CONNECTED GROWTH

INVESTABLE SUSTAINABILITY



INTERLINK COMMUNICATION PUBLIC COMPANY LIMITED



CONTENTS

MESSAGE FROM THE CHAIRMAN 03

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER 04

ABOUT THIS REPORT 05

ENVIRONMENTAL DATA 06

SOCIAL DATA 07

AWARDS AND EXTERNAL RECOGNITION 08

ABOUT ILINK 11

BUSINESS OF ILINK

ACHIEVEMENTS AND GROWTH OF ILINK

SHAREHOLDING STRUCTURE OF INTERLINK GROUP

ORGANISATIONAL SUSTAINABILITY 19

SUSTAINABILITY GOVERNANCE STRUCTURE

BUSINESS VALUE CHAIN

STAKEHOLDERS

MATERIALITY TOPICS

SMART GOVERNANCE, TRANSPARENT AND TRUSTED TECHNOLOGY 35

ECO-ILINK FOR TOMORROW 72

CONNECTING OPPORTUNITIES, BUILDING A DIGITAL FUTURE FOR ALL 90

NEXT CHAPTER TECHNOLOGY FOR SUSTAINABILITY 131

GRI CONTENT INDEX 136

FEEDBACK SURVEY 147



" ILINK believes that collaborationand trust among all stakeholders are the key drivingforces that enable the organisationto move forward with strength and resilience."

Mr. Sombat Anuntarumporn
Chairman of the Board
Interlink Communication Public Company Limited

MESSAGE FROM THE CHAIRMAN

Dear Shareholders, Customers, Employees and Valued Stakeholders,

The year 2025 reflected both the challenges and opportunities facing Interlink's business amid ongoing changes in the economic environment, technological advancement, and rising expectations for corporate governance. We firmly believe that sustainable growth must be built upon a strong foundation of good governance, together with responsible business conduct towards all stakeholders.

On behalf of the Board of Directors, we place great importance on transparent, fair, and accountable corporate governance, in line with the principles of good corporate governance of the Stock Exchange of Thailand and internationally recognised practices. We focus on maintaining a clear governance structure, appropriate checks and balances, and strategic decision-making that takes into account the long-term interests of the Company and its stakeholders.

At the corporate level, we emphasise robust risk management, strict compliance with applicable laws and regulations, and the promotion of an organisational culture that does not tolerate corruption in any form. The Board works closely with management to ensure that the Company's growth remains stable, transparent, and capable of delivering sustainable long-term value.

We are confident that collaboration and trust from all stakeholders are key driving forces that will enable the Company to move forward with strength, reinforce confidence in the capital market, and achieve sustainable growth alongside society.

On behalf of the Board, I would like to express my sincere appreciation to our shareholders, customers, employees, and all stakeholders for their continued support and partnership with the Company.



"Employees are at the heart of the organisation. The Company is committed to fostering a safe, fair, and inclusive working environment that respects diversity, while promoting continuous learning and the developmentof individual potential."

Dr. Chalida Anuntarumporn
Chief Executive Officer
Interlink Communication Public Company Limited

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Dear Shareholders, Customers, Employees and Valued Stakeholders,

In an environment characterised by rapid changes in economic, technological and social conditions, Interlink continues to conduct its business with prudence, while remaining adaptable and committed to continuous innovation. The Company believes that the ability to respond effectively to change is a fundamental foundation for stable and sustainable long-term growth.

The Company focuses on developing comprehensive communication infrastructure and technology solutions, covering cables, network equipment and data centre systems, in order to meet the needs of customers across a wide range of industries. Our products and services place strong emphasis on quality, safety, efficiency and convenience, from installation through to operation, ensuring that they effectively address the requirements of the digital era.

Interlink recognises its responsibility for the environmental impacts arising from its business operations. The Company therefore places importance on the efficient use of resources, appropriate energy and waste management, and the integration of environmental considerations into operational processes and product development, supporting balanced business growth alongside environmental stewardship.

Our employees are at the heart of the organisation's success. The Company is committed to providing a safe, fair and inclusive working environment that respects diversity, while promoting continuous learning and capability development. This enables all employees to contribute meaningfully to driving the organisation forward and to grow together with the Company.

In addition, the Company places strong emphasis on ongoing social development through the activities of the Interlink Hai Jai Foundation, which serves as a key mechanism for translating the Company's corporate social responsibility into tangible action. The Foundation focuses on enhancing quality of life, particularly in the areas of education, youth development and support for vulnerable groups, as well as strengthening communities in the areas where the Company operates. The Company believes that sustainable business growth should progress in parallel with the creation of value for communities, and that responsible social engagement forms a vital foundation for long-term sustainability.

On behalf of the management team, I would like to express my sincere appreciation to our shareholders, customers, employees, business partners and all stakeholders for their continued trust and support. Interlink remains committed to conducting its business responsibly and transparently, with due regard for all stakeholder groups, in order to achieve sustainable growth over the long term

ABOUT THIS REPORT

This report has been prepared to disclose the progress and approaches undertaken by Interlink Communication Public Company Limited in relation to policies and initiatives addressing environmental, social, economic and corporate governance matters for the 2025 reporting period. The report aims to communicate relevant information to stakeholders in a transparent manner and to reflect the Company's responsible business practices, based on its actual operations

REPORTING SCOPE

The environmental, social, economic and corporate governance information presented in this report covers the performance of Interlink Communication Public Company Limited, based on operational data for the period from 1 January 2025 to 31 December 2025. This report has been prepared in accordance with the GRI Standards, at the In accordance - Core level. Details of the relevant disclosures are provided in the GRI Content Index section.

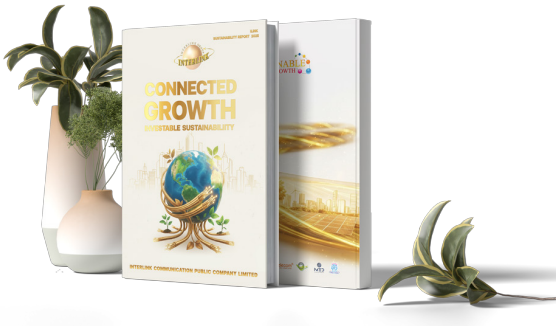
SUSTAINABILITY MANAGEMENT SYSTEM

Interlink Communication Public Company Limited has established a sustainability management system to oversee and drive its environmental, social, economic and governance (ESG) performance in alignment with the Company's business strategy and direction. The system focuses on systematically integrating sustainability considerations into organisational decision-making, operations and performance monitoring.

Sustainability management is overseen by the Risk and Sustainability Management Committee, with clearly defined roles, responsibilities and accountabilities, together with continuous monitoring of progress and performance. This approach supports responsible and transparent business operations and contributes to the creation of long-term value for all stakeholder groups.

REPORTING ASSURANCE

The Company's management and Sustainability Development Team are responsible for overseeing and monitoring the sustainability reporting process to ensure that disclosed information is complete, accurate and aligned with the Company's material issues and stakeholder expectations. The preparation of sustainability information and this report has been conducted in accordance with the SET Sustainability Reporting Guide for Listed Companies and the GRI Standards.



ENVIRONMENTAL DATA

Environmental data covers activities that have been assessed as potentially having significant impacts on business operations. This includes the organisation's core activities, such as offices and distribution centres.

Data collection is based on reliable sources, including accounting records, data from standardised measuring instruments, and calculations or estimations derived from recognised databases. This is to ensure that the data is accurate, transparent, and verifiable.

ENERGY

The Company's energy consumption reporting covers electricity usage and fuel consumption from all company vehicles. For electricity, both total consumption and the proportion of renewable or alternative energy are disclosed to reflect energy management efficiency and the Company's ongoing efforts to reduce environmental impacts. For fuel consumption, the Company reports the total volume used and relevant proportions, providing a clear, systematic, transparent, and verifiable overview of energy use in transportation activities.

WATER

Water consumption is derived from purchases from external suppliers and is used for consumption and operational purposes within the Company's facilities.

The Company's locations are situated in areas classified as having low water stress risk. Water usage is continuously monitored and reported to ensure appropriate and efficient water resource management.

WASTE

Waste reporting covers both hazardous and non-hazardous waste generated from business operations. The Company discloses the total volume of waste generated, as well as the volume managed through various methods, including reuse and other recovery processes.

This reflects systematic, transparent, and verifiable waste management practices, with clear categorisation by treatment method.

GREENHOUSE GAS EMISSIONS

The Company reports greenhouse gas (GHG) emissions from activities related to its operations, in accordance with the "Organisational Greenhouse Gas Accounting and Reporting" guidelines issued by the Thailand Greenhouse Gas Management Organization (TGO)

The calculation covers seven greenhouse gases: CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3, and results are presented in carbon dioxide equivalent (tCO_2e), based on Global Warming Potential (GWP) values defined by the Intergovernmental Panel on Climate Change (IPCC).

GHG Emissions Scopes

1.Scope 1: Direct Emissions

Emissions from sources owned or controlled by the Company, such as fuel consumption in company vehicles.

2.Scope 2: Indirect Emissions from Energy

Emissions from purchased energy, such as electricity supplied by the Metropolitan Electricity Authority.

3.Scope 3: Other Indirect Emissions

Emissions from other business-related activities, such as water consumption and waste management.

This reporting aims to provide a comprehensive, transparent, and internationally aligned representation of climate-related impacts.

GHG Calculation Methodology

The Company calculates its greenhouse gas emissions in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO), using the principle:

Activity Data × Emission Factor

SOCIAL DATA

For the disclosure of social information, the Company has defined the following terms, scope, and calculation methodologies for reporting:

EMPLOYEES

refer to individuals who perform work for the Company under employment contracts, including permanent, temporary, and contract-based employees. They are under the Company's supervision and receive remuneration in accordance with specified terms and conditions.

SUPPLIERS

refer to external individuals or legal entities that maintain business relationships with the Company across the value chain, including upstream, midstream, and downstream activities. These parties may have direct or indirect impacts on, or be associated with, environmental, social, and governance (ESG) issues.

STAKEHOLDERS

refer to individuals, groups, or organisations that are involved in or connected to the Company's business operations. They may be affected by the Company's activities, decisions, or performance, or may influence the Company's ability to achieve its business and sustainability objectives.

Occupational Health and Safety Data Calculation

Lost Time Injury Rate (LTIR) refers to the rate of work-related injuries, illnesses, or occupational diseases that result in lost workdays of one day or more, per one million working hours. The calculation is as follows:

WORK-RELATED INJURY AND ILLNESS FREQUENCY RATE (LTIFR) FORMULA

$$\frac{\text{Number of work-related injuries, illnesses, and diseases (cases) with a severity resulting in one or more lost work days x 1,000,000 man-hours worked}}{\text{Total number of hours worked}}$$

Lost Time Injury

Refers to work-related injuries, illnesses, or occupational diseases that prevent the affected employee from returning to normal work duties on the next working day.

Average Compensation Ratio Data

The average wage ratio and average total remuneration ratio are calculated based on wages and other forms of compensation received throughout the year. These are compared as averages between female and male employees at each employment level.



AWARDS AND EXTERNAL RECOGNITION

AWARDS AND EXTERNAL RECOGNITION

In 2025, Interlink Communication Public Company Limited continued to receive recognition from external organisations, reflecting its commitment to good corporate governance, transparency and sustainable business practices. Key awards and recognitions include:



"Excellent" (5-Star) Corporate Governance Rating

The Company received an "Excellent" (5-Star) rating for the seventh consecutive year under the Corporate Governance Report of Thai Listed Companies (CGR), conducted by the Thai Institute of Directors (IOD), which assessed more than 844 listed companies nationwide.



AGM Checklist Assessment

The Company achieved a full score of 100 points, rated "Excellent", for the eighth consecutive year in the 2025 Annual General Meeting (AGM) Checklist assessment, organised by the Thai Investors Association and the Thai Capital Market Business Council.



"Sustainability Role Model Organisation" Award – Financial Discipline Campaign

The Company received this award for the sixth consecutive year, reflecting its commitment to sound governance, responsible business conduct and the promotion of organisational sustainability.



CAC Change Agent

The Company was recognised as a 3-Star CAC Change Agent by the Thai Private Sector Collective Action Against Corruption (CAC), representing an upgrade from the 2-Star level achieved in the previous year and reaffirming its stance against corruption and its commitment to transparent business practices throughout the supply chain.



SET AA ESG Ratings 2025

SET ESG Ratings 2025 – AA Rating

The Company received an AA rating in the Technology industry group under the SET ESG Ratings 2025 by the Stock Exchange of Thailand, ranking among 80 companies that met the assessment criteria out of a total of 265 evaluated listed companies.



Sustainability Disclosure Recognition Award

The Company received the Sustainability Disclosure Recognition Award 2025 from the Thaipat Institute for the seventh consecutive year, reflecting its commitment to transparent and verifiable disclosure practices and consideration of stakeholder interests across the economic, social and environmental dimensions.





ABOUT ILINK

About ILINK

ILINK has been operating for over 39 years, beginning as a pioneer in introducing and promoting Local Area Network (LAN) (Ethernet) cabling technology in Thailand. This was driven by the founder's vision to leverage technology to support the country's development.

The Company engages in the import and distribution of computer cabling and related equipment, with a primary focus on wholesale distribution to dealers, system integrators (SIs), electrical and communication contractors, as well as general electrical and communication equipment retailers.

To support nationwide service coverage, the Company has expanded its branch offices across key regions of Thailand, including the North (Chiang Mai), the South (Songkhla), the Northeast (Khon Kaen), and the East (Rayong). In addition, the Company has established distribution centres and a research and development (R&D) centre to enhance operational efficiency and effectively respond to customer needs.



Head Office

Interlink Communication Public Company Limited (Head Office)
48 Interlink Building, Soi Rung Rueang, Ratchadaphisek Road,
Samsen Nok, Huai Khwang, Bangkok 10310, Thailand

Interlink.co.th | Facebook | Tiktok | Line | เว็บไซต์ความยั่งยืน

“INTERLINK No. 1 largest importers and distributors of cabling solutions in ASEAN”

Market Capitalisation and Key Financial Information

(As at 31 December 2025)

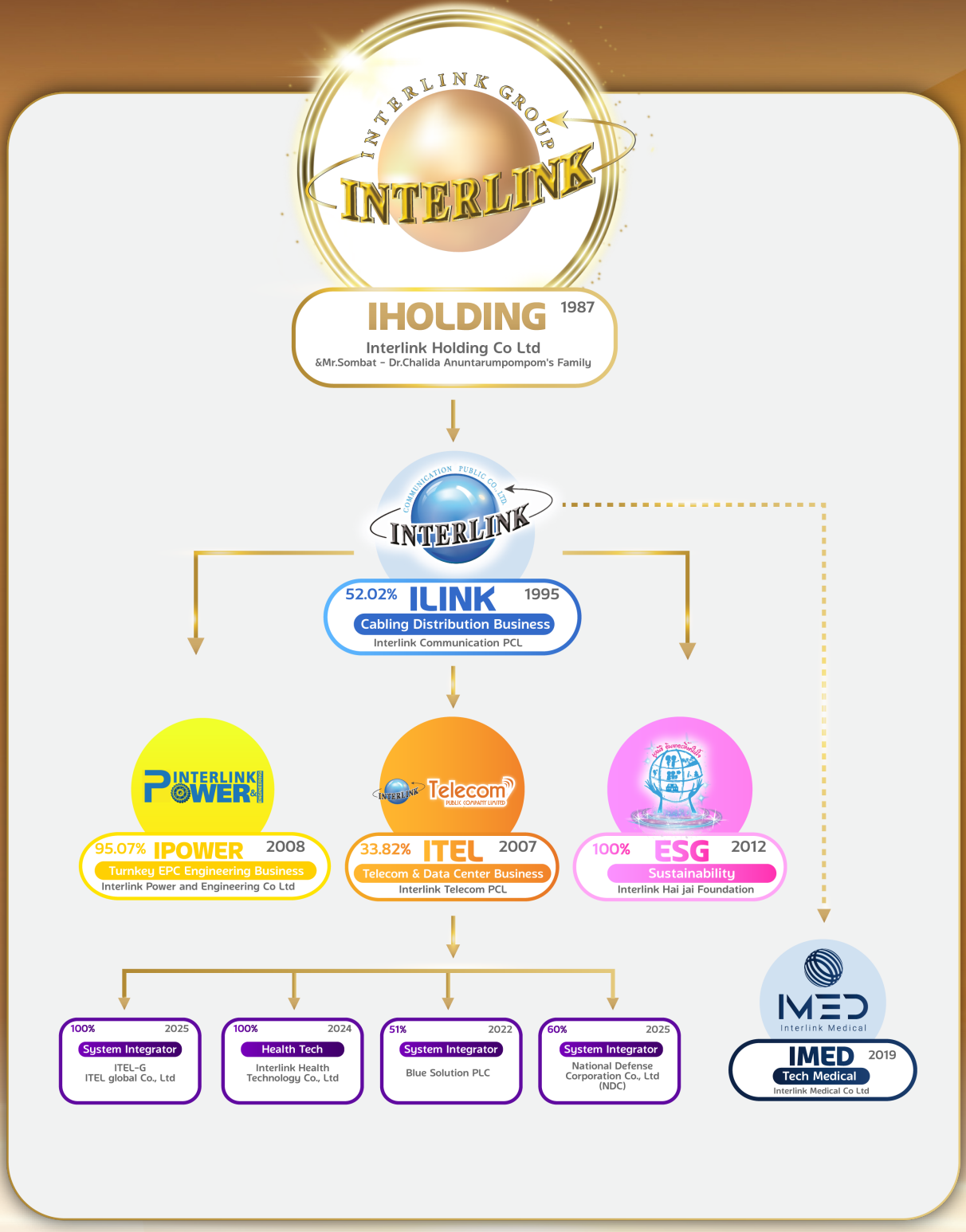
Total Revenue	THB 2,833.67 million
Total Assets	THB 3,491.66 million
Net Profit	THB 329 million
Shareholders' Equity	THB 2,977.29 million

largest importers and distributors of cabling solutions in ASEAN”

Revenue from Sales	THB 2,759 million
Revenue from Services	THB 20.19 million
Other Income	THB 54.26 million

Further information on the Company's performance and growth is available at:

The INTERLINK GROUP Shareholding Structure



INTERLINK GROUP

INTERLINK HOLDING COMPANY LIMITED
IHOLDING

INTERLINK COMMUNICATION PUBLIC COMPANY LIMITED
ILINK

INTERLINK POWER & ENGINEERING COMPANY LIMITED
IPOWER

INTERLINK TELECOM PUBLIC COMPANY LIMITED
ITEL

INTERLINK MEDICAL COMPANY LIMITED
IMED

INTERLINK DATA CENTER COMPANY LIMITED
IDC

INTERLINK HAI JAI FOUNDATION



THE INTERLINK GROUP

The Interlink Group operates as a comprehensive provider of information and communication technology (ICT) solutions, conducting its business through 6 core business segments, together with 1 social foundation.

The Group focuses on the development of modern network and digital infrastructure to meet the needs of industrial sectors and consumers, while supporting Thailand's transition towards a sustainable digital economy.

Cabling Distribution Business

The Company operates a cabling distribution business and is recognised as a key player in the cabling market in the ASEAN region. ILINK distributes high-quality networking products from internationally recognised brands, including:

LINK

LINK networking products and cabling equipment

19" GERMANY EXPORT RACK

19" Germany Export Rack

COMMSCOPE

COMMSCOPE enterprise-grade networking solutions

Operations are supported by a nationwide distribution network comprising authorised dealers and system installers, serving large-scale network infrastructure projects, retail outlets and online channels. This enables the Company to reach a broad customer base, supported by an efficient logistics system to ensure reliable and timely product delivery.

Turnkey Engineering Business

The Company conducts its turnkey engineering business through Interlink Power and Engineering Company Limited, providing integrated services for the design, construction and maintenance of energy and telecommunications infrastructure. The scope of services covers projects that support the development of national infrastructure, including:

- **High-voltage power** transmission networks, involving the installation of transmission systems to support energy security
- **Submarine power cable systems** enabling power supply to remote and island areas
- **Large-scale telecommunications networks** supporting internet connectivity and digital infrastructure development

Telecom Business

The Company operates its telecommunications business with a focus on developing high-quality telecom infrastructure to support the digital economy and smart city initiatives. Key services include

- **Fibre optic networks** with service coverage across multiple regions, supporting high-speed internet services and 5G networks
- **Business internet services** providing organisations with efficient and reliable internet solutions to support their operations
- **Smart network systems** supporting the development of the Internet of Things (IoT) and digital infrastructure

Data Center Business

The Company operates a data centre business, focusing on providing information technology infrastructure in accordance with recognised international standards to support data storage and data processing requirements of organisations. Key services include:

- **Colocation**
  providing secure server space with appropriate environmental control and security measures
- **Cloud services**
  offering cloud-based solutions to support data processing and enterprise IT operations
- **Disaster recovery services**
  providing data backup and recovery solutions to support business continuity

Tech Medical Business

The Company operates a medical technology business by applying digital innovation to support healthcare services and medical operations. Key services include:

- **Hospital information systems**
  supporting data management, administration, and operational efficiency within healthcare facilities
- **Telemedicine networks**
  enhancing access to medical services through digital solutions
- **Health data analytics using AI**
  and Big Data technologies, supporting data analysis and informed medical decision-making



Joint Venture Business

The Company invests in strategic partners to enhance and expand its capabilities in information and communications technology (ICT). Key investments include:

- **Blue Solution Public Company Limited**
  A leading IT system integrator providing network infrastructure design, implementation, and enterprise software solutions
- **ETIX ITEL Bangkok Company Limited**
  An operator of international-standard data centres with a high level of security and reliability

Interlink Hai Jai Foundation

The Company undertakes initiatives to create positive social impact through the Interlink Hai Jai Foundation, supporting a range of activities aimed at fostering sustainable social and community development. Key areas of support include:

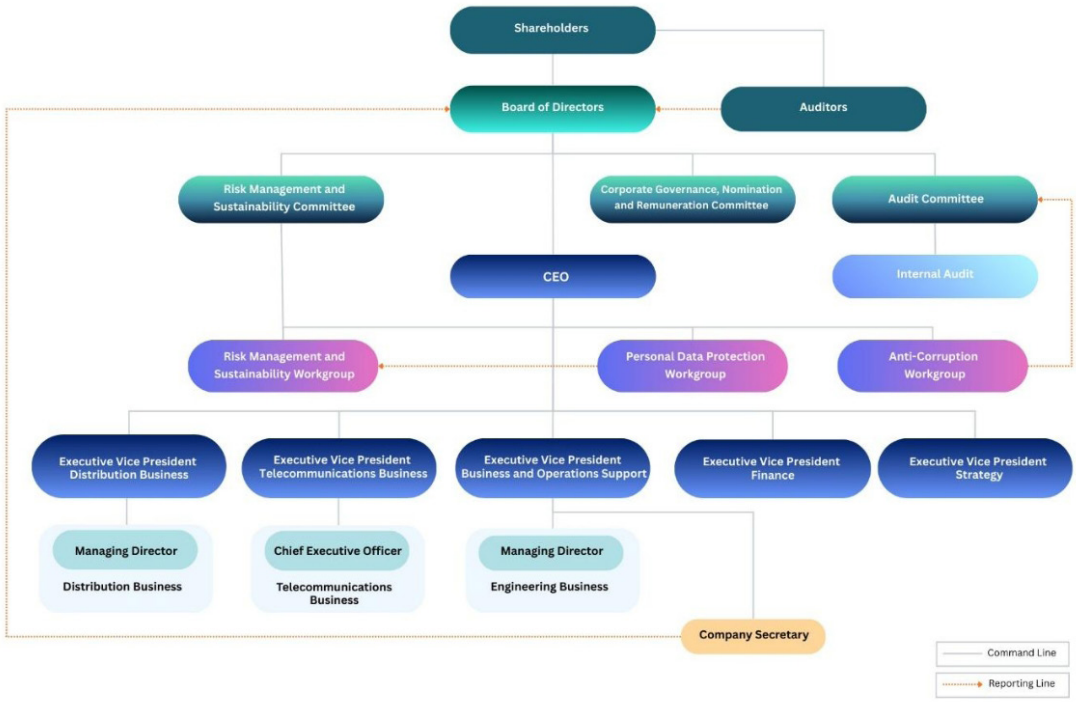
- **Education Provision**
  of educational scholarships and learning development initiatives
- **Quality of life**
  Support for social and community assistance programmes
- **Environment Promotion**
  of sustainable development and environmental stewardship



ORGANISATIONAL SUSTAINABILITY

Sustainability Governance Structure

The Company has designated the Risk Management and Sustainability Committee as the principal body responsible for overseeing and driving the organisation's sustainability development approach. The Sustainability Management Working Team serves as the operational unit, responsible for implementing policies and reporting progress to the Committee.



Board of Directors

The Board of Directors holds the highest responsibility for overseeing the Company's risk management and sustainability performance as integral components of business operations. The Board establishes policies, frameworks, and directions for risk management in alignment with the Company's strategy, and regularly monitors and evaluates the effectiveness of the risk management system to ensure that risks are managed appropriately, efficiently, and in accordance with the organisation's long-term sustainability approach.

Risk Management and Sustainability Committee

The Risk Management and Sustainability Committee comprises six members (three independent directors and three directors), with an independent director serving as Chair. The Committee is responsible for establishing risk management policies and frameworks, monitoring risk management performance, and proposing matters for consideration by the Board of Directors. It also reviews key risk mitigation measures and provides recommendations for improving risk control activities.

Roles of the Risk Management and Sustainability Committee

The Risk Management and Sustainability Committee is responsible for overseeing and supporting the Company's risk management to ensure effectiveness and alignment with corporate strategy. Its key roles are as follows:

1. **Oversight of the Enterprise Risk Management Framework**
Establish policies and frameworks for enterprise risk management that are applied across the organisation, including defining the Company's risk appetite and risk tolerance levels. (Risk Appetite / Risk Tolerance)

2. **Monitoring and Review of the Company's Risk Profile**
Consider and monitor risks that may impact business operations, strategic plans, and the Company's objectives.

3. **Consideration of Risk Managment Approaches and Measures**
Provide recommendations on control measures and risk management approaches to ensure that risks are maintained within acceptable levels.

4. **Acknowledgement and Review of Significant Risk Reports**
In particular, risks assessed at high or very high levels, and report to the Board of Directors for oversight purposes.

5. **Oversight of the Risk Management Working Team**
Including monitoring the progress of risk management plans and the performance of relevant functions.

6. **Regular Review of the Risk Management Policy**
At least annually, and propose any revisions or updates to the Board of Directors for approval.

Members of the Risk Management and Sustainability Committee

(as at 31 December 2025)

Board of Directors	Risk Management and Sustainability Committee (6 members)
1. Mrs.Pattareeya Benjapolchai	(Chairman)
2. Mr.Chusak Direkwattanachai	Member
3. Khunying Chada Watthanasiritham	Member
4. Mrs.Thanyarad Reungbandid	Member
5. Mrs.Pensri Jantakad	Member
6. Miss Warisa Anuntarumporn	Member

Growing Continuously and Sustainably (Interlink Green Vision)

Founder's Philosophy

Sustainable BusinessPolicy

Bring Technology to Develop the country

Vision

Sustainability Growth

Mission

Quality Cheaper Better service

INTERLINK NO.1

Core Values

- **Do the Best** Commitment to delivering the highest standards in all endeavours
- **Unity** Fostering unity and collaboration across all entities and functions within the Group
- **Team Spirit** Encouraging employees to work collaboratively while supporting and empowering one another

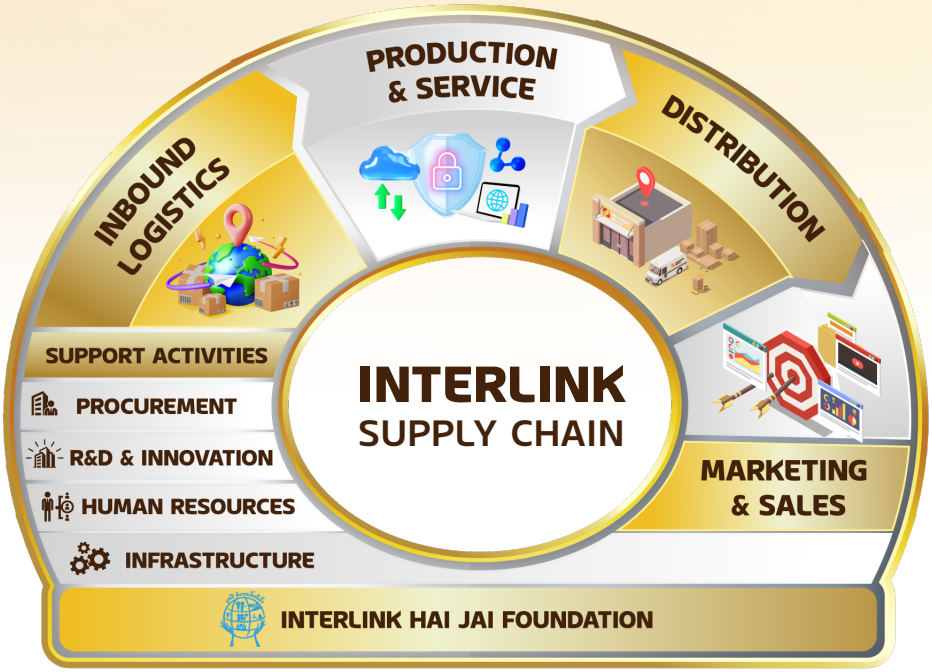
ESG Materiality

Governance	Environment	Social
● Ensuring transparency and ethical business conduct ● Risk management ● Stakeholder relationship management, including partners and customers, with responsibility forproducts and services ● Creating sustainable value for the business ● Data protection and cyber security	● Climate change adaptation and mitigation, including greenhouse gas emissions reduction ● Efficient resource management	● Adherence to human rights principles ● Employee development, engagement, and retention ● Occupational health and safety ● Community engagement and social contribution

Value Chain

of Interlink Communication Public Company Limited

The Company has analysed and designed its business value chain to encompass upstream, midstream, and downstream activities. This reflects the end-to-end business process, from resource procurement and operations to the delivery of products and services, as well as value creation for customers and stakeholders. The analysis considers key activities that contribute to value creation and the Company's competitive capability. These can be categorised into two main groups as follows:



Primary Activities

These include activities directly related to the delivery of products and services to customers, as follows:

Inbound Logistics – These include activities directly related to the delivery of products and services to customers, as follows:
Selection of manufacturers and suppliers for communication cables, solar energy cables, and network equipment, with consideration given to quality, safety standards, and environmental and social responsibility.

Production & Service
– Production and service delivery
Design and assembly of certain products, such as rack cabinets and system components, to meet the specific requirements of different customer segments.

Distribution – Warehousing and distribution
Efficient warehouse and distribution management to reduce costs, minimise waste, and mitigate environmental impacts from transportation.

Marketing & Sales – Marketing, sales, and after-sales services
Implementation of marketing activities, such as trade exhibitions and promotions, to enhance business opportunities for customers. The Company also provides consultation on product usage, system design, and after-sales services to build customer satisfaction and long-term relationships.

Support Activities

These activities enhance the efficiency and capabilities of primary activities, including:

R&D and Innovation – Research and development
Development of technologies and product solutions that address energy efficiency and environmental impact reduction.

Human Resources – Human resource management
Development of employees' skills and capabilities, including knowledge sharing with customers and partners through training programmes and professional certifications.

Procurement – Strategic procurement
Management of procurement processes to achieve cost efficiency, quality, and supply chain continuity.

Infrastructure – Organisational infrastructure
Covering finance, accounting, internal control, digital and information systems, risk management, and good corporate governance to support transparent and efficient operations.

Sustainability – Social and sustainability initiatives
Implementation of CSR projects, such as academic collaborations (MOUs), training programmes, and the Cabling Contest, as well as operations of the Interlink "Giving Heart" Foundation under the mission "Caring for society, mobilising volunteerism, and advancing Thai education."

The value chain reflects the Company's commitment to creating value for stakeholders throughout the entire process—from resource procurement and operations to the delivery of products and services, and the development of long-term relationships with customers and society—while taking into account risk management and ESG impacts at every stage of business operations.

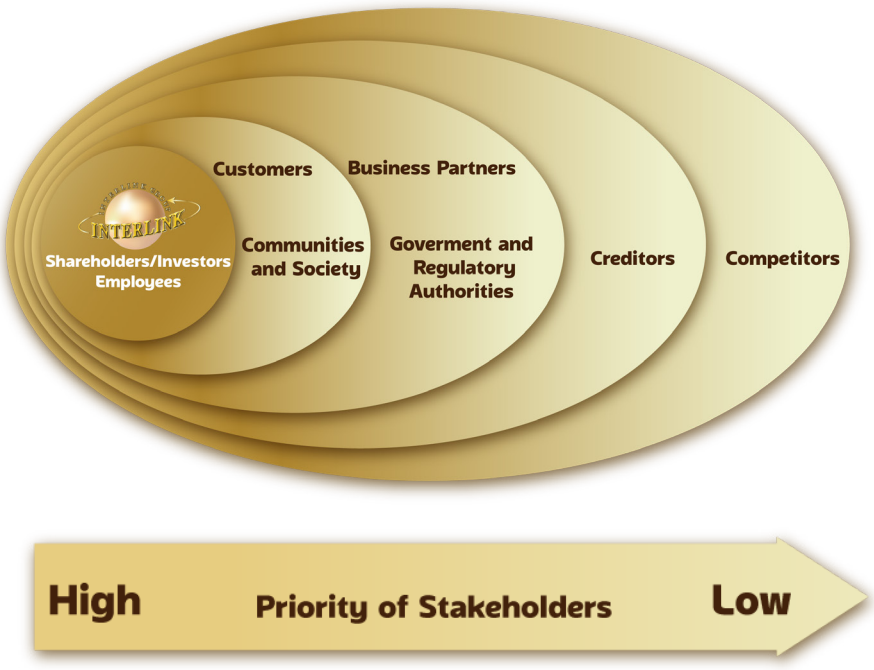
Stakeholder Analysis within the Value Chain

The Company places importance on engagement with both internal and external stakeholders. It has analysed the linkage between stakeholders and the business value chain to understand their roles, expectations, and key issues relevant to the Company's operations.

The Company recognises that strong relationships, as well as feedback and recommendations from stakeholders, are key factors supporting sustainable organisational growth. Systematic stakeholder management enables the Company to appropriately respond to the needs and expectations of each group, while mitigating business risks and preventing potential impacts on corporate reputation and stakeholder confidence.

The Company has identified and prioritised its stakeholders in order to define appropriate engagement approaches and responses to key issues for each group.

Stakeholder Prioritisation Assessment



The Company has identified, analysed, and assessed both internal and external stakeholder groups that play significant roles across the business value chain. The assessment considers the level of relationship with the Company, the degree of impact from business operations, and stakeholders' expectations. This information is used as a key input in determining material sustainability topics, as well as in shaping the Company's sustainability strategy and operational approach.

The Company places importance on continuous stakeholder engagement through appropriate communication channels to gather feedback, suggestions, and concerns. This enables the Company to align its business operations with stakeholder expectations and foster long-term relationships. The Company's key stakeholder groups are as follows:

Stakeholder Groups	Stakeholder Engagement Approach	Stakeholders' Needs and Expectations	Company Response Approach
1. Shareholders, Investors, and Analysts	Annual General Meeting of Shareholders, analyst meetings, disclosure via the Company's website and Investor Relations (IR) channels, as well as direct communication with executives	Sustainable investment returns, transparent business operations, good corporate governance, and accurate and complete disclosure of information	Ensure transparent disclosure through the annual report, sustainability report, and Company website, as well as regular shareholder meetings and ongoing communication through the Investor Relations function
2. Employees	Internal communication, departmental meetings, employee engagement surveys, suggestion systems, and grievance channels	Job security, appropriate benefits, a safe working environment, and opportunities for skills development and career advancement	Provide internal communication, appropriate welfare and a safe working environment, continuous training and development programmes, promotion of an open organisational culture, and channels for feedback such as grievance mechanisms
3. Customers (Users, System Integrators (SI), Contractors, Retailers, Modern Trade	Regular customer visits, satisfaction surveys, marketing activities, trade exhibitions, and customer service channels	High-quality, standardised, safe, and environmentally friendly products and services at reasonable prices, supported by effective after-sales services	Continuous improvement of product and service quality, implementation of quality control systems, offering environmentally friendly products (Green Products), providing consultation, system design, and after-sales services to enhance customer satisfaction and build long-term relationships
4. Communities and Society	Social initiatives, communication with surrounding communities, and channels for receiving feedback	Participation in community development, improvement of quality of life, environmental stewardship, and responsible business conduct	Implementation of CSR projects through the Company and the Interlink "Giving Heart" Foundation, supporting education and communities, and providing channels for community feedback and complaints

Stakeholder Groups	Stakeholder Engagement Approach	Stakeholders' Needs and Expectations	Company Response Approach
5. Business Partners and Suppliers	Business meetings, supplier assessments, communication through business agreements, and joint development initiatives	Fair business practices, transparency, continuity of collaboration, and opportunities for mutual business growth	Conduct procurement processes transparently, assess suppliers on ESG criteria, support supplier capability development, and promote responsible business practices
6. Government Authorities and Regulators	Regulatory reporting, participation in meetings, audits and assessments, and coordination with relevant authorities	Strict compliance with applicable laws, regulations, and standards, as well as transparent business operations	Ensure strict compliance with relevant laws and requirements, with regular reporting and coordination with regulatory authorities
7. Creditors	Communication and disclosure of financial information, meetings or direct engagement with financial institutions	Transparency of financial information, ability to repay debt, and compliance with financial covenants	Provide complete, accurate, and timely financial disclosures, comply with loan agreements, and prudently manage financial liquidity
8. Competitors	Monitoring industry information, participation in business associations or activities, and conducting business in accordance with trade rules	Fair and transparent competition, and respect for market rules	Conduct business in accordance with free and fair competition principles, refrain from intellectual property infringement and improper information acquisition, and focus on responsible innovation and product quality development

The Company assesses stakeholder expectations on an annual basis through various engagement mechanisms, such as questionnaires, meetings, feedback sessions, and regular communication channels. The information obtained is reviewed and used to improve operational plans in alignment with sustainability issues that stakeholders consider important. This supports the development of appropriate sustainability strategies, while strengthening relationships and creating shared value with all stakeholder groups over the long term.



Material Sustainability Topics

The Company conducts a Materiality Assessment in accordance with the Global Reporting Initiative (GRI) guidelines to identify, analyse, and prioritise sustainability issues that have significant impacts on the Company's business operations and stakeholders across the value chain.

The assessment covers economic, social, environmental, and human rights dimensions. This process supports the formulation of sustainability strategies and management approaches in alignment with the business context and stakeholder expectations. The Company has undertaken the assessment through five key steps as follows:



1 Identification

The Company identifies sustainability issues relevant to its business operations by analysing information from various sources, including legal and regulatory requirements, industry trends, international standards and practices, as well as stakeholder expectations. These are consolidated into a list of sustainability issues relevant to the Company's business and value chain.

2 Prioritization

The Company assesses the level of impact of each issue on its business operations, as well as on stakeholders, by considering both the severity of impact and the level of stakeholder concern. This process is used to prioritise material issues that require primary management focus.

3 Validation

The prioritised issues are presented to the management and relevant committees for consideration and validation to ensure alignment with the Company's sustainability strategy, business direction, and organisational context.

4 Disclosure & Reporting

The Company discloses material issues and corresponding management approaches through its sustainability report and annual report, prepared in accordance with the Global Reporting Initiative (GRI) framework, to enhance transparency and the reliability of information for stakeholders.

5 Review & Continuous Improvement

The Company regularly reviews and evaluates its sustainability management processes to ensure alignment with the evolving business context, while continuously incorporating stakeholder feedback and recommendations to further enhance the effectiveness and appropriateness of its practices.

Materiality Assessment Matrix

The Company prioritises sustainability issues using a Materiality Matrix, based on systematic identification and impact assessment across two key dimensions:

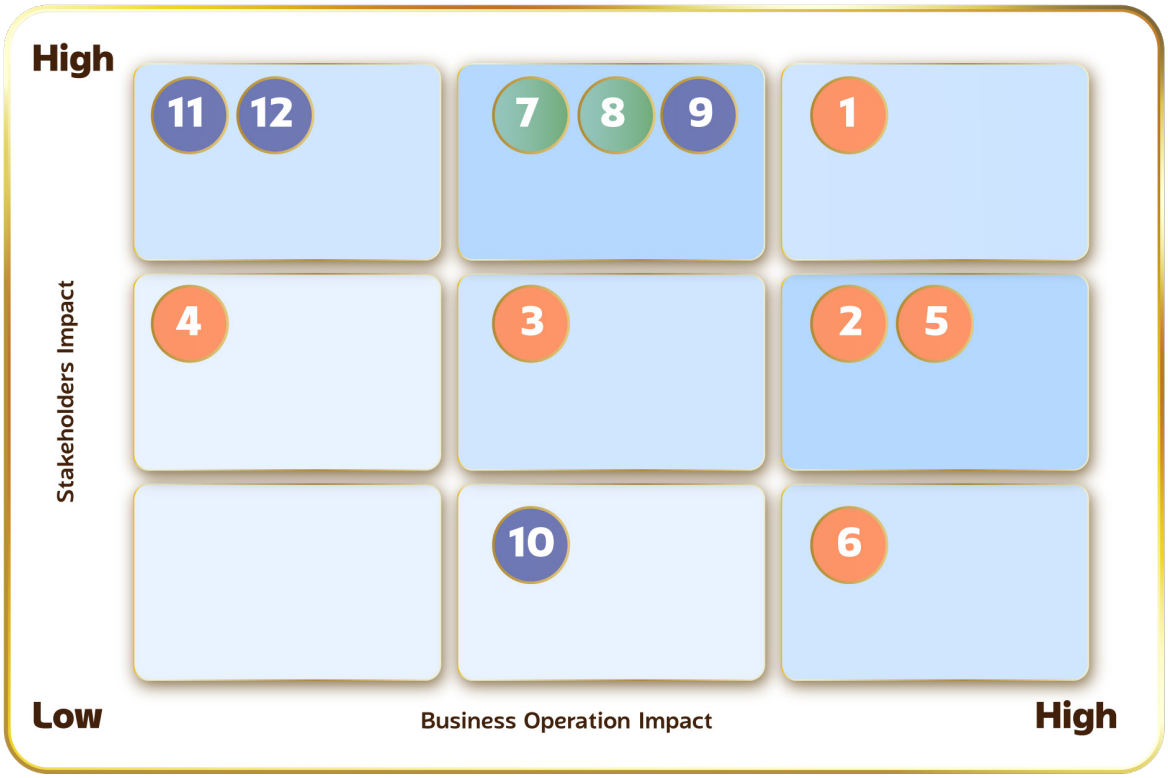
- **Stakeholder Impact**
- **Business Impact**

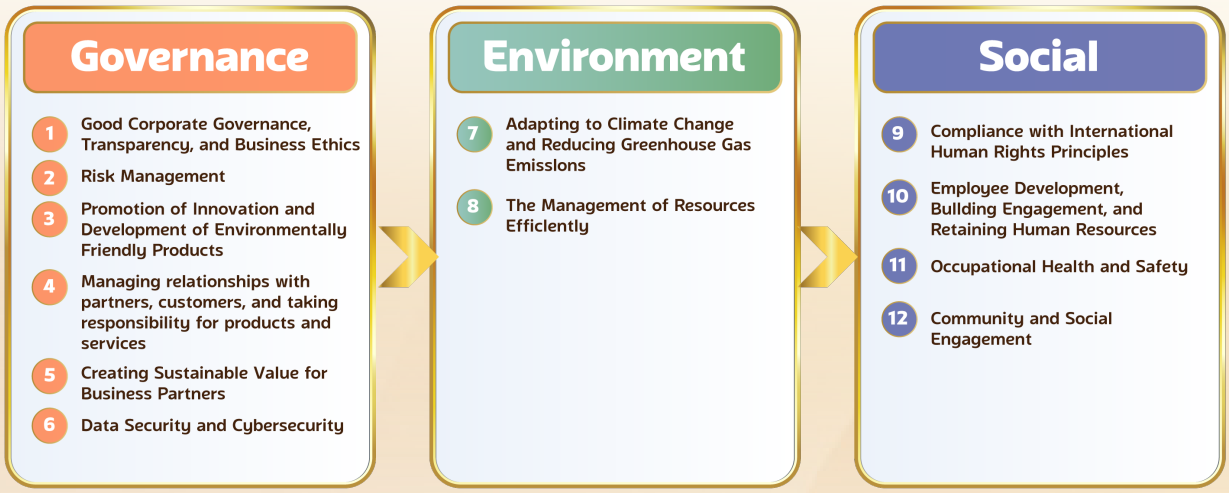
The assessment results classify material issues into three levels as follows:

- **High Priority** Issues with significant impact on both business operations and stakeholders. The Company establishes policies, targets, and systematic management measures, with continuous performance monitoring.

- **Medium Priority** Issues that are regularly monitored and managed to ensure appropriate handling of impacts.

- **Low Priority** Issues that are periodically monitored and reviewed to ensure timely response to changes in business context and stakeholder expectations.





The Company implements key measures to systematically manage Environmental, Social, and Governance (ESG) risks, enabling effective monitoring, assessment, and mitigation of potential impacts on business operations and stakeholders. Key approaches include:

- Utilisation of an ESG Risk Dashboard to closely monitor risk status in near real-time, with alert systems for high-risk levels to enable timely response
- Integration of ESG risk assessment into investment decision-making and new project approvals that may impact the environment or communities, such as warehouse expansion projects, Green Data Centre initiatives, and solar energy product distribution
- Promotion of ESG risk management knowledge among executives and employees through continuous training and internal communication
- Coordination with the internal audit function to review and monitor ESG risks in accordance with the Three Lines Model, enhancing transparency and governance effectiveness
- Preparation and semi-annual review of the ESG Risk Register through collaboration between the sustainability and enterprise risk management functions, ensuring alignment with the evolving business context.

ESG risk management is therefore an integral part of the Company's organisational culture and a key mechanism in strengthening business resilience to support long-term adaptation to changes and uncertainties in the operating environment.

Key Issues and Strategic Approach to Driving Organisational Sustainability

Dimension	Material Issues	Impact Boundaries	Targets	Performance		
				2023	2024	2025
Economic and Governance Dimension	1. Good corporate governance, transparency, and business ethics 	Shareholders / Government authorities / Regulatory bodies / Financial institutions / Competitors	Number of complaints regarding violations of the Code of Conduct: 0 (zero) cases	0 cases	0 cases	0 cases
			Number of complaints related to corruption in all forms: 0 (zero) cases	0 cases	0 cases	0 cases
			Achievement of CAC certification or equivalent	Renewal of CAC Certification in 2023	CAC Change Agent - 2-Star Level	CAC Change Agent - 3-Star Level
	2. Risk management 	Employees / Shareholders / Government authorities / Regulatory bodies / Financial institutions	Number of risk management monitoring meetings: at least once per quarter	4 times per year	5 times per year	4 times per year
			Number of loss incidents arising from unmanaged risks beyond acceptable levels: 0 (zero) cases	N/A	0	0
	3. Promotion of Innovation and Development of Environmentally Friendly Products 	Suppliers / Customers / Society / Communities	Proportion of environmentally friendly products: not less than 40% of total products	N/A	N/A	84%
			Revenue from environmentally friendly products: increase by not less than 10% compared to the previous year	N/A	Increased by 8.41%	Decreased by 10.71%
	4. Supplier and Customer Relationship Management, and Product and Service Responsibility 	Suppliers / Customers / Society / Communities	Customer satisfaction level: greater than 90%	98%	87.27%	93.21%
			Participant satisfaction with training programmes (customers/suppliers): greater than 90%	98%	90%	92.83%
			Number of participation by existing and new customers: increased by 5% compared to the previous year	(6,323 persons)	Increased by 195.86% (18,707 persons)	Increased by 76.7% (33,058 persons)
			Number of complaints related to products and services: 0 (zero) cases	3 cases	2 cases	3 cases

Key Issues and Strategic Approach to Driving Organisational Sustainability

Dimension	Material Issues	Impact Boundaries	Targets	Performance		
				2023	2024	2025
Economic and Governance Dimension	5. Creating Sustainable Value for Business Partners 	Employees / Suppliers / Customers	ESG risk assessment conducted for key suppliers (Critical Tier 1) of at least 3 suppliers per year	√	√	√
			At least 50% of key suppliers (Critical Tier 1) participate in sustainability-related activities or training programmes	N/A	N/A	More than 50%
	6. Data Security and Cybersecurity 	Employees / Shareholders / Suppliers / Customers / Society / Communities / Government authorities / Regulatory bodies	Number of complaints related to personal data breaches: 0 (zero) cases	0 cases	0 cases	0 cases
			Number of data breach incidents: 0 (zero) cases	0 cases	0 cases	0 cases
			Provision of PDPA and cybersecurity training for employees at least once per year	N/A	N/A	2 times per year
Environmental Dimension	7. Climate Change Adaptation and Greenhouse Gas Emissions Reduction 	Society / Communities	Greenhouse gas emissions reduced by 2% compared to the previous year (ton CO2e/kg)	Decreased by 9.53% (351.60-ton CO2e/kg)	* Increased by 92.1% (675.77-ton CO2e/kg)	Decreased by 16.7% (562.8-ton CO2e/kg)
			All products distrib-uted are certified in compliance with RoHS 3 standards	> 70%	> 70%	> 70%
			Number of incidents where the Company was affected by natural disasters: 0 (zero) cases	N/A	N/A	0 case

Key Issues and Strategic Approach to Driving Organisational Sustainability

Dimension	Material Issues	Impact Boundaries	Targets	Performance		
				2023	2024	2025
Environmental Dimension	8. Efficient Resource Management 	Society / Communities	Electricity consumption reduced by 2% compared to the previous year(kWh)	Increased by 4.75% (603,591 kWh)	Increased by 1.67% (613,635 kWh)	**Increased by 32.49% (813,000 kWh)
			Water consumption reduced by 5% compared to the previous year (cubic metres)	Decreased by 5.48% (3,070 cubic metres)	Increased by 12.41% (3,451 cubic metres)	**Increased by 86.84% (6,448 cubic metres)
			General waste volume reduced by 5% compared to the previous year	Increased by 37.84% (60,024 kg)	Increased by 65.05% (99,069 kg)	Decreased by 10.82% (88,350 kg)
			Percentage of employees participating in resource management activities: not less than 70% per year	N/A	N/A	75%
Social Dimension	9. Adherence to International Human Rights Principles 	Employees / Shareholders / Suppliers / Customers / Society / Communities / Government authorities / Regulatory bodies	Number of human rights complaints: 0 (zero)	0 cases	0 cases	0 cases
			Ratio of female to male employees maintained at an appropriate balance (approximately 40:60 - 60:40)	55.06:44.94	56.98:43.02	44.40:55.60
	10. Human Capital Development, Employee Engagement, and Retention 	Employees / Society / Communities / Government authorities / Regulatory bodies	Average training hours per employee: not less than 20 hours per person per year	31.52	24.77	22.25
			Employees completing at least one job-specific skills development training course per person per year	N/A	N/A	94.18% (437 persons)
			Employee engagement and satisfaction level: greater than 80%	> 70%	83.55%	87.90%

Key Issues and Strategic Approach to Driving Organisational Sustainability

Dimension	Material Issues	Impact Boundaries	Targets	Performance		
				2023	2024	2025
มิติด้านสังคม (Social)	11. Occupational Health and Safety 	Employees / Customers / Society / Communities / Government authorities / Regulatory bodies	Number of work-related accidents involving employees and contractors: 0 (zero) cases	0 cases	0 cases	0 cases
			Number of work-related illnesses involving employees and contractors: 0 (zero) cases	0 cases	0 cases	0 cases
			100% of employees and contractors performing field operations receive annual occupational health and safety training	N/A	N/A	100%
	12. Community and Social Engagemen 	Employees / Suppliers / Customers / Society / Communities / Competitors	At least 9 community engagement activities or projects conducted per year	11	22	26
			Number of complaints from communities and society: 0 (zero) cases	N/A	N/A	0 cases

Notes : N/A Data not collected or incomplete for the reporting year

* In 2025, the Company revised its calculation methodology and restated 2024 data to align with the 2025 methodology. As a result, the reported greenhouse gas emissions for 2024 differ from those previously disclosed in the 2024 Sustainability Report.

**Electricity and water consumption increased significantly due to the expansion of the organisational data collection boundary in 2025, which included additional data from the R&D Distribution Centre.



SMART GOVERNANCE, TRANSPARENT AND TRUSTED TECHNOLOGY

1. Board Governance Structure

The Company has established a multi-tier governance structure to support effective, transparent and accountable oversight across different organisational levels, including the Board of Directors, Board Committees and the management team.

As at 31 December 2025, the Board comprised 12 directors, categorised as follows:

- 4 Independent Directors (33.33%)
- 5 Non-executive Directors
- 3 Executive Directors

Board of Directors and Board Committee Composition

Name	Board of Directors (12)	Audit Committee (4)	Risk Management and Sustainability Committee (6)	Corporate Governance, Nomination and Remuneration Committee (3)
1. Mr. Sombat Anuntarumporn	Chairman	-	-	-
2. Dr.Chalida Anuntarumporn	Vice Chairman	-	-	Member
3.Mr. Chusak Direkwattanachai	Independent Director	Chairman	Member	Member
4.Khunying Chada Watthanasiritham	Independent Director	Member	Member	Chairman
5.Mrs. Patareeya Benjapolchai	Independent Director	Member	Chairman	-
6.Dr. Sukhum Kanchanapimai	Independent Director	Member	-	-
7. Ms. Kwanta Meesomporn	Director	-	-	-
8. Dr. Nuttanai Anuntarumporn	Director	-	-	-
9. Mrs.Thanyarad Reungbandid	Director	-	Member	-
10. Mrs. Pensri Chantakhad	Director	-	Member	-
11. Dr. Lillada Anuntarumporn	Director	-	-	-
12. Ms. Varisa Anuntarumporn	Director	-	Member	-

Note: The Company's Articles of Association stipulate that the Board shall consist of not fewer than five and not more than twelve directors

The current composition is in line with the requirements of the Securities and Exchange Commission of Thailand and the Stock Exchange of Thailand, which require at least one-third of the Board to be independent directors, and no fewer than three independent directors.

To further align with evolving governance practices, the Company aims to consider adjusting the proportion of independent directors to approximately 50% in the medium term, taking into account organisational structure and an appropriate balance of oversight within the Board.

1.1 Independence & Checks and Balances

All Independent Directors meet the required qualification criteria and do not have business, financial or family relationships with major shareholders or management that could affect their independent judgement.

To support checks and balances within the governance structure, the Company has established that:

- The Chairman of the Audit Committee is an Independent Director.
- The Chairman of the Risk Management and Sustainability Committee is an Independent Director.
- The Audit Committee is composed entirely of Independent Directors.
- Board Committees have clearly defined roles and responsibilities to review matters and report to the Board of Directors.
- The Chairman of the Board and the Chief Executive Officer are separate individuals.

This structure helps reduce potential conflicts of interest and supports transparency in strategic decision-making.

1.2 Roles and Responsibilities of the Board

The Board of Directors is responsible for setting the strategic direction of the Company, overseeing risk management, and monitoring the performance of management.

Its key responsibilities include:

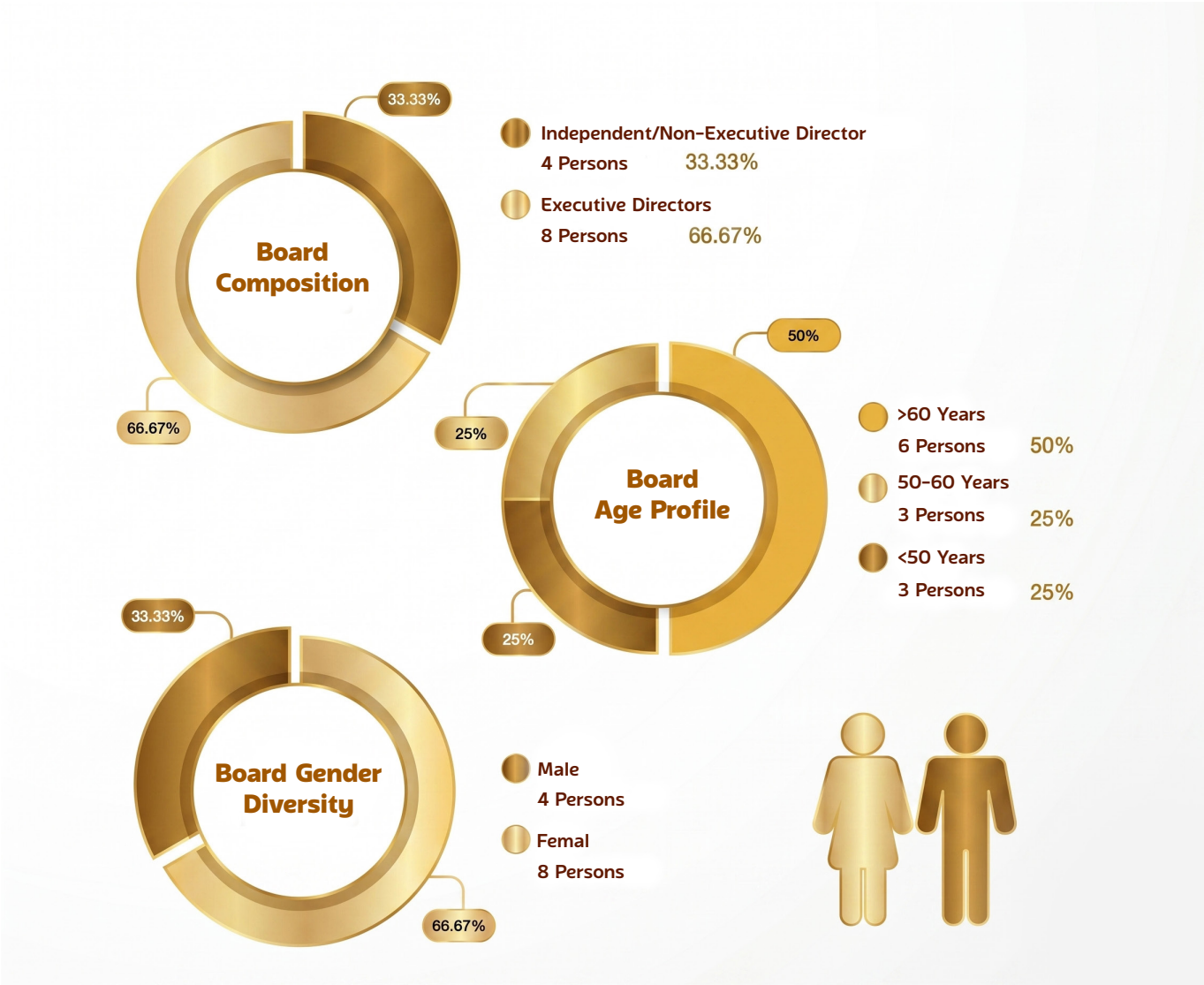
- Defining the Company's vision, strategy and organisational objectives.
- Overseeing the risk management framework and internal control systems.
- Approving significant transactions.
- Overseeing transparent disclosure of information.
- Monitoring ESG and climate-related risks.

1.3 Board Diversity

The Company recognises the importance of diversity in terms of gender, age, experience and professional expertise within the Board.

The current composition includes:

- 8 female directors (66.67%)
- 4 male directors (33.33%)
- Age range: 40–75 years
- Areas of expertise: finance, law, technology, medicine, engineering and ESG-related fields



The Company will consider diversity factors as an important consideration in the nomination and appointment of new directors.

1.4 Board Meetings and Attendance

In 2025, the Board of Directors held six Board meetings, while Board Committees convened in accordance with their respective annual work plans. Details of directors' attendance are presented below.

Name	Director Attendance in 2025									
	AGM		BOD		AC		RMC		NRC	
	1Times	(%)	6Times	(%)	4Times	(%)	3Times	(%)	2Times	(%)
1. Mr. Sombat Anuntarumporn	1/1	100	6/6	100	-	-	-	-	-	-
2. Dr.Chalida Anuntarumporn	1/1	100	6/6	100	-	-	-	-	2/2	100
3. Mr. Chusak Direkwattanachai	1/1	100	6/6	100	4/4	100	3/3	100	2/2	100
4. Khunying Chada Watthanasiritham	1/1	100	6/6	100	4/4	100	3/3	100	2/2	100
5. Mrs. Patareeya Benjapolchai	1/1	100	6/6	100	4/4	100	3/3	100	-	-
6. Dr. Sukhum Kanchanapimai	1/1	100	6/6	100	4/4	100	-	-	-	-
7. Ms. Kwanta Meesomporn	1/1	100	6/6	100	-	-	-	-	-	-
8. Dr. Nuttanai Anuntarumporn	1/1	100	5/6	83.33	-	-	-	-	-	-
9. Mrs.Thanyarad Reungbandid	1/1	100	6/6	100	-	-	3/3	100	-	-
10.Mrs. Pensri Chantakhad	1/1	100	6/6	100	-	-	3/3	100	-	-
11. Dr. Lillada Anuntarumporn	1/1	100	6/6	100	-	-	-	-	-	-
12. . Ms. Varisa Anuntarumporn	1/1	100	6/6	100	-	-	3/3	100	-	-
Average Summary	100%		98.61%		100%		100%		100%	

The average attendance rate for Board meetings was 98.61%, while the average attendance rate for Board Committee meetings was 100%. This indicates consistent participation by directors in the Company's governance processes.

1.5 Board Evaluation

The Company conducts an annual evaluation of the Board of Directors' performance to support effective corporate governance and to assist the Board in carrying out its responsibilities in line with the Company's strategic objectives. The evaluation covers individual director assessments, the overall Board performance, and Board Committee evaluations, enabling a comprehensive review of the roles, responsibilities and contributions of directors at different levels.

The results of the evaluation are used as input for improving the effectiveness of the Board's performance, supporting director development, and reviewing governance practices to ensure their continued relevance and alignment with the evolving business environment.

Going forward, the Company plans to consider the use of an external evaluator for Board assessment in order to further align its governance practices with international standards and to support transparency, objectivity and stakeholder confidence.

1.6 Directors' and Senior Executives' Remuneration
Remuneration Policy for Directors and Senior Executives

The Company has established a remuneration policy for directors and senior executives based on the principles of appropriateness, fairness, transparency and competitiveness within the industry. Remuneration is designed to reflect the roles and responsibilities of each position, the Company's performance, and individual performance.

The remuneration structure comprises fixed remuneration and variable remuneration, which may be linked to performance indicators, including financial performance and sustainability-related indicators (Environmental, Social and Governance: ESG), where appropriate

The determination and periodic review of remuneration are considered by the relevant Board committee and are subject to shareholders' approval in the case of directors. This process is intended to ensure that remuneration remains aligned with the Company's strategic direction, supports sustainable business growth, and does not encourage excessive risk-taking.

1) Directors' Remuneration

The Corporate Governance, Nomination and Remuneration Committee is responsible for conducting the initial review of directors' remuneration before submitting its recommendation to the Board of Directors for consideration and subsequently to the Annual General Meeting of Shareholders (AGM) for approval.

The structure of directors' remuneration comprises two components:

- Meeting allowances
- Annual directors' bonus

Meeting allowances are approved by the shareholders and are payable only to directors who attend the meetings. Directors serving on the Board of Directors and the Audit Committee receive meeting allowances at the same rate, while the Chairman of the Board receives a higher rate than other directors.

For the following Board Committees:

- Risk Management and Sustainability Committee
- Corporate Governance, Nomination and Remuneration Committee

Directors serving on these committees receive meeting allowances at the same rate, while the Chairman of each committee receives a higher rate than other members. Executive directors do not receive meeting allowances for serving on these committees

The annual directors' bonus is determined with consideration given to the Company's performance, the responsibilities of the Board, prevailing economic conditions, and benchmarking against companies in the same industry.

2) Senior Executive Remuneration

The Board of Directors establishes the remuneration structure for the Managing Director and senior executives to align with the Company's strategy, organisational objectives and long-term business interests.

The remuneration structure comprises:

- Salary
- Performance-based bonus
- Provident fund
- Other benefits in accordance with the Company's policies

Remuneration is considered with reference to:

- The Company's performance
- Individual performance
- Overall economic conditions
- Competitiveness with the labour market within the same industry

The Corporate Governance, Nomination and Remuneration Committee is responsible for reviewing and recommending the remuneration framework before submitting it to the Board of Directors for approval.

In addition, the Company conducts an annual performance evaluation of the Managing Director, and the results of this evaluation are taken into account when determining the annual remuneration.

1.7 Board Development

The Company has established a director nomination process that takes into account the diversity of directors' knowledge, experience and areas of expertise through a Board Skills Matrix, ensuring alignment with the Company's strategic direction and the nature of its business operations. This approach supports effective, transparent and sustainable corporate governance and organisational management.

All directors meet the qualifications set out in the Board Skills Matrix. The current Board comprises individuals with diverse expertise covering infrastructure and telecommunications businesses, finance and accounting, law, risk management and corporate governance, as well as specialised knowledge in various professional fields, as summarised below.

Name of Directors	Specialized Knowledge, Expertise and Experience								
	Business / Management	Accounting / Finance	Engineering	Law	Economics	Political Science / Social Development	Medicine / Public Health	Corporate Governance	Information Technology
1. Mr. Sombat Anuntarumporn	●		●	●	●	●		●	●
2. Dr.Chalida Anuntarumporn	●	●		●	●	●		●	
3. Mr. Chusak Direkwattanachai	●	●		●	●	●		●	●
4. Khunying Chada Watthanasiritham	●	●		●	●	●	●	●	●
5. Mrs. Patareeya Benjapolchai	●	●		●	●	●		●	●
6. Dr. Sukhum Kanchanapimai	●			●	●	●	●	●	●
7. Ms. Kwanta Meesomporn	●					●		●	●
8. Dr. Nuttanai Anuntarumporn	●	●	●		●			●	●
9. Mrs.Thanyarad Reungbandid	●	●						●	
10. Mrs. Pensri Chantakhad	●	●						●	
11. Dr. Lillada Anuntarumporn	●						●	●	
12. Ms. Varisa Anuntarumporn	●	●			●			●	

During the past year, all directors participated in training programmes and seminars related to:

- Corporate governance
- ESG and climate governance
- Cybersecurity oversight
- Relevant laws and regulations

The Company encourages directors to continuously enhance their knowledge and skills in order to support the Board's effectiveness and to keep pace with changes in the business environment.

1.8 Succession Planning

The Company has established a succession planning process for directors and senior executives. The Corporate Governance, Nomination and Remuneration Committee is responsible for reviewing potential candidates based on their qualifications, skills and readiness.

This process is intended to support an orderly transition of leadership roles and to minimise potential disruption to the stability of the organisation.

2. Good Corporate Governance, Transparency and Business Ethics



2.1 Governance Framework & Policy

The Board of Directors recognises that good corporate governance forms the foundation of trust among shareholders, investors and all stakeholder groups. The Company has therefore established a Corporate Governance Policy and a Code of Conduct as the guiding framework for directors, executives and employees at all levels.

The Board of Directors is responsible for approving, overseeing and reviewing these policies at least annually, or whenever there are significant changes in relevant laws, regulations or the business environment.

The core principles of corporate governance and the mechanisms used to support them are as follows:	
1. Transparency	The Company operates in accordance with its Disclosure Policy and the principle of fair disclosure, providing information through the Stock Exchange's disclosure channels, the Company's website and investor relations activities.
2. Accountability	Oversight is supported through the structure of Board committees (Audit Committee, Risk Management and Sustainability Committee, and Corporate Governance, Nomination and Remuneration Committee), together with the Company's internal control system.
3. Fairness	The Company seeks to protect the rights of shareholders and stakeholders on an equitable basis, including the oversight of related party transactions in accordance with applicable regulations.
4. Compliance	The Company is committed to complying with applicable laws, regulations and internal rules, supported by systems for monitoring and reporting compliance matters, including personal data protection requirements.
5. Sustainability	Environmental, Social and Governance (ESG) considerations and climate-related risks are integrated into the Company's strategy and risk management processes to support sustainable business operations.

2.2 Commitment to Transparent and Fair Business Practices

In 2025, the Company reviewed and updated policies related to corporate governance, the Code of Conduct, and anti-corruption practices to ensure alignment with principles of good corporate governance as well as applicable laws and regulations. These policies were approved by the Board of Directors and are subject to regular review.

The Company requires directors, executives and employees at all levels to adhere to these policies as part of their standard practices. The policies are communicated through internal channels, including the Company's Intranet system, employee handbook and internal briefing sessions, to promote consistent understanding across the organisation. In addition, the Company includes business ethics and anti-corruption training as part of the new employee orientation programme, together with periodic refresher training, in order to foster a corporate culture that emphasises transparency, accountability and zero tolerance for corruption in all forms.

To further strengthen governance capabilities, the Company encourages directors, executives and relevant personnel to participate in external training programmes and seminars related to corporate governance, business ethics and anti-corruption, enabling them to remain informed of current practices and internationally recognised standards.

Policy Communication Channels

Employee Training and New Employee Orientation

Company sustainability website:

https://sustainability.interlink.co.th/

Intranet system and corporate e-mail

Assurance of Transparency and Good Governance Standards with Zero Ethical Complaints

Target	2025 Performance
Number of complaints relating to violations of the Code of Conduct: 0 cases	No complaints reported
Number of complaints relating to fraud and corruption in all forms: 0 cases	No complaints reported
Achievement of CAC certification or equivalent	Achieved CAC Change Agent Certification - 3 Stars

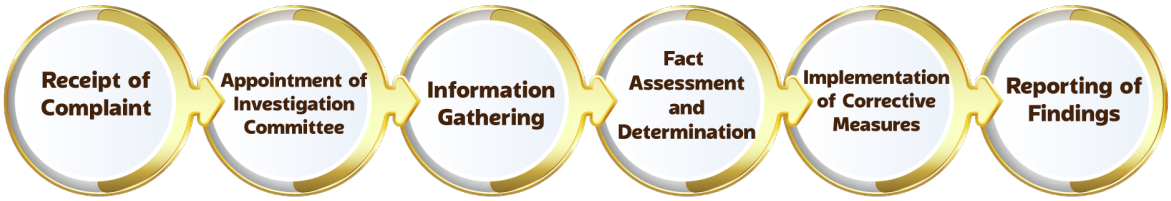
Enhancing Transparency through Grievance and Whistleblowing Mechanisms

The Company has developed grievance and whistleblowing channels to enable stakeholders to raise concerns, provide feedback, or report suspected misconduct in a convenient and secure manner. These channels are supported by a Whistleblower Protection mechanism designed to safeguard individuals who report information in good faith from retaliation. The Company seeks to ensure that all complaints and reports are reviewed and handled through a transparent and fair process.

Whistleblowing Channels and Complaint Handling Mechanisms

Contact Channel	Email / Website / Other	QR Code Complaint Submission
Chairman of the Board	fraud@interlink.co.th	
Chairman of the Audit Committee	chusak@interlink.co.th	
Secretary to the Audit Committee	napol@interlink.co.th	
Company Website – "Whistleblowing / Report Misconduct"	https://interlink.co.th/company/comment	
Telephone	0-2666-1111 ext. 2451	
Fax	0-2666-1199	

2.3 Grievance Management Mechanism: Transparent, Fair and Traceable



1. When the Company receives a whistleblowing report or complaint from any stakeholder group, the designated recipient will consider appointing an appropriate responsible person to handle the case. The responsible person will oversee the process of gathering relevant information, verifying the facts, and assessing whether any misconduct or breach of the Company's Code of Conduct has occurred. The intake and preliminary assessment process is expected to be completed within seven working days from the date the report is received.
2. The matter will then be submitted to the Chief Executive Officer for consideration of appointing an investigation committee, comprising individuals with relevant expertise who are able to conduct the investigation in a fair and impartial manner.
3. The investigation committee will collect information relevant to the complaint, which may include interviews with concerned parties and/or a review of supporting documents.
4. The investigation committee will analyse the information gathered and determine the facts in order to consider appropriate actions or measures.
5. Where necessary, the investigation committee will determine appropriate corrective measures and actions to mitigate impacts on affected parties, within its authority, and report the findings to the Chief Executive Officer for further reporting to the Board of Directors.
6. The investigation committee will inform the complainant of the outcome where the complainant has disclosed their identity. Where appropriate, the Company may also report the matter to independent directors for acknowledgement and oversight.

2.4 Transparency and Disclosure

The Company is committed to transparent disclosure across all aspects of its operations, including operational performance, business strategy, technological development, and social and environmental responsibilities. Relevant information is communicated to stakeholders in a clear and timely manner to support informed decision-making and strengthen stakeholder engagement.

Building Trust: Comprehensive and transparent disclosure helps strengthen confidence among customers, investors, business partners, and other stakeholders.

Promoting Understanding: Through activities such as Opportunity Day and other communication channels, the Company provides stakeholders with access to information and updates on its operations and performance.

Supporting Sustainable Growth: Transparent disclosure contributes to organisational stability while supporting the Company's long-term growth and sustainability objectives.

2.5 Financial Statement Audit 2025

The Company's annual financial statements are audited by an independent external auditor who is professionally recognised. The auditor confirms their independence from the Company and its group in accordance with the requirements of the Securities and Exchange Commission (SEC) of Thailand and the Federation of Accounting Professions under the Royal Patronage of His Majesty the King.

The audit results indicate that the Company's financial statements present fairly, in all material respects, the financial position and performance of the Company, and no material misstatements were identified that could affect stakeholders' decision-making.

Adequacy of Internal Control and Risk Management Systems

The Board of Directors and the Audit Committee have reviewed and assessed the adequacy of the Company's internal control system in accordance with the framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Board is of the view that the Company has an appropriate and adequate internal control system to support its business operations, with no material weaknesses identified.

In addition, the Board has reviewed the effectiveness of the Company's risk management processes for 2025 and considers that the risk management system adequately covers the Company's significant business risks, including ESG-related risks, particularly those relating to climate change and human rights. Recommendations have also been provided to further enhance risk management measures in response to evolving circumstances.

Independence of the Internal Audit Function

The Company maintains an internal audit function that operates independently in the performance of its duties. The annual internal audit plan is approved and the results of audit activities are monitored to ensure continuous improvement of operational processes. These practices help strengthen transparency and mitigate potential conflicts of interest. The Audit Committee oversees the internal audit plan, monitors audit outcomes, and supports the ongoing enhancement of the Company's internal control system.

2.6 MD&A: Transparency and Ethical Governance

The Management Discussion and Analysis (MD&A) is a report in which management presents an analysis of the Company's operating performance and financial position over the reporting period. It also provides in-depth commentary to support shareholders and investors in making informed investment decisions. The MD&A forms part of the Company's annual financial report.

Company Overview: Interlink Group is committed to conducting its business under the vision of "leveraging technology to develop the country", alongside the principles of good corporate governance, transparency, and accountability to all stakeholder groups.

The Company operates through three core business segments: cabling distribution, engineering projects, and telecommunications and data centres. These operations are integrated to support the development of the country's digital infrastructure and to accommodate the growth of the digital economy.

At the same time, the Company aims to expand its capabilities at the regional level while conducting its business with due consideration for social and environmental responsibilities, in order to achieve stable and sustainable long-term growth.

Target	Performance in 2025
To disclose the Management Discussion and Analysis (MD&A) on a quarterly basis, together with an annual company overview, totaling five disclosures per year.	**Achieved 5 out of 5 disclosures.**

Note: Further details on the Company's operating performance and financial position analysis (MD&A) are available on the Company's Investor Relations website at: https://investors.interlink.co.th/website/?page=ir5

Group Performance: In 2025, Interlink Group underwent a structural transition following the adjustment of its shareholding in the telecommunications business (ITEL). As a result, the Company changed its accounting method from full consolidation to the equity method, which affected the presentation of revenue and profit from an accounting perspective.

Under its core businesses (Distribution and Engineering), the Company reported a decrease in revenue and profit compared to the previous year, in line with market conditions. Nevertheless, the Company maintained a strong net profit margin, reflecting continued operational efficiency and cost management.

During the year, the Company also recognised a loss from the loss of control over a subsidiary. This was a one-time accounting impact, resulting in a net loss for the period; however, it did not affect the Company's core business capabilities.

Excluding such impact, the Company remained profitable from its operating activities, reflecting the strength of its business structure. Following the restructuring, the Company has adopted a more streamlined business model, focusing on stable revenue-generating businesses and long-term growth.

Overall, the Company remains committed to a "Quality Growth" approach, aiming to achieve sustainable growth while effectively managing risks and strengthening its long-term financial stability.

Financial Position: Interlink Group reported a significant decrease in total assets, total liabilities, and shareholders' equity compared to the previous year. This was primarily attributable to the restructuring of its shareholding in the telecommunications business and the change in accounting method to the equity method, resulting in the deconsolidation of the subsidiary from the consolidated financial statements.

The Company's asset structure is primarily composed of investments in associates, financial assets, trade receivables, inventories, and property, plant and equipment, reflecting the continuity of its core operations and its readiness to support future growth.

On the liabilities side, the Company's debt obligations decreased significantly, strengthening its financial structure and enhancing liquidity for capital management and long-term investment. Shareholders' equity remained at a stable level, reflecting a solid financial position despite the structural changes during the year.

Future Strategy: Amid rapid technological changes and ongoing economic and geopolitical uncertainties, the Company focuses on growth under the "Quality Growth" approach, with particular emphasis on energy and digital infrastructure, which are expected to be key drivers of the country's future development.

With over 39 years of experience, a capable workforce, and strong business partnerships, the Company is well positioned to undertake large-scale projects and to pursue continued growth. This is complemented by a commitment to sustainable business practices under the vision of "Continuous and Sustainable Growth", in order to create long-term value for all stakeholders.

2.7 Reflecting Financial Transparency through Investor Relations Activities

One of the Company's key investor relations initiatives is its regular participation in the "Opportunity Day" programme, where listed companies meet with investors. This event is organised quarterly by the Stock Exchange of Thailand (SET) and reflects the Company's commitment to transparency in disclosing financial information and operating performance on both a quarterly and annual basis.

In 2025, the Company participated in four Opportunity Day sessions, conducted via a streaming platform to provide investors with clear and timely information. These activities support open communication with investors and contribute to strengthening confidence in the Company's long-term and sustainable growth.



Summary of Investor Relations Activities 2025

Date	Activity
21-22 January 2025	Interlink Communication Company Visit and Analyst Meeting No. 1/2025
4 March 2025	Opportunity Day - Presentation of operating results for Q4 2024, conducted via streaming and organised by the Stock Exchange of Thailand (SET)
27 May 2025	Opportunity Day - Presentation of operating results for Q1 2025, conducted via streaming and organised by the Stock Exchange of Thailand (SET)
17 July 2025	Interlink Communication Company Visit and Analyst Meeting No. 2/2025
19 August 2025	Opportunity Day - Presentation of operating results for Q2 2025, conducted via streaming and organised by the Stock Exchange of Thailand (SET)
18 November 2025	Opportunity Day - Presentation of operating results for Q3 2025, conducted via streaming and organised by the Stock Exchange of Thailand (SET)

3. Risk Management



3.1 Risk Management and Sustainability Policy and Plan

Interlink Communication Public Company Limited places strong importance on risk management and sustainability management amid a business environment characterised by ongoing volatility and change. The Company has established an enterprise-wide risk management framework to identify, prevent, and mitigate potential risks that may affect the achievement of its strategic objectives.

The Company adopts the internationally recognised Committee of Sponsoring Organizations of the Treadway Commission Enterprise Risk Management Framework (COSO-ERM) as a guideline for establishing its risk management structure, processes, and tools in a systematic manner. This framework is integrated into the Company's strategic planning, business plans, and operational processes at all levels, ensuring that risk considerations form an integral part of business decision-making.

In addition, the Company has established a Risk Management Working Committee and a Sustainability Development Working Committee, comprising executives from various business functions. These committees are responsible for assessing, monitoring, and regularly reporting the Company's risk status to support stable, transparent, and sustainable long-term growth.

Target	Performance in 2025
Hold risk management monitoring meetings at least once per quarter	4 meetings were held during the year
Identify key risk issues and establish appropriate risk mitigation measures in advance	Key risks were identified and corresponding risk management measures were established

3.2 Risk Management and Sustainability Governance Structure

The Company recognises the importance of effective risk management and sustainable business practices. It has therefore established a structured governance and management framework for risk management that covers economic, environmental, social, and governance (ESG) risks. This framework supports the Company's operations in alignment with its corporate strategy and long-term growth objectives.

The Company has also established a collaborative working structure among relevant departments to oversee, identify, assess, and manage risks effectively, while ensuring continuous monitoring of risk management performance. Relevant committees and working groups responsible for risk management and sustainability play a key role in overseeing and driving the implementation of policies and guidelines in accordance with the Company's established framework.

Risk Management Working Group

The Risk Management Working Group comprises executives who serve as Risk Owners from the Company's core business units, including the cable distribution business, telecommunications business, and engineering business. The working group is responsible for assessing and continuously monitoring operational risks associated with the Company's activities.

Sustainability Development Working Group

The Sustainability Development Working Group plays a key role in integrating Environmental, Social and Governance (ESG) considerations into the Company's operations. Its responsibilities include supporting the alignment of the Company's practices with relevant international standards and responding to stakeholder expectations. Through these efforts, the working group contributes to strengthening the Company's long-term sustainability and corporate social responsibility.

List of Risk Management and Sustainability Working Committee
(Information as of 31 December 2025)

Name	Position in the Committee
1. Ms. Varisa Anuntarumporn	(Chairperson)
2. Ms. Kwanta Meesomporn	(Vice Chairperson)
3. Mrs. Thanyarad Reungbandid	(Vice Chairperson)
4. Mrs. Pensri Chantakhad	(Vice Chairperson)
5. Mr. Prapart Limkangwanmongkol	Member
6. Mr. Jirayu Phunbualuang	Member
7. Mr. Napol Bawonchaidechatorn	Member
8. Mr. Pitupumi Subongkot	Member
9. Mr. Watcharapong Chaicharoen	Member
10. Mr. Suthep Pongwitoonchai	Member
11. Ms. Thamolwan Gateprayul	Member
12. Mrs. Pharat Sawasdinavin	Member
13. Ms. Pamai Sukantarath	Member
14. Ms. Chananchida Yootiwong	Member
15. Mrs. Natamon Chatpaweendech	Member
16. Mr. Apichart Pongna	Member
17.Mr. Bodee Sonthiruksa	Member
18. Mr.Athis Chumwisut	Member
19.Ms. Ranyapha Phetklay	Member
20. Mr. Punuwat Malarat	Member
21. Mr. Kobkua Umpairat	Member
22. Mr. Pisit Jaroonkriangchai	Member
23.Ms. Narupak Phenanon	Member
24.Ms. Nutnaree Meechan	Member

3.3 Roles and Responsibilities of the Risk Management and Sustainability Working Group

1. Implement risk management in accordance with the policies, framework, guidelines, and processes established by the Risk Management and Sustainability Committee.
2. Be responsible for enterprise-level risk management by analysing and assessing significant risks before submitting them to the Risk Management and Sustainability Committee. The working group also considers and recommends appropriate mitigation measures or action plans to reduce or control residual risks, ensuring that the Company can achieve its organisational objectives.
3. Acknowledge and review risk management reports and related reports, while continuously monitoring the progress of risk management plans and emerging risk trends.
4. Provide guidance and promote risk management activities across the organisation, encouraging all departments to integrate risk management into their operations. This supports the continuous development of the Company's risk management system and fosters a risk-aware culture within the organisation.
5. Hold meetings of the Risk Management and Sustainability Working Group on a quarterly basis (every three months) and report significant organisational risk status and risk management outcomes to the Risk Management and Sustainability Committee at least once a year, or when significant events arise that may affect the Company.
6. Perform other duties as assigned by the Risk Management and Sustainability Committee.

3.4 Approach to Advancing Enterprise Risk Management

Risk Management and Sustainability Working Group Meetings

The Company holds regular meetings of the Risk Management and Sustainability Working Group to review, monitor, and assess the status of key organisational risks, including Environmental, Social and Governance (ESG) risks. These meetings provide a platform for relevant departments to exchange information and recommendations, enabling the Company to establish appropriate measures to prevent and mitigate potential impacts effectively.

In 2025, the Company convened a total of four meetings of the working group to review the status of organisational risks, monitor the implementation of risk mitigation measures, and consider emerging risks arising from changes in the business environment.

ISO 9001:2015 and Fundamental Risk Management Training

The Company also supports training programmes related to ISO 9001:2015 and fundamental risk management, aimed at strengthening organisational capabilities in managing risks. These initiatives help improve operational efficiency, reduce internal and external risk factors, and enhance long-term organisational resilience.

- Alignment of internal processes with ISO 9001:2015: Internal processes are reviewed and improved to comply with ISO 9001:2015 standards, helping enhance operational efficiency and reduce potential errors arising from unstructured processes.

- Professional risk management practices: The training helps strengthen employees' capabilities in preventing fraud and operational errors, while promoting transparent and systematic risk management practices.

- Enhancing operational resilience: Employees develop skills in risk identification, assessment, and management, enabling the organisation to anticipate potential issues and support long-term business stability.

3.5 Risk Factors and Risk Management

The Company places strong emphasis on comprehensively assessing and managing its key organisational risks, taking into account internal factors, external factors, and future trends that may affect the achievement of short-, medium-, and long-term objectives. The scope of risk management covers Strategic Risk, Operational Risk, Financial Risk, Information Technology (IT) Risk, Compliance Risk, Environmental, Social and Governance (ESG) Risk, as well as Emerging Risks.

The Company has established Key Risk Indicators (KRIs) to monitor and track risk developments on an ongoing basis, together with the development of appropriate mitigation plans to minimise potential impacts on business operations. In 2025, the Company assessed and prioritised its key risks in alignment with its corporate strategy and sustainable business development approach, as outlined below.

Risk Factor	Description	Risk Management
Strategic Risk		
1. Risk of termination of distribution agreements or appointment of additional distributors in Thailand	The Company distributes network cabling equipment under three principal brands: LINK, 19" GERMANY EXPORT RACK, and CommScope. A significant portion of revenue is generated from the LINK brand. Termination or non-renewal of distribution agreements could affect revenue and profitability.	The Company is the exclusive distributor and trademark owner of "LINK" in Thailand, enabling it to source alternative manufacturers if necessary. The Company maintains a diversified product portfolio across three brands that can partially substitute for one another, reducing dependence on a single manufacturer while also allowing the development of new partnerships to support business continuity.
2. Risk from intense market competition (price and number of competitors)	Competition within the industry continues to intensify due to new market entrants, emerging distribution channels, and pricing strategies, which may affect market share, profit margins, and customer retention.	• Continuous product development and differentiation • Promotion of innovation and technology through research and laboratory facilities (LAB) • Strengthening employee capabilities and customer relationships • Expansion of domestic and international markets through hybrid distribution channels • Efficient cost management to maintain profitability
3. Risk associated with majority shareholder holding more than 50% of shares	As of 30 December 2025, the Anantarumporn Group held 52.06% of the Company's voting rights, enabling control over shareholder resolutions requiring a majority vote. This may affect checks and balances and the protection of minority shareholders.	The Company has established a clear corporate governance structure including the Board of Directors, Audit Committee, Risk Management and Sustainability Committee, and Corporate Governance, Nomination and Remuneration Committee. Four independent directors have been appointed to provide oversight and balance in decision-making. Measures governing related-party transactions are also implemented alongside an internal audit function to ensure effective internal control.

Risk Factor	Description	Risk Management
Operational Risk		
4. Risk related to human resource management and capability development for future growth	Business expansion and increasing adoption of digital technologies may create risks if the Company is unable to develop sufficient skills, expertise, and workforce capacity in line with growth, potentially affecting operational efficiency and long-term objectives.	The Company develops its human resource management system in alignment with corporate strategy by analysing competency gaps and reviewing annual training plans. These initiatives aim to enhance employee skills, career development, and engagement. Succession planning is also implemented for executives and key positions through ongoing talent identification, monitoring, and development.
5. Reputational risk arising from social media	The rapid dissemination of information through social media means that negative publicity may spread quickly and affect the Company's reputation and stakeholder confidence.	The Company monitors reputational risks on social media and has established communication protocols for both normal and crisis situations. Digital tools are used to analyse stakeholder and customer feedback in order to assess trends, satisfaction levels, and expectations proactively.
6. Risk from changes in information systems	The implementation of a Warehouse Management System (WMS) may create operational risks related to system integration, process adjustments, and employee adaptation, potentially affecting operational continuity during the transition period.	The Company carefully plans system integration and reviews operational processes to align with the new system. Employees receive training prior to system deployment, while the IT department is responsible for ongoing maintenance to ensure system stability and operational efficiency.
7. Fraud and corruption risk	Fraud or corruption, including bribery, conflicts of interest, or data manipulation, may result in legal, financial, and reputational damage, and undermine stakeholder trust.	The Company enforces a strict anti-corruption policy. The Audit Committee regularly reviews and assesses corruption risks and appoints task forces where appropriate to monitor preventive measures. Controls include policies on gifts and hospitality, internal control systems, stakeholder communication, and whistleblowing channels to promote a transparent and accountable organisational culture.

Risk Factor	Description	Risk Management
Financial Risk		
8. Foreign exchange risk	Fluctuations in exchange rates due to economic and geopolitical factors may increase import costs for products denominated in US dollars and euros, particularly when the Thai Baht depreciates, potentially affecting profitability.	The Company regularly enters into foreign currency forward contracts with commercial banks to hedge exchange rate risks, helping manage costs and maintain financial stability and pricing accuracy.
Information Technology Risk		
9. Cybersecurity, data protection, and Personal Data Protection Act (PDPA) risk	Significant reliance on information technology systems exposes the Company to potential cyber threats, unauthorised access, or data leakage involving business and personal data, which could affect business continuity, stakeholder confidence, and compliance with Thailand's Personal Data Protection Act (PDPA).	The Company has established a structured cybersecurity management framework and appointed responsible personnel including a Data Protection Officer (DPO). Policies and internal controls are implemented to manage access rights, conduct regular data backups, deploy security protection systems, and maintain a Business Continuity Plan (BCP) to address potential system disruptions.
Compliance Risk		
10. Risk from changes in laws and regulations	Changes in domestic and international laws and regulations may create risks of misinterpretation or non-compliance, potentially leading to legal penalties and affecting operations, financial performance, and reputation.	The internal audit, compliance, and legal functions monitor regulatory developments on an ongoing basis. Operational processes are reviewed and updated to ensure compliance, while management and employees receive communication and training to promote strong corporate governance and regulatory compliance.
Sustainability (ESG) Risk		
11. Climate change risk	Climate change may create both physical risks (such as natural disasters affecting supply chains and operations) and transition risks arising from stricter environmental regulations and trade requirements in the transition towards a low-carbon economy. Failure to adapt could affect costs, competitiveness, and corporate reputation.	Climate change considerations are integrated into the Company's risk management framework and corporate strategy. Initiatives include promoting environmental innovation and knowledge, developing environmentally friendly products and packaging, reducing greenhouse gas emissions, and monitoring relevant regulatory developments. The Company is also studying disclosure approaches aligned with international frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD).

Risk Factor	Description	Risk Management
12. Natural disaster risk	The Company operates offices, branches, and distribution centres in multiple locations, which may be exposed to natural disasters such as floods or earthquakes, potentially affecting assets, personnel, and business continuity.	The Company regularly reviews and updates its Business Continuity Management (BCM) and emergency response plans. Measures include IT disaster recovery planning, data backups, building and warehouse safety inspections, property and business interruption insurance, and emergency drills to strengthen preparedness.
13. Human rights risk	Human rights risks may arise from labour rights violations, discrimination, workplace harassment, or impacts on communities and consumers. Such issues could affect reputation, stakeholder trust, and potentially lead to disputes or legal penalties.	The Company reviews its Human Rights Policy in line with legal requirements and international standards such as the United Nations Guiding Principles on Business and Human Rights (UNGPs). A Code of Conduct is established for employees and business partners, and secure whistleblowing channels are provided to enable the reporting and resolution of concerns.
14. Supply chain risk	Dependence on overseas manufacturers and suppliers may expose the Company to production or logistics delays, trade restrictions, and volatility in raw material prices such as copper, silica fibre, and steel, as well as fluctuations in freight costs and exchange rates. These factors may affect product delivery, costs, and competitiveness.	The Company maintains appropriate inventory levels, closely monitors raw material price trends, manages exchange rate exposure through currency forward contracts, and implements Business Continuity Management (BCM) to mitigate operational disruptions.

4. Promoting Innovation and the Development of Environmentally Friendly Products



The Company aims to strengthen its competitiveness and support sustainable growth through the development of new technologies, products, and services that respond to evolving market needs. At the same time, the Company continues to improve operational processes to enhance efficiency.

To support these efforts, the Company allocates appropriate financial and human resources, fosters collaboration with external partners, and protects intellectual property. Performance indicators are established to monitor progress and evaluate outcomes on an ongoing basis. In addition, the Company promotes employee capability development and an organisational culture that encourages creativity and innovation over the long term.

Target	Performance in 2025
Environmentally friendly products to account for at least 40% of total products	84%
Revenue from environmentally friendly products to increase by at least 10% compared with the previous year	Revenue from environmentally friendly products decreased by 10.71% compared with the previous year

Revenue from Product Sales (Unit: Million Baht)

Item	2023	2024	2025
Environmentally friendly products	2,436	2,623	2,342
Other products	427	479	446

4.1 Strategies for Driving Success

Green Innovation

The Company develops advanced cabling technologies that are designed to be environmentally friendly. These efforts focus on improving production efficiency while optimising resource utilisation and reducing greenhouse gas emissions, with the aim of creating both economic and environmental value.

Low-Carbon Logistics

The Company continues to improve its logistics system across both internal and external operations. This includes enhancing transportation route efficiency and energy management practices to help reduce carbon emissions and support sustainable operations.

Environmental Impact Reduction

The Company implements proactive measures to reduce pollution and minimise long-term environmental impacts. Progress is monitored and continuously improved to strengthen the organisation's sustainability standards.

4.2 Implementation

Low Smoke Zero Halogen (LSZH) Products

The Company develops Low Smoke Zero Halogen (LSZH) cable products to enhance safety standards while maintaining environmental responsibility. The materials are designed to reduce fire-related risks and minimise potential impacts on human health and ecosystems.

- **Halogen-free materials:** Halogen substances that may generate toxic gases during combustion are not used, helping reduce risks to building occupants and operational personnel.
- **Reduced smoke emission:** LSZH materials produce less dense smoke in the event of a fire, improving visibility and allowing more time for safe evacuation.
- **Environmentally responsible design:** The products help minimise the release of hazardous substances and reduce long-term environmental impacts, supporting sustainable product development.

Products Compliant with RoHS Standards

The Company develops products in accordance with Restriction of Hazardous Substances (RoHS) standards to control the use of hazardous materials in electrical and electronic equipment. This approach helps reduce health risks to users and minimise environmental impacts throughout the product life cycle.

- **Control of hazardous substances:** Restriction and monitoring of toxic substances such as lead, mercury, and cadmium.
- **Responsible manufacturing processes:** Encouragement of environmentally responsible material selection and reduction of pollutant emissions during production.
- **Supporting circularity and pollution reduction:** Contributing to the reduction of hazardous electronic waste and supporting effective recycling practices.

REACH Compliance

The Company operates in alignment with REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) requirements to systematically manage the use of chemicals in its products and production processes. The approach focuses on assessing and restricting substances that may pose risks to human health or the environment, including carcinogenic substances, neurotoxic chemicals, and persistent environmental pollutants.

- **Strict chemical control:** Screening, monitoring, and managing chemical risks across the supply chain.
- **Protection of health and the environment:** Reducing potential exposure risks to users, employees, and surrounding communities while minimising hazardous emissions from production processes.
- **Safe and sustainable innovation:** Developing products by selecting safer alternative substances that support responsible and sustainable growth.

ISO 14001 Environmental Management Practices

The Company applies Electrostatic Painting technology in the production of rack cabinets under its ISO 14001 environmental management framework. This technology improves production efficiency, product quality, and environmental performance by using electrostatic charge to enhance paint adhesion to metal surfaces, resulting in a uniform and durable coating.

- **Reduced resource and chemical consumption:** Improved paint adhesion reduces overspray and minimises waste generated during production.
- **Enhanced production efficiency:** The process is precise and efficient, reducing operational steps and associated costs.
- **Improved product durability:** The resulting coating provides strong surface pro tection, enhanced corrosion resistance, and extended product lifespan for rack cabinets.

4.3 Investment in Future-Driven Innovation

The Company places strong emphasis on Research and Development (R&D) as a key mechanism to enhance its competitive capability. Continuous budget allocation supports the development of new products, improvement of production processes, and the enhancement of quality standards in response to rapidly evolving market demands.

Utilisation of Investment

- Conduct research, testing, and product development to improve efficiency and reliability.
- Improve production processes to reduce costs, increase productivity, and minimise waste.
- Apply new technologies to continuously create innovations that respond to customer needs.

Strategic Outcomes

- Strengthen product differentiation in highly competitive markets.
- Enhance confidence in product quality and innovation capability.
- Support sustainable long-term growth.

In 2025, the Company allocated an average R&D budget equivalent to 0.1% of annual revenue, with innovation directions focused on Sustainable Innovation, as outlined below:

Green Product Innovation

- Development of "LINK ZERO™", Thailand's first low-carbon communication cable, equipped with Carbon Footprint monitoring systems, with a target to obtain Environmental Product Declaration (EPD) certification for all product series by 2027.
- Research and development of new Fiber Optic cable models designed to reduce material usage and lower CO_2 emissions by at least 30% compared with previous models.
- Design of environmentally responsible packaging using recycled materials and reduced printing ink to support the circular economy.

Energy Management and Manufacturing Innovation

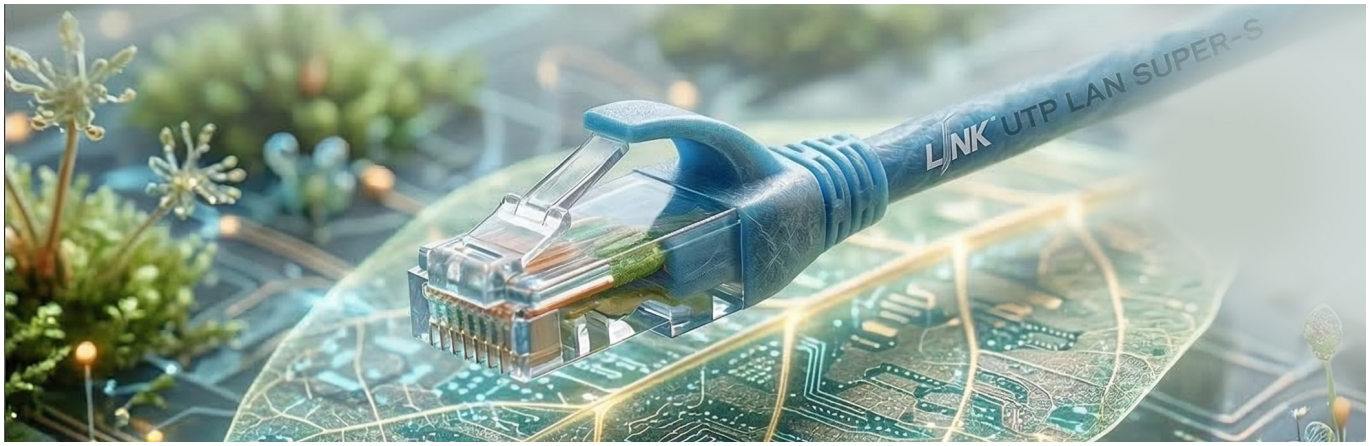
- Implementation of a Smart Warehouse & Solar Monitoring system, integrating solar energy data with the Company's warehouse management system.
- Research on AI Load Optimization systems for cable and rack cabinet products to reduce transportation load and minimise waste.
- Development of Digital Twin systems to simulate real installation scenarios, helping reduce resource consumption during the design phase.

Inclusive Technology Innovation

- Research and design of products that accommodate users from diverse groups based on Universal Design principles.
- Implementation of the "Digital for All" initiative to expand access to digital innovation for more than 10,000 people in remote communities.

Innovation Enhancement through Collaboration

- Collaboration with research institutes, universities, and private sector partners to develop next-generation signal transmission cables.
- Development of the DE-PACK PRO project, a product destruction machine for the beer and liquor industry, supporting industrial-scale Circular Economy initiatives.
- Establishment of the "R&D & Communication Tech Institute" within the Company's re search centre to serve as an innovation incubation hub for communication cable technology and green technology development.



5. Supplier, Customer Relationship Management and Product & Service Responsibility



The Company is committed to building customer satisfaction and trust among existing customers through continuous innovation, transparent quality communication, and long-term relationship-building activities. At the same time, the Company designs customer experiences that respond effectively to the needs of new customers from the first touchpoint, creating a strong first impression and fostering lasting confidence.

In parallel, the Company strengthens strategic collaboration with suppliers and business partners to expand opportunities in new markets and enhance overall competitiveness.

The Company also conducts its business with a strong commitment to product and service responsibility, taking into account social and environmental impacts throughout the entire value chain. This approach supports the development of a resilient, transparent, and sustainable business ecosystem in the long term.

Target	Performance in 2025
Customer satisfaction and service experience > 90%	93.21%
Satisfaction of training participants (customers/partners) > 90%	92.83%
Customer participation in activities increased by 5% compared to the previous year	Increased by 76.7% (33,058 participations).
Number of product and service complaints = 0 cases	3 product and service complaint cases reported

5.1 Customer Appreciation: Building Sustainable Relationships

The Company is committed to delivering comprehensive customer care throughout the entire customer journey, both before and after sales, under the 2025 Customer Satisfaction Development Plan. Accurate and transparent information on products and services is provided to customers, while the Company continuously develops innovations and promotes the sustainable use of resources.

In addition, the Company regularly organises customer appreciation activities to strengthen long-term relationships and jointly create sustainable value for society.

Expo 2025

Expo 2025 is a digital infrastructure solutions exhibition featuring more than 1,000 products from LINK AMERICAN and GERMAN RACK EVERYWHERE, covering a wide range of cabling systems and fiber optic solutions suitable for multiple industries.

The event also offers special promotions designed to support entrepreneurs, while showcasing new innovations from LINK AMERICAN CABLING. The exhibition reinforces the Company's position as a leader in integrated network infrastructure solutions and creates opportunities for business growth together with strategic partners.

Midyear 2025

Midyear 2025 is a technology and product showcase organised during both the first and second halves of the year. The event supports sales promotion initiatives aimed at stimulating quarterly sales performance across the Company's six regional markets.

The exhibition highlights innovative products and technology solutions, providing customers with updated insights into emerging trends and applications in digital infrastructure

Interlink Thank you VIP

The Interlink Thank You VIP programme is organised annually to express appreciation to customers who have continuously placed their trust in the Company.

These events are held both domestically and internationally, including locations such as Kanchanaburi, Pattaya, Rayong, and Nakhon Ratchasima in Thailand, as well as selected destinations across Asia and Europe, strengthening relationships with key customers and business partners.

Special Group Seminar

The Special Group Seminar programme targets five key stakeholder groups:

- Government agencies
- State-owned enterprises
- Universities
- Communication system consultants and designers
- Telecommunications operators

The seminars aim to share technical knowledge about the Company's products and solutions, provide guidance on Digital Infrastructure system design in accordance with international standards, and introduce products suitable for different project requirements.

These seminars are conducted both online and onsite throughout the year, supporting knowledge development, building customer confidence, and strengthening long-term collaboration across sectors.

Thank you Party

The Thank You Party is organised to express appreciation to customers, shareholders, and media partners who have consistently supported the Company's operations.

This event serves as an opportunity to strengthen relationships, celebrate shared achievements, and reinforce long-term partnerships with all stakeholders.

5.2 Product and Service Responsibility

The Company is committed to building customer satisfaction and trust by delivering high-quality products and services at reasonable prices. Product and service information is disclosed accurately and transparently, while deliveries are made on schedule with clearly defined warranty conditions.

The Company also provides structured communication channels for feedback and complaints, alongside regular customer satisfaction surveys to continuously improve its operations. In addition, strict measures are implemented to protect customer confidentiality and data privacy.

Key Operational Approaches

- **Nationwide wholesale distribution channels**
  Products are distributed through authorized distributors, cabling and IT system contractors, and retail partners nationwide, enhancing the efficiency of product distribution and market accessibility.
- **Regular product catalogue updates (every 6–12 months)**
  Product catalogues are updated regularly to provide accurate, up-to-date, and comprehensive product information aligned with evolving market demands.
- **Large-scale cabling warehouse with customer database management**
  The Company maintains a large inventory of communication cables to support growing market demand. Customer purchasing data is also utilised to analyse trends and continuously improve marketing strategies.
- **Six service locations nationwide**
  Customer support is provided through six key locations:
  - Bangkok
  - R&D Distribution Center
  - Chiang Mai
  - Songkhla
  - Khon Kaen
  - Rayong

These service points enhance accessibility and provide convenient support for customers in all regions.

- **"Free Nationwide Delivery" service**
  Provincial distributors can purchase products at the same price as customers in Bangkok, with the Company covering transportation costs to ensure fair and convenient access.
- **"You Order, We Deliver" service**
  Online ordering channels are provided to simplify purchasing procedures and reduce ordering time, improving overall customer convenience.
- **Partner development programmes**
  The Company supports the development of business partners to strengthen their competitiveness through initiatives such as Campus Tour programmes and Cabling & Networking Contests.
- **Adaptation to regulatory changes and market conditions**
  The Company closely monitors regulatory developments and market trends to maintain competitiveness and respond effectively to stakeholder expectations.

5.3 Sustainability Communication and Disclosure

The Company places importance on the continuous communication and disclosure of sustainability-related information to business partners, customers, and other stakeholders. Such information is disseminated through the sustainability column in Interlink Magazine on a monthly basis, to keep stakeholders informed of the Company's ESG approach, policies, and performance.

This communication enhances transparency in business operations, fosters understanding and confidence in the Company's sustainability practices, and provides stakeholders with access to relevant information, enabling them to appropriately support and engage with the Company's activities.

Target	Performance in 2025
To communicate and disclose sustainability-related information to stakeholders 12 times per year (once per month).	**Achieved 12 disclosures per year.**

6. Creating Sustainable Value with Business Partners



The Company is committed to strengthening supply chain management under the ESG framework (Environmental, Social, and Governance) by systematically assessing ESG risks among key suppliers (Critical Tier 1). This approach promotes transparency, accountability, and fair business practices throughout the value chain.

Such initiatives help mitigate strategic risks, strengthen collaboration with partners that share similar standards, and support the industry's transition toward sustainable growth at an international level.

Target	Performance in 2025
Conduct ESG risk assessments for at least 3 Critical Tier 1 suppliers per year	ESG risk assessments conducted for more than 3 key suppliers per year
Encourage at least 50% of Critical Tier 1 suppliers to participate in sustainability-related activities or training	More than 50% participation achieved (in 2025, 4,999 partners attended training programmes)

6.1 Supplier Classification Criteria

Critical Tier 1 Suppliers	Non-Critical Tier 1 Suppliers
Suppliers from whom the Company incurs high-value procurement expenses for goods or services	Suppliers providing products or services related to telecommunication network infrastructure that may affect business quality and continuity
Suppliers whose products or services are essential to the Company's core business operations	Suppliers capable of supporting the Company's operations even though they are not direct core suppliers
Suppliers providing specialised services or expertise that are difficult to replace	

6.2 Environmental, Social, and Governance (ESG) Risk Management

Critical Tier 1 Supplier Risk	Risk Management Approach
1.Governance Risks related to lack of transparency, corruption, non-compliance with laws, and unethical business practices	- Establish and communicate a Supplier Code of Conduct covering ethics, transparency, and social responsibility. - Conduct continuous monitoring and evaluation of suppliers' governance practices. - Implement corrective measures and review business partnerships when significant risks are identified.
2.Environmental Risks associated with climate change impacts, resource consumption, and waste management	- Select suppliers with clear environmental policies and standards, including environmentally friendly products such as Low Smoke Zero Halogen (LSZH) materials. - Improve logistics efficiency by prioritising suppliers with greenhouse gas reduction policies. - Promote packaging waste reduction and the use of recyclable or biodegradable materials.
3. Social and Community Risks involving labour rights violations, unsafe working conditions, and lack of social responsibility	- Select suppliers that comply with international labour standards and human rights principles. - Encourage safe working environments and appropriate employee welfare. - Support social initiatives, including workforce skill development, education programmes, and environmental projects.

6.3 Supplier Development: Strengthening Capabilities for Future Changes

Product and Service Innovation Seminar Programme

The Company places strong emphasis on knowledge sharing and innovation in cabling systems and telecommunications infrastructure to enhance the capabilities of stakeholders and elevate industry standards. As part of this commitment, the Company organizes training seminars covering key technology areas, including UTP, Fiber Optic, CCTV, LINK RACK, Telephone systems, and Media & Video Converters.

The target participants include government agencies, state-owned enterprises, educational institutions, contractors, and interested professionals. These seminars are delivered by the Company's technical specialists, who provide practical knowledge, technical expertise, and guidance on proper and efficient system applications.

In addition, the Company organizes regional sales and marketing activities tailored to different customer segments, supporting the growth of business partners while strengthening long-term sustainable business collaboration.

Interlink Training Course

To reinforce its position as a product and technology leader, the Company developed 11 training courses in 2025 designed to provide valuable and targeted learning opportunities for participants. The courses are continuously improved by the Company's Training Team to ensure relevance to industry needs.

Training sessions are conducted in both online and on-site formats, covering topics ranging from fundamental knowledge to practical applications across various professional fields. The programmes also share installation techniques that help reduce energy consumption, minimise system losses, and mitigate environmental impacts.

Number of Beneficiaries in 2025

Customers : 4,999 participants



Students : 5,756 participants



These initiatives reflect the Company's commitment to enhancing knowledge and capabilities among business partners and industry professionals, enabling them to adapt to technological changes while supporting sustainable long-term industry development.

The training programmes also include specialised courses covering key technical topics, as outlined below.

1	LINK® Basic & Advanced LAN Cabling
2	LINK® Basic & Advanced FIBER OPTIC & FTTR Cabling
3	LINK® Basic & Advanced SOLAR Cabling
4	LINK® Basic & Advanced SECURITY & CONTROL Cabling
5	LINK® LAN Cabling Solutions
6	LINK® FIBER OPTIC & FTTR Cabling Solutions
7	LINK® SMART BULDING Cabling Solutions
8	LINK® CCTV & SMART CITY Cabling Solutions
9	LINK® DATA CENTER INTERCONNECT Solutions
10	LINK® Certified Network Cabling for Engineering
11	LINK® Certified Solar Cabling for Engineering

7. Cybersecurity and Information Security



7.1 Cybersecurity Policy and Personal Data Protection

The Company has established and strictly implemented cybersecurity and personal data protection policies to safeguard information assets and ensure the secure handling of sensitive data. The organization continuously strengthens its cyber threat prevention and monitoring systems, while ensuring that data processing activities comply with applicable personal data protection regulations (PDPA).

In addition, the Company has implemented a structured data breach incident management plan to effectively respond to potential information security incidents.

Alongside technological safeguards, the Company places strong emphasis on employee awareness and training, ensuring that staff understand cybersecurity risks and data protection responsibilities. This approach helps prevent data-related risks, strengthens stakeholder confidence, and supports secure and resilient business operations in the long term.

Target	Performance in 2025
Number of complaints related to personal data violations = 0 cases	**No complaints related to personal data violations**
Number of corporate data breach incidents = 0 cases	**No corporate data breach incidents reported**
Provide PDPA and cybersecurity training for employees at least once per year	Training conducted twice per year

7.2 Cyber Threats: Challenges in the Digital Era

The Company recognizes the increasing challenges posed by cyber threats in the digital era, including system attacks, unauthorized access to information, and the leakage of sensitive data. These risks may potentially affect business operations and undermine stakeholder confidence.

To address these challenges, the Company has established structured cyber-security policies and practices covering key areas such as information system risk assessment, threat prevention and monitoring, incident response management, and the continuous enhancement of IT infrastructure to maintain high levels of system security and reliability.

At the same time, the Company aims to strengthen system readiness to support business continuity, reducing risks associated with system disruptions, data theft, and malware attacks. Comprehensive data protection measures are implemented across all business units to ensure the stability of information systems and reinforce trust in the Company's long-term sustainable operations

7.3 Personal Data Protection

The Company places great importance on protecting the personal data of employees, shareholders, suppliers, customers, and all stakeholder groups. Personal data is collected, used, disclosed, and transferred under the principles of security, appropriateness, and necessity, strictly aligned with legitimate business purposes.

The Company has established personal data protection policies and operational guidelines in compliance with the Personal Data Protection Act (PDPA). These measures include clear governance over operational processes, data access control mechanisms, and systematic data incident management procedures to ensure effective protection of sensitive information.

In 2025, the Company recorded no complaints or incidents related to personal data breaches involving customers, reflecting the effectiveness of its stringent data governance and control measures.

7.4 Strengthening Cyber Resilience for Organizational Stability

The Company prioritizes enhancing employees' knowledge and awareness regarding Personal Data Protection (PDPA) and cybersecurity practices across all organizational levels. Regular training programmes are conducted to improve operational standards and reduce risks arising from digital threats.

Training programmes cover key topics, including:

- Principles and regulatory requirements under the Personal Data Protection Act (PDPA)
- Proper practices for collecting, using, disclosing, and transferring personal data
- Management of Data Subject Rights
- Prevention of cyber threats such as phishing, malware, and ransomware
- Best practices in Cyber Hygiene and information security management

In addition, the Company has implemented internal policies and control measures to ensure employees can effectively apply this knowledge in their daily operations. These initiatives help reduce the risk of data leakage and foster a sustainable organizational culture of information security.







ECO-ILINK FOR TOMORROW

1.Climate Change Adaptation and Greenhouse Gas Emissions Reduction



Environmental Policy and Practices

The Company is committed to conducting business in an environmentally responsible manner by complying with applicable laws and standards, while minimising impacts on communities and stakeholders throughout the value chain. This includes efficient resource utilisation; management of energy, water, fuel, waste, and biodiversity; as well as greenhouse gas reduction and management. The Company has set a target to achieve net zero greenhouse gas emissions by 2050, with clearly defined roles and responsibilities, ongoing monitoring and evaluation, transparent reporting of progress, and established whistleblowing channels to continuously enhance environmental management in a sustainable manner.

Targets	Performance in 2025
Reduction of greenhouse gas emissions by 2% compared to the previous year	**Decreased by 16.7%***
100% of products distributed are certified in compliance with RoHS 3 standards	**More than 70% of total products**
Number of incidents where the Company is affected by natural disasters: 0 (zero) cases	**No incidents where the Company was affected by natural disasters**

Notes:* In 2025, the Company revised its calculation methodology and restated 2024 data to align with the 2025 methodology. As a result, the greenhouse gas emissions figures for 2024 differ from those previously disclosed in the 2024 Sustainability Report.

The Company recognises both direct and indirect impacts of climate change. Thailand has ratified the United Nations Framework Convention on Climate Change (UNFCCC) and is a Party to the Paris Agreement, which is expected to lead to more stringent climate-related laws and regulations in the future. In response, the Company has established environmental policies and practices, including targets for efficient energy use to reduce greenhouse gas emissions, as well as measures to prevent and mitigate climate-related impacts. These efforts aim to create value for the organisation and its stakeholders. The Company has set the following long-term targets:

Long-term Target	● By 2050: Achieve net zero greenhouse gas emissions ("Net Zero")
Targets for 2025-2027	● Reduce Scope 1-2 CO_2 emissions by at least 20% (from the 2024 base year) ● Report Scope 3 emissions and submit Environmental Product Declarations (EPD) for five products by 2027 ● Use clean energy for at least 50% of total electricity consumption in warehouses

Greenhouse Gas Emissions of the Company (nit: tonnes of carbon dioxide equivalent, tCO2e)

Details	2023	2024*	2025
Scope 1	N/A	129.91	129.14
Scope 2	351.60	440.41	406.42
Scope 3	N/A	105.45	27.24
Total greenhouse gas emissions of the Company	**351.60**	**675.77**	**562.8**

Note: **In 2025, the Company revised its calculation methodology and restated 2024 data to align with the 2025 methodology. As a result, the greenhouse gas emissions figures for 2024 differ from those previously disclosed in the 2024 Sustainability Report..*

For the calculation of Scope 1 and Scope 2 emissions, the Company utilises the SET Carbon system, while Scope 3 emissions are calculated using the latest Emission Factor (EF) published by the Thailand Greenhouse Gas Management Organisation (TGO) as of February 2026.

Driving Sustainability through Innovation and Green Infrastructure

● Solar Rooftop On-Grid Installation Project (57.4 kW) at the Head Office

The Company is advancing towards a clean energy future by installing a 57.4 kW on-grid solar rooftop system at its head office to generate electricity for internal use, reduce reliance on fossil fuels, and increase the proportion of renewable energy consumption.





Solar Rooftop: Enhancing Efficiency and Reducing Environmental Impact

- Reduces reliance on fossil fuels, as solar energy generated is used within office buildings, lowering electricity consumption from the main grid
- Reduces greenhouse gas emissions by utilising renewable energy sources
- Enhances building energy efficiency, as solar panels reduce heat accumulation on rooftops, thereby lowering the load on air conditioning systems

Performance

- Reduction in electricity consumption by 6,600 kWh per month
- Reduction in long-term energy costs and improved return on investment
- Reduction in greenhouse gas emissions from electricity consumption by 45.55 tCO_2e per year

Greenhouse Gas Emissions Reduction of the Company (Unit: tonnes of carbon dioxide equivalent, tCO2e)

Project	2023	2024	2025
Solar Roof Top On-Grid 57.4 KW	48.24	47.67	45.55

Note :* *The greenhouse gas emissions and reduction figures presented above are calculated using the latest Emission Factor (effective from 1 February 2026) issued by the Thailand Greenhouse Gas Management Organisation (Public Organisation).*

The project enhances energy efficiency, reduces long-term electricity costs, and lowers greenhouse gas emissions from electricity generation, aligning with the Company's sustainable business approach and future carbon reduction targets.

- **Development of LINK ZERO™ Low-Carbon Communication Cables**

The Company has developed LINK ZERO™ low-carbon communication cables, which have undergone Carbon Footprint assessment and are being prepared for Environmental Product Declaration (EPD) submission to disclose lifecycle environmental impacts.

- **Promotion of Eco-friendly Packaging Design**

The Company promotes biodegradable packaging and the use of natural inks to reduce plastic waste and production-related waste.

- **LSZH (Low Smoke Zero Halogen) Cable Innovation**

LSZH (Low Smoke Zero Halogen) cables are designed with insulation and sheathing materials that emit low smoke and contain no halogen substances in the event of fire.

Conventional cables typically contain halogen compounds such as chlorine, which, when burned, release dense smoke and toxic, corrosive gases such as hydrochloric acid, posing risks to life and property.

- Reduced environmental impact, as LSZH cables emit lower levels of smoke and toxic gases during combustion
- Support for green building standards and energy-efficient building design
- Enhanced safety, as the absence of halogens reduces toxic gas emissions and damage to life and property

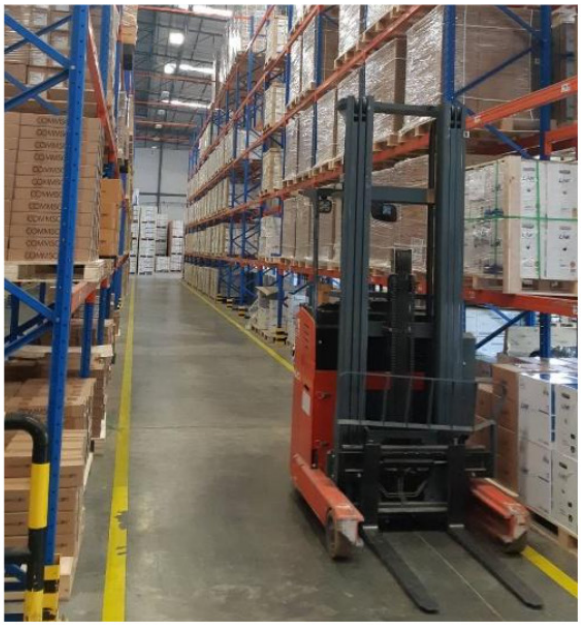
- **Transition to Clean Energy through EV Logistics**

The Company has enhanced its internal logistics system by transitioning warehouse forklifts from diesel-powered to 100% electric (EV forklifts), reducing environmental impact and improving operational efficiency.

Key Implementation Approaches and Outcomes

- Reduction in greenhouse gas emissions from fossil fuel combustion and improved air quality within operational areas
- Reduction in noise levels, creating a safer and more suitable working environment
- Improved efficiency in material handling through precise and consistent electric forklift operations
- Optimisation of transportation routes through efficient logistics management (Route Optimisation), reducing unnecessary energy consumption





2. Resource Efficiency Management



Target	Performance in 2025
Average annual electricity consumption reduced by at least 2% compared to the previous year	Total electricity consumption: 813,000 kWh, increased by 32.49% compared to the previous
Average annual water consumption reduced by at least 5% compared to the previous year	Total water consumption: 6,448 cubic metres, increased by 86.84% compared to the previous year
Average annual general waste volume reduced by at least 5% compared to the previous year	General waste volume decreased by 10.82% compared to the previous year
Percentage of employees participating in resource management activities: not less than 70% per year	80% of employees participated in resource management activities

The Company is committed to conducting business through efficient resource management alongside environmental protection. It recognises the impacts arising from its operations and continues to explore and develop the use of renewable energy. The Company applies energy management systems within the organisation and continuously improves these systems to ensure optimal energy efficiency.

Approach to Efficient Resource Management



Electricity Energy Management

The Company places importance on efficient energy use to support sustainable business operations. Employees at all levels are encouraged to participate in reducing energy consumption. Energy management measures are implemented across office buildings and equipment to enhance efficiency and reduce unnecessary energy use. Key practices include :

1. Air Conditioning Management

- Set air conditioning temperature at 25°C to ensure comfort while reducing electricity consumption
- Define operating hours in line with working hours to avoid unnecessary energy use
- Conduct regular inspection and maintenance, including cleaning air filters and cooling coils at least once per month to maintain system efficiency

2. Lighting Management

- Promote switching lighting on/off as needed, limiting use to active work areas
- Encourage the use of natural daylight and reduce artificial lighting where sufficient light is available
- Maintain lighting equipment, such as fixtures, bulbs, and reflectors, every 3-6 months to ensure efficiency

3. Office Equipment Management

- Computers: set screens to switch off or enter power-saving mode after 10 minutes of inactivity and turn off during breaks
- Printers: optimise the number of units and switch off when not in use
- Electric kettles: use only when necessary and unplug after use
- Refrigerators: place at least 15 cm away from walls, check door seals, and avoid unnecessary opening
- Lifts: encourage stair use for one-floor travel and promote shared lift usage to reduce energy consumption

Interlink Develops Sustainable Buildings for a Sustainable Organisation



The Interlink Building has been designed under the concept of a Sustainable Building to promote efficient resource utilisation, minimise environmental impact, and align with the Company's vision of sustainable growth alongside society and the environment. Key environmentally friendly design approaches include:

- **Natural lighting and energy conservation**

The building is designed with surrounding glass walls to allow sufficient natural daylight, reducing electricity use for lighting during daytime

- **Installation of high-performance glazing and insulation**

Use of triple-glazed glass combined with solar control film and thermal insulation to reduce heat transfer into the building, lowering the load on air conditioning systems and improving energy efficiency

- **Energy-efficient lighting systems**

Installation of energy-saving lighting systems alongside natural light utilisation to reduce electricity consumption and internal heat accumulation

- **Wastewater treatment system**

Installation of a wastewater treatment system to treat contaminants before discharge, reducing environmental impact on surrounding ecosystems

- **Safety and fire protection systems**

Installation of smoke detectors, fire extinguishers, and fire hose systems to enhance safety for employees, visitors, and Company assets

- **Energy-efficient office equipment**

Procurement of energy-efficient office equipment, such as copiers, printers, air conditioners, and electrical appliances, to reduce long-term energy consumption

- **Healthy working environment design**

The building is designed to be aesthetically pleasing and conducive to a healthy working environment, supporting employee well-being

- **Solar rooftop installation**

Installation of solar panels on the head office building to generate renewable electricity, reduce reliance on conventional energy sources, and support clean energy use

In addition, **the R&D Centre and Distribution Centre** are designed with consideration for energy efficiency, safety, and a suitable working environment, reflecting the Company's commitment to responsible business practices towards society and the environment in the long term.

Electricity Performance in 2025

In 2025, total electricity consumption increased by 32.49% compared to 2024, primarily due to the following factors:

- Increase in internal training hours by 15.6%
- Number of customers attending seminars: 1,211 persons
- Expansion of data collection scope to include the R&D Distribution Centre

Table: Company electricity consumption and influencing factors

Company Electricity Consumption	2023	2024	2025
Total electricity consumption (kWh)	603,591	613,635	813,000
Purchased electricity (kWh)	523,000	534,000	736,900
Electricity from renewable sources	80,591	79,635	76,100
Factors Affecting Electricity Consumption			
In-house training activities (hours)	150	165.75	191.90
Electricity consumption per activity (kWh per hour)	4,023.94	3,702.17	4,236.58
Number of seminar participants (persons)	2,710	2,995	1,211

Reduction of Electricity Consumption through Solar Rooftop On-Grid (57.4 kW)

The Company places importance on improving energy efficiency and increasing the use of clean energy to reduce greenhouse gas emissions. Since 2020, the Company has installed a 57.4 kW on-grid solar rooftop system at the Interlink Building (head office).

This system generates electricity for internal use, reduces reliance on fossil fuel-based electricity, and increases the share of renewable energy in operations. It also contributes to continuous reductions in carbon dioxide (CO_2) emissions and supports efficient energy use, in line with the Company's long-term commitment to sustainable business practices and environmental impact reduction.

Table: Electricity generation from Solar Rooftop On-Grid (57.4 kW) (Unit: kWh)

Electricity generation volume	2023	2024	2025
Electricity generation from Solar Rooftop On-Grid	80,591	79,635	76,100

Fuel Energy Management

The Company places importance on managing fuel consumption in transportation and operations, aiming to reduce reliance on fossil fuels and minimise greenhouse gas emissions from logistics activities. This is achieved through improving energy efficiency and adopting environmentally friendly technologies. Key approaches include:

1. Transition to Electric Vehicles

The Company has established a policy to progressively transition its fleet from fuel-based vehicles to electric vehicles (EVs) in order to enhance energy efficiency, reduce dependence on fossil fuels, and support the reduction of greenhouse gas emissions from its operations.

2. Efficient Transportation Route Management

The Company implements transport planning and route optimisation to enhance efficiency, including route consolidation, delivery scheduling, and reduction of unnecessary travel distances. These measures contribute to lowering fuel consumption, reducing energy costs, and improving overall logistics efficiency.

3. Promotion of Energy Efficiency in Transportatio

The Company encourages drivers and relevant personnel to adopt energy-efficient practices, such as avoiding engine idling, conducting regular vehicle maintenance, and planning vehicle utilisation appropriately in line with operational requirements. These practices help reduce energy consumption and extend vehicle lifespan.

Water Resource Management

The Company places importance on efficient water resource management by implementing control measures and promoting responsible water use within the organisation. Employees are encouraged to recognise the importance of water conservation and actively participate in water-saving practices. The Company also improves internal water systems to enhance efficiency and continuously monitors water consumption to support sustainable business operations and minimise environmental impacts.

1. Water Conservation Measures

The Company promotes efficient water use within the organisation by encouraging employees to follow water-saving practices based on the 3Rs principle (Reduce, Reuse, Recycle), alongside implementing measures such as:

- Reducing tap flow rates to minimise unnecessary water usage
- Reducing water volume per flush in sanitary systems
- Continuously promoting employee awareness on water conservation

2. Water Recycling Measures

The Company promotes the reuse of treated wastewater through preliminary treatment processes and reuses it for suitable activities within the organisation to reduce reliance on municipal water supply and improve water use efficiency.

3. Water Reuse Measures

The Company reuses water of suitable quality for certain activities within office and warehouse operations, including:

- Reusing treated water for watering the Company's organic vegetable plots
- Rainwater harvesting for cleaning purposes and plant irrigation

4. LINK to Refill Project

The Company promotes the use of personal water bottles and refilling from designated stations instead of providing bottled drinking water. The initiative has been piloted in planned meeting activities.

Participating activities	Number of sessions	Number of participants
Monthly Executive Meeting	10	37
Front Excom Meeting	4	23
Annual Strategy Review Meeting	1	52
Risk Management Committee Meeting	4	31



Performance on Water Resources in 2025

In 2025, the Company's total water consumption increased by 86.84% compared to 2024, primarily due to the following factors:

- Increase in in-house training hours by 15.6%
- A total of 1,211 customers attending seminars
- Expansion of data collection scope to include the R&D Distribution Centre

Table: Company Water Consumption and Contributing Factors

Company water consumption	2023	2024	2025
Total water consumption (cubic metres per year)	3,070	3,451	6,448
Factors affecting water consumption			
In-house training activities (hours)	150	165.75	191.90
Total water consumption (cubic metres per activity hour)	20.47	20.82	33.60
Number of seminar participants (persons)	2,710	2,995	1,211

Waste and General Waste Management

The Company prioritises effective waste and general waste management to minimise environmental, social, and community impacts. This is achieved through waste reduction at source, proper waste segregation, and resource recovery. The Company also conducts awareness activities to educate employees on waste management and continuously fosters environmental consciousness.

In addition, the Company applies the 3Rs principle (Reduce, Reuse, Recycle) as a key approach to managing waste materials from its operations, as follows:

1. Reduce

The Company focuses on reducing resource consumption and waste generation at source through measures such as:

- Implementing an e-Slip system in place of paper-based payslips
- Promoting double-sided printing and reducing unnecessary printing
- Supporting a paperless office through digital document management systems

2. Reuse

The Company promotes maximising resource utilisation before disposal by encouraging the reuse of materials and equipment that remain functional, including:

- Using both sides of paper before disposal to reduce new paper consumption
- Reusing envelopes for internal document circulation
- Collecting used office supplies that can still be repurposed and donating them to relevant organisations or projects, such as:
  - Donating used calendars for producing learning materials for the visually impaired
  - Collecting used staples to produce crutches for disabled persons' associations
  - Collecting used plastic straws to produce pillow stuffing for bedridden patients



These practices help reduce waste sent for disposal while promoting efficient resource use and generating social value through reuse. The Company remains committed to resource efficiency and the principles of the circular economy to minimise landfill waste and reduce long-term environmental impacts.

3. Recycle

The Company promotes systematic waste segregation and the return of materials into the recycling process in order to enhance resource efficiency, reduce waste sent for disposal, and support the circular economy approach. Key practices include:

- Providing waste segregation points by category, such as paper, plastics, glass, and metals, within office and warehouse areas to facilitate proper collection and recycling
- Promoting the use of products made from recycled materials or those that are recyclable to reduce the consumption of virgin resources and support the recycling market
- Implementing the "Tuun Nong Mommaem" project to collect used plastic bottles from employees, which are then sent back into the recycling process and returned to the production cycle, thereby reducing plastic waste and promoting efficient resource circulation



Table: Waste Generation by Type (Unit: kilograms)

Item	2023	2024	2025
1. Head Office (HO)			
1.1 Recyclable waste	4,139	5,370	4,110
1.2 Organic waste	454	244.31	56.80
1.3 General waste	N/A	25,720.16	19,945.80
Total waste – Head Office (HO)	4,593	31,334	24,113
2. Distribution Centre (R&D)			
2.1 Recyclable waste	**57,431**	**67,735**	**64,237**
2.2 Organic waste	N/A	N/A	N/A
2.3 General waste	N/A	N/A	N/A
Total waste – Distribution Centre (R&D)	57,431	67,735	64,237
Total waste generation	**62,024**	**99,069**	**88,350**

Note : N/A indicates that data were not collected during the specified period or were insufficient for reporting purposes



Responsible Technology Connectivity Across the Value Chain

As a leading importer and distributor of high-quality cabling solutions for the communications and data connectivity industry, the Company is committed to conducting its business alongside environmental stewardship and sustainable development. The Company places importance on managing impacts across the entire product life cycle, from product selection and use to end-of-life management.

Although the cables distributed by the Company are designed for durability and long service life, the Company recognises that electronic waste (e-waste) management in the long term is a material issue requiring appropriate management. The Company therefore promotes responsible end-of-life product management through knowledge sharing on recycling, support for material segregation, and encouragement of proper waste management in accordance with environmental standards and regulations.

Recycling awareness promotion

The Company provides information and guidance to customers on material separation from cables, such as copper and plastics, to facilitate effective recycling, reduce the use of new resources, and minimise waste sent for disposal

Compliance with environmental laws and regulations

End-of-life cable management is conducted in compliance with applicable laws and standards to ensure proper, transparent, and environmentally responsible waste handling

End-of-life cable management

The Company supports recycling processes by separating reusable materials and repurposing cables that remain in good condition for educational or training purposes

Product take-back initiatives

The Company promotes the establishment of e-waste collection points at appropriate locations, such as customer service centres or Company branches, to facilitate the return and proper disposal of used cables

Customer engagement

The Company encourages customer participation by providing guidance on proper e-waste disposal and supporting product return initiatives to ensure environmentally sound management

Interlink Recognises Business Impacts on Biodiversity

The Company recognises that, although its core business of importing and distributing cabling solutions does not directly utilise natural resources in production, activities within its value chain—such as transportation, energy consumption, and supplier operations—may have indirect impacts on the environment and biodiversity. The Company therefore prioritises managing these impacts while promoting environmentally responsible business practices aligned with sustainable development principles.

Indirect impacts from business operations:

- Transportation and logistics activities, which involve energy consumption and may affect the environment in various locations
- Greenhouse gas emissions from operations and logistics, contributing to climate change and potentially affecting ecosystems and biodiversity

Approaches to mitigate impacts on biodiversity:

- Enhancing logistics efficiency to reduce energy consumption and greenhouse gas emissions
- Promoting energy efficiency and the use of clean energy within the organisation, such as solar energy and energy-saving measures
- Encouraging efficient resource utilisation and circular economy practices through waste reduction and recycling
- Raising environmental awareness among employees to support the conservation of natural resources and ecosystems
- Supporting environmental and social initiatives that contribute to the conservation of natural resources and biodiversity



Interlink Connecting Green Spaces for Sustainable Cities

The Company has implemented the "Interlink Valuable Tree Planting" project to increase green spaces and support ecosystem restoration in urban areas. Tree planting contributes to creating habitats for flora and fauna, enhancing biodiversity, and absorbing carbon dioxide, thereby mitigating climate change impacts.





In addition, the Company has implemented the "One School One Tree" project to promote environmental conservation and create conducive learning environments in educational institutions. The initiative aims to increase green spaces, reduce carbon dioxide emissions, and instil environmental awareness among youth. To date, the project has been implemented in more than 34 schools.

Biodiversity is the foundation of ecosystem balance. Conservation and restoration of nature are therefore shared responsibilities to ensure a sustainable future.





CONNECTING OPPORTUNITIES, BUILDING A DIGITAL FUTURE FOR ALL



1.ADHERENCE TO INTERNATIONAL HUMAN RIGHTS PRINCIPLES



1.1 Human Rights Policy

Interlink Communication Public Company Limited places importance on respecting and protecting the human rights of all stakeholders throughout its value chain. The Company adheres to internationally recognised standards, including the Universal Declaration of Human Rights (UDHR) and the International Labour Organization (ILO) core labour standards. The Company conducts its business responsibly, transparently, and free from human rights violations, both within the organisation and across its supply chain.

The Company promotes equal and fair treatment of employees without discrimination, and does not tolerate forced labour, child labour, or human trafficking. It respects labour rights, freedom of association, and collective bargaining. The Company also prioritises occupational health and safety, data protection for customers, and the rights of business partners, communities, and society as a whole.

Target	Performance in 2025
Number of human rights-related complaints: 0 (zero)	**No** human rights complaints reported
Proportion of female to male employees remains within an appropriate balance (approximately 40:60 - 60:40)	**44.40:55.60%**

1.2 Human Rights Due Diligence (HRDD) Practices

To ensure alignment with the Company's human rights policy, a Human Rights Due Diligence (HRDD) process has been implemented to identify, prevent, mitigate, and monitor potential human rights impacts arising from business operations, both within the organisation and throughout the value chain.

1. Risk Identification and Assessment

The Company continuously analyses and assesses human rights risks, with particular attention to vulnerable groups such as migrant workers, temporary workers, and other high-risk groups. Information is gathered from surveys, complaints, and relevant organisations to develop appropriate preventive measures.

Risk Levels	Risk Type	Description
5	Very High Risk	Risks where the Company's operations may constitute serious violations of Thai laws or relevant regulations, such as forced labour, human trafficking, or unlawful discrimination, potentially resulting in severe human rights impacts and legal liabilities.
4	High Risk	Risks where the Company's or its business partners' operations may not align with international human rights standards or industry best practices. Although not necessarily in violation of Thai law, such risks may adversely affect stakeholders' rights.
3	Medium Risk	Risks where operations within the Company or its value chain may cause limited human rights impacts and may affect trust, reputation, or stakeholder relationships if not properly managed.
2	Low Risk	Risks with a low likelihood of human rights impacts, which can be effectively controlled through existing management measures and processes.
1	Very Low Risk	Situations with minimal or negligible risk of human rights impacts, where operations are aligned with policies, laws, and relevant human rights practices.

2. Prevention and Mitigation Measures

The Company has established measures to prevent and mitigate potential human rights impacts arising from its operations, including:

- Establishing human rights policies and guidelines, and communicating them to employees, business partners, and suppliers for compliance
- Providing training and raising awareness among employees on human rights standards
- Encouraging business partners and suppliers to comply with labour and human rights standards throughout the value chain

3. Monitoring and Evaluation

The Company has established a system to continuously monitor and evaluate its human rights performance to ensure that the implemented measures effectively reduce risks and impacts. Monitoring approaches include:

- Collecting data from internal departments and external sources
- Monitoring complaints or incidents related to human rights
- Using assessment results to continuously improve measures and operational processes

Information obtained from monitoring is used to support management decision-making and to further enhance the effectiveness of human rights management.

Risk Monitoring	Monitoring Approach
The Company continuously monitors and evaluates responses to human rights impacts using both qualitative and quantitative indicators, including data collected from internal and external sources, as well as from potentially affected stakeholders.	**Collecting data and assessing impacts from past operations, while allocating budgets to relevant departments to implement improvement measures**
	Using monitoring data to support organisational decision-making and to ensure appropriate and effective operational oversight

4. Disclosure and Transparency

The Company emphasises transparency in human rights management by:

- Disclosing performance through sustainability reports and corporate communication channels
- Encouraging business partners and suppliers to conduct business ethically and respect human rights
- Communicating information on human rights impact management appropriately to stakeholders

5. Grievance Mechanism and Remediation

- **Grievance Mechanism** The Company provides secure and confidential grievance channels, including:
  - Hotline
  - Email
  - Complaint boxes

A designated committee is responsible for reviewing, investigating, and determining appropriate resolutions for human rights-related issues.

- **Remediation Process**

  - **Investigation and Analysis**
    In cases involving potential human rights violations, the Company conducts impartial and transparent investigations
  - **Remediation**
    Remedial actions may include compensation, formal apologies, or improve ments to operational processes to prevent recurrence
  - **Impact Assessment**
    The Company assesses the impacts arising from such incidents to determine appropriate remedies for affected parties

Human Rights Governance and Preventive Mechanisms	
Internal Mechanisms	**External Mechanisms**
The Company has established clear roles and responsibilities to monitor and prevent human rights violations, while promoting knowledge and providing human rights training to employees.	**Legal mechanisms** In cases of human rights violations, the Company cooperates with governmental judicial processes to ensure appropriate remediation.
Responsible units have been designated, with specific departments or personnel appointed to oversee and monitor human rights-related issues.	**takeholder engagement** Channels are provided for the public, communities, and external organisations to submit complaints or recommendations.
Internal monitoring and auditing processes are conducted on a regular basis to prevent human rights violations.	**Collaboration with relevant organisations,** such as the Ministry of Labour, the National Human Rights Commission, and civil society organisations, to promote respect for human rights

1.3 Human Rights Risk Issues in INTERLINK's Value Chain

Stakeholder	Risk Issues	Risk Level
Employees	- Fair employment practices in compliance with labour laws - Occupational health and safety - Promotion of an inclusive and non-discriminatory working environment - Protection of employees' personal data	**Very Low Risk**
Suppliers	- Risks related to child labour or forced labour - Employment standards and working conditions within the supply chain - Protection of labour rights and welfare of suppliers' workers	**Very Low Risk**
Customers	- Product and service safety - Responsible product information and marketing communication - Protection of customers' personal data	**Very Low Risk**
Environment	- Wastewater management from operations - Proper waste and waste disposal management	**Low Risk**
Community and society	- Impacts of business operations on surrounding communities - Community grievance and feedback mechanisms - Environmental impact management (e.g. wastewater and waste)	**Very Low Risk**

1.4 Fair Labour Practices

To promote respect for human rights across the organisation and ensure that all employees and stakeholders are treated equally, fairly, and with respect for their fundamental rights, the Company has established a Human Rights Policy and guidelines aligned with labour laws and international human rights principles to prevent potential human rights violations.

1.5 Employees' Labour Rights

The Company treats employees fairly, recognises and values individual differences, embraces diversity, and does not discriminate against employees or job applicants based on age, ethnicity, gender, race, education, religion, beliefs, nationality, citizenship status, sexual orientation, physical or mental disability, or social status. All individuals are treated with dignity, respect for privacy, and within a safe and respectful working environment.

The Company supports measures to eliminate forced labour, involuntary labour, and child labour, while promoting fair employment practices in compliance with labour laws and relevant human rights standards. Employees are encouraged to express opinions and raise concerns, including human rights issues, through established communication and grievance mechanisms to ensure appropriate and fair resolution.

The Company also recognises gender equality, guided by the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and respects freedoms relating to nationality, social status, health, education, the right to work, and equal employment opportunities. The Company is committed to maintaining fair working conditions and encouraging employee participation at all levels to support a human rights-respecting organisational culture.

1.6 Support for Persons with Disabilities through Inclusive Employment

The Company recognises that persons with disabilities have equal dignity and value. It promotes employment opportunities and social inclusion by collaborating with the Social Innovation Foundation to support employment under Section 35, in lieu of contributions to the Disability Fund under Section 34, as well as employment under Section 33 within the social security system.

This approach enables persons with disabilities to access suitable employment, work near their residence, and earn stable income, thereby improving their quality of life and self-reliance.

Support for Persons with Disabilities in 2025	**The Company supported employment for 4 persons with disabilities (Section 35), with an annual amount of THB 120,450 per person, totalling THB 481,800.**

1.7 Migrant Workers / Foreign Workers

The Company strictly complies with labour laws and human rights principles, ensuring a safe, fair, and respectful working environment for all employees, including migrant workers. The Company supports employee development through training and skill enhancement to promote career advancement and participation in sustainable organisational development.

1.8 Non-Discrimination, Harassment, and Bullying

The Company is committed to maintaining a workplace free from discrimination, harassment, and bullying in all forms, including non-sexual harassment, regardless of differences in ideology, race, colour, religion, gender, sexual orientation, origin, ethnicity, family status, social background, culture, age, disability, or socio-economic status. Appropriate measures are implemented to prevent and address such issues.

1.9 Fair Treatment of Employees

The Company treats all employees with respect, fairness, and integrity, ensuring equality and transparency in human resource management, and complying strictly with employment conditions, agreements, and applicable labour laws.

Performance on Fair Labour Practices

Details	2023	2024	2025
Number of labour-related complaints (cases)	0	0	0
Number of human rights violation cases (cases)	0	0	0

1.10 Freedom of Association and Collective Bargaining

The Company respects employees' rights to join or not join labour unions or employee organisations without fear of retaliation, interference, or harassment, in accordance with the law. Constructive dialogue between employees and management is encouraged to promote mutual understanding and sustainable labour relations.

1.11 Welfare Committee Participation

The Welfare Committee plays a key role in promoting fair labour practices, ensuring appropriate welfare, safe working conditions, and continuous employee development in alignment with human rights principles.

Structureof the Welfare Committeeinthe Establishment.
Interlink Communication Public Company Limited



- **Labour Rights Protection**

  The Welfare Committee is responsible for promoting and overseeing fair treatment of employees, including ensuring that employees receive appropriate wages and welfare in accordance with applicable laws and the Company's regulations. The Committee also supports the prevention of discrimination in the workplace, whether based on gender, race, or nationality, to ensure that all employees receive equal opportunities and fair treatment.

- **Promotion of Development Opportunities**

  The Company places importance on the development of employees at all levels. The Welfare Committee supports the implementation of training programmes and the development of skills necessary for work, enabling employees to continuously enhance their knowledge and capabilities and progress in their careers, while contributing to the sustainable development of the organisation.

- **Safe and Fair Working Environment**

  The Welfare Committee contributes to promoting a safe and appropriate working environment, including supporting regular occupational health and safety inspections in the workplace, as well as overseeing compliance with the Company's welfare and safety standards to prevent risks that may lead to human rights violations in the workplace.

- **Support for Human Rights Practices**

  The operations of the Welfare Committee contribute to ensuring that the Company conducts its business in alignment with international human rights principles and standards, particularly in relation to labour rights protection, the promotion of equality, and the establishment of a safe and fair working environment, thereby supporting the Company's sustainability objectives.

1.12 Prevention of Modern Slavery and Human Trafficking

The Company recognises that modern slavery and human trafficking constitute fundamental human rights violations and serious criminal offences, which may occur in various forms, including forced labour, servitude, bonded labour, or trafficking for commercial exploitation.

The Company is therefore committed to conducting its business with transparency and has established measures to prevent and mitigate risks related to modern slavery across its operations and throughout the supply chain. The Company also encourages business partners and relevant parties to strictly comply with labour laws and human rights principles.

1.13 Child Rights

The Company has a strict policy prohibiting child labour and adheres to the principles of the United Nations Convention on the Rights of the Child (UNCRC), which requires that all actions concerning children prioritise the best interests of the child, including protection from economic exploitation or work that may be hazardous to health, education, or development.

In addition, the Company does not tolerate illegal child labour, forced labour, or bonded labour, and expects its customers, business partners, and suppliers to adhere to the same principles. The Company strictly complies with labour laws and regulations relating to child protection in all areas where it operates.

1.14 Customer Rights

The Company places importance on the protection of customer rights and the strict safeguarding of data privacy. Secure systems are in place for the storage and management of customer data, together with appropriate confidentiality measures. The Company does not use customer data for improper purposes or disclose such data to third parties without customer consent, unless required by law.

The Company has established relevant policies and practices, including internal data usage policies, personal data protection policies, and internal control systems, to ensure effective and transparent management of customer data.

Proces	Description	Protection Measures
1. Data Collection	The Company collects customers' personal data only as necessary and uses such data in accordance with the purposes for which customers have provided consent.	Data encryption technologies and appropriate security measures are applied for data storage.
2. Data Access	Personal data is accessible only to authorised personnel with relevant responsibilities.	Access control systems are implemented, including access rights management, as well as logging and monitoring of data access.
3. Data Use	Data is used in accordance with the purposes communicated to customers, such as service provision, communication, or service quality improvement.	Data usage practices are aligned with the Company's personal data protection policy.
4. Data Disclosure	The Company does not disclose personal data to third parties without customer consent, unless required by law.	Approval procedures are required prior to data disclosure, and confidentiality agreements are applied with external parties.
5. Data Security	The Company regularly reviews and improves data security measures.	Both physical and information system security measures are implemented, such as firewalls, intrusion detection systems, and data backup.
6. Legal Compliance	The Company strictly complies with applicable laws and regulations relating to personal data protection.	Operations are conducted in accordance with the Personal Data Protection Act (PDPA) and relevant standards, such as the General Data Protection Regulation (GDPR).
7. Notification and Consent	The Company informs customers of the purposes of data collection and use, and obtains consent prior to processing.	Transparent information on data usage is provided, and customer consent is obtained before collecting or using personal data.

1.15 Supplier and Business Partner Rights

The Company is committed to conducting business with transparency, fairness, and respect for human rights throughout its value chain. Procurement of goods and services is carried out in accordance with international standards and aligned with the Company's business ethics.

The Company expects suppliers and business partners to comply with applicable laws, regulations, and the Company's Code of Conduct, including respect for human rights and avoidance of involvement in activities that may lead to human rights violations.

Furthermore, the Company encourages suppliers and business partners to operate ethically, transparently, and with social responsibility, to jointly foster a business culture that respects human rights and promotes sustainable competitiveness throughout the supply chain.

1.16 Community and Environmental Rights

The Company places importance on conducting business with responsibility towards communities, society, and the environment. Environmental policies and practices are established as a framework to ensure that the Company's operations minimise impacts on communities, society, and the environment.

The Company strictly complies with applicable environmental laws, regulations, and requirements, and conducts its business with consideration for efficient resource utilisation, environmental impact reduction, and balanced and sustainable coexistence with surrounding communities.

In addition, the Company recognises the rights of all stakeholders, treats them fairly, and implements measures to prevent and mitigate risks arising from operations that may lead to human rights violations.

1.17 Grievance Reporting

The Company has established two-way communication channels to promote awareness, understanding, and compliance with human rights principles within the organisation. Employees and stakeholders are encouraged to express opinions, raise concerns, report misconduct, or submit complaints in cases where incidents or behaviours may constitute human rights violations.

The Company ensures that all complaints are investigated carefully, transparently, and fairly, with appropriate corrective and preventive measures implemented. Whistleblowers are protected from retaliation or harassment to build confidence in the reporting and grievance management process.

1.18 Communication and Dissemination of Human Rights Policy

The Company places importance on communicating and disseminating its human rights policy to employees, suppliers, business partners, and relevant stakeholders to promote understanding and adherence to human rights principles throughout the value chain.

The Company encourages suppliers and business partners to conduct their operations with respect for human rights and to treat stakeholders fairly, using the Company's human rights policy as a guiding framework.

1.19 Employment

The Company has established clear policies on employment and termination, ensuring strict compliance with labour laws and human rights principles. The Company emphasises fair treatment of employees, respect for human dignity, and the creation of a working environment that promotes equality and opportunities for development.

The Company's employment practices are aligned with international human rights standards, including:

- Universal Declaration of Human Rights (UDHR)
- The Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO)

as well as applicable labour laws in the countries where the Company operates. These international labour standards are applied as guidelines in human resource management to support responsible business conduct and alignment with the Company's sustainability goals.

Employee Summary Table of Interlink Communication Public Company Limited

Classified By Gender and Age Group (Unit: Persons)

By Age Group	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Below 30 years	56	29	85	37	25	62	40	22	62
30 - 50 years	178	148	326	201	151	352	202	164	366
50 years and	14	17	31	15	15	30	16	20	36
Total	**248**	**194**	**442**	**253**	**191**	**444**	**258**	**206**	**464**

Classified By Position (Unit: Persons)

By Position	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Operational Level	225	165	390	229	164	393	233	174	407
Management Level	14	20	34	20	26	46	21	31	52
Senior Management	9	9	18	4	1	5	4	1	5
Total	**248**	**194**	**442**	**253**	**191**	**444**	**258**	**206**	**464**

Classified By Function (Unit: Persons)

By Function	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Management	9	9	18	10	3	13	16	6	22
Distribution Business	168	163	331	170	163	333	168	166	334
Business Support	31	6	37	34	12	46	36	20	56
Finance	40	16	56	38	14	52	38	14	52
Total	**248**	**194**	**442**	**252**	**192**	**444**	**258**	**206**	**464**

Summary of Employment of Persons with Disabilities (Unit: Persons)

Details	2023	2024	2025
Total number of persons with disabilities employed	4	4	4
Number of employees with disabilities	0	0	0
Number of workers with disabilities who are not employees	4	4	4

Educational Opportunity for the Visually Impaired – Used Calendar Donation Project

The Company donated used calendars to the Thailand Association of the Blind under the Royal Patronage at the Technology Centre for the Blind in Nonthaburi Province, for the production of Braille books and learning materials for the visually impaired.

This project not only provides educational opportunities for the visually impaired but also promotes efficient resource utilisation, reduces waste, and supports equal access to education, as a used calendar can be transformed into new learning opportunities for many individuals.





"See Rak" Handmade Elephant Doll Activity

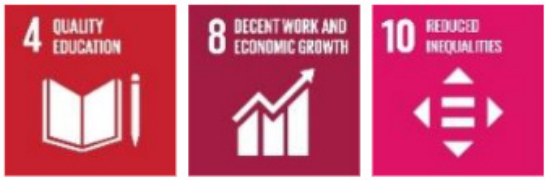
The Company organised a volunteer activity in which employees jointly crafted handmade elephant dolls designed for hand rehabilitation. These were provided to patients with paralysis, hemiplegia, or neurological conditions, to help relieve muscle stiffness and support physical rehabilitation.

Through the participation of employee volunteers, a total of 500 dolls were produced and delivered to patients for therapeutic use and recovery support.





2. Human Capital Development, Engagement and Retention



2.1 People Development and Engagement for Sustainable Growth

The Company believes that its employees are its most valuable resource and a key driver of sustainable success. Therefore, the Company prioritises the development of employee capabilities alongside fostering employee engagement, enabling personnel to grow together with the organisation in a stable and sustainable manner.

In 2025, the Company focuses on continuous learning and development, while fostering a working environment that supports participation, knowledge sharing, and effective collaboration. The Company also places importance on holistic employee well-being, including career development, quality of life, and work-life balance, enabling employees to fully realise their potential.

Through these approaches, the Company aims to build an organisation where employees are engaged, proud, and committed to driving sustainable growth in the future.

2.2 Human Capital Development Needs Analysis: Pathway to Sustainable Success

The Company systematically develops employee capabilities, beginning with an assessment of employees' current skills and competencies to identify skill gaps and determine appropriate development approaches aligned with job roles and business direction.

Such training and development not only enhance current performance but also prepare employees to adapt to technological changes and future industry trends, particularly in relation to modern technologies and new ways of working.

Furthermore, employee development enhances confidence and motivation, while aligning individual development goals with organisational objectives, contributing to sustainable growth at both individual and organisational levels.

Criteria	Description	Implementation Approach
1. Job Position	Assess the skills and competencies required for each position to ensure that development aligns with job roles and responsibilities.	- Identify the necessary skills for each position. - Design training programmes aligned with job responsibilities.
2. Performance	Use performance evaluation results to identify areas for improvement.	- Analyse evaluation results to determine training needs. - Develop skills in areas requiring improvement.
3. Business Trends	Develop skills in alignment with changes in business and technology.	- Provide training on new technologies and tools. - Improve work processes in line with business direction.
4. Employee Needs	Gather employee feedback on skills they wish to develop.	- Conduct surveys on opinions and development needs. - Support opportunities for employees to develop skills of interest.
5. Post-Training Evaluation	Monitor training outcomes and apply results to improve future development.	- Evaluate training effectiveness. - Improve training programmes based on performance results and feedback.

2.3 Employee Capability Development through Training

Training and development serve as key mechanisms to enhance employees' capabilities, enabling them to perform effectively and adapt to changes in the current business environment. Training is not limited to theoretical knowledge transfer but also provides opportunities to develop new skills required for working in the digital era.

The organisation places importance on developing a wide range of skills, including job-specific skills, teamwork skills, and management skills, enabling employees to effectively adapt to technological changes and business trends.

This also supports employees' career growth and strengthens the organisation's long-term competitiveness.

Training Categories	Benefits
Job-Specific Knowledge and Skills Development	Employees enhance knowledge and skills relevant to their roles and responsibilities, including the effective use of tools or new technologies.
Teamwork Skills Development	Enhances communication, coordination, and collaboration within teams, resulting in more effective teamwork.
Management Skills Development	Employees develop skills in planning, decision-making, and team management, preparing them for future leadership roles.
Work Efficiency Improvement	Employees learn time management, task prioritisation, and the use of digital tools to improve work efficiency.
Career Development Promotion	Provides opportunities for employees to enhance their capabilities and advance in their careers through continuous learning and skills development.

Targets	Performance in 2025
Average training hours per employee: 20 hours/person/year	22.25 hours/person/year
Employees complete at least 1 job-specific training course/person/year	Number of employees trained: 437 persons (equivalent to 94.18% of total employees)

In-House Training Programmes (2025)Details as follows:

No.	Training Course	Training Date	Number of Participants (Persons)
1	Fire Pump Operation and Basic Fire Pump System	8 Feb 2025	10
2	HEART OF INTERLINK สำหรับสายงานสนับสนุน +IPOWER	15-16 Mar 2025	74
3	LINK Certified Basic Cabling Plus (LCBC+) 2025	22 Mar 2025	18
4	PDPA and Cybersecurity Awareness	22 Mar 2025	43
5	Psychology for Working with Others (Batch 1)	26 Apr 2025	105
6	Health and Well-being at Work (Batch 1)	17 May 2025	96
7	HEART OF INTERLINK for Finance Function	24-25 May 2025	55
8	Project Planning with MS Project	31 May - 1 Jun 2025	41
9	Smart Sales with AI	7 Jun 2025	43
10	LINK Certified Basic Cabling Plus (LCBC+) 2025	7 Jun 2025	21
11	Quality Management System and Sustainable Business Operations	21 Jun 2025	40
12	Technical Team Gathering	28-29 Jun 2025	55
13	I CAN DO IT FOR INTERLINK	21 Jun 2025	132
14	Review of Electrical Energy Meter Assembly Procedures	5 Mar 2025	2
15	PDPA and Cybersecurity Awareness	5 Jul 2025	44
16	Financial Discipline (Batch 1)	19 Jul 2025	90
17	Health and Well-being at Work (Batch 2)	11 Oct 2025	44

No.	Training Course	Training Date	Number of Participants (Persons)
18	Financial Discipline (Batch 2)	15 Nov 2025	53
19	Psychology for Working with Others (Batch 2)	27 Sep 2025	67
20	LINK Certified Basic Cabling Plus (LCBC+) 2025	13 Sep 2025	11
21	ISO 37001:2025 Anti-bribery Management System Requirements	23 Aug 2025	46
22	Training Project Planning System (PPN) & Quality Control Management System (QCM)	12-13 Sep	39
23	Occupational Safety Officer (Technical Level)	27-28 Sep, 4-5, 10 Oct 2025	20
24	Ultimate Sales Mindset 2026	22-23 Nov 2025	223
25	Unlock your Best - Unlocking Your Potential for Success	18 Oct 2025	93
26	Withholding Tax in Business: In-depth Practical Guidance	22 Nov 2025	33
Total Number of Participants			**1,498**

Public Training Conducted by Various Institutions in 2025 is as follows:

No.	Training Course	Training Date	Number of Participants (Persons)
1	HR Trend 2025	22 Jan 2025	1
2	ISO9001:2015 Internal Auditor Training	30-31 Jan 2025	1
3	ISO9001:2015 Introduction and Internal Auditor	3-5 Feb 2025	1
4	CAC Change Agent Day	5 Feb 2025	2
5	SET Sustainability Forum 1/2025	13 Feb 2025	4

No.	Training Course	Training Date	Number of Participants (Persons)
6	AI for Procurement	26 Mar 2025	1
7	Preventive Procurement: Legal Aspects for Procurement Professionals	17 มี.ค. 68	1
8	Training on Quality System Audit Guidelines for Importation or Distribution of Medical Devices	24-25 Mar 2025	1
9	HR Innovate 2025	1 Apr 2025	2
10	AI-Driven HR Modern Interview Techniques Using AI 5 Jun 2025	5 Jun 2025	2
11	Agile Internal Audit	7 Jun 2025	1
12	PDPA and the Role of Auditors in the Modern Era	7 Jun 2025	1
13	Preparation of a Corporate Value Up Plan on the SETLink System	3 Apr 2025	1
14	ESGIPO 01-02: ESG Disclosure in Form 69-1 for Financial Advisors (FA)	28 May 2025	1
15	Train the Trainer	26 มิ.ย. 68	1
16	Digital HR: HR Analytics and HR Data Visualisation Reporting	16 Jun 2025	1
17	Enhancing Individual Productivity for High-Performance Work	11 Mar 2025	1
18	Private Sector Collaboration to Drive the Economy and Society from the Grassroots towards Sustainability (Batch 2)	4 July 2025	2
19	Corruption Disruptors	15 July 2025	1
20	Road to Join with CAC & SME Briefing 3/2025	14 July 2025	1
21	Training Programme on Medical Device Registration Procedures	31 July 2025	1
22	Employee Welfare Fund vs Provident Fund	14 Aug. 2025	4

No.	Training Course	Training Date	Number of Participants (Persons)
23	CFE Mindset: Investigative Thinking for Auditors	30 Aug. 2025	1
24	CS Knowledge Sharing 2/2568	3 Sep 2025	1
25	In-depth Analysis of Tax Issues and Tax Audits for Foundations and Associations, Including Charitable and Non-Charitable Organisations	5 Sep 2025	2
26	Smart Excel with AI: Enhancing Efficiency and Speed in Excel through AI Applications	11 Sep 2025	1
27	Upgrading Knowledge and Skills for Accountants: Enhancing Value for Modern Accounting Professionals	18 Sep 2025	1
28	In-depth Accounting Practices for Assets: Depreciation and Amortisation in accordance with Accounting Standards	19 Sep 2025	2
29	TFRS 2025: Understand Each TFRS (Module 101:	1 Oct 2025	1
30	Asset Valuation and Impairment Assessment	8 Oct 2025	1
31	Intensive Preparation for Listed Companies on the Stock Exchange of Thailand	8 Oct 2025	1
32	TFRS 2025: Understand Each TFRS (Modules 104-105: Financial Statement Presentation and Others)	10-11 Oct 2025	1
33	Updates on Taxation and NPAEs Standards, including Fraud Prevention Techniques	15-16 Oct 2025	1
34	PwC Thailand 2025 Symposium	20 Oct 2025	2
35	Enhancing Customer Engagement and Driving Sales through Email Marketing Strategies	31 Oct 2025	2
36	Problem Solving with Creative Thinking	12 Nov 2025	1
37	TFRS 2025 (Module 501: Contract Liabilities)	19-20 Nov 2025	1
38	Professional Reconciliation of Accounting and Tax Revenue	20 Nov 2025	2
39	Keeping Up with New Standards: ISO 9001 & ISO 14001 (2026 Version)	21 Oct 2025	2

No.	Training Course	Training Date	Number of Participants (Persons)
40	IFRS S1-S2: Sustainability-related Financial Disclosure Standards	12-13 Nov 2025	2
41	MUGE107: Basic Store Management for New Sellers	22 Nov 2025	3
42	Preparation of e-One Report on the SETLink System for 2025	20 Oct 2025	1
43	Board of Directors Meeting Procedures	26 Jun 2025	1
44	Electrical Engineering Forum: Solar Rooftop	22 Oct 2025	1
45	Lessons Learned from Preparing e-One Report to Annual Report	30 Sep 2025	1
46	Climate risk : Risks from Climate Change	3 Dec 2025	1
47	Advanced Off-Platform Advertising with Shopee Marketing Solutions	21 Dec 2025	1
48	Key Legal Principles from 120 Case Studies for Human Resource Management Professionals	9 Oct 2025	1
49	Company Secretary Professional Development Programme	9-18 Jun 2025	1
50	Seminar on Criteria and Guidelines for the 2027 CGR Survey	9-18 Jun 2025	1
51	Certified Chief Audit Executive (CAE) Programme, Batch 6	12-14, 19-21, 27-28 Jun and 3 July 25	1
	Total number of participants		**76**

Summary of Performance in 2025

The Company provided training programmes for its employees as follows:

Training Provision	Number of Courses	Number of Participants (Persons)	Total Training Hours
In-House Training	26	1,498	191.90
Public Training	51	76	342.40
Total number of training programmes conducted	**77**	**1,574**	**534.30**

Table: Employee Training Hours

Item	2023	2024	2025
Employee training and development hours	463	590	534.30

Table: Training and Development Expenditure (Unit: Baht)

Item	2023	2024	2025
Total Training and Development Expenditure	797,498	1,085,381.82	1,413,113.81

2.4 Employee Care and Human Capital Management

Employees are a key resource in driving the organisation towards sustainable success. The Company therefore places importance on developing employee capabilities to support career advancement, stable growth, and value creation for the organisation, under the vision of developing personnel to be both "good and competent individuals", alongside ensuring appropriate employee health and safety.

The Company has established human resource management strategies, focusing on developing work processes to be continuous, integrated, and aligned across all organisational units, in order to support maximum operational efficiency.

In addition, the Human Resources Department plays a key role in strategic planning and monitoring employee-related matters. Employee engagement survey results are collected and analysed to incorporate employee feedback and suggestions into the improvement and development of human resource management policies, in alignment with employee needs and organisational direction.

Targets	Performance in 2025
Employee satisfaction and engagement exceeded 80%	87.90%

At the same time, the Company places importance on continuously caring for and developing the capabilities of employees across the Group through appropriate workforce management, support for job rotation for development, and promotion of continuous learning and new skill development to respond to business changes and enhance organisational competitiveness.

Such approaches are considered key strategies in strengthening employee engagement and are important factors in driving efficient and sustainable organisational growth in the long term.

Summary table of voluntary employee turnover (Unit: Persons)

Details	2023	2024	2025
Male employees	13	17	15
Female employees	34	26	15
Total	**47**	**43**	**30**

Summary of significant labour disputes

Details	2023	2024	2025
Significant labour disputes	None	None	None

2.5 Employee Compensation

The Company has a policy to reduce the gender pay gap, without discrimination between genders across job functions and workplaces. For example, increasing the proportion of female employment contributes to reducing the gender income gap and supports women's career progression. In 2025, the employee compensation ratio.

2.6 Employee Welfare and Quality of Life

The Company places importance on promoting employees' quality of life alongside supporting the well-being of employees' families, in order to create a work-life balance and enhance long-term stability. The Company encourages employees to plan their savings, manage their finances appropriately, and allocate time for both work and family life in a constructive manner.

In 2025, the Company implemented activities and programmes to promote employee welfare and capability development as follows:

- **Health insurance and annual health check-ups** to provide employees with confidence in their health and reduce potential health risks
- **Annual seminar** to enhance knowledge and work-related skills, as well as strengthen understanding and relationships within the organisation
- **Annual company outing** to promote team relationships and boost employee morale
- **Interlink Cooperative** to provide financial assistance and support employees' livelihoods
- **Financial assistance and welfare funds** to alleviate financial burdens during emergencies and enhance employee stability
- **Housing loan programme** to support employees in obtaining stable and convenient housing
- **Financial discipline campaign** to strengthen personal financial management skills and reduce financial risks
- **5S programme** to promote workplace organisation and improve operational efficiency
- **Employee satisfaction survey** to encourage employee participation in organisational development and foster a positive working environment
- **Training programmes for employees** to enhance knowledge and skills, supporting both individual and organisational development





2.7 Process for Utilising Performance Evaluation Results in Compensation Consideration and Employee Development

The Company places importance on systematic employee performance evaluation. Evaluation results are used as a basis for compensation consideration, capability development, and long-term workforce planning, with a focus on fairness, transparency, and enhancing employee motivation.

Implementation Process



In addition, the Company has established a Welfare Committee within the workplace to represent employees in negotiations with the Company on matters affecting employees. In 2025, the Welfare Committee comprised a total of 10 members, with a term of office from 2023 to 2025. A target has been set to hold at least one meeting per year to negotiate wage adjustments and other benefits. In 2025, a total of 3 meetings were held, achieving 100% of the annual target.

2.8 Employee Engagement and Retention

The Company places importance on fostering employee engagement by conducting employee engagement surveys to reflect employee opinions, needs, and levels of job satisfaction. The information obtained is analysed and used as a guideline for improving human resource management, including enhancing the working environment and organisational atmosphere.

Such approaches help strengthen trust, collaboration, and positive relationships between employees and the organisation, which are key factors in retaining talented employees and supporting sustainable organisational growth

- **Post-Assessment Process for Employee Satisfaction and Engagement**

  Following the employee satisfaction and engagement survey, the Company systematically applies the results to organisational development through the following steps:

  1. Analysis of Evaluation Results

  Collect and analyse data to identify strengths and areas for improvement in management practices and the working environment.

  2 Development of Projects or Policy Improvements

  Define development approaches such as training programmes, welfare improvements, or enhancement of internal communication.

  3. Communication of Results to Employees

  Communicate evaluation results and improvement plans through appropriate channels, such as internal meetings, email, or internal announcements.

  4. Monitoring and Evaluation

  Monitor the progress of initiatives and evaluate outcomes following implementation.

  5. Additional Feedback Channels

  Provide channels for employees to share further feedback for continuous improvement and future development.

3. Occupational Health and Safety



3.1 Workplace Safety

The Company is committed to enhancing occupational health and safety standards by developing safety management systems and risk prevention measures across all work processes. The Company promotes a safety culture through training, employee participation, and continuous monitoring and improvement of measures, with the aim of achieving zero accidents and work-related illnesses (Zero Accident & Illness), and creating a safe and secure working environment.

Targets	Performance in 2025
Number of work-related accidents involving employees and contractors: 0 (zero)	**No** work-related accidents
Number of work-related illnesses involving employees and contractors: 0 (zero)	**No** work-related illnesses

3.2 Occupational Health and Safety Training and Development

The Company encourages employees to recognise the importance of occupational health and safety by strictly complying with regulations, international standards, and applicable laws, to ensure safe and efficient operations. The Company promotes safety training for executives and employees and appoints Safety Officers at management, supervisory, and professional levels to oversee and continuously manage safety. In addition, appropriate equipment and working environments are provided to support safe and sustainable operations.

The Company ensures occupational health and safety protection and recognises the importance of maintaining health and safety systems alongside business operations, to ensure that employees and relevant personnel are protected from accidents and work-related illnesses.

Targets	Performance in 2025
100% of employees and contractors performing fieldwork completed annual occupational health and safety training	100% of employees and contractors performing fieldwork
All employees participated in fire evacuation drills	100% (464 persons)





Interlink Cares for Employee Health for Sustainable Quality of Life



1. Health and Exercise Programmes

- Annual health check-ups: Employees are entitled to annual basic health examinations at no cost to monitor and prevent health risks
- Exercise promotion activities, such as training programmes on health and well-being at work



2. Health Insurance Benefits

- Health insurance covering general medical treatment and specific illnesses
- Accident insurance to provide assurance in the event of unforeseen incidents



3. Provision of an Appropriate Working Environment

The Company maintains a working environment that supports health and work efficiency by:-

- Controlling lighting levels appropriately to reduce eye strain
- Managing noise levels in the workplace to avoid disruption
- Monitoring and controlling indoor air quality to ensure cleanliness and safety
- Regulating temperature and humidity to ensure comfort at work



4. Mental Well-being Promotion Programmes

- Relaxation activities during festive occasions to encourage participation, enjoyment, and strengthen internal relationships
- Psychological counselling services to help reduce stress and promote good mental health
- "HR Easy Peasy" channel on YouTube, providing content to promote happiness and reduce work-related stress



5. Nutrition and Health Awareness

- Provision of nutritional guidance to promote healthy eating behaviours
- Health food programmes, such as "Pao Rak Prung Jai" Project and "Safe Food... Caring for Health" Project



6. Ergonomics Awareness Promotion

- Use of appropriate equipment, such as ergonomically designed desks and chairs



7. Health and Safety Measures during Pandemic Situations

- Disease prevention measures, such as provision of alcohol gel, wearing face masks, and maintaining physical distancing in the workplace
- Vaccination support: The Company encourages employees to receive vaccinations against potential health risks, such as COVID-19 vaccines, and facilitates safe access to vaccination

4. Community and Social Engagement



The Company places importance on community and social development alongside its business operations, aiming to create shared value with stakeholders and contribute to society in a sustainable manner. This is achieved through social initiatives conducted under the Interlink Giving Foundation, which was established by the Anantaramphon family, founders of the Interlink Group, in 2012 as a key mechanism to drive the Company's social contribution activities.

Targets	Performance 2025:
At least 9 community engagement projects per year	26 projects
Number of complaints from communities and society: 0	**No** complaints from communities and society

4.1 Interlink Giving Foundation: Driving Society towards Sustainability

The Interlink Giving Foundation is committed to implementing projects that continuously promote quality of life, education, and opportunity creation for communities and youth. The Foundation encourages participation from employees and partner networks to collectively generate social benefits and create long-term positive impacts on communities and society.



Operations of the Interlink Hai Jai Foundation.

Calendar Donation Activity

Donated used calendars to the Thailand Association of the Blind under the Royal Patronage of Her Majesty the Queen, to be used in producing Braille books as learning materials for visually impaired persons, thereby promoting educational opportunities and environmental conservation.





"See Rak" Handmade Elephant Doll Activity

Delivered handmade elephant grip dolls to support the relief of hand spasticity among patients with paralysis, stroke, and neurological disorders.

Donation of Staple Pins Initiative

A total of 47 kiograms of used staple pins were donated to the Association of the Physically Disabled International. The materials will be repurposed as components in the production of mobilty aids, including crutches, walking sticks, canes, and walkers, to support persons with disabilities and the elderly.



Education and Youth Development



"Senior Teaches Junior" Project: "Cultivating Knowledge... Sharing Warmth"

The project aims to address challenges and create sustainable change by supporting education for children and youth nationwide. In 2025, the project continued into its 18th year, with 112 participating schools and approximately 21,000 beneficiaries.

Teacher Development Project

The "Teacher Development towards Future Learning" Project (Batch 4) was conducted in 2025, with 150 teachers and educational personnel from over 250 schools nationwide participating. The training was held on 29 April 2025 at the Interlink Building (Head Office), Ratchadaphisek Road, Bangkok, in a hybrid meeting format.





"Growing Love, Cooking Care" Project

Under the royal initiative of Her Royal Highness Princess Maha Chakri Sirindhorn, who promotes agricultural education in schools, the "Growing Love, Cooking Care" project was established to develop organic farming and nutrition skills. The project has benefited over 3,000 participants and provided training in preparing 50 food menus.

"One School, One Tree" Project

This project focuses on natural resource conservation, climate change mitigation, and creating a conducive learning environment by increasing green spaces and reducing carbon dioxide emissions. To date, it has been implemented in more than 34 schools.





"Seedlings of Goodness" Project (Year 6)

The project provides a platform for youth aged 15–18 to develop environmental innovations under the concept "Waste to Wonder". Teams of up to four members compete for scholarships totalling more than THB 50,000, with over 100 participants from across the country.

Children's Day Gift Distribution Activity in Remote Areas

Supported gifts and prizes for National Children's Day 2025 to deliver happiness and encouragement to youth in remote areas, including Ban Thap School in Mae Chaem District, Chiang Mai Province, and Ban Laeng Subdistrict Administrative Organisation in Lampang Province.



Community Support Activities

Kathin (Buddhist Robe Offering) Ceremony

Her Royal Highness Princess Maha Chakri Sirindhorn graciously granted Kathin robes to Interlink Communication Public Company Limited and the Interlink Giving Foundation for offering at Wat Thewaprasat and Wat Wang Daeng, Taphan Hin District, Phichit Province. A total donation of THB 2,342,184 was raised from both temples.





"Sharing Dreams, Extending Lives" Relief Support Project

Provided relief bags to 68 households in Ruamjai Piboon 2 Community, while creating opportunities to engage with local residents in a manner akin to "neighbourly relations", at the Interlink Head Office.

Interlink Reforestation: Restoring Forest Areas to Communities" Project

Implemented a reforestation initiative aimed at restoring green areas, promoting a low-carbon society, and enhancing quality of life. The project reflects the Company's ESG approach and sustainability-oriented organisational culture.





Flood Relief Support by the Interlink Group

The Interlink Group extended support to flood-affected communities in Hat Yai by providing relief bags, food, drinking water, and essential supplies, demonstrating commitment to community assistance and post-disaster recovery.

Thai Red Cross Fair Fundraising Activity 2025

Participated in the Red Cross Fair for the 8th consecutive year, held from 11-21 December 2025 at Lumpini Park. Activities included charity games, food booths under the "Growing Love, Cooking Care" initiative, OTOP products, second-hand clothing, and skincare products. All proceeds were donated to the Thai Red Cross Society and graciously presented to Her Royal Highness Princess Maha Chakri Sirindhorn to continue the spirit of giving.



Interlink Hai Jai Foundation, in collaboration with the Interlink Group of Companies and Interlink Telecom Public Company Limited, jointly delivered computers to support education in Thailand.

donated 40 notebook computers and electronic devices to the Digital Business Technology Department of Phichit Technical College under the "ITEL I GIVE" project, to support educational development in Thailand.





Participation in the 80th Anniversary of Kumari Siriraj

Supported the event by providing 200 oatmeal cookies for children and participants. The event included activities and exhibitions aimed at promoting knowledge on child health and care, alongside creative engagement activities.

Food Support for Public Distribution

Donated consumer goods to support the "Royal Compassion Project" of the National Council on Social Welfare of Thailand, and participated in distributing royal-provided meals to members of the public attending ceremonial events at Sanam Luang ceremonial ground.





"Mother-to-Child Bonding" Project

Provided designated lactation rooms and refrigeration facilities, designed for convenience and hygiene, to support employees in expressing breast milk effectively and safely

"Sharing Vegetable Garden" Project (Safe and Chemical-Free Produce)

Established an organic vegetable garden as a starting point for sharing, promoting health and well-being through chemical-free produce. Cultivation is conducted year-round, with harvests every 90 days, and the produce is utilised in the "Safe Food, Healthy Living" initiative.



Local Community Support



Taphan Hin Walking Street Project, Taphan Hin District, Phichit Province

Provided support in the form of 75 canvas tents to the Taphan Hin Municipality Office for use in organising the "Taphan Hin Walking Street" activity. The project aims to promote local products and cultural heritage, while supporting the recovery of the local economy.

"Safe Food, Healthy Living" Project

This project has been implemented since the COVID-19 period, with all proceeds contributed to the Foundation's initiatives. The Company established targets and measured performance against two key objectives as follows:

1. To select and offer safe food products forsale within the office, with a target of at least 12 products per year. In 2025, a total of 17 products were offered, achieving the target.

2. To provide knowledge on nutrition and health, with a target of 12 sessions per year. In 2025, a total of 17 sessions were conducted, achieving the target.





Product sales initiative to generate funds in support of projects and activities of the Interlink Hai Jai Foundation.

The Foundation sells quality products and OTOP products to support education for underprivileged children, teacher development in Thailand, and community assistance. All proceeds are reinvested into social initiatives, reinforcing a culture of giving and creating sustainable opportunities.

4.2 Digital Empowerment: Expanding Access to Technology

interlink is committed to promoting access to information technology across all sectors of society, with the aim of developing the skills and capabilities of youth to be prepared for changes in the digital era. Key initiatives include:

"Cabling & Networking Contest" Project: 13th Youth Skills Competition

The Company has organised the cabling and networking skills competition, now in its 13th year, with collaboration from key organisations, including the Office of the Prime Minister and relevant ministries. The project aims to enhance both theoretical and practical knowledge among students. It contributes to the development of skills in digital infrastructure technology, preparing students for employment in high-growth industries that play a significant role in the country's future development.





Value Creation and Project Outcomes

Item	Number of Participants (persons)
Number of participants (persons)	267
Number of trainees (persons)	2,356
Number of participating institutions	**135**

- To promote accurate and in-depth knowledge among students in cabling infra structure technology and communication equipment
- To develop competencies in communication cabling systems in alignment with international standards, enhancing employability and competitiveness in the labour market
- To foster collaboration among the public sector, educational institutions, and industry in developing technology professionals
- To provide opportunities for students to pursue future career pathways
- To support the development of digital network infrastructure and build a skilled workforce to drive the country's digital economy

Campus Tour Project

The Company recognises the importance of developing youth capabilities in the digital era and has therefore implemented the Campus Tour project to transfer knowledge on network infrastructure technology to school pupils, undergraduate students, and higher education students across educational institutions nationwide.

Programme	Number of Institutions	Number of Participants (persons)
1. LCCE: LINK® CERTIFIED NETWORK CABLING FOR ENGINEERING	71	4,746
2. LCSE: LINK® CERTIFIED SOLAR CABLING FOR ENGINEERING	15	1,010
Total number of trainees:	**86**	**5,756**



Memorandum of Understanding (MOU) Programme with Educational Institutions

Interlink collaborates with educational institutions nationwide to promote the development of skills and knowledge in network infrastructure technologies. The programme also provides opportunities for students and academic staff to gain practical experience from the industry and prepares them for future employment.

In 2025, the Company entered into Memoranda of Understanding (MOUs) with 20 educational institutions across all regions of Thailand to expand collaboration in human capital development and strengthen linkages between the education sector and the business sector.



Objectives of the Collaboration

- To promote collaboration between the education sector and the business sector in developing technology-related skills
- To support the development of curricula and activities aligned with industry needs
- To promote experiential learning through practical training and real working experience
- To create shared value between educational institutions and the business sector

Operational Targets

- To provide training and develop cabling and network system skills for lecturers and students
- To provide opportunities for students to participate in practical activities and gain experience from real working environments, in preparation for the labour market

Expected Outcomes of the Collaboration

The collaboration enhances technological skills among Thai youth, strengthens linkages between the education and industry sectors, and supports the development of a skilled workforce for the digital industry and the national economy in the future

Interlink has implemented more than 26 projects to promote stakeholder engagement, strengthen collaborative networks, support the digital economy, and create sustainable value for society and the country.

Interlink is committed to promoting and advancing sustainability in an inclusive manner.





The Company conducts its business alongside the promotion of knowledge development and innovation to support sustainable social development. In this regard, the Company supported the academic conference "Knowledge and Research for Inclusive Society (KRIS)", held on 24–25 November 2025 at King Mongkut's University of Technology Thonburi. The conference served as a platform for the exchange of knowledge, research, and emerging practices among lecturers, researchers, and students from various disciplines, contributing to the advancement of knowledge for social, economic, and quality of life development.





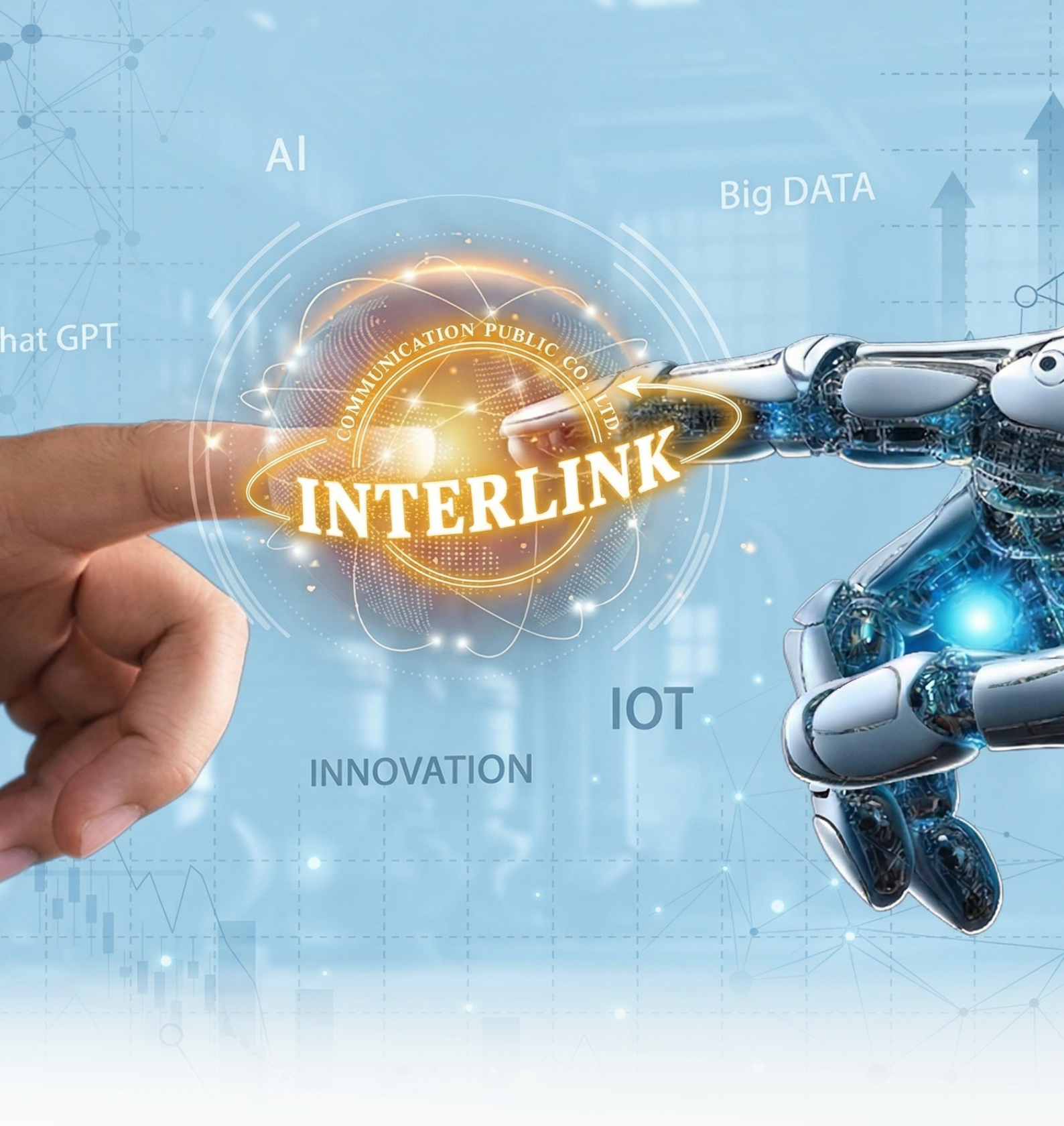
The Company provided financial support for the event, with a representative from the Strategic Business for Sustainability function officially presenting the contribution. This reflects the Company's commitment to supporting academic development, research, and innovation at the national level.

Outcomes of the Project Support

- Supporting the development of national knowledge and research
- Strengthening collaboration networks between the education and business sectors
- Supporting access to education and reducing knowledge inequality
- Enhancing the Company's corporate social responsibility profile

Interlink believes that "knowledge is a fundamental foundation for development"

and therefore continuously supports academic, research, and innovation initiatives to contribute to the sustainable and resilient growth of Thai society.



NEXT CHAPTER TECHNOLOGY FOR SUSTAINABILITY

Interlink Advancing Sustainability through Technology

Interlink is committed to creating sustainable value at both the organisational and broader societal levels by leveraging technology embedded in its products and services as a key driver in infrastructure development and tangible improvements in community quality of life.The Company has established a three-phase sustainability strategy, with each phase representing a key milestone in structural transformation towards balanced, responsible, and long-term sustainable business operations.

Phase 1: Enhancing National Digital Infrastructure

Objective : To develop a stable, efficient digital network infrastructure capable of supporting the growth of the digital economy.

Implementation Approach

Development of Communication Network Infrastructure

- Expansion of the fibre optic backbone network to enhance coverage and reduce concentration in major urban areas
- Development of energy-efficient data centres with appropriate thermal management systems

Development of Environmentally Conscious Cable Technology

- Increasing the proportion of recycled materials used in cable production to reduce environmental impact

Promoting Access to Internet Infrastructure

- Supporting initiatives to expand internet access to educational institutions, rural areas, and remote communities
- Collaborating with government agencies to develop digital infrastructure supporting transportation and industrial sectors

Expected Outcomes

- Enhanced national digital network coverage supporting digital economic development
- Increased access to education and digital services across regions
- Reduced environmental impact from technology infrastructure development

Phase 2: Smart Network Development for the Digital Economy

Objective: To enhance network infrastructure to support advanced digital technologies such as AI and the Internet of Things (IoT)

Implementation Approach

Smart Network Development

- Application of AI for network analysis and management to improve energy efficiency
- Deployment of IoT monitoring systems on core networks to enhance operational efficiency

Supporting Smart City Development

- Collaboration with public and private sectors in developing smart traffic and smart grid infrastructure
- Supporting communication networks that enable future smart city development

Expected Outcomes

- National communication networks capable of supporting advanced digital technologies
- Improved industrial efficiency through intelligent infrastructure
- Support for smart city development and efficient energy utilisation

Phase 3: Regional Network Expansion and Digital Hub Development

Objective: To support Thailand's development as a regional digital network hub while promoting environmentally responsible industrial development

Implementation Approach

Reducing Environmental Impact of Network Industry

- Development of resource- and energy-efficient cable production processes
- Promotion of recyclable materials and reduction of electronic waste

Development of International Connectivity

- Expansion of international submarine cable networks to enhance Thailand's global digital connectivity
- Development of high-speed data centres to support digital business growth

Building International Collaboration

- Establishing partnerships with global technology providers, such as cloud providers and telecommunications operators, to support digital economy development

Expected Outcomes

- Strengthened potential for Thailand to become a regional digital network hub
- Support for the growth of digital and technology-based industries
- Long-term environmentally responsible development of technology infrastructure

In addition to leveraging technology to develop national digital infrastructure, the Company also focuses on strengthening its organisational foundation for sustainable growth through good corporate governance, transparent disclosure, and responsible supply chain management. This approach aims to create long-term value for all stakeholders through the following key initiatives:

1. Strengthening Sustainability Governance

Implementation Approach

- Analysing linkages between ESG risks and opportunities and financial performance to support strategic decision-making
- Utilising information technology and data analytics for proactive risk monitoring, assessment, and management
- Enhancing digital resilience and cyber governance to address increasing technology-related risks from AI and digital systems
- Aligning corporate governance policies with international standards, including sustainability and climate-related disclosure practices

Expected Outcomes

- Improved effectiveness in risk management and corporate governance
- Enhanced data-driven strategic decision-making
- Strengthened digital security and stakeholder confidence

2. Enhancing Disclosure in Line with International Standards

Implementation Approach

- Developing climate risk management frameworks aligned with TCFD recommendations and IFRS S2 standards
- Enhancing sustainability disclosure channels via the Company's website to ensure continuous stakeholder access to information

Expected Outcomes

- Increased transparency in sustainability disclosures
- Strengthened confidence among investors, customers, and stakeholders
- Support for ESG assessments in accordance with international standards

3. Advancing Sustainable Supply Chain Management

Implementation Approach

- Closely monitoring geopolitical risks and global economic conditions to prepare for potential impacts on supply chains, energy costs, and exchange rate volatility
- Enhancing supplier selection and evaluation processes in line with responsible procurement principles
- Supporting startups and Thai entrepreneurs in developing globally competitive technologies and solutions

Expected Outcomes

- Promotion of ESG standards across the supply chain
- Strengthened collaboration with suppliers in responsible business practices
- Support for innovation and capability development among Thai entrepreneurs

"Interlink is committed to advancing both organisational and societal development" by leveraging technology and innovation as key drivers of sustainability, while enhancing responsible business growth."

"We believe **" that integrating technological capabilities with sustainable business practices"** will create long-term value for the organisation, stakeholders, and society, and contribute to a stable, balanced, and sustainable future together."

GRI Content Index

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
General Disclosures					
GRI 2:General Disclosures 2021	2-1: Organizational details	SD Report 2568 Page. 20			
	2-2: Entities included in the organization's sustainability reporting	SD Report 2568 Page. 5			
	2-3: Reporting period, frequency, and contact point	SD Report 2568 Page. 5			
	2-4: Restatements of information	SD Report 2568 Page. 74			
	2-5: External assurance			Information unavailable/ incomplete	In process of collecting information
	2-6: Activities value chain and other relationships	SD Report 2568 Page. 14-18			
	2-7: Employees	SD Report 2568 Page. 105-120			
	2-8: Workers not employees	SD Report 2568 Page. 91-105			
	2-9: Governance structure and composition	SD Report 2568 Page. 36			
	2-10: Nomination and selection of the highest governance body	One Report 2568 Page.163			
	2-11: Chair of the highest governance body	SD Report 2568 Page. 36			
	2-12: Role of highest governance body in overseeing the manage-ment of impacts	SD Report 2568 Page. 20			
	2-13: Delegation of responsibility for managing impacts	SD Report 2568 Page. 21			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
GRI 2:General Disclosures 2021	2-14: Role of the highest governance body in sustainability reporting	SD Report 2568 Page. 20			
	2-15: Conflicts of interest	SD Report 2568 Page. 44 // One Report 2568 Page. 150			
	2-16: Communication of critical concerns	SD Report 2568 Page. 44-45			
	2-17: Collective knowledge of highest governance body	SD Report 2568 Page. 42			
	2-18: Evaluation of highest governance body	One Report 2568 Page. 187-208			
	2-19: Remuneration policies	SD Report 2568 Page. 40-41			
	2-20: Process for determining remuneration	One Report 2568 Page. 180-182 // หัวข้อ 2 บรรษัทภิบาล นโยบายหลักเกณฑ์และวิธีในการสรรหาและกำหนดค่าตอบแทน www.investors.interlink.co.th			
	2-21: Annual total compensation ratio	One Report 2568 Page. 180-182			
	2-22: Statement on sustainability development strategy	SD Report 2568 Page. 22 // One Report 2568 Page.67 หัวข้อ 3 ความยั่งยืน นโยบายการพัฒนาอย่างยั่งยืน www.investors.interlink.co.th			
	2-23: Policy commitments	One Report 2568 Page. 144-223			
	2-24: Embedding policy commitments	SD Report 2568 Page. 43 // One Report 2568 Page. 144-221			
	2-25: Processes to remediate negative impacts	SD Report 2568 Page.26-27, 54-57 // One Report 2568 Page.59-66			
	2-26: Mechanisms for seeking advice and raising concerns	SD Report 2568 Page. 43-45 // One Report 2568 Page.82,154			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
GRI 2:General Disclosures 2021	2-27: Compliance with laws and regulations	SD Report 2568 Page. 44 // One Report 2568 Page.65-66			
	2-28: Membership associations	SD Report 2568 Page. 9-10 // One Report 2568 Page.15, 82			
	2-29: Approach to stakeholder engagement	SD Report 2568 Page. 25-27, 62-65 // One Report 2568 Page. 71-72			
	2-30: Collective bargaining agreements	SD Report 2568 Page. 95-97 // One Report 2568 Page. 103			
Material Topics					
GRI 3:Material Topics 2021	3-1: Process for determining material topics	SD Report 2568 Page. 29-34			
	3-2: List of material topics	SD Report 2568 Page. 30			
Economic performance					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 29-34			
GRI 201: Economic Performance	201-1: Direct economic value generated	SD Report 2568 Page. 13-14 // One Report 2568 Page.16-17			
	201-2: Financial implications and other risks and opportunities due to climate change	SD Report 2568 Page. 54-57 // One Report 2568 Page.59-66			
	201-3: Defined benefit plan obligations	One Report 2568 Page. 182-183			
	201-4: Financial assistance received from government	One Report 2568 Page. 16-17			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
Market presence					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 29-34			
GRI 202 Market Presence 2016	202-1: Ratios of standard entry level wage by gender compared to local minimum wage			Information unavailable/ incomplete	In process of collecting information
	202-2: Proportion of senior management hired from the local community		a,b,c,d	Information unavailable/ incomplete	In process of collecting information
Indirect economic impacts					
GRI 3: Material Topics 2021	3-3: Management of material topics	One Report 2568 Page. 27-50			
GRI 203 Indirect Economic Impacts 2016	203-1: Infrastructure investments and services supported	One Report 2568 Page. 27-50			
	203-2: Significant indirect economic impacts	One Report 2568 Page. 27-50			
Procurement practices					
GRI 3: Material Topics 2021	3-3: Management of material topics			Not applicable	This indicator is not applicable to Ilink
GRI 204 Procurement Practices 2016	204-1: Proportion of spending on local suppliers			Not applicable	This indicator is not applicable to Ilink

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
Anti corruption					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 43-44 // One Report 2568 Page.82			
GRI 205 Anti-corruption 2016	205-1: Operations assessed for risks related to corruption	SD Report 2568 Page. 55 // One Report 2568 Page.61-62			
	205-2: Communication and training about anti-corruption policies and procedures	SD Report 2568 Page. 43-45 // One Report 2568 Page.80-82			
	205-3: Confirmed incidents of corruption and actions taken	SD Report 2568 Page. 43-45 // One Report 2568 Page.80-82			
Anti-competitive behavior					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 43-45 // One Report 2568 Page.80-82			
GRI 206: Anti-competitive Behavior 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	SD Report 2568 Page. 43-45 // One Report 2568 Page.80-82			
Tax					
GRI 3: Material Topics 2021	3-3: Management of material topics	One Report 2568 Page. 83-84			
GRI 207: Tax	207-1: Approach to tax	One Report 2568 Page. 83-84			
GRI 207: Tax	207-2: Tax governance, control, and risk management	One Report 2568 Page. 83-84			
	207-3: Stakeholder engagement and management of concerns related to tax	One Report 2568 Page. 83-84			
	207-4: Country-by-country reporting	SD Report 2568 Page. 13,46 // One Report 2568 Page. 225			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
Materials					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 82-84 // One Report 2568 Page. 97			
GRI 301: Materials	301-1:Materials used by weight or volume	SD Report 2568 Page. 86 // One Report 2568 Page. 101			
	301-2: Recycled input materials used	SD Report 2568 Page. 86 // One Report 2568 Page. 101			
	301-3: Reclaimed products and their packaging materials	SD Report 2568 Page. 86 // One Report 2568 Page. 101			
Energy					
GRI 302: Energy 2016	302-1: Energy consumption	SD Report 2568 Page. 77 // One Report 2568 Page. 96			
	302-2: Energy consumption outside the organization	SD Report 2568 Page. 81 // One Report 2568 Page. 97			
	302-3: Energy intensity	SD Report 2568 Page. 81 // One Report 2568 Page. 97			
	302-4: Reduction of energy consumption	SD Report 2568 Page. 81 // One Report 2568 Page. 97			
	302-5: Reductions in energy requirements of products and services	SD Report 2568 Page. 81 // One Report 2568 Page. 97			
Water and Effluents					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 82-84 // One Report 2568 Page. 97-98			
	303-1: Water withdrawal by source	SD Report 2568 Page. 82-84 // One Report 2568 Page. 97-98			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
	303-2: Water sources significantly affected by withdrawal of water	SD Report 2568 Page. 82-84 // One Report 2568 Page. 97-98			
	303-3: Water recycled and reused	SD Report 2568 Page. 82-84 // One Report 2568 Page. 97-98			
	303-4: Water discharge	SD Report 2568 Page. 82-84 // One Report 2568 Page. 97-98			
	303-5:Water consumption	SD Report 2568 Page. 82-84 // One Report 2568 Page. 97-98			
Biodiversity					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 88-89 // One Report 2568 Page.29, 85			
GRI 304: Biodiversity 2016	304-1: Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	SD Report 2568 Page. 88-89 // One Report 2568 Page.29, 85			
	304-2: Significant impacts of activities, products, and services on biodiversity	SD Report 2568 Page. 88-89 // One Report 2568 Page.29, 85			
	304-3: Habitats protected or restored	SD Report 2568 Page. 88-89 // One Report 2568 Page.29, 85			
	304-4: IUCN Red List species and national conservation list species with habitats in areas affected by the organization's operations	SD Report 2568 Page. 88-89 // One Report 2568 Page.29, 85			
Emissions					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 73 // One Report 2568 Page. 93			
GRI 305: Emissions 2016	305-1: Direct GHG emissions (Scope 1)	SD Report 2568 Page. 74 // One Report 2568 Page.94			
	305-2: Indirect GHG emissions (Scope 2)	SD Report 2568 Page. 74 // One Report 2568 Page.94			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
	305-3: Other indirect GHG emissions (Scope 3)	SD Report 2568 Page. 74 // One Report 2568 Page.94			
	305-4: GHG emissions intensity	SD Report 2568 Page. 73-76 // One Report 2568 Page.93-95			
	305-5: Reduction of GHG emissions	SD Report 2568 Page. 73-76 // One Report 2568 Page.93-95			
	305-5: Reduction of GHG emissions	SD Report 2568 Page. 73-76 // One Report 2568 Page.93-95			
	305-6: Ozone-depleting substances			Not applicable	This indicator is not applicable to Ilink
	305-7: Nitrogen oxides sulfur oxides and other emissions	SD Report 2568 Page. 73-76 // One Report 2568 Page.93-95			
waste					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 82 // One Report 2568 Page.97-98			
GRI 306 Effluents and Waste 2016	306-1: Water discharge by quality and destination	SD Report 2568 Page. 82-84 // One Report 2568 Page.97-98			
	306-2: Waste by type and disposal method	SD Report 2568 Page. 82-84 // One Report 2568 Page.97-98			
	306-3: Significant spills			Not applicable	This indicator is not applicable to Ilink
	306-4: Transport of hazardous waste			Not applicable	This indicator is not applicable to Ilink
	306-5: Waste generated	SD Report 2568 Page. 84-86 // One Report 2568 Page.98-101			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 66 // One Report 2568 Page.90			
GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers that were screened using environmental criteria	SD Report 2568 Page. 66 // One Report 2568 Page.72, 90-91			
	308-2: Negative environmental impacts in the supply chain and actions taken	SD Report 2568 Page. 27,56-57, 67 // One Report 2568 Page. 72			
Employment					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 102 // One Report 2568 Page.105			
GRI 401: Employment 2016	401-1: New employee hires and turnover	SD Report 2568 Page. 102-103, 114 // One Report 2568 Page.105-106 ,111			
	401-2: Benefits provided to full-time employees	SD Report 2568 Page. 114-115 // One Report 2568 Page.112			
	401-3: Parental leave	SD Report 2568 Page. 114			
Labor/management reations					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 95 // One Report 2568 Page. 103			
GRI 401: Employment	402-1: Minimum notice periods regarding operational changes	SD Report 2568 Page. 95-97 // One Report 2568 Page. 103-105			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
Occupational health and safety					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 118 // One Report 2568 Page.113			
GRI 403: Occupational Health and Safety	403-1: Occupational health and safety management system	SD Report 2568 Page. 118-119 // One Report 2568 Page.113			
	403-2: Hazard identification and risk assessment	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			
	403-3: Occupational health services	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			
	403-4: Worker participation in health and safety	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			
	403-5: Worker training on health and safety	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			
	403-6: Promotion of worker health	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			
	403-7: Prevention of impacts on worker health	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			
	403-8: Workers covered by the system	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			
	403-9: Work-related injuries	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			
	403-10: Work-related ill health	SD Report 2568 Page. 118-119 // One Report 2568 Page.113, 158			

GRI Standard	Disclosure	Location	COMISSION		
			"REQUIREMENT(S) OMITTED"	REASON	EXPLANATION
Marketing and labeling					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 63 หัวข้อ 3 ความยั่งยืน นโยบายและแนวปฏิบัติการสื่อสารข้อมูลเกี่ยวกับสินค้าและบริการ www.investors.interlink.co.th			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	SD Report 2568 Page. 63			
	417-2 Incidents of non-compliance concerning product and service information and labeling	SD Report 2568 Page. 63			
	417-3 Incidents of non-compliance concerning marketing communications	SD Report 2568 Page. 63			
Customer privatcy					
GRI 3: Material Topics 2021	3-3: Management of material topics	SD Report 2568 Page. 56, 69 // One Report 2568 Page. 62, 92			
GRI 418 Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SD Report 2568 Page. 69 // One Report 2568 Page. 93-94			

Sustainability Report 2025 Feedback Survey

The information obtained from this feedback survey will be used to improve the content of the Sustainability Report. All responses will be treated as confidential and anonymous.

Please mark (X) in the box that best reflects your opinion.

1. Please indicate your relationship with Interlink Communication Public Company Limited:

- ☐ Employee
- ☐ Community and Society
- ☐ Customer and Consumer
- ☐ Supplier
- ☐ Competitor
- ☐ Shareholder
- ☐ Government Agency
- ☐ Other (please specify): .....

2. Through which channel(s) did you access this year's Sustainability Report? (Multiple answers allowed)

- ☐ Received at the Annual General Meeting of Shareholders
- ☐ Downloaded from the Company's website
- ☐ Other (please specify):.....

3. What is your purpose for reading this year's Sustainability Report?

- ☐ To obtain information for investment decision-makin
- ☐ To learn more about the Company
- ☐ For study or research purposes
- ☐ Other (please specify): .....

4. Please provide your opinion on the Sustainability Report 2025

Evaluation Criteria	Very Low	Low	Moderate	High	Very High
The report provides complete and comprehensive sustainability information	[ ]	[ ]	[ ]	[ ]	[ ]
The report is reliable and contains verifiable information	[ ]	[ ]	[ ]	[ ]	[ ]
The content is clear and easy to understand	[ ]	[ ]	[ ]	[ ]	[ ]
The information is presented in an easy-to-understand format (e.g. graphs, charts)	[ ]	[ ]	[ ]	[ ]	[ ]
The report is aligned with international sustainability standards	[ ]	[ ]	[ ]	[ ]	[ ]

5. Do you have any suggestions for improving the presentation of the Sustainability Report in the future?

- ☐ Complete
- ☐ Incomplete
- ☐ Other (please specify areas for improvement):.....

6. Do you have any additional comments or suggestions?

.....

.....

.....

You may also share your feedback via online channels by scanning the QR Code.

Thank you for taking the time to provide your feedback. The Company will use your input to further improve the Sustainability Report.



SUSTAINABLE GROWTH

