ESG Performance Report
for Listed Companies in 2025

Aurora Design Public Company Limited

Fiscal Year End 31 December 2025

Table of Contents

ESG Performance

Company Name : Aurora Design Public Company Limited Symbol : AURA

Market : SET Industry Group : Consumer Products Sector : Fashion

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The Company and its subsidiaries are committed to conducting environmentally friendly business operations and considering environmental impacts, with an emphasis on all operational steps as follows:

1.1 Utilize various resources with maximum efficiency.

1.2 Manage all business processes based on careful consideration to reduce environmental impacts in both the short and long term.

1.3 Promote the adoption of technology to develop environmental management.

1.4 Encourage executives and employees at all levels to be aware of business operations that are friendly to water, air, soil, forests, ecosystems, and climate change, including but not limited to.

1.4.1 Reducing greenhouse gases by inspecting vehicles used for goods transportation to ensure they are in ready-to-use condition, thereby preventing incomplete fuel combustion.

1.4.2 Efficient management of electricity and water by educating employees and staff on the valuable use of electricity and water for maximum efficiency and reduction of electricity and water consumption.

1.4.3 Reducing the use of various materials and consumables, reusing or recycling them, improving packaging, promoting the use of technology in related processes, and reducing activities that cause pollution.

1.4.4 Proper disposal of waste or refuse to enable effective recognition and improvement of waste and pollution management.

1.5 Cooperate with local and international organizations on resource management, environmental care, adaptation, and effective mitigation of climate change impacts.

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

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

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

No changes

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards	:	Other : FTSE Russell Assessment Criteria

Remark: *[1] The company is committed to efficient energy management, with KPIs for solar panel installation and electricity saving projects to reduce energy consumption and promote sustainability within the organization. The operational plan is as follows: 1. The company selects appropriate sizes and types of solar panels, inverters, and other components, designing the system to meet the organization's energy requirements. This will enhance the efficiency of solar power generation and reduce reliance on the main electricity grid. 2. The company encourages employees to switch off electrical appliances when not in use, including unplugging them, to reduce standby power consumption. This action helps minimize energy waste and lower long-term energy costs. 3. Setting air conditioner temperatures to an appropriate level, such as 24-26 degrees Celsius. 4. The company conducts campaigns through various channels, such as public relations signs and training activities, to encourage employees to change their electricity usage behaviors, such as turning off lights when not in use, using electricity efficiently, and selecting high-efficiency appliances, to foster a culture of energy conservation within the organization.*

Remark: *[2] The company recognizes the importance of efficient water utilization, as water resources are a critical factor in business operations and societal well-being. Therefore, the company focuses on effective water management while simultaneously reducing water consumption within the organization. This is achieved by implementing a water recycling project to maximize reuse and minimize fresh water intake. This approach demonstrates environmental responsibility and contributes to the long-term sustainability of water resources, reflecting tangible operational outcomes. The company initiated the project by launching a campaign to reduce water consumption at its headquarters, followed by site surveys and system design tailored for use within the headquarters building. Subsequently, a bidding process was opened to select specialized contractors, prior to installation and project handover in accordance with agreed terms. Once the system became operational, the company continuously recorded the volume of water processed through recycling, and summarized operational results to evaluate project efficiency and serve as reference data for future sustainable water management system development.*

Compliance with waste management principles and standards[3]

Waste management principles and standards	:	3Rs, 5Rs or 7Rs

Remark: *[3] The company recognizes the importance of efficient waste management to reduce environmental impact and support the circular economy concept. Therefore, it has implemented comprehensive strategies covering reduction, reuse, and recycling. Key projects include the use of recyclable packaging, the reduction of single-use plastic cutlery, and proper waste segregation for disposal, encompassing both plastic waste and operational waste. These approaches reflect the company's commitment to responsible waste management, creating positive value for society and the environment.*

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards	:	Thailand Greenhouse Gas Management Organization (TGO)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

The Company is committed to efficient energy management, utilizing **Key Performance Indicators (KPIs)** for solar cell installations and energy-saving initiatives. These efforts aim to reduce energy consumption and promote corporate sustainability through the following operational plans:

1. Solar Energy Integration

The Company selects optimal solar panel sizes, types, inverters, and related equipment. The system is designed to meet the organizations specific energy demands, enhancing solar power generation efficiency and reducing reliance on the main electrical grid.

2. Reducing Standby Power Consumption

The Company encourages employees to switch off and unplug electrical appliances when not in use. This initiative minimizes **standby power consumption**, reduces energy waste, and lowers long-term energy costs.

3. Optimized Air Conditioning Settings

Air conditioning temperatures are maintained at appropriate levels, specifically between **24C and 26C**, to maximize cooling efficiency while conserving energy.

4. Energy Conservation Awareness & Culture

The Company promotes energy-saving through various channels, including public relations signage and training activities. These efforts aim to shift employee behavior toward efficient electricity usagesuch as turning off lights when not neededand prioritizing high-efficiency appliances to foster a robust **corporate culture of energy conservation**.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management	:	Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 40.84 Kilowatt-Hours / million Baht revenue	2025 : Reduced by 5% / million Baht revenue

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In **2025**, the Company successfully reduced electricity consumption by **20.24%** compared to 2023, measured as **energy intensity** (kilowatt-hours per million baht of sales).

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	787,780.00	817,925.69	794,180.97
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	787,780.00	811,759.00	781,295.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	6,166.69	12,885.97
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	399.89	380.61	324.55

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / million Baht revenue)	40.84000000	56.58000000	95.59000000

Electricity Expense (*)

	2023	2024	2025
Total electricity expense (Baht)	4,189,199.65	3,934,996.92	3,748,414.95
Percentage of total electricity expense to total expenses (%)(**)	0.01	0.01	0.01
Percentage of total electricity expense to total revenues (%)(**)	0.01	0.01	0.01
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	2,126.50	1,831.08	1,531.84

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

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Diesel (Litres)	158,903.36	196,398.47	201,719.99
Gasoline (Litres)	47,042.12	126,046.23	156,278.50
LPG (Kilograms)	2,034.25	3,615.00	2,016.00

Additional explanation : *Not include external fuel consumption*

Companys fuel expense (*)

	2023	2024	2025

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

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

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

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	0.00000000	0.00000000	N/A
Intensity of total energy consumption within the organization (MJ / million Baht revenue)	469.21000000	541.71000000	648.08000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

In 2025, the company initiated a project, commencing with a campaign to reduce water consumption at its headquarters, followed by site surveys and system design tailored for use within the headquarters building. Subsequently, a bidding process was launched to select specialized contractors before proceeding with installation and project handover in accordance with agreed-upon terms. Once the system became operational, the company continuously recorded the volume of water undergoing the recycling process, and summarized operational results to evaluate the project's efficiency and serve as a reference for the future development of sustainable water management systems.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 8,839.00 Cubic meters	2025 : Reduced by 1% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Water consumption decreased **9%** from 2024

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	8,398.00	8,839.00	N/A
Water withdrawal by third-party water (cubic meters)	8,398.00	8,839.00	N/A
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	4.26	4.11	N/A
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00	0.00	N/A

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

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	0.00	0.00	N/A

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	8,398.00	8,839.00	N/A

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00028063	0.00026632	N/A

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	120,368.87	128,919.78	115,713.36
Total water withdrawal expense from third-party water (Baht)	120,368.87	128,919.78	115,713.36
Percentage of total water withdrawal expense to total expenses (%)(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%)(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	61.10	59.99	47.29

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

The company recognizes the importance of efficient waste management to reduce environmental impact and support the circular economy concept. Therefore, it has implemented a comprehensive strategy covering reduction, reuse, and recycling, with key initiatives including the use of **recyclable packaging** the **reducing the use of single-use plastic cutlery** and **proper waste segregation for disposal** both plastic waste and waste from business operations. This approach reflects the company's commitment to responsible waste management, creating positive value for society and the environment.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2025 : non-hazardous waste 9,626.50 Kilograms	2025 : Reduced by 90%	• Other : Reduce the use of single-use plastics

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The company has implemented a project to reduce the use of single-use plastic containers within the organization by **focus on reducing the distribution of plastic cups and glasses.** Through the provision of lunch, to help reduce plastic waste and environmental impact.

In 2025, if plastic containers were used daily, this would generate approximately 6,679.20 kilograms of total waste. However, through the implementation of this project, the company is able to **Reduced waste by 91.06%.**

Information on waste management

Waste Generation(*)

	2023	2024	2025
Total waste generated (Kilograms)	0.00	0.00	9,626.50
Total non-hazardous waste (kilograms)	N/A	N/A	9,626.50
Non-hazardous waste - Landfilling (Kilograms)	N/A	N/A	9,626.50
Total hazardous waste (kilograms)	N/A	N/A	0.00
Hazardous waste - Landfilling (Kilograms)	N/A	N/A	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	N/A	N/A	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	N/A	N/A	0.00
Hazardous waste Others (kilograms)	N/A	N/A	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	N/A	N/A	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	N/A	N/A	0.00

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	0.00	1,321.00
Reused/Recycled non-hazardous waste (Kilograms)	N/A	N/A	1,321.00
Reused non-hazardous waste (Kilograms)	N/A	N/A	1,321.00
Recycled non-hazardous waste (Kilograms)	N/A	N/A	0.00
Reused/Recycled hazardous waste (Kilograms)	N/A	N/A	0.00
Reused hazardous waste (Kilograms)	N/A	N/A	0.00
Recycled hazardous waste (Kilograms)	N/A	N/A	0.00
Percentage of total reused/recycled waste to total waste generated (%)	N/A	N/A	13.72
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	N/A	13.72

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan	:	Yes

The Company recognises the importance of contributing to solutions addressing climate change. Therefore, it has implemented environmentally responsible operational practices. A key initiative is the installation of **solar rooftop systems** to generate clean energy and reduce reliance on fossil fuels. The Company also manages the **collection of greenhouse gas emissions data (Carbon Footprint of Organization: CFO)** covering all three scopes, in order to establish an accurate baseline for assessing operational impacts and to develop effective greenhouse gas reduction plans. These actions demonstrate the Companys commitment to creating a balance between business growth and environmental stewardship for long-term sustainability.

Strategy 1

To increase the use of clean energy and reduce reliance on fossil fuels, the Company has implemented a clear operational plan. This begins with a site survey and planning for the appropriate installation of solar rooftop systems. The Company then conducts a contractor selection process to ensure that contractors possess the necessary expertise and experience to deliver efficient installation systems. Once the installation is completed and operational, the Company continuously monitors the amount of electricity generated from the solar rooftop system in order to summarise operational performance and utilise the data for future planning.

Strategy 2

The Company places importance on having accurate and reliable data to support greenhouse gas emissions reduction planning. Therefore, it has established a plan beginning with the collection of operational data during the period 1 January 2025 31 December 2025. The collected data is then submitted to external consultants for the calculation of greenhouse gas emissions and verification by an independent third party to ensure accuracy and transparency. Once the data and emissions results are verified, the Company will proceed with the certification process according to recognized standards. This process helps build credibility and provides essential information for setting greenhouse gas reduction targets

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2023 : Greenhouse gas emissions 1,636.43 tCO_2e	2025 : Reduced by 2% in comparison to the base year	2065 : Reduced by 100% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : Net zero • Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company is committed to reducing greenhouse gas emissions through a transition strategy towards clean energy by installing solar cell systems to reduce reliance on fossil fuels. The Company also places importance on the collection of greenhouse gas data across all three scopes to establish an accurate database for setting future sustainability targets. In 2025, the Company drove its implementation plan through site surveys and the selection of qualified contractors to install solar cell systems in accordance with established standards, enabling systematic monitoring of actual electricity generation. In addition, the Company emphasises data transparency by developing a plan to collect operational data throughout the year for submission to experts for calculation and verification by an independent third party to ensure data accuracy prior to proceeding with formal certification.

The Company achieved 55.33% coverage in collecting Carbon Footprint data, which has not yet reached the 100% target. This is due to limitations arising from the wide distribution of branches nationwide and the complexity of collecting Scope 3 data, which requires coordination with stakeholders throughout the supply chain. In addition, the Company remains committed to maintaining accuracy in accordance with international verification standards, which requires a thorough and rigorous process. As a result, data collection is still in progress to ensure completeness across all operational areas.

Indicator Detail	Unit	2023	2024	2025
Total greenhouse gas emissions (Scope 1 and Scope 2)	tCO2e	1,636.43	2,036	2,851
Total greenhouse gas emissions (Scope 1, Scope 2 and Scope 3)	tCO2e	No data collection for Scope 3	No data collection for Scope 3	4,598
Greenhouse gas emissions per unit of revenue (carbon intensity)	tCO2e/ million Baht revenue	0.055	0.062	0.073

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	1,638.00	2,037.00	4,598.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,026.00	1,098.00	1,038.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	612.00	939.00	1,813.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	1,747.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000055	0.000061	0.000115

	2023	2024	2025
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.83	0.95	1.88
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / million Baht revenue)	0.05500000	0.06200000	0.07300000

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : V Green KU Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	7,280.69	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	7,280.69	N/A	N/A

Absorption and removal of Greenhouse Gas

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

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Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee Rights, Consumer/customer rights, Safety and occupational health at work, Non-discrimination

Human Rights Policy

Aurora Design Public Company Limited (the Company)

The Company is committed to advancing its business towards sustainable progress founded on ethics and integrity. We aim not only to create investment value for our shareholders but also to prioritize fair treatment of all stakeholders.
The Company supports and promotes the **United Nations Guiding Principles on Business and Human Rights (UNGP)**, which focus on Protect, Respect, and Remedy regarding human rights impacts resulting from business operations. This commitment forms our organization-wide human rights management standard.
The Board of Directors has mandated that it is the duty and responsibility of all directors, executives, and employees to acknowledge, comply with, and disseminate this policy to internal and external stakeholders. The policy covers the following human rights aspects:

1. Human Rights of Customers

1.1. Treat all customers equally with courtesy. Provide accurate information and advice regarding products, usage, and services effectively to ensure maximum benefit. Deliver high-quality products and services that meet expectations at a fair price. 1.2. Strictly adhere to terms and conditions offered to customers with equality, regardless of race, nationality, religion, gender, language, age, skin color, education, or social status. 1.3. Protect customers' personal data to ensure safety and security when using the Company's services. 1.4. Provide channels for complaints, feedback, and suggestions. The Company ensures a systematic complaint management process and provides remedies in cases of human rights violations.

2. Human Rights of Employees

2.1. Respect equality in employment and provide equal opportunities for all applicants without discrimination based on race, nationality, religion, gender, language, age, skin color, education, social status, disability, seniority, or sexual orientation/LGBTQ+ identity. 2.2. Protect and prohibit all forms of sexual harassment or assault in the workplace. 2.3. Ensure appropriate and fair wages, compensation, and benefits for all employees at all levels. Treat employees equally to foster harmony in workplace management. 2.4. Promote and support favorable employment conditions, prioritizing safety, occupational health, working conditions, and the work environment. 2.5. Encourage employees to participate in management activities and systems regularly established by the Company. 2.6. Support continuous development of employees knowledge and capabilities. Provide equitable opportunities for skill enhancement and positive attitude building, as the Company regards every employee as a valuable resource. 2.7. Value employee feedback based on facts and respect their freedom of expression. 2.8. Provide official grievance channels for employees. Complaints will be managed through proper procedures, including remediation for any human rights violations. 2.9. Conduct business with accuracy, transparency, fairness, and accountability. Comply with labor protection laws and international standards, prohibiting forced labor, adhering to legal working hours, and ensuring fair wages as prescribed by law. 2.10.

Oversee and promote business practices that do not adversely affect the employees' working environment or the surrounding society and environment.

3. Human Rights of Shareholders

3.1. Safeguard and promote ownership rights in monitoring Company operations, such as attending meetings, expressing opinions, voting on resolutions, capital adjustments, transfers, divestments, receiving dividends, and inspecting the shareholder register. 3.2. Provide regular and factual reports and updates on business performance, including clear communication of rules and procedures regarding shareholding. 3.3. Recognize the importance of shareholder rights, avoid any actions that violate or infringe upon those rights, and protect shareholders' personal data.

4. Human Rights of Business Partners and/or Creditors

4.1. Provide equal opportunities for all business partners to propose products and services and to enter into partnerships without discrimination. 4.2. Treat partners and/or creditors with fairness and equality, prioritizing the Companys best interests while ensuring fair returns for both parties. 4.3. Protect and keep confidential information belonging to partners and/or creditors. Ensure that intellectual property and confidential data are not misappropriated or misused. 4.4. Uphold principles of fair business practices, advertising, and competition, including full compliance with all relevant laws and regulations.

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
Changes in social and human rights policies, guidelines, and/or goals	:	Others : No Changed

No Changed

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	Yes

Human Rights Due Diligence (HRDD) Process

The Company has established a Human Rights Due Diligence process in accordance with the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**. This systematic approach is designed to prevent, mitigate, and manage potential human rights violation risks throughout the Companys value chain. By integrating human rights principles into retail operations, corporate management, and procurement, the Company aims to enhance transparency, stakeholder accountability, and support sustainable development under the **ESG (Environmental, Social, and Governance)** framework. The key steps are as follows:

1. Human Rights Due Diligence Scope

The Company has defined a comprehensive scope for its human rights due diligence, covering all core retail business processes. This includes human resources management, front-of-house and back-of-house operations, procurement and supply chain, customer service, the engagement of contractors or external service providers, and relations with surrounding communities. This assessment encompasses all potentially affected stakeholders, including employees at all levels, business partners, subcontractors, customers, and communities within the Companys operational areas, as well as all sales and service channels.

- **Personnel Scope:** This policy and its due diligence processes apply to personnel at all levels, including the Board of Directors, executives, full-time and contract employees, branch and office staff, temporary workers, and interns. It also extends to any individuals working under the Companys control or on its behalf, regardless of their employment type or workplace location.
- **Operational Scope:** The process covers all operations and activities related to the business, ranging from recruitment and HR management, determination of wages and benefits, and working hours, to occupational health and safety (OHS). It also includes retail operations, customer service, store management, fair communication and information disclosure, procurement and supplier selection, as well as the decision-making processes and duties of all internal departments.
- **Stakeholder Scope:** The due diligence process covers the treatment of all stakeholder groups involved in the Companys business, including employees and supply chain workers, customers and consumers, business partners, suppliers, contractors, external service providers, and communities surrounding the Companys establishments and operational areas, as well as relevant government agencies.
- **Location and Service Channel Scope:** This policy and process apply to all Company business locations and channels, encompassing the headquarters, all branch stores, and workplaces of associated contractors or service providers. It also covers all distribution and service channels, such as online platforms, digital channels, and all forms of marketing or promotional activities.
- **Management and Governance Scope:** The scope covers the entire lifecycle of risk management, including prevention, risk assessment, monitoring, auditing, grievance mechanisms, investigations, and remediation for human rights violations, ensuring fairness, transparency, and protection for all involved parties.
- **Standards and References Scope:** This policy is formulated in accordance with relevant laws, good corporate governance principles, and international human rights standards, specifically the **United Nations Guiding Principles on Business and Human Rights (UNGPs)** and sustainability guidelines under the **ESG framework**.

2. Identification of Relevant Human Rights Issues

The Company reviews and analyzes activities throughout its value chain to identify potential human rights risks within both its internal operations and its supply chain (business partners). This process covers critical issues such as employment discrimination, personal data protection and privacy, as well as workplace safety and environment. These identified issues are compiled into a comprehensive checklist for in-depth impact assessment.

3. Prioritization of Human Rights Risks

The Company evaluates and prioritizes the identified human rights risks using a **Risk Matrix**, which considers the **Severity of Impact** and the **Likelihood of Occurrence**. This assessment is used to determine the risk level and develop appropriate management plans. Furthermore, the Company mandates a review of these risk assessments at least once a year to ensure that prevention and mitigation measures remain up-to-date and consistently effective.

4. Mitigation and Prevention Measures

The Company has developed measures to mitigate impacts from high-risk issues, focusing on maintaining impact levels within an acceptable range while creating positive outcomes for stakeholders. These measures serve as a framework for long-term prevention.

5. Monitoring and Review

As human rights risks may evolve alongside business activities and stakeholder dynamics, the Company conducts regular reviews and monitoring. Key Performance Indicators (KPIs) are established, such as the percentage of employees trained in human rights and the total number of grievances received. These results are disclosed annually in the Companys Annual Report.

6. Remediation and Grievance Mechanisms

The Company provides grievance mechanisms for reporting human rights violations and has established appropriate corrective action guidelines. This includes providing both financial and non-financial remedies to affected parties and utilizing lessons learned to enhance future preventive measures.

7. Corrective Actions

Investigation and remediation processes are conducted in accordance with Company regulations. This includes specific guidelines for handling grievances related to human rights violations as stipulated in the relevant corporate policies.

Information on other social management

Plans, performance, and outcomes related to other social management

The Company has implemented multi-dimensional social assistance initiatives to enhance the quality of life and create sustainable shared value with the community.

1. Career Opportunity Creation

The Company complies with legal requirements for the employment of **persons with disabilities** and has expanded opportunities for **seniors (aged 60 and over)** to work across various departments. Performance and outcomes of these programs are consistently monitored and summarized.

2. Local Economic Promotion

The Company actively supports community income by:

- **Local Sourcing:** Outsourcing staff lunch catering to neighborhood restaurants and commissioning local shops for the production of signage, vinyl banners, and employee manuals.
- **Education Support:** Providing scholarships and supporting activities for public schools located near the Headquarters.
- **Local Employment:** Hiring branch staff nationwide from their respective surrounding communities to directly generate local employment and income.

3. Social and Community Development

The Company initiates community service projects to improve local infrastructure and well-being, such as:

- **Infrastructure Support:** Dredging drainage pipes in the Udom Suk 26 area.

- **Educational Assistance:** Providing lunches, supporting educational personnel, and donating computers to schools in need (including equipment inspection, formal disposal documentation, and full installation).
- **Disaster Relief:** Establishing funds to provide immediate assistance to communities during natural disasters.

The Company ensures transparency and effectiveness by summarizing the results of every project into concrete performance reports.

Social Initiatives in 2025

In **2025**, the Company successfully implemented **6 key social initiatives**:

1. **Inclusive Employment Project:** Employment of persons with disabilities and seniors.
2. **Community Income Support Project:** Local sourcing and procurement.
3. **Scholarships for the Underprivileged:** Supporting educational equity.
4. **Local Recruitment Project:** Community-based hiring for branch operations.
5. **Hat Yai Flood Relief Project:** Emergency assistance and disaster recovery.
6. **Computer Donation Project:** Enhancing digital literacy in schools.

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

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

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

	2023	2024	2025
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

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

1. The Company has established a **Occupational Safety, Health, and Environment Committee** to deliberate on policies and operational guidelines concerning occupational safety, health, and the working environment of the Company.
2. The Company has established a **Code of Business Conduct** to serve as a guideline for engaging with all stakeholders, such as employees, business partners, customers, and others. This code specifies the practices to be followed toward every stakeholder group.
3. A **Human Rights Policy** has been defined to serve as a guideline for the Companys operations.

Furthermore, the Company has formulated a strategy to develop an **Annual Engagement Plan** to continuously enhance relationships, involvement, and communication between employees and the organization. This plan helps reflect employee needs, leading to the definition of activities and measures that appropriately respond to expectations. It also fosters long-term motivation, trust, and satisfaction, which are the foundations for the organization's stable and sustainable growth.

The Company firmly believes that building employee engagement is a key cornerstone of success and sustainable growth. Consequently, an **Annual Engagement Plan** has been developed to foster a work atmosphere conducive to happiness, pride, and employee participation, with the following operational plan:

1. **Baseline Data Analysis** Analyze employee engagement scores and feedback from the **2024 Welfare Committee** to identify strengths and areas for improvement.
2. **Focus Group Sessions** Provide a platform for in-depth exchanges of opinions to listen to employee perspectives and encourage participation at all levels.
3. **Engagement Plan Development** Formulate a plan to strengthen engagement across various dimensions, such as collaboration, potential development, work-life balance, and corporate culture.
4. **Monitoring and Evaluation** Conduct an **Employee Engagement Survey in 2025** to track progress and evaluate the effectiveness of the implemented measures.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee	:	Yes

and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Percentage of Employee Satisfaction with Safety and Health	2025: The percentage of employee satisfaction with safety and health is over 70%	2025: Employee satisfaction regarding safety and health stands at 78.68%.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Aurora Design Public Company Limited recognises that employees are a key driving force in achieving the organisations sustainability goals. During the reporting period, the Company implemented a project to improve the employee uniform design in order to enhance flexibility and employees quality of life, while also reflecting the Companys environmental responsibility.

The Company has redesigned the concept of employee uniforms to provide greater flexibility and a more modern and casual appearance (Modernized & Casualised Design). This allows employees to adapt their attire appropriately to various working situations, creating positive impacts for employees in several aspects, including:

- **Flexibility:** The design emphasises ease of movement and comfort, making it suitable for different work environments and activities.
- **Easy Care:** The fabric innovation focuses on wrinkle-resistant properties, reducing the effort and time required for garment care, improving employees quality of life, and contributing to lower household energy consumption.
- **Breathability:** The fabric features excellent ventilation and moisture-wicking properties, creating a comfortable working environment throughout the day.

To support the Companys greenhouse gas emissions reduction (Decarbonisation) goals, recycled materials were selected for the production of the new uniforms under the concept **EcoTech Timeless Wear**, with the following technical characteristics:

- **Closed-loop Production:** The manufacturing process utilises recycled fibres derived from textile cutting waste (pre-consumer waste) combined with recycled fibres from used PET plastic bottles, which play a significant role in reducing landfill waste.
- **Resource Conservation:** The use of recycled materials reduces reliance on virgin resources and helps lower carbon dioxide (CO_2) emissions associated with conventional textile production processes.
- **Sustainable Fashion:** The uniforms are designed to be modern and durable (durability), extending the product lifecycle and reducing the frequency of uniform replacement, thereby maximising resource efficiency in accordance with sustainability principles.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	N/A	2,149	2,447
Percentage of employees to total employment (%)	N/A	100.00	100.00
Total employees (persons)	1970	2149	2447
Male employees (persons)	281	306	315
Percentage of male employees (%)	14.26	14.24	12.87
Female employees (persons)	1689	1843	2132
Percentage of female employees (%)	85.74	85.76	87.13

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	799	835	923
Percentage of employees under 30 years old (%)	40.56	38.86	37.72
Total number of employees 30-50 years old (Persons)	1,124	1,254	1,461
Percentage of employees 30-50 years old (%)	57.06	58.35	59.71
Total number of employees over 50 years old (Persons)	47	60	63
Percentage of employees over 50 years old (%)	2.39	2.79	2.57

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	71	84	72

	2023	2024	2025
Percentage of male employees under 30 years old (%)	25.27	27.45	22.86
Total number of male employees 30-50 years old (Persons)	197	205	224
Percentage of male employees 30-50 years old (%)	70.11	66.99	71.11
Total number of male employees over 50 years old (Persons)	13	17	19
Percentage of male employees over 50 years old (%)	4.63	5.56	6.03

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	728	751	851
Percentage of female employees under 30 years old (%)	43.10	40.75	39.92
Total number of female employees 30-50 years old (Persons)	927	1,049	1,237
Percentage of female employees 30-50 years old (%)	54.88	56.92	58.02
Total number of female employees over 50 years old (Persons)	34	43	44
Percentage of female employees over 50 years old (%)	2.01	2.33	2.06

Number of employees categorized by position

	2023	2024	2025

	2023	2024	2025
Total number of employees in operational level (Persons)	1,841	2,008	2,280
Percentage of employees in operational level (%)	93.45	93.44	93.18
Total number of employees in management level (Persons)	123	135	161
Percentage of employees in management level (%)	6.24	6.28	6.58
Total number of employees in executive level (Persons)	6	6	6
Percentage of employees in executive level (%)	0.30	0.28	0.25

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	237	264	261
Percentage of male employees in operational level (%)	84.34	86.27	82.86
Total number of male employees in management level (Persons)	39	38	50
Percentage of male employees in management level (%)	13.88	12.42	15.87
Total number of male employees in executive level (Persons)	5	4	4
Percentage of male employees in executive level (%)	1.78	1.31	1.27

Number of female employees categorized by position

	2023	2024	2025

	2023	2024	2025
Total number of female employees in operational level (Persons)	1,604	1,744	2,019
Percentage of female employees in operational level (%)	94.97	94.63	94.70
Total number of female employees in management level (Persons)	84	97	111
Percentage of female employees in management level (%)	4.97	5.26	5.21
Total number of female employees in executive level (Persons)	1	2	2
Percentage of female employees in executive level (%)	0.06	0.11	0.09

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	314
Bangkok Metropolitan (Person)	N/A	279	294
Northern (Person)	N/A	2	1
Central (Person)	N/A	2	0
Northeastern (Person)	N/A	9	6
Southern (Person)	N/A	6	3

	2023	2024	2025
Eastern (Person)	N/A	8	10

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	2,072
Bangkok Metropolitan (Person)	N/A	1,134	1,237
Northern (Person)	N/A	27	34
Central (Person)	N/A	161	114
Northeastern (Person)	N/A	164	247
Southern (Person)	N/A	87	110
Eastern (Person)	N/A	270	330

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	N/A	0	0
Total male employees working abroad (Person)	N/A	0	0
Total female employees working abroad (Person)	N/A	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (**persons**)	16	19	22
Percentage of disabled workers to total employment (%)	N/A	0.88	0.90

	2023	2024	2025
Total number of workers who are not employees with disabilities (persons)	16	19	22
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	630,951,714.00	773,607,018.00	864,190,536.00
Total male employee remuneration (baht)	122,386,232.00	131,920,814.00	173,923,823.00
Percentage of remuneration for male employees (%)	19.40	17.05	20.13
Total female employee remuneration (baht)	508,565,482.00	641,686,204.00	690,266,713.00
Percentage of remuneration for female employees (%)	80.60	82.95	79.87
Average of remuneration of employees (Baht/persons)	320,280.06	359,984.65	353,163.28
Average of remuneration for male employees (Baht/persons)	435,538.19	431,113.77	552,139.12
Average of remuneration for female employees (Baht/persons)	301,104.49	348,174.83	323,764.87
Rate of average of remuneration between female employees and male employees	0.69	0.81	0.59

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Provident Fund Policy

The Company has established a policy to enhance employee benefits through the **Provident Fund ("the Fund")**. This fund is voluntarily co-established by the employer and employees to encourage long-term savings for retirement, resignation, disability, or as financial security for families in the event of death.
The Fund consists of **"Accumulated Savings"** (contributed by the employee) and **"Employer Contributions"** (contributed by the Company). These funds are managed by professional **Asset Management Companies** to maximize returns through various financial instruments. Returns generated, known as **"Benefits on Accumulated Savings"** and **"Benefits on Employer Contributions,"** are distributed proportionally to members.

1. Membership Eligibility and Enrollment

1.1 Enrollment is voluntary. Eligible employees must be officially appointed as permanent staff in accordance with the Companys Work Rules. Approval of membership is at the Funds discretion. 1.2 Employees may submit membership application forms to the Payroll Department.

2. Calculation of Membership Period

2.1 Membership tenure begins from the date specified in the application document.

3. Employee Contribution Rate (Accumulated Savings)

3.1 Members may contribute between **3% and 15%** of their basic salary.

4. Employer Contribution Rate

4.1 The Company contributes at a fixed rate of **3%** of the basic salary.

5. Investment Plan Options

The Fund provides various investment plans with different risk levels. These choices directly affect the returns on savings and contributions. Employees should carefully consider their risk tolerance before selecting a plan.

6. Termination of Membership

6.1 Termination of employment for any reason. 6.2 Dissolution of the Fund. 6.3 The employer dissolves the business or withdraws from the Fund.

7. Withdrawal from the Fund without Resignation

7.1 Members may withdraw from the Fund only **once** during their employment. If they wish to rejoin, they may do so only **once**, provided at least **one year** has passed since the termination of their previous membership. Membership tenure will be reset. The Company strongly discourages withdrawing from the Fund while still employed.

8. Cases where Members are NOT entitled to Employer Contributions and Benefits

Members will forfeit the employers portion in the following cases: 8.1 Dismissal or termination due to serious violations of Work Rules, regulations, or lawful and fair orders of the employer. 8.2 Withdrawing from the Fund without resigning from the Company. 8.3 Resignation without following Company regulations or the employment contract (e.g., failure to provide at least 30 days' advance notice).

9. Cases where Members ARE entitled to Employer Contributions and Benefits

Members are entitled to the employers portion in the following cases: 9.1 Death, disability, or retirement. 9.2 Termination by the employer without any fault or violation of Work Rules by the employee. 9.3 The employer withdraws from the Fund. 9.4 Transfer to a parent company or affiliate as per the employers policy.

10. Vesting Schedule for Employer Contributions and Benefits

The entitlement to the employer's portion is based on the years of Fund membership:

- **Less than 3 years:** 0% (Not entitled)

- **At least 3 years but less than 5 years:** 40% of the employer's portion
- **5 years and above:** 100% of the employer's portion

Effective Date: This Fund commenced on **November 1, 2021**. Contribution deductions and employer matching began with the November 2021 payroll.

Please ensure you have read and understood these regulations to secure your full benefits.

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1670	2038	2170
Number of employees joining in PVD (persons)	672	738	714
Number of PVD members / Total employees (%)	34.11	34.34	29.18
Number of PVD members / Total eligible employees (%)	40.24	36.21	32.90

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	4,960,004.00	5,790,568.00	6,196,177.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
Aurora Design Public Company Limited	Yes	2,447	2,170	714	29.18	32.90

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	No	No
Average employee training hours (Hours / Person / Year)	N/A	100.00	97.00

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	N/A	5,106,024.00	5,021,544.00
Total number of hours worked by employees (Hours)	4,739,397.17	5,106,024.00	5,021,544.00

Statistic of accident and injuries of employees from work

	2023	2024	2025

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	2	0	1
Total number of employees that lost time injuries for 1 day or more (Persons)	2	0	1
Percentage of employees that lost time injuries for 1 day or more (%)	0.10	0.00	0.04
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours)(*)	0.42	0.00	0.20
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours)(**)	0.08	0.00	0.04

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	745	860	605
Total number of male employee turnover leaving the company voluntarily (persons)	57	69	56
Total number of female employee turnover leaving the company voluntarily (persons)	688	791	549

	2023	2024	2025
Proportion of voluntary resignations (%)	37.82	40.02	24.72
Percentage of male employee turnover leaving the Company voluntarily (%)	7.65	8.02	9.26
Percentage of female employee turnover leaving the Company voluntarily (%)	92.35	91.98	90.74

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

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

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
Reference link for responsible sales and marketing policy and guidelines	:	
Page number of the reference link	:	

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old

Information on customer management plan

Customer management plan

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

Business Code of Conduct and Sales & Marketing Guidelines

Aurora Design Public Company Limited (the Company) recognizes the importance of conducting business based on Good Corporate Governance principles. Consequently, the Company has established a **Business Code of Conduct** and **Corporate Governance** principles aligned with Company policies, rules, and regulations. We prioritize the needs and interests of customers and all stakeholders to foster trust and sustainable business growth.

The Company has defined Sales and Marketing guidelines to ensure all employees adhere to the strategic direction and management of the Sales and Marketing departments, including **Sale with Right of Redemption** services. Continuous monitoring and evaluation are implemented to enhance efficiency, effectiveness, transparency, and accountability.

1. Organizational Structure, Roles, and Responsibilities

The Board of Directors and senior management prioritize business operations governed by transparency and customer interest. A **Fair Sales and Services Policy** has been established as the core of the corporate culture, emphasizing integrity.

- **Clear Structure:** The organization is structured to support strategic marketing and sales goals with clearly defined divisions to ensure seamless inter-departmental collaboration.
- **Compliance:** Sales and marketing personnel must strictly follow regulations and international standards to mitigate legal risks and ensure fair treatment of all customers without overpricing relative to product quality.

2. Product Selection and Client Segmentation

The Company employs a rigorous process for product development and manufacturer selection.

- **Data-Driven Selection:** We utilize data analysis and statistics to select high-quality products that meet customer needs, ensuring reasonable pricing and maximum benefit.
- **Expertise in Redemption Services:** For the gold, diamond, and gemstone redemption business, assets are appraised by specialists and stored in high-security facilities to ensure customer confidence.

3. Communication and Training Program

The Company mandates regular training and knowledge testing for sales staff regarding products and redemption/repurchase processes.

- **Empowerment:** Training ensures staff can provide accurate, clear information to help customers make informed decisions.
- **Continuous Assessment:** Knowledge tests are conducted annually, and new hires undergo mandatory sales training.
- **Support System:** A dedicated team is available to assist staff with complex inquiries or customer complaints to ensure fair and clear communication.

4. Process of Sales and Sale with Right of Redemption

1. **Qualified Personnel:** Sales staff are selected based on education, knowledge, and experience, subject to management approval.
2. **Operational Manuals:** Comprehensive manuals are provided to ensure employees understand their roles and duties correctly.
3. **KYC (Know Your Customer):** Procedures are in place to understand customer types, allowing for personalized product offerings and appropriate risk warnings.
4. **Fairness:** Sales and redemption processes are designed to be fair, preventing any exploitation of a customers lack of information.
5. **Information Privacy:** A secure system protects customer personal data against loss or unauthorized access, in compliance with **PDPA (Personal Data Protection Act)**.
6. **Identity Verification:** Robust verification processes ensure that transactions are made by the actual customers, with regular audits of these processes.

5. Approval Authority for Sales and Promotions

The Company clearly defines the hierarchy for approving sales, redemptions, discounts, and promotions. Strategies are designed to be mutually beneficial for both the customer and the organization, focusing on long-term satisfaction.

6. Remuneration Structure

Beyond a base salary, the Company provides a fair and transparent incentive structure, including commissions, bonuses, and special rewards based on sales performance. All remuneration rates are reviewed and approved by senior management.

7. Customer Satisfaction and Complaint Handling

In a competitive and volatile market, maintaining customer satisfaction is paramount.

- **Proactive Marketing:** We focus on building relationships with existing customers and expanding the new customer base through branch activities.
- **Multi-channel Feedback:** Complaints and suggestions are accepted via over 200 branches nationwide, the website, social media, or direct hotlines.
- **Resolution & Improvement:** Data from complaints is analyzed to find root causes, provide immediate solutions, and prevent recurrence, serving as a basis for annual strategic planning.

8. Market Competition

The Company competes fairly and honorably, respecting customers, the organization, and competitors.

- **Market Research:** We conduct research on customer behavior and spending patterns to inform pricing, product design, and marketing activities.
- **Modern Systems:** Our redemption services utilize modern technology and applications to provide professional, fast, and convenient services, enhancing our competitive edge.

9. Social, Community, and Environmental Responsibility

We are committed to sustainable development by:

- **Social Contribution:** Utilizing our expertise to create jobs and instill a "Public Mind" culture among employees.
- **Circular Economy:** Improving production efficiency to minimize waste and environmental impact. We encourage product buy-backs/exchanges to promote the efficient reuse of natural resources.

10. Brand Image Communication

To remain relevant in the digital age, the Company integrates digital technology into marketing and **CRM (Customer Relationship Management)**. We monitor performance closely to ensure our brand image fosters long-term customer loyalty and trust.

11. Strategic Planning for Sales and Services

Our core strategy is **"Reasonable Pricing with High Value."** Since our products are high-value assets, we focus on emotional value and investment worth.

- **Unified Strategy:** We ensure synergy across all channelsphysical branches, online platforms, and marketplaces.
- **Monitoring:** Business plans are regularly reviewed and adjusted based on performance data and legal compliance.

12. Marketing Innovation and Technology

Recognizing the **"Digital-First Engagement"** trend, the Company invests in technology to create a seamless omni-channel experience.

- **R&D:** We promote intellectual property development and research to increase long-term competitiveness.
- **Knowledge Protection:** We implement data confidentiality tiers to protect core organizational knowledge while allocating appropriate budgets for technological advancement.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 027494949 ต่อ 5

Fax : -

Email : soo@aurora.co.th

Companys website : https://www.auroradesign.co.th/th/corporate-govern

Address : Sales Operations Department
Aurora Design Public Company Limited
444 Soi Udomsuk 26, Bangna Nuea, Bangna Bangkok 10260

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Disadvantaged and vulnerable groups

Social Value Creation and Community Support

The Company recognizes its role in creating shared value with society alongside sustainable business operations. We have established a **Social Support Strategy** to enhance quality of life and create equal opportunities. Key initiatives include the **employment of persons with disabilities and the elderly** to provide stable careers, **local income and employment support** to stimulate the community economy, and the **provision of scholarships for the underprivileged** to promote learning and youth potential. Additionally, community service projectssuch as **public drain cleaning** and **donating computers to schools**increase access to technology and ensure a safe environment. These guidelines reflect the Companys commitment to sharing value and growing sustainably together with society.
The Company has implemented multi-dimensional social support projects to improve quality of life and create lasting shared value with the community:

1. Career Opportunity Creation

The Company employs persons with disabilities in accordance with the legal requirements and has expanded opportunities for the elderly (over 60 years old) to work in various departments. We consistently monitor and summarize the performance and impact of these employment programs.

2. Local Economic Promotion

To support community income, the Company hires local restaurants surrounding our facilities to provide lunch for employees. We also engage local shops to produce advertising signs, vinyl banners, and employee manuals to distribute revenue into the local economy. Simultaneously, the Company provides scholarships and supports activities for public schools located near the Head Office. Furthermore, our branch staff across the country are recruited directly from their surrounding communities to create local jobs and income.

3. Social Development and Community Service

The Company initiates community service projects, such as:

- **Infrastructure Support:** Cleaning drainage pipes in the Udomsuk 26 area.
- **Educational Support:** Providing lunch and personnel support to educational institutions.
- **Disaster Relief:** Establishing a community fund to provide assistance during disasters.
- **Technology Access:** Donating computers to schools in need. This process involves inspecting equipment readiness, preparing disposal documentation, contacting schools with specific requirements, and overseeing the delivery and installation of all equipment.

Every project includes a comprehensive performance summary to ensure **transparency** and to confirm the **tangible effectiveness** of the Companys social operations.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development • Education • Disadvantaged and vulnerable groups	Number of Social Initiatives	2025: Number of Social Initiatives: 5 Projects	2025: Number of Social Initiatives: 5 Projects

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Community and Social Projects & Activities

Project 1: Employment of Persons with Disabilities and the Elderly

The Company consistently employs persons with disabilities in accordance with legal requirements.

- **Oct 2024 Sep 2025:** Employed 19 persons with disabilities.
- **Oct 2025 Sep 2026:** Employed 22 persons with disabilities. This initiative generated a **Social Return on Investment (SROI)** valued at **2,649,900.00 THB**. Additionally, the Company has employed **2 elderly staff members** to promote employment opportunities and support sustainable economic participation for senior citizens.

Project 2: Scholarships for the Underprivileged

The Company prioritizes educational opportunities for youth near our Head Office. We support educational activities and provide scholarships to local public schools to enhance learning quality. On **February 8, 2025**, the Company provided scholarships and educational support at **Amnuaykanoksiri Anusorn School** (Bangna, Bangkok). The activity focused on sharing knowledge about **gems and gold** to provide vocational foundations and inspire students' future careers. This project generated a total **SROI** value of **74,388.50 THB**.

Project 3: Local Income Support Project

The Company aims to create a positive impact on the local economy by supporting entrepreneurs and shops near our Head Office. During the reporting year (2025), the Company supported the community by procuring goods and services locally, such as **staff lunches** from Bangna area vendors and **fresh-cut fruits** from local street carts for employee welfare. This initiative resulted in an **SROI** value of **7,490,386.13 THB**.

Project 4: Local Community Employment Project

The Company emphasizes job creation for local residents through a policy of hiring branch staff from within their respective areas. Since **January 1, 2025**, the Company has maintained a policy of avoiding out-of-area hiring for branch positions, effectively distributing income and strengthening the local economy. This operation has achieved a significant positive social impact, with an estimated **SROI** value of **437,495,301 THB**.

Project 5: Hatyai Flood Relief Project

Aurora Design Public Company Limited is committed to social assistance during disasters.

- **November 29, 2025:** Donated 500,000 THB worth of consumer goods, including drinking water and ready-to-eat meals, to the **Wat Khlong Rien Temporary Relief and Evacuation Center** (Songkhla Province) to assist flood victims in Hatyai.
- **November 28, 2025: Mr. Anirut Srirungthum (Chief Retail Development Officer)**, as the Company representative, donated rice and essential consumer goods valued at 400,000 THB to flood victims in Southern Thailand through the **The Foundation of Goodness (Ongkorn Tum Dee)**.

Project 6: Computer Donation Project

In 2025, the Company donated computer equipment to educational and public health institutions, including **Sakonraj School, Sakon Nakhon Rajabhat University,** and **Nakhon Phanom Psychohospital**. The project aims to support access to information technology and enhance efficiency in teaching, administration, and public health services. This initiative is part of our commitment to reducing the technological divide and supporting the potential of local organizations for sustainable social impact.

Diagram of performance and outcomes in community and social management

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : Yes from social development?

	2023	2024	2025
Reducing packaging costs (Baht)	0.00	769,000.00	0.00
Employment for people with disabilities. (Baht)	0.00	2,274,680.00	2,649,900.00
Employee lunch allowance (Baht)	0.00	6,698,000.00	7,490,386.13
Generate income for nearby communities (Baht)	0.00	315,057,600.00	437,495,301.00

Non-financial benefits

Does the company measure the non-financial benefits from social development? : Yes

	2023	2024	2025
Reduce Carbon dioxide emissions (Ton/year)	0.00	33.84	0.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	324,030,280.00	447,635,587.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	0.000000	1.032748	1.197631
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	0.000000	0.976319	1.120001

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

ESG Performance

Company Name : Aurora Design Public Company Limited   Symbol : AURA

Market : SET   Industry Group : Consumer Products   Sector : Fashion

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company has established a good corporate governance policy in accordance with the 2017 Good Corporate Governance Principles for Listed Companies by the Securities and Exchange Commission to serve as a guideline for business operations and organizational management to create sustainable value for the business. The good corporate governance practices consist of 8 principles as follows:

Principle 1	Recognize the roles and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the business.
Principle 2	Set objectives and main goals of the business for sustainability.
Principle 3	Enhance the effectiveness of the Board of Directors.
Principle 4	Recruit and develop executives and manage personnel.
Principle 5	Promote innovation and responsible business operations.
Principle 6	Ensure appropriate risk management and internal control systems.
Principle 7	Maintain financial credibility and information disclosure.
Principle 8	Support shareholder participation and communication.

Policy and guidelines related to the board of directors

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

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

Nomination of directors

8.1.1.1 Recruitment and Appointment of Directors and Senior Executives

The Company has established a Nomination and Remuneration Committee, with the scope of authority and duties as per the committee's charter, to recruit qualified individuals for the positions of directors, sub-committee members, and Chief Executive Officer. The committee also considers policies for determining the framework and forms of remuneration for directors, sub-committee members, and the Chief Executive Officer, to be proposed to the Board and/or the shareholders' meeting for approval as appropriate.

- **Nomination and Appointment of Directors and Senior Executives**

The scope of authority, duties, and responsibilities of the Nomination and Remuneration Committee are as follows:

1. Consider the structure and composition of the Board in terms of the number of directors to be appropriate for the size, type, and complexity of the Company's business, and align with the business strategy and changing environment.
2. Determine the qualifications and criteria for recruiting the Board, sub-committee members, and the Chief Executive Officer for approval by the Board.
3. Select individuals with appropriate knowledge, experience, and expertise forthe positions of directors, sub-committeemembers, and the Chief Executive Officer,and propose their names to the Board for appointment and/or to the shareholders'meeting for election as appropriate.
4. Review and ensure the independence qualifications of each independent directorto confirm that the Company's independentdirectors are truly independent and meetall relevant criteria.
5. Promote the development of the Company'sdirectors and sub-committee members to enhance their knowledge and skills in line with the Company's business, economic conditions, technology, laws, or regulations related to the Company's business.
6. Review and develop the Chief Executive Officer's development plan to enhance knowledge and skills in line with the Company's business and prepare for succession planning to ensure the Company's continuous management.
7. Propose the framework and forms of remuneration (both monetary and non-monetary) for directors, sub-committee members, and the Chief Executive Officer,including fixed remuneration (e.g., regular compensation, meeting allowances) and performance-based remuneration (e.g., bonuses, gratuities, awards), considering changes and trends in remuneration, appropriateness, fairness, and legal compliance, for approval by the Board.
8. Consider the remuneration of directors, sub-committee members, and the Chief Executive Officer within the framework and forms of remuneration for approval by the Board and/or the shareholders' meeting as appropriate.
9. Set evaluation criteria for the performancef the Board and sub-committees for approval by the Board.
10. Set evaluation criteria and review the performance evaluation of the Chief Executive Officer for approval by the Board.
11. Review or amend the Nomination and Remuneration Committee Charter to alignwith current conditions at least once a year and propose it to the Board for acknowledgment or approval as appropriate.
12. Conduct annual performance evaluations,both as a committee and individually, and report the annual performance results to the Board for consideration, including preparing the Nomination and Remuneration Committee's report.
13. Seek independent opinions from other professional advisors when deemed necessary, at the Company's expense, and disclose the information and independence of such advisors in the annual report (if any).
14. Request information from various departments of the Company to supportadditional considerations on various matters.
15. Perform other duties as assigned by the Board or as determined by the Board's policies.

The information and details related to the scope, authority, duties, and responsibilities of the Nomination and Remuneration Committee Charter.

Determination of director remuneration

Policies and Practices Related to the Board of Directors

The Company has policies and practices regarding the Board of Directors, the nomination and remuneration of directors and executives, the independence of the Board from management, the development of directors, and the performance evaluation of directors, including the governance of subsidiaries and associated companies. Details and information related to the policies and practices regarding the Board of Directors are provided in Attachment 5: Full Corporate Governance Policy and Practices, and the Business Code of Conduct prepared by the Company.

Nomination and Remuneration of Company Directors and Sub-Committee Members

The Board of Directors is responsible for ensuring that the nomination and selection of directors are transparent and clear to obtain a Board of Directors with qualifications that align with the specified composition. The process involves nominating individuals with appropriate knowledge, expertise, and experience who can perform beneficial duties for the Company's business. The Board also considers the structure and remuneration rates that are appropriate for the responsibilities and can motivate directors to lead the organization towards achieving the Company's short-term and long-term goals, comparable to other organizations in the same industry, to present to the Board of Directors and/or the shareholders' meeting (as the case may be).

Additionally, the Board of Directors will consider or delegate to the Nomination and Remuneration Committee to (1) define the qualifications and criteria for nominating the Board of Directors and sub-committees, (2) select individuals with appropriate knowledge, experience, and expertise to serve as directors and sub-committee members to propose to the Board of Directors for appointment and/or to the shareholders' meeting for consideration (as the case may be), (3)propose the policy framework and forms of remuneration (both monetary and non-monetary) for directors and sub-committee members, including fixed remuneration (e.g., regular remuneration, meeting allowances) and performance-based remuneration (e.g., bonuses, gratuities, awards), considering changes and trends in remuneration, appropriateness, fairness, and compliance with the law to propose to the Board of Directors for approval, and (4) consider the remuneration of directors and sub-committee members within the policy framework and forms of remuneration to propose to the Board of Directors and/or the shareholders' meeting for approval (as the case may be).

Nomination and Remuneration of Company Executives

The Board of Directors is responsible for defining the qualifications and criteria for nominating suitable individuals for the position of Chief Executive Officer, including appointing such individuals and determining the development framework and process for the Chief Executive Officer to align with the Company's business, conditions, and the necessity to drive the organization towards the goals specified in the Board of Directors' charter.

The Board of Directors will oversee the establishment of an appropriate remuneration structure and performance evaluation for the Chief Executive Officer, with recommendations and screening by the Nomination and Remuneration Committee. The Board will manage and develop personnel to have the appropriate knowledge, skills, experience, and motivation and ensure that human resource management aligns with the Company's direction and strategy, encouraging employees to participate in training to enhance their knowledge and abilities, and ensuring fair treatment of employees to retain capable personnel.

Additionally, the Board of Directors will consider or delegate to the Nomination and Remuneration Committee to (1) define the qualifications and criteria for nominating the Chief Executive Officer, (2) select individuals with appropriate knowledge, experience, and expertise to serve as the Chief Executive Officer to propose to the Board of Directors for appointment and/or to the shareholders' meeting for consideration (as the case may be), (3) propose the policy framework and forms of remuneration (both monetary and non-monetary) for the Chief Executive Officer, including fixed remuneration (e.g., regular remuneration, meeting allowances) and performance-based remuneration (e.g., bonuses, gratuities, awards), considering changes and trends in remuneration, appropriateness, fairness, and compliance with the law to propose to the Board of Directors for approval, and (4) consider the remuneration of the Chief Executive Officer within the policy framework and forms of remuneration to propose to the Board of Directors and/or the shareholders' meeting for approval (as the case may be).

Considering the compensation of the Chief Executive Officer (CEO) in both short-term compensation (salary, bonuses, and company benefits) and long-term compensation (ESOP, warrants).

Independence of the board of directors from the management

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Director development

Principle 4: Ensure Effective Nomination and Development of Senior Management and People Management

1. **Nomination and Development of Senior Management**The Board of Directors is responsible for defining the qualifications and criteria for recruiting suitable candidates for the positions of **Chief Executive Officer (CEO)**and

senior management. This includes the appointment of such individuals and the establishment of frameworks and processes for their development, ensuring alignment with the Companys business, current circumstances, and the necessities of driving the organization toward its goals.

2. **Remuneration and Performance Evaluation**The Board of Directors shall oversee the establishment of appropriate remuneration structures and performance evaluations for the CEO and senior management, based on recommendations and screening from the **Nomination and Remuneration Committee**. The Board ensures that personnel management and development provide appropriate knowledge, skills, experience, and motivation. Furthermore, it oversees that human resource management aligns with the Company's strategic direction, encourages employees to participate in training to enhance their capabilities, and ensures fair treatment to retain talented personnel.
3. **Succession Planning**The Board of Directors requires the establishment of a **Succession Plan**for the CEO and senior management positions to ensure business continuity. The CEO is required to report the progress of the succession plan to the Board for acknowledgment at least **nce (1) a year**.
4. **Shareholder Structure Understanding**The Board of Directors shall maintain a clear understanding of the shareholder structure and relationships that may impact the management and operations of the Company.
5. **Personnel Development and Well-being**The Board of Directors shall monitor personnel management and development to ensure employees possess the appropriate knowledge, skills, experience, and motivation. This includes initiatives such as the establishment of a **Provident Fund**to ensure adequate savings for retirement and promoting financial literacy among employees. These efforts aim to enhance the quality of life for employees, fostering long-term commitment to the Company.

Board performance evaluation

Performance Evaluation of the Board, Sub-Committees, and Individual Directors

The Board of Directors considers and approves the criteria for the performance evaluation of the Board of Directors, Sub-Committees, and the Chief Executive Officer (CEO). The Board also evaluates performance and oversees the continuous and regular reporting of these evaluations to ensure that the Company achieves its objectives, vision, mission, policies, primary goals, and business strategies. An annual performance evaluation is conducted at least **once (1) a year** to review performance and identify issues, as well as to propose solutions for operational improvement. These evaluation processes are disclosed in the Annual Report.

For the year 2025, the Board of Directors and Sub-Committees conducted self-evaluations with the following details:

Board Self-Evaluation (As a Whole) This evaluation assesses the collective performance of the Board across six (6) key areas:

1. **Structure and Qualifications of the Board**
2. **Roles, Duties, and Responsibilities of the Board**
3. **Board Meetings**
4. **Duties of Directors**
5. **Relationship with Management**
6. **Self-Development of Directors and Executive Development**

Corporate governance of subsidiaries and associated companies

Governance of Subsidiaries

In governing the operations of subsidiaries or associated companies, the Company will consider appointing representatives with appropriate qualifications and experience in the business in which the Company invests to serve as directors in the subsidiaries and associated companies to oversee the management of the subsidiaries and associated companies according to the operational plan. Additionally, in significant joint ventures, it is necessary to ensure the establishment of a Shareholders Agreement or other agreements to clarify management authority and participation in important decision-making, and to monitor performance to use as information for preparing the Company's financial statements according to standards and timelines.

The Board of Directors will ensure that the Company appoints directors or executives in subsidiaries in proportion to the shareholding in the subsidiaries to oversee and protect the interests and returns from the investments that the Company should receive, and clearly define the scope, authority, and responsibilities of the appointed directors and executives to manage according to the Company's policies.

Additionally, the Board of Directors will (1) oversee that subsidiaries conduct transactions legally, including disclosing financial status, performance, related party transactions, significant asset acquisitions or disposals, and other important information accurately and completely, (2) ensure that subsidiaries have appropriate accounting systems, financial reporting systems, and annual information disclosure systems that are accurate, sufficient, timely, and comply with relevant rules, accounting standards, and generally accepted practices, (3) oversee that subsidiaries have information security systems, including policies and practices for maintaining confidentiality, reliability, and availability of information, and managing information that may affect stock prices, and ensure that directors, executives, employees, and related persons comply with the information security system, and (4) oversee the adequacy of financial liquidity and debt repayment ability of subsidiaries, and consider and approve plans or mechanisms to address issues if problems arise.

Policy and guidelines related to shareholders and stakeholders

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

Shareholder

Policies and Practices Related to Shareholders and Stakeholders

The Company has policies and practices regarding shareholders and stakeholders, including shareholder care, equal treatment of shareholders, promotion of shareholder rights, prevention of insider trading, conflict of interest prevention, responsibility to stakeholders, compensation in case of rights violations, anti-corruption measures, and actions against those who do not comply with the policies and practices

Employee

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders. This commitment ensures the Company achieves the goals defined in its corporate vision and mission, leading to sustainable business growth.

Furthermore, the Company has established a **Human Rights Policy**, which includes specific guidelines regarding the treatment and management of the Company's employees.

Customer

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders. This commitment ensures the Company achieves the goals defined in its corporate vision and mission for sustainable business growth. Examples of such guidelines include the **Personal Data Protection Policy** and the **Marketing Communication Policy**.

Business competitor

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders. This commitment ensures the Company achieves the goals defined in its corporate vision and mission for sustainable business growth.

Business partner

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders. This commitment ensures the Company achieves the goals defined in its corporate vision and mission for sustainable business growth.

Creditor

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders. This commitment ensures the Company achieves the goals defined in its corporate vision and mission for sustainable business growth.

Community and society

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders. This commitment ensures the Company achieves the goals defined in its corporate vision and mission for sustainable business growth.

Code of Conduct

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders. This commitment ensures the Company achieves the goals defined in its corporate vision and mission for sustainable business growth.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders. This commitment ensures the Company achieves the goals defined in its corporate vision and mission for sustainable business growth. Examples of such guidelines include the **Personal Data Protection Policy** and the **Marketing Communication Policy**.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Prevention of Conflicts of Interest

The company places importance on preventing conflicts of interest by adhering to the principle that individuals involved or having any interest, whether directly or indirectly, in any transactions of the Company and its subsidiaries must not participate in the approval of such transactions. This is to ensure that business decisions of the Company and its subsidiaries are made for the best interest of the Company and its shareholders. Therefore, the Company has established this policy to ensure that directors, executives, and employees avoid actions that may cause conflicts of interest and are required to notify the Company of their relationships or interests in such transactions and must not participate in the decision-making or have the authority to approve such transactions

Anti-corruption

Anti-Corruption Policy

The company recognizes the importance of anti-corruption and is committed to conducting business with integrity under good corporate governance principles. The company adheres to ethical, transparent, fair, and accountable business practices and strictly complies with regulations, rules, and laws to ensure that the Company, its personnel, and its subsidiaries do not accept corruption. Therefore, the Company has established a written anti-corruption policy to prevent corruption in all business activities, both domestically and internationally, and to ensure that decisions and business operations with potential corruption risks are reviewed and comply with this policy to provide clear guidelines for business conduct and develop a sustainable organization.

Whistleblowing and Protection of Whistleblowers

The Company has established a policy to protect and provide fairness to complainants or whistleblowers who report information or leads regarding corruption, non-compliance with laws, regulations, Company articles, guidelines, policies, and the Code of Business Conduct of the Company and its subsidiaries. Consequently, the Company has defined procedures, reporting channels, and protection measures under its **Whistleblower Policy**.

The Internal Audit Department and relevant divisions/departments have compiled a summary report of complaints and whistleblowing activities related to misconduct and corruption. As of **December 31, 2022**, this summary was presented to the **Audit Committee** for acknowledgment.

In the event of a complaint or whistleblowing report, the Company prioritizes immediate resolution while strictly adhering to witness and whistleblower protection principles. The confidentiality of the complainants' identities is maintained in full compliance with the **Personal Data Protection Act B.E. 2562 (2019) (PDPA)**.

Prevention of Misuse of Inside Information

The company places great importance on preventing insider trading. The company has a policy prohibiting directors, executives, employees, and staff from using any information that may affect the Company's securities prices and has not yet been disclosed to the public ("insider information") or any information that affects the Company's business operations in a way that could harm or disadvantage the Company, including but not limited to operational results, trade information, or any other undisclosed information ("trade secrets"). Such information must not be disclosed directly or indirectly, used, or exploited for personal or others' benefit by any means, whether or not compensation is received. Additionally, they must not buy or sell securities or enter into futures contracts related to the Company's securities using insider information. Therefore, the Company has established the following guidelines to prevent insider trading

Money laundering prevention

Aurora Design Public Company Limited (the Company) is committed to preventing money laundering and countering the financing of terrorism and the proliferation of weapons of mass destruction. The Company prioritizes strict compliance with the **Anti-Money Laundering Act** and the **Counter-Financing of Terrorism and Proliferation of Weapons of Mass Destruction Act**, with the following objectives:

- To ensure that the Company's business operations comply with the laws and regulations of official authorities regarding **Anti-Money Laundering (AML)** and **Counter-Financing of Terrorism and Proliferation of Weapons of Mass Destruction (CFT/WMD)**, as well as align with the Company's **Code of Business Conduct** and **Good Corporate Governance** principles.
- To prevent the Company from being used as a channel or instrument for money laundering, terrorism financing, or the proliferation of weapons of mass destruction.
- To provide a standardized operational guideline for all employees to follow.

Gift giving or receiving, entertainment, or business hospitality

Aurora Design Public Company Limited and its subsidiaries (the Company) prioritize anti-corruption efforts and are committed to operating with transparency, fairness, and accountability. The Company recognizes that all directors, executives, and employees must strictly adhere to the Anti-Corruption Policy.

Therefore, to promote operational integrity and prevent corruption both within and outside the organization, the Company has established guidelines for **giving or receiving gifts, souvenirs, or any other benefits** to or from customers, business partners, government officials, or any parties involved with the Company. These guidelines provide clear operational standards for business conduct and support the Companys development toward a sustainable organization, with details as follows:

- **Guidelines for Giving Gifts, Souvenirs, or Any Other Benefits**
- **Guidelines for Receiving Gifts, Souvenirs, or Any Other Benefits**

Information and assets usage and protection

The Company has established a **Confidentiality Policy** to provide guidelines regarding the protection of confidential information, the use of inside information, and the trading of Company securities. This policy aims to ensure transparency and prevent the exploitation of undisclosed internal information for personal gain, as well as to avoid any allegations regarding the appropriateness of securities trading by insiders.

Furthermore, the **Code of Business Conduct** mandates that directors, executives, and employees use the assets of the Company and its subsidiaries with due care. They are responsible for protecting Company assets from damage or loss and are strictly prohibited from using any Company property for personal benefit or the benefit of others without authorization. All assets must be utilized efficiently, conscientiously, and responsibly, solely for business purposes and to generate the maximum benefit for the Company.

Anti-unfair competitiveness

The Company operates within the framework of fair competition, adhering to professional ethics and legal requirements. We support and promote policies of free and fair competition and strictly refrain from infringing upon the **intellectual property**, confidential information, or trade secrets of competitors through fraudulent, dishonest, or inappropriate means. Furthermore, the Company shall not attempt to damage the reputation of competitors through malicious allegations without factual merit.

Information and IT system security

In the present day, information technology plays a vital role in the Company's operations. It is, therefore, essential to establish policies for **Information Technology Management and Security** to ensure compliance with business requirements, laws, and the regulations of governing authorities. Consequently, the Company has implemented an **Information Security Policy** to safeguard its technological infrastructure.

Environmental management

The Company and its subsidiaries are committed to conducting business in an environmentally friendly manner and are mindful of our environmental impact. We prioritize every stage of our operations as follows:

1.1 Resource Efficiency Maximize the efficient use of all resources.

1.2 Impact Mitigation Manage all business processes based on a care-and-preserve foundation to reduce environmental impacts in both the short and long term.

1.3 Technology Integration Promote the adoption of technology to enhance environmental management.

1.4 Environmental Awareness Encourage executives and employees at all levels to be conscious of business practices that are friendly to water, air, soil, forests, ecosystems, and climate change, including but not limited to:

- **1.4.1 Greenhouse Gas Reduction:** Reduce greenhouse gas (GHG) emissions by regularly inspecting transport vehicles to ensure they are in optimal condition, thereby preventing incomplete fuel combustion.
- **1.4.2 Efficient Water and Energy Management:** Educate employees and staff on the value of electricity and water to maximize efficiency and reduce consumption.
- **1.4.3 Waste Reduction and Innovation:** Reduce the use of consumables, promote reuse and recycling, improve packaging, integrate technology into relevant processes, and minimize activities that generate pollution.
- **1.4.4 Proper Waste Disposal:** Implement correct waste and refuse disposal methods to identify and efficiently improve waste and pollution management.

The Company and its subsidiaries also collaborate with local and international organizations regarding resource management, environmental care, adaptation, and the effective mitigation of climate change impacts.

Human rights

Aurora Design Public Company Limited (the Company) is committed to driving business progress and sustainability based on ethics and morality. Beyond creating investment value for our shareholders, the Company prioritizes fair treatment for all stakeholders. We support and promote the **United Nations Guiding Principles on Business and Human Rights (UNGP)**, which focus on the pillars of **Protect, Respect, and Remedy** for human rights impacts resulting from business operations.

These principles have been integrated into our corporate human rights management policy, serving as a unified standard across the entire organization. The Board of Directors has mandated that it is the duty and responsibility of all directors, executives, and employees to acknowledge and comply with this policy. Furthermore, this commitment shall be communicated to both internal and external stakeholders, encompassing various dimensions of human rights.

Safety and occupational health at work

The Company prioritizes and adheres to the highest standards of **Occupational Safety, Health, and Working Environment**. Recognizing our personnel as our most valuable asset and maintaining a strong sense of social responsibility toward all stakeholders throughout the supply chain, the Company is committed to enhancing our safety performance as follows:

1. **Compliance:** Strictly comply with all relevant safety laws and regulations in accordance with legally prescribed standards.
2. **Risk and Crisis Management:** Implement safety risk management and crisis management protocols to prevent and mitigate hazards. This aims to reduce risks, injuries, and work-related illnesses for employees and stakeholders, while protecting the Companys assets and reputation from damage.
3. **Education and Awareness:** Provide comprehensive knowledge and training to employees and relevant parties to prevent occupational diseases and workplace accidents. We foster a corporate culture where safety is prioritized through the active participation of everyone in the organization.
4. **Monitoring and Continuous Improvement:** Track and report the effectiveness of safety management to executives at all levels to drive continuous improvement.

Executives at all levels are responsible for promoting and ensuring that operations achieve the objectives of this policy. Every employee is expected to participate in its implementation, and the policy shall be communicated to all relevant parties for acknowledgment.

Promotion of compliance with the business code of conduct

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

The Company has established a written **Code of Business Conduct** to serve as a framework for best practices for directors, executives, and employees. This ensures that business operations are conducted professionally under the principles of ethics, morality, and integrity. All personnel at every level are required to recognize the importance of performing their assigned duties with accountability toward all stakeholders to achieve the goals defined in the Company's vision and mission for sustainable business growth.

Guidelines for Directors, Executives, and Employees:

1. **Compliance with Laws and Regulations:** Strictly adhere to the laws, rules, and regulations of the **Stock Exchange of Thailand (SET)**, the **Securities and Exchange Commission (SEC)**, and any relevant regulatory authorities, both domestically and internationally.
2. **Adherence to Corporate Governance:** Comply with the Companys **Good Corporate Governance Policy** and **Code of Business Conduct**.
3. **Regular Review and Promotion:** Regularly review compliance with the regulations of both regulatory bodies and the Company. Furthermore, actively promote and support consistent compliance among all directors, executives, and employees.

By following these guidelines, the Company maintains a Code of Business Conduct that directors, executives, and employees must uphold as the standard for performing their duties as representatives of the Company.
Furthermore, the Company mandates that **new employee orientation** include training on the Good Corporate Governance Policy and Code of Business Conduct to ensure that all staff members are fully informed and aware of these standards.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	Yes
Anti-corruption networks or projects the company has joined or declared intent to join	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Not certified Certification document of CAC membership status : -

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

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

In the past year, did the company review the	:	Yes

corporate governance policy and guidelines, or board of directors charter		
Material changes and developments in policy and guidelines over the past year	:	Yes

The company adheres to the 2017 Good Corporate Governance Principles for Listed Companies, and the Board of Directors has a process to review the application of these principles to suit the business context at least once a year.

In 2025, the company participated in the Corporate Governance Assessment Program for Thai listed companies and received a 5-star rating, or Excellent.

Implementation of the CG Code for listed companies

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

The Company has established a good corporate governance policy in accordance with the 2017 Good Corporate Governance Principles for Listed Companies by the Securities and Exchange Commission to serve as a guideline for business operations and organizational management to create sustainable value for the business. The good corporate governance practices consist of 8 principles as follows:

Principle 1	Recognize the roles and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the business.
Principle 2	Set objectives and main goals of the business for sustainability.
Principle 3	Enhance the effectiveness of the Board of Directors.
Principle 4	Recruit and develop executives and manage personnel.
Principle 5	Promote innovation and responsible business operations.
Principle 6	Ensure appropriate risk management and internal control systems.
Principle 7	Maintain financial credibility and information disclosure.
Principle 8	Support shareholder participation and communication.

Other corporate governance performance and outcomes

Corporate Governance Structure

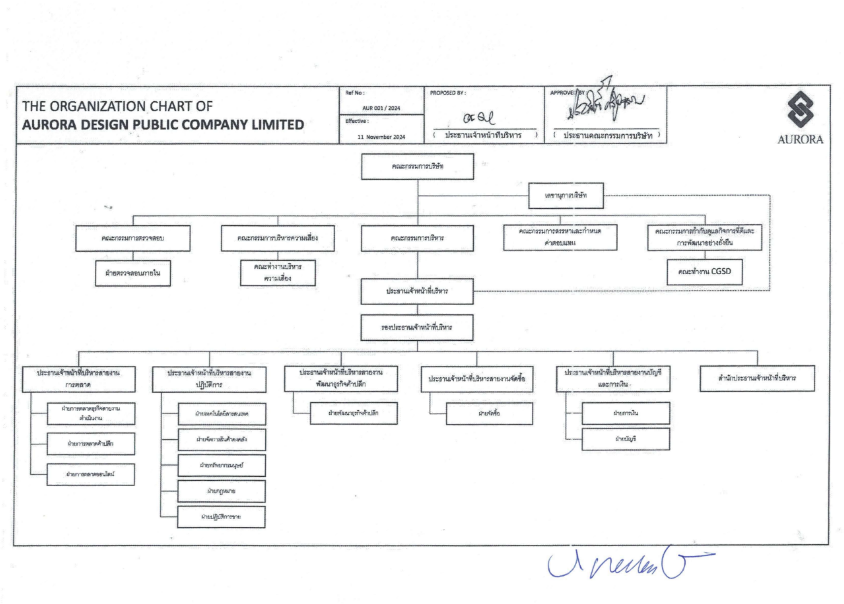
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 11 Nov 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	7		7		7	
	6	1	6	1	6	1
Executive directors	3		3		3	
	2	1	2	1	2	1
Non-executive directors	4		4		4	
	4	0	4	0	4	0
Independent directors	3		3		3	
	3	0	3	0	3	0
Non-executive directors who have no position in independent directors	1		1		1	
	1	0	1	0	1	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	85.71	14.29	85.71	14.29	85.71	14.29
Executive directors	42.86		42.86		42.86	
	28.57	14.29	28.57	14.29	28.57	14.29
Non-executive directors	57.14		57.14		57.14	
	57.14	0.00	57.14	0.00	57.14	0.00
Independent directors	42.86		42.86		42.86	
	42.86	0.00	42.86	0.00	42.86	0.00
Non-executive directors who have no position in independent directors	14.29		14.29		14.29	
	14.29	0.00	14.29	0.00	14.29	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	59		56		57	
	58	63	54	64	55	65

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. PRASIT SRIRUNGTHUM Gender: Male Age : 71 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : High School Academic courses Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 59,645,000 Shares (4.464981 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 59,952,000 Shares (4.487963 %)	Chairman of the board of directors (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	10 Aug 1990	Commerce, Leadership, Strategic Management, Corporate Management, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
2. Mrs. WIMONSRI SRIRUNGTHUM Gender: Female Age : 65 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : High School Academic courses Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 59,952,000 Shares (4.487963 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 59,645,000 Shares (4.464981 %)	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	3 Aug 2007	Commerce, Procurement, Negotiation, Leadership, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. ANIWAT SRIRUNGTHUM Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 75,362,900 Shares (5.641611 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 1,178,000 Shares (0.088184 %)	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	1 Apr 2017	Marketing, Negotiation, Corporate Management, Leadership, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
4. Mr. SUBHASIDDHI RAKKASIKORN Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 899,000 Shares (0.067298 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	8 Sep 2021	Marketing, Data Analysis, Corporate Management, Leadership, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. KANIT PATSAMAN Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 39,000 Shares (0.002920 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	8 Sep 2021	Economics, Finance, Data Analysis, Internal Control, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
6. Mr. CHANIN ARCHJANANUN Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 39,000 Shares (0.002920 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	8 Sep 2021	Finance & Securities, Marketing, Finance, Data Analysis, Audit

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. SUWINAI WATTANAKORN Gender: Male Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 39,000 Shares (0.002920 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	25 Apr 2024	Law

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PRASIT SRIRUNGTHUM	Chairman of the board of directors		✔		✔	✔
2. Mrs. WIMONSRI SRIRUNGTHUM	Director	✔				✔
3. Mr. ANIWAT SRIRUNGTHUM	Director	✔				✔
4. Mr. SUBHASIDDHI RAKKASIKORN	Director	✔				✔
5. Mr. KANIT PATSAMAN	Director		✔	✔		
6. Mr. CHANIN ARCHJANANUN	Director		✔	✔		
7. Mr. SUWINAI WATTANAKORN	Director		✔	✔		
Total (persons)		**3**	**4**	**3**	**1**	**4**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	14.29
2. Finance & Securities	1	14.29
3. Commerce	2	28.57

Skills and expertise	Number (persons)	Percent (%)
4. Law	1	14.29
5. Marketing	5	71.43
6. Finance	2	28.57
7. Procurement	1	14.29
8. Data Analysis	3	42.86
9. Negotiation	2	28.57
10. Corporate Management	3	42.86
11. Leadership	4	57.14
12. Strategic Management	4	57.14
13. Audit	1	14.29
14. Internal Control	1	14.29

Information about the other directors (*)(**)

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

Additional explanation :

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

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

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

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

Since the Chairman of the Board is not an Independent Director, and the Chairman and the Chief Executive Officer are members of the same family, the Board of Directors has approved the appointment of the **Chairman of the Audit Committee**, who is an Independent Director, to participate in determining the agenda for Board meetings. (The Chairman of the Audit Committee is Mr. KANIT PATSAMAN).

Information on the roles and duties of the board of directors

Board charter	:	Have

The Board of Directors plays a vital role in overseeing the Company's management and defining its objectives, vision, mission, policies, primary goals, and business strategies for the maximum benefit of the Company and its shareholders. The Board is responsible for monitoring the performance of various sub-committees and ensuring fair treatment of all stakeholders under the principles of **Good Corporate Governance**. Furthermore, the Board exercises its authority, duties, and responsibilities as prescribed by law, the Companys Articles of Association, objectives, and resolutions of the shareholders' meetings.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

• Audit of financial statements and internal controls

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Others
- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

-

Reference link for the charter

-

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

-

Reference link for the charter

-

Corporate Governance & Sustainability Development

Role

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. KANIT PATSAMAN(*) Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	8 Sep 2021	Economics, Finance, Data Analysis, Internal Control, Marketing
2. Mr. CHANIN ARCHJANANUN Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	8 Sep 2021	Finance & Securities, Marketing, Finance, Data Analysis, Audit
3. Mr. SUWINAI WATTANAKORN Gender: Male Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	25 Apr 2024	Law

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. PRASIT SRIRUNGTHUM Gender: Male Age : 71 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : High School Academic courses Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	2 Jan 2021
2. Mrs. WIMONSRI SRIRUNGTHUM Gender: Female Age : 65 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : High School Academic courses Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	2 Jan 2021
3. Mr. ANIWAT SRIRUNGTHUM Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	2 Jan 2021

List of committee members	Position	Appointment date of executive committee member
4. Mr. SUBHASIDDHI RAKKASIKORN Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	2 Jan 2021
5. Mr. ANIPAT SRIRUNGTHUM Gender: Male Age : 35 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	2 Jan 2021
6. Mr. ANIRUT SRIRUNGTHUM Gender: Male Age : 40 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	12 May 2022
7. Ms. PIJITTRA Trirattanathada TRIRATTANATHADA Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	7 Jun 2024

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

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. ANIWAT SRIRUNGTHUM	The chairman of the subcommittee
	Mr. SUBHASIDDHI RAKKASIKORN	Member of the subcommittee
	Mr. CHANIN ARCHJANANUN	Member of the subcommittee (Independent director)
Nomination and Remuneration Committee	Mrs. WIMONSRI SRIRUNGTHUM	The chairman of the subcommittee
	Mr. KANIT PATSAMAN	Member of the subcommittee (Independent director)
	Mr. CHANIN ARCHJANANUN	Member of the subcommittee (Independent director)
Corporate Governance & Sustainability Development	Mr. ANIWAT SRIRUNGTHUM	Member of the subcommittee
	Mr. SUBHASIDDHI RAKKASIKORN	Member of the subcommittee
	Mr. NUTTHIRUTT WANWIMONPHONG	The chairman of the subcommittee (Independent director)

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise

List of executives	Position	First appointment date	Skills and expertise
1. Mrs. WIMONSRI SRIRUNGTHUM Gender: Female Age : 65 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : High School Academic courses Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Procurement Officer	1 Apr 2017	Commerce, Procurement, Negotiation, Leadership, Strategic Management
2. Mr. ANIWAT SRIRUNGTHUM Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	1 Apr 2017	Marketing, Negotiation, Corporate Management, Leadership, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
3. Mr. SUBHASIDDHI RAKKASIKORN Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy CEO	1 Apr 2020	Marketing, Data Analysis, Corporate Management, Leadership, Strategic Management
4. Mr. ANIRUT SRIRUNGTHUM Gender: Male Age : 40 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Retail Development Officer	9 May 2022	Construction Services, Property Development, Data Management, Negotiation, Business Administration

List of executives	Position	First appointment date	Skills and expertise
5. Mr. ANIPAT SRIRUNGTHUM Gender: Male Age : 35 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Marketing Officer	1 Feb 2016	Marketing, Finance, Data Management, Data Analysis, Strategic Management
6. Ms. PIJITTRA Trirattanathada TRIRATTANATHADA(*)(**) Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Chief Financial Officer	7 Jun 2024	Banking, Finance & Securities, Accounting, Finance, Budgeting

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

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

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

Remuneration policy for executive directors and executives

Nomination and Remuneration of Company Executives

The Board of Directors is responsible for defining the qualifications and criteria for nominating suitable individuals for the position of Chief Executive Officer, including appointing such individuals and determining the development framework and process for the Chief Executive Officer to align with the Company's business, conditions, and the necessity to drive the organization towards the goals specified in the Board of Directors' charter.

The Board of Directors will oversee the establishment of an appropriate remuneration structure and performance evaluation for the Chief Executive Officer, with recommendations and screening by the Nomination and Remuneration Committee. The Board will manage and develop personnel to have the appropriate knowledge, skills, experience, and motivation and ensure that human resource management aligns with the Company's direction and strategy, encouraging employees to participate in training to enhance their knowledge and abilities, and ensuring fair treatment of employees to retain capable personnel.

Additionally, the Board of Directors will consider or delegate to the Nomination and Remuneration Committee to (1) define the qualifications and criteria for nominating the Chief Executive Officer, (2) select individuals with appropriate knowledge, experience, and expertise to serve as the Chief Executive Officer to propose to the Board of Directors for appointment and/or to the shareholders' meeting for consideration (as the case may be), (3) propose the policy framework and forms of remuneration (both monetary and non-monetary) for the Chief Executive Officer, including fixed remuneration (e.g., regular remuneration, meeting allowances) and performance-based remuneration (e.g., bonuses, gratuities, awards), considering changes and trends in remuneration, appropriateness, fairness, and compliance with the law to propose to the Board of Directors for approval, and (4) consider the remuneration of the Chief Executive Officer within the policy framework and forms of remuneration to propose to the Board of Directors and/or the shareholders' meeting for approval (as the case may be).

Considering the compensation of the Chief Executive Officer (CEO) in both short-term compensation (salary, bonuses, and company benefits) and long-term compensation (ESOP, warrants).

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	25,982,440.63	28,683,000.00	33,590,428.00
Total remuneration of executive directors (baht)	N/A	N/A	0.00
Total remuneration of executives (baht)	25,982,440.63	28,683,000.00	33,590,428.00

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	326,410.00	367,714.00	487,395.00
Employee Stock Ownership Plan (ESOP)	No	No	Yes
Employee Joint Investment Program (EJIP)	No	No	No

The executives have been granted rights according to the resolution of the **2025 Annual General Meeting of Shareholders (AGM)**, which approved the issuance and offering of **Warrants to Purchase the Ordinary Shares of the Company**, allocated to directors and/or executives and/or employees of the Company and/or its subsidiaries, Series 1 (**AURA-ESOP W1**), totaling **20,300,000 units**. This allocation was reviewed and recommended by the **Nomination and Remuneration Committee Meeting No. 2/2025** and subsequently approved by the **Board of Directors Meeting No. 2/2025**, both of which were held on **February 28, 2025**.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. THARINEE SILLAPAPONGS	tharinee.sil@aurora.co.th	-

List of the company secretary

General information	Email	Telephone number
1. Ms. ATCHARAPORN YOTHA	atcharaporn.yot@aurora.co.th	027494949#1102
2. Ms. SATHANEE THANIPIPAT	sathanee.tha@aurora.co.th	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Acting Lt. Haripong Junya	Haripong.jun@aurora.co.th	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. CHAMAPUN SAIKULPRADIT	chamapun.sai@aurora.co.th	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Matura Sutthiprapa	ir@aurora.co.th	02-749-4949 #1407

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	4,950,000.00	-	1. Mr. PONGTHAVEE RATANAKOSES Email: pongthavee.ratanakoses@pwc.com License number: 7795 2. Mr. SA-NGA CHOKENITISAWAT Email: sa-nga.chokenitisawat@pwc.com License number: 11251 3. Ms. AMORNRAT PEARMPOONVATANASUK Email: amornrat.pearmpoonvatanasuk@pwc.com License number: 4599

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The Board of Directors has established the **Corporate Governance Policy**, **Code of Business Conduct**, and key strategic policies to drive the organization toward becoming a listed company on the **Stock Exchange of Thailand (SET)**. The Board is committed to implementing policies that enhance the Company's capabilities, particularly regarding management structure, internal control systems, and efficient accounting systems. These measures enable close monitoring of the Group's performance and financial position, allowing management to execute operations and resolve issues promptly while strengthening competitiveness in the retail trade of gold ornaments, diamond jewelry, and precious gemstones.

The Board of Directors and the **Audit Committee** have adopted the **2017 Corporate Governance Code (CG Code) for Listed Companies** from the **Securities and Exchange Commission (SEC)** as the foundation of the Company's Corporate Governance Policy, adhering to it consistently. For every Board meeting, the Chairman of the Audit Committee and the Chairman of the Board collaborate to determine the agenda, focusing on the adequacy of the **internal control system** and **enterprise risk management**. The roles of internal departments are clearly defined, with plans to further develop the effectiveness of internal control and risk management systems in the future to benefit the Group's development. Regarding the preparation of financial reports, the Board and the Audit Committee prioritize accuracy, completeness, and compliance with relevant **Financial Reporting Standards**. This ensures that shareholders receive accurate and comprehensive information for their maximum benefit, serving as a significant milestone for the Company to progress and enter the Stock Exchange of Thailand with stability and sustainability.

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

Information about the selection of the board of directors[1]

Remark: *[1] The Board of Directors shall collectively consider the qualifications of candidates for Independent Director positions based on the criteria and the absence of prohibited characteristics under the Public Limited Companies Act B.E. 2535 (as amended), the Securities and Exchange Act B.E. 2535 (as amended), notifications of the Capital Market Supervisory Board, and other relevant regulations or requirements. Furthermore, the Board shall select Independent Directors from experts with appropriate work experience and other suitable attributes, then propose them to the Shareholders' Meeting for appointment. According to the Board of Directors Charter, Independent Directors must constitute at least one-third (1/3) of the total number of directors and shall not be fewer than three (3) persons. As of December 31, 2025, the Board consists of 7 directors, of which 3 are Independent Directors, representing not less than one-third of the total board members. The qualifications for an Independent Director are as follows: (a) Shareholding: Must not hold more than one percent (1%) of the total voting shares of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons. This includes shares held by related persons of the said Independent Director. (b) Managerial Involvement: Must not be or have been an executive director, employee, staff member, salaried advisor, or controlling person of the Company, its parent company, subsidiaries, associates, same-level subsidiaries, major shareholders, or controlling persons, unless having transitioned from such status for at least two (2) years prior to appointment. This restriction does not apply to cases where the director was a civil servant or an advisor to a government agency that is a major shareholder or controlling person. (c) Relationship by Blood or Legal Registration: Must not be a person related by blood or legal registration as a father, mother, spouse, sibling, child, or spouse of a child of other directors, executives, major shareholders, controlling persons, or persons nominated as directors, executives, or controlling persons of the Company or its subsidiaries. (d) Business Relationship: Must not have or have had a business relationship with the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons in a manner that may impede independent judgment. This includes not being or having been a significant shareholder or controlling person of any entity having a business relationship with the Company, unless having transitioned from such status for at least two (2) years prior to appointment. (e) Auditor Status: Must not be or have been an auditor of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and must not be a significant shareholder, controlling person, or partner of an audit firm which employs the auditors of the Company, unless having transitioned from such status for at least two (2) years prior to appointment. (f) Professional Service Provider: Must not be or have been a provider of any professional services, including legal or financial advisory services, receiving fees exceeding two million baht per* *year from the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons. This includes not being a significant shareholder, controlling person, or partner of such professional service providers, unless having transitioned from such status for at least two (2) years prior to appointment. (g) Representative Status: Must not be a director appointed as a representative of the Companys directors, major shareholders, or shareholders related to major shareholders. (h) Business Competition: Must not operate a business of the same nature and in significant competition with the Company or its subsidiaries. Must not be a significant partner in a partnership, an executive director, employee, staff member, salaried advisor, or hold more than one percent (1%) of the total voting shares of another company operating a business of the same nature and in significant competition with the Company or its subsidiaries. (i) Other Independence Constraints: Must not possess any other characteristics that hinder the ability to express independent opinions regarding the Company's operations. Upon appointment, an Independent Director who meets all the above criteria may be assigned by the Board of Directors to make decisions regarding the operations of the Company, its parent company, subsidiaries, associates, same-level subsidiaries, major shareholders, or controlling persons, provided that such decisions are made in the form of a collective decision.*

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. WIMONSRI SRIRUNGTHUM	Director	3 Aug 2007	Commerce, Procurement, Negotiation, Leadership, Strategic Management
Mr. ANIWAT SRIRUNGTHUM	Director	1 Apr 2017	Marketing, Negotiation, Corporate Management, Leadership, Strategic Management
Mr. KANIT PATSAMAN	Director	8 Sep 2021	Economics, Finance, Data Analysis, Internal Control, Marketing

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

The Board of Directors shall collectively consider the qualifications of candidates for Independent Director positions, ensuring they meet the required criteria and possess no prohibited characteristics under the **Public Limited Companies Act B.E. 2535** (as amended), the **Securities and Exchange Act B.E. 2535** (as amended), notifications of the **Capital Market**

Supervisory Board, as well as other relevant regulations and requirements. Furthermore, the Board shall select Independent Directors based on their expertise, work experience, and other suitable attributes, then propose them to the Shareholders' Meeting for appointment.

According to the **Board of Directors Charter**, Independent Directors must constitute at least **one-third (1/3)** of the total number of directors and shall not be fewer than **three (3) persons**. As of December 31, 2024, the Board consisted of **7 directors**, of which **3 are Independent Directors**, representing not less than one-third of the total board members. The specific qualifications of the Independent Directors are disclosed in the **Annual Registration Statement / Annual Report (Form 56-1 One Report)** and on the **Companys website**.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The Company provided an opportunity for shareholders to nominate qualified candidates for election as directors. Shareholders were notified of their rights through the **Stock Exchange of Thailand (SET)** website and the **Companys website** from **October 4 to December 31, 2024**.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PRASIT SRIRUNGTHUM (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2020: Director Certification Program (DCP)
2. Mrs. WIMONSRI SRIRUNGTHUM (Director)	Non-participating	Thai Institute of Directors (IOD) • 2020: Director Certification Program (DCP)
3. Mr. ANIWAT SRIRUNGTHUM (Director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Risk Management Program for Corporate Leaders (RCL) • 2020: Director Certification Program (DCP)
4. Mr. SUBHASIDDHI RAKKASIKORN (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Ethical Leadership Program (ELP) • 2022: Director Certification Program (DCP) • 2019: Director Accreditation Program (DAP)
5. Mr. KANIT PATSAMAN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2021: Role of the Chairman Program (RCP) • 2019: Ethical Leadership Program (ELP) • 2012: Director Certification Program (DCP) Other • 2025: Director's Briefing : ESG Risks Mitigation

List of directors	Participation in training in the past financial year	History of training participation
6. Mr. CHANIN ARCHJANANUN (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2019: Advanced Audit Committee Program (AACP) • 2016: Director Certification Program (DCP)
7. Mr. SUWINAI WATTANAKORN (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2024: Director Accreditation Program (DAP) • 2024: Financial Statements for Directors (FSD) • 2024: Risk Management Program for Corporate Leaders (RCL)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Evaluation of the performance of the board of directors

For the year 2025, the board of directors and sub-committees conducted self-assessments of their performance as follows:

Self-assessment of the board of directors by committee to evaluate the performance of the board, consisting of six main topics:

1. Structure and qualifications of the board
2. Roles, duties, and responsibilities of the board
3. Board meetings
    a. Performance of directors
    b. Relationship with management
    c. Self-development of directors and executive development

The Company received an overall average score of 4.40 (Excellence).

Self-assessment of the sub-committees on a per-committee basis to evaluate the performance of the sub-committees, which comprises three main topics:

1. The structure and qualifications of the committee are appropriate, enhancing the efficiency of the committee's work.
2. The sub-committee meetings are conducted to ensure that the committee can perform its duties effectively during meetings.
3. The roles, duties, and responsibilities of the sub-committees are given due importance, with sufficient time allocated for consideration, review, and compliance.

The overall average score from the assessment is 4.44 (Excellence).

Individual self-assessment to evaluate the performance of the Company's directors and sub-committee members, which comprises three main topics:

1. The structure and qualifications of the committee
2. The committee meetings
3. The roles, duties, and responsibilities of the committee

The overall average score from the assessment is 4.55 (Excellence).

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

Evaluation of the performance of the board of directors

For the year 2025, the board of directors and sub-committees conducted self-assessments of their performance as follows:

Self-assessment of the board of directors by committee to evaluate the performance of the board, consisting of six main topics:

1. Structure and qualifications of the board
2. Roles, duties, and responsibilities of the board
3. Board meetings
    a. Performance of directors
    b. Relationship with management
    c. Self-development of directors and executive development

The Company received an overall average score of 4.40 (Excellence).

Self-assessment of the sub-committees on a per-committee basis to evaluate the performance of the sub-committees, which comprises three main topics:

1. The structure and qualifications of the committee are appropriate, enhancing the efficiency of the committee's work.
2. The sub-committee meetings are conducted to ensure that the committee can perform its duties effectively during meetings.
3. The roles, duties, and responsibilities of the sub-committees are given due importance, with sufficient time allocated for consideration, review, and compliance.

The overall average score from the assessment is 4.44 (Excellence).

Individual self-assessment to evaluate the performance of the Company's directors and sub-committee members, which comprises three main topics:

1. The structure and qualifications of the committee
2. The committee meetings
3. The roles, duties, and responsibilities of the committee

The overall average score from the assessment is 4.55 (Excellence).

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The compensation of the Chief Executive Officer, considering the achievement of key performance indicators (KPIs) such as revenue targets, net profit targets, branch expansion targets, to reduce the overall employee turnover rate and drive the organization toward Sustainable Growth, through initiatives such as strategic business partnerships and collaborations. In 2025, the Chief Executive Officer met the targets and received a performance evaluation for in the good range (grade level 5 out of 5).

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times)	:	7
Date of AGM meeting	:	22 Apr 2025
EGM meeting	:	No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PRASIT SRIRUNGTHUM (Chairman of the board of directors)	7	/	7	1	/	1		/	
2. Mrs. WIMONSRI SRIRUNGTHUM (Director)	7	/	7	1	/	1		/	
3. Mr. ANIWAT SRIRUNGTHUM (Director)	7	/	7	1	/	1		/	
4. Mr. SUBHASIDDHI RAKKASIKORN (Director)	7	/	7	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
5. Mr. KANIT PATSAMAN (Director, Independent director)	7	/	7	1	/	1		/	
6. Mr. CHANIN ARCHJANANUN (Director, Independent director)	7	/	7	1	/	1		/	
7. Mr. SUWINAI WATTANAKORN (Director, Independent director)	7	/	7	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PRASIT SRIRUNGTHUM (Chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. WIMONSRI SRIRUNGTHUM (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
3. Mr. ANIWAT SRIRUNGTHUM (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
4. Mr. SUBHASIDDHI RAKKASIKORN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
5. Mr. KANIT PATSAMAN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Mr. CHANIN ARCHJANANUN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SUWINAI WATTANAKORN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**100.00%**	**100.00%**	**N/A**

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The **2025 Annual General Meeting of Shareholders (AGM)** approved the remuneration for the Board of Directors and Sub-committees in an amount not exceeding **THB 5,000,000**.
The remuneration is paid in the form of **monthly retainers** and **meeting allowances**. It is important to note that such remuneration will **not be paid to directors who hold executive positions**.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. PRASIT SRIRUNGTHUM (Chairman of the board of directors)			**2,300,000.00**		**0.00**
Board of Directors (Chairman of the board of directors)	140,000.00	2,160,000.00	2,300,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
2. Mrs. WIMONSRI SRIRUNGTHUM (Director)			**0.00**		**N/A**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
3. Mr. ANIWAT SRIRUNGTHUM (Director)			**0.00**		**N/A**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance & Sustainability Development (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Mr. SUBHASIDDHI RAKKASIKORN (Director)			**0.00**		**N/A**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance & Sustainability Development (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
5. Mr. KANIT PATSAMAN (Director, Independent director)			**752,000.00**		**N/A**
Board of Directors (Director)	96,000.00	540,000.00	636,000.00	Yes	
Audit Committee (Chairman of the audit committee)	80,000.00	0.00	80,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
6. Mr. CHANIN ARCHJANANUN (Director, Independent director)			**768,000.00**		**N/A**
Board of Directors (Director)	96,000.00	540,000.00	636,000.00	Yes	
Audit Committee (Member of the audit committee)	48,000.00	0.00	48,000.00	-	
Nomination and Remuneration Committee (Member of the subcommittee)	36,000.00	0.00	36,000.00	No	
Risk Management Committee (Member of the subcommittee)	48,000.00	0.00	48,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
7. Mr. SUWINAI WATTANAKORN (Director, Independent director)			**624,000.00**		**N/A**
Board of Directors (Director)	96,000.00	480,000.00	576,000.00	Yes	
Audit Committee (Member of the audit committee)	48,000.00	0.00	48,000.00	No	
8. Mr. ANIPAT SRIRUNGTHUM (Member of the executive committee)			**0.00**		**N/A**
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
9. Mr. ANIRUT SRIRUNGTHUM (Member of the executive committee)			**0.00**		**N/A**
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
10. Ms. PIJITTRA Trirattanathada TRIRATTANATHADA (Member of the executive committee)			**0.00**		**N/A**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
11. Mr. NUTTHIRUTT WANWIMONPHONG (The chairman of the subcommittee)			**40,000.00**		**N/A**
Corporate Governance & Sustainability Development (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	428,000.00	3,720,000.00	4,148,000.00
2. Audit Committee	176,000.00	0.00	176,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	48,000.00	0.00	48,000.00
5. Nomination and Remuneration Committee	72,000.00	0.00	72,000.00
6. Corporate Governance & Sustainability Development	40,000.00	0.00	40,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	564,000.00	1,380,000.00	764,000.00
Other monetary remuneration (Baht)	2,520,000.00	2,760,000.00	3,720,000.00
Total (Baht)	3,084,000.00	4,140,000.00	4,484,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

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

In governing the operations of subsidiaries or associated companies, the Company will consider appointing representatives with appropriate qualifications and experience in the business in which the Company invests to serve as directors in the subsidiaries and associated companies to oversee the management of the subsidiaries and associated companies according to the operational plan. Additionally, in significant joint ventures, it is necessary to ensure the establishment of a Shareholders Agreement or other agreements to clarify management authority and participation in important decision-making, and to monitor performance to use as information for preparing the Company's financial statements according to standards and timelines.

The Board of Directors will ensure that the Company appoints directors or executives in subsidiaries in proportion to the shareholding in the subsidiaries to oversee and protect the interests and returns from the investments that the Company should receive, and clearly define the scope, authority, and responsibilities of the appointed directors and executives to manage according to the Company's policies.

Additionally, the Board of Directors will (1) oversee that subsidiaries conduct transactions legally, including disclosing financial status, performance, related party transactions, significant asset acquisitions or disposals, and other important information accurately and completely, (2) ensure that subsidiaries have appropriate accounting systems, financial reporting systems, and annual information disclosure systems that are accurate, sufficient, timely, and comply with relevant rules, accounting standards, and generally accepted practices, (3) oversee that subsidiaries have information security systems, including policies and practices for maintaining confidentiality, reliability, and availability of information, and managing information that may affect stock prices, and ensure that directors, executives, employees, and related persons comply with the information security system, and (4) oversee the adequacy of financial liquidity and debt repayment ability of subsidiaries, and consider and approve plans or mechanisms to address issues if problems arise.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

- The Company has established a **Conflict of Interest Prevention Policy and Guidelines**, which have been disseminated and communicated to directors, executives, and employees for their acknowledgment and strict compliance.
- The Conflict of Interest Prevention Policy is regularly **reviewed** to ensure alignment with international best practices.
- Directors and executives are required to **disclose and submit report of their interests** (Conflict of Interest Disclosure) at the end of every year, with regular audits conducted to ensure the accuracy and completeness of the information.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company has established an **Insider Trading Prevention Policy and Guidelines**, which have been disseminated and communicated to directors, executives, and employees for their acknowledgment and strict compliance.

- The Insider Trading Prevention Policy is regularly **reviewed** to ensure alignment with international best practices.
- The Company has implemented a **Silent Period (Blackout Period)** during which the trading of Company securities is prohibited. The Company Secretary issues notifications to directors, executives, and relevant persons at least **30 days prior** to the announcement of financial statements and for **24 hours following** the official announcement.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

The Company declared its intention to join the **Thai Private Sector Collective Action Against Corruption (CAC)** on **March 6, 2025**.

- Regularly **review** the Anti-Corruption Policy and guidelines to ensure they remain effective and up to date.
- Conduct **corruption risk assessments** performed by the Risk Management Department to identify and mitigate potential risks.
- Establish **anti-corruption measures** and consistently monitor the performance and implementation of these preventive actions.

- Disseminate the Anti-Corruption Policy and guidelines on the **Companys website**, and provide relevant training and knowledge to both **current and new employees**.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year : Yes

The Company has established a **Whistleblowing Policy and Guidelines**, which have been disseminated and communicated to directors, executives, and employees for their acknowledgment and strict compliance.

- The Whistleblowing Policy and Guidelines are regularly **reviewed** to ensure alignment with international best practices.
- The Company provides **reporting channels** for whistleblowing and ensures that these channels are clearly communicated to all employees.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KANIT PATSAMAN (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. CHANIN ARCHJANANUN (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. SUWINAI WATTANAKORN (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of the audit committee

In 2025, the audit committee held seven meetings with management, internal auditors, and external auditors, and one meeting without management, attended by internal auditors and external auditors. The key activities and opinions of the audit committee presented to the board of directors are as follows

1. The audit committee reviewed and provided pinions on the 2025 annual financial statements, Q1/2025 financial statements, Q2/2025 financial statements, Q3/2025 financial statements, and the pro forma consolidated financial information for 2025 with management and external auditors to ensure that the Company's financial reports were accurately prepared according to generally accepted accounting standards and adequately and reliably disclosed.
2. Reviewed and provided opinions on the necessity and reasonableness of related party transactionincluding normal business transactions or normal business support transactions with general commercial terms, and related party transactions that are other transactions.
3. Evaluated the internal control system according to the guidelines set by the Securities and Exchange Commission, covering organizational internalcontrol, risk management, operational control, informationsystems, and communication, as well as monitoring systems. The audit committee concluded that the Company has sufficient and effective internal control.
4. Reviewed the audit committee charter and the scope, authority, and responsibilities of the internal audit department to ensure that the guidelines for performing duties are appropriate and consistent with current situations and changes.
5. Approved the Company's internal audit plan for 2025
6. Reviewed the internal audit results for 2025, Q1/2025, Q2/2025, and Q3/2025 by the company's internal auditor
7. Reviewed the independence, knowledge, understanding of the business, quality of work, and qualifications of the external auditors, as well as the appropriateness of the audit fees, and agreed to appoint PricewaterhouseCooper ABAS Ltd. (PWC)Mr. Pongthavee Ratanakoses Certified Public AccountantNo. 7795, Mr. Sa-nga Chokenitisawat Certified Public Accountant No. 11251 and Ms. Amornrat PearmpoonvatanasukCertified Public Accountant No. 4599

As the external auditor for 2025 for the Company and its subsidiaries, and as the signing auditor on the Company's financial statements, who meets the requirements and is approved by the Securities and Exchange Commission, to be presented to the shareholders' meeting for approval.

1. Reviewed the annual risk management framework and acknowledged the Company's annual risk assessment for 2025 and the risk management committee's report.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRASIT SRIRUNGTHUM (The chairman of the executive committee)	11	/	12	11/12 (91.67%)
2 Mrs. WIMONSRI SRIRUNGTHUM (Member of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. ANIWAT SRIRUNGTHUM (Member of the executive committee)	11	/	12	11/12 (91.67%)
4 Mr. SUBHASIDDHI RAKKASIKORN (Member of the executive committee)	11	/	12	11/12 (91.67%)
5 Mr. ANIPAT SRIRUNGTHUM (Member of the executive committee)	12	/	12	12/12 (100.00%)
6 Mr. ANIRUT SRIRUNGTHUM (Member of the executive committee)	12	/	12	12/12 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
7 Ms. PIJITTRA Trirattanathada TRIRATTANATHADA (Member of the executive committee)	12	/	12	12/12 (100.00%)
Average meeting attendance rate				**(96.43%)**

The results of duty performance of Executive Committee

The performance of the executive committee for the year 2025 can be summarized as follows:

1. Collaborated with management in formulating policies, business strategies, goals, and operationalplans, financial targets, and budgets for the Company and its subsidiaries, considering industryand economic conditions, as well as social and technological changes that may impact the Company's business, to present and seek approval from the board of directors
2. versaw and advised on the business operations of the Company and its subsidiaries to ensure alignment with policies, goals, and operational plans, and monitored the management of various investment project budgets of the Company.
3. To collaborate with the management in reviewing and providing recommendations for the oversight and monitoring of internal control system audits. This ensures that the systems meet the standards required of a listed company and strictly adhere to Good Corporate Governance principles.
4. Reviewed and provided opinions to management on business continuity management plans to ensure that the Company and its subsidiaries can maintain performance according to targets.
5. Approved normal business transactions of the Company according to the investment budget or budget approved by the board of directors, with the transaction amount for each item as specified in the approval authority and budget approved by the board of directors, including entering into related contracts.
6. Reviewed the executive committee charter and the scope, authority, and responsibilities of the Chief Executive Officer (CEO) to ensure that the guidelines for performing duties are appropriate and consistent with current situations and changes.
7. Review the Company's approval authority to enhance flexibility and efficiency in daily operations as well as ensure clarity regarding the scope of approvals and delegate authority to executives and employees in alignment with the Company's management policies and corporate governance.

The executive committee is confident that the Company's operations will achieve the objectives and succeed according to the planned goals and targets.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ANIWAT SRIRUNGTHUM (The chairman of the subcommittee)	4	/	4	4/4 (100.00%)
2 Mr. SUBHASIDDHI RAKKASIKORN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mr. CHANIN ARCHJANANUN (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Risk Management Committee

The performance of the risk management committee for the year 2025 can be summarized as follows:

1. Reviewed the risk management committee charterand risk management policy to ensure that the guidelines for performing duties are appropriate and consistent with current situationsand changes.
2. To determine the strategic direction and corporate risk management objectives for the fiscal year 2025.
3. To review and approve the Enterprise Risk Management (ERM) Action Plan for the fiscal year 2025.
4. Reviewed the Company's annual risk assessment for 2025.
5. To acknowledge the results of the risk assessment and management regarding Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and the Proliferation of Weapons of Mass Destruction (WMD)Financing.
6. To acknowledge the progress and performance report regarding the preparation of documentationfor certification as a member of Thailands Private Sector Collective Action Coalition Against Corruption (CAC).
7. Reviewed the risks associated with the gold financing business and risk mitigation measures.
8. To evaluate ESG Risks (Environmental, Social, and Governance) that may negatively impact the Companys operational performance, financial position, corporate image, and long-term business sustainability.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 3

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. WIMONSRI SRIRUNGTHUM (The chairman of the subcommittee)	3	/	3	3/3 (100.00%)
2 Mr. KANIT PATSAMAN (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Mr. CHANIN ARCHJANANUN (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Nomination and Remuneration Committee

The performance of the nomination and remuneration committee for the year 2025 can be summarized as follows:

1. Reviewed the nomination and remuneration committee charter to ensure that the guidelines for performing duties are appropriate and consistent with current situations and changes.
2. Reviewed and provided opinions on the remuneration the Company's directors and sub-committees, considering the appropriateness for the business organization, environment, and assigned duties and responsibilities, before presenting to the board of directors and shareholders' meeting for approval.
3. Proposed the nomination and appointment of directors to replace those retiring by rotation, before presenting to the board of directors and shareholders' meeting for approval.
4. Reviewed the performance evaluation and determined the remuneration of the Chief Executive Officer and executives before presenting to the board of directors for approval.
5. Provided opinions and recommendations on the succession plan for senior executives and the career path and progression plan for key positions in the Company.
6. Reviewed and approved the criteria for allocating shares to employees of the Company and its subsidiaries.
7. Reviewed and approved the allocation of newly issued common shares to individuals related to the Company.
8. Considered providing opportunities for shareholders to propose candidates for election as directors.
9. Reviewed the criteria and nomination form for candidates for election as directors for the annual general shareholders' meeting.

Meeting attendance of Corporate Governance & Sustainability Development

Meeting Corporate Governance & Sustainability Development (times)	:	2

List of Directors	Meeting attendance of Corporate Governance & Sustainability Development			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ANIWAT SRIRUNGTHUM (Member of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. SUBHASIDDHI RAKKASIKORN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. NUTTHIRUTT WANWIMONPHONG (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
			Average meeting attendance rate	**(100.00%)**

The results of duty performance of Corporate Governance & Sustainability Development

The performance of the Good Corporate Governance and Sustainable Development committee for the year 2025 can be summarized as follows:

1. To review and update the Corporate Governance and Sustainable Development Committee Charter, ensuring that the committees operational guidelines remain appropriate and aligned with current circumstances and evolving global trends.
2. To determine and establish the Corporate Sustainability Management Policy.
3. To determine the strategic direction and corporate sustainability management goals for the fiscal year 2025.
4. Consider the sustainability management action plan for the year 2025.
5. To acknowledge the results of the 2025 Corporate Governance Report of Thai Listed Companies (CGR), in which the Company achieved the highest '5-Star' (Excellent) rating.
6. To acknowledge the 2025 SET ESG Ratings results and provide strategic recommendations to the Management Team regarding the Business Sustainability Plan. This ensures that the Company and its subsidiaries deliver performance that aligns with sustainability goals and achieves specified targets.
7. Collaborated with management in considering and providing recommendations on the governance and monitor the progress of the sustainability development report to ensure compliance with the standards of listed companies, driving the company has qualifications according to the criteria for the SET ESG Ratings assessment.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Aurora Design Public Company Limited (the Company) recognizes the importance of developing and driving business towards sustainability to ensure stable growth for the Company and its subsidiaries. The Company and its subsidiaries prioritize Environmental, Social, and Governance (ESG) factors in every aspect of their business operations, integrating these considerations into various operational levels. To support this commitment, the Company has established sustainability management policies in the following key areas:

1. Environmental Development

The Company and its subsidiaries are committed to conducting environmentally friendly business operations and minimizing environmental impacts by emphasizing sustainability in every aspect of their operations, as follows:

1.1 Optimize resource utilization to achieve maximum efficiency.

1.2 Manage all business processes with environmental responsibility to reduce both short-term and long-term environmental impacts.

1.3 Promote the use of technology to enhance environmental management.

1.4 Encourage executives and employees at all levels to prioritize environmentally sustainable practices concerning water, air, soil, forests, ecosystems, and climate change, including but not limited to:

1.4.1 Reducing greenhouse gas emissions by ensuring that vehicles used for product transportation are in good working condition to prevent incomplete fuel combustion.

1.4.2 Managing electricity and water efficiently by educating employees and workers on the importance of conservation, maximizing efficiency, and minimizing usage.

1.4.3 Reducing material and consumable usage, promoting reuse and recycling, improving packaging sustainability, integrating technology into processes, and minimizing pollution generating activities.

1.4.4 Implementing proper waste disposal and pollution management to enhance environmental sustainability

1.5 Collaborate with local and international organizations to drive resource management, environmental conservation, and effective adaptation and mitigation of climate change impacts.

2. Social Development

The Company and its subsidiaries are committed to fostering social and community stability, developing employee skills and potential to create high-quality individuals for society, and generating employment opportunities while distributing income to communities to support a sustainable society, as follows:

2.1 Support and uphold human rights, ensuring equal and fair treatment of employees, promoting local employment, and providing opportunities for underprivileged and disabled individuals without discrimination based on race, religion, gender, age, education, beliefs, or any other factors.

2.2 Continuously develop personnel through ongoing training and skill enhancement programs to improve employee performance and operational efficiency, fostering long-term employee retention and encouraging employees to contribute to the Companys growth and development.

2.3 Provide employees with welfare benefits, workplace safety, and hygiene standards to create a positive and satisfying work environment.

2.4 Enhance internal work systems by encouraging employee participation in activities that benefit society both directly and indirectly, contributing to sustainable economic growth.

2.5 Engage in youth development, social initiatives, and public benefit activities by collaborating with communities, government agencies, and the public sector to improve living conditions and environmental well-being in society.

3. Good Corporate Governance

The Company and its subsidiaries are committed to sustainable management by conducting business with integrity and seeking new business opportunities in compliance with laws and relevant regulations. This includes anti-corruption efforts to ensure transparency and accountability, while prioritizing the interests of the business and shareholders. The Company upholds its responsibility to stakeholders through key policies, including good corporate governance policies, business conduct guidelines and ethics, anti-corruption policies, and insider information policies.

Sustainability management goals

Does the company set sustainability management goals : Yes

1. Environmentally Friendly Product Design

   Target

   Short-term: Gold recycling at 35% in jewellery production

   Long-term: Gold recycling at 70% in jewellery production by 2050

   Strategy: Gold recycling and the use of packaging made from recyclable materials

2. Greenhouse Gas Emissions Reduction

   Target

   Short-term: To reduce greenhouse gas emissions per branch by 2%.

   Long-term: Net Zero 2065

   Strategy: Increase solar cell installations and commence the collection of Carbon Footprint of Organization (CFO) data for all three Scopes to establish a baseline for planning greenhouse gas emission reductions.

3. Energy Management

   Target

   Short-term: 5% energy reduction by 2025

   Long-term: 30% energy reduction by 2030

   Strategy: Promotion of energy conservation within the organisation

4. Water Efficiency and Consumption Reduction Management

   Target

   Short-term: 1% reduction (units per head office employee) by 2025

   Long-term: 5% reduction (units per head office employee) by 2025

   Strategy: Implementation of a water circulation project

5. Waste Management Recycling, and Reuse

   Target

   Short-term: By 2025

   - 70% of gold card packaging to be recyclable gold card packaging
   - 90% reduction in single-use plastic consumption

- Waste Recycling Rate of 10%

Long-term: Use 100% recyclable packaging by 2030

Strategy: Recyclable packaging material project, reducing plastic cutlery usage, and waste segregation for proper disposal

6. Occupational Health and Safety Management

Target

Short-term: 70% employee satisfaction in safety and health by 2025

Long-term: 80% employee satisfaction in safety and health by 2030

Strategy: Preparation of standard operating procedures for high-risk tasks to reduce risks in operations

7. Human Rights and Child Labor

Target

Short-term: Zero Human rights complaints

Long-term: Zero Human rights complaints

Strategy: Comply with the Human Rights Due Diligence (HRDD) manual

8. Employee Engagement

Target

Short-term: 80% employee engagement rate by 2025

Long-term: 90% employee engagement rate by 2030

Strategy: Develop an annual engagement plan

9. Confidentiality and Protection of Personal Data (PDPA)

Target

Short-term: Zero data security incidents

Long-term: Zero data security incidents

Strategy: Conduct BCP (IT) simulation exercises to prepare for handling personal data confidentiality and security incidents.

10. Community Contribution

Target

Short-term: Support 5 social initiative projects

Long-term: Support 10 social initiative projects by 2030

Strategy: Implementation of initiatives on the employment of persons with disabilities, community income support, educational scholarships, flood relief in Hat Yai, and computer donations to schools

11. Business Growth Strategy

Target

Short-term: Profit increase of 16.5% by 2025

Long-term: Profit increase of 20% by 2030

Strategy: Branch expansion across every Business Unit (BU).

12. Sustainability Policies and Strategies

Target

Short-term: CGR evaluation result not less than 90%; zero complaints from shareholders and all stakeholder groups.

Long-term: Achieve top-level FTSE Russell Rating by 2030.

Strategy: Continuous study of new guidelines and policies for implementation.

13. Business Continuity and Risk

Management

Target

Short-term: Able to identify ESG risks by 2025.

Long-term: Able to integrate ESG risks into the Company's Enterprise Risk Management (ERM).

Strategy: Identify ESG risks to formulate ERM and Business Continuity Plan (BCP) initiatives in the future.

14. Innovation Development

Target

Short-term: Develop and create no fewer than 3 internal innovations per year

Long-term: Develop and create no fewer than 3 internal innovations per year (2030).

Strategy: Increase paperless initiatives, water recycling, inventory system projects, the use of AI to assist operations, and the use of packaging made from recyclable materials (packaging bags).

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

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

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

The Company has reviewed its **sustainability goals and strategies**. For the year 2025, these goals and strategies have been **updated and refined** to ensure full alignment with the Companys current operations.

Information on impacts on stakeholder management in business value chain

Business value chain

The Company has implemented various initiatives to address and respond to the expectations of stakeholders throughout the value chain, as follows:

Shareholders

- Develop effective **internal control and risk management** systems.
- Ensure **transparent information disclosure** through multiple channels, such as the Annual General Meeting of Shareholders (AGM), Annual Report, and the Companys website.

Business Partners

- Treat partners fairly and maintain **business ethics** to ensure transparency in joint operations.
- Support the **skill and capability development** of business partners.

Management

- Develop effective **internal control and risk management** systems.
- Ensure **transparent information disclosure** through multiple channels, such as the Annual General Meeting of Shareholders (AGM), Annual Report, and the Companys website.
- Improve work processes by creating **long-term value** for all involved parties.

Employees

- Manage **remuneration and benefits** fairly.
- Provide **continuous training and development** to enhance employee skills and capabilities.

Customers

- Continuously **develop products and services**.
- Implement **fair and appropriate pricing** strategies.
- Enhance **after-sales services** to effectively meet customer needs.

Suppliers

- Establish **fair agreements** and contractual terms.
- Conduct **regular audits** of production standards and operational processes.

Community and Society

- Monitor and **minimize environmental impacts** arising from business operations.
- Support community activities and foster engagement, such as providing **vocational training** for local communities.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

• Suppliers
• Community
• Shareholders
• Consumers
• Employees
• Others
  • Management
	Excellent performance and maintaining transparency in management	-	• Annual General Meeting (AGM)
			• Others
			  • -

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Policy and strategy for sustainability	• Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Human Rights • Fair Labor Practices • Community / Social Responsibility • Sustainability Risk Management • Innovation Development • Others : -

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Reference link for corporate sustainability report : https://www.auroradesign.co.

th/th/downloads/sustainability-report

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	GRI Standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes the importance and necessity of implementing international risk management standards. We aim to be a key organization that delivers customer satisfaction, maintains a positive corporate image, and aligns operations throughout the organization. To achieve this, the following risk management guidelines have been established:

1. **Systematic Risk Management and Internal Control:** The Company prioritizes systematic risk management under internal control frameworks. Risk factors are assessed across two (2) dimensions: **Likelihood** (the probability of occurrence) and **Impact** (the severity of consequences). Furthermore, the Company defines **Risk Appetite**, as well as **Warning Signs** (risk triggers), to ensure that personnel take appropriate action to prevent risks from exceeding the established risk ceiling.
2. **Risk Response:** Respond to organizational risks by implementing prevention or mitigation measures to reduce both the likelihood of occurrence and the severity of the impact.
3. **Monitoring and Review:** Designated personnel are responsible for the regular monitoring, evaluation, and review of risk management results, with findings reported to the **Risk Management Committee**.
4. **Collective Responsibility:** Risk management is the responsibility of personnel at all levels. Every employee must be risk-aware and participate in preventing potential risks within their respective departments and the organization as a whole.
5. **Technology Integration:** The Company promotes and develops the integration of modern Information Technology into the risk management process and reporting systems to ensure maximum efficiency.
6. **Information Accessibility:** The Company supports all personnel in having comprehensive access to risk management information and updates.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management	:	Yes
Standards on ESG risk management	:	COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Strategic Risk

Related risk factors :

Operational Risk

- Reliance on employees in key positions

Financial Risk

• Income volatility

ESG risk factors : Yes

Risk characteristics

1) Risk from Gold Price Volatility

Inventory costs constitute the primary operating expense of the Company. Consequently, fluctuations in gold prices have a significant and direct impact on the Companys performance. Continuous increases in gold prices result in higher inventory costs, which may adversely affect the Companys profitability and liquidity. Furthermore, rising gold prices may negatively impact the purchasing power of the Companys customers.

Gold price volatility also affects the value of the Companys inventory, which primarily consists of gold ornaments. In the event of a sustained decline in gold prices, the Company may face a decrease in inventory value or incur losses from the difference between the prior purchase price and the current market selling price.

Gold price fluctuations are driven by external factors beyond the Companys control, such as international geopolitical conflicts, war, economic conditions, global demand and supply of gold, domestic and international monetary policies, interest rates, oil prices, and foreign exchange rates. Therefore, if the Company fails to effectively manage the risks associated with gold price volatility, it could significantly impact the Companys financial position, operating results, and future business opportunities.

2) Risk Regarding Succession Planning for Senior Management

Most of the Companys senior executives possess specialized expertise and long-standing experience in the gold and jewelry industry. They are a critical group of personnel who lead the strategic direction and drive growth in accordance with the Companys vision and mission. If senior executives are unable to perform their duties and the Company cannot find suitable successors, it may lead to a lack of continuity in management, reduced competitiveness, operational inefficiency, and a decline in employee morale.

Risk Mitigation for Succession Planning: The Company has established the preparation and review of a **Succession Plan** for senior management as a key risk management measure, which includes the continuous development of **Successors**. Furthermore, the Company has implemented supporting measures, such as recruiting experienced and high-potential executives from external organizations and accelerating the development of internal high-potential middle management (**Built from Within**). These initiatives aim to promote internal career growth and mitigate the aforementioned risks.

Risk-related consequences

1) Risk from Gold Price Volatility

Gold price volatility may impact the value of the Companys inventory, which primarily consists of gold ornaments. In the event of a continuous decline in gold prices, the Company may be affected by a decrease in **inventory valuation** or incur a loss from the difference between the **historical purchase price** and the current prevailing market selling price.

2) Risk Regarding the Inability to Recruit Successors for Senior Management

Most of the Companys senior executives possess specialized expertise and extensive experience in the gold and jewelry industry. They are a critical group of personnel who lead the strategic direction and drive growth in accordance with the Companys vision and mission. If senior executives are unable to perform their duties and the Company fails to recruit suitable successors, it may lead to a lack of **business continuity**, a decrease in competitiveness and operational efficiency, and a decline in employee morale.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has established a **Business Continuity Management (BCM) Policy** and guidelines to provide a framework for operations in the event of incidents causing **business disruptions**. This policy is regularly reviewed and communicated to executives and employees through the Companys official communication channels.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes
Link for companys sustainable supply chain management policy and guidelines	:	https://www.auroradesign.co.th/storage/content/sustainability/governance/20250521-aura-governance-enc-21-th.pdf

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	Yes

Aurora Design Public Company Limited ("the Company") has established a Supply Chain Management Plan with the following supplier management frameworks:

Supplier Management

The Company prioritizes equity and integrity in conducting business with our partners to achieve the goal of **Sustainable Supply Chain Management**. We focus on enhancing the quality of products and services that contribute significantly to **ESG (Environmental, Social, and Governance)** initiatives for mutual benefit.

Supplier Management Guidelines

The Company strictly adheres to policies, relevant laws, and mutual agreements with partners. We offer the best alternatives and treat all suppliers with equality, transparency, and fairness to foster good relationships and promote collective sustainable development. To align with these principles, the Company has established the **Supplier Code of Conduct** and guidelines as follows:

- Conduct procurement based on business ethics and transparency, considering necessity and value for money in terms of quality, price, and quantity.
- Provide suppliers with equal, accurate, clear, and comprehensive information without discrimination.
- Foster fair competition among suppliers in accordance with policies and rigorous control criteria that adapt to changing business environments.
- Establish criteria for the registration of suppliers for the Companys goods and services, covering multi-dimensional evaluation metrics.
- Evaluate supplier quality and performance to ensure high-quality partnerships. Set targets regarding ethics, occupational health, environmental and social responsibility, and human rights under corporate governance as part of the supply chain management strategy.

Supplier Categorization and Selection Criteria

The Company has defined sustainable procurement guidelines to promote social responsibility by categorizing suppliers into two types:

1. Critical Tier 1 Suppliers Refers to suppliers who provide goods or services listed in the Company's Approved Vendor List (AVL). These suppliers undergo evaluation covering ESG factors, quality, price, delivery, and compliance with labor standards. The criteria include:

- Suppliers with high purchasing volume/value.
- Critical suppliers whose operations significantly impact the Company's competitive advantage.
- Suppliers with a limited number of providers or those whose products/services are difficult to substitute.

2. Critical Non-Tier 1 Suppliers Refers to suppliers whose goods and services pose a lower risk to the Companys competitive advantage compared to Critical Tier 1 Suppliers. The criteria include:

- Suppliers with moderate purchasing volume/value.
- Suppliers whose products/services are easily substitutable.

New and Current Supplier Screening

The Company sets selection criteria for **New Approved Vendors** covering economic, social, environmental, and governance issues. We implement a rigorous screening process for new vendors and a performance evaluation for those already on the **Approved Vendor List (AVL)** to ensure the integrity of every partner.

Selection Criteria for the Approved Vendor List (AVL)

The procurement is categorized into **General Procurement** and **Construction Procurement**:

1. General Procurement

- **Sourcing:** Source at least 5 suppliers to evaluate qualifications, past performance, credibility, and quality of goods/services.
- **Selection:** Select and compare the top 3 suppliers based on price and service quality.
- **Approval:** Propose the selected vendors to the Procurement Committee for AVL approval.
- **Evaluation:** Conduct performance evaluations every 12 months, focusing on product quality, on-time delivery, and service consistency.

2. Construction Procurement

- **Working Group:** Establish a working group to select contractors for the Procurement Committee's approval.
- **Screening:** Evaluate and select at least 8 contractors based on qualifications and pricing.
- **Reference Price:** Establish a standard reference price (Median Price) based on uniform standards to ensure a fair comparison for the working group.
- **Finalization:** Conclude the selection with 3 primary contractors and 2 reserve contractors.
- **Approval:** Propose to the Procurement Committee for AVL approval.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	Yes

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

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	0.00	11.00	62.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : No

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	2,547,000.00	1,384,800.00	930,000.00

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

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

Innovation and Business Development for Society and the Environment

Innovation / Artificial Intelligence (AI)

In an era where data is considered the "new gold," making prudent, accurate, and precise decisions serves as a vital competitive advantage for business survival. Accordingly, **Aurora Design Public Company Limited** actively explores new innovations and tools to enhance operational efficiency, stability, and cost-effectiveness, while ensuring long-term business sustainability. Currently, the Company has integrated innovative tools into its **Inventory Management Process**, which consists of the following stages:

1. Receiving and Inspection
2. Data Entry and SKU Creation
3. Product Distribution
4. Packaging
5. Logistics and Transportation

1. AI Recognition for Data Entry and SKU Creation

The original workflow for data entry and SKU creation relied heavily on the individual skills and experience of staff to recognize specific gold patterns. This dependency posed a risk of operational disruption if staff were absent or resigned, and increased the likelihood of human error.

To address this, the Company implemented **AI Recognition technology** to assist in data entry. The system automatically identifies details such as gold patterns, lengths, weights, and labor costs for various products, including necklaces, bracelets, rings, and bangles. This ensures data accuracy and maintains business continuity regardless of personnel changes.

2. Automated Conveyor System for Distribution

Previously, the distribution process required staff to manually categorize and allocate products to various branches based on their memory and expertise. This manual method carried inherent risks of misdistribution, whether in terms of quantity, weight, product type, or destination.
To mitigate these risks, the Company developed an **Automated Conveyor Distribution System**. This innovation enhances precision in sorting and ensures that the right products reach the correct branches efficiently, thereby reducing waste and operational errors.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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