                                |      | <b>5,230</b>                         | <b>5,626</b> | <b>193</b>                                             | <b>140</b> |

### 32. TAX EXPENSE

Tax expense (income) recognised in the statements of profit or loss for the years ended December 31, are as follows:

|                                       | Note | Consolidated<br>financial statements |              | Unit: Million Baht<br>Separate<br>financial statements |            |
|---------------------------------------|------|--------------------------------------|--------------|--------------------------------------------------------|------------|
|                                       |      | 2022                                 | 2021         | 2022                                                   | 2021       |
| <b>Current tax expense</b>            |      |                                      |              |                                                        |            |
| Current year                          |      | 6,741                                | 6,169        | 121                                                    | 164        |
| Adjustment for prior years            |      | 3                                    | 16           | (11)                                                   | (3)        |
|                                       |      | <u>6,744</u>                         | <u>6,185</u> | <u>110</u>                                             | <u>161</u> |
| <b>Deferred tax expense (income)</b>  | 18   |                                      |              |                                                        |            |
| Movements in temporary<br>differences |      | (576)                                | (215)        | (3)                                                    | (1)        |
| <b>Total tax expense</b>              |      | <b>6,168</b>                         | <b>5,970</b> | <b>107</b>                                             | <b>160</b> |

Tax expense (income) recognised in the statements of profit or loss and other comprehensive income for the year ended December 31, 2022 and 2021 are as follows:

|                                                 | Unit: Million Baht<br>Consolidated financial statements |                             |               |
|-------------------------------------------------|---------------------------------------------------------|-----------------------------|---------------|
|                                                 | Before<br>tax                                           | Tax<br>(expense)<br>benefit | Net of<br>tax |
| <b>For the year ended December 31, 2022</b>     |                                                         |                             |               |
| Loss on investment in equity at fair value      | (58)                                                    | 11                          | (47)          |
| Gain on cash flow hedges                        | 591                                                     | (118)                       | 473           |
| Gain on remeasurements of defined benefit plans | 540                                                     | (108)                       | 432           |
| <b>Total</b>                                    | <b>1,073</b>                                            | <b>(215)</b>                | <b>858</b>    |
| <b>For the year ended December 31, 2021</b>     |                                                         |                             |               |
| Loss on investment in equity at fair value      | (9)                                                     | 2                           | (7)           |
| Loss on cash flow hedges                        | 507                                                     | (101)                       | 406           |
| <b>Total</b>                                    | <b>498</b>                                              | <b>(99)</b>                 | <b>399</b>    |



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|                                                 | Unit: Million Baht            |                       |            |
|-------------------------------------------------|-------------------------------|-----------------------|------------|
|                                                 | Separate financial statements |                       |            |
|                                                 | Before tax                    | Tax (expense) benefit | Net of tax |
| <b>For the year ended December 31, 2022</b>     |                               |                       |            |
| Loss on investment in equity at fair value      | (2)                           | -                     | (2)        |
| Gain on remeasurements of defined benefit plans | 51                            | (10)                  | 41         |
| <b>Total</b>                                    | <u>49</u>                     | <u>(10)</u>           | <u>39</u>  |
| <b>For the year ended December 31, 2021</b>     |                               |                       |            |
| Loss on investment in equity at fair value      | (5)                           | 1                     | (4)        |
| <b>Total</b>                                    | <u>(5)</u>                    | <u>1</u>              | <u>(4)</u> |

Reconciliation of effective tax rate for the years ended December 31, are as follows:

|                                                                                      | Unit: Million Baht                |              |          |              |
|--------------------------------------------------------------------------------------|-----------------------------------|--------------|----------|--------------|
|                                                                                      | Consolidated financial statements |              |          |              |
|                                                                                      | 2022                              |              | 2021     |              |
|                                                                                      | Rate (%)                          |              | Rate (%) |              |
| Profit before income tax expense                                                     |                                   | 32,182       |          | 32,894       |
| Income tax using the applicable tax rate                                             | 20                                | 6,436        | 20       | 6,579        |
| Expenses not deductible for tax purposes<br>(Addition expenditure deduction allowed) |                                   | (19)         |          | (27)         |
| Additional capital expenditure deduction allowed                                     |                                   | (259)        |          | (626)        |
| Adjustment for prior years                                                           |                                   | 3            |          | 16           |
| Effect from elimination with subsidiaries                                            |                                   | 7            |          | 28           |
| <b>Total</b>                                                                         | 19                                | <u>6,168</u> | 18       | <u>5,970</u> |

|                                                                               | Unit: Million Baht            |            |          |            |
|-------------------------------------------------------------------------------|-------------------------------|------------|----------|------------|
|                                                                               | Separate financial statements |            |          |            |
|                                                                               | 2022                          |            | 2021     |            |
|                                                                               | Rate (%)                      |            | Rate (%) |            |
| Profit before income tax expense                                              |                               | 26,118     |          | 27,082     |
| Income tax using the applicable tax rate                                      | 20                            | 5,224      | 20       | 5,416      |
| Share of profit of subsidiaries                                               |                               | (5,096)    |          | (5,238)    |
| Reversal share of loss of joint ventures<br>accounted for using equity method |                               | (8)        |          | -          |
| Additional expenditure deduction allowed net                                  |                               | (2)        |          | (15)       |
| Adjustment for prior years                                                    |                               | (11)       |          | (3)        |
| <b>Total</b>                                                                  | 1                             | <u>107</u> | 1        | <u>160</u> |

The Group and the Company have applied the tax rate of 20% for calculated income tax expense and deferred income tax for the years ended December 31, 2022 and 2021.

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### 33. EARNINGS PER SHARE

#### Basic earnings per share

The calculation of basic earnings per share for the years ended December 31, is based on the profit for the years attributable to ordinary shareholders of the Group and the Company and the weighted average number of ordinary shares outstanding during the years as follows:

|                                                                     | (in million Baht/million shares)     |               |                                  |               |
|---------------------------------------------------------------------|--------------------------------------|---------------|----------------------------------|---------------|
|                                                                     | Consolidated<br>financial statements |               | Separate<br>financial statements |               |
|                                                                     | 2022                                 | 2021          | 2022                             | 2021          |
| Profit attributable to ordinary shareholders of the Company (basic) | <u>26,011</u>                        | <u>26,922</u> | <u>26,011</u>                    | <u>26,922</u> |
| Weighted average number of ordinary shares outstanding (basic)      | <u>2,974</u>                         | <u>2,974</u>  | <u>2,974</u>                     | <u>2,974</u>  |
| Earnings per share (basic) (in Baht)                                | <u>8.75</u>                          | <u>9.05</u>   | <u>8.75</u>                      | <u>9.05</u>   |

#### Diluted earnings per share

The calculation of diluted earnings per share for the years ended December 31, is based on the profit for the years attributable to equity holders of the Group and the Company and the weighted average number of ordinary shares outstanding during the years after adjusting for the effects of all dilutive potential ordinary shares as follows:

|                                                                  | (in million Baht/million shares)     |               |                                  |               |
|------------------------------------------------------------------|--------------------------------------|---------------|----------------------------------|---------------|
|                                                                  | Consolidated<br>financial statements |               | Separate<br>financial statements |               |
|                                                                  | 2022                                 | 2021          | 2022                             | 2021          |
| Profit attributable to equity holders of the Company (basic)     | <u>26,011</u>                        | <u>26,922</u> | <u>26,011</u>                    | <u>26,922</u> |
| Profit attributable to equity holders of the Company (diluted)   | <u>26,011</u>                        | <u>26,922</u> | <u>26,011</u>                    | <u>26,922</u> |
| Weighted average number of ordinary shares outstanding (basic)   | <u>2,974</u>                         | <u>2,974</u>  | <u>2,974</u>                     | <u>2,974</u>  |
| Weighted average number of ordinary shares outstanding (diluted) | <u>2,974</u>                         | <u>2,974</u>  | <u>2,974</u>                     | <u>2,974</u>  |
| Earnings per share (diluted) (in Baht)                           | <u>8.75</u>                          | <u>9.05</u>   | <u>8.75</u>                      | <u>9.05</u>   |



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### 34. DIVIDENDS

At the Annual General Meeting of the Shareholders of the Company held on March 29, 2021, the shareholders approved the appropriation of dividend of Baht 6.92 per share. The Company paid an interim dividend at the rate of Baht 3.24 per share on September 3, 2020, therefore the remaining dividend to be paid was Baht 3.68 per share, amounting to Baht 10,942 million. The dividend was paid to shareholders on April 20, 2021.

On August 3, 2021, the Board of Director's meeting approved the declaration of an interim dividend of Baht 3.45 per share, amounting to Baht 10,260 million. The interim dividend was paid to the shareholders on September 1, 2021.

At the Annual General Meeting of the Shareholders of the Company held on March 24, 2022, the shareholders approved the appropriation of dividend of Baht 7.69 per share. The Company paid an interim dividend at the rate of Baht 3.45 per share on September 1, 2021, therefore the remaining dividend to be paid was Baht 4.24 per share, amounting to Baht 12,609 million. The dividend was paid to shareholders on April 19, 2022.

On August 8, 2022, the Board of Director's meeting approved the declaration of an interim dividend of Baht 3.45 per share, amounting to Baht 10,261 million. The interim dividend was paid to the shareholders on September 6, 2022.

### 35. RELATED PARTIES

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with the Company, including holding companies, subsidiaries and fellow subsidiaries are related parties of the Company. Individuals owning, directly or indirectly, an interest in the voting power of the Company that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Company and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

During the year, the Group and the Company have entered into a number of transactions with related parties, the terms of which are negotiated in the ordinary course of business and according to normal trade conditions. Purchases of products and services are charged at reasonable prices and those prices are comparable to the market rate with general trading conditions. Consulting and management service fees are charged on a mutually agreed basis calculated based on activities performed for the counter parties in each year.

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Relationships between the Group and the Company with related parties are as follows:

| Name of entities                                                                              | Country of incorporation/<br>nationality | Nature of relationships                                                                                 |
|-----------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Subsidiaries                                                                                  | Thailand                                 | Subsidiaries are entities controlled by the Group.                                                      |
| Intouch Holdings Public Company Limited (“INTOUCH”) and its related parties (“INTOUCH Group”) | Thailand and Laos                        | INTOUCH has significant influence over the Company and has some joint directors                         |
| Singtel Strategic Investments Pte Ltd. (“Singtel”) and its related parties (“Singtel Group”)  | Singapore                                | Singtel is a shareholder which has significant influence over the Company and has some joint directors. |
| Information Highway Co., Ltd.                                                                 | Thailand                                 | Information Highway Co., Ltd. is an associate.                                                          |
| Choco Card Enterprise Co., Ltd.                                                               | Thailand                                 | Choco Card Enterprise Co., Ltd. is an associate.                                                        |
| Datafarm Co., Ltd.                                                                            | Thailand                                 | Datafarm Co., Ltd. is an associate.                                                                     |
| Swift Dynamics Co., Ltd.                                                                      | Thailand                                 | Swift Dynamics Co., Ltd. is an associate.                                                               |
| GSA DC Co., Ltd.                                                                              | Thailand                                 | GSA DC Co., Ltd. is an associate.                                                                       |
| Amata Network Co., Ltd.                                                                       | Thailand                                 | Amata Network Co., Ltd. is a joint venture.                                                             |
| Rabbit - Line Pay Company Limited                                                             | Thailand                                 | Rabbit - Line Pay Company Limited is a joint venture.                                                   |
| SAHA Advanced Network Co.,Ltd.                                                                | Thailand                                 | SAHA Advanced Network Co., Ltd. is a joint venture                                                      |
| AISCB Co., Ltd.                                                                               | Thailand                                 | AISCB Co., Ltd. was a joint venture until December 29, 2022.                                            |
| Other related parties                                                                         | Thailand                                 | Other parties have some joint directors and directors of related parties                                |

Significant transactions with related parties for the years ended December 31, are as follows:

|                                                                | Consolidated<br>financial statements |            | Unit: Million Baht<br>Separate<br>financial statements |               |
|----------------------------------------------------------------|--------------------------------------|------------|--------------------------------------------------------|---------------|
|                                                                | 2022                                 | 2021       | 2022                                                   | 2021          |
| <b>Revenue from rendering of service and equipment rentals</b> |                                      |            |                                                        |               |
| Subsidiaries                                                   | -                                    | -          | 1,839                                                  | 1,991         |
| INTOUCH Group                                                  | 67                                   | 56         | 1                                                      | 1             |
| Singtel Group                                                  | 185                                  | 22         | -                                                      | -             |
| Joint ventures                                                 | 2                                    | 2          | -                                                      | -             |
| Other related parties                                          | 250                                  | 299        | -                                                      | -             |
| <b>Total</b>                                                   | <b>504</b>                           | <b>379</b> | <b>1,840</b>                                           | <b>1,992</b>  |
| <b>Dividend received from</b>                                  |                                      |            |                                                        |               |
| Subsidiaries                                                   | -                                    | -          | 20,725                                                 | 23,064        |
| Joint ventures                                                 | 17                                   | 15         | -                                                      | -             |
| <b>Total</b>                                                   | <b>17</b>                            | <b>15</b>  | <b>20,725</b>                                          | <b>23,064</b> |
| <b>Finance income</b>                                          |                                      |            |                                                        |               |
| Subsidiaries                                                   | -                                    | -          | 553                                                    | 428           |
| Joint ventures                                                 | 4                                    | 2          | -                                                      | -             |
| <b>Total</b>                                                   | <b>4</b>                             | <b>2</b>   | <b>553</b>                                             | <b>428</b>    |
| <b>Other income</b>                                            |                                      |            |                                                        |               |
| Subsidiaries                                                   | -                                    | -          | 45                                                     | 66            |
| INTOUCH Group                                                  | 12                                   | 12         | -                                                      | -             |
| Joint ventures                                                 | 10                                   | 8          | -                                                      | -             |
| <b>Total</b>                                                   | <b>22</b>                            | <b>20</b>  | <b>45</b>                                              | <b>66</b>     |



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|                                              | Consolidated<br>financial statements |               | Unit: Million Baht<br>Separate<br>financial statements |               |
|----------------------------------------------|--------------------------------------|---------------|--------------------------------------------------------|---------------|
|                                              | 2022                                 | 2021          | 2022                                                   | 2021          |
| <b>Rental and other service expenses</b>     |                                      |               |                                                        |               |
| Subsidiaries                                 | -                                    | -             | 54                                                     | 46            |
| INTOUCH Group                                | 57                                   | 111           | -                                                      | 8             |
| Singtel Group                                | 190                                  | 188           | -                                                      | 5             |
| Joint ventures                               | 74                                   | 63            | -                                                      | -             |
| Associates                                   | 91                                   | 72            | -                                                      | -             |
| Other related parties                        | 2                                    | 18            | -                                                      | -             |
| <b>Total</b>                                 | <b>414</b>                           | <b>452</b>    | <b>54</b>                                              | <b>59</b>     |
| <b>Advertising expense</b>                   |                                      |               |                                                        |               |
| Subsidiaries                                 | -                                    | -             | 1                                                      | -             |
| INTOUCH Group                                | 2                                    | 3             | 1                                                      | 2             |
| Singtel Group                                | -                                    | 1             | -                                                      | -             |
| Joint ventures                               | -                                    | 4             | -                                                      | -             |
| <b>Total</b>                                 | <b>2</b>                             | <b>8</b>      | <b>2</b>                                               | <b>2</b>      |
| <b>Management benefit expenses</b>           |                                      |               |                                                        |               |
| Short-term employee benefit                  | 131                                  | 142           | 131                                                    | 142           |
| Long-term employee benefit                   | 2                                    | 2             | 2                                                      | 2             |
| Share-based payments                         | -                                    | 1             | -                                                      | 1             |
| <b>Total</b>                                 | <b>133</b>                           | <b>145</b>    | <b>133</b>                                             | <b>145</b>    |
| <b>Purchase of property and other assets</b> |                                      |               |                                                        |               |
| INTOUCH Group                                | -                                    | 7             | -                                                      | 3             |
| <b>Finance costs</b>                         |                                      |               |                                                        |               |
| Subsidiaries                                 | -                                    | -             | 26                                                     | 26            |
| INTOUCH Group                                | -                                    | 1             | -                                                      | -             |
| Associates                                   | 11                                   | 11            | -                                                      | -             |
| Other related parties                        | 329                                  | 306           | -                                                      | 1             |
| <b>Total</b>                                 | <b>340</b>                           | <b>318</b>    | <b>26</b>                                              | <b>27</b>     |
| <b>Dividend paid to</b>                      |                                      |               |                                                        |               |
| INTOUCH                                      | 9,249                                | 8,575         | 9,249                                                  | 8,575         |
| Singtel Group                                | 5,331                                | 4,944         | 5,331                                                  | 4,944         |
| <b>Total</b>                                 | <b>14,580</b>                        | <b>13,519</b> | <b>14,580</b>                                          | <b>13,519</b> |

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Balances with related parties as at December 31, are as follows:

|                                                  | Consolidated<br>financial statements |                               | Unit: Million Baht<br>Separate<br>financial statements |                               |
|--------------------------------------------------|--------------------------------------|-------------------------------|--------------------------------------------------------|-------------------------------|
|                                                  | As at<br>December 31,<br>2022        | As at<br>December 31,<br>2021 | As at<br>December 31,<br>2022                          | As at<br>December 31,<br>2021 |
| <b>Cash and cash equivalents</b>                 |                                      |                               |                                                        |                               |
| Bank deposit                                     |                                      |                               |                                                        |                               |
| Other related parties                            | 180                                  | 203                           | 1                                                      | 1                             |
| <b>Trade and other current receivables</b>       |                                      |                               |                                                        |                               |
| <b>Trade receivables</b>                         |                                      |                               |                                                        |                               |
| Subsidiaries                                     | -                                    | -                             | 45                                                     | 210                           |
| INTOUCH Group                                    | 29                                   | 32                            | -                                                      | -                             |
| Singtel Group                                    | 9                                    | 14                            | -                                                      | 1                             |
| Joint ventures                                   | 2                                    | 2                             | -                                                      | -                             |
| Other related parties                            | 57                                   | 35                            | -                                                      | -                             |
| <b>Total</b>                                     | 97                                   | 83                            | 45                                                     | 211                           |
| <b>Accrued income</b>                            |                                      |                               |                                                        |                               |
| Subsidiaries                                     | -                                    | -                             | -                                                      | 5                             |
| INTOUCH Group                                    | 1                                    | 2                             | -                                                      | -                             |
| Singtel Group                                    | -                                    | 8                             | -                                                      | -                             |
| Other related parties                            | 35                                   | 50                            | -                                                      | -                             |
| <b>Total</b>                                     | 36                                   | 60                            | -                                                      | 5                             |
| <b>Total trade receivables</b>                   | 133                                  | 143                           | 45                                                     | 216                           |
| <b>Other current receivables</b>                 |                                      |                               |                                                        |                               |
| Accrued interest income                          |                                      |                               |                                                        |                               |
| Subsidiaries                                     | -                                    | -                             | 190                                                    | 161                           |
| <b>Total other current receivables</b>           | -                                    | -                             | 190                                                    | 161                           |
| <b>Total trade and other current receivables</b> | 133                                  | 143                           | 235                                                    | 377                           |



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|                                            | Consolidated<br>financial statements |                               | Separate<br>financial statements |                               |
|--------------------------------------------|--------------------------------------|-------------------------------|----------------------------------|-------------------------------|
|                                            | As at<br>December 31,<br>2022        | As at<br>December 31,<br>2021 | As at<br>December 31,<br>2022    | As at<br>December 31,<br>2021 |
| <b>Short-term loans to related parties</b> |                                      |                               |                                  |                               |
| Subsidiaries                               | -                                    | -                             | 59,470                           | 61,903                        |

As at December 31, 2022, the Company has short-term loans to related parties representing promissory notes at call, bearing interest at the average rate of 1.08% per annum (As at December 31, 2021 : average rate of 0.77 % per annum, the Group has nil).

Movements of short-term loans to related parties for the years ended December 31, are as follows:

|                                            | Unit: Million Baht<br>Separate<br>financial statements |               |
|--------------------------------------------|--------------------------------------------------------|---------------|
|                                            | 2022                                                   | 2021          |
| <b>Short-term loans to related parties</b> |                                                        |               |
| As at January 1,                           | 61,903                                                 | 52,543        |
| Increase                                   | 12,360                                                 | 19,310        |
| Decrease                                   | (14,793)                                               | (9,950)       |
| <b>As at December 31,</b>                  | <b>59,470</b>                                          | <b>61,903</b> |

Unit: Million Baht

|                                           | Consolidated<br>financial statements |                               |
|-------------------------------------------|--------------------------------------|-------------------------------|
|                                           | As at<br>December 31,<br>2022        | As at<br>December 31,<br>2021 |
| <b>Long-term loans to a related party</b> |                                      |                               |
| Joint Ventures                            | 100                                  | 100                           |

As at December 31, 2022, the Group has long-term loans to a related party representing credit facility agreement, bearing interest at the average rate of 4.32% per annum (As at December 31, 2021: average rate of 4.32% per annum).

Movements of long-term loans to related parties for the years ended December 31, are as follows:

|                                           | Unit: Million Baht<br>Consolidated<br>financial statements |            |
|-------------------------------------------|------------------------------------------------------------|------------|
|                                           | 2022                                                       | 2021       |
| <b>Long-term loans to related parties</b> |                                                            |            |
| As at January 1,                          | 100                                                        | -          |
| Increase                                  | -                                                          | 100        |
| <b>As at December 31,</b>                 | <b>100</b>                                                 | <b>100</b> |

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|                                               | Consolidated<br>financial statements |                               | Separate<br>financial statements |                               |
|-----------------------------------------------|--------------------------------------|-------------------------------|----------------------------------|-------------------------------|
|                                               | As at<br>December 31,<br>2022        | As at<br>December 31,<br>2021 | As at<br>December 31,<br>2022    | As at<br>December 31,<br>2021 |
| <b>Unit: Million Baht</b>                     |                                      |                               |                                  |                               |
| <b>Trade and other current payables</b>       |                                      |                               |                                  |                               |
| <b>Trade payables</b>                         |                                      |                               |                                  |                               |
| Subsidiaries                                  | -                                    | -                             | 1                                | 2                             |
| INTOUCH Group                                 | 8                                    | 11                            | -                                | 1                             |
| Singtel Group                                 | 64                                   | 96                            | 48                               | 59                            |
| Joint ventures                                | 1                                    | 4                             | -                                | -                             |
| Associates                                    | 6                                    | 5                             | -                                | -                             |
| <b>Total trade payables</b>                   | <u>79</u>                            | <u>116</u>                    | <u>49</u>                        | <u>62</u>                     |
| <b>Other current payables</b>                 |                                      |                               |                                  |                               |
| Accrued expenses                              |                                      |                               |                                  |                               |
| Subsidiaries                                  | -                                    | -                             | 15                               | 7                             |
| INTOUCH Group                                 | 5                                    | 23                            | -                                | 2                             |
| Singtel Group                                 | 93                                   | 3                             | -                                | -                             |
| Joint ventures                                | 10                                   | 7                             | -                                | -                             |
| Associates                                    | 1                                    | 1                             | -                                | -                             |
| Other related parties                         | 106                                  | 76                            | -                                | -                             |
| <b>Total other current payables</b>           | <u>215</u>                           | <u>110</u>                    | <u>15</u>                        | <u>9</u>                      |
| <b>Total trade and other current payables</b> | <u>294</u>                           | <u>226</u>                    | <u>64</u>                        | <u>71</u>                     |
| <b>Lease liabilities</b>                      |                                      |                               |                                  |                               |
| INTOUCH Group                                 | -                                    | 21                            | -                                | -                             |
| Singtel Group                                 | 1                                    | 15                            | -                                | -                             |
| Joint ventures                                | 12                                   | 3                             | -                                | -                             |
| Associates                                    | 422                                  | 424                           | -                                | -                             |
| Other related parties                         | 1                                    | -                             | -                                | -                             |
| <b>Total lease liabilities</b>                | <u>436</u>                           | <u>463</u>                    | <u>-</u>                         | <u>-</u>                      |
| <b>Short-term borrowings from</b>             |                                      |                               |                                  |                               |
| <b>Related parties</b>                        |                                      |                               |                                  |                               |
| Subsidiaries                                  | -                                    | -                             | 4,720                            | 5,840                         |
| Other related parties                         | 1,500                                | -                             | -                                | -                             |
| <b>Total</b>                                  | <u>1,500</u>                         | <u>-</u>                      | <u>4,720</u>                     | <u>5,840</u>                  |

As at December 31, 2022, short-term borrowings from related parties of the Group and the Company represented promissory notes at call, bearing interest at the average rate of 1.52% and 0.48% per annum respectively, and are unsecured (As at December 31, 2021: average rate of 0.49% per annum at the Company, the Group has nil).

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Movements of short-term borrowings from related parties for the years ended December 31, are as follows:

|                                                   | Consolidated<br>financial statements |          | Unit: Million Baht<br>Separate<br>financial statements |              |
|---------------------------------------------------|--------------------------------------|----------|--------------------------------------------------------|--------------|
|                                                   | 2022                                 | 2021     | 2022                                                   | 2021         |
| <b>Short-term borrowings from related parties</b> |                                      |          |                                                        |              |
| As at January 1,                                  | -                                    | -        | 5,840                                                  | 5,080        |
| Increase                                          | 2,500                                | -        | 1,100                                                  | 2,590        |
| Decrease                                          | (1,000)                              | -        | (2,220)                                                | (1,830)      |
| <b>As at December 31,</b>                         | <b>1,500</b>                         | <b>-</b> | <b>4,720</b>                                           | <b>5,840</b> |

|                                                                         | Unit: Million Baht<br>Consolidated<br>financial statements |                               |
|-------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------|
|                                                                         | As at<br>December 31,<br>2022                              | As at<br>December 31,<br>2021 |
| <b>Current portion of long-term borrowings<br/>from related parties</b> |                                                            |                               |
| Other related parties                                                   | 750                                                        | 750                           |
| <b>Long-term borrowing from related parties - net</b>                   |                                                            |                               |
| Other related parties                                                   | 13,499                                                     | 14,249                        |
| <b>Total</b>                                                            | <b>14,249</b>                                              | <b>14,999</b>                 |

As at December 31, 2022 and 2021, the Group has long-term borrowing from a related party, bearing interest at the rate of THOR plus margin\* and 6MTHBFIX plus margin and semi-annual interest payments with 14 principal installments starting from 2022 to 2028 and unsecured.

\* The Group has amended long-term loan agreement to change the interest rate from 6MTHBFIX plus margin to THOR plus margin on August 8, 2022.

Movements of long-term borrowings from related parties for the years ended December 31, are as follows:

|                                                  | Unit: Million Baht<br>Consolidated<br>financial statements |                               |
|--------------------------------------------------|------------------------------------------------------------|-------------------------------|
|                                                  | As at<br>December 31,<br>2022                              | As at<br>December 31,<br>2021 |
| <b>Long-term borrowings from related parties</b> |                                                            |                               |
| As at January 1,                                 | 14,999                                                     | 14,999                        |
| Decrease                                         | (750)                                                      | -                             |
| <b>As at December 31,</b>                        | <b>14,249</b>                                              | <b>14,999</b>                 |



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### Significant agreements with related parties

The Group and the Company have entered into agreements with related parties. There are commitment for receipts and payments according to rates under the terms and conditions stipulated in the agreements. The significant agreements with related parties are as follows:

- 1) The Group has entered into interconnection agreements among its related parties. The termination and suspension of the agreement are referred to the regulations and conditions of the National Telecommunications Commission.
- 2) The Group has entered into site share agreements among its related parties to provide site area including related facilities for installation of telecommunication equipment. The counterparty has a right to terminate the agreement by giving advance written notice not less than 60 days.
- 3) The subsidiaries have received a service of a call center from Advanced Contact Center Co., Ltd. (“ACC”), a subsidiary. ACC will provide information services including problem resolution for the customers of the Group.
- 4) Advanced Contact Center Co., Ltd., a subsidiary, has entered into a call center service agreement with Teleinfo Media Plc. (“TMC”), an indirect subsidiary. TMC will arrange the personnel and provide call center operation service. The counterparty has a right to terminate the agreement by giving advance written notice not less than 30 days.
- 5) The Group has entered into an agreement with Advanced Mpay Co., Ltd., a subsidiary, to provide payment service for goods/service purchased through electronic payments and cash card. The counterparty has a right to terminate the agreement by giving advance written notice not less than 30 days.
- 6) Advanced Magic Card Co., Ltd. and Advanced Mpay Co., Ltd., subsidiaries, have entered into an agreement with AIS Digital Life Co., Ltd., a subsidiary, to distribute electronic money and cash card. The counterparty has a right to terminate the agreement by giving advance written notice not less than 30 days.
- 7) The Group has entered into an agreement with AIS Digital Life Co., Ltd., a subsidiary, to provide card packaging. The counterparty has a right to terminate the agreement by giving advance written notice not less than 30 days.
- 8) The Group has entered into an international roaming service agreement with the Singtel Group. The counterparty has a right to terminate the agreement by giving advance written notice not less than of 60 days.
- 9) The Group has entered into an agreement with MIMO Tech Co., Ltd., a subsidiary, and AD Venture Public Co., Ltd., an indirect subsidiary, of providing aggregating value added services on mobile network or wireless device (Content Aggregator). The counterparty has a right to terminate the agreement by giving advance written notice not less than 30 days.
- 10) Advanced Wireless Network Co., Ltd. (“AWN”), a subsidiary, has entered into a satellite transponder lease agreement with Thaicom Public Company Limited, a related party, AWN agreed to pay service fee on monthly basis according to the rate and condition specified in the agreement. The agreement is valid until November 19, 2022.



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- 11) Advanced Wireless Network Co., Ltd., a subsidiary, has entered into fibre optic system and its site facilities agreement with Information Highway Co., Ltd. (“IH”), an associate. IH will provide installation fibre optic transmission and maintenance services in specific areas. The counterparty has a right to terminate the agreement by giving the counterparty advance written notice not less than 30 days.
- 12) Advanced Wireless Network Co., Ltd., a subsidiary, has entered into agreement with TC Broadcasting Company Limited, a related party, to receive a satellite equipment system and television signal service. The counterparty has a right to terminate the agreement by giving the counterparty advance written notice not less than 30 days.
- 13) Super Broadband Network Co., Ltd., a subsidiary, has entered into agreement with Advanced Wireless Network Co., Ltd. (“AWN”), a subsidiary, to rent the telecommunication equipment. The counterparty has a right to terminate the agreement by giving the counterparty advance written notice not less than 30 days.
- 14) Advanced Wireless Network Co., Ltd., a subsidiary, and CS Loxinfo Public Company Limited, an indirect subsidiary, have entered into an agreement to develop the infrastructure of fibre optic network with Amata Network Co., Ltd., a joint venture. The counterparty has a right to terminate the agreement by giving the counterparty advance written notice not less than 30 days.
- 15) Advanced Mpay Co., Ltd., a subsidiary, has entered into agreement with Rabbit-Line Pay Co., Ltd., a joint venture, to receive electronic money and electronic payment service. The counterparty has a right to terminate the agreement by giving the counterparty advance written notice not less than 30 days.
- 16) Advanced Wireless Network Co., Ltd. (“AWN”), a subsidiary, hired MIMO Tech Co., Ltd. (“MMT”), a subsidiary, to operate point management and arranging activities to exchange products or services for the AWN's customers. The counterparty has a right to terminate the agreement by giving the counterparty advance written notice not less than 30 days.
- 17) Advanced Wireless Network Co., Ltd. (“AWN”), a subsidiary, has received a service to provide outsource service from AIS Digital Life Company Limited (“ADL”), a subsidiary.



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Financial risk management policies

Risk management is integral to the whole business of the Group and the Company. The Group and the Company have a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The management continually monitors the Group’s and the Company’s risk management process to ensure that an appropriate balance between risk and control is achieved.

Capital management

The Group and the Company aim to manage its capital structure to be stronger than industry peer and commit to be investment grade rating. This will allow the Group and the Company to retain superior financial flexibility in order to capture future growth prospect. The Group’s and the Company’s financial flexibility means diversified source of capital, ease of funding, and appropriate cost of capital.

Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group’s and the Company’s operations and their cash flows because some of loan interest rates are floating interest rate. The Group and the Company have interest rate risk from their borrowings (see Note 19). The Group and the Company mitigate this risk by ensuring that the majority of its borrowings are at fixed interest rates and uses derivative financial instruments, principally interest rate swaps, to manage exposure to fluctuations in interest rates on specific borrowings.

Interest rate swap contracts

Under interest rate swap contracts, the Group agrees to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group to mitigate the risk of changing interest rates on the fair value of issued fixed rate debt held and the cash flow exposures on the issued variable rate debt held. The fair value of interest rate swaps at the reporting date is determined by discounting the future cash flows using the curves at the reporting date and the credit risk inherent in the contract, and is disclosed below. The average interest rate is based on the outstanding balances at the end of the financial year.

As the critical terms of the interest rate swap contracts and their corresponding hedged items are the same, the Group performs a qualitative assessment of effectiveness and it is expected that the value of the interest rate swap contracts and the value of the corresponding hedged items will systematically change in opposite direction in response to movements in the underlying interest rates. The main source of hedge ineffectiveness in these hedge relationships is the effect of the counterparty and the Group’s own credit risk on the fair value of the interest rate swap contracts, which is not reflected in the fair value of the hedged item attributable to the change in interest rates. No other sources of ineffectiveness emerged from these hedging relationships.

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The following tables detail various information regarding interest rate swap contracts outstanding at the end of the reporting period in the consolidated financial statements and their related hedged items. (Separate financial statements : nil).

### Cash flow hedges

| Consolidated financial statements                                           |                                   |                             | Unit: Million Baht                                                      |
|-----------------------------------------------------------------------------|-----------------------------------|-----------------------------|-------------------------------------------------------------------------|
| Hedging instruments<br>Outstanding receive floating,<br>pay fixed contracts | Contracted fixed<br>interest rate | Notional principal<br>value | Carrying amount<br>of the hedging<br>instrument<br>assets/(liabilities) |
| As at December 31, 2022:                                                    |                                   |                             |                                                                         |
| Interest rate swap                                                          | 2.25%                             | 2,000                       | 81                                                                      |
| Interest rate swap                                                          | 2.83% - 3.90%                     | 14,350                      | (173)                                                                   |
|                                                                             |                                   | 16,350                      | (92)                                                                    |

| Consolidated financial statements                    |                  |                    | Unit: Million Baht                                   |
|------------------------------------------------------|------------------|--------------------|------------------------------------------------------|
| Hedging instruments                                  | Contracted fixed | Notional principal | Carrying amount                                      |
| Outstanding receive floating,<br>pay fixed contracts | interest rate    | value              | of the hedging<br>instrument<br>assets/(liabilities) |
| As at December 31, 2021:                             |                  |                    |                                                      |
| Interest rate swap                                   | 2.25%            | 2,000              | 9                                                    |
| Interest rate swap                                   | 2.83% - 3.90%    | 16,000             | (722)                                                |
|                                                      |                  | 18,000             | (713)                                                |

| Hedged items              | Consolidated financial statements                |             | Unit: Million Baht |
|---------------------------|--------------------------------------------------|-------------|--------------------|
|                           | Nominal amount of<br>the hedged item liabilities |             |                    |
| <b>As at December 31:</b> | <b>2022</b>                                      | <b>2021</b> |                    |
| Variable rate borrowings  | 16,350                                           | 18,000      |                    |

The following table details the effectiveness of the hedging relationship and the amounts reclassified from hedging reserve to profit or loss: (Separate financial statements: nil):

| Hedged items             | Consolidated financial statements                 |             | Unit: Million Baht |
|--------------------------|---------------------------------------------------|-------------|--------------------|
|                          | Current period hedging<br>gains recognised in OCI |             |                    |
|                          | <b>2022</b>                                       | <b>2021</b> |                    |
| Variable rate borrowings | 591                                               | 507         |                    |

The interest rate swaps settle on a quarterly and semi-annual basis. The floating rate on the interest rate swaps is THOR plus margin and 6MTHBFIIX plus margin. The Group will settle the difference between the fixed and floating interest rate on a net basis.



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All interest rate swap contracts exchanging floating rate interest amounts for fixed rate interest amounts are designated as cash flow hedges to reduce the Group's cash flow exposure resulting from variable interest rates on borrowings. The interest rate swaps and the interest payments on the loan occur simultaneously and the amount accumulated in equity is reclassified to profit or loss over the period that the floating rate interest payments on debt affect profit or loss.

### Foreign currency risk

The Group and the Company have foreign currency risk relating to expense, purchasing goods and equipment denominated in foreign currencies. The Group and the Company primarily utilise forward contracts, which are not more than 1 year, to hedge such financial liabilities denominated in foreign currencies.

The Group and the Company have foreign currency risk in respect of financial assets and liabilities denominated as at December 31, are as follows:

|                                                           | Notes | Consolidated<br>financial statements |                 | Unit: Million Baht<br>Separate<br>financial statements |             |
|-----------------------------------------------------------|-------|--------------------------------------|-----------------|--------------------------------------------------------|-------------|
|                                                           |       | 2022                                 | 2021            | 2022                                                   | 2021        |
| <b>Cash and cash equivalents</b>                          | 5     |                                      |                 |                                                        |             |
| US Dollar (USD)                                           |       | 114                                  | 52              | -                                                      | -           |
| Euro (EUR)                                                |       | 84                                   | 77              | -                                                      | -           |
| <b>Total</b>                                              |       | <u>198</u>                           | <u>129</u>      | <u>-</u>                                               | <u>-</u>    |
| <b>Trade receivables</b>                                  | 7     |                                      |                 |                                                        |             |
| US Dollar (USD)                                           |       | 405                                  | 358             | -                                                      | -           |
| Euro (EUR)                                                |       | 14                                   | 2               | -                                                      | -           |
| Yen (JPY)                                                 |       | 4                                    | 8               | -                                                      | -           |
| <b>Total</b>                                              |       | <u>423</u>                           | <u>368</u>      | <u>-</u>                                               | <u>-</u>    |
| <b>Trade payables</b>                                     | 20    |                                      |                 |                                                        |             |
| US Dollar (USD)                                           |       | (18,505)                             | (19,241)        | (1)                                                    | -           |
| Euro (EUR)                                                |       | (13)                                 | (12)            | (3)                                                    | -           |
| Yen (JPY)                                                 |       | (23)                                 | (7)             | -                                                      | -           |
| Singapore Dollar (SGD)                                    |       | (56)                                 | (59)            | (48)                                                   | (58)        |
| Australian Dollar (AUD)                                   |       | (1)                                  | (3)             | -                                                      | -           |
| <b>Total</b>                                              |       | <u>(18,598)</u>                      | <u>(19,322)</u> | <u>(52)</u>                                            | <u>(58)</u> |
| <b>Lease liabilities</b>                                  |       |                                      |                 |                                                        |             |
| US Dollar (USD)                                           | 19    | (130)                                | (94)            | -                                                      | -           |
| <b>Total</b>                                              |       | <u>(130)</u>                         | <u>(94)</u>     | <u>-</u>                                               | <u>-</u>    |
| <b>Gross statement of financial<br/>position exposure</b> |       | (18,107)                             | (18,919)        | (52)                                                   | (58)        |
| Forward contracts                                         |       | 14,031                               | 13,163          | -                                                      | -           |
| <b>Net exposure</b>                                       |       | <u>(4,076)</u>                       | <u>(5,756)</u>  | <u>(52)</u>                                            | <u>(58)</u> |

Forward contracts are held to hedge currency risk for gross statement of financial position exposure as at December 31, 2022 and 2021 and to retain future purchases.



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Classification of forward contracts and interest rate swap as at December 31, are as follows: (Separate financial statements : nil):

|                                         | Note | Unit: Million Baht   |                      |
|-----------------------------------------|------|----------------------|----------------------|
|                                         |      | Consolidated<br>2022 | Consolidated<br>2021 |
| <b>Current assets</b>                   |      |                      |                      |
| Other current financial assets          |      |                      |                      |
| Forward contracts                       |      | 46                   | 213                  |
| Investment in debt instrument           |      | 2                    | -                    |
| <b>Total current assets</b>             |      | <u>48</u>            | <u>213</u>           |
| <b>Non-current assets</b>               |      |                      |                      |
| Other non-current financial assets      | 12   |                      |                      |
| Interest rate swap                      |      | 81                   | 9                    |
| Investment in debt instrument           |      | 2                    | -                    |
| <b>Total non-current assets</b>         |      | <u>83</u>            | <u>9</u>             |
| <b>Total assets</b>                     |      | <u>131</u>           | <u>222</u>           |
| <b>Current liabilities</b>              |      |                      |                      |
| Other current financial liabilities     |      |                      |                      |
| Forward contracts                       |      | (524)                | (25)                 |
| Interest rate swap                      |      | (10)                 | -                    |
| <b>Total current liabilities</b>        |      | <u>(534)</u>         | <u>(25)</u>          |
| <b>Non-current liabilities</b>          |      |                      |                      |
| Other non-current financial liabilities |      |                      |                      |
| Interest rate swap                      |      | (163)                | (722)                |
| <b>Total non-current liabilities</b>    |      | <u>(163)</u>         | <u>(722)</u>         |
| <b>Total liabilities</b>                |      | <u>(697)</u>         | <u>(747)</u>         |
| <b>Total</b>                            |      | <u>(566)</u>         | <u>(525)</u>         |



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Movement of forward contracts and interest rate swap for the year ended December 31, in the consolidated financial statements are as follows: (Separate financial statements : nil):

|                                         | Balance as at<br>January 1,<br>2022 | Change in<br>fair value<br>during the<br>year | Unit: Million Baht<br>Balance as at<br>December 31,<br>2022 |
|-----------------------------------------|-------------------------------------|-----------------------------------------------|-------------------------------------------------------------|
| <b>Current assets</b>                   |                                     |                                               |                                                             |
| Other current financial assets          |                                     |                                               |                                                             |
| Forward contracts                       | 213                                 | (167)                                         | 46                                                          |
| Investment in debt instrument           | -                                   | 2                                             | 2                                                           |
| <b>Non-Current assets</b>               |                                     |                                               |                                                             |
| Other non-current financial assets      |                                     |                                               |                                                             |
| Interest rate swap                      | 9                                   | 72                                            | 81                                                          |
| Investment in debt instrument           | -                                   | 2                                             | 2                                                           |
| <b>Current liabilities</b>              |                                     |                                               |                                                             |
| Other current financial liabilities     |                                     |                                               |                                                             |
| Forward contracts                       | (25)                                | (499)                                         | (524)                                                       |
| Interest rate swap                      | -                                   | (10)                                          | (10)                                                        |
| <b>Non-current liabilities</b>          |                                     |                                               |                                                             |
| Other non-current financial liabilities |                                     |                                               |                                                             |
| Interest rate swap                      | (722)                               | 559                                           | (163)                                                       |
| <b>Total</b>                            | <u>(525)</u>                        | <u>(41)</u>                                   | <u>(566)</u>                                                |

|                                         | Balance as at<br>January 1,<br>2021 | Change in<br>fair value<br>during the<br>year | Unit: Million Baht<br>Balance as at<br>December 31,<br>2021 |
|-----------------------------------------|-------------------------------------|-----------------------------------------------|-------------------------------------------------------------|
| <b>Current assets</b>                   |                                     |                                               |                                                             |
| Other current financial assets          |                                     |                                               |                                                             |
| Forward contracts                       | -                                   | 213                                           | 213                                                         |
| <b>Non-Current assets</b>               |                                     |                                               |                                                             |
| Other non-current financial assets      |                                     |                                               |                                                             |
| Interest rate swap                      | -                                   | 9                                             | 9                                                           |
| <b>Current liabilities</b>              |                                     |                                               |                                                             |
| Other current financial liabilities     |                                     |                                               |                                                             |
| Forward contracts                       | (297)                               | 272                                           | (25)                                                        |
| <b>Non-current liabilities</b>          |                                     |                                               |                                                             |
| Other non-current financial liabilities |                                     |                                               |                                                             |
| Interest rate swap                      | (1,225)                             | 503                                           | (722)                                                       |
| <b>Total</b>                            | <u>(1,522)</u>                      | <u>997</u>                                    | <u>(525)</u>                                                |



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The following table presents valuation technique of financial instruments measured at fair value in statement of financial position, which have significant changes in valuation technique and unobservable input during the period.

| Type                | Valuation technique                                                                             |
|---------------------|-------------------------------------------------------------------------------------------------|
| Interest rate swaps | Swap models: The present value of estimated future cash flows, using an observable yield curve. |
| Forward contracts   | Based on the rates quoted forward exchanged rates from commercial banks at the reporting date.  |

The nominal amounts and fair values of forward contracts and interest rate swap as at December 31, are as follows:

|                    | Unit: Million Baht                |               |               |               |
|--------------------|-----------------------------------|---------------|---------------|---------------|
|                    | Consolidated financial statements |               |               |               |
|                    | Nominal amounts**                 |               | Fair values*  |               |
|                    | 2022                              | 2021          | 2022          | 2021          |
| Forward contracts  | 14,510                            | 12,975        | 14,031        | 13,163        |
| Interest rate swap | 16,350                            | 18,000        | 92            | 713           |
| <b>Total</b>       | <b>30,860</b>                     | <b>30,975</b> | <b>14,123</b> | <b>13,876</b> |

\* The fair value of forward contracts is the value of the original contracts which the Company entered with commercial banks at the end of the reporting period in order to reflect the current value of the contracts.

The fair value of interest rate swap is the value of difference between exchange rate of original contracts which the Company entered with commercial bank at the end of the reporting period in order to reflect the current value of the contracts.

\*\* The nominal amount is the value of the original contracts which the Company entered with the commercial banks.

### Credit risk

Credit risk is the potential financial loss resulting from the failure of a customer or a counterparty to settle its financial and contractual obligations to the Group and the Company as and when they fall due.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. At the end of the reporting period there were no significant concentrations of credit risk.

### Liquidity risk

The Group and the Company monitor its liquidity risk and maintain a level of cash and cash equivalents deemed adequate by management to finance the Group's and the Company's operations and to mitigate the effects of fluctuations in cash flows.



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### Fair values of financial assets and liabilities

Financial assets and liabilities measured at fair value in the consolidated statement of financial position as at December 31, are as follows: (Separate financial statements as at December 31, 2021 : nil):

|                               |        | Unit: Million Baht                |         |         |        |
|-------------------------------|--------|-----------------------------------|---------|---------|--------|
|                               |        | Consolidated financial statements |         |         |        |
| Carrying amount               |        | Fair value                        |         |         |        |
|                               |        | Level 1                           | Level 2 | Level 3 | Total  |
| As at December 31, 2022       |        |                                   |         |         |        |
| Forward contracts             | (478)  | -                                 | -       | (478)   | (478)  |
| Interest rate swap            | 92     | -                                 | -       | 92      | 92     |
| Debentures                    | 37,138 | -                                 | 37,566  | -       | 37,566 |
| Investment in debt instrument | 4      | -                                 | 4       | -       | 4      |
| As at December 31, 2021       |        |                                   |         |         |        |
| Forward contracts             | (188)  | -                                 | -       | (188)   | (188)  |
| Interest rate swap            | 713    | -                                 | -       | 713     | 713    |
| Debentures                    | 37,138 | -                                 | 38,762  | -       | 38,762 |

|                         |       | Unit: Million Baht            |         |         |       |
|-------------------------|-------|-------------------------------|---------|---------|-------|
|                         |       | Separate financial statements |         |         |       |
| Carrying amount         |       | Fair value                    |         |         | Total |
|                         |       | Level 1                       | Level 2 | Level 3 |       |
| As at December 31, 2022 |       |                               |         |         |       |
| Debentures              | 6,500 | -                             | 6,244   | -       | 6,244 |
| As at December 31, 2021 |       |                               |         |         |       |
| Debentures              | 6,500 | -                             | 6,534   | -       | 6,534 |

### Fair value hierarchy

The table above analyses recurring fair value measurements for financial assets. These fair value measurements are categorised into different levels in the fair value hierarchy based on the inputs to valuation techniques used. The different levels are defined as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group and the Company can access at the measurement date.

Level 2: other inputs than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: unobservable inputs for the asset or liability.

For disclosure purposes, the Group determines Level 2 fair values for traded debentures have been determined based on quoted selling prices from the Thai Bond Market Association at the close of the business at the end of the reporting period.

For disclosure purposes, the Group determines Level 3 fair values for forward contracts were calculated using the rates quoted by the Group's and bankers which were based on market conditions existing at the statement of financial position date.

The fair value of trade and other current receivables and trade and other current payables are taken to approximate the carrying value.



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The fair value of loans to and borrowings from related parties and lease liabilities are taken to approximate the carrying value because most of these financial instruments bear interest at market rate.

The fair value of long-term borrowings is taken to approximate the carrying value because most of these financial instruments bear interest at market rate.

Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

Managing interest rate benchmark reform (IBOR reform)

The risk management committee monitors and manages the Group’s transition to alternative rates. The committee evaluates the extent to which contracts reference IBOR cash flows, whether such contracts will need to be amended as a result of IBOR reform and how to manage communication about IBOR reform with counterparties. The committee reports to the Group’s board of directors quarterly and collaborates with other business functions as needed. It provides periodic reports to management of interest rate risk and risks arising from IBOR reform.

The Group’s main IBOR exposure at December 31, 2022 was indexed to THBFIX. The Group has finished the process of amending contractual terms for all of the THBFIX indexed exposures to incorporate THOR by December 31, 2022. The Group’s main IBOR exposure at December 31, 2022 was indexed to THBFIX. The Group has amended the contractual terms for some THBFIX indexed exposures to incorporate THOR by December 31, 2022. In respect of the remaining THBFIX exposures, the Group is in the progress of transitioning to new benchmark rates.

The Group holds interest rate swaps for risk management purposes that are designated in cash flow hedging relationships. The interest rate swaps have floating legs that are indexed to THBFIX. The Group’s derivative instruments are governed by contracts based on the International Swaps and Derivatives Association (ISDA)’s master agreements.

The Group monitors the progress of transition from IBOR to new benchmark rate by reviewing the total amounts of contracts that have yet to transition to an alternative benchmark rate and the amounts of such contracts that include an appropriate fallback clause.

The following table shows the total amounts of financial instruments that have yet to transition to an alternative benchmark rates. The amounts of financial assets and financial liabilities are shown at their carrying amounts and derivatives are shown at their notional amounts.

| Key reference rate under the existing contracts<br>At December 31, 2022 | Unit: Million Baht<br>Consolidated<br>financial statements<br>THBFIX |
|-------------------------------------------------------------------------|----------------------------------------------------------------------|
|                                                                         |                                                                      |
| Long-term borrowings                                                    | 3,500                                                                |
| Derivatives liabilities                                                 | 10                                                                   |

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### 37. COMMITMENTS WITH NON-RELATED PARTIES

Commitments with non-related parties as at December 31, are as follows:

| Note                                               | Consolidated<br>financial statements |        | Separate<br>financial statements |           |
|----------------------------------------------------|--------------------------------------|--------|----------------------------------|-----------|
|                                                    | 2022                                 | 2021   | 2022                             | 2021      |
| <b>Unit: Million</b>                               |                                      |        |                                  |           |
| <b>Capital commitments</b>                         |                                      |        |                                  |           |
| Unrecognised contractual commitments               |                                      |        |                                  |           |
| <b>Buildings and equipment</b>                     |                                      |        |                                  |           |
| Thai Baht (THB)                                    | 5,528                                | 6,061  | 3                                | 24        |
| US Dollar (USD)                                    | 117                                  | 257    | -                                | -         |
| <b>Service maintenance</b>                         |                                      |        |                                  |           |
| Thai Baht (THB)                                    | 2,852                                | 2,439  | 29                               | 38        |
| US Dollars (USD)                                   | 28                                   | 24     | -                                | -         |
| <b>Purchase orders for goods and supplies</b>      |                                      |        |                                  |           |
| Thai Baht (THB)                                    | 17,296                               | 14,397 | -                                | -         |
| US Dollars (USD)                                   | 5                                    | 19     | -                                | -         |
| <b>Unit: Million Baht</b>                          |                                      |        |                                  |           |
| <b>Non-cancellable operating lease commitments</b> |                                      |        |                                  |           |
| Within one year                                    |                                      |        | 14                               | 48        |
| After one year but within five years               |                                      |        | 3                                | 19        |
| <b>Total</b>                                       |                                      |        | <u>17</u>                        | <u>67</u> |

The Group recorded the rental expenses under operating lease agreements which are the short-term lease and lease of low value assets in the consolidated statements of profit or loss for the year ended December 31, 2022 and 2021 of Baht 136 million and Baht 135 million, respectively (Separate financial statements : nil).

|                            | Consolidated<br>financial statements |                | Separate<br>financial statements |           |
|----------------------------|--------------------------------------|----------------|----------------------------------|-----------|
|                            | 2022                                 | 2021           | 2022                             | 2021      |
| <b>Unit: Million Baht</b>  |                                      |                |                                  |           |
| <b>Other commitments</b>   |                                      |                |                                  |           |
| Thai Baht                  |                                      |                |                                  |           |
| Forward contracts          | 14,510                               | 12,975         | -                                | -         |
| Bank guarantees:           |                                      |                |                                  |           |
| - Spectrum license payable | 72,858                               | 84,670         | -                                | -         |
| - Others                   | 2,550                                | 2,549          | 39                               | 38        |
| <b>Total</b>               | <u>89,918</u>                        | <u>100,194</u> | <u>39</u>                        | <u>38</u> |



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### Significant agreements

- The Group has entered into lease and related service agreements for office space for periods ranging from 1 year to 3 years with options to renew.
- The Group has entered into a service agreement with a company, for the Group to receive the services relating to network station and other general services as stated in the agreement. The Group shall pay a service fee for the services at the rate as stated in the agreement. Such agreement will be terminated when a party submits advance written notice not less than 90 days.
- On January 5, 2018, Advanced Wireless Network Co., Ltd. (“AWN”), a subsidiary, has entered into service agreement with National Telecom Public Company Limited (“NT”) to receive the service relating to the national roaming service for the period from March 1, 2018 to August 3, 2025. AWN has letter of irrecoverable guarantee from domestic commercial banks of Baht 720 million used as collateral for the throughout the period of agreement.
- On January 5, 2018, Super Broadband Network Co., Ltd. (“SBN”), a subsidiary, has entered into rental agreement with National Telecom Public Company Limited (“NT”) to provide the telecommunication equipment rental for the period from March 1, 2018 to August 3, 2025. SBN has letter of irrecoverable guarantee from domestic commercial banks of Baht 525 million used as collateral for the throughout the period of agreement.
- On September 4, 2019, the Group has mutually agreed with National Telecom Public Company Limited (“NT”) entering into a Dispute Resolution Agreement and Providing the Telecommunication Equipment Tower Service (see Note 39). The Group receive rental service of the telecommunication equipment tower from NT for the period from January 1, 2019 to December 31, 2028. The Group has letter of irrecoverable guarantee from domestic commercial banks of Baht 434 million used as collateral for the throughout the period of agreement.

## 38. SIGNIFICANT EVENTS, COMMERCIAL DISPUTES AND LITIGATIONS

### The Company

#### 1) 900 MHz subscribers migration to 3G 2100 MHz

On September 25, 2014, the National Telecom Public Company Limited (“NT”) submitted a dispute under Black case No. 80/2557 to the Arbitration Institute, demanding the Company to pay compensation for a breach in the Concession Agreement between the Company and NT, regarding the Company porting its 900 MHz subscribers to the 3G 2100 MHz system provided by its subsidiary. The compensation claimed was Baht 9,126 million bearing interest of 7.5 per annum from September 25, 2014 until the full amount is paid.

On March 29, 2016, NT submitted a revision to amend the compensation amount for the period from May 2013 to September 2015, the end date of operation agreement, to Baht 32,813 million plus VAT and interest at 1.25% per month from June 2013 until the full amount is paid.

On February 14, 2019, the Arbitral Tribunal dismissed Black case No.80/2557, since the Company did not breach the agreement.

On May 15, 2019, NT submitted Black case No.951/2562 to the Central Administrative Court to revoke the arbitrament. Currently, this case is being processed by the Central Administrative Court.



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The Company's management believes that the outcome of the dispute should be settled favourably and has no considerable impact on the financial statements of the Company.

### 2) The claim for additional revenue from the 6<sup>th</sup> and 7<sup>th</sup> Amendments to the Agreement for operations ("the Agreement")

On September 30, 2015, the Company submitted a dispute under Black case No. 78/2558 to the Arbitration Institute, Court of Justice, to give a verdict on the 6<sup>th</sup> Amendment dated May 15, 2001, and the 7<sup>th</sup> Amendment dated September 20, 2002, on the Agreement for operations to conduct the business of Cellular Mobile Telephone. The amendments bind the Company and National Telecom Public Company Limited ("NT") to comply with the amendments until the Agreement's end date for operations, and the Company has no obligation to pay additional revenue. According to the letter from NT dated September 29, 2015, NT requested the payment of additional revenue of Baht 72,036 million from the Company. NT claimed that such Amendments were substantially revised, which caused NT to receive lower revenue than the rate specified in the Agreement for operations.

On November 30, 2015, NT submitted a dispute under Black case No.122/2558 to the Arbitration Institute to decrease the claimed amount to Baht 62,774 million, according to the percentage of adjustment to revenue sharing. This case is the same as the dispute under Black case No. 78/2558, so the Arbitration Committee tried these cases together.

The Company received the arbitrament from the Arbitration Committee dated January 23, 2020, with a majority vote ordering the Company to pay additional remuneration of Baht 31,076 million at an interest rate of 1.25 percent per month to NT from the day after November 30, 2015, until the full amount is paid.

The Company disagreed with the decision, and on April 22, 2020, the Company filed a request for revocation of the award to the Central Administrative Court (Black case No. 1165/2563).

On April 23, 2020, NT requested the revocation of the decision made by the Arbitration Committee to the Central Administrative Court that NT's claim of Baht 31,698 million related to after the claim period (Black case No. 1171/2563).

On July 26, 2022, the Central Administrative Court decided to revoke the Arbitration Committee's verdict because the 6<sup>th</sup> and 7<sup>th</sup> Amendments of the Agreement still have a binding effect on the parties. Therefore, the Company does not have to pay for the additional revenue as claimed by NT.

On August 24, 2022, NT appealed the judgment by the Central Administrative Court to the Supreme Administrative Court.

Accordingly, the dispute has not yet been finalised, but the Company's management considers that the ultimate resolution of the above dispute should not have a considerable impact on the financial statements of the Company.



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- 3) The Company submitted a claim to the Central Administrative Court for revocation of the National Telecommunication Commission's order regarding revenue incurred from the temporary service during the 900 MHz customer protection period after the Concession ended

On May 1, 2017, the Company filed a lawsuit against the office of the National Broadcasting and Telecommunication Committee ("NBTC office"), the National Telecommunication Committee ("NTC"), the National Broadcasting and Telecommunication Committee ("NBTC") and 5 other persons to the Central Administrative Court under Black case No. 736/2560 to revoke the NBTC office's letter and resolution which ordered the Company to pay revenue during the subscriber protection period after the expiration of the Concession agreement from October 1, 2015, to June 30, 2016, amounting to Baht 7,221 million plus interest.

On June 15, 2017, the Company received an indictment dated April 21, 2017, in which the NBTC and the NBTC office filed a lawsuit, under Black case No. 661/2560, against the Company for the same amount to the Central Administration Court, ordering the Company to pay revenue during the customer protection period.

On June 12, 2020, the Central Administrative Court revoked the NBTC's order on the grounds that during the 900 MHz's customer protection period, the Company's expenses incurred from the service exceeded the revenues generated.

On July 8, 2020 and July 17, 2020, the NBTC and the NBTC office appealed to the Supreme Administrative Court.

The Company's management has considered that the Company has complied with NBTC announcement regarding the Temporary Customer Protection Plan Following the Expiration of the Agreement for operations ("Telecommunication Service Agreement") and the Company was obliged to submit the revenue after deducting any expenses to NBTC office but the Company's expenses incurred from the service was greater than the revenue. Therefore, the Company has no remaining revenue to submit to NBTC Office as stipulated in the announcement.

- 4) Claim for the additional revenue sharing from the rental charge for providing transmission services

National Telecom Public Company Limited ("NT") submitted dispute No. A1/2018 dated January 12, 2018, to the Arbitration Institute, demanding the Company pay for the additional revenue sharing from the rental charges of the transmission system from October 2012 to September 2015, totalling Baht 1,121.92 million (including VAT), plus the default interest rate of 1.25% per month. According to NT's views, the Company has to collect the rental charges of the transmission system at the rate specified by NT, which is higher than the rate that the Company charged to the tenant.

On December 19, 2022, the Company received the award by the Arbitration Committee to revoke NT's dispute claims under the reason that such claims regarding the rental charges of the transmission system were disputes in relation to the compliance with the NBTC's notification and not the disputes in relation to the Concession Agreement.

The Company's management believes that the Company has correctly complied with the relating conditions of the Agreement in all respects, therefore the outcome of the dispute should not materially impact the financial statements of the Company.



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- 5) Claim for the usage of co-location, site facilities and related equipment rental for assets provided during the temporary customer protection period after the Cellular Mobile Telephone Concession ended

On February 15, 2018, the National Telecom Public Company Limited (“NT”) submitted dispute No. A3/2018 to the Arbitration Institute, Ministry of Justice by Thailand Arbitration Center (“THAC”) to claim for usage fees for co-location, site facilities and related equipment rental for assets under Cellular Mobile Telephone Concession during the temporary customer protection period after the Concession ended. The claimed amounted to Baht 183.44 million (included VAT) plus the default interest rate of 1.25% per month.

On April 5, 2018, the Company submitted a dispute under Black case No. Kor.3/2561 to the Central Administrative Court to revoke the THAC’s order for consideration for dispute No. A3/2018.

On April 25, 2018, the Central Administrative Court dismissed Black case No. Kor.3/2561.

Subsequently, on May 21, 2018, the Company appealed the dismissal of Black case No. Kor.3/2561

On October 29, 2019, NT filed a petition to the Central Administrative Court to withdraw the dispute from THAC.

On February 13, 2020, the Arbitration Committee allowed NT to submit a petition to dismiss the above dispute.

On August 13, 2020, the Company received a copy of Black case No. 1746/2563 dated June 30, 2020.

Currently, the case is being processed by the Central Administrative Court.

The Company’s management believes that the Company has correctly complied with the relating conditions of the Agreement and the announcement of the National Broadcasting and Telecommunication Committee in all respects, so the outcome of the dispute should be settled favourably and will not materially impact on the financial statements of the Company.

- 6) Claim for revenue sharing from the provision of roaming services

On September 27, 2018, the National Telecom Public Company Limited (“NT”) submitted a dispute under Black case No. 67/2561 to the Arbitration Institute to claim for revenue sharing from roaming services from the Company. NT claimed the Company discounted service fees without prior consent from NT from July 2013 to September 2015, and demanded Baht 16,252.66 million plus value-added tax bearing default interest rate of 1.25% per month.

The Company received the decision from the Arbitration Committee dated February 4, 2020, with a majority vote to dismiss the case from NT.

On May 8, 2020, NT submitted a petition to the Central Administrative Court under Black case No. 1309/2563 to request dismissal of such award.

Currently, the case is being processed by the Central Administrative Court.

The Company’s management believes the Company has correctly complied with the related conditions of the Agreement in all respects, therefore the outcome of the dispute should not materially impact the financial statements of the Company.



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### Digital Phone Company Limited (“DPC”)

- 1) The claim for the usage/revenue arising from the use of telecommunication equipment and telecommunication network during the temporary customer protection period after the Concession ended

On May 20, 2015, the National Telecom Public Company Limited (“NT”) filed a lawsuit against the office of the National Broadcasting and Telecommunication Committee (“NBTC Office”), National Telecommunication Committee (“NTC”), National Broadcasting and Telecommunication Committee (“NBTC”), True Move Company Limited (“True Move”), and DPC to the Central Administrative Court under Black case No.918/2558. The lawsuit asked the defendants to pay fees and compensation for the usage of telecommunication equipment and telecommunication network of NT during the temporary customer protection period, subject to the announcement of NBTC regarding the Temporary Customer Protection Plan Following the Expiration of the Agreement for operations (“Telecommunication Service Agreement”). The fees and compensation were calculated for the period from September 16, 2013, to September 15, 2014. The total amounts are as follows:

- 1) NBTC Office, NTC and NBTC amounting to Baht 24,117 million plus interest at the rate of 7.5% per annum.
- 2) True Move, NBTC Office, NTC and NBTC amounting to Baht 18,025 million plus interest at the rate of 7.5% per annum.
- 3) DPC, NBTC Office, NTC and NBTC amounting to Baht 6,083 million plus interest at the rate of 7.5% per annum.

On September 11, 2015, NT filed a lawsuit to the Central Administrative Court under Black case No. 1651/2558, claiming for usage fees/revenue from the usage of telecommunication equipment and telecommunication network of NT from September 16, 2014, to July 17, 2015. The total amounts are as follows:

- 1) NBTC Office, NTC and NBTC amounting to Baht 6,521 million plus interest at the rate of 7.5% per annum.
- 2) True Move, NBTC Office, NTC and NBTC amounting to Baht 4,991 million plus interest at the rate of 7.5% per annum.
- 3) DPC, NBTC Office, NTC and NBTC amounting to Baht 1,635 million plus interest at the rate of 7.5% per annum.

On May 27, 2016, NT filed a lawsuit to the Central Administrative Court under Black case No. 741/2559, claiming for usage fees/revenue from the usage of telecommunication equipment and telecommunication network of NT from July 18, 2015, to November 25, 2015. The total amounts are as follows:

- 1) NBTC Office, NTC and NBTC amounting to Baht 2,857 million plus interest at the rate of 7.5% per annum.
- 2) True Move, NBTC Office, NTC and NBTC amounting to Baht 2,184 million plus interest at the rate of 7.5% per annum.
- 3) DPC, NBTC Office, NTC and NBTC amounting to Baht 673 million plus interest at the rate of 7.5% per annum.

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During December 2019, DPC received a request from the Central Administrative Court to amend the claim amounts in the petition filed by NT on September 24, 2019 to be as follows:

Black case No. 918/2558

- 1) NBTC Office, NTC and NBTC amounting to Baht 5,109 million plus interest at the rate of 7.5% per annum.
- 2) True Move, NBTC Office, NTC and NBTC amounting to Baht 3,651 million plus interest at the rate of 7.5% per annum.
- 3) DPC, NBTC Office, NTC and NBTC amounting to Baht 1,457 million plus interest at the rate of 7.5% per annum.

Black case No. 1651/2558

- 1) NBTC Office, NTC and NBTC amounting to Baht 4,169 million plus interest at the rate of 7.5% per annum.
- 2) True Move, NBTC Office, NTC and NBTC amounting to Baht 2,946 million plus interest at the rate of 7.5% per annum.
- 3) DPC, NBTC Office, NTC and NBTC amounting to Baht 1,223 million plus interest at the rate of 7.5% per annum.

Black case No. 741/2559

- 1) NBTC Office, NTC and NBTC amounting to Baht 1,858 million plus interest at the rate of 7.5% per annum.
- 2) True Move, NBTC Office, NTC and NBTC amounting to Baht 1,336 million plus interest at the rate of 7.5% per annum.
- 3) DPC, NBTC Office, NTC and NBTC amounting to Baht 522 million plus interest at the rate of 7.5% per annum.

On April 29, 2022, the Central Administrative Court dismissed the cases against DPC under Black case No. 918/2558 and 1651/2558 for a total requested amount from DPC of Baht 2,680 million. The court ordered NBTC to pay NT Baht 361 million including interest. NT and NBTC have the right to appeal to the Supreme Administrative Court within 30 days from the date of adjudication from the Central Administrative Court.

On May 30, 2022, NT filed an appeal regarding the Black Case No. 918/2558 and No. 1651/2558 to the Supreme Administrative Court as the Black Case No. Or. 1229/2565 and Or. 1203/2565. DPC received a notification from the Supreme Administrative Court on August 18, 2022 and October 10, 2022 respectively. Currently, the case is under the consideration by the Supreme Administrative Court.

On December 28, 2022, the Central Administrative Court dismissed the case against DPC under the Black case No. 741/2559 for a total requested amount from DPC of Baht 522 million.

The management of the Group believes that DPC has no obligation to pay for the usage fees and compensation from the usage of telecommunication equipment and telecommunication network as claimed by NT due to DPC has complied with the announcement of NBTC. Therefore, the outcome of the disputes should be settled favourably and have no considerable impact to the consolidated financial statements of the Group.



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- 2) The claim for revocation of the National Telecommunication Committee's ("NTC") order regarding the revenue incurred from the temporary service during the customer protection period after the Concession ended

On November 16, 2015, DPC filed a lawsuit against the National Broadcasting and Telecommunication Committee ("NBTC") to the Central Administrative Court under case No. 1997/2558. This filed lawsuit revoked the NTC resolution, in which the office of the NBTC demanded that DPC deliver the revenue during the consumer protection period from September 16, 2013, to July 17, 2014, amounting to Baht 628 million.

In the same case, on September 16, 2016, the NBTC and the office of the National Broadcasting and Telecommunication Committee ("NBTC office") filed a complaint to the Central Administrative Court as the Black Case No. 1441/2559. This complaint requested DPC to deliver revenue sharing for the consumer protection period from September 16, 2013 to July 17, 2014. The claim amount was Baht 680 million (including interest up to the submitted date of Baht 52 million) plus interest at the rate of 7.5% per annum of the claim amount from the submitted date until DPC delivers all revenue sharing in full.

On September 7, 2018, the NTC issued a letter informing of their resolution to allow DPC to deliver the revenue from the service income during the protection of all subscribers, totalling Baht 869 million. However, the NBTC had ordered DPC to provide a payment of Baht 628 million for the first period, and the remaining amount to be paid is Baht 241 million. Subsequently, on December 7, 2018, DPC filed a lawsuit with the Central Administrative Court to revoke such a resolution of NTC.

On June 2, 2021, the Central Administrative Court ordered the merger of the three cases .

On March 30, 2022, the Central Administrative Court revoked the NTC's resolution, which ordered DPC to deliver the revenue from the service income during the protection of all subscribers in the total amount of Baht 869 million. The reason is that DPC had expenses incurred from the provision of services greater than the revenues generated.

On April 28, 2022, the NBTC submitted an appeal to the Supreme Administrative Court, and then DPC received the order to raise a counter-appeal on June 29, 2022.

The Group's management considers that DPC has complied with the NBTC announcement regarding the Temporary Customer Protection Plan Following the Expiration of the Agreement for operations ("Telecommunication Service Agreement") in 2013 and that DPC is obliged to submit the revenue after deducting any expenses to the NBTC office. However, DPC has expenses incurred from the service greater than the revenues generated. Therefore, DPC has no revenue remaining to submit to NBTC as stipulated in the announcement.



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### Advanced Wireless Network Company Limited (“AWN”)

#### 1) The claim for revocation of the NBTC’s order regarding Mobile Number Portability (MNP)

During 2015 - 2020, AWN received an administrative order (“Order”) from the Office of NBTC to pay administrative fines regarding a mobile number portability issue. AWN filed a revocation request of the Order to the Central Administrative Court for Black case No. 1357/2560, which claimed Baht 221 million from AWN, and for Black case No. 2212/2563, which claimed Baht 605 million from AWN.

On August 26, 2020, the Central Administrative Court gave a verdict on Black case No. 1357/2560 to revoke that the administrative fines shall not exceed Baht 20,000 per day. As a result, the administrative fines were decreased to Baht 0.82 million. On September 25, 2020, AWN appealed to the Supreme Administrative Court to revoke all orders regarding administrative fines. Currently Black case No. 1357/2560 is being considered by the Supreme Administrative Court.

Currently, black case No. 2212/2563 is being considered by the Central Administrative Court.

The AWN's management believes that AWN conducted everything correctly, therefore the outcome of this case should not have a significant impact on the consolidated financial statement of the Group.

### MIMO Tech Company Limited (“MMT”)

#### 1) The claim for compensation from MMT for the termination of printing contract with Paper Mate (Thailand) Co., Ltd.

On February 26, 2019, Paper Mate (Thailand) Co., Ltd. filed a lawsuit to the Civil Court under Black case No.1016/2562 to claim compensation from MMT for the termination of a printing contract. The claims amounted to Baht 280 million in total.

On January 28, 2021, the Civil Court dismissed the case of Paper Mate (Thailand) Co., Ltd. because Paper Mate (Thailand) Co., Ltd. breached the contract. Therefore, there is no right to claim such compensation.

On June 28, 2021, Paper Mate (Thailand) Co., Ltd. appealed to the Court of Appeal.

On March 29, 2022, the Court of Appeal upheld the decision of the Civil Court.

On August 29, 2022, Paper Mate (Thailand) Co., Ltd. submitted a request for a petition to submit this case to Supreme Court. Currently the case is under the consideration of the Supreme Court.

The Group’s management believes that MMT has correctly and fully complied with the related conditions of the contract in all respects and that the outcome of the said case should not have a considerable impact on the consolidated financial statements of the Group.

## 39. EVENT AFTER THE REPORTING PERIOD

### Dividends

On February 9, 2023, the Board of Directors’ meeting passed a resolution proposing the payment of dividends for the year 2022, at the rate of Baht 7.69 per share, Baht 3.45 each of which was paid as an interim dividend on September 6, 2022. The proposed dividends will be considered for approval by the shareholders at the next general meeting of the Company.



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