



AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED



Create a Future Lifestyle
that Leads to a
smile
for each and Every Person

SUSTAINABILITY REPORT 2024/2025
FOR THE YEAR ENDED 29 FEBRUARY 2025



Welcome to
ÆON THAI MOBILE



Registration



Activate Card



Apply Card



Promotion



Location



Other Menu

Privileges



Card Highlight



E-Coupon

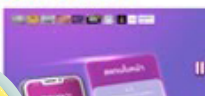


Happy Reward



Happy Plus+

Promotion



eService

แอปพลิเคชันขอ
สิทธิประโยชน์
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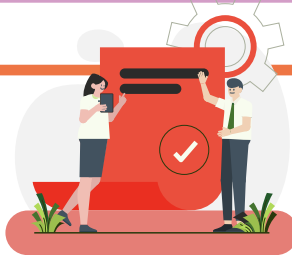
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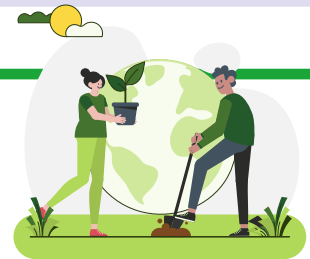
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Message from Managing Director



Mr. Toshiya Shimakata
Vice Chairman of the Board
and Managing Director

The year 2024 continues to present significant challenges for businesses amid rapid global economic shifts, technological advancements, and increasingly urgent environmental and social issues. These dynamics underscore the need for all organizations to adapt and operate with responsibility toward society and the environment.

Our company is committed to the AEON Group Future Vision, which aims to create a better quality of life for everyone. We conduct our business with integrity, guided by good corporate governance, while prioritizing safety, trust, and long-term sustainability. This includes responsible supply chain management, efficient use of energy and resources, and the development of innovations that deliver sustainable value to our customers.

Over the past year, we have continued to implement various sustainability initiatives, received the Carbon Footprint for Organization Certificate on 11th Dec 2024 and received the MSCI ESG Ratings A for its sustainability performance evaluation. We have set a long-term target to achieve Net Zero Pathway. This reflects our determination to actively contribute to global efforts in addressing climate change.

We also continue to operate in full compliance with applicable laws and regulations at both national and international levels. Our approach is aligned with the Universal Declaration of Human Rights (UDHR) and supports the United Nations Sustainable Development Goals (SDGs), ensuring that our business creates value for all stakeholders over the long term.

On behalf of the Board of Directors and management, I would like to express our sincere appreciation to our customers, partners, and all stakeholders for your continued trust and support over the past 33 years. We remain committed to enhancing our products and services while contributing to society and the environment, paving the way toward a truly sustainable future for all.



About AEON Thana Sinsap (Thailand) PCL



Vision

AEON Group Future Vision – Create a Future Lifestyle that leads to a smile for each and every person.

The Future that the AEON Group Wishes to realize is when customers can feel “a brighter society” and “happiness that is uniquely their own”. Their future will be fulfilling and full of smiles.

How the AEON Group Wishes to Be is a group that leads the co-creation of lifestyles enriching each individual and society as a whole.



Mission

Committed to providing reliable and secure services to instill customer confidence, Operating business with integrity, transparency and fairness, and promoting social and environmental responsibility to create sustainable value.



Commitment to provide trustworthy and safe service to ensure reliability to customers



Operate business with ethic,
transparent and fair



Support Social and Environmental
Responsibility





Company Structure

Company Profile (as of February 28, 2025)

Company Name	AEON Thana Sinsap (Thailand) Public Company Limited
Company Established	September 18, 1992
Address	388 Exchange Tower, 27 th Floor, Sukhumvit Road, Khwaeng Klongtoey, Khet Klongtoey, Bangkok 10110
Paid up capital	Ordinary 250,000,000 baht
Managing Director	Vice Chairman of the Board and Managing Director Mr. Toshiya Shimakata
Number of Employee	4,078 persons
Company Objective	The company is committed to being a leading provider of retail lending and providing financial services that are accessible, convenient and secure. Emphasis is placed on enhancing the customer experience through the integration of innovation and modern technology. Business operations are conducted with a strong focus on responsibility, transparency and adherence to the principles of good corporate governance. Sustainable development is integrated across the organization in alignment with ESG principles to foster long-term value and support Thailand's stable inclusive economic growth.
Outstanding Share	250,000,000 ordinary shares AEON Financial Service Co., Ltd. 87,000,000 shares (35.12%) ACS Capital Corporation 48,000,000 shares (19.20%) AEON Holding (Thailand) Co., Ltd. 22,000,000 shares (8.80%)
Shareholding Structure of subsidiaries and associated companies	The company hold shares in subsidiaries domestically including • ATS Rabbit Special Purpose Vehicle Co., Ltd. (48.75%) • ACSI (Thailand) Co., Ltd. (100%) • ACS Servicing (Thailand) Co.,Ltd. (100%) and • AEON Asset Management (Thailand) Co., Ltd. (99.99%) And holds shares in oversea subsidiaries including • AEON Specialized Bank (Cambodia) PLC (50%) and • AEON Leasing Service (Laos) Co., Ltd. (96.29%) Additionally, the company also holds shares in other related companies including • AEON (Thailand) Co., Ltd. (3.82%) • PT. AEON Credit Service Indonesia (2.59%) • ACS Trading (Vietnam) Co.,Ltd. (1.20%) and • Rabbit Cash Co.,Ltd. (18%)
Company Listed	The Stock Exchange of Thailand (SET)



Products and Services

AEON Thana Sinsap (Thailand) PCL conducts business in the financial lending sector, providing services across the following business segments:



1. Credit Card Loan

Provide various types of credit cards including loyalty point credit cards, cashback credit cards, traveler credit cards, shopping credit cards and corporate credit cards. All are provided under the supervision of the Bank of Thailand, with a strong emphasis on security, transparency and the continuous development of Fintech system to enhance user convenience.



2. Personal Loan

Provides personal loan services under the supervision of the Bank of Thailand, offering accessible and flexible revolving credit. Customers can conduct transactions swiftly and securely via the application AEON THAI Mobile, which support both flexing installment and cash withdrawals based on individual requirements. The company operates the services in accordance with Responsible Lending principles, carefully and fairly assessing ability to pay debt of customers. Plus, clear and transparent information is provided to ensure that customers can decide with confidence.



3. Hire Purchase Loan

Provides hire purchase loan services designed to meet a wide range of customer needs, including motorcycle hire purchase, motorcycle big bike hire purchase, and used car hire purchase. The service emphasizes flexible and repayment structures, supported by prudent and efficient credit approval process.



4. AEON Auto Quick Cash

Provides loan service by car license as collateral under the supervision of the Bank of Thailand. Customers are not required to transfer vehicle ownership and remain their possession.



5. Debt Collection

AEON Thana Sinsap (Thailand) PCL conducts debt collection services through its subsidiary, ACS Servicing (Thailand) Co.,Ltd, which specialize in managing debts and non-performing assets while adhering to legal framework and established standards.



6. Insurance Broker

Provides insurance brokerage services connecting with leading insurance companies, offer multiple channels including telemarketing, face to face and online platforms while also providing consultation to assist customers in selecting suitable insurance products.



7. Asset Management

AEON Asset Management (Thailand) Co.,Ltd is a subsidiary of AEON Thana Sinsap (Thailand) PCL, engaged in the acquisition and transfer of non-performing assets from financial institutions and financial service providers. The company operates within the framework of the Asset Management Company Act and relevant laws, focusing on debt settlement and restructuring.



Business Strategy

Business Strategy of the company

AEON Thana Sinsap (Thailand) PCL has established business strategy as following

1. Strengthen Core Business

Financial Inclusion:

Encourage financial inclusion by providing comprehensive financial services that cater to the needs of all customer groups, including those who have not previously accessed financial services. (Untapped Market)

Personalization Product & Localization Service:

- **Localization Service:** refers to the adaptation of products and services to meet the specific needs of customers in each region.
- **Personalization Product:** refers to offering products that can be customized to suit the specific preferences to each individual customer.

Sustainable Growth:

Strengthening the core business while maintaining a balanced and long-term responsibility toward society, environment and all stakeholders.

- **Technology and Innovation Development:** Continuous developing AEON Thai Mobile application for ease of use and serving new features to enhance sustainability and improve service efficiency to meet customer needs.
- **Support environmentally friendly products:** offering products that support clean energy, minimize environment impact and integrate the concept of Green Finance.





2. Innovation & Expansion of Income Opportunities

- **Digital Adoption:**

Focusing on applied innovations to create revenue growth with an emphasis on leveraging digital technology to attract a new generation of customers through AEON THAI Mobile application.

- **Fee Base Income:**

Developing and expanding sustainable revenue-generating businesses, such as insurance brokerage service, offering a variety of insurance products, debt collection that improve debt management efficiency and asset management services for no-performing assets (AMC).

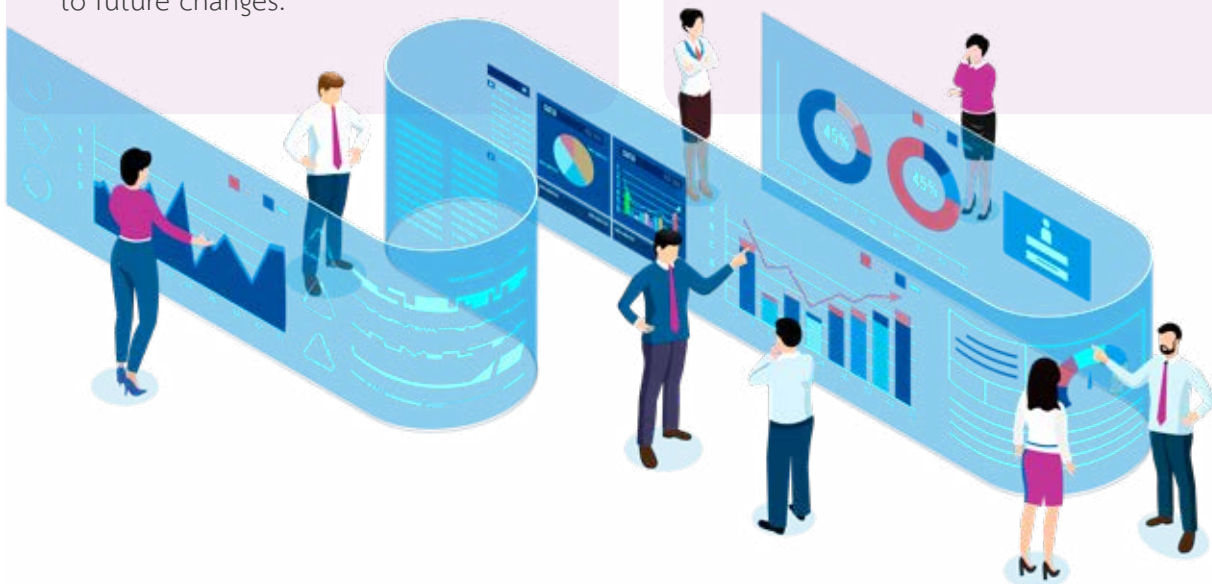
- **Cross Selling:**

Generating revenue through cross-selling strategy by offering products and services that address customers' need in all aspects.

3. Operational Efficiency

- **People & Culture:** Developing people and organizational culture to support operational efficiency, with a focus on enhancing employee's skills and capabilities through continuous training and development. Promoting a flexible and open collaborative work culture while instilling the effective use of technology to build a workforce capable of adapting to future changes.

- **Digital Technology:** Improve operational performance through digital technology, specifically Data Utilization, and AI-Driven Credit Scoring, to increase the efficiency of lending by deliver more accurate and quick risk assessments.

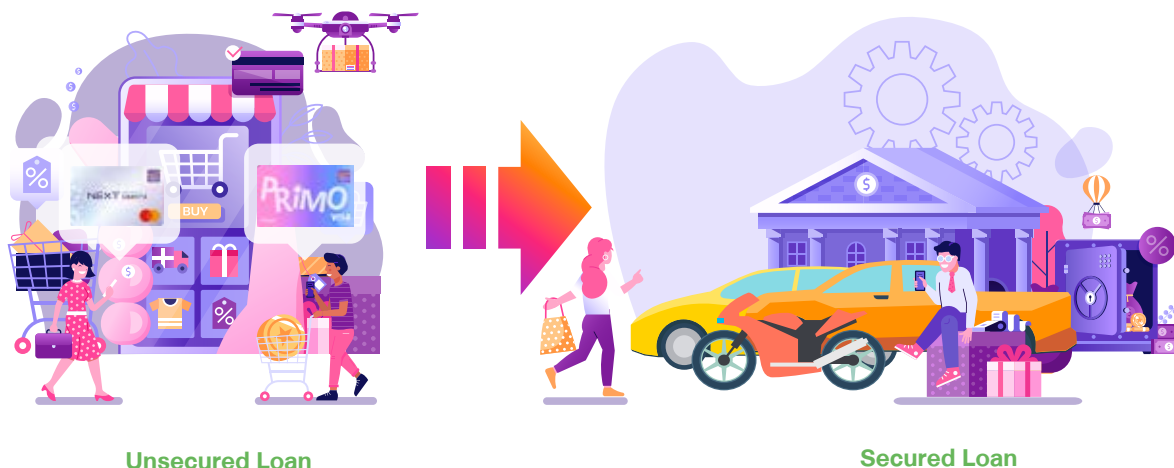




Organization Value Chain

Managing Stakeholder Impact in the Business Value Chain

The company emphasizes continuous product and service development to ensure satisfaction among all stakeholders. The Company analyzes the expectations of stakeholders in activities or work processes spanning the entirety of the business value chain in order to manage and meet the stakeholders' expectations as follow.



Business Value Chain

The company has conducted the analysis and segmentation of the comprehensive value chain to deliver the optimal products and services throughout the entire business operation. This initiative aims to ensure the efficient provision of products and services as well as to provide customer with the most effective experiences.

Primary Activities		
Unsecured Loan / Secured Loan		
Capital Procurement	Product Development and Digital Strategy	Marketing Activities
- Investment from shareholder - Profit from company operations - Domestic and International Banks - Debentures	- Conduct interesting Innovation Research in the financial sector, both domestically and internationally - Conduct team brainstorming and group research - Present project to the management - Collect requirements from relevant departments after management approval. - Present to the Board for budget approval - Set up a meeting with relevant departments within the organization to finalize the requirements. - Ensure alignment with established operational frameworks and budget - Conduct system testing in a simulated environment prior to customer deployment - Launch the project and monitor actual customer utilization	- Enhance customer responsiveness to meet their needs more effectively - Improve competitive capabilities against other industry rivals - Acquire new customers while retaining existing customers. - Enhance customers access through technology - Expand product diversity to meet customer demands - Increase company profits - Design customer journey to adapt to evolve customer needs - Develop services to meet customer's needs, technological advancement and current market situation.



Primary Activities		
Unsecured Loan / Secured Loan		
Credit assessment of the unsecured loan	Payment and Debt Management	Post-Acquisition Support
- Evaluate based on customers' contributions such as ability to pay debt by bureau credit score, occupation and age. - Notify approval result to customer through SMS and increase online notification channels. - Delivery of plastic credit card or virtual card on the AEON THAI MOBILE Application - Provide after sales service information such as billing cut-off date, promotion, campaign or interest calculation and etc.	The Company shall follow the criteria set forth by the Bank of Thailand or in accordance with the Debt Collection Act, with performance evaluated against the following standards: - Issuance of invoices to customers. - Reminder calls for overdue payments. - Utilization of third-party debt collectors if needed. (Outsource or subsidiaries that specialize regarding debt collection) - Implementation of debt restructuring for customers. - Pursuit of legal action for unpaid debts. (Both Unsecured/Secured loan) - Handling product returns for secured loans. (Secured loan only)	After-sales services provided include: - Card activation through phone call or AEON THAI MOBILE application - Account statement notifications via email or postal mail. - Handling customer inquiries regarding promotions and campaigns through various channels such as branch visits, Facebook, other social media platforms, or by phone through the call center. - Interest calculation. - Providing additional information requested by customers. Customer Service Department collects customer satisfaction evaluations through various channels such as branch visits, social media platforms, or the call center.
Credit assessment of the secured loan		
- Marketing Department analyzes marketing trends and propose to Credit Control Department for determine the conditions for secured loan assessment and approval criteria - Consideration amount of loan based on Loan-to-Value (LTV) by evaluating the quality of the car and assessing the value. - Creating a secured loan contract Credit Control Department notify Marketing Department regarding further actions such as issue a car registration book, contract processing or coordinate settlements with dealerships, etc.		
Supporting Activities		
Procurement	Technology Development	Human Resource Management
- Procurement are carried out according to the plans of each department within the company. - Categorized into three main types: computer-related procurement, non-computer-related procurement, and service procurement. - Evaluation of suppliers and pricing is conducted according to the Company's procurement policy, with a focus on security, and environmental considerations, including other relevant standards such as ISO9001 or ISO14001.	- Develop the AEON THAI MOBILE application to meet customer needs, ensuring the information security and preventing data leakage of both employees and customers by implementing information security measurement. - Develop systems/software to support the efficiency of employee workflow. - Develop software, website, and applications that provide customers with quick and convenient access to the services. - Improve the IT operations within the company and collaborate with external IT companies for better workflow.	- The recruitment process ensures no discrimination based on gender or physical abilities. - Employee development and training processes. - Management of wages and benefits for employees. - Handling of complaints and disciplinary actions in the workplace. - Employee data management processes. - Providing employees with knowledge of relevant laws and regulations related to company operations. - Talent management and succession planning processes.
Occupational Safety, Health, and Environmental Security, and Building Management	Firm Infrastructure	
- Effective management of buildings, facilities, and environmental areas ensures workplace safety, in accordance with the Occupational Safety, Health, and Environmental Act of 2011. - Provide training about safety to employees - Stringent measures are implemented to control access to premises for employees, outsourced personnel, customers, and partners engaging in business activities with the company. All parties must adhere to data security requirements, as outlined in ISO 27001 standards	Investor Relations - Dissemination of information to investors - Analyst relations: Monitoring and tracking company stock prices - Legal disclosure compliance - Communication with investors and shareholders Company Secretary Ensuring the Board of Directors implements comply with regulatory requirements as follows; - Oversight of organizational structure - Subsidiary board management - Compliance with company bylaws and regulations - Board development - Shareholder meetings	



About this report



Sustainability Development Report Fiscal Year 2024/2025 of AEON Thana Sinsap (Thailand) Public Company Limited is prepared in accordance with Sustainability Reporting guide for listed company and guidance on ESG Metrics for financial industry sector provided by The Stock Exchange of Thailand. By reporting the company performance from March 1, 2024 to February 28, 2025, the report covers the company operations in order to communicate the sustainability progression covering economic, social, environment and corporate governance dimensions which responds the expectations of all stakeholders.

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Website: <http://www.aeon.co.th> select menu “Investor Relations



Sustainable Management



Sustainability Policy

Definition

AEON Thana Sinsap (Thailand) PCL and its subsidiaries give precedence to business growth together with good corporate compliance, efficiently risk management, and embodying social responsibility. The Company is therefore committed to enhancing better living of the customer by responding to lifestyle and satisfaction for each group of customers along with conducting ethical business practices, embracing transparency, upholding human rights, and passionately promoting social and environment responsibility. It's not just business, it's a pledge to build unwavering trust with every stakeholder.

Objectives and Sustainability Goals

- The Company follows a clear guiding principle by committed to growing business through partnerships, customer relationships and societal impact. The Company aims to foster long-term awareness of sustainable growth.
- In the economic aspect, the Company provides digital innovation products and services that improve daily lives and well-being by facilitating access to financial products and services, in line with AEON principle of putting the "Customer-First".
- On the social front, the Company upholds good corporate governance, aligning with the AEON Code of Conduct. The Company is committed to respecting human rights, valuing employees across all levels, making promises to customers regarding social responsibility, engaging in fair trade with partners, and showing respect for stakeholder opinions.
- In environmental matters, the Company prioritizes a sustainable relationship between society and the environment by implementing a global standard environment management system that covers the entire organization.

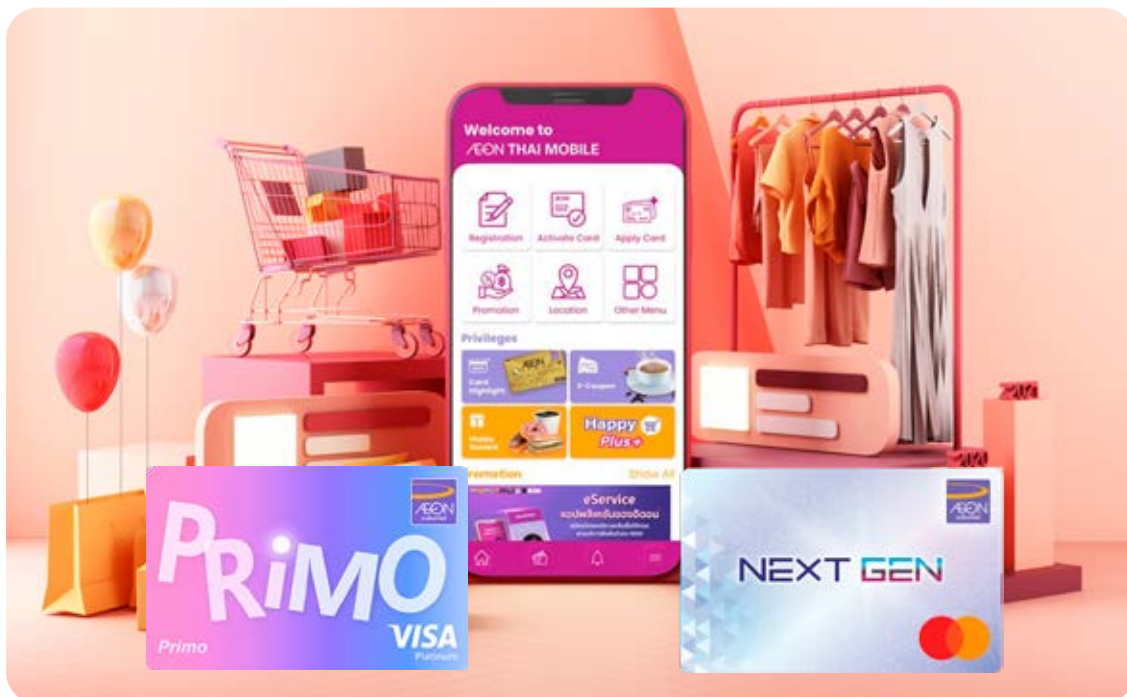


Sustainability Management Framework



Economic Dimension and Corporate Governance

- The company provides innovative financial products and services that improve daily lives and well-being of customers by prioritize making services accessible to everyone. The Company also places significant importance on advancing digital technology to offer efficient products and services that meet customer needs conveniently, quickly and without constraints of place or time. Importantly, the Company ensures the foundation of this services included robust information security and protection against cyber threats, fostering confidence and trust in online transaction for all customers and stakeholders
- The company is committed to transparency and will share information about its corporate compliance, following laws and regulations such as Bank of Thailand regulation, Anti-Money Laundering Law, Personal Data Protection regulations, Office of Insurance Commission regulations, and more. Additionally, the Company will disclose details about its corporate governance, aligning with regulations stipulated by the Stock of Exchange of Thailand.
- The company adhere AEON Group Future Vision as the guideline of work operation, consisting as follow

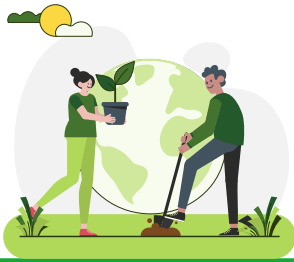




Social Dimension

- The company is committed to treating all employees with fairness and integrity, placing importance on the right to work in an equitable environment that is free from all forms of discrimination and harassment. The company foster a respectful workplace that upholds human dignity and promote equality in opportunities and access to employee welfare.
- The company upholds equal employment opportunities and a non-discriminatory approach regardless of nationality, race, gender, religion or physical disability. All employees are treated equitably in terms of remuneration, welfare, training, performance evaluation, promotion, disciplinary actions, termination and retirement.
- The company oppose all forms of child labor and forced labor within the operation and supply chain. The company dose not support or engage in any form of child labor and forced labor. Plus, established internal monitoring measures to ensure that the company's supply chain is free from human rights violations in these matters.
- The company promotes social engagement by established AEON Thailand Foundation to systematically carry out social activities. The company prioritizes on conducting operations in a ways that avoids negative impacts on local communities and foster active participation from the communities in sustainable development projects.





Environmental Dimension

- The company places a significant emphasis on cultivating a sustainable relationship between society and the environment through the implementation of an Environmental Management System (ISO14001) across the entire organization.
- The company has instituted environmental initiatives, such as waste segregation for general, recyclable and hazardous waste, with the objective of facilitating precise waste segregation by employees. Furthermore, campaigns are conducted to advocate for reduced electricity and resource consumption.
- The company disclosed greenhouse gas (GHG) emission performance using during 2023 as the base year. The data has been externally verified accuracy and official registered and certified by The Thailand Greenhouse Gas Management (TGO). The company has established comprehensive short, medium and long term GHG reduction plans.





NO
POVERTY

Goals 1

To promote the equal rights to access economic resources, new appropriate technology and financial services.



ZERO
HUNGER

Goals 2

End hunger, achieve food security and improved nutrition and promote sustainable agriculture



GOOD HEALTH
AND WELL-BEING

Goals 3

To promote access to the good quality of healthcare service.



QUALITY
EDUCATION

Goals 4

To promote inclusive and equitable good education and support lifelong learning opportunities.



GENDER
EQUALITY

Goals 5

To support gender equality without discrimination.



CLEAN WATER
AND SANITATION

Goals 6

Ensure availability and sustainable management of water and sanitation for all



AFFORDABLE AND
CLEAN ENERGY

Goals 8

To allocate human resources appropriately and promote safe and secure working environment.



DECENT WORK AND
ECONOMIC GROWTH

Goals 9

To support the development of innovative financial services to be more accessible and convenience.



REDUCED
INEQUALITIES

Goals 10

To support equivalence without discrimination. To follow relevant rules and regulations properly.



SUSTAINABLE CITIES
AND COMMUNITIES

Goals 11

To reduce environment effects and support to having more public green space.



RESPONSIBLE
CONSUMPTION
AND PRODUCTION

Goals 12

To support production and consumption sustainably.



CLIMATE
ACTION

Goals 13

Take action to mitigate climate change and impacts.



LIFE
ON LAND

Goals 15

To promote sustainably manage forest.



PEACE, JUSTICE
AND STRONG
INSTITUTIONS

Goals 16

To have responsible and transparent action and oppose corruption and bribery in all their form.



Sustainability Governance Structure

- The company has established Sustainability Committee responsible for overseeing and managing the company's sustainability initiatives.
- Chairperson of the committee is responsible for identifying and developing implementation plans and measures related to specified sustainability aspects. Chairperson has the authority to make definitive decisions concerning the relevant actions during committee meetings.
- The committees are entrusted with the responsibility of monitoring the progress of operational teams as they execute actions. This includes continuous oversight and regular reporting to the Board of Directors.
- The company's sustainability working team consists of representatives from various departments, assigned to drive sustainability-related initiatives within the organization. Their responsibilities include gathering both internal and external information, evaluating sustainability issues within the company, and subsequently reporting the results to the committees.
- All employees within the company are required to recognize and diligently adhere to the sustainability policy and its related practices.

Guideline for Policy Review and Objective in Organizational Sustainability Strategy

The Company will conduct an annual review of its sustainability policy or whenever amendments are made. The results of the review will be submitted to the Sustainability Committee for assessment and approval in accordance with established procedures.





Organization Overview

The company conducts business operations with a focus on ESG; Environmental, Social and Governance, integrating Sustainable Development Goals (SDGs) as the part to drive continuous organizational growth. This approach aims to meet the needs of customers and all stakeholders, ensuring sustainable business operations amid challenging circumstances.

The company has established policies related to sustainability key issues to serve as standards and guidelines for sustainable operation throughout the organization which are Sustainability Policy, Sustainability Risk Human Right Policy, Corporate governance and business ethics policy, Cyber Security and Client Data Protection, Responsible to Customer policy, Sustainable Financial Stability, Responsible Lending Practices, Environment Management System, Climate Change and Greenhouse Gas Emissions, Financial Inclusion and Financial Literacy, Human Resources Management, Social Contributions and Occupational Health and Safety

In addition, the company has established the Sustainability Committee to define the responsible structure for various issues, ensuring their role as oversees of the company's sustainability's performance in accordance with standards.

Sustainability Governance Structure



The company recognizes the crucial role of risk management to meet sustainability goals across economic and corporate governance, social and environment dimensions for analyze issues and implementing preventative measures to mitigate risks that could affect both the company and all stakeholders. Currently, the rapid technology advancements that enhance convenience also bring cybersecurity threats. Furthermore, uncontrollable factors such as new epidemics, escalating global warming, international conflicts, and political issues present additional risks that the company must considered and prepare the comprehensive action plan to ensure that employees can continue to perform seamlessly even in the unforeseen situations.

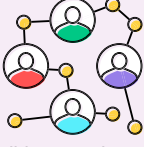


Stakeholders

The company analyzes stakeholders affected by business operations and outlines guidelines for responding the expectations within the business value chain with the details as follow:

Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations.
Shareholders Analyst Investor  – Board of Directors – Major/Minor shareholders – Major/Minor investors – Analyst Institution	- Annual General Meeting of Shareholders - Extraordinary General Meeting of Shareholders (when an event occurs) - Disclosure of Quarterly Performance - Hosted Analyst Meeting twice a year - Conference Meeting with investor both domestically and internationally - Quarterly press releases for effective communication with journalists and subsidiary investors. - Established investor relations contact channels	- Positive performance and sustainable growth. - Shareholders receive good returns from performance and enduring growth. - The Company maintains good governance, transparency, and sustainability in business operations. - The Company has a robust risk management system. - Communication is comprehensive, accurate, clear, and timely. - Communication channels are easily accessible and swift for shareholders, analysts, major investors, and minor investors. - Regular and consistent communication with investor relations is maintained.	- Conducting sustainable business operations under transparent corporate governance oversight is prioritized and regularly audited. - Effective, stringent, and comprehensive risk management practices are implemented. - Accurate and complete disclosure of information is ensured, with easy access to information channels provided. - Clear responses to inquiries are provided, along with organizing shareholder meetings and actively listening to feedback during such gatherings. - Analyst meetings and other communication channels to major and minor investors are regularly arranged.
Board of Directors  – Subsidiary companies – Board of Directors – Management	Organize shareholder meeting once per month	- Gain insight into managerial orientation or perspective of executives towards company - A corporate governance framework capable of fostering trust among stakeholders, encompasses both shareholders and investors	Implement the policies and summaries to apply for review the financial strategies.



Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations.
Customers  Unsecured Loan Customers Secured Loan Customers	- Branch services satisfaction survey - Customer Service Department satisfaction survey - Customer feedback through the Company's website. - Provide both online and offline media channels for customers to access services and communicate conveniently and efficiently. - Implement debt collection processes in accordance with the Debt Collection Act and the regulations of the Bank of Thailand (BOT). - Facilitate convenience and ensure security for customers.	- Provide financial products and services that meet customer needs, while continuously improving product and service quality. - Provide financial services responsibly and ethically. - Ensure data privacy and security. - Listen to and address customer feedback - Debt collection process is aligned with Debt Collection Act and regulation of the Bank of Thailand (BOT) - Provide helping to the customers in cases they unable to repay debts. - Obtain convenient, efficient, and secure service experiences at branches and company offices.	- Develop products and services to meet customer needs while adhering to responsible financial service standards and relevant laws, ensuring fairness and clear communication in financial transactions and credit provision. - Listen to and address customer complaints within the Service Level Agreement (SLA) timeframe. - Survey customer needs, track trends, and customer journeys to develop products or services that meet customer requirements. - Conduct customer satisfaction assessments. - Incorporate ISO27001 requirements for Information Security Management Systems (ISMS) and other relevant laws as frameworks for internal operations to ensure customer data protection, including Personal Data Protection Act (PDPA) compliance. - Propose debt restructuring options for customers facing difficulties in debt repayment. - Develop and improve employee service delivery to enhance customer experience. - Implement effective and secure measures to facilitate customer convenience in accessing building facilities, premises, parking, etc.
Employee  Fulltime employees Executive-level employees	- New employee orientation - Internal communication through various online and offline channels - Provide channels for feedback, suggestions, and complaints - Organize activities to foster employee engagement and satisfaction - Prepare training courses for employee development and communicate the Company's goals and guidelines through the SAP system and offline channel - Involve employees in product and service development - Monitor employee performance to ensure compliance with regulations set by the Bank of Thailand - Conduct training on building regulations and safe work practices - Encourage employee participation in building management and company security discussions and development.	- Consistent and fair performance evaluation and treatment - Fair and appropriate compensation - Continuous development of knowledge, skills, and necessary abilities - Training and awareness of company products to provide accurate and complete customer service - Safe and healthy work environment with suitable equipment - Ability to express opinions, needs, and complaints - Efficient work systems that meet employee needs for easier, convenient, and faster work - Importance of work-life balance - Attracting customer groups to use the company's products and services as specified - Customer commendations, product and service referrals, and maintaining a continuous customer base - Pride in working for a company with good ethics, sustainability in economic, social, and environmental aspects, and overall responsibility.	- Implementation of compliant processes, under the supervision of designated authorities, ensures adherence to regulations and laws. Regular risk assessment, reporting, and mitigation strategies are in place to address potential issues effectively. - Ongoing communication and training initiatives ensure awareness and compliance with company regulations and relevant policies. - Human resources management is guided by principles of human rights, including hiring and dismissal, compensation, benefits, employee's development, and performance evaluation fairly without discriminating against gender, age, national origin, race, religion, language, disability, physical condition or health, personal status, economic and social status, education or political opinions. - Personnel development programs are tailored to foster sustainable growth and career advancement. - Provide safe work environments and appropriate equipment to safeguard employee well-being. - Adequate equipment and support channels are provided to facilitate efficient work performance and address any concerns promptly. - Engagement activities are organized to foster a sense of belonging, and whistleblower protection policies encourage transparency and accountability.



Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations.
Competitors  Other financial institutions	Meeting for exchange point of view and cooperating on various agendas.	Operate the business and compete with transparency and fair treatment.	Creating fair competitive conditions.
Business Partners  The companies that have co-business development.	- Business partner selection and evaluation. - Provision of channels for collaborative business operations, such as accessing information through systems and implementing cutting-edge technology for joint operations. - Meetings, training sessions, and visits with partners to exchange ideas, discuss feedback, and consider suggestions. - Facilitate convenience for partners in contacting the Company, such as providing secure parking, security guards, and etc.	- Procurement processes with ethical, transparent, and verifiable. - Adherence to fair trade principles in all business dealings. - Seamless project execution in accordance with predefined plans, ensuring harmony. - Integration of up-to-date technology systems for collaborative operations and feedback provision. - Implementation of standardized and precise payment systems. - Provision of convenient and secure working conditions at both branch offices and the Company's premises.	- Establishment Business Partner's Code of Conduct. - Formulation of criteria and practices for partner selection and evaluation, incorporating with ESG considerations - Provide environmentally friendly procurement practices. - Communication of policies against corruption, including guidelines for gift-giving and entertainment, fostering and maintaining good relationships with partners. - Agreement on clear plans and compensation outcomes prior to project execution, ensuring adherence to schedules and fostering successful business partnerships. - Create and maintain good relationship with business partners. - Make a clear conclusion on an implementation plan and compensation to maintain good relation - Provide an up-to-date technology systems for collaborative operations and feedback incorporation to enhance operational efficiency through relevant units. - Implementation of standardized and accurate payment systems. - Implementation of security measures and facilitation of convenience for working at both branch offices and company premises.



Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations.
Creditor  Owner's equity Shareholders through the Board of Directors, Lending banks Investors.	- Disclosure of financial reports, relevant information, and preparation of reports according to specified timeframes. - Provide appropriate channels for communication and organizing continuous relationship-building activities.	- Received full and timely interest and principal payments. - Received accurate, comprehensive, and timely performance reports from the company. - Regularly engaged in activities and communication. - The Company efficiently manages finances, controlling expenses to increase profits.	- Responsible creditor practices include timely and complete repayment of interest and principal according to agreements, as well as diligent management of collateral under relevant contracts, along with prudent and efficient capital management. - Accurate and comprehensive financial and performance reports are provided without withholding information or facts that may harm creditors. - Activities are organized to enhance and maintain good relationships, with continuous communication. - The Company efficiently manages finances, controlling expenses to increase profits.
Government Sector (Internal and External)  Government Sector that ensures business operations comply with requirements. These include the BOT, SET, TIA, IOD, NCB, Department of Labour Protection and Welfare, Department of Skill Development, Social Security Office, Department of Employment, AMLO, and Office of the Consumer Protection Board	- Internal regulatory meetings ensure product development compliance before customer service. - External regulatory agencies receive meeting summaries, document reviews, reports, and press releases.	- Develop products and conduct business in compliance with relevant regulations and laws. - Introduce new products without posing risks to the Company or customers. - Receive assessments meeting shareholder and investor standards equally. - Adhere to regulations, receiving consistent evaluations. - Company complies with regulations and regulations accurately. - Promote hiring practices.	- Develop products and conduct business in compliance with relevant regulations and laws. - Develop products without posing risks to the company or customers. - Provide channels for investor relations communication. - Establish operational processes aligned with government regulations. - Increase employee awareness and knowledge of regulatory compliance. - Promote equal employment opportunities.



Stakeholders	Forms and Communication Channels	Requirement and Expectation	Company's Action toward expectations.
Social and Environment  - Community and Society - Residents in the community - Customers' companies - Universities	• Advance notification of activities through online and offline media channels, such as Social Media or local community branch publicity. • Ensuring community participation/benefits from organized activities. • Fostering good relationships with the community through social engagement activities. • Coordinating with customers' companies for verification during the credit approval process. • Fair employment opportunities and job expansion initiatives. • Implementing safe building management measures in compliance with the law, without causing disturbance to the community or society.	• Minimizing community resistance. • Enhancing the company's reputation through social engagement activities. • Achieving targeted customer acquisition goals. • Promoting and supporting various forms of social activities. • Helping in cases of community disaster or distress. • Contacting customers for information without affecting related companies, adhering to regulations, ensuring data accuracy, confidentiality, and non-disruption. • Employment opportunities from the Company. • Ensuring community safety and minimizing disturbance from business operations.	• Advance notification of the Company activities is provided. • Satisfaction or benefits are experienced from the organized activities. • Establish the AEON Thailand Foundation with consistent support for social and environmental development budgets. • Regulations are adhered to when contacting customers, ensuring no impact on their work status or related companies, and maintaining accurate and secure customer data usage. • Fair job opportunities are created through various recruitment channels such as job fairs at universities or social media job postings. • Strict compliance with the law ensures no disturbance to the community from the company's business operations.

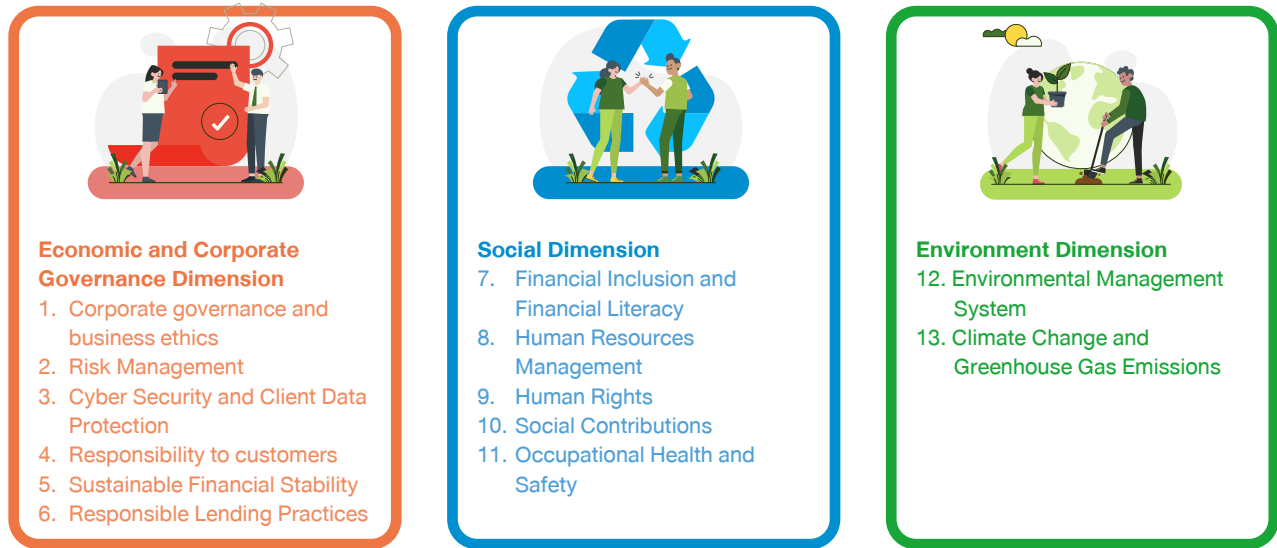
The Company has analyzed the importance level of stakeholders by considering the level of dependency between the company and stakeholders, the level of tension of stakeholders towards company's sustainable operations, and the influence level on strategies or business operations along with the top 3 important stakeholders which are customers, shareholders and regulatory agencies.





Sustainability Key Points (Materiality)

The company has analyzed and identified sustainability issues by considering data sources on sustainability factors relevant to the industry, both nationally and internationally, such as research institutions or standard-setting organizations related to sustainability in the industry at the national or global level, including Allianz Risk Barometer Results Appendix 2023, SASB Materiality Finder, Global Risk Report 2023, World Economic Forum, and comparative companies in the industry at the national or global level. Thirteen key sustainability issues related to the Company's business operations have been identified as follows:



The company has prioritized sustainability issues by considering the impact on the business (the likelihood of risk occurrence, financial opportunity/loss trends affecting the company's reputation, trends affecting business continuity risk, and the level of impact on stakeholders) The details of the analysis of key sustainability issues, which have been reviewed and approved by the Sustainability Committee, are as follows:

Material Matrix





Sustainability Framework



A

Accountability

E

Efficiency

O

Operational
Excellent

N

Network/
Navigating success

AEON has brought AEON Foundation Ideals outlines ethical standards and guidelines for business practices and stakeholders. By providing responsible lending and offers financial literacy to stakeholders.

(Responsible Lending Practices / Financial Literacy / Responsibilities to customers / Business Ethics)

AEON is committed to optimizing resource utilization through strategic planning and effective control measures to minimize the environmental impacts of its activities.

(Environmental Management System / Climate Change and Greenhouse Gas Emissions)

AEON priorities the highest level of security for customer data, ensuring responsible handling and compliance with data protection laws. This is achieved through adherence to global quality standards, the implementation of policies, and risk management plans to preemptively address potential issues. Additionally, the company focuses on effective human resources management and the upholding of human rights.

(Data Security / Risk / Occupational Health and Safety / Human Resources Management and Human Rights)

AEON actively supports the social initiatives of the AEON Thailand Foundation, achieved through the ongoing involvement of AEON volunteers, partners, and other stakeholders in the social activities organized by the Foundation.

(Social Contribution / Stakeholder participation)



Key Sustainability Performance

MSCI ESG Rating A



Economic and Corporate Governance Dimension

CGR 4 scores

TIA 100 scores (Excellence)

JCR Rating A Stable

ISO27001

ISO9001

Fitch Rating A- Stable



Environmental Dimension

Carbon Footprint for Organization Certificate



- Certified Environmental Management ISO14001

- Invite customers to receive e-Statement invoices and cancel paper invoices Reduce paper usage 8,864,190 sheets

- Reduced paper usage within the organization. Reduce paper usage 7,854,500 sheets

- Launched new products for customers to process the transactions on AEON THAI Mobile application Digital Credit Card active users 211,642 cards

- Accurate waste segregation 99.81 %

- Reduce electricity consumption 293,058.64 kilowatts.



Social Dimension

Received a bronze medal for Excellence in Hybrid Work in HR Excellence Awards Thailand 2024

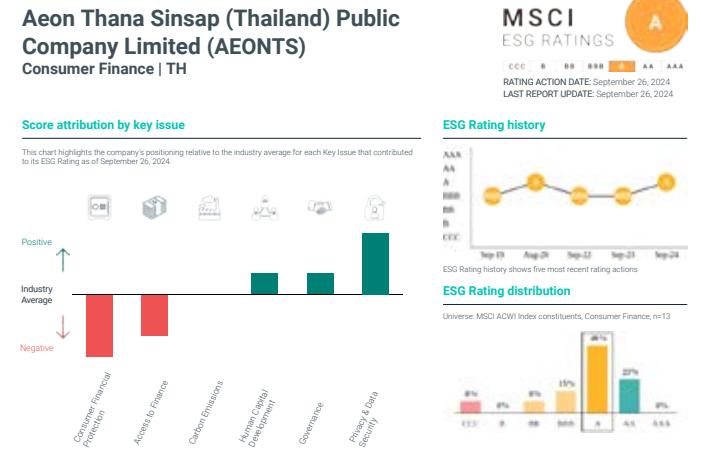


Corporate Social Responsibility project under the operation of AEON Thailand Foundation

- Total Projects 55 projects 16,263,450 THB

100% of relevant employees had training on important rules and regulations of the Company.

- » Personal Data Protection Act (PDPA)
- » Anti-Money Laundering and Counter-Terrorist Financing (AMLO)
- » Market Conduct Regulation (Market Conduct)
- » AEON Foundation Ideals and AEON Group Future Vision





Economic and Corporate Governance Dimension

- Corporate Governance and Business Ethics
- Risk Management
- Cyber Security and Client Data Protection
- Responsibility to customers
- Sustainable Financial Stability
- Responsible Lending Practices

1 NO POVERTY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS





Corporate Governance and Business Ethics



Principles and Impacts

The company is committed to conducting business in accordance with principles of good corporate governance, emphasizing transparency, accountability, reliability, and efficiency, while ensuring compliance with all relevant regulations. This commitment reflects a strong adherence to sound corporate governance practices and lawful business operations. Furthermore, these efforts foster trust and positive relationships with stakeholders, while simultaneously creating new business opportunities. Accordingly, the company prioritizes promoting operations aligned with the principles of good corporate governance as outlined in the 2017 Corporate Governance Code (CG Code) issued by the Securities and Exchange Commission (SEC), alongside establishing additional policies related to governance and business ethics.



Risks

The absence of effective corporate governance may lead to various risks adversely affecting the company's business operations. These risks include financial risks arising from fraud, legal violations, unfair treatment of stakeholders, improper use of resources, and poor financial decision-making. Such issues can result in the loss of capital and assets, as well as cause significant damage to the company's reputation.



Opportunities

Good corporate governance fosters confidence among shareholders, investors, and other stakeholders through transparent and responsible management. It enhances operational efficiency by implementing appropriate internal controls, mitigates risks related to fraud, legal violations, and disputes, and increases corporate value through effective management. Ultimately, it contributes to the long-term sustainable stability of the company.



Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
The number of complaints regarding violations of the company's ethics and policies, and incidents of corporate corruption (via the company's complaint channel)	Less than 10 times	Less than 5 times	0
The percentage of trained employees regarding the company's ethics and policies, and preventing corporate corruption.	80%	95%	100%
CGR score assessed by IOD annually	80%	85%	95%

Practices regarding key issues

Relevant Policies	Operational Standards	Responsible Department
• Business Ethics • Anti-Corruption and Anti-Bribery Policy • Conflict of Interest • Whistleblowing Policy • Information security policy • Policy on Prevention of Unfair Competition • Insider Trading Prevention Policy • Policy of Outsourcing Management • Anti-money laundering, Combating the Financing of Terrorism and the Proliferation of Weapons of Mass Destruction : AML/CFT/WMD) • Human Rights Policy	• Relevant Laws and Acts • Corporate Governance Survey Project for Listed Companies (Corporate Governance Report for Thai Listed Companies: CGR)	• Corporate Governance & Control and Risk Management Department • Investor Relation and Company Secretary • Human Resources Department • Finance and Accounting Department • General Administration Department





The company assigns the Corporate Governance Department, Risk Management Department, Investor Relations Department, Corporate Secretary, Human Resources Department, Finance and Accounting Department, and General Administration Department the responsibility to establish policies and guidelines related to corporate governance, business ethics, and other relevant policies. These are developed in accordance with operational standards, applicable laws and acts, the Corporate Governance Report for Thai Listed Companies (CGR), and related policies, including Business Ethics, Anti-Corruption and Bribery Policy, Conflict of Interest, Whistleblowing Policy, Information security policy, Prevention of Unfair Competition Policy, Insider Trading Prevention Policy, Policy of Outsourcing Management, Anti-money laundering, Combating the Financing of Terrorism and the Proliferation of Weapons of Mass Destruction : AML/CFT/WMD), and Human Rights Policy.

The company adopts applicable laws and acts as the operational standards and clearly designates responsible parties to regularly monitor the implementation of these policies and programs. The responsible parties are also tasked with reviewing and updating policies to ensure compliance with current laws and responsiveness to evolving circumstances. The details are as follows:

Business Ethics

The company has established business ethics to ensure responsible business conduct. This framework serves as a guiding practice for operations, grounded in respect and consideration for all stakeholder groups. It mandates strict compliance with applicable laws, regulations, and rules to achieve the company's objectives.

These guidelines have been established to serve as a framework for employees, executives, and all relevant parties to follow in the course of their duties. The content encompasses key issues such as responsibility to shareholders, customers, business partners, and creditors, as well as approaches for preventing corruption, maintaining fairness in business competition, and ensuring compliance with applicable laws and regulations.

The company aims to operate with integrity, uphold high ethical standards, and foster a corporate culture that encourages employees at all levels to adhere to principles of business ethics. Furthermore, the company's stakeholder engagement practices serve as a fundamental basis for operational strategies, contributing to long-term value creation and sustainable social development.

1. Guidelines for Stakeholder Engagement

The company values all stakeholders and conducts business with ethics, responsibility, and fairness to establish positive and sustainable relationships with all relevant parties, as follows:

1.1 Guidelines for Shareholders

The company is committed to conducting business with transparency, integrity, and accountability, striving to create long-term value for the benefit of all shareholders. We adhere to good corporate governance principles to ensure appropriate and sustainable returns.

1.2 Guidelines for Customers

The company is dedicated to providing high-quality, standardized, and safe products and services while prioritizing customer satisfaction and needs. Additionally, we uphold the confidentiality of customer information and conducts business fairly.

1.3 Guidelines for Business Partners

The company values fair and transparent dealings with business partners, adhering to ethical business practices and refraining from improper or unethical methods. We also strictly comply with contractual terms and conditions.



1.4 Guidelines for Creditors

The company upholds financial discipline and builds relationships with creditors based on trust and cooperation. We strictly comply with financial contract terms, provides accurate and complete information, and collaborates on mutually beneficial solutions to enhance financial stability.

1.5 Guidelines for Employees

The company values our employees as valuable resources and is committed to creating a safe and supportive work environment that fosters employee potential. We also promote equality and fairness in the workplace.

1.6 Guidelines for Fair Competition

The company supports fair business competition in accordance with ethical principles and applicable laws. We refrain from engaging in unfair practices, undermining competitors' credibility, or violating intellectual property rights and confidential information of competitors.

1.7 Guidelines for Society and the Environment

The company acknowledges our responsibility toward society and the environment by conducting environmentally friendly business operations, promoting efficient resource utilization, and supporting sustainable social development. We also cooperate with relevant organizations to enhance societal and environmental development in all aspects.

2. Conflict of Interest

In the course of conducting business, employees or executives may encounter situations where personal interests intersect with the company's interests, potentially leading to conflicts of interest. If not properly addressed, can undermine fairness in decision-making and erode stakeholder trust. As a publicly listed company, we are committed to identifying, managing, and mitigating conflicts of interest to uphold transparency, integrity, and independence in business operations.

Employees and executives must ensure that any business transactions, whether external parties or the company, do not conflict with the company's interests. All such transactions must comply with applicable laws, regulations, and the terms of the employment contract.

To ensure transparency and avoid conflicts of interest, employees and executives are required to disclose any holding of directorships or equivalent positions in external organization to the company in accordance with the criteria prescribed by the relevant regulatory authorities. This allows the company to assess potential risks and take appropriate measures to ensure compliance with applicable laws and regulations, including those related to connected transactions.



3. Combating Fraud and Unethical Conduct

The company is committed to conducting business with integrity, transparency, and adherence to good corporate governance principles. We have established policies to prevent and combat fraud while fostering a corporate culture that prioritizes business ethics.

3.1 Anti-Corruption and Bribery

The company strictly prohibits all forms of bribery and corruption. All employees must comply with applicable laws and relevant ethical guidelines.

3.1.1 Facilitation Payments and Bribery

The company prohibits employees and executives from giving or receiving facilitation payments or bribes in any form, including money, assets, or other benefits that could compromise fairness in business operations.

3.1.2 Offering or Exchanging Entertainment and Gifts

The company has established guidelines for offering or receiving gifts and entertainment, ensuring that such activities remain appropriate and do not create conflicts of interest or influence business decisions.

3.1.3 Embezzlement

The company is committed to preventing and detecting embezzlement within the organization by implementing strict internal controls and encouraging a secure system for reporting unethical activities.

3.1.4 Donations

The company supports charitable donations that comply with established criteria and avoids any donations that could be used as a means for bribery or unethical personal gain.

4. Human Rights

The company prioritizes respect for and compliance with international human rights principles. We are committed to conducting business in a manner that upholds human dignity and promotes equality across all sectors of society.

The company recognizes our role as an organization that impacts multiple stakeholders, including employees, customers, business partners, creditors, shareholders, and surrounding communities. Therefore, we are dedicated to fostering a corporate culture that upholds human rights, supports a safe and fair working environment, and treats all individuals with respect and integrity, without discrimination or any form of rights violations.



4.1 Employee Rights

The company values employees' rights to fair employment, free from discrimination and harassment of any kind. We support the creation of a work environment that respects human dignity and promotes opportunities and benefits.

4.2 Fair Employment and Compensation

The company upholds transparent and fair employment policies, determining compensation and benefits in accordance with appropriate standards and labour laws. We also emphasize the development of employees' skills and potential.

4.3 Prevention of Child and Forced Labour

The company does not support or engage in any form of child or forced labour. We have established internal monitoring measures to ensure that our supply chain is free from human rights violations in this regard.

4.4 Workplace Safety and Health

The company is committed to providing a safe and hygienic work environment and prioritizing employees' health and well-being.

4.5 Rights of Surrounding Communities

The company conducts business in a manner that does not negatively impact surrounding communities and actively promotes community participation in sustainable development projects.

4.6 Fair Treatment of Stakeholders

The company is committed to ethical and transparent business practices, ensuring fairness without discrimination or exploitation.

4.7 Political Activities

The company maintains a politically neutral stance and does not support, donate to, or favour any political party to ensure business transparency and fairness. We respect the rights and freedoms of all executives and employees to participate in political activities as permitted by the constitution. Employees may freely express opinions and engage in democratic processes. However, such participation must be in a personal capacity, without using the company's name, position, or resources to support or imply any political affiliation or endorsement.

5. Protection and Maintenance of Company Assets

The company mandates that all employees shall utilize the company's assets responsibly, efficiently, and exclusively for business purposes. All assets must be properly used, maintained, and protected against loss, damage, misuse or unauthorized use, and managed in a manner that safeguards the company's interests.

Employees are strictly prohibited from using company assets for personal gain or engaging in activities that may cause damage to the assets or negatively impact the company's operations. The protection and maintenance of assets include office equipment, tools, information technology, and other company resources, which must be utilized and managed efficiently and transparently.



The company is committed to fostering a culture of responsibility in asset usage and management to ensure sustainable business operations.

6. Use of Insider Information and Trading of Company Securities

The company places a high priority on safeguarding the confidentiality of insider information and ensuring it is not improperly used for personal gain or obtaining an unfair advantage in securities trading. Insider information refers to non-public, material information that could potentially influence the company's stock price.

Employees and executives are prohibited from using insider information for personal benefit or disclose such information to external parties, including family members, friends, or any individuals who might use it for trading the company's securities.

To maintain fairness in the capital markets, the company has implemented controls and oversight mechanisms to prevent unlawful securities trading. We also cooperate with regulatory authorities to ensure that our operations remain transparent and comply with applicable laws.

7. Public Disclosure of Information

The company emphasizes the importance of transparent, accurate, and timely dissemination of verified information to build trust among all stakeholders. In line with our commitment to ethical conduct and social responsibility, the company ensures that important information is communicated through appropriate and authorized channels. To prevent the spread of misinformation and minimize the risks of miscommunication, all employees and executives are prohibited from releasing of any information that could cause misunderstandings or damage the company's reputation.

Furthermore, the company strictly complies with all applicable laws and regulations governing information disclosure, including capital market regulations and corporate governance principles. This commitment ensures that communication with shareholders, investors, customers, and the public is accurate, reliable, and trustworthy.

8. Related Party Transactions

The company acknowledges the critical importance of conducting transactions between affiliated companies or related entities with transparency and fairness to protect interest of all stakeholders. We ensure that related party transactions are carried out in compliance with establish criteria, including fair pricing, neutral terms, and adherence to good corporate governance principles.

All related party transactions must be fully disclosed and comply with relevant accounting standards and legal requirements. This approach prevents conflicts of interest and fosters fairness for shareholders and other stakeholders. The company maintains robust internal controls and a transparent audit process to ensure that related party transactions are executed appropriately and in line with the business ethical standards.



9. Anti-Money Laundering

The company prioritizes compliance with laws and regulations related to anti-money laundering and is committed to conducting business transparently while adhering to international standards. All employees have a duty to remain vigilant and prevent the company from being used as a vehicle for money laundering or illegal activities.

The company has implemented strict customer and business partner due diligence measures, including reporting suspicious transactions to relevant authorities to mitigate risks associated with money laundering or the financing of illicit activities. Additionally, the company promotes employee awareness and understanding of proper anti-money laundering practices to safeguard the organization's stability and credibility.

10. Intellectual Property

The company places great importance on protecting both our intellectual property and that of external parties to promote creativity, innovation, and business competitiveness. The company's intellectual property includes patents, copyrights, trademarks, trade names, trade secrets, software, commercial data, and proprietary knowledge derived from our business operations.

All employees are responsible for maintaining confidentiality and appropriately using the company's intellectual property. They are strictly prohibited from using it for personal gain or disclosing it to external parties without authorization. The company is committed to preventing intellectual property infringement and has implemented strict measures to safeguard critical information and innovations.

Additionally, the company respects the intellectual property rights of external parties, including business partners and affiliates. Employees are required to comply with all applicable laws and regulations and must not copy, modify, or use another party's intellectual property without proper authorization.

11. Compliance with Laws, Regulations, and Policies

The company is committed to conducting our operation in full compliance with all applicable laws, regulations, and policies to ensure that our operations are conducted in a legal, transparent and fair manner. All employees are obligated to adhere to the legal and regulatory requirements applicable to the company's business operation.

The company encourages employees to develop knowledge and understanding of the laws, regulations and the company's policies related to their roles and responsibilities and to avoid any actions that may violate legal requirements or negatively impact the company's reputation. If employees observe or suspect any violation or non-compliance, they are required to report them immediately to management or the relevant department in accordance with the company's established reporting protocols.

Business Ethics Oversight and Implementation

Board of Directors

The Board of Directors is responsible for establishing, overseeing, and ensuring the effective implementation of business ethics within the organization. Their key responsibilities include:



- Establishing ethical policies and integrating business ethics into the company's strategic direction.
- Promoting a corporate culture that prioritizes integrity, transparency, and ethical business conduct.
- Overseeing compliance with ethical guidelines of the organization.
- Providing oversight and support to management in enforcing ethical practices and addressing ethical concerns that arise.

Corporate Governance Committee

The Corporate Governance Committee is responsible for developing, implementing, and continuously improving the company's ethical policies and governance standards. Their key responsibilities include:

- Reviewing and updating ethical guidelines to ensure alignment with evolving business conditions and regulatory requirements.
- Monitoring and ensuring compliance with ethical guidelines.
- Overseeing the implementation of ethical policies and ensuring effective communication and enforcement.
- Supporting training and awareness programs to enhance ethical understanding among employees at all levels.
- Providing guidance and interpretation of ethical policies in cases of uncertainty or ambiguity.
- Receiving complaints and conducting investigations in cases of ethical violations, ensuring a fair and transparent review process.

All Employees

Employees at all levels play a crucial role in promoting and maintaining business ethics within the company. Their key responsibilities include:

- Understanding and strictly adhering to the company's ethical policies and guidelines.
- Conducting business with honesty, transparency, and respect for all stakeholders.
- Reporting any suspected ethical violations or inappropriate conduct through the company's designated channels.
- Participating in business ethics training programs to ensure accurate and up-to-date knowledge.

Supporting a corporate culture that emphasizes integrity and encourages ethical decision-making in business operations.

Reporting Non-Compliance with Business Ethics

The company is committed to conducting business with ethics and transparency, encouraging employees and all stakeholders to strictly adhere to the established code of business ethics. In case where unethical behavior or violation of applicable laws are observed or suspected, the company encourages employees and stakeholders to report such incidents through designated channels.



To promote a culture of integrity, the company ensures that whistleblowers are fully protected against retaliation. All reports are treated with fairness and confidentiality, creating an environment where individuals can raise concerns without fear of adverse consequences.

Employees and stakeholders can submit reports of non-compliance with business ethics through the company's designated channels, such as email and online complaint platforms. The company will promptly and thoroughly investigate and take appropriate actions to ensure that business operations comply with ethical standards and corporate governance principles.

Whistleblowing Policy

The company places great importance on good governance by establishing a policy that requires employees at all levels to prioritize transparency and accountability in their work. This is facilitated through internal whistleblowing channels for reporting various concerns. The company also provides comprehensive whistleblowing channels for all stakeholders. Moreover, the company continuously conducts training and knowledge development on this matter to protect the interests of employees and the company, enabling thorough investigation of complaints and suspicious or irregular activities that violate company regulations or laws.

The company has established complaint and whistleblowing channels accessible to all stakeholders, which include:

- All branches nationwide
- Call Center: 02-665-0123
- Email: csd@aeon.co.th
- Investor Relations: ir@aeon.co.th

Additionally, the company provides channels for employees to file complaints if they experience unfair treatment, whether caused by the company's operations, supervisors, or colleagues. Upon receiving such complaints, the appointed departments and responsible persons are tasked to promptly investigate, examine, and resolve the issues, reporting results directly to senior management. The complainants' identities will be strictly kept confidential. The company offers multiple complaint channels such as email and telephone.

The company has clear procedures for handling complaints. Information regarding complaints, including the complainant's identity, will be kept confidential. Employees who are not involved will not have access to this information. Upon receiving complaints, the responsible officers will record the information and take appropriate corrective actions without delay, reporting the progress and outcomes to management or the company's board of directors as applicable.

Monitoring Compliance with Governance Policies and Practices

The company monitors compliance with governance policies and practices as detailed below:

Whistleblowing Report

The company has established a whistleblowing policy and protection for whistleblowers as follows:

- The company specifies Whistleblowing system shall be consisted of Managing Director, Director in Charge of Legal, Director or representative of Director in charge of Corporate Governance & Control Department or person in charge of Compliance (the "Whistleblowing Helpdesk Team") and Independent Legal Attorney.



- The Company has established a Whistleblowing System that allows “All Stakeholders” to report concerns related to suspected misconduct, fraud, corruption, or violations of laws, regulations, or Company policies.
- The Company shall abide by the policy for the protection of the reporter(s) that any unfair treatment to the reporter(s) shall be prohibited just because they reported the case through Whistleblowing System.
- The Company clearly defines contact channels and methods for receiving complaints for internal and external whistleblowers

For Internal Whistleblower

All staff can report whistleblowing case through internal channel.



Email : aeonthai191@aeon.co.th



Website : <https://enrollment.aeonts.com/aeonthai191/>



Phone : 092-257-8387

For External Whistleblower

- 1) Send letter to: Whistleblowing Helpdesk Team as following address
“AEON Thana Sinsap (Thailand) Public Company Limited
388 Exchange Tower, 26th Floor, Sukhumvit Rd., Khwaeng Klongtoey, Khet Klongtoey,
Bangkok 10110”
- 2) Legal Attorney Hotline E-mail: report_aeonglobal@yglpc.com

Confidentiality of Information

Information Security Policy

The company establishes an information security policy to protect the interests of the company, customers, partners, and all stakeholders. The guidelines are as follows:

- Protect information from violations that may affect confidentiality, integrity, or availability of the data.
- Comply with ISO 27001:2022 Information Security Management System to ensure data security.
- Comply with all other applicable laws and regulations.

Ensure Information Security

- Implement policies for data classification and usage to prevent unauthorized disclosure or access to critical information. All users of company data and information systems must strictly comply with these policies.
- Require an approval process before any critical company information is released to the public. Any public disclosure of company data must be reviewed and maintained to ensure accuracy and completeness at all times.
- Implement encryption for certain critical data as specified in the “Data Classification and Usage Policy” for users of data and information systems.



- Prohibit the transmission, storage, or receipt of messages, images, or other content related to fraud, threats, or offensive material within the company's information systems under any circumstances.

Policy of Outsourcing Management

The company establishes the outsourcing management policy to ensure responsible parties comply with the policy and supervisory guidelines, aiming to improve and reduce risks related to vendors in various environments or factors before, during, and after the outsourcing activities with third parties. Additionally, this policy aims to protect the rights of users and customers regarding services procured through outsourcing, privacy of data according to the Personal Data Protection Act (PDPA), data security, and compliance management, among others.

This policy applies to all employees involved in managing outsourcing, including outsourced contractors/vendors/third parties under contract and/or subcontractors (if any). This policy complies with other related policies, local laws, and regulations. Therefore, all involved parties must strictly adhere to it.

Criteria for Outsourcing/Vendor Selection

1. Departments or business units must follow requirements and criteria related to the selection and evaluation of outsourced contractors or vendors when selecting and obtaining approval from the company's authorized personnel.
2. Departments or business units must consider outsourced contractors or vendors based on the following criteria:
 - Capability to deliver or provide agreed services, activities, or goods.
 - Data security.
 - Financial status of the outsourced contractor or vendor must be reliable and verifiable through financial statements, performance results, or credible reference sources.
 - Good governance management and business stability and/or business continuity management.
 - Risks related to outsourcing services.
3. Departments or business units must ensure that outsourced contractors or vendors can provide services, activities, or goods on time as agreed or allow site visits at any time.

Information Security Management

To ensure compliance with the Personal Data Protection Act B.E. 2562 (2019) and other relevant company policies concerning data security, all outsourced contractors, vendors, and third parties are required to strictly implement and adhere to data security management and control measures.

- The management and control of data security must be documented in writing, providing a comprehensive description of security measures and control tools related to physical storage environments, technology, human resources, and other relevant aspects. These measures must meet or exceed the company's requirements or be acceptable to the company. However, all are subject to the company's discretion and judgment.
- Vendors are responsible for customer personal data (as defined by the PDPA) regarding any damages resulting from data security breaches, data leakage, etc., including incident response and corrective actions to prevent recurrence.



- Outsourced contractors/vendors/third parties must be aware of proper data destruction methods as specified for each data type. The timeline for data destruction must be clearly defined and verifiable.

Customer Protection

The company's responsible personnel for outsourcing must select and evaluate vendors based on various factors, such as delivery capability, business continuity plans, or alternatives to prevent business disruptions that may impact customers. However, outsourced contractors or vendors are required to provide a complaint channel for customers and to communicate this channel clearly to customers so they can file complaints directly with the company. This enables proper handling and resolution of customer complaints.

Risk Management for Outsourcing

1. The company requires a risk assessment in cases where customers suffer damages from services provided by outsourced contractors or vendors. Departments or business units must set measures and conduct risk assessments regarding this matter.
2. The company establishes operational cycles when errors by outsourced contractors or vendors are detected to promptly manage arising issues as follows:
 - Inspect and report the inspection results to the outsourced contractors or vendors for further action.
 - Identify the root cause of the problem; if caused by the outsourced contractors or vendors, the company must notify them to fix, prevent, and improve. If they cannot resolve the issue, the company will consider contractual terms regarding correction, termination, or replacement of the outsourced contractors or vendors.
 - Set preventive measures to avoid recurrence, which departments or business units must ensure are implemented.
 - Notify affected customers promptly about the status of complaint management.
 - Outsourced contractors or vendors must provide customer service hotlines or department contact numbers for customers to file complaints when receiving poor services or activities. When the company receives complaints, complaint handling will be done properly in coordination with the outsourced contractors or vendors as necessary.
3. The Risk Management department is assigned to work with relevant departments to comprehensively assess risks related to outsourcing as follows:
 - Categorize risk levels of outsourced contractors or vendors.
 - Conduct risk assessments of outsourced contractors or vendors.
 - Audit samples of high-risk outsourced contractors or vendors.
 - Review and monitor the risks of outsourced contractors or vendors.
4. The person responsible for outsourcing must consider all risk aspects such as legal and compliance risks, data privacy, data leakage, regulatory risks, and operational risks to reduce negative impacts. Risks must be assessed at the initiation, termination, and upon significant changes of the process.



Governance and Monitoring

The company requires the person responsible for outsourcing management to supervise, monitor, and control outsourced contractors or vendors as follows:

1. Review operational performance reports.
2. Conduct performance evaluations at least once a year, including the following factors
 - Compliance with contracts, delivery of goods or services according to specified quality and/or quantity, and on time.
 - Data management/data compliance with company policies, laws, and relevant regulations.
 - Cooperation with the company in handling problems, disruptions, or general complaints.
3. If the performance of the outsourced contractors or vendors requires improvement, the person responsible for procurement operations must notify, provide feedback, give recommendations, and prepare an improvement plan with a clear timeline. Follow-up inspections must be conducted according to the plan. If the inspection results do not meet the standards, the department or business unit may consider terminating the contract.
4. The person responsible for procurement operations must report the evaluation results of outsourced contractors or vendors to the Risk Management department and management (or relevant departments when issues are found).
5. Internal audits shall be conducted by preparing an audit plan related to outsourcing management, carried out in cooperation with the person responsible for procurement operations or relevant documentation. Internal audits may provide recommendations to improve the operations and controls of outsourced contractors or vendors.

Penalties

The company requires that penalties and compensation be clearly specified in the contract during the contracting process between the vendor or outsourced contractor and the company, in the event of any damage occurring to customers, the company, vendors, outsourced contractors, or other related parties.

Policy on Anti-Money Laundering, Combating the Financing of Terrorism and the Proliferation of Weapons of Mass Destruction (AML/CFT/WMD)

The company is committed to fulfilling its duties in accordance with the laws on Anti-Money Laundering, Combating the Financing of Terrorism, and the Proliferation of Weapons of Mass Destruction with transparency, accuracy, and completeness. To comply with the policies of AEON Financial Service Co., Ltd (AFS Group) as an affiliated company, the company recognizes its social responsibility as a financial service provider. Therefore, it considers the mission of preventing and combating money laundering and countering the financing of terrorism as a top-priority key responsibility of management. This is to prevent the company from being used as a tool or channel for money laundering, terrorist financing, and the proliferation of weapons of mass destruction. The company has established the following policies:



1. The company requires all customers to undergo proper identification and verification processes, performing due diligence and transaction reporting fully in accordance with applicable laws.
2. Management-level personnel are assigned explicit responsibility to ensure compliance with laws related to anti-money laundering, counter-terrorism financing, and weapons proliferation.
3. The company enforces stringent customer due diligence procedures, including clear approval or rejection criteria for establishing business relationships or transactions across all service types, ensuring full legal compliance.
4. Risk management measures are strictly implemented to mitigate risks of money laundering, terrorist financing, and weapons proliferation linked to all customers, services, and channels, including the launch of new products or adoption of new technologies.
5. The company consistently reports required transactions to the Anti-Money Laundering Office, adhering rigorously to legal transaction types, methods, and reporting protocols.
6. Independent and robust internal controls are established to audit and ensure compliance with AML/CFT/WMD laws, tailored to the company's operational risks and scale.
7. Information sharing protocols are defined and enforced between the company, its branches, and affiliated entities domestically and internationally to uphold AML/CFT/WMD compliance.
8. All directors, employees, agents, and representatives are strictly prohibited from involvement in or knowledge of any acts related to money laundering, terrorism financing, or proliferation of weapons of mass destruction, or association with any legally blacklisted individuals.
9. The company maintains comprehensive records of customer identification, transactions, reportable activities, and due diligence as legally required.
10. The company actively promotes and ensures employee training on relevant laws, policies, and procedures to guarantee effective, compliant performance.
11. Independent internal audits are mandated, with full authority and without interference, to verify adherence to core and subsidiary policies and procedures.
12. Oversight and audit mechanisms are enforced across all branches, affiliates, and third-party operations to ensure full AML/CFT/WMD legal compliance.
13. Head of Corporate Governance is appointed as Chairperson of the Anti-Money Laundering and Counter-Terrorism Financing Committee, overseeing all related matters at the highest level.



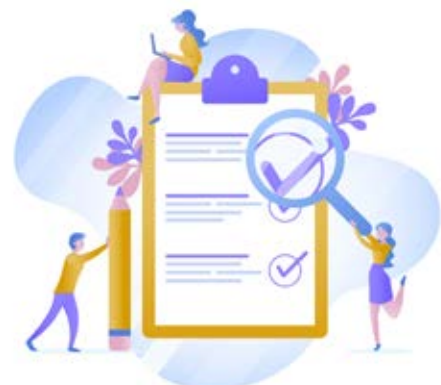
Measures to Prevent Violations of Business Ethics

The Internal Audit Department is responsible for reviewing and evaluating the effectiveness and efficiency of the internal control system in each process, considering the risks of each process with fairness and independence from those operations. This role is part of the third line of defense. The department also oversees the governance of the company, subsidiaries, and joint ventures within the group, considering related risks as well. Moreover, the Internal Audit Department applies risk assessment and management systems in management, promoting and supporting all units to have self-governance processes based on policies and good practices in internal control, aligned with the company's integrated enterprise risk management approach. This is connected to business operations and management processes of the company, including risk assessment on detected issues, providing consultation and recommendations aimed at adding value and improving operational controls effectively for the units.



Operational Plan / Project Implementation

- Establish operation manuals (company policies and requirements).
- Define communication channels to convey company policies and requirements to both internal and external stakeholders.
- Create channels for complaints, follow-ups, and reporting of results.
- Organize training seminars and knowledge sessions on Anti-Money Laundering, Combating the Financing of Terrorism, and the Proliferation of Weapons of Mass Destruction.
- Conduct regular training and refreshers on business ethics, with announcements in the SAP Success Factors system to encourage employees to study and apply them. Additionally, new employees receive training during orientation and take a business ethics knowledge test.
- Continuously update the charter of the committee to align with the Corporate Governance (CG) Code.
- Develop plans for the development of directors and executives.





Sustainable Supply Chain Management

The company considers supply chain management as a key factor that enhances agility and efficiency in business operations. Especially in an era where technology and data play crucial roles, effective management not only helps reduce financial risks but also increases the capability to respond to customer demands and adapt quickly to market changes.



Risks

If the company does not prioritize supply chain management, it may lose its reputation and credibility due to neglecting the environmental impacts of its partners' operations. As a business partner and supporter, this includes risks such as violations of environmental laws and regulations.



Opportunities

Helps increase opportunities to have good business partners through effective supply chain management, promoting collaboration and jointly producing products and services that best meet customer needs, thereby enhancing long-term customer satisfaction and enabling the company to operate and grow sustainably.

Guidelines for Sustainable Supply Chain Management

The company is committed to encouraging partners to manage their operations responsibly according to good corporate governance principles, free from corruption, respecting human rights, non-discrimination, and mindful of social and environmental impacts. This includes selecting services from partners and managing the supply chain sustainably, starting from the selection process of partners who comply with service standards that emphasize quality and timely delivery of products and services. The company aims for all parties to grow together sustainably with the following management guidelines:

- **Establish criteria for supply chain management as a work standard, considering sustainable business practices covering economic, social, and environmental aspects, including the following key points:**
 1. **Establish a Business Partner Code of Ethics**, covering issues such as conducting business with honesty, transparency, fairness, and legal compliance according to good governance principles; maintaining confidentiality; respecting human rights; reducing environmental impacts; and sustainable business practices across economic, social, and environmental dimensions.
 2. **Procurement Regulations**, to establish and control the guidelines for the company's procurement operations to ensure consistency and efficiency in line with standards, clear procedures, accuracy, transparency, and auditability, with no suspicion of corruption, non-transparent actions, or distrust. The key points covered are as follows:



2.1 Supplier Classification divided into 2 groups:

1. **Business Partners:** refers to product suppliers, contractors, service providers, and any company partners who have a legal relationship with the company, whether as juristic persons or individuals.
2. **External Contractors:** refers to companies or individuals providing services under an outsourcing contract, such as IT outsourcing or contractors.

2.2 Price and Quality Comparison of goods and services for procurement, to select products and services of good quality at reasonable prices, while providing equal opportunity for other suppliers to compete. Documentation must be prepared to request approval for procurement/purchasing from the selected supplier with justifications.

2.3 Supplier Evaluation to select suppliers before procurement or contract signing, including verification of information from the suppliers such as business licenses, screening against high-risk lists for money laundering, and lists of persons supporting terrorism financing (AMLO), as well as business operation documents in accordance with the company's operational standards. The company's supplier selection process is as follows:

Supplier Evaluation and Registration

- The company supports procurement and supplier selection that prioritize and promote environmental responsibility. Suppliers who demonstrate efforts to support the environment such as waste reduction, adopting energy and resource-efficient processes, or offering environmentally friendly products are favored. Suppliers who sign an acknowledgment of waste management methods in cases of renovation or repair works are also included.
- The company has policies and processes that support procurement and supplier selection with a focus on human rights. For example, suppliers must have human rights policies that prohibit child labor, forced labor, all forms of human trafficking, and discrimination. They must strictly comply with local and international labor laws, respect privacy, and protect personal data of employees, customers, and business partners. The company conducts ongoing supplier monitoring, including workplace visits, document reviews, and annual reports.
- The company follows specific criteria to evaluate and select new suppliers for joint business activities as follows:
 - **Reliability:** Verification of supplier documents according to the company's procurement standards.
 - **Quality:** Review of certification documents, past performance from other clients, and customer reviews.
 - **Experience:** Considering the length of company establishment and relevant work experience.
 - **Resources:** Adequacy of personnel and equipment to perform the work.
 - **Transparency and Good Management:** Including employee relationships, shareholder lists, credit/payment history, compliance with company rules, product warranties, and after-sales service.



After completing the evaluation and selection process, the company will register the supplier and provide the company's Business Partner Code of Ethics for the supplier to acknowledge and sign, as guidelines for collaboration. An exception applies to suppliers involved in a one-time procurement, who are not required to be registered.

1. The company prepares contracts for purchases of goods and services, including Non-Disclosure Agreements (NDA), to comply with policies on anti-money laundering, counter-financing of terrorism, and the prevention of proliferation of weapons of mass destruction.
2. The company emphasizes building and maintaining long-term good business relationships with suppliers and refrains from engaging with sellers, service providers, or contractors who exhibit fraudulent behavior.
3. The company prohibits procurement of illegal goods.
4. Procurement and contracting processes must consider and evaluate potential impacts on quality, safety, and the environment.

Supplier Selection Process





Classification of Key Supplier Groups of the Company

The company establishes criteria for selecting and identifying key suppliers, covering supplier categories and purchase order volumes (PO) as follows:

Vendor	Criteria for Classification
Tier 1	Business partners in core operations not related to strategic decision-making, and external contractors, with purchase orders totaling 10 million THB or more per year.
Tier 2	Business partners in core operations not related to strategic decision-making, and external contractors, with purchase orders totaling 5 million THB or more but not exceeding 10 million THB per year.
Tier 3	Business partners and external contractors with purchase orders totaling not exceeding 5 million THB per year.

1. Vendor Evaluation After Delivery of Goods and Services, vendors shall be evaluated at least once a year, or as appropriate, after delivering goods or services. The evaluation aims to review performance results, allowing vendors to use the feedback for improvement in terms of product and service quality. This process also supports the company in making informed decisions when selecting vendors for future engagements. A vendor evaluation form will be used, and the evaluation results will be processed according to the company's operating procedures.
2. Contract Formation and Clear Terms to Prevent Disputes, establishing contracts with clearly defined terms helps prevent disputes between contracting parties by outlining the rights and obligations of each party in writing. This also enhances confidence in adherence to the agreement and reduces legal risks that may arise during future business operations.
3. Payment Terms for Vendors, The company sets the standard payment term to be within 30 days, or according to the agreed credit terms, after receiving a complete and accurate billing document that complies with the company's conditions. However, in some cases, the payment period may be determined by mutual agreement with the vendor, depending on the type of product, service, and delivery conditions.



Vendor Risk Management

The company implements vendor risk management practices to minimize the likelihood of problems that could affect business operations. This ensures smooth operation and helps maintain sustainable competitiveness in the market. The vendor risk management process includes the following:

Risk Identification

The company assesses vendor risks before engagement by considering various factors such as:

- The vendor's capability to deliver services, activities, or products as agreed
- Data security
- Financial reliability of external contractors or suppliers
- Sound management practices and business continuity management
- Risks related to outsourced services
- Legal and regulatory compliance risks
- Data leakage risks
- Operational risks

Additionally, the company has a procurement process to assess the quality and reliability of vendors, in order to mitigate risks to an acceptable level.

Risk Monitoring

The company conducts regular reviews and monitors risks through Risk and Control Self-Assessment (RCSA) and Key Risk Indicators (KRI) to ensure that risks remain within acceptable levels. In cases where high risks are identified, the company will establish appropriate mitigation plans. Moreover, for high-risk vendors, the company may conduct random site visits to assess risks and evaluate the effectiveness of their internal control measures on-site.

Mitigation of Impacts

Customers can file a complaint with the company if they receive inappropriate services or activities from a vendor. Upon receiving a complaint, the company will properly address the issue in collaboration with the external contractor or vendor, as necessary. The handling process includes the following steps:

- Investigate the facts, identify the root cause of the issue, and report the investigation results to all relevant parties, including the affected customer.
- If the issue is caused by the vendor, the company will notify the vendor to take corrective, preventive, and improvement actions. If the vendor fails to resolve the issue, the company will consider revising or terminating the contract as appropriate.
- The company will implement preventive measures to avoid recurrence and minimize potential future impacts.



Key Issue Objectives

The company has established objectives on key issues to enhance the efficiency and sustainability of supply chain management for mutual benefit of both parties, as follows:

 Key Performance Indicator (s)	เป้าหมาย		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
Percentage of suppliers communicated with regarding the organization's anti-corruption policy and practices	60%	90%	100%
Percentage of new suppliers screened for sustainability criteria	60%	90%	100%
Percentage of suppliers who signed the Business Partner Code of Conduct	60%	90%	100%
Percentage of key suppliers who signed the Business Partner Code of Conduct	100%	100%	100%
Percentage of suppliers audited on-site for environmental standards in accordance with ISO 9001 and ISO 14001	4 cases	6 cases	8 cases
Timely payment to suppliers in accordance with the agreed payment terms	100%	100%	100%

Total number of business partners

 Key Indicators	Operational Outcomes				
	2020	2021	2022	2023	2024
Vendors	308	291	329	276	286
External Contractors (IT Outsource / General Contractors)	72	96	104	109	120
Partiners	393	325	184	250	205
Others (please specify)	284	263	296	252	266

*This includes only vendors for whom Purchase Orders (POs) have been issued via the SAP System.



Total number of business partners

 Key Indicators	Operational Outcomes				
	2020	2021	2022	2023	2024
Total vendors amount	431	425	436	398	407
Total Current approved vendor	308	291	329	276	286
New Approved Vendor	123	134	107	122	121

Total Number of essential vendors

 Key Indicators	Operational Outcomes				
	2020	2021	2022	2023	2024
Total Number of essential vendors	10	9	12	8	55
Total Number of essential vendors Tier 1	4	4	2	3	23
Total Number of essential vendors Tier 2	2	3	2	1	21
Total Number of essential vendors Tier 3	4	2	8	4	11

Vendors Screened for Key Sustainability Issues

The company conducts vendor assessments both prior to and after procurement activities. These assessments cover key sustainability issues across governance, social, and environmental dimensions. This includes evaluating the procurement of environmentally friendly products and services (green procurement).

 Key Indicators	Operational Outcomes				
	2020	2021	2022	2023	2024
Number of the company's vendors that have been screened for sustainability issues	0	0	0	90	76
Number of new vendors that have been screened for sustainability issues	0	0	0	122	121
Percentage of new vendors that have been screened for sustainability issues	0	0	0	100%	100%



Vendors who have signed and committed to the Business Partner Code of Conduct

The company established the Business Partner Code of Conduct in 2023 and has required vendors to acknowledge and comply with the provisions of the code.

 Key Indicators	Operational Outcomes				
	2020	2021	2022	2023	2024
Number of vendors who have signed and committed to the Business Partner Code of Conduct (units)	0	0	0	18	105
Percentage of vendors who have signed and committed to the Business Partner Code of Conduct (%)	0	0	0	100%	100%
Number of key vendors who have signed and committed to the Business Partner Code of Conduct (units)	0	0	0	7	29
Percentage of key vendors who have signed and committed to the Business Partner Code of Conduct (%)	0	0	0	100%	100%

On-site Environmental Audit of Company's Vendors According to ISO 9001 and ISO 14001 Standards

The company has conducted on-site inspections of its vendors' operations based on the product quality standard ISO 9001 and the environmental management standard ISO 14001 to ensure that the vendors comply with the specified standards. The audit results showed that all 8 companies inspected fully and correctly adhered to the required standards.

 Key Indicators	Operational Outcomes				
	2020	2021	2022	2023	2024
On-site Audits of Company's Vendors According to ISO 9001 and ISO 14001 Standards (by count)	5	2 Online/ Document support (Covid19 Situation)	3 (Covid19 Situation)	8	8



Payment to Vendors Within Agreed Terms

The company processes payments to vendors 100% within the agreed period of 30 days. This commitment is a priority for the company, which strictly adheres to the terms to maintain good relationships with the vendors.

 Key Indicators	Operational Outcomes				
	2020	2021	2022	2023	2024
Vendor Payments Within Agreed Terms (Number)	460	540	475	596	824
Percentage of Vendor Payments Made Within Agreed Terms	100%	100%	100%	100%	100%

Participation in Building Relationships with Partners and Supporting Sustainable Business Operations

- The company organizes the AEON Thanks Day event regularly every year to foster good relationships with partners. During this event, special promotions or preferential interest rates are offered to partners to boost their sales. This not only benefits the partners but also positively impacts customers, who gain from the collaboration between the company and its partners in delivering quality products and services that precisely meet customer needs. Moreover, AEON Thanks Day serves as an opportunity for customers to discover and access new high-quality products and services from partners. The event is held in major cities with a broad customer base and strong partner relationships, including Rayong, Nakhon Sawan, Korat, Chiang Mai, Nakhon Pathom, Udon Thani, Surat Thani, Songkhla, Phitsanulok, and Khon Kaen. This event has been successfully organized since 2011.





- Supports the procurement of products and services from partners who consider environmental impacts. Examples include purchasing office-use paper from companies that produce and distribute eco-friendly paper, as well as acquiring computer equipment with the Energy Star label to promote energy efficiency.
- The company communicates relevant billing procedures concerning procurement processes to its partners to ensure smooth and transparent operations.
- The company provides information and guidance on proper waste disposal methods to contractors involved in office and branch renovation projects, with an emphasis on minimizing social and environmental impacts.
- The company communicates its policy regarding the giving or declining of gifts and entertainment to both current and new partners, promoting ethical and transparent business practices.

Operation Outcomes

In 2024, the company implemented various initiatives to support and promote good corporate governance and business ethics across multiple areas. These efforts aimed to ensure that the company operates with transparency, accountability, and integrity.

Mystery Shopping Project

Objective	To ensure that the company maintains a high standard of service quality at its branches and that customers have a positive and satisfactory experience. This is achieved by incorporating service experiences from the customer's perspective to improve service delivery, with oversight provided by senior management.
Details	This project was initiated to control and maintain service quality in accordance with both internal and external regulatory standards. The initiative, known as Mystery Shopping, involves the covert evaluation of service quality without disclosing the identity of the evaluator as a company representative. This allows for a genuine understanding of the customer experience, as defined by the Bank of Thailand's regulatory guidelines. For operational planning, the Corporate Governance department evaluates which branches should be selected for Mystery Shopping, using supporting data such as the number of branch applications, complaints, approval rates, and branch locations. In 2023, the company selected branches in the Bangkok Metropolitan Region due to the high concentration of branches in that area. Once target branches are selected, the Corporate Governance team prepares a standardized set of evaluation questions based on both internal policies and external regulations. The focus is on providing customers with complete, accurate, and sufficient information for informed decision-making. The questions are aligned with the Bank of Thailand's "Four Don'ts" principle: Don't deceive, don't force, don't harass, and don't take advantage. In addition to assessing the quality of information provided by service staff, the evaluators also observe the branch's overall readiness, including staff availability, use of sales tools, display of marketing materials, and placement of warnings or disclosures. After completing the evaluations at all target branches, the Corporate Governance department compiles the data and reports the findings to senior management. If any non-compliance with guidelines is identified, corrective actions are taken to improve operations accordingly.
Results	From the inspection of 29 branches out of a total of 102, all were found to be in compliance with the legal requirements, with no significant issues identified.



Performance Based on Governance and Economic Indicators in the Organizational Context

The company received two complaints via its official whistleblowing channels regarding employees' violations of company regulations, ethics, and acts of corruption. The company conducted a thorough investigation in accordance with its procedures and has already taken appropriate corrective actions. Disciplinary measures were applied as deemed appropriate.

Governance and Economic Performance Indicators in Organizational Context	Unit	Operational Outcomes				
		2020	2021	2022	2023	2024
Business Ethics						
Number of Complaints Related to Violations of Company Regulations, Ethics, and Corruption (via the company’s Whistleblowing Channels)	case	42	127	44	62	44
The number of cases of business ethics violations or corruption.						
Number of cases of business code of conduct violations or corruption, along with corrective measures	case	0	0	0	0	0
Number of cases of business code of conduct violations or corruption committed by the company’s business partners	case	0	0	0	0	0
Percentage of employees who received training on company regulations, ethics, and anti-corruption policies	%	100% (4,570)	100% (4,219)	100% (4,030)	100% (3,927)	100% (4,078)
Assessment based on the Corporate Governance Report (CGR) survey criteria	%	82%	83%	83%	91%	84%
Number of times the business code of conduct was sent to suppliers for review and acknowledgement (Number)	case	0	0	0	18	85
Percentage of suppliers who received and acknowledged the business code of conduct (Percentage)	%	0	0	0	100%	100%

The company reports on the monitoring of compliance with the business ethics, such as cases of violations or the absence of violations, to the Corporate Governance Committee every quarter. In 2024, the company received a total of 2 complaints regarding violations of the company's policies and ethics, including acts of corruption, through the company's complaint channels. All cases have been resolved. Following these incidents, the company has implemented measures to prevent and mitigate the risk of similar occurrences in the future.



Preventive and Corrective Measures in Case of Problems or Obstacles

- Implement measures to assess risks related to money laundering.
- Establish complaint channels for reporting cases of fraud or violations of business ethics, including ensuring that investigations and legal proceedings are conducted efficiently. Additionally, distribute annual questionnaires to survey and prevent potential breaches of business ethics.
- Implement measures to monitor compliance with corporate governance policies, including:
 1. Oversight of insider information usage (reporting of securities holdings and changes in holdings, as well as futures contracts, both on a case-by-case basis and annually).
 2. Reporting of conflicts of interest (reporting related-party transactions and connected persons).
 3. Conduct evaluations of the board of directors, both collectively and individually.





Risk Management



The company places significant importance on risk management as a key strategy that enables the business to effectively handle uncertainties and threats that may impact operations, growth, and the company's reputation. Systematic risk management helps build resilience within the organization and supports the ability to operate sustainably and continuously in the long term. The company identifies, analyzes, evaluates, and plans responses to risks in various areas such as economic, social, environmental, legal, technological, and market changes. Additionally, the company establishes control measures and ongoing monitoring to ensure that these measures remain appropriate and can respond promptly to any evolving situations.



Risks

Financial damage from economic volatility, rising costs, or loss of income due to unforeseen events can lead to business disruptions. Unexpected events, such as natural disasters, system failures, loss of trust from customers, investors, and partners, or failure to comply with laws and regulations, may result in penalties, fines, or legal disputes that have far-reaching impacts. These challenges can lead to the loss of business opportunities and undermine long-term sustainability.



Opportunities

Helps mitigate the impact of unforeseen events, enables more accurate strategic decision-making, uncovers new market opportunities, strengthens long-term competitive advantage, enhances flexibility and resilience in various situations, and builds credibility and trust with stakeholders. This can lead to potential joint venture opportunities or support in various areas.



Objectives and Risk Management Goals

The company manages sustainability risks with the objective of minimizing errors in fulfilling its social and environmental responsibilities. Such errors could have economic, social, and environmental impacts. The company has set the following goals for managing sustainability risks.

 Key Performance Indicator(s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
The number of abnormal incidents related to sustainability issues with a high level of severity.	Less than 2 incidents	Less than 1 incidents	Zero incident

Policies and standards related to risk management:

The company analyzes sustainability risk factors in conjunction with the regulatory standards of the Bank of Thailand (BOT), international quality management standards related to organizational quality management (ISO 9001), and information security management standards (ISO 27001). These are used to define policies for risk management, operational risk management, emergency risk management, outsourcing, and corporate governance meeting. These policies cover areas such as risk management, corporate governance, business ethics, and responsible lending, among others. The company has the following related policies and standards:

Relevant Policies	Relevant Standards	Responsible Department
• Risk Management Policy • Operational Risk Policy • Incident Management Policy • Third Party Management Policy • Corporate Governance Meeting Policy	• Bank of Thailand Regulations • ISO9001 • ISO27001	• Risk Management Department • Compliance Department • Corporate Control Department

Risk Management Implementation Plan

- **Establish comprehensive risk policies related to the company's operations across all processes** to ensure compliance with legal standards, align with strategic goals, and build long-term confidence among all stakeholders. This includes developing a risk management structure, a risk management framework, and a process for identifying risks. More details can be found in the 56-1 One Report 2024/2025, page 35 - 51
- **Assign departments responsible for overseeing and managing various risks within the company**, analyzing and monitoring risks to ensure risk management is in accordance with established policies.



- **Appoint individuals responsible for corporate risk management and for conducting internal risk assessments** and assign responsible individuals for internal audits within the organization to ensure that the risk management system is appropriately implemented, by reviewing the internal control system and the risk management system.
- **The company shall disclose details of various risks and the corresponding risk management strategies or plans, covering the following areas:**
 - Strategic Risks and Management Plans
 - Operational Risks and Management Plans
 - Financial Risks and Management Plans
 - Regulatory Risks and Management Plans
 - Environmental, Social, and Governance (ESG) and Risks Management Plans

Additional information can be found in the 56-1 One Report 2024/2025, on page 35 - 51

- **The company operates risk management systematically** to manage risks effectively as follows:
 1. Define Risk Appetite or Risk Tolerance: This refers to the level of risk the organization is willing to accept to achieve business goals. Setting these levels allows managers and executives to make effective decisions in facing various risks.
 2. Define Risk Matrix as a tool used to assess and prioritize risks by considering both the likelihood of the risk occurring and the potential impact. The use of a risk matrix ensures efficient risk evaluation.
 3. Define Key Risk Indicators (KRIs) as the metrics used to measure and monitor significant risks that could impact the business. Establishing KRIs allows the company to find preventive measures and adjust strategies promptly when risks arise.
 4. Continuous Monitoring and Evaluation of Risk Management, the company regularly monitors and evaluates its risk management efforts. If it is found that the risk management results are inadequate or do not meet objectives, the management will revise plans to ensure that risks are controlled appropriately.
 5. Report Organizational Risks to the Board Regularly to the Board of Directors through the Risk Committee meetings to present updates and progress on risk management efforts.



- **Established a risk management framework for new emerging risks** to reduce the uncertainty and evolving risks that could significantly impact financial stability, regulatory compliance, and the ability to operate continuously. The key emerging risks identified are as follows:
 - Climate change risks
 - Risks from new regulations
 - Risks from household debt crises
 - Geopolitical risks
 - Risks from natural disasters

The company has developed appropriate strategies for managing these risks. For further details, please refer to the 56-1 One Report 2567/2568, page 45 - 57

- **Established an effective crisis management system at the organizational level** by utilizes a Business Continuity Plan (BCP) to address critical risks, including newly emerging threats such as fires and natural disasters.
- **Cultivating a Risk Management Culture** to promote awareness among employees about risks related to their work, such as email communication and phishing tests, covering all positions. The company also incorporates risk as one of the criteria for the development or approval of new products/services. Additionally, various departments are required to assess risks in collaboration with the risk management department through the RCSA (Risk and Control Self-Assessment) document.
- **Implementing Projects to Support Sustainable Risk Management** The company regularly develops projects to enhance the effectiveness of risk management. These projects are designed to support the company's risk management efforts. Examples of such projects include.

Development of Takedown Service

Objective	To minimize harm to the general public caused by fake websites or social media accounts that misuse AEON's name or trademarks.
Details	Improve operational procedures for handling fake websites or social media accounts to enhance efficiency.
Result	Under progress.





Operational Outcomes

Based on the performance results for the year 2024 in risk management, the company has achieved its risk management goals. There were no incidents related to sustainability issues with high severity, and no such cases have occurred in the past 5 years, as shown in the table below.

Incident	Unit	Number of annual violations				
		2020	2021	2022	2023	2024
The number of abnormal incidents related to sustainability issues with a high level of severity.	case	0	0	0	0	0

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Report significant risk assessment issues to the Risk Oversight Committee and the Board of Directors on a regular basis.
- In cases of violations of the company's code of conduct and policies especially regarding ethics, fraud, and corruption every incident is escalated to the relevant departments for a detailed review of the facts, impacts, and root causes before being submitted to management for further consideration.
- An incident reporting and tracking process is in place, covering sustainability-related issues. All irregular incidents must be thoroughly documented, including an overview, impacts, financial and non-financial losses, as well as corrective and preventive actions. This incident data is used to enhance the efficiency of existing controls and improve related processes or activities to mitigate future risks.





Cyber Security and Customer Data Protection



Principles and Impacts

The company recognizes the importance of maintaining the security of information related to its business operations, whether it involves personal data or other legally significant information. We are committed to protecting such data from risks such as unauthorized access, disclosure, or alteration, which could impact individual safety or undermine trust in the company's business operations.

To ensure effective information security, the company has adopted the ISO/IEC27001 standard for Information Security Management System (ISMS) and complies with relevant laws such as the Information Technology Act and the Personal Data Protection Act (PDCA). Internal policies and procedures have been established to ensure that all employees strictly follow the data protection requirements and operate in alignment with applicable regulations.





Risks

Disruptions to communication and operations may occur, potentially leading to data breaches or unauthorized access. Such incidents could damage the company's reputation and erode customer trust, while also exposing the organization to litigation, substantial fines, and increased financial and legal risks. Ensuring effective data protection is therefore essential to safeguarding corporate security and maintaining stakeholder confidence.



Opportunities

Building trust among customers and stakeholders contributes to the retention of existing clients and the expansion of new customer bases. Compliance with relevant safety standards and legal requirements also helps reduce the risk of litigation and substantial fines. Well-managed data practices are recognized for their credibility and professionalism, enhancing business opportunities, and fostering collaboration with potential partners.

Objectives and Management Goals

To ensure that customers, employees, and business partners have confidence in the company's ability to safeguard data by maintaining confidentiality, integrity, and availability. The management approach aims to protect information from threats and risks related to data breaches, while ensuring compliance with relevant regulations, standards, and legal requirements.

 Key Performance Indicator(s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
Number of Operation Centers Certified with Information Security Standard ISO/IEC 27001	100%	100%	100%
Percentage of Employees Trained in Cybersecurity and Personal Data Protection	90%	100%	100%
Number of Cyber Attack Incidents Resulting in damage to the company	0 case	0 case	0 case
Number of Personal Data Leakage Incidents	0 case	0 case	0 case





Operational Plans

- The company seeks certification from an external certifying body (Certification Body) to confirm compliance with the Information Security Management System (ISO/IEC 27001) across all areas, including the Head Office, Sermmmit Operation Center, Bangkok Operation Center, Regional Operations Centers, and branches nationwide.
- An Information Security Management Representative (ISMR) is appointed, along with senior executives from all departments, to serve on the ISMS Steering Committee (SC). This committee is responsible for reviewing, evaluating, and approving the operations of the Information Security Management System.



Roles, responsibilities, and authorities



Steering Committee : Top Management from all departments or representatives within the scope of the information security management system, appointed by managing director (MD)

- All employees are required to undergo annual training on the requirements of the Information Security Management Standard (ISO/IEC27001) and Personal Data Protection Law (PDPA).
- A Data Protection Officer (DPO) is appointed to oversee the protection and management of all personal data within the organization. Additionally, a SOC TEAM is established to conduct vulnerability assessments, penetration testing, handle complaints, and address cybersecurity threats.

Relevant Policies	Relevant Standards	Responsible Department
- Information Security Management System Policy - Personal Data Protection Act Policy (PDPA)	- ISO/IEC27001 - Personal Data Protection Law	- Corporate Compliance Department - IT Security Department

The company has assigned the Corporate Compliance Department and the IT Security Department to be responsible for cyber security operations and personal data protection in accordance with the Information Security Management System (ISMS) ISO/IEC 27001 and the Personal Data Protection Act (PDPA). These standards provide the framework for internal operations. The company has established a Cyber Security Management Policy and a Personal Data Protection and Privacy Policy to guide business operations. These policies serve as a framework for relevant departments to follow in order to ensure the highest level of security for customer data. The policies address key topics such as cyber security, personal data protection, and risk management.



Operational Plans / Project Implementation:

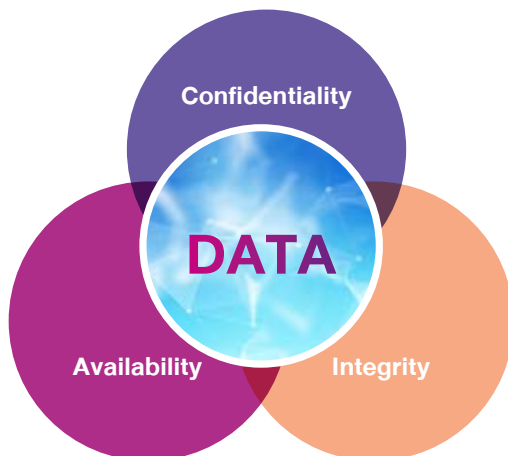
- **The Board of Directors is responsible** for overseeing and controlling information technology security. Regular monthly IT Steering Committee meetings are held to report progress and results concerning the control of information security. Management is assigned to manage the company's information technology security.



- A policy on data and information system security has been established, covering information security and cyber security, personal data protection (PDPA), privacy policies, access control, data encryption control, as well as physical and environmental security measures.

Information Security Management Policy (ISMS-P-01)

- Protect data (regardless of its format) from various threats that could compromise its confidentiality, integrity, or availability.
- Comply with the ISO/IEC27001 standard for information security.
- Adhere to all relevant laws and regulations.





Personal Data Protection and Privacy Policy (PDPA)

The company has established policies and practices aimed at protecting the personal data of all groups of stakeholder. Internal processes and practices are regularly updated to comply with applicable personal data protection laws. The goal is to enhance the capability and awareness of employees within the organization. To achieve this, training sessions on personal data protection guidelines and recommendations are provided to all staff. This ensures that every employee is informed and equipped to prevent any potential harm related to the collection, use, and disclosure of personal data. The company is committed to safeguarding this data, ensuring its confidentiality, and preventing its unauthorized disclosure unless consent is obtained from the data owner or there is a legal basis for disclosure. Additionally, a personal data security management system has been implemented for customers' data, in compliance with relevant regulations, and a Data Protection Officer (DPO) has been appointed to oversee data protection matters.

Privacy Policy Statement / Privacy Notice

The company has established a privacy policy for customers, shareholders, external parties, and employees on the company's website. This policy informs data subjects about the purposes, duration, and legal basis for data collection, as well as circumstances under which data may be disclosed to external parties, along with other details required by law. In addition, the company prioritizes the exercise of personal data subjects' rights under applicable laws. To facilitate this, appropriate channels are provided for individuals to exercise their rights and submit complaints. The company is committed to investigating and addressing any issues within a reasonable time frame.

Access Control to ensure Information Security

- Users of company data and information systems must strictly follow the data classification and usage policy when handling Confidential or Internal Use data to prevent unauthorized disclosure or access.
- Users must comply with procedures for obtaining approval before releasing sensitive or confidential company data to the public. Such documents must be thoroughly reviewed and maintained to ensure the accuracy and completeness of the information.
- Users are required to encrypt certain sensitive data, as specified in the data classification and usage policy.
- Messages, images, or any content related to fraud, harassment, or inappropriate behavior must not be transmitted, stored, or stored in the company's information systems under any circumstances.



Physical and Environmental Security

the following practices are established including not installing devices that do not comply with the company's specifications to access the company's network. In the case of loss of computer devices and communication devices that are connected to the company's network, employees must report the incident to the responsible department and follow the guidance provided to resolve the situation according to the company's incident response policy. Additionally, any actions that could cause damage to the company's information systems must be avoided.



- **Establish guidelines and create a manual for maintaining the security of information and information systems.** This should cover the operation of the **information management system**, the usage and responsibilities concerning company data, the hierarchy of individuals authorized to access the data, password requirements for accessing information, monitoring and ensuring the privacy of employees, reporting abnormalities, defects, and security breaches, protecting equipment when not in use, ensuring the security of company data, the rules for using information technology devices, and other related matters.



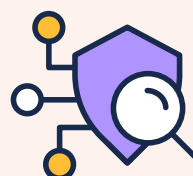
- **Organize training for all employees on information and information systems security** to ensure that employees have the knowledge, understanding, and awareness of data and cybersecurity. Additionally, assess employees' comprehension by setting a minimum passing score of 80% on the overall test.



- **Require vulnerability scanning and penetration testing for the company's critical information technology systems at least once a year** to enhance readiness in dealing with cybersecurity threats. This aligns with the legal requirements for payment systems operators, covering protection, detection, and response across personnel, processes, and technology. The goal is to ensure robust protection, timely threat detection, and an effective response to cyber threats.



- **Establish measures to inform customers about privacy protection** in various aspects, including the types of customer data the company collects, how the data will be used, the customer's right to decide whether or not to allow the use of their data, the retention period of customer data, measures the company has in place when third parties use customer data, and actions taken in the event of a data breach. This information should be published on the company's website and communicated to customers when they engage in transactions with the company.



- **Establish procedures for handling customer data leakage**, including the investigation process, the corrective actions taken, penalties in accordance with company policy, legal actions, and appropriate compensation for affected parties.



Operational Outcomes

In 2024, the company organized various activities and projects to support and promote information security. These included the development and testing of the Information Technology Disaster Recovery Plan (DRP) and the Business Continuity Plan (BCP) to mitigate the impact of disruptions caused by emergencies or disasters. The aim was to ensure that critical IT systems and processes can be recovered quickly and efficiently, with annual testing. Additionally, the company conducted reviews and updates to its information security policies and procedures twice a year to ensure they remained current. Notable projects organized included the following:

Vulnerability Scanning and Penetration Testing for Company IT systems

Objective	To enhance the readiness in countering cyber threats in accordance with payment system regulations, focusing on protection, detection, and response. This approach covers personnel, processes, and technology, ensuring strong defenses, timely detection, and effective responses to cyber threats.
Details	1. Vulnerability Assessment: This involves testing the security of servers by assessing known vulnerabilities in the system using a vulnerability database. The assessment identifies system weaknesses and uses an asset management system to pinpoint security flaws for IT systems connected to the public network (internet-facing). This must be conducted at least once a year. 2. Penetration Testing: This cybersecurity assessment aims to identify and exploit weaknesses in computer networks, applications, and websites securely. By doing so, it enables the company to address vulnerabilities and reduce the risk of attacks from malicious actors.
Benefits for the Organization:	- Enhances the security of the company's IT systems, ensuring they can prevent threats through identified vulnerabilities. - Increases awareness regarding cybersecurity and the importance of system improvements. - Mitigates legal risks and helps educate service providers about security. - Support for ISO/IEC27001 Compliance:
Results:	Conduct IT System tests as following, Vulnerability Assessment: Conducted on 5 IP addresses. Penetration Testing: Performed on 17 systems.





Phishing Simulation Project

Objective	To raise awareness among all personnel levels regarding information security.
Details	This involves simulating phishing emails to be sent to a group of users (personnel) within the organization to assess the organization's risk level against phishing threats and to evaluate users' awareness in identifying phishing emails. The results of the test are recorded and analyzed, and the information is used to plan and organize training sessions to improve knowledge, as well as to enhance the organization's phishing prevention measures.
Benefits for the Organization:	Developing knowledge and expertise in information technology (training program) related to information security and risk management in information technology for personnel at all levels.
Results:	Most employees understand and can handle phishing attacks effectively.

- The company has been certified with the ISO/IEC27001 standard for all operations centers, with no non-conformities identified during the assessment by external auditors.
- All employees have been trained and have a thorough understanding of cybersecurity and the use of personal data, in line with the set goals, with no incidents of cyber threats or data breaches.
- The company has been able to provide continuous services to customers and has effectively maintained data security.





Key Performance Indicator(s)	Operation Outcomes				
	2020	2021	2022	2023	2024
Number of Operation Centers Certified with Information Security Standard ISO/IEC27001	100%	100%	100%	100%	100%
The percentage of employees trained in cybersecurity and personal data usage.	90%	100%	100%	100%	100%
Number of Cyber Attack Incidents Resulting in Damage to the Company	0	0	0	0	0
Number of incidents or cases of personal data breaches (cases).	0	0	0	0	0

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Regularly conducts risk assessments
- Specific channels are established for employees to report suspicious activities or security breaches.
- All employees receive regular training on the SuccessFactors system.
- Internal communication is facilitated through AEON Channel, SharePoint, and email, while external communication is conducted via the company's Facebook page for transparency.
- Ensures compliance with legal standards when collecting, using, or disclosing data, obtaining explicit consent from individuals before processing their data.
- A dedicated team oversees the security of both internal and external data (including customer data), ensuring secure collection, use, storage, and sharing. This team collaborates with the Office of the Personal Data Protection Committee for full compliance.
- Cybersecurity threats are integrated into the company's Business Continuity Plan (BCP), which is tested annually to ensure preparedness and effective response to incidents.





Responsibility to customers



The company places great importance on customers, recognizing them as the heart of our business operations. We are committed to delivering high-quality products and services that are convenient, secure, and aligned with customer needs. Our services are developed and designed based on principles of transparency, fairness, and a customer-first mindset. We prioritize clear and accessible communication and provide channels for customers to ask questions and share feedback with ease.

In addition, the company continuously strives to enhance customer satisfaction and build long - term trust through ongoing improvements ensuring a positive experience at every step



Risks

If the company fails to develop products and services that align with customer needs along with the inability to conduct business responsibly, it may adversely affect the company's operations, operational efficiency, corporate image, and overall competitiveness.



Opportunities

The company is able to develop products and services that meet customer needs, retain existing customers, attract new customers, and compete sustainably in the market.



Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
Customer Satisfaction Percentage	96%	97%	98%
Reduction in Consumer Rights Complaints	0 case	0 case	0 case
Employees understand and complete the test regarding fair customer service (Market Conduct).	100%	100%	100%

Practices regarding key issues

Relevant Policies	Relevant Standard	Responsible Department
• PDPA • Customer Satisfaction	• Market Conduct by BOT • PDPA • CSAT	• Customer Service Department • Corporate Governance & Control Department

The company mandates that the customer service department both call center and branches perform duties with responsibility and fairness in accordance with the standards for market conduct, Personal Data Protection Act B.E. 2562 (PDPA), and the company’s customer information guidelines. These standards, policies, and regulations serve as controls for delivering responsible and fair customer service, ensuring that privacy is respected and no provisions are violated that could negatively impact customers. The policy covers key aspects such as consumer responsibility, financial accessibility, and financial literacy.

Operational Plans and Projects



Set the organization’s value by adopting the vision statement from AEON Group Future Vision
“Create a future lifestyle that leads to a smile for each and every person”
 serving as a guiding principle for the future.



Comply with the market conduct regulations of the Bank of Thailand to reduce the risk of violating rules and regulations that could cause impacts to customers and the company.



Establish Policy on Market Conduct and Procedure for Service Quality Assurance to control and provide a framework for managing and delivering service. The company has set the following policies:

1. Organizational Culture and the roles and responsibilities of the Board of Directors and management level

- 1.1 The Board of Directors and management level prioritize fair treatment to customers, focusing on providing services, developing products, and offering products that meet customer needs and prioritize their benefits. The company ensures transparent communication and the integration of customer service values throughout all levels, including both the organization-wide and department-specific teams. Regular monitoring and oversight are conducted to maintain alignment with fair service standards.
- 1.2 The company regulated that departments related to customer service take responsibility for performing their duties with fairness and efficiency, providing sufficient and qualified personnel to support the policy's implementation. Roles and responsibilities are clearly defined to allow for comprehensive monitoring and auditing of operations across each department.



2. Product Development and Customer Segmentation

- 2.1 The company has established procedures for developing or selecting products and services, ensuring that relevant parties from different areas are involved. The product and service selection process is focused on benefiting the customer, ensuring alignment with their needs, capabilities, and understanding. Furthermore, the sales channels used for products and services must be suitable, and bundling of products is not allowed unless it is necessary for protecting the main product from significant risks. Prevention measures are in place to ensure that no products or services are offered in violation of laws, involve high-risk business practices, or present conflicts of interest. The company also commits to fair and responsible handling of customer complaints, including remediation or compensation for damages resulting from product use.



3. Fair Remuneration Practices

- 3.1 The company has established a remuneration structure and disciplinary measures for all levels of employees involved in customer service that reflect performance aligned with fair service quality. The structure is continuously improved in response to any material risks or issues affecting a remuneration structure and disciplinary measures.



4. Sales Process

- 4.1 The company has established appropriate and efficient operational guidelines for the sales and service process. This includes a comprehensive system covering customer data collection and analysis, product and service presentation, post-sales support, and debt collection practices. Tools are in place to support effective sales execution, along with systems and processes for monitoring sales quality.

5. Employee Communication and Education

- 5.1 The company has a designated unit responsible for communicating and disseminating knowledge to employees including measures the effectiveness of communication and learning, analyzes the results, and improves the content and communication methods. Regular knowledge reviews and continuous assessments are also mandated.



- 5.2 Employees involved in sales and service possess a solid understanding of the products offered and are able to clearly explain to customers. Employees are well aware of roles and responsibilities, having been selected through a standardized process, trained accordingly, and assessed under the company's established criteria.

6. Customer Data Protection

- 6.1 The company has established policies, procedures, and systems for safeguarding customer data. It promotes employee awareness and understanding of the importance of data security, including effective management and oversight of external service providers or business partners.
- 6.2 The company has established processes to ensure that any disclosure of customer information to third parties whether for marketing or non-marketing purposes, including disclosures to business partners involved in co-branded products is conducted securely. Only necessary data is collected and used according to the purposes communicated to the customer, without infringing on their privacy. In particular, for marketing-related disclosures, the company ensures that such information is shared only with the customer's proper consent. Customers are also given the opportunity to withdraw their consent, and the company maintains records of such disclosures for audit purposes.





7. Problem Resolution and Complaint Management

7.1 The company assigns responsible departments and personnel to handle customer service issues and complaints by providing appropriate channels along with staff-designated to receive and process complaints. There is an effective system in place for managing service issues and customer complaints, ensuring resolutions, compensation, or remedies are delivered in a systematic, fair manner and within the defined time frame. Operations related to service issues and complaints are reported to management level to assess risks and improve processes that led to the complaints. Root cause analysis is conducted to identify underlying issues, and the findings are used to prevent recurrence or mitigate significant impacts on the company's services.

8. Monitoring, Oversight, and Auditing

8.1 The company has implemented a monitoring, oversight, and audit framework (3 Lines of Defense) to ensure that customer service is delivered fairly and effectively. Operational procedures and service processes are assessed to identify potential risks, followed by monitoring and control measures to prevent possible risks. Additionally, measures are in place to prevent and manage conflicts of interest.

9. Business Operations and Continuity Planning

- 9.1 The company has operational manuals and tools in place to ensure that operations are conducted in accordance with established systems.
- 9.2 The company has established procedures, controls, and risk prevention measures related to the use of information technology systems and data security. It monitors potential threats, has problem resolution protocols and contingency plans in case of disruptions, and continuously develops systems that support operations to ensure customer service is delivered fairly and without interruption.
- 9.3 The company has established contingency and emergency response plans, along with regular testing of these plans to ensure business continuity without disrupting customer service (BCP)
- The company carries out a customer satisfaction survey process through a phone system after customer service interactions or through the Q-Matic system for customers at branch offices.
 - Provides channels for receiving complaints and suggestions from customers through the following methods.

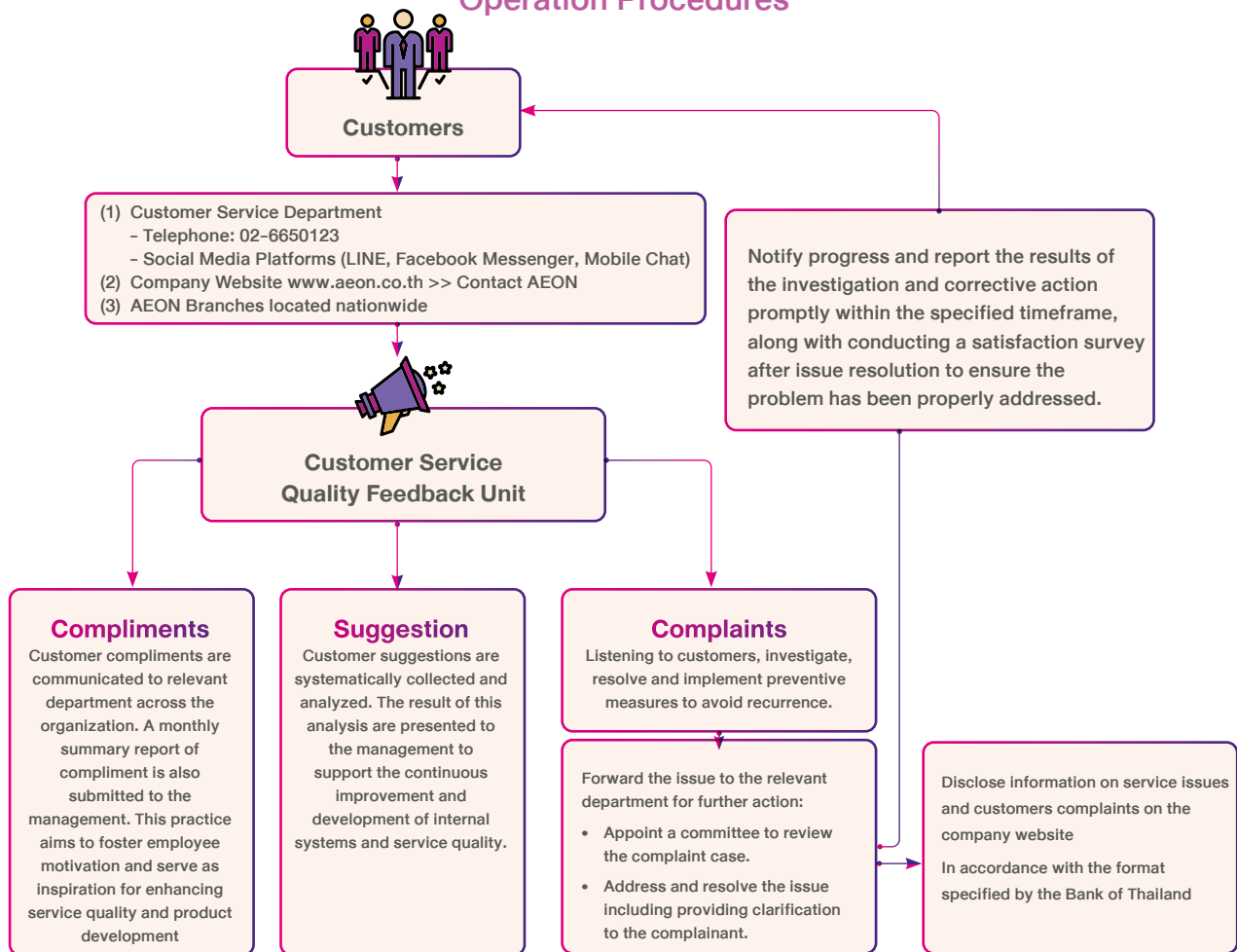
	(1) Customer Service Department - Telephone: 02-6650123 - Social Media Platforms (LINE, Facebook Messenger, Mobile Chat)
	(2) Company Website www.aeon.co.th >> Contact AEON
	(3) AEON Branches located nationwide

The company gathers feedback from customers and brings to enhance the service quality, ensuring better service that meets customer expectations.



- The company manages customer complaints in accordance with established standards and guidelines within 7 days of receiving the issue. A systematic process is implemented to track, investigate, enforce penalties, and provide compensation to customers who experience harm or negative impact from the company's services.
- The company discloses customer satisfaction reports, including the results of customer satisfaction surveys and complaints, to the board of directors and executives every month for analysis and improvement of products and service quality.

Operation Procedures



Operational Outcomes

Customer Satisfaction Survey

In the fiscal year 2024, the company conducted customer satisfaction surveys regarding its customer service through the Interactive Voice Response (IVR) system. The survey collected responses from 473,205 customers, with a service satisfaction rate of 97.7%. Additionally, the company assessed satisfaction levels for branch office services through the Q-Matic system, gathering feedback from 25,412 customers. The satisfaction rate for branch services stood at 96.7%, in alignment with the company's established targets.

The surveys measured customer satisfaction across various dimensions, including:

- Completeness of information regarding products and services.
- Attentiveness and enthusiasm of service personnel.
- Speed and responsiveness of service delivery



Year	Target Percentage of Customer Satisfaction	Percentage of Customer Satisfaction
2024	97%	97.7%
2023	96%	97.3%
2022	96%	96.8%
2021	95%	96.4%
2020	95%	95.6%

Customer satisfaction survey results have been systematically applied to the improvement and development of the company's service delivery and operational processes. Feedback gathered from customers is reported and discussed during monthly executive meetings and the Customer Satisfaction Committee Meeting. In the fiscal year 2024, two initiatives were evaluated and considered for implementation.

- (1) The revision of billing statement details in cases of credit limit refunds was completed, with improvements made to ensure greater clarity and ease of understanding for customers.
- (2) To support gender equality, the company is in the process of updating billing statement salutations by replacing "Mr.," "Mrs.," and "Miss" with the gender-neutral honorific "Khun." The revision is scheduled for completion within the fiscal year 2025.

Information on Customer Complaints

The company provides channels for receiving complaints and suggestions from customers through the following methods.

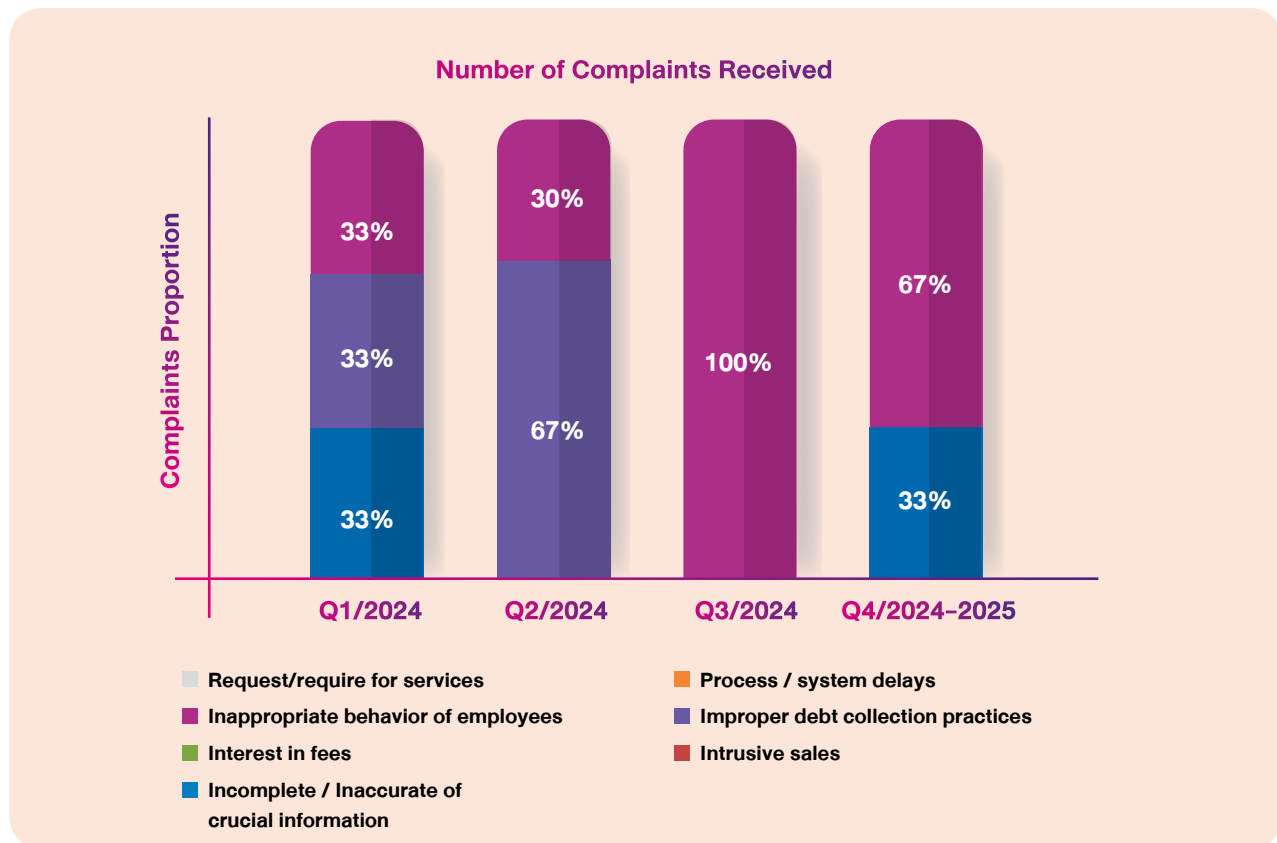
	(1) Customer Service Department – Telephone: 02-6650123 – Social Media Platforms (LINE, Facebook Messenger, Mobile Chat)
	(2) Company Website www.aeon.co.th >> Contact AEON
	(3) AEON Branches located nationwide

In the fiscal year 2024, the company categorized customer complaints by type as detailed below:

Types of Complaints	Complaint Proportion (%)
Inappropriate Debt Collection Practices	46%
Request for Assistance/Appeal	40%
Inappropriate Behavior of Service Staff	10%
Incomplete/Incorrect Information	3%
Errors/Delays in Processes/Systems	1%



Number of Complaints Received from Customers and Complaint Management



The company has resolved these complaints within 7 days, in accordance with the company's complaint management standards.

Customer Compliments

The company has received compliments from customers regarding the services provided in various aspects through all channels. The areas most praised by customers are as follows:

- Politeness and friendliness of the staff
- Guidance and assistance provided
- Clear and easy-to-understand explanations



The company has communicated these compliments to the staff to provide encouragement and motivation in their work.

Year	Total Compliments Received	Good Service, politeness and friendliness of the staff	Providing advice/ assistance/attention	Clear and easy-to-understand explanations	Promptness in providing services
2024	6,470	4,742	947	429	352
2023	10,272	8,325	1,479	275	193
2022	5,949	3,797	1,690	318	144
2021	10,682	7,131	2,838	508	205
2020	11,205	7,439	2,795	577	394

Training on Fair Customer Service (Market Conduct)

The company has conducted training on fair customer service (Market Conduct) for all employees to enhance their understanding and keep them updated with the latest regulations from the Bank of Thailand. After the training, all employees are required to take an assessment to complete the course, with a passing score of at least 80%. The company regularly organizes this training every year.

For the fiscal year 2024, a total of 4,078 employees completed the training, gained knowledge, and passed the assessment on fair customer service in accordance with the Bank of Thailand's guidelines, accounting for 100% of the total employees.

Year	Total number of Employees	Number of employees who received training and passed the assessment
2024	4,078	4,078
2023	3,927	3,927
2022	4,030	4,030
2021	4,219	4,219
2020	4,570	4,570





Sustainable Financial Stability



Principles and Impacts

The company recognizes financial stability as a fundamental factor for conducting business in the financial services sector. We prioritize strong and resilient financial management to ensure our capacity to withstand economic fluctuations and changes in both domestic and global monetary policies. This approach supports sustainable long-term growth while minimizing financial risks arising from external factors such as economic volatility and interest rate fluctuations.

Over the past year, the company has implemented strategies to strengthen financial sustainability by efficiently managing operating costs, diversifying revenue streams through a wide range of financial products and services, maintaining appropriate capital reserves, and consistently delivering returns to shareholders.

To reflect our commitment, the company has set clear financial stability as follows:

Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
% Dividend payout ratio to shareholders	Not less than 30% of net profit	Not less than 35% of net profit	Not less than 40% of net profit
% NPL	Not exceeding 6%	Not exceeding 5%	Not exceeding 4%



Operational Plans

Relevant Policies	Relevant Standards	Responsible Department
- Dividend Policy: Not less than 30% of net profit. - Non-Performing Loan (NPL) Improvement Policy.	- Company Regulations - Bank of Thailand Regulations	- Finance and Accounting Department, and the Board of Directors - Collection Department

The company assigns the Finance and Accounting Department, the Board of Directors, and the Collection Department to be responsible for financial stability in managing funds and overseeing debt collection. This is conducted in accordance with the company's regulations and the requirements of the Bank of Thailand. The company has adopted a dividend policy of not less than 30% of net profit and a Non-Performing Loan (NPL) improvement policy. These policies cover key issues such as responsible lending and sustainable financial stability.

Operational Plans / Project Implementation:

- The company has established a capital management policy aimed at maintaining the company's ability to operate as a going concern, ensuring sustainable returns to shareholders and delivering value to other stakeholders. The company monitors and maintains its capital level in accordance with the financial ratio requirements specified in each loan agreement. The company has been authorized by the Minister of Finance to operate a personal loan business as a non-financial institution, under the condition that the company must maintain a registered capital of no less than 50 million baht. In addition, the company has adopted a dividend policy of not less than 30% of net profit, subject to the approval of the shareholders' meeting following the endorsement of the Board of Directors.
- The company has established a Non-Performing Loan (NPL) management policy along with measures to assist retail borrowers in resolving their debt issues effectively. These measures are aligned with the principles of responsible and fair lending, such as assisting borrowers with persistent debt and those facing difficulties in meeting current repayment terms. The initiatives can be summarized as follows:
 - Maintain the minimum payment rate for credit cards at 8%, in accordance with the terms and regulations of the Bank of Thailand
 - Implement a debt assistance program for borrowers with severe persistent debt by converting their credit line into installment loans with special interest rates.
 - Carry out debt restructuring based on the borrower's status—starting from early signs of repayment difficulty to prevent delinquency and extending support to those who have already defaulted.
 - Enhance AEON Care Loan program, which supports borrowers unable to meet minimum payment requirements due to insufficient income or rising expenses. This includes pre-emptive debt restructuring for non-impaired borrowers showing early signs of difficulty or still in performing status, enabling them to join the program before becoming delinquent.



These measures help borrowers maintain regular repayment status without having to wait until the account becomes non-performing before being eligible for assistance.

- **Development of Products and Services through Financial Innovation**

After initiating a Proof of Concept (PoC) test using artificial intelligence (AI) technology for efficient debt collection, the company has focused on leveraging technology to analyze data and customer behavior across various patterns. This approach has enabled the company to manage debt collection policies in alignment with different customer segments, thereby enhancing the efficiency of debt recovery to its maximum potential.

Operational Outcomes

Based on the performance results in 2024, the company has achieved the targets set, with a dividend payout of 48.1% to shareholders and an NPL percentage of 5.22% from the financial results.

Key Performance Indicator (s)	Operational Outcomes				
	2020	2021	2022	2023	2024
% Dividend payout ratio to shareholders	30.5%	36.2%	36%	42.2%	48.1%
% NPL	5.77%	4.86%	5.69%	5%	5.22%

Protocols for Prevention and Resolution in case encounter problems or obstacles

- The credit terms are adjusted based on the performance of debt collection to align with the company's policies and the current economic conditions.
- The company's executive committee holds an annual meeting to review and approve these adjustments through the company's policy meetings.





Responsible Lending Practices



Principles and Impacts

The company emphasizes responsible lending based on principles of good governance, customer responsibility, and compliance with the Bank of Thailand's regulations. Creditworthiness assessments are conducted carefully, considering customer income, debt obligations, and expenses to avoid over-indebtedness. This helps reduce the risk of non-performing loans and supports sustainable business growth.



Risks

In cases where borrowers are unable to repay their debts, it may result in an increase in non-performing loans, affecting the company's revenue, reputation, and investor confidence, as well as undermining trust in the financial system.



Opportunities

Effective credit risk management allows the company to offer loans that are suitable to customer's repayment abilities, enhancing satisfaction and trust. Responsible lending strengthens long-term confidence among shareholders, investors, and other stakeholders.



Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
1. Provide credit in accordance with terms, criteria, methods and conditions of credit card and personal loan business under regulatory supervision	Optimal utilization of capabilities in evaluating credit based on specified criteria.		
2. Assessment of Customers' Debt Repayment Capability through Credit Scoring Classification	100% use of credit scoring classification		
3. Development AI system for credit assessment to enhance efficiency and accuracy in evaluation process.	The proportion of automated credit assessment is 30%	The proportion of automated credit assessment is 40%	The proportion of automated credit assessment is 50%

Practices regarding key issues

Relevant Policies	Relevant Standards	Responsible Department
Policy of Credit Control	- PDPA - AMLO - Market Conduct by BOT - NCB	- Credit Control Department - Customer Behavior Analysis Department

The company has the Credit Control Department and the Customer Behavior Analysis Department to provide responsible lending in accordance with regulations such as Personal Data Protection Act (PDPA) of 2019, Anti-Money Laundering Measures (AMLO), standards and best practices in marketing, advertising, and public relations as outlined by the Bank of Thailand, Office of the Consumer Protection Board, Office of Insurance Commission and National Credit Bureau. These standards and requirements have been incorporated into the Policy of Credit Control, encompassing key areas such as responsible lending practices, cybersecurity, and personal data protection.





Operational Plans / Project Implementation:

- **The company has established a Policy of Credit Control** to ensure that the extension of credit to customers aligns with the company's internal policies and the Bank of Thailand's regulatory requirements for responsible lending. This policy helps mitigate the financial burden on customers by promoting responsible borrowing practices, ensuring that debt obligations remain within manageable limits, and preventing the emergence of non-performing loans (NPLs) in the future. The credit control policy outlines the following key provisions:

Pre-Credit Approval Assessment

Upon receipt of the application form and supporting documents from the customer, the company conducts a verification process to assess the authenticity of the provided information. A comprehensive review is undertaken in accordance with the credit evaluation procedures and criteria, which comply with applicable business practices and regulatory frameworks. These include regulations issued by the Bank of Thailand, relevant laws and acts, as well as internal company policies.

Credit Approval Process

The company strives to obtain sufficient and relevant information from applicants to support responsible credit approval decisions. Customer data is utilized solely for the purpose of credit evaluation, with no use for personal gain. All information is treated with strict confidentiality, in full compliance with applicable personal data protection laws and relevant legal requirements.

Automated Credit Approval System

An automated credit approval system has been implemented as an integral component of the company's credit evaluation process. The system automatically assesses credit applications based on predefined criteria established under internal policy frameworks. Continuous updates are made to ensure alignment with evolving credit product structures and evaluation standards, with the objective of enhancing the accuracy, consistency, and quality of credit decisions, while supporting ongoing operational improvement.

Progress Reporting

Monthly performance reports are prepared and submitted to the Head of Credit Control. These reports outline key activities, identified issues, recommended solutions, and operational plans. In addition, performance results and improvement plans, along with the progress of assigned projects, are presented to the management team during monthly executive meetings.

Refinement of Credit Evaluation Criteria

Customer performance is regularly monitored to refine credit evaluation rules and enhance the accuracy of the Automated Credit Approval System. This process supports continuous improvement in asset quality, risk analysis, and the development of assessment tools.

Credit Service Improvement Management Process

Complaints from dealers and customers are collected through branches and addressed by the customer service team. Efforts focus on resolving issues effectively, improving customer satisfaction, and strengthening preventive measures.



- **Policies have been established to align credit control practices with corporate guidelines.** Sales and call center staff receive regular training at least once annually to ensure comprehensive understanding of credit policies, regulations, and company procedures. This training enables staff to provide accurate, transparent, and non-coercive information, avoiding unnecessary credit offers while delivering appropriate advice tailored to customers' circumstances. Internal communications and meetings are conducted as needed to update all credit decision staff on changes to evaluation criteria, relevant laws, legal issues, and concerns.
- **A policy is in place to encourage responsible employee conduct through regular performance evaluations.** Assessment outcomes inform promotion decisions and reward recognition for employees who demonstrate compliance with policies and deliver results in accordance with company standards.
- **The company has adopted policies and processes for responsible lending and investment, consistent with corporate governance, social, and environmental considerations.** These policies comply with the Bank of Thailand's guidelines for responsible and fair lending, covering sustainability across all three dimensions.



Economic and Corporate Governance Dimension

The company complies with the Bank of Thailand's guidelines on responsible and fair lending, covering key aspects such as credit product development, advertising, promoting debtor financial discipline, credit offering and debt management, debt serviceability assessment, and customer assistance. Support is extended to debtors facing repayment difficulties to address chronic debt issues collaboratively and to avoid imposing unnecessary debt burdens on customers.





Social Dimension

The company operates credit card services, personal loans, hire-purchase loans, debt collection, insurance brokerage, and asset management businesses with a firm commitment to human rights. No discrimination or exclusion is practiced in providing services to customers of any group based on race, nationality, skin color, gender, age, language, religion, sexual orientation, political opinion, physical disability, income, or other social statuses unrelated to financial service eligibility. Services are provided fairly according to established criteria and suitability. The company emphasizes equal access to financial services for all customer groups and continually strives to develop products and services that comprehensively meet diverse customer needs.

Loan/ Investment	Results
Digital Your Cash Loan	The company offers digital personal loans designed to enhance financial accessibility for low-income individuals, enabling access to credit based on essential financial needs.
Happy Loan	Happy Loan is a digital installment-based loan that improves access to formal financial services. Alternative data such as utility payments, mobile and internet bills, and life insurance premiums—may be used to support loan applications, helping customers demonstrate creditworthiness more effectively.
Car Hire Purchase Loan	Loan that allows customers to use their vehicle registration as collateral in exchange for immediate cash, offering an accessible credit option for low-income individuals with urgent financial needs.



Environmental Dimension

The company has developed environmentally conscious products and services that help reduce environmental impact sustainably. This is to promote and support customers in using renewable energy or reducing the use of certain unnecessary resources, while also providing opportunities for customers to participate in supporting environmental sustainability.

Loan/ Investment	Results
Solar Cell Loan	Offers a product that helps customers comfortably pay in installments for solar cell systems with installation, with 0% interest for 12 months. This is another option to promote easier access to renewable energy for customers.
EV Motorcycle Loan	A product that helps customers easily purchase and use electric motorcycles, reducing fuel consumption, saving money, and being environmentally friendly.
AEON NextGen Digital Credit Card and AEON Primo Digital Credit Card	Offers virtual credit card products that can be applied for, used, or transacted through the AEON THAI MOBILE application. This helps reduce the use of plastic cards and cuts down the loan application process paperwork, making it convenient, fast, and suitable for customers in the modern era.
E-Statement	Promotes and supports customers in using E-Statements to receive billing statements via email instead of paper statements, helping reduce paper use and energy consumption from transportation, while ensuring the security of personal data.



Operational outcomes

The company maximizes capabilities in credit approval, both for new loans and credit limit increases, in accordance with the regulations, criteria, methods, and conditions governing credit card and personal loan businesses. Customer repayment ability is assessed using customer classification systems and AI tools for credit evaluation, with 29% of credit decisions made through automated systems.

 Responsible Lending Practices	Units	Operational Outcomes				
		2020	2021	2022	2023	2024
Automate Judgment	%			15%	28%	29%
Provide credit in accordance with terms, criteria, methods and conditions of credit card and personal loan business set by regulators	Unit	Put full effort to comply with the regulations, criteria, methods and conditions for conducting credit card and personal loan business under supervision.				

Protocols for Prevention and Resolution in case encounter problems or obstacles

- **Development of AI Loan Approval System**, tools, and systems for appropriate, fast, and accurate loan processing. The company has developed AI using these tools and systems to comply with criteria for customers applying for loans, such as using OCR (Optical Character Recognition) technology to help read customer bank statements, which serve as income documents for loan assessment. The OCR system helps save time managing data and improves document accuracy, with a high success rate in reading and interpreting results. Additionally, the company analyzes loan performance of new debtors to process and adjust lending decisions according to the situation, ensuring credit approvals are accurate and fair.
- **Loan approval monitoring for each employee** is conducted through random sampling and results are summarized with supervisors (by the Quality Control team) and training is provided to employees in cases of improper procedures (by the Training team). The company has established a department to review the loan approval process of each employee by randomly checking whether approved loans are accurate, appropriate, and comply with the established regulations. If any employee is found to have approved loans incorrectly, the review department summarizes the findings with supervisors, clarifies the issues, and provides training to correct misunderstandings and prevent potential future errors.
- **Regular monthly reports on loan approval operations** are submitted to management to enable continuous improvement and development in line with company policies and compliance with the regulations of the Bank of Thailand.



Social Dimension

- Financial Inclusion and Financial Literacy
- Human Resources Management
- Human Rights
- Social Contributions
- Occupational Health and Safety





Financial Inclusion and Financial Literacy



Principle and Impact

The company is committed to expanding access to financial services for all segments of society, especially vulnerable and low-income groups. This includes improving products, service channels, and customer communication strategies to ensure inclusive and equitable access to financial services.

The company also promotes financial literacy by providing knowledge on debt management, financial planning, and the appropriate use of financial products. This is achieved through various formats such as online communication, and community outreach activities. These efforts aim to reduce household debt risks and support long-term financial stability.





Risks

Inability to meet customer needs or provide inclusive services may result in lost competitive advantage, failure to attract new customers, or a decline in customer retention. Additionally, insufficient financial knowledge among customers could lead to over-indebtedness and difficulties in timely debt repayment, which may impact both the customer's and the company's financial wellbeing.



Opportunities

Providing financial literacy is a vital opportunity to build financial stability for customers. Enhancing understanding of effective money management and financial planning enables customers to manage their assets and debts more efficiently, which leads to long-term financial growth and sustainable financial well-being. This, in turn, helps prevent non-performing loans and reduces the impact on the company's long-term operations.

Supporting customers in accessing appropriate funding sources and receiving accurate financial advice helps them manage debt and increase investment opportunities, contributing to sustainable income generation in the future. Ultimately, this strengthens the company's path toward sustainable growth.

Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present - 5 years)	Medium-term (5 - 10 years)	Long-term (more than 10 years)
Frequency of financial service provision	2 times/month	3 times/month	4 times/month

Operational Plans

Relevant Policies	Relevant Standards	Responsible Department
- Product Development Policy - Market Conduct	Personal Data Protection Act (PDPA)	- Marketing Department - Digital Marketing Department - Customer Service Department - Information & Technology Service Department



The company assigns the Marketing Department, Digital Marketing Department, Customer Service Department, and Information & Technology Service Department to be responsible for implementing and complying with policies on access to financial services and financial literacy, in accordance with the Personal Data Protection Act B.E. 2562 (PDPA), the company's Product Development Policy, and responsible marketing and advertising practices. These are aligned with regulations regarding promotional campaigns, advertising, and public relations as issued by the Bank of Thailand, the Office of the Consumer Protection Board (OCPB), and the Office of Insurance Commission (OIC). These policies cover key areas such as access to financial services, financial literacy, and consumer responsibility.

Operational Plans

Financial Inclusion

The company places great importance on providing comprehensive financial service channels for customers and all stakeholder groups, ensuring easy, convenient, and fast access to financial services that effectively meet customer needs and deliver the highest customer satisfaction. The company's approach includes:

- Conducting surveys on customer satisfaction, needs, and feedback to improve products, services, and financial service channels.
- Analyzing satisfaction results and market trends, and reporting findings to management in order to develop products, services, and financial service channels that better respond to customer needs.
- Continuously developing and establishing appropriate communication channels for all customer and stakeholder groups to ensure effective and suitable customer service.
- Collaborating with partners to create appropriate channels for access to financial products for all customer and stakeholder groups.

Financial Services Online Channels



AEON THAI MOBILE



Contact Center via phone number: [0-2665-0123](tel:0-2665-0123)



Company Website: www.aeon.co.th



Company's Social Media Channels



Facebook: [AEON Thana Sinsap](#)



Line Official: [AEON](#)



TikTok: [AEON Thana Sinsap](#)



YouTube: [AEON Thana Sinsap \(Thailand\) PCL.](#)

Financial Services Offline Channels



All branches nationwide.



Financial Literacy

The company regularly provides financial education to employees, customers, and all stakeholders through internal and external communication channels every month. This aims to enhance financial knowledge and build financial resilience for employees, customers, and stakeholders, enabling them to manage finances effectively. Through communication on social media, the company can observe customer interests, issues, and feedback, which helps in refining content to better meet customer needs.

- Organize financial education training for employees.
- Communicate financial knowledge to customers and stakeholders through the company's social media channels.
- Develop employees' communication skills to be more responsible towards consumers, ensuring no overselling of financial products and adhering to fair market conduct practices.
- Create a sustainable financial education plan by making content more engaging and increasing the frequency and channels of content delivery to better target the audience.

The company provides financial education to its customers via social media channels like Facebook, website, etc.



Types of Financial Literacy

General Financial
Literacy for
Customers
597,353 persons

Cyber Financial
Literacy
44,964 persons



Operational Outcomes

Financial Inclusion

Products/Services	Operational Outcomes
AEON THAI Mobile App 	An application that facilitates all customer groups to conduct financial transactions anytime, anywhere with security. In addition, customers can also receive news, updates, and various privileges through this channel. The company has been offering this service since 27th September 2017.
Auto Quick Cash 	A loan designed to support low-income customers with urgent financial needs, allowing them to use their vehicle registration as collateral to convert into cash during emergency situations. This helps customers maintain financial liquidity safely, without resorting to informal or illegal lending sources.
Digital Your Cash 	This product is designed to ease financial liquidity issues by offering essential financial flexibility to manage emergencies, invest in education, or start a small business. It is accessible to all customer groups, regardless of physical disabilities or impairments. Additionally, it is linked to PromptPay, ensuring secure and efficient transactions.
AEON Digital PRiMO Credit Card 	A virtual credit card product that allows customers to conveniently use their card via the AEON THAI MOBILE application no physical card required. It offers speed and convenience while contributing to environmental sustainability by reducing plastic waste. The service officially launched on 12 th November 2024.
Scan to Pay 	The company has developed a Scan to Pay system to enhance customer convenience by enabling payments through QR Code scanning via mobile phones. This system ensures fast, secure transactions with advanced fraud protection, reduces the use of cash, and allows users to easily track their spending through the application. The company has launched the operation via MasterCard since 30 th January 2024 and by VISA since 16 th July 2024.
“Khun Soo, Rao Chuay” (“You Fight, We Help”) 	The company has joined the “Khun Soo, Rao Chuay” (“You Fight, We Help”) program to support vulnerable customer groups in paying off their debts more quickly. This is achieved through a relaxed debt restructuring plan, allowing for faster account settlement. Customers were informed that they could register via the Bank of Thailand’s website at www.bot.or.th/khunsoo from 13 th February to June 2025.
UAEON Wellness Platinum Card 	A credit card designed specifically for healthcare spending, offering 5% cashback on purchases made at hospitals nationwide. Additionally, 0.1% of every transaction made with the card will be donated to the Thai Red Cross Society, allowing cardholders to both care for their health and contribute to society at the same time.



Financial Literacy

Providing financial knowledge to customers through the company's online channels, including Facebook and the company website, by sharing informative financial content such as how to use credit cards without incurring interest, financial crime alerts, and more. These efforts aim to equip customers with knowledge, understanding, and financial resilience, enabling them to manage their finances more effectively.





University Roadshow Project

The company has initiated the University Student Roadshow program to provide financial management knowledge to university students as they prepare to enter the workforce. Expert speakers are invited to share financial insights on the following key topics:

1. Setting financial goals and increasing financial opportunities
2. Accessing formal financial sources
3. Understanding personal loans and credit cards
4. Smart debt management

In 2024, the company provided financial education to students at Prince of Songkla University and has plans to expand this initiative by offering financial knowledge to students at various universities across the country.

เชิญนักศึกษาปีที่ 4 เข้าร่วมสัมมนา

บริหารเงินอย่างมืออาชีพ เมื่อเข้าสู่วัยทำงาน

30 มกราคม 2568

ณ ศูนย์กีฬาและสุขภาพมหาวิทยาลัยสงขลานครินทร์ วิทยาเขตปัตตานี ชั้น 1

- บทที่ 1: เป้าหมายทางการเงิน เพิ่มโอกาสทางการเงิน
- บทที่ 2: การเข้าถึงแหล่งเงินกู้ในระบบ
- บทที่ 3: ทำความรู้จักสินเชื่อส่วนบุคคล และบัตรเครดิต
- บทที่ 4: บริหารหนี้ให้ฉลาด

คุณจักรกฤษณ์ กิจการัฐบุต (คน)

ลงทะเบียน : 13.00 น. (กรุณานำบัตรประชาชนมาด้วยตอนเช็คอิน)

เข้าร่วมกิจกรรมและลงทะเบียน รับสิทธิ์รางวัลจากกิจกรรม

ของขวัญ JBL Tune Flex Ghost / กระเป๋า Anello Regular Backpack / Lazada e-Coupon มูลค่า 100 บาท





The company promotes initiatives, innovations, products, and services related to social and environmental responsibility that are developed by employees. These efforts are encouraged through project proposals submitted via the Kaizen system, aiming to improve operational efficiency, reduce costs, streamline workflows, and enhance corporate image. This approach fosters active employee participation in driving sustainable development within the organization.

Operational Outcomes	Operational Outcomes				
	2020	2021	2022	2023	2024
Number of customers and interested parties accessing the company's products through Facebook	1,443,381	1,450,805	1,449,935	1,449,933	1,447,273
Number of customers and interested parties accessing the company's products through Line Official	23,039,077	23,260,731	23,445,650	23,592,380	23,745,875
Number of customers and interested parties accessing the company's products through TikTok		Not yet in use			9,598,236
Frequency of financial literacy being provided	0	0	0	1 time / month	1 time / month
Number of innovation projects developed by employees within the organization	12	12	10	13	9
Number of social/environmental innovation projects resulting from product/service/operational development	0	0	0	0	0
Quantifiable benefits the company has gained from social/environmental innovation projects	0	0	0	0	0





A total of 9 projects were proposed through Kaizen in 2024. Below is a highlight of one particularly noteworthy project:

Project Name	Digital EDD Form – Credit Control
Objective	The Digital EDD Form project was developed to reduce steps and time involved in the request and approval process for EDD (Enhanced Due Diligence) forms. The project also aims to improve work efficiency and service quality, enhancing overall customer satisfaction.
Details	The process of verifying customers classified under EDD traditionally takes a long time and requires approval from senior management. Employees had to handwrite customer information and scan documents for email submission. This project digitized the EDD request process by implementing it on the E-Memo system. Staff can now submit requests and receive approval directly through the system in real-time.
Benefits for the Employees:	Increased efficiency in work processes, reduced human error and saved up to 572 work hours per month
Benefits for the Organization:	Faster approval process improves customer satisfaction, reduced paper usage by 13,432 THB per year and supports sustainability initiatives
Quantitative Business Benefits:	Digital EDD Form project aimed to reduce work procedures and time by 5,380 hours per year and eliminate paper usage completely. The project successfully exceeded its targets by reducing working time by 6,860 hours per year, equivalent to THB 820,649, and achieving a 100% reduction in paper usage, equivalent to THB 13,432. In total, the project generated cost savings of up to THB 834,081 per year.
Social and Environmental Benefits:	This project transformed the workflow into an electronic process with the goal of achieving a 100% reduction in paper usage. Over the past year, the project successfully eliminated paper usage entirely.
Project Outcomes:	- Helped reduce employee working time by up to 6,860 hours, equivalent to 820,649 Baht per year - Reduced paper usage by 13,432 Baht per year - Increased customer satisfaction due to faster processing and service efficiency
Future Plans:	To enhance employee engagement and encourage the development of Kaizen projects, the Kaizen team has planned to further develop and organize Kaizen training for employees. The focus is also on disseminating Kaizen-related knowledge and updates, as well as inspiring ideas that help expand and evolve employee thinking. Additionally, the team will actively participate in real work processes to provide consultation or introduce ideas that can be applied to continuously improve the organization's overall operations.





Project Name	
Auto Fill Form Notification on Changing Name – MKT/BRO	
Objective	The project aims to enhance customer satisfaction and improve service quality by reducing processing time, increasing efficiency and accuracy, and minimizing human errors in operations.
Details	When employees input a customer's national ID number into the Auto Fill Form system, no alert is triggered if the customer has changed their name or surname, unlike other systems such as EKYC and Instant Card. If employees do not cross-check the customer information with the System-I (AS400), changes may go unnoticed, leading to processing delays, possible request rejections, and potential customer complaints. This project addresses the issue by developing a system alert to notify staff when customer information does not match. This enables staff to request supporting documents from customers regarding name changes or spelling discrepancies before proceeding.
Benefits for the Employees:	The system significantly reduces work steps and processing time, saving up to 257 hours per month. It also lowers error rates by allowing staff to immediately detect any changes in customer information through on-screen alerts.
Benefits for the Organization:	The solution improves customer satisfaction by enabling faster service. When discrepancies are detected, staff can respond immediately without unnecessary delays. Additionally, the system shortens processing time and allows employees to allocate time to other organizational tasks.
Quantitative Business Benefits:	The improved efficiency and reduced processing time result in annual savings of 3,084 work hours, equivalent to 410,328 THB.
Project Outcomes:	- Reduced employee processing time by 3,084 hours annually, or approximately 410,328 THB - Increased customer satisfaction and reduced complaints by enabling seamless and quicker transactions
Future Plans	To enhance employee involvement and stimulate the mindset for Kaizen projects, the Kaizen team plans to develop and conduct Kaizen training sessions for employees. The focus will also be on spreading knowledge about Kaizen updates and interesting topics that contribute to developing and advancing employees' ideas. Employees will have the opportunity to actively participate in real work scenarios, providing advice or applying new concepts to continuously improve the organization's operations.





Project Name	e-Withholding Tax Representative
Objective	e-Withholding Tax Representative project aims to reduce steps and time spent on work processes, especially in printing documents and waiting for signatures from relevant parties. It also seeks to help reduce paper usage continuously and cut down on costs associated with storing documents.
Details	At the end of each month, the Payment Center team processes withholding tax representative information in the System-I system and verifies the details before finalizing. After verification, the information is printed on continuous paper, and employees must sign every page. Then, employees separate the originals and copies and send them to the GL & Tax Operation team, with the originals sent to the Revenue Department and the copies stored at Iron Mountain for future verification. The proposed improvement is to replace printing and signing with an automatic employee name stamp on System I (using the User Operation ID) when creating the PDF file. Employees can then print one PDF copy to send to the Revenue Department and store the electronic file for future verification.
Benefits for the Employees:	This project will help employees reduce steps and working hours by up to 372 hours per year, allowing them to allocate more time to other organizational tasks.
Benefits for the Organization:	The project helps streamline the process, enabling faster completion of withholding tax representative data summary tasks. It also reduces the use of continuous paper, which decreases the need for document storage at Iron Mountain and transitions to electronic file storage, making access and verification easier.
Quantitative Business Benefits	e-Withholding Tax Representative project reduces working hours by 372 hours, valued at 49,450 Baht per year. It also reduces continuous paper usage by 22,320 sheets, which translates to a savings of 14,844 Baht per year, and eliminates the need for continuous paper printing machines, resulting in a savings of 60,990 Baht per year.
Social and Environment Benefits	The project has an additional goal of reducing continuous paper usage, which in the past year has saved 22,320 sheets of paper.
Results	- Reduced employee working hours by 372 hours, equating to 49,450 Baht annually. - Reduced continuous paper usage by 22,320 sheets, resulting in savings of 14,844 Baht annually, while also reducing document storage costs. - Eliminated the use of continuous paper printers, resulting in savings of 60,990 Baht annually.
Future Plans	To foster greater employee participation and encourage Kaizen thinking in projects, the Kaizen team plans to develop and conduct Kaizen training sessions for employees. The focus will also be on spreading knowledge about Kaizen updates and interesting topics that can help advance employees' ideas. Employees will be involved in real work processes to provide guidance or apply new concepts to continuously improve the organization's operations.





Human Resource Management



The company places great importance on human resource management, with a strong focus on continuous people development. We believe that our employees are valuable assets and a driving force behind our sustainable and long-term growth.

Our approach to managing and developing our workforce is systematic and comprehensive from recruitment and respectful treatment of employees regardless of differences, to upholding human rights, promoting diversity and inclusion, and protecting personal data. We also ensure fair and appropriate benefits and welfare to foster a supportive work environment that enables continuous learning, growth, and overall well-being.

In addition, the company is committed to strengthening employee engagement by encouraging open communication, listening to feedback, and cultivating a culture of trust and collaboration. We take a holistic approach to employee care, supporting both physical and mental well-being, so that our people can thrive with happiness, motivation, and resilience —ready to grow with the company in a fast-changing world.



Risks

Inadequate management and development of human resources may lead to a lack of essential competencies required for the company's sustainable progress. This inadequacy can hinder the organization's ability to adapt to evolving business conditions. Furthermore, a lack of motivation among employees may lead to increased turnover or decreased morale, ultimately impacting overall performance and organizational success.



Opportunities

Continuous development of employee potential enables the company to build a competent workforce aligned with organizational needs. This approach also enhances employee satisfaction and loyalty, reduces turnover, and fosters greater engagement. As a result, operational efficiency is maximized, and sustainable business growth is reinforced.

Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
Training and development programs are organized for employees at all levels.	100%	100%	100%
The utilization of employee database systems is compliant with PDPA regulations.	100%	100%	100%
Employees are involved in developing employee engagement initiatives.	70%	85%	100%
Employee Engagement and Satisfaction Survey Results	70%	80%	90%
Providing PDPA training program to employees at all levels	100%	100%	100%
Talent and succession planning cover all positions.	50%	60%	70%
Voluntary Turnover Rate	2%	2%	1.8%
Turnover Rate	2%	2%	1.9%



Practices regarding key issues

Relevant Policy Responsible Department	Relevant Policy Responsible Department	Relevant Policy Responsible Department
Human Resource Management Policy	- ISO 27001(ISMS) - ISO 9001(QMS) - Skill Development Promotion Act - Labor Protection Act	Human Resources Department

The company assigns the Human Resources Department to responsible for managing human resources in accordance with various standards such as ISO27001: Information Security Management System, ISO9001: Quality Management System, Skill Development Promotion Act, Labor Protection Act and policies related with human resource management to ensure operations are conducted to international standards, avoid employee rights violations, and reduce potential disputes that could adversely affect the company. The policy covers key issues including human resource management, human rights, and health and safety.

Operational plans



• Regulate Human Resource Management Policy

The company assigns the Human Resources Department as the responsible entity. The scope of responsibility encompasses the entire employee lifecycle, including recruitment and hiring, compensation and benefits administration, employee development and capacity building, as well as employee motivation and retention.



• Compliance with Labor Laws and International Standards

This commitment is fundamental to ensuring the protection of employee rights, preventing violations of labor regulations, and minimizing the risk of labor-related disputes.



• Recruitment and Selection Process

The company has established strategic plans for recruitment and selection to attract qualified individuals who align with the specific requirements of each department. All recruitment and employment practices are conducted with fairness and transparency, in accordance with internal human resource regulations and management standards. Selected candidates must possess the appropriate qualifications, experience, and competencies for the role. The process strictly prohibits any form of discrimination based on race, nationality, skin color, gender, age, language, religion, sexual orientation, political opinion, or any other factors unrelated to integrity, diligence, and capability.



- **Employee Development**

Employee development is a cornerstone of the company's human resources strategy. The company is committed to support learning and growth through training programs, skill development, and opportunities for career advancement. To guide this process, the company utilizes a competency framework known as "5C," which encompasses:



- **Change:** The ability to be flexible and adaptable to the situation.
- **Creativity:** The ability to create and constantly seek new opportunities.
- **Customer Centric:** The ability to focus on customer as the center of all effort.
- **Collaboration:** Strengthen effective collaboration.
- **Continuous Improvement:** A commitment to ongoing development for excellence

To foster an organizational culture that aligns with the 5C framework, the company has implemented activities that consistently promote these behaviors, as follows:

- **"AEON Star 5C"**. An initiative that allows employees to nominate colleagues who have exemplified the 5C qualities in an outstanding manner.
- **"Vision Meetings"**: A safe space for employees to share experiences, ideas, and suggestions, both related and unrelated to work, thereby strengthening team relationships.

These activities not only serve to recognize employees but also help cultivate an environment that encourages everyone to fully realize their potential in their daily work.

- **Employee Training Programs for Skill Development and Knowledge Enhancement**

The company has implemented an annual training program for employees, covering essential topics such as legal regulations, operational guidelines in line with the Bank of Thailand's standards, AEON Group Future Vision, and knowledge related to employees' interests based on a training needs survey. For example, topics may include the use of AI to support work processes.

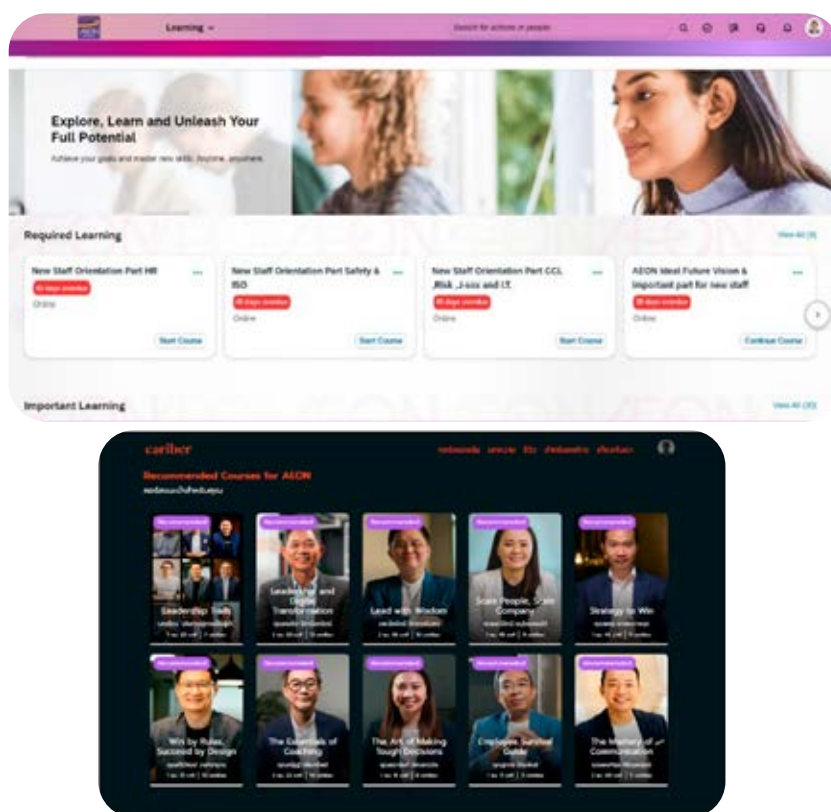
The company has set a training target of a minimum of 26 hours per year for each employee to ensure comprehensive coverage of legal requirements, Bank of Thailand guidelines, and company-specific regulations. This is aimed at ensuring that every employee receives well-rounded training to maintain compliance and foster continuous development.

In 2024, the company ensured that all employees received training across all levels by categorizing the training into the following types:



1. **Position-Specific Development Courses** The objective is to enhance the potential of executives and employees in their current roles, as well as to develop necessary skills for the future. The training is organized in two formats:

- 1.) Workshop Format: In-person training sessions were held in designated company training rooms, offering a total of 8 courses across 165 sessions, with 4,316 participants, accounting for 94% of the total training attendees.
- 2.) E-Learning Format: Training was also provided via SAP SuccessFactors and external platforms, with 14 courses available. A total of 4,432 participants completed the e-learning courses, representing 96% of the overall attendees.



2. The company provides training courses in accordance with company internal policies and the legal and regulatory requirements of the Bank of Thailand for all employees, including both newly onboarded and existing staff. In the past year, the company achieved full participation, with 100% of employees completing the required training. Each training program includes a post-training assessment, with a minimum passing score of 80% required.

The scope of the training covers topics such as:

- 1.) AEON Foundation Ideals & AEON Group Future Vision
- 2.) Workplace Harassment Prevention
- 3.) AEON Financial Group Compliance
- 4.) Bank of Thailand Regulations
- 5.) Anti-Money Laundering Law: AML
- 6.) Insurance Laws & Regulations



- 7.) Debt Collection Act
 - 8.) Personal Data Protection Act: PDPA
 - 9.) Anti-Corruption
 - 10.) Cyber Security
 - 11.) Other Business-Related Topics
3. The company provided E-learning courses to enhance employees' diverse skill sets, covering topics such as work efficiency and emerging trends applicable to daily tasks. These courses were developed in collaboration with professional instructors to ensure alignment with the organizational context. Delivered via SAP SuccessFactors, six E-learning courses were offered in 2024, targeting operational-level to department manager-level staff and other interested employees.
 4. The company offers a Digital Trend course as part of the Digital Academy Training Program, focusing on new trends and digital tools that can enhance work efficiency. This course is open to employees who are interested in developing their skills in these areas. In the past year, a total of 10 courses were held, with 20 sessions, and 548 employees participated.
 5. The company conducted Talent & Successor training programs in the form of continuous journey-based courses. The objective was to enhance the potential of employees identified in the Talent & Successor group. A total of 22 courses were delivered, totaling 1,944 training hours.
 6. The company organized workplace safety training courses to equip employees with essential knowledge regarding occupational safety. The training was conducted across all operational centers and branches to ensure comprehensive coverage. In 2024, a total of 11 courses were conducted across 101 sessions, with 2,416 employees participating.
 7. The company supported employees to attend external training programs conducted by specialized institutions, with the objective of enhancing their knowledge and developing specific skill sets while staying up to date with current trends and emerging situations. In 2024, employees participated in more than 28 specialized training courses.
 8. The company conducted an annual knowledge assessment for employees who met the performance criteria, aiming to evaluate knowledge and capabilities gained from training throughout the year. The assessment also served as part of the consideration for position advancement. In 2024, a total of 445 employees participated in the knowledge assessment.





Design Thinking

Project Name	Design Thinking
Objective	The Design Thinking training program was designed for middle to senior executives. The objective was to strengthen creative thinking and systematic problem-solving skills—critical competencies in driving organizational adaptability and growth in the digital age. Additionally, the training supported cross-functional collaboration and enhanced decision-making effectiveness. Executives equipped with strategic thinking skills are better positioned to plan and execute effectively, thereby increasing organizational competitiveness and innovation.
Details	The program covered four core modules: 1. Empathy Map – A tool to better understand customers' thoughts and behaviors. 2. SCAMPER Board – A method for generating new and innovative ideas. 3. Point of View Statement – A technique to define and understand user needs. 4. Rapid Prototyping Technique – Turning ideas into tangible solutions within a short time
Target Groups:	Management Level from Vice President – Senior Executive Vice President
Benefits for Employees:	1. Strengthened abilities to analyze and solve complex problems, with greater confidence in decision-making. 2. Enhanced strategic thinking and long-term planning skills, fostering a culture of innovation
Benefits for the Organization:	1. Improved organizational efficiency through creative and solution-oriented leadership. 2. Enhanced competitiveness and adaptability in the market 3. Embedded Design Thinking as a catalyst for organizational transformation
Project Outcome:	1. A total of 36 executives (95% of the targeted group) completed the training. 2. The overall satisfaction and applicability rating reached 95%





Effective Communication for leader

Project Name	Effective Communication for leader
Objective	The program is designed to equip management with tools and methods to communicate effectively, particularly in conveying strategic directions and plans from senior management to frontline employees. The goal was to ensure clear communication that aligns the organization and enables efficient execution of business plans.
Details	The program covered four key modules: 1. Leader as Storytellers 2. Communicating clearly, concisely, and impactfully using the S-T-A-R method 3. Effective Delegation – Ensuring both the right person and the right task are assigned. 4. Follow-up and Evaluation – Techniques to monitor progress and assess outcomes
Target Groups:	Management Level: Assistant Vice President and Regional Manager
Benefits for Employees:	1. Improved ability to delegate tasks with clarity and efficiency. 2. Builds skills in storytelling to motivate teams and foster engagement, enabling leaders to apply these techniques effectively in team communication. 3. Improves presentation skills for clear, engaging, and persuasive communication.
Benefits for the Organization:	1. Reduces potential conflicts within the organization by promoting effective communication, fostering better collaboration among teams. 2. Ensures that policies and plans are executed in alignment with organizational goals through high-quality communication.
Project Outcome:	1. A total of 54 leaders participated in the training, representing 96% of those required to attend. 2. The post-training satisfaction rating and the applicability of skills gained were 95%.





Business Acumen: Strategies for Enhancing Work Efficiency

Project Name	Business Acumen: Strategies for Enhancing Work Efficiency
Objective	To provide employees on manager level with a deep understanding of the organization's strategy, enabling them to develop plans and strategies to improve the work efficiency of their respective departments. The focus is on developing skills to align departmental strategies with the organization's overall strategy, as well as the methods to monitor and improve efficiency.
Details	The course content covers four main areas: 1. Strategic Foresight: Developing a strategic vision for the future. 2. Internal Situation Scan 3. Business Process: Understanding business processes. 4. Work with High Efficiency
Target Groups:	Employees ranging from Assistant Department Managers to Senior Department Managers and Branch Managers.
Benefits for Employees:	1. Participants will gain a thorough understanding of the organization's strategy and business processes. 2. Participants will be trained to design strategies and plans for improving work efficiency. 3. Participants will learn methods for assessing the impact of the strategies, including both positive and negative effects on the organization.
Benefits for the Organization:	1. Development of a workforce with strategic insight and the ability to formulate aligned and actionable departmental strategies. 2. Strengthening of organizational competitiveness through increased employee expertise and responsiveness to dynamic business environments.
Project Outcome:	1. A total of 12 training sessions were conducted, engaging 362 participants, which accounted for 96% of the targeted group. 2. The average satisfaction rating for the training program reached 93%.





Collaboration

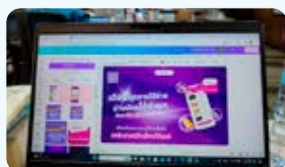
Project Name	Collaboration
Objective	The development of collaborative capabilities has been identified as a critical skill that enables departments, units, and individual personnel to work effectively across functions. Strengthening collaboration contributes to the reduction of operational constraints and supports the successful execution of organizational goals.
Details	The program was structured into three tiers based on employee levels, with tailored content aligned with the organizational competency framework: 1. Communication for Collaboration – Designed for senior supervisor level (Chief to Senior Chief) 2. Collaborative Customer-Centricity – Targeted at entry-level supervisor (Supervisor to Senior Supervisor) 3. High Performance Collaboration – Delivered to operational staff (Staff level)
Target Groups:	Operational staff through to senior supervisor level (Staff to Senior Chief)
Benefits for Employees:	1. Enhanced capability to engage in effective and constructive team collaboration. 2. Improved interpersonal relationships and mutual understanding within teams. 3. Development of communication techniques for collaboration, including problem-solving and shared decision-making within team environments.
Benefits for the Organization:	1. Advancement of a collaborative skill set across the workforce, fostering a cooperative work culture, and minimizing internal conflict. 2. Smooth implementation of organizational plans, driven by improved team synergy and increased employee satisfaction. 3. Reduction in operational errors and misunderstandings across departments. 4. A workforce proficient in collaborative practices enhances the organization's adaptability and competitiveness in dynamic markets.
Project Outcome:	1. A total of 143 training sessions were conducted, reaching 3,855 participants representing 94% of the intended training group. 2. The average satisfaction score for the training program was 97%.





Digital Academy Training Program FY2024

Project Name	Digital Academy Training Program FY2024
Objective	The program was established to provide employees with opportunities to enhance digital competencies and apply digital tools and technologies effectively within their work processes for example, the integration of digital solutions for workflow optimization, time management, and the efficient utilization of available data resources to maximize operational effectiveness.
Details	The training program comprised a total of 10 core modules, as following. 1. ChatGPT & AI Workshop in Everyday Workplace for Business and Marketing 2. Advanced Workshop Digital Consumer Insight Across Digital Platform 3. Graphic Design with Canva 4. Advanced Microsoft Excel 365/2021 PivotTable and PivotChart 5. Martech for Digital Marketing 6. The RPA Introduction: How RPA can help your daily work life easier? 7. AEON Business and Data Structure in Data Warehouse 8. SAS Enterprise Guide Workshop 9. Agile Project Management Fundamental: Including Scrum & Kanban 10. Building No-Code Apps with “Power App”
Target Groups:	Operational-level employees as well as Executive Vice Presidents (EVP) who are interested in enhancing their knowledge and skills in digital technology.
Benefits for Employees:	1. Enhanced Digital Skills: Participants gain updated knowledge and practical skills related to digital technology, enabling improved work efficiency and adaptability in a technology-driven environment. 2. Improved Problem-Solving Capabilities: The training fosters analytical thinking and problem-solving skills, empowering employees to select and apply appropriate digital tools to resolve work-related challenges effectively. 3. Career Advancement Opportunities: Employees equipped with a diverse range of digital competencies are better positioned to enhance their job performance, support efficient task execution, and enable better time management for pursuing further skill development.
Benefits for the Organization:	1. Reduction in Outsourcing Costs: Building internal digital capabilities reduces the dependency on external service providers for technology-related tasks. 2. Increased Operational Efficiency: Employees with digital skills can execute tasks more swiftly and efficiently, thereby contributing to improved overall organizational productivity. 3. Enhanced Competitiveness: A digitally skilled workforce strengthens the organization’s ability to adapt to changes and maintain a competitive edge in the marketplace.
Project Outcome:	1. During the past fiscal year, a total of 548 employees and executives participated in the training program across all course topics. 2. The average satisfaction score post-training was recorded at 87%, indicating a relatively high level of participant satisfaction.





• Employee Motivation and Retention

The company has developed long-term plans and strategies to motivate and retain employees, grounded in the belief that employees are valuable assets. Enhancing employee satisfaction and motivation contributes to improved work performance, reduces turnover rates, and supports stable and sustainable business growth. The key initiatives are outlined as follows:

1. Equitable Compensation and Employee Benefits Allocation

The company ensures that all compensation and benefits are allocated fairly and in full compliance with relevant labor laws. Remuneration packages, including salary, bonuses, and overtime payments, are transparently communicated, and mutually agreed upon prior to the commencement of employment. The company places strong emphasis on the timely and accurate disbursement of all forms of employee compensation.

The company provides comprehensive employee benefits, including statutory holidays and special leave entitlements such as birthday leave. Employees are also entitled to medical and dental care benefits, accident insurance, and various allowances such as per diem, travel, and accommodation support for assignments outside of regular work locations. These provisions are designed to promote employee well-being, foster job satisfaction, and support a healthy and motivated workforce.



Benefits	Types of Employees	
	Permanent Employees	Contract Employees
Annual Salary Adjustment	/	
Annual Bonus	/	
Medical and Dental Benefits	/	
Welfare Support for marriage, childbirth, bereavement, and hospitalization	/	
Birthday Leave	/	
Travel and Per Diem Allowances	/	
Executive Health Insurance	/	
Employee Accident Insurance	/	
Long service award	/	



2. Career Growth, Advancement, and Other Opportunities

Each year, the company has a structured plan for promoting employees at all levels. A selection process is established to identify employees with outstanding performance who will be given the opportunity for a promotion, along with a higher salary. This is done to continuously motivate employees and recognize their contributions. Additionally, the company offers programs that provide opportunities for employees who wish to switch career paths or explore roles in other departments, employees can express their interest and undergo interviews to transfer to different positions within the organization.



3. Work Flexibility

The company has implemented a flexible work plan to align with the changing circumstances of the present. For example, employees can choose to work from home 2-3 days a week and provide a Hot Seat system for employees to select their seating based on preference, without the need to remain at the same desk each day. Additionally, employees can adjust their working hours based on personal needs and responsibilities, with prior approval from their supervisors.



4. Employee Physical and Mental Health Care

The company prioritizes the physical and mental well-being of employees. The office syndrome project brings professional physiotherapists to provide relaxation treatments for employees experiencing office syndrome (musculoskeletal pain due to work-related stress) every month. All employees can register for these services. Additionally, a mental health hotline is available for employees facing work-related stress, offering professional counselors to listen, provide support, and offer guidance.



5. Fair and Transparent Performance Evaluation

The company prioritizes creating a transparent and systematic Performance Management System (PMS) to ensure that employee performance evaluations are fair and aligned with company goals. The PMS is designed to provide clear criteria and processes for all employees to understand, with regular performance evaluations conducted twice a year based on the company's operational standards.

Employee performance evaluations serve as the basis for decisions related to salary increases, bonuses, promotions, and transfers. Linking performance evaluations with fair compensation motivates employees, fostering a sense of recognition and appropriate reward.



In addition, the company places importance on using performance evaluation results and feedback to promote employee growth. There is a clear process for gathering feedback from performance evaluations to identify each employee's strengths and areas for improvement. This information is then used to plan development and training programs, ensuring employees have continuous opportunities to enhance their skills and progress in their careers.



6. Employee Satisfaction and Engagement Evaluation

The company values the evaluation of employee satisfaction and engagement. The Employee Engagement Survey is a crucial tool that helps the company understand employees' opinions and feelings on various aspects such as internal communication, job satisfaction, relationships with supervisors and colleagues, opportunities for career development and growth, and the benefits provided.

This survey is designed systematically and transparently to ensure that the data collected is reliable and can be effectively used to improve the organization. The survey is conducted once a year without collecting personal information such as names to protect employees' comfort in providing honest feedback. It includes a total of 34 questions, covering key topics as follows.

- 1. Company and Strategy:** This group of questions helps the company understand if employees have a clear understanding of how their work aligns with the company's goals and strategy, how effective internal communication is, and whether employees feel that the company operates transparently.
- 2. Manager:** This group of questions focuses on the relationship between employees and their supervisors, perceptions of the supervisor's expertise and ability to help the team succeed, and whether employees receive constructive feedback from their managers.
- 3. Collaboration & Teamwork:** This group of questions helps the company understand teamwork and communication within teams, the pride employees feel toward their teams, and whether they feel they have good colleagues at work.
- 4. Opportunities:** This group of questions focuses on opportunities for career development and growth, whether employees receive adequate coaching and training, and if they see a clear path for advancement within the company.
- 5. Total Rewards:** This group of questions helps the company understand employee satisfaction with the benefits and compensation they receive, perceptions of fairness in pay, and clarity regarding the available benefits.
- 6. Work:** This group of questions focuses on the work environment, employee comfort and relaxation during work, and whether employees have the necessary tools and equipment to perform their jobs effectively.

Credibility and Transparency of the Survey

The employee engagement survey at the company is designed to ensure that the data collected is credible and transparent by using internationally recognized survey standards, such as the Likert scale, which allows employees to express their opinions clearly and systematically. Additionally, the company analyzes the data thoroughly to identify trends and areas that require improvement.

The survey is conducted transparently, with all employees receiving clear information about the survey process and results, ensuring that they are confident their feedback is heard and used to improve the organization effectively.



Employee Satisfaction Survey Results

- Overall Survey Result: 75.25%



The company has communicated the results of the Employee Engagement Survey to all employees to ensure transparency regarding the survey findings. The results highlight issues or areas for improvement within the organization. This openness fosters a strong relationship between employees and management, as the company values employee feedback. This approach encourages future participation and promotes a positive organizational culture, allowing both parties to collaborate effectively for continuous improvement.

Utilizing Results from Employee Satisfaction Surveys to Design Initiatives, Policies, or Practices for Enhanced Employee Care

The results of the Employee Engagement Survey will be analyzed and used to design programs, policies, or procedures aimed at improving employee care systematically. For example, refining internal communication processes, organizing training and skill development programs, creating career growth opportunities, and enhancing benefits to better align with employee needs.

Projects Initiated from Employee Engagement Survey Outcomes

1. **Skill Development and Training Programs:** Based on the survey results, employees expressed a need for opportunities to develop their skills and receive further training. The company has organized a variety of training programs to enhance the necessary skills and knowledge for work, such as training on new technologies, communication skills development, and management training, to prepare employees for new challenges and career growth.





2. **Internal Communication Enhancement Program:** The survey results revealed gaps in internal communication. In response, the company has launched initiatives to promote more effective communication, such as monthly meetings, establishing convenient and fast communication channels within the organization, and fostering a culture of open and transparent communication, ensuring all employees receive accurate and timely information.
3. **Work-Life Balance Program:** The survey results showed that employees desire a better work-life balance. In response, the company has implemented programs that help employees manage their work and personal time effectively, such as flexible work schedules, support for remote work, and activities that promote both mental and physical health for employees.

These actions not only help increase employee satisfaction and engagement with the company but also result in higher motivation and work efficiency, which are crucial factors in ensuring the long-term sustainability of the organization.



7. Providing Opportunities for Feedback

The company has established channels for employees to voice their opinions on various matters to ensure their voices are heard. This includes handling complaints, reviewing them, and taking appropriate action to address the issues. This approach fosters a relationship of understanding with employees and allows the company to improve management practices and operations, better meeting the needs of employees.



8. Creating Activities or Programs to Strengthen Relationships with Employees

The company organizes various activities and programs to engage employees and strengthen relationships both with the company and among employees themselves. These initiatives aim to enhance employee engagement with the organization.

In 2024, the company organized activities to support and foster better relationships with employees, including:

Power Up into Anime World [Annual Dinner]

Project Name	Power Up into Anime World [Annual Dinner]
Objective	As the situation with COVID-19 began to improve, the opportunity arose to bring back the annual dinner event. The goal was to rebuild relationships between executives and employees after a prolonged period of social distancing and working from home. This also served to promote happiness and employee engagement.
Details	The annual dinner was organized to celebrate the New Year, with six events held across the country as follows: - Head Office including employees at Exchange Tower and Sermmitr Building - Bangkok Center 2 times - Chiang Mai Center, Khon Kaen Center, and Hat Yai Center (one each) Last year's event included several exciting activities such as a power gauge game with on-site prizes, a stunning performance by a group of employees, a Best Costume competition, a Lucky Draw giveaway, a shared meal, and enjoyment with a live band.
Target Groups:	All Employees
Benefits for Employees:	Creating joy and fun for employees, including fostering a positive relationship between executives and employees and providing morale boosts for work.
Benefits for the Organization:	Employees can engage in the activities and building strong relationship with the organization
Project Outcome:	Executives and employees collaborated effectively in organizing and participating in the activities, which positively impacted the company's image.





Operational Outcomes

Employment

Operation Outcomes	Operation Outcomes				
	2020	2021	2022	2023	2024
Employment					
Total amount of employee	4,570	4,219	4,030	3,927	4,078
Statistic based on age range					
Age lower 30 years old	1,210	885	860	903	697
30-50 years old	3,301	3,260	3,079	2,902	3,099
Age over 50 years old	59	74	91	122	282
Statistic based on position level					
Director Level	90	93	93	99	100
Management Level	317	326	329	341	353
Operational Level	4,163	3,800	3,608	3,487	3,625
Etc.	-	-	-	-	-
Statistic based on region					
Bangkok and its Vicinity	1,724	1,647	1,580	1,476	1,833
Northern Region	752	682	661	598	553
Northeastern Region	764	700	690	674	632
Central Region	125	104	53	201	142
Southern Region	892	822	811	782	742
Eastern Region	253	195	169	132	130
Western Region	80	69	66	40	40
Number of Employees with Disabilities	41	37	23	20	16
Number of Senior Employees	1	1	1	4	5



In addition, in 2024, the company opened applications for internship programs to support the new fresh energy into the organization while providing students with the opportunity to learn and develop skills in a real work environment. This initiative also helps create a network and foster good relationships between educational institutions and the company, which may lead to future collaborations. The details are as follows:

AEONTS Internship Program

Project Name	AEONTS Internship Program
Objective	- To provide students with the opportunity to gain real work experience, preparing them to transition into professional careers effectively. - To enhance the company's image and attract high-potential candidates to join the company in the future.
Details	- Open for internship from all academic fields related to the company's various department. - Internship duration: Starting from April 2024 onward. - Benefits for interns: • Compensation for working days. • Sick leave benefits • Certificate of completion after the internship
Target Groups:	Undergraduate students in their 2 nd to 4 th year and Postgraduate students from all study fields and institutions.
Benefits for Employees:	- Employees could develop skills in training, communication, and teamwork, as well as foster creativity and experience in adapting to new technologies and trends. - Working with interns also creates a dynamic work environment, promotes teamwork, and contributes to selecting talented future employees for the organization.
Benefits for the Organization:	The internship program helps enhance the company's image by offering students a chance to learn real work practices. This also creates a pool of potential candidates for future recruitment. Additionally, the program relieves employees' workloads, introduces diverse perspectives, and develops human resources within the organization. This helps build lasting relationships with interns who may return to work with the company in the future.
Benefits for internship student:	Internship students will gain real work experience, develop professional skills, and adapt to real-world work environments, preparing themselves for professional careers, build professional networks and receive mentorship from experts in their field, which will improve the chances of future employment. Plus, this will also develop skills beyond what is taught in university courses.
Project Outcome:	The goal was to accept two interns based on the department's needs. A total of 21 applicants applied, and the project successfully met the target by selecting two qualified interns who aligned well with the company's needs.
Future Plan:	The company plans to expand its internship program across various fields to attract high-quality candidates. There are also plans to offer full-time positions to high-potential interns after completing their internships, thus promoting skill development, and contributing to the long-term sustainability of the organization.



Employee remuneration

Operational Outcomes	Operational Outcomes				
	2020	2021	2022	2023	2024
Employee remuneration					
Total employee compensation	1,840,835,098.71	1,927,830,033.69	1,909,181,029.80	1,921,140,086.68	2,129,970,900.18
Percentage of employees enrolled in the provident fund	69.09	69.12	65.83	67.00	66.00
Gender pay gap (Female : Male)	41.0 : 59.0	41.5 : 58.5	41.2 : 58.8	40.9 : 59.1	42.4 : 57.6

Employee Development

Operational Outcomes	Operational Outcomes				
	2020	2021	2022	2023	2024
Employee Development					
Average training hours per employee	12.08	10.48	14.16	37.87	26.27
Total employee development expenditure (million Baht)	10.49	16.29	14.61	20.97	20.84

Employee Engagement and Retention

Operational Outcomes	Operational Outcomes				
	2020	2021	2022	2023	2024
Employee Engagement and Retention					
Number of employee resignations (persons)	1,046	804	999	761	871
Employee turnover rate (% of total employees)	22.9	19.1	24.8	19.4	21.4
Number of voluntary resignations (persons)	604	620	878	737	822
Voluntary turnover rate (% of total employees)	13.2	14.7	21.8	18.8	20.2
Employee engagement or satisfaction score (%)	0%	0%	0%	0%	75.25%

Protocols for Prevention and Resolution in case encounter problems or obstacles

- Request collaboration from executives in implementing human resource initiatives.
- Communicate and engage employees regularly through various activities.
- Prepare reports and action plans for the Board of Directors and relevant stakeholders.



Human Rights



The company places strong emphasis on respecting human rights and promoting fair labor practices, recognizing these as fundamental elements in conducting business. Human rights issues can have significant impacts on various stakeholder groups, including employers and those directly involved to the company.

The company committed to fostering a fair, safe and inclusive workplace environment, where all individuals are treated with dignity and respect. Our operations are carried out in strict compliance with international standards to build trust among stakeholders and support the company's sustainable growth-both socially and economically.



Risks

Failure to respect and adhere to human rights, including ensuring fair treatment of labor, may lead to legal risks arising from disputes, complaints, and the loss of trust from stakeholders. This may negatively impact the organization's reputation and its relationships with business partners, potentially reducing growth opportunities and hindering the ability to attract future investments.



Opportunities

Respecting human rights and treating labor fairly will help mitigate risks of legal violations, build trust among stakeholders, and improve the organization's reputation with both customers and business partners. This will enhance its ability to attract and retain customers, expand partner networks, and increase opportunities to enter new markets, while also attracting investment from sustainability-focused investors.



Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
The employees possess knowledge and understanding of human rights.	100%	100%	100%
Compliance with human rights requirements.	100%	100%	100%

Practices regarding key issues

Relevant Policies	Relevant Standards	Responsible Department
• Human Rights Policy • Whistleblowing Policy • Operational Procedures	• Labor Protection Act	• Human Resources Department • Corporate Governance & Control Department • Risk Management Department

The company mandates the Human Resources department to implement human rights practices, including providing education and monitoring human rights issues under the human rights policy, operational procedure policy, whistleblowing policy, and relevant standards such as the Labor Protection Act. The compliance and risk management departments collaborate to oversee and perform risk assessment.

Management Guidelines

- **Statement of Commitment to Respect for Human Rights and Fair Labor Treatment** To affirm the organization's determination to operate in accordance with labor laws and uphold human rights practices in alignment with international standards.
- **Establishment of the Human Rights Policy** To serve as a guideline for promoting respect for human rights throughout the organization and ensuring the protection of the fundamental rights of all individuals equally and fairly. This approach aims to mitigate operational risks and prevent human rights violations. The company places strong emphasis on freedom of expression, fair compensation, opposition to all forms of harassment and discrimination, human trafficking, child labor, and forced labor. The following operational guidelines have been established as follows.
 - The company recognizes equality and opposes all forms of discrimination, covering aspects as race, nationality, color, gender, age, language, religion, sexual orientation, political opinion, and any other factor unrelated to merit, diligence, and capability.
 - The company provides a safe working environment that supports physical and mental well-being, free from harassment, victimization, and any other inappropriate behaviors.
 - The company strictly prohibits the use of child labor, forced labor, and human trafficking in any form within all business operations and supply chains.





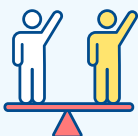
- The company emphasizes and promotes the principles of human rights and child protection in accordance with the United Nations Convention on the Rights of the Child, with the following approach:
 - Ensure non-discrimination and equitable treatment in all actions concerning every group of children.
 - Prioritize the safety, rights protection, and holistic development opportunities for all children.
 - Uphold the best interests of the child by avoiding and preventing any actions that undermine or infringe upon children's rights.
 - Encourage children's involvement and the expression of views through social initiatives organized by the company.
- Commitment to respecting privacy and protecting the personal data of employees, customers, and business partners is maintained.
- Corporate social responsibility is systematically advanced through the AEON Thailand Foundation, ensuring activities align with the protection of human rights.
- A two-way communication channel is provided to ensure employees and stakeholders are informed, understand, and act in respect of human rights, while also allowing them to propose suggestions, express opinions, or report incidents related to human rights violations.
- Whistleblower information and human rights complaints are carefully reviewed and addressed, with reporting conducted in accordance with Board of Directors' requirements.
- Employee development is supported through ongoing training programs aimed at fostering resilience and adaptability to global developments.
- Treatment of employees is consistently aligned with applicable labor laws and regulatory standards.
- A comprehensive human rights due diligence process is implemented to prevent and mitigate human rights risks, adopting the United Nations Guiding Principles on Business and Human Rights (UNGP) to manage human rights throughout the organization and the supply chain.

- **Human Rights Due Diligence Process (HRDD)**

The company has established a comprehensive process for managing and reviewing human rights practices, including a Human Rights Due Diligence (HRDD) framework. The operational steps are as follows:



1. **Human Rights Policy Declaration:** The company publicly announces the human rights policy and discloses the results of human rights efforts through sustainability report or annual report.



2. **Assessment of Human Rights Risks and Impacts:** The company assesses human rights risks related to the operations across various areas, including the supply chain.



3. **Prevention and Mitigation of Human Rights Impacts:** The company implements measures to prevent and mitigate human rights impacts, incorporating human rights principles into business processes and all relevant activities involving stakeholders.



4. **Human Rights Action Monitoring:** The company regularly evaluates human rights operations and adjusts measures and practices to align with evolving situations, addressing any violations that arise.



5. **Remediation of Human Rights Violations:** The company has a clear process to remedy those affected by human rights violations and to prevent such incidents from recurring in the future.



6. **Human Rights Reporting:** The company publishes transparent reports on human rights performance and corrective actions taken, ensuring transparency for stakeholders.

These guidelines are applied consistently across employee rights, customer rights, partner rights, and societal well-being as following.

Employee Rights

The company respects and adheres to labor laws in treating all employees fairly and with dignity across the organization. The company ensures fairness in the recruitment and hiring processes, without discrimination based on factors such as education, nationality, ethnicity, skin color, religion, gender identity, age, language, or physical disabilities. The company provides appropriate compensation and benefits to enhance employee morale and well-being and respects employee privacy and protects their personal data. Furthermore, the company is committed to the development of the workforce, ensuring that employees are well-prepared for their roles and equipped with the knowledge and skills needed for career advancement. The company also prioritizes the creation of a safe and suitable work environment, fostering a sense of trust and pride among employees, and ensuring they feel supported and valued.

The company has established a welfare committee at the workplace to oversee and enhance employee benefits, such as promoting well-being, suggesting, and improving welfare programs, and fostering positive relationships between employees and management.

In addition, the company allows employees to share their feedback and provides a secure channel for reporting any human rights violations or breaches of operational guidelines via AEON 191 with full confidentiality to protect the safety and benefit of the employees. The company ensures to investigate complaints within 14 days and take corrective actions and improve the company's practices.



Employee rights are defined as follows:

- **Fair Treatment:** The company recognizes equality and opposes discrimination in all forms, including race, nationality, skin color, gender, age, language, religion, sexual orientation, political opinions, or any other factors unrelated to integrity, diligence, and ability.
- **Prohibition of Child Labor, Forced Labor, and Human Trafficking:** The company opposes child labor, forced labor, and human trafficking in all forms within its operations and supply chain.
- **Rights Under Labor Laws:** The company complies with labor laws and regulations, ensuring that employee welfare is upheld according to legal standards.
- **Rights to Personal Data Protection:** The company respects privacy and protects personal data of the employees.
- **Rights to workplace safety:** The company ensures a safe working environment that supports the physical and mental well-being of employees, free from harassment, victimization, or any inappropriate behavior.
- **Rights to freedom of expression:** The company provides two-way communication channels, allowing employees to understand, respect human rights, suggest ideas, share feedback, and report any violations of human rights.
- **Rights to complain:** The company establishes a process for reviewing and managing complaints or reports related to human rights violations, with results shared with the board of directors as appropriate.
- **Rights to employee development:** The company provides regular training and development opportunities for employees to keep up with global changes, promoting continuous learning and growth.





Customer Rights

The company operates the business based on the principle of Fair Treatment (Market Conduct) in strict compliance with the Bank of Thailand's regulation and established its own policies to ensure fair treatment and service to customers while respecting their rights. A dedicated oversight unit regularly monitors all related activities, including the presentation of safe products and services that do not negatively impact society or the environment, the protection of customer personal data, responsible and non-exaggerated advertising, customer remediation in cases of harm caused by company operations, and continuous improvement of products and services to better serve customers.

- **Fair Treatment:** The company treats all customer groups equally and fairly, providing complete and accurate information about products and services without distortion. Marketing and advertising are conducted responsibly, without exaggeration, deception, or misleading information.
- **Freedom of Choice:** Customers have the right to select financial products and services that suit their individual needs and financial situations, without pressure or coercion from the company.
- **Confidentiality and Data Protection:** The company implements customer data protection measures in accordance with the Bank of Thailand's requirements, international standards, the Personal Data Protection Act B.E. 2562 (PDPA), Privacy Policy, and Information Security Management standards ISO27001. The company respects customers' rights to access, correct, or delete their personal data without infringement.
- **Rights to complain and remedies:** The company provides channels for customers to report problems, file complaints, or give feedback regarding services. In the event of issues or rights violations, the company ensures appropriate and timely corrective actions.





Partner Rights

The company recognizes the importance of conducting business with partners based on honesty, transparency, fairness, and full legal compliance, adhering to good governance principles and sustainable business practices across economic, social, and environmental dimensions. The company respects partner rights and upholds the highest standards of business ethics throughout the supply chain. Clear procurement policies are in place, covering partner selection and evaluation, open competition through price and quality comparisons, protection of customer information, formal agreements to prevent future disputes, defined payment terms, and fostering good relationships and support for partners to promote mutual business success. The company defines partner rights as follows:

- **Fair Treatment:** The company treats all partners equally and fairly in terms of pricing, contract conditions, and the handling of complaints or disputes.
- **Transparency:** The company provides clear and transparent information regarding requirements, terms, or any changes related to business operations, enabling partners to make well-informed decisions.
- **Contractual Rights:** Partners are protected under the commercial agreements signed. The company strictly adheres to all terms and conditions specified in these contracts.
- **Timely Payment:** The company prioritizes compliance with agreed payment terms, ensuring payments are made within the specified timeframes.
- **Confidentiality:** The company safeguards partners' sensitive and commercial information, ensuring it is not disclosed or used without prior authorization.





Community and Society

The company is committed to conducting business with full consideration of its impact on society and the environment, aligned with its mission to foster sustainable growth alongside social and environmental development. The company has incorporated the United Nations Sustainable Development Goals (SDGs) as part of the operational framework, ensuring that activities and initiatives align with global efforts to address urgent societal and environmental challenges. A portion of the company's operating profits is dedicated to supporting social and environmental initiatives through the AEON Thailand Foundation.

The company complies with environmental laws and has adopted Environmental Management Standard ISO14001 to guide and control the operations, aiming to minimize the environmental impact of the business activities. The company discloses greenhouse gas (GHG) emissions performance and has set targets to reduce emissions by managing resource and energy use sustainably. Key community and societal rights the company upholds include:

- **Environmental Impact:** The company refrains from engaging in activities that cause pollution or environmental destruction affecting community health and rights.
- **Community Engagement:** The company ensures that communities have a voice in decision-making processes related to operations that may impact them. This includes providing clear information and opportunities for feedback on relevant projects.
- **Remediation for Operational Impact:** The company implements appropriate and fair remedial measures in cases where its operations negatively affect community rights.





Human Rights in the Supply Chain

The company implements supply chain management measures that adhere to business ethics principles as follows:

- **Non-Support for Environmentally and Socially Harmful Businesses:** The company does not support businesses that pose environmental or social risks, including those involved in human rights violations such as human trafficking.
- **Support for Transparent and Sustainable Business Practices:** The company selects partners and suppliers who demonstrate social and environmental responsibility and promotes ethical business practices.
- **Company partners/suppliers must strictly adhere to the company's Supplier Code of Conduct.**
- **Risk and Impact Assessment**

The company conducts risk analyses regarding potential human rights violations that may arise from the business activities. Measures are implemented to prevent and mitigate human rights risks as follows:

Human Rights Risk Issues	Prevention and Mitigation of Human Rights Issues
Customers	
Selling Products Without Prioritizing Customer Benefits	• Implement the Market Conduct principles of the Bank of Thailand as operational guidelines. • Provide employee training to enhance knowledge and understanding of human rights.
Misuse of Customer Data Beyond Consent	• Strictly comply with personal data protection laws. • Establish stringent controls over data access rights.
Employees	
Abuse of Power to Harass Subordinates or Colleagues	• Implement a Whistleblowing System to provide channels for employees to report harassment. • Foster a positive work environment through corporate culture initiatives, training programs, and team-building activities.
Unfair Treatment of Employees	• Strictly comply with labor laws. • Conduct annual employee satisfaction surveys.
Business Partners	
Customer Harm Caused by Business Partners' Services	• Allow customers to submit complaints to the company for investigation of business partners. • In cases where customers are harmed by a business partner, the company will establish preventive measures and conduct risk assessments on the issue.
Community and Society	
Pollution Caused by Company Operations	• Conduct environmental risk assessments and establish mitigation measures.
Products or Communications Negatively Impacting Society (e.g., encouraging customers to borrow beyond their needs)	• Strictly apply the Market Conduct and Responsible Lending principles of the Bank of Thailand.



- **Monitoring of Human Rights Practices**

Channels for Complaints and Suggestions

The company has established multiple channels to receive complaints and feedback from all stakeholders, as follows:

Complaint and Feedback Channels:



Call Center: 0-2665-0123

Email: csd@aeon.co.th

Investor Relations: ir@aeon.co.th

All branches nationwide

Channels for Reporting Misconduct

Channels for Receiving Employee Complaints

Email: aeonthai191@aeon.co.th

Website : <https://enrollment.aeonts.com/aeonthai191/>

Phone : Tel. 092-257-8387

- 1) Send letter to AEON Thana Sinsap (Thailand) PLC address
388 Exchange Tower, 26th Floor, Sukhumvit Rd., Khwaeng Klongtoey, Khet Klongtoey,
Bangkok 10110
- 2) Email: report_aeonglobal@yglpc.com

Channels for Receiving Employee Suggestions

Kaizen Suggestion: Through E-Memo (Kaizen Workflow)

Protection of Whistleblowers

The company guarantees that individuals who file complaints or report human rights violations will have their personal information protected during the whistleblowing process and will be safeguarded from retaliation or punishment.

Consideration of Complaints

The company considers and processes complaints following appropriate procedures, such as fact verification, interviewing involved parties, and deciding on corrective or improvement actions. Complaints will be reviewed and processed within 14 days of receipt by the relevant departments.



Remediation of Human Rights Violations

In cases where the company's investigation reveals human rights violations within a complaint, prompt action will be taken to address and manage the impacts, such as providing remedies to affected individuals, improving processes, or taking appropriate disciplinary actions. Compensation for damages will be provided to affected parties as appropriate.

Reporting and Monitoring

Upon completion of the investigation process, the company will prepare a report detailing the findings of the human rights assessment, including the corrective actions and measures taken. Follow-up will occur to assess the success of the corrective actions or preventive measures and adjustments will be made as necessary.

Training and Awareness Raising

The company provides human rights training to employees at all levels and communicates human rights issues to all stakeholders, ensuring that they understand the company's human rights standards and approach.

Operational outcomes

Number of Human Rights Violation Incidents

In 2024, the company did not have any incidents related to human rights violations.

Operational outcomes	Operational outcomes				
	2020	2021	2022	2023	2024
Number of Human Rights Violation Incidents	0	0	0	0	0

Employee Complaints Regarding Labor Practices

In 2024, the company received 1 employee complaint related to labor practices, which is currently under resolution.

Operational outcomes	Operational outcomes				
	2020	2021	2022	2023	2024
Number of Employee Complaints Regarding Labor Practices	0	0	0	1	1
Number of complaints that have been resolved	0	0	0	0	0
Number of complaints currently under resolution	0	0	0	1	1



Number of Employees with Knowledge and Understanding of Human Rights

Operational outcomes	Operational outcomes				
	2020	2021	2022	2023	2024
Number of Employees with Knowledge and Understanding of Human Rights	0	431	831	3,927	4,078

In 2024, a total of 4,078 employees gained knowledge and understanding of human rights through training and testing, representing 100% of the total workforce. The company plans to organize activities to promote knowledge and understanding of human rights, incorporating this as a key topic in the annual training program for all employees at every level. Additionally, this topic will be included in the orientation training for new employees.

Workplace Harassment Prevention

Project Name	Workplace Harassment Prevention
Objective	- To provide employees with knowledge and understanding of workplace harassment and prevention methods. - To inform employees of the relevant regulations regarding workplace harassment, including the company's policies and the policies of the AEON Financial Service group. - To create a safe and friendly working environment for all employees. - To promote a corporate culture that respects and values one another.
Details	In 2024, the company conducted training and provided knowledge to employees on the topic of workplace harassment prevention, covering the following details: - Power Harassment - Sexual Harassment - Examples and inappropriate behaviors that are prohibited - Company policies and AEON Financial Service's policies - Reporting channels Training Format - The topic is included as part of the New Staff Orientation training, which all new employees must complete. The training is delivered through E-learning via the company's SAP SuccessFactors system. - All employees are required to undergo training and review the material annually in the same E-learning format through the SAP SuccessFactors system. - AEON Financial Service will distribute newsletters to raise awareness and keep employees informed.
Target Groups:	All employees of the company.
Benefits for Employees:	- Participants will gain knowledge and skills to prevent and manage harassment situations. - The training will enhance employee safety, making them feel secure and confident in their work environment.
Benefits for the Organization:	- The organization will benefit from employees feeling safe and confident, leading to improved work performance. - Reduce the risk of harassment incidents and potential legal issues. - The organization will have a positive image in the eyes of stakeholders and society. - A safe and friendly work environment will increase the organization's competitiveness.
Project Outcome:	100% of employees completed the training.



Power Harassment

การใช้อำนาจหรือพลังในทางที่มิชอบ (Power Harassment) หมายถึง พฤติกรรมต่าง ๆ ซึ่งบุคคลหนึ่งคนกระทำต่ออีกคนหนึ่งคนที่ไม่ควรเป็นอำนาจโดยอำนาจหรือโดยอำนาจส่วนตัว

- ใช้อำนาจของตน ไม่ควรเป็นอำนาจโดยอำนาจส่วนตัว
- ควรใช้การให้คำปรึกษา หรือคำแนะนำที่สร้างสรรค์และเหมาะสม
- ไม่ควรใช้การให้คำปรึกษา หรือคำแนะนำที่ก่อให้เกิดความเสียหายต่อผู้อื่น
- ควรใช้การให้คำปรึกษา หรือคำแนะนำที่สร้างสรรค์และเหมาะสม

สมาคม AEON ดำเนินการหลายประการเพื่อสร้างความตระหนักเรื่อง Power Harassment เพื่อไม่ให้ผู้ปฏิบัติงานเกิดความเสียหายต่อตนเองหรือผู้อื่น

สิ่งที่ไม่ควรทำในที่ทำงาน

การข่มขู่ทางร่างกาย

❌ ไม่ควรข่มขู่ทางร่างกาย

✅ ควรใช้การให้คำปรึกษา หรือคำแนะนำที่สร้างสรรค์และเหมาะสม

ตัวอย่าง:

- ไม่ควรข่มขู่ทางร่างกาย
- ไม่ควรข่มขู่ทางร่างกาย โดยการใช้กำลัง หรือ ใช้คำพูด หรือ ใช้ท่าทางข่มขู่ทางร่างกาย

Sexual Harassment

การคุกคามทางเพศในที่ทำงานคืออะไร

การคุกคามทางเพศในที่ทำงานหมายถึง การกระทำที่ไม่เหมาะสมทางเพศ ซึ่งอาจเป็นคำพูดหรือการกระทำที่ไม่เหมาะสมทางเพศ

ตัวอย่าง:

- การคุกคามทางเพศในที่ทำงาน
- การคุกคามทางเพศในที่ทำงาน

สมาคม AEON ดำเนินการหลายประการเพื่อสร้างความตระหนักเรื่อง Sexual Harassment เพื่อไม่ให้ผู้ปฏิบัติงานเกิดความเสียหายต่อตนเองหรือผู้อื่น

AFS Policy

AFS Policy to Combat Workplace Harassment

ข้อบังคับเกี่ยวกับการทำงานของ AFS

สมาคม AEON ดำเนินการหลายประการเพื่อสร้างความตระหนักเรื่อง AFS Policy เพื่อไม่ให้ผู้ปฏิบัติงานเกิดความเสียหายต่อตนเองหรือผู้อื่น

Provide training and awareness on the Whistle-blower System and Reporting Channels. The training covers the importance of the internal whistle-blower system, the company's policies, and the policies of the AEON Financial Service group.

Whistle-blower System

ความสำคัญของการมีระบบการแจ้งเบาะแสภายในองค์กร

การแจ้งเบาะแสภายในองค์กรหมายถึง การแจ้งเบาะแสเกี่ยวกับความผิดปกติภายในองค์กร

จุดมุ่งหมาย:

- เพื่อให้ผู้ปฏิบัติงานสามารถแจ้งเบาะแสเกี่ยวกับความผิดปกติภายในองค์กร
- เพื่อให้ผู้ปฏิบัติงานสามารถแจ้งเบาะแสเกี่ยวกับความผิดปกติภายในองค์กร

สมาคม AEON ดำเนินการหลายประการเพื่อสร้างความตระหนักเรื่อง Whistle-blower System เพื่อไม่ให้ผู้ปฏิบัติงานเกิดความเสียหายต่อตนเองหรือผู้อื่น

Whistle-blower System

การแจ้งเบาะแสภายในองค์กร

การแจ้งเบาะแสภายในองค์กรหมายถึง การแจ้งเบาะแสเกี่ยวกับความผิดปกติภายในองค์กร

จุดมุ่งหมาย:

- เพื่อให้ผู้ปฏิบัติงานสามารถแจ้งเบาะแสเกี่ยวกับความผิดปกติภายในองค์กร
- เพื่อให้ผู้ปฏิบัติงานสามารถแจ้งเบาะแสเกี่ยวกับความผิดปกติภายในองค์กร

สมาคม AEON ดำเนินการหลายประการเพื่อสร้างความตระหนักเรื่อง Whistle-blower System เพื่อไม่ให้ผู้ปฏิบัติงานเกิดความเสียหายต่อตนเองหรือผู้อื่น

Communication via AFS Compliance Newsletter. AFS Compliance Newsletter will be used to raise awareness and provide knowledge to all employees.

AFS Compliance Newsletter

AFS Compliance Newsletter

AFS Compliance Newsletter

AFS Compliance Newsletter

AFS Compliance Newsletter

AFS Compliance Newsletter

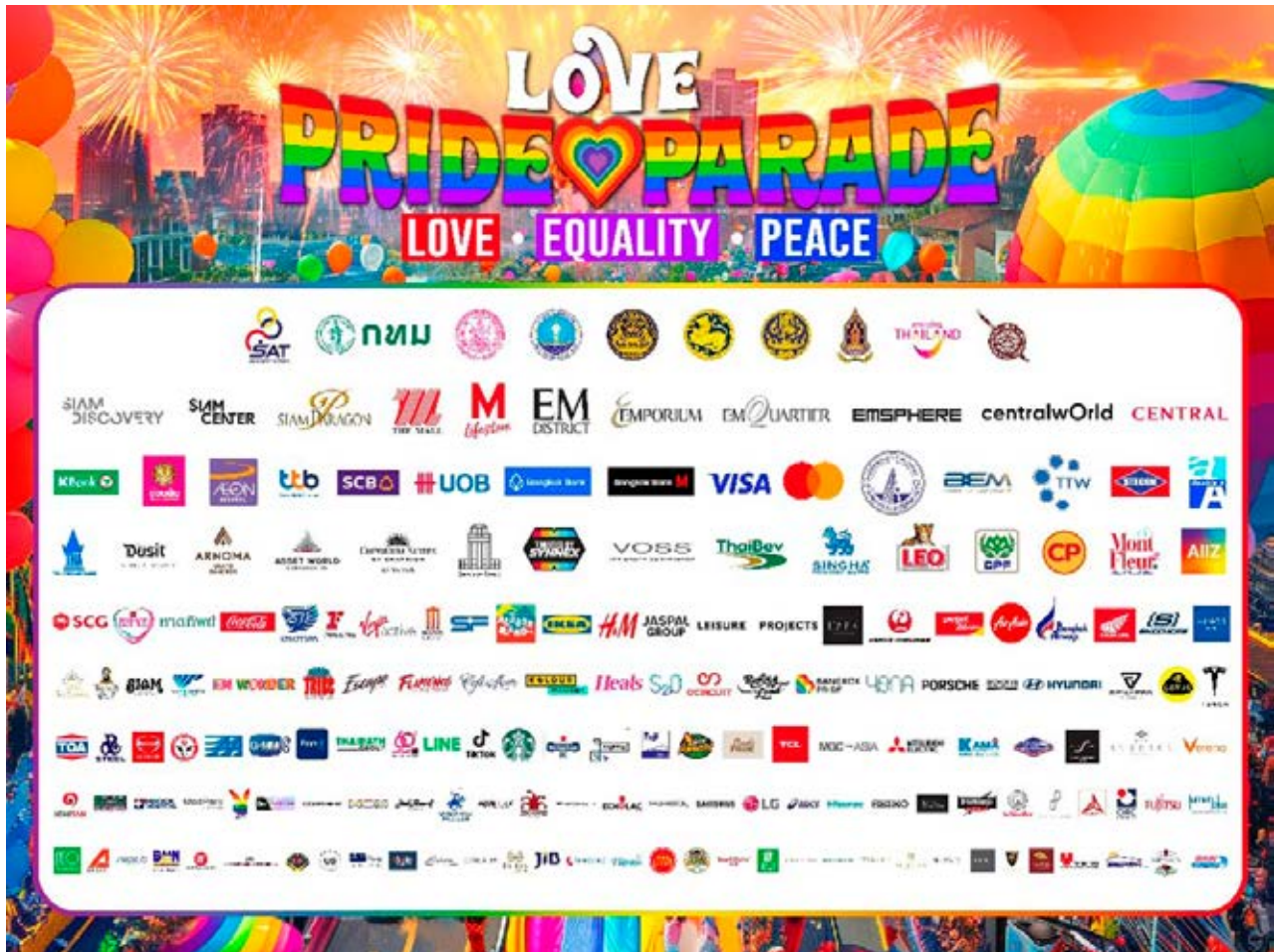
AFS Compliance Newsletter

AFS Compliance Newsletter



Human Rights Engagement

The company supports and promotes human rights activities to encourage mutual respect for rights and to prevent the violation of others' rights, aiming to create a better society. In 2024, the company participated as a partner in the World Pride Parade 2024 on June 30, 2024, celebrating and reinforcing the importance of sexual diversity, raising awareness of the rights and equality of the LGBT community, and promoting legal changes to achieve equality for all groups in society.





Social Contributions



Principles and Impacts

The company is committed to continuous community and social development by channeling business profit into contribution to the AEON Thailand Foundation in meaningful social initiatives. These initiatives encourage participation from employees and stakeholders in volunteering activities, helping to foster strong relationships between the company and society while improving the quality of life in local communities.

Consistent encouragement in social activities reflects the company's dedication to conducting business in alignment with sustainable development principles.



Risks

Neglecting the importance of community development or failing to encourage surrounding communities may lead to misunderstandings or negative perceptions, which can harm the company's reputation and stakeholder trust. It may also reduce the sense of pride and engagement among employees, partners, and stakeholders.



Opportunities

Proactive community initiatives contribute to long-term relationship building and offer benefits to local communities. These efforts also enhance public trust, create new business opportunities, and foster greater participation from employees and stakeholders through volunteerism.



Objectives and Management Goals

Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
Number of Complaints and Disputes with the Community	Complaints and disputes with the community were successfully addressed, with 80% of complainants satisfied with the resolution.	Complaints and disputes with the community were successfully addressed, with 85% of complainants satisfied with the resolution.	Complaints and disputes with the community were successfully addressed, with 90% of complainants satisfied with the resolution.
Budget used for community development and assistance activities.	The company allocated 80% of its activity budget to community development and community relations.	The company allocated 85% of its activity budget to community development and community relations.	The company allocated 90% of its activity budget to community development and community relations.

Practices regarding key issues

Relevant Policies	Relevant Standard	Responsible Department
Objectives of AEON Thailand Foundation	- SDGs - Related rules and criteria of the Department of Provincial Administration, Ministry of Interior and the Revenue Department, Ministry of Finance	- Sustainability Division - AEON Thailand Foundation

Sustainability Department, in collaboration with the AEON Thailand Foundation Thailand, manages social development projects that comply with regulations and requirements set by the Department of Local Administration under the Ministry of Interior, and the Revenue Department under the Ministry of Finance. The operations are further guided by the objectives of AEON Thailand Foundation and the Sustainable Development Goals (SDGs).



The company shares profits from its business operations to continuously support the AEON Thailand Foundation in carrying out social responsibility activities. The AEON Thailand Foundation has been officially recognized as a public charitable organization, No. 773, by the Ministry of Finance. The foundation's core objectives in conducting social activities are as follows:

1. To support and promote forest preservation.
2. To enhance the education and provide scholarship and/or donation to students and/or schools
3. To develop Thai society and promote support of public welfare.
4. To operate and cooperate with other charity organizations for public benefit.
5. To carry out activities without political involvement.

Operational Plans / Project Implementation:

- **Develop products and services that support the promotion and development of communities and society**, by offering customers the option to support charitable organizations in Thailand that are company partners through the use of the company's products and services, in accordance with the company's terms and conditions.
- **Support various social projects proposed by the company's partners and organizations that submit requests for sponsorship.**
- **Collaborate with the AEON Thailand Foundation in executing and organizing social responsibility activities, and plan to conduct satisfaction surveys among organizations, communities, etc.,** where the foundation operates in order to improve and develop projects for greater effectiveness and to better respond to global circumstances.

Operational Outcomes

In 2024, the company had no disputes with the community or society. The company has established communication channels between the company and the community, allowing for feedback and complaints. Measures have been put in place to investigate complaints, manage issues, and remedy any impacts in a manner appropriate to the severity and nature of the damage. The communication channels between the company and the community are as follows:



Facebook: AEON Thana Sinsap (Thailand) Co., Ltd.



Facebook: AEON Thailand Foundation



Email: corpcom@aeon.co.th

The company has developed products and services that support the promotion and development of communities and society. One such initiative allows customers to redeem their credit card reward points to support charitable organizations in Thailand. For every 3,200 points redeemed, a donation of 200 baht is made to one of the company's partner charitable organizations. In 2024, a total of 736,000 points were redeemed, equivalent to 46,000 baht in contributions to charitable organizations.



Charitable Organizations Partnered with the Company:



Foundations for Children with Disabilities



H.M. Queen Sirikit Building Foundation, Chulalongkorn Hospital



Phramongkutklao Hospital Foundation under Her Royal Highness Princess Maha Chakri Sirindhorn's Patronage



Siriraj Foundation



UNICEF Thailand



World Vision Foundation of Thailand

Additionally, the company launched a social contribution campaign whereby 0.1% of every spending made through the AEON Wellness Platinum Credit Card is donated to support the activities and mission of The Thai Red Cross Society. In 2024, the company contributed a total of THB 1,654,818.67 to The Thai Red Cross Society.

The poster features the AEON logo in the top left and the Thai Red Cross Society logo in the top right. The main text in Thai reads: 'อีออนร่วมสมทบทุนสภากาชาดไทย' (AEON joins in donating to the Thai Red Cross Society), 'ช่วยกาชาดง่ายๆ ใช้จ่ายผ่านบัตรเครดิตอีออน' (Help the Red Cross easily, use AEON credit card), and 'เวลล์เนส แพลทินัม' (Wellness Platinum). In the center is an image of the AEON Wellness Platinum Credit Card. Three promotional boxes are shown: 'ใช้จ่ายที่โรงพยาบาล' (Spend at hospital) with 'รับเครดิตเงินคืน 5%' (Get 5% credit), 'ใช้จ่ายที่ร้านขายยา' (Spend at pharmacy) with 'รับเครดิตเงินคืน 3%' (Get 3% credit), and 'Wellness Center' with 'รับส่วนลดสูงสุด 15%' (Get up to 15% discount).



The company supported the Love Dad Night Fun Run, an event organized by the Bangkok Metropolitan Administration in collaboration with the Tourism Authority of Thailand and private sector partners. The activity was held in commemoration of His Majesty King Rama IX's birthday anniversary and Father's Day on December 5th. This event aimed to foster family love and unity, while also promoting health and wellness through physical activity.

The collaboration served to raise awareness and inspire the development of initiatives that support public health and well-being in Thai society.



In the year 2024, the company had no disputes with communities or society. It supported the AEON Thailand Foundation with cash totaling 16,263,450 THB to carry out social activities. The foundation utilized a total budget of 20,321,958 THB, in line with the set targets for social assistance operations. Additionally, some activities generated income for the community and society, such as the AEON Digital Loy Krathong event, which supported the Bangkok Vocational Training Center in producing artificial roses, provided traditional Thai massage services, and sponsored performances by students from three schools, with a total value of 97,500 THB.

Operational Outcomes	Operational Outcomes				
	2020	2021	2022	2023	2024
Social responsibility					
Number of Complaints and Disputes with the Community	0	0	0	0	0
Budget used for community development and assistance activities.	9,319,560	11,791,495	12,298,313	17,726,088	20,321,958
Local income positively impacted by participation and/or development projects	0	0	0	176,944	97,500



In addition, over the past year, the foundation has also carried out various social and environmental support projects, with project details categorized according to the foundation's objectives as follows:

Forest Preservation Projects

Project	Tree planting to promote ecotourism at the Sri Lanna National Park Protection Unit, Zone 11 (Mae Kwa), Chiang Mai Province.	
Objectives	1. Maintain and conserve forest areas to preserve the richness of the watershed and sustainably increase biodiversity. 2. Promote and develop ecotourism attractions to ensure that the Mae Ngat Somboon Chon Dam area within Sri Lanna National Park becomes a sustainable and valuable tourist destination.	
Details	Sri Lanna National Park Protection Unit at SL.11 (Mae Kwa), Sri Lanna National Park, Chiang Mai Province, was completed in 2024. It was established to protect and maintain the conservation forest area at the watershed source, preserving its richness and sustainably increasing biodiversity. The unit also serves to prevent illegal logging, forest destruction, and poaching. Additionally, it promotes and develops ecotourism around the Mae Ngat Somboon Chon Dam area within Sri Lanna National Park. The foundation supported the planting of flowering forest trees on 10 rai (about 1.6 hectares) around the protection unit, with a total of 2,000 seedlings including species such as Nontree, Chaiyaprupek, Tabak, and Inthanin Nam. This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 15.	
Benefits for Community	Volunteers from government agencies and local residents, totaling 50 people, including: 1. Sri Lanna National Park, Chiang Mai Province 2. Protected Areas Regional Office 16 (Chiang Mai) 3. Pier and Raft Club, Mae Ngat Somboon Chon Dam 4. Mae Taeng District Office 5. Local residents in nearby areas	
Benefits for Community	1. The landscape has been improved to enhance the beauty of the area. 2. Ecotourism has been promoted, stimulating tourism at Sri Lanna National Park. 3. Forest resource conservation has been achieved through integrated collaboration among government agencies, private organizations, the general public, and local communities from various sectors in a sustainable and participatory manner.	
Benefits for the Organization:	1. Improved Positive Image: Supporting projects with a positive environmental impact demonstrates the organization's social responsibility, creating a good image and increasing trust from stakeholders. 2. Strengthening Community Relations: Helps foster good relationships between the organization and the community, which can lead to cooperation in other areas in the future.	



Project	Forest Plantation Maintenance for the Restoration of Natural Resources and the Environment, Sri Lanna National Park, Chiang Mai Province
Objectives	1. To restore natural resources and the environment, allowing the watershed forest to regain its richness and biodiversity. 2. To maintain planted trees for healthy growth and high survival rates. 3. To prevent forest fires by establishing firebreaks and clearing ground-covering
Details	In 2023, the foundation launched a reforestation project to restore watershed forests in Sri Lanna National Park, covering an area of 120 rai in the forests of Ban Pang Ma Yao (Village No. 4, Ping Khong Subdistrict) and Ban Thung Look (Village No. 9, Chiang Dao Subdistrict), Chiang Dao District, Chiang Mai Province. In 2024, the foundation allocated additional budget to maintain the forest plantation, including replanting, weeding, soil aeration, and firebreak construction. This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 15.
Target Group	Staffs of Sri Lanna National Park, Chiang Mai Province
Benefits to the Community	1. Restoration of Natural Resources: Maintaining the reforestation plots helps restore the watershed forest and natural resources in the national park area, ensuring a rich and sustainable environment for the community. 2. Wildfire Prevention: Creating firebreaks and maintaining plantation plots reduce the risk of forest fires, improving community safety and minimizing environmental impact. 3. Promotion of Learning and Participation: This project encourages community learning and involvement in natural resource conservation, fostering public awareness and engagement in environmental stewardship.
Benefits to the Organization	1. Positive Image Building: Supporting educational initiatives demonstrates the organization's commitment to corporate social responsibility (CSR), thereby enhancing its reputation and increasing stakeholder confidence. 2. Strengthening Community Relations: Helps build strong relationships between the organization and the community, potentially leading to collaboration in future initiatives.



Project	Support for Wildfire Suppression Equipment and Essential Supplies
Objectives	1. To enhance the operational efficiency of officers by providing camouflage uniforms and convenient equipment, enabling them to effectively tackle wildfires and haze issues. 2. To support wildfire prevention and suppression efforts by providing necessary firefighting equipment and essential supplies for field operations. 3. To prevent health impacts from air pollution by distributing N95 masks to wildfire suppression officers, ensuring their health protection while working in high-risk areas.
Details	AEON Thailand Foundation provided donations to support national parks and wildlife sanctuaries in the northern region at three locations:  1. Doi Suthep-Pui National Park, Chiang Mai Province  2. Sri Lanna National Park, Chiang Mai Province  3. Pai River Wildlife Sanctuary, Mae Hong Son Province 3 GOOD HEALTH AND WELL-BEING 11 SUSTAINABLE CITIES AND COMMUNITIES 15 LIFE ON LAND This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goals 3, 11, and 15.
Target Group	National park officers and wildlife sanctuary officers
Benefits to the Community	1. Enhanced Operational Efficiency: Enables officers to carry out conservation tasks more effectively in preventing and controlling wildfires, thereby reducing damage to forest resources and wildlife. 2. Reduction of Air Pollution: Helps mitigate the impact of PM2.5 dust pollution, contributing to a safer environment and better public health for the community.
Benefits to the Organization	1. Improved Public Image: Supporting environmentally impactful projects demonstrates the organization's social responsibility, enhancing its public image and building trust among stakeholders. 2. Strengthening Community Relations: Fosters good relationships between the organization and the community, potentially leading to future collaboration in other areas.



Project	Donation of a Drone and Accessories to Support Wildfire and PM2.5 Smog Prevention Missions for Doi Suthep-Pui National Park, Chiang Mai
Objectives	1. To enhance the operational efficiency of park officers, enabling more effective monitoring and prevention of wildfires. 2. To prevent and mitigate wildfire and PM2.5 smog problems by utilizing drone technology for surveillance and control in high-risk areas. 3. To conserve natural resources and wildlife by preventing damage caused by wildfires and illegal forest burning.
Details	In 2023, Doi Suthep-Pui National Park in Chiang Mai recorded 199 incidents of wildfires and illegal forest burning, causing extensive damage to natural resources and wildlife. To improve efficiency and convenience in the officers' operations, the foundation has donated a DJI Mavic 3 drone along with accessories to support the mission of wildfire and PM2.5 smog prevention. This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 3, Goal 11, and Goal 15.
Target Group	Officers of Doi Suthep-Pui National Park
Benefits to the Community	1. Wildfire Damage Prevention and Reduction: Supporting the use of drones enhances surveillance and prevention efforts, thereby reducing damage to natural resources and wildlife. 2. Air Pollution Reduction: Utilizing drones for monitoring and preventing wildfires helps minimize PM2.5 smog, which is hazardous to public health, thus improving air quality in the community. 3. Community Safety Enhancement: Improved wildfire prevention capacity enhances the safety of local communities within the park area, fostering greater public confidence and a safer living environment.
Benefits to the Organization	1. Positive Public Image: Supporting environmentally impactful projects reflects the organization's social responsibility (CSR), strengthening its image and trust among stakeholders. 2. Strengthening Community Relations: Helps build strong relationships between the organization and the community, potentially leading to future collaborations in other areas.



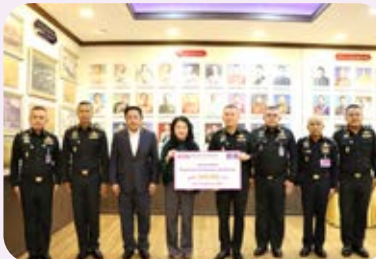
Projects to Promote Education through Scholarships and/or Donations to Students and/or Schools

Project	AEON Scholarship
Objectives	1. To promote and support education for students at Chulalongkorn University and Thammasat University. 2. To provide learning opportunities for students with good academic performance and conduct, but who lack financial resources, enabling them to pursue and complete their undergraduate education. 3. To promote educational equality by helping reduce educational disparity and create opportunities for financially disadvantaged students.
Details	AEON Thailand Foundation, in collaboration with AEON 1% Club Foundation, AEON (Thailand) Co., Ltd., and AEON Topvalu (Thailand) Co., Ltd., is awarding the AEON Scholarship for Education for the 2024 academic year to students from Chulalongkorn University and Thammasat University. A total of 32 scholarships will be granted, continuing for the 15th consecutive year. This initiative aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 4: Quality Education.
Target Group	32 students per academic year from Chulalongkorn University and Thammasat University.
Benefits to the Community	1. Reducing Educational Inequality: The scholarships provide financially disadvantaged students with the opportunity to pursue and complete their education, thereby helping to reduce educational disparities in society. 2. Human Capital Development: Supporting education is an investment in human resources, leading to a more knowledgeable and capable community that will contribute to future community development.
Benefits to the Organization	1. Positive Corporate Image: Supporting education demonstrates the organization's commitment to corporate social responsibility (CSR), enhancing its public image and building trust among stakeholders. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Scholarship Program in the Master of Science in Urban Disease Control and Prevention (M-UDC)
Objectives	1. Support the development of skilled professionals and operation team leaders to ensure the availability of experts in disease prevention and control in urban areas. 2. Establish a disease prevention and control network to enable effective collaboration between government and local agencies in managing disease prevention and control efforts. 3. Support the development of capable researchers to generate national policy recommendations that effectively respond to changing domestic and global circumstances.
Details	The Urban Disease Control and Prevention Foundation has developed a curriculum and selected public health personnel to participate in the Master of Science in Urban Disease Control and Prevention (M-UDC) program. The program aims to enhance knowledge and skills in policy development, proactive fieldwork in urban areas, and epidemiological management. To support the development of professionals and high-potential researchers at the national level, the AEON Thailand Foundation has provided educational scholarships to the Urban Disease Control and Prevention Foundation for the second consecutive year. This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 3 and Goal 4.
Target groups	Public health personnel who meet the project's eligibility criteria.
Benefits to the Community	1. Development of Public Health Personnel: The project helps increase the number of experts in urban disease prevention and control, benefiting the healthcare system in urban communities. 2. Establishment of Collaborative Networks: Cooperation between government and local agencies strengthens disease prevention and control efforts, leading to safer and healthier communities. 3. Researcher Development: Producing researchers with the capability to generate national policy recommendations ensures the community benefits from high-quality research and the implementation of suitable policies.
Benefits to the Organization	1. Positive Corporate Image: Supporting education and public health initiatives demonstrates the organization's corporate social responsibility (CSR), thereby fostering a positive reputation and enhancing stakeholder confidence. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Annual Scholarship 2024
Objectives	1. To promote education and learning by providing children and youth with educational opportunities and the chance to develop their potential. 2. To assist and alleviate the financial burden on families/guardians of children and youth.
Details	For the academic year 2024, the AEON Thailand Foundation has awarded educational scholarships to children and youth from the following organizations:   1. The Association of Children and Youth for Peace in the Southern Border Provinces 2. Students from Border Patrol Police Schools   3. Children of Territorial Defense Command officers 4. Children of the Royal Thai Army Reserve Command officers   5. Children of officers from the 11th Infantry Division 6) บุตรข้าราชการหน่วยข่าวกรองทางทหาร  This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 4.
Target Group	Children and youth under the provision of the mentioned associations, schools, and government units.
Benefits to the Community	1. Reducing Educational Inequality: Scholarships provide opportunities for underprivileged children and youth to continue their studies, thereby reducing educational disparities in society. 2. Human Resource Development: Supporting education is an investment in human capital, helping communities gain more knowledgeable and capable individuals who can contribute to future community development.
Benefits to the Organization	1. Positive Corporate Image: Supporting educational initiatives reflects the organization's corporate social responsibility (CSR), thereby fostering a positive reputation and strengthening stakeholder confidence. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	AEON Tutor 9 th
Objectives	1. To prepare high school students for the TGAT examination. 2. To promote and support education by increasing learning opportunities, allowing interested students to receive tutoring from expert instructors.
Details	AEON Thailand Foundation organized the AEON Tutor program for high school students, offering TGAT exam preparation in three key subjects: • English communication • Critical and Logical Thinking • Future workforce competencies The tutoring sessions were conducted online. For this 9th edition, over 4,700 students participated. AEON Tutor has been continuously organized for nine sessions and features expert tutors offering free instruction to interested students. Schools and students are not required to pay any fees to attend the program. This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 4.
Target Group	High School Students
Benefits to the Community	1. Development of Learning Skills: AEON Tutor program supports students in developing essential skills required for the TGAT examination, thereby enhancing their readiness for higher education. 2. Improving Access to Education: Online streaming allows students to join tutoring sessions anytime and from anywhere, making education more accessible and reducing educational inequality.
Benefits to the Organization	1. Positive Corporate Image: Supporting education demonstrates the organization's commitment to corporate social responsibility (CSR), enhancing its public image and building trust among stakeholders. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Donating Chromebooks to Support the Digital Classroom Project in Bangkok Metropolitan Schools
Objectives	1. To enable schools to utilize technology effectively in classroom instruction. 2. To provide opportunities for students to learn and develop essential digital skills for the modern era. 3. To ensure students have access to modern learning tools and resources, making information and education more accessible.
Details	 Bangkok Metropolitan Administration's Office of Education has initiated the "Sharing Kindness for Learning" and "Digital Classroom Project" to enhance teaching and learning while developing students' technological skills. To support this initiative, the AEON Thailand Foundation donated 24 Chromebook computers to Ban Bangkokkapi School, an elementary school under the Bangkok Metropolitan Administration, to help equip students with necessary digital skills for their future education.  This activity aligns with the United Nations Sustainable Development Goals (SDGs), Goal 4.
Target Group	Banbangkapi School
Benefits to the Community	1. Access to Technology: The provision of Chromebook computers offers students the opportunity to access modern technology, supporting their learning and the development of essential digital skills. 2. Enhancing Learning Capabilities: This initiative helps students strengthen their learning abilities, better preparing them for future academic advancement. 3. Reducing Educational Inequality: By supporting technology-based teaching and learning, this project helps bridge the education gap, ensuring equal opportunities for all students to learn and grow.
Benefits to the Organization	1. Positive Corporate Image: Supporting educational initiatives reflects the organization's corporate social responsibility (CSR), thereby fostering a positive reputation and strengthening stakeholder confidence. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Enhancing the potential of Children and Youth: Sport Stacking
Objectives	1. Promoting Physical Development to encourage children and youth to maintain good physical health and overall well-being. 2. Enhancing Mental and Cognitive Skills to support the development of focus, mindfulness, and analytical thinking among children and youth. 3. Supporting Productive School Break Activities to provide constructive and beneficial activities during school holidays.
Details	The Department of Children and Youth, Ministry of Social Development and Human Security, launched the project “Enhancing the Potential of Children and Youth: Sport Stacking” to promote physical, mental, and cognitive development among children and youth residing in government welfare shelters and members of the Youth Council during the school break. AEON Thailand Foundation supported the project by providing funding and donating additional sports equipment including footballs, volleyballs, and badminton sets to 20 welfare shelters for children across the country.
	10 REDUCED INEQUALITIES 17 PARTNERSHIPS FOR THE GOALS This initiative aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 10 and Goal 17.
Target Group	Children and youth under the provision of the Department of Children and Youth, and members of the Youth Council.
Benefits to the Community	1. Holistic Development: The Sport Stacking Project supports children and youth in developing physically, mentally, and intellectually, fostering personal growth and self-development for the future. 2. Access to Learning Opportunities: By providing funding and equipment, the project enables youth in shelters nationwide to engage in creative and meaningful activities during school holidays. 3. Community Bonding: Sports activities help build strong relationships among participants, encouraging unity and teamwork within the youth community.
Benefits to the Organization	1. Positive Corporate Image: Supporting education and programs beneficial to children and youth reflects the organization’s corporate social responsibility (CSR), thereby fostering a positive reputation and increasing stakeholder confidence. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	AEON English Speech Contest 2024
Objective	Qualified students with English proficiency and awareness of social and environmental issues to participate in the ASIA Youth Leaders 2024 program.
Details	AEON Thailand Foundation organized AEON English Speech Contest 2024 under the theme “Social Issues: From Awareness to Action”, to select high school students with strong English proficiency and awareness of social and environmental issues to participate in the Asia Youth Leaders 2024 program, held from 19th–24th August 2024 in Japan. Asia Youth Leaders program, organized by the AEON 1% Club Foundation, has been held for 15 consecutive years to bring together youths from eight countries Japan, China, Vietnam, Indonesia, Malaysia, Laos, Cambodia, and Thailand to participate in joint activities with the following objectives: 1. To create a shared space for students to learn and exchange perspectives on social and environmental issues, and to understand the value of society and the environment through multicultural dialogue. 2. To raise awareness of social and environmental issues among the younger generation and cultivate future global leaders. 3. To gather ideas for solving social and environmental problems, promote logical thinking, and encourage discussion based on real-world situations. This activity aligns with United Nations Sustainable Development Goal (SDG) 4: Quality Education.
Target Group	High school students who meet the program’s eligibility criteria.
Benefits to the Community	1. English Language Development: The AEON English Speech Contest 2024 enhances students’ speaking, reading, and writing skills in English, which will benefit their future education and careers. 2. Awareness of Social and Environmental Issues: The Asia Youth Leaders 2024 program increases youth awareness and understanding of these issues, encouraging action to resolve problems within their communities. 3. Cultural and Idea Exchange: Participation in Asia Youth Leaders 2024 offers students a valuable opportunity to exchange ideas and cultures with youth from other countries, fostering mutual understanding and international collaboration.
Benefits to the Organization	1. Positive Corporate Image: Supporting educational initiatives reflects the organization’s corporate social responsibility (CSR), thereby fostering a positive reputation and strengthening stakeholder confidence. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Public Welfare projects for social development

Project	AEON Digital Loy Krathong
Objectives	1. To raise funds for the restoration project of Sattamahasathan at Wat Suthat Thepphawararam Ratchaworamahawihan. 2. To preserve and continue the Loy Krathong tradition in a digital format by using projection mapping technology, integrating innovation with Thai cultural heritage. 3. To help reduce waste generated from floating traditional krathongs in rivers and waterways, which take a long time to decompose and have a negative impact on the environment. 4. To encourage public participation in a cultural celebration while promoting sustainability.
Details	 AEON Thailand Foundation, in collaboration with AEON Thana Sinsap (Thailand) Public Company Limited, Wat Suthat Thepphawararam Ratchaworamahawihan, and the Bangkok Metropolitan Administration, organized the “AEON Digital Loy Krathong” event at Lan Khon Mueang, Giant Swing, and Wat Suthat Thepphawararam Ratchaworamahawihan.  AEON Thailand Foundation, in collaboration with AEON Thana Sinsap (Thailand) Public Company Limited, Wat Suthat Thepphawararam Ratchaworamahawihan, and the Bangkok Metropolitan Administration, organized the “AEON Digital Loy Krathong” event at Lan Khon Mueang, Giant Swing, and Wat Suthat Thepphawararam Ratchaworamahawihan.



Details

The Foundation introduced a digital krathong floating activity that connects technology with Thai cultural heritage. More than 2,000 digital krathongs were floated using Projection Mapping in front of the Bangkok City Hall and at Lan Khon Mueang. This activity supported sustainability by reducing physical waste typically generated during Loy Krathong, which can take a long time to decompose and harm the environment over time.

- Noppamas Child Contest
- Cosplay Contest
- Mini Concert
- Food, Beverage, and Temple Fair-style Games Booths
- Dining Area using materials made from recycled paper.



At Wat Suthat Thepphawaram, activities focused on religion and cultural preservation including, Worship of the 9 sacred shrines (Noppapuchani), Beautiful Krathong Decoration Contest, Candle floating to worship the Buddha's footprint, Augmented Reality (AR) photo zone with "Pret Wat Suthat", Student performances, Traditional Thai massage services by the Bangkok Vocational Training Center and Support for the Full Moon Holy Water Blessing Ceremony (Aab Nam Phen), which attracted large public participation.

All activities organized by the Foundation allowed the general public to make donations by scanning a QR code, with 100% of proceeds going directly to the temple for the restoration of Sattamahasathan, with no deductions for expenses.



This event aligns with the United Nations Sustainable Development Goals (SDGs), particularly Goal 11 (Sustainable Cities and Communities) and Goal 12 (Responsible Consumption and Production).

Target Group

General People

Benefits to the Community

- 1. Preservation of Thai Culture:** AEON Digital Loy Krathong event promotes and preserves Thai cultural heritage by presenting traditional activities in a modern digital format. This innovative approach increases cultural engagement, particularly among younger generations.
- 2. Environmental Impact Reduction:** The use of digital technology in the krathong floating activity significantly reduces physical waste in rivers and waterways. Traditional krathongs often take a long time to decompose and can negatively affect the environment in the long term.
- 3. Community Support:** The event included the sale of artificial flowers and traditional Thai massage services provided by students from the Bangkok Vocational Training Center. These activities supported local communities and vocational trainees by providing income opportunities and skill development.
- 4. Religious and Heritage Conservation:** Proceeds from event-related donations were directed to support the restoration of Sattamahasathan, contributing to the preservation and maintenance of important religious and historical sites within the temple.

Benefits to the Organization

- 1. Positive Corporate Image:** Organizing religious activities and integrating technology to promote sustainability demonstrate the organization's corporate social responsibility (CSR), thereby enhancing its reputation and increasing stakeholder confidence.
- 2. Strengthening Community Relations:** The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Offering multi-purpose van to Buddhism School of Wat Suthat Thepwaram
Objectives	1. To support buddhism education of Monks and novices to be more convenient and effective. 2. To facilitate other temples activities.
Details	The Foundation has donated a multi-purpose van to the Buddhist School of Wat Suthat Thepwaram Ratchaworamahawihan. The van will serve to facilitate the study of Pali scriptures for monks and novices, as well as support other temple-related activities. This initiative aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 11: Sustainable Cities and Communities.
Target Group	Monks, novices and Temple staff and community members
Benefits to the Community	1. Support for Religious Education: The donation of the multi-purpose van enhances the educational environment for monks and novices studying Pali scripture, ensuring more efficient and accessible learning. 2. Facilitation of Religious and Community Services: The van also supports various temple operations, helping to streamline religious activities and improving the temple's ability to serve the local community effectively.
Benefits to the Organization	1. Positive Corporate Image: Organizing activities that support the preservation and promotion of religion reflects the organization's commitment to corporate social responsibility (CSR), thereby strengthening its reputation and enhancing stakeholder trust. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Projects conducted or in collaboration with other charitable organizations for public benefit.

Project	Blood Donation
Objectives	1. Promote blood donation to increase the reserve blood supply for patient treatment. 2. Facilitate convenient blood donation for employees and the general public. 3. Support the operations of the National Blood Centre, Thai Red Cross Society, and provincial Red Cross offices.
Details	The foundation collaborates with the National Blood Centre, Thai Red Cross Society, Khon Kaen Provincial Red Cross Office, National Blood Service Region 10 (Chiang Mai), and Region 12 (Songkhla) to organize a mobile blood donation drive for the year 2024. The activity serves employees and the general public at AEON Operation Centers in Bangkok, Chiang Mai, Hat Yai, and Khon Kaen, totaling 15 events. This activity aligns with the United Nations Sustainable Development Goals (SDGs) Goal 3: Good Health and Well-being.
Target Group	Employees of AEON and affiliated companies, and the general public.
Benefits to the Community	1. Increasing Blood Supply: The mobile donation drive increases the blood reserves at the National Blood Centre, supporting emergency and surgical patient care. 2. Raising Awareness and Compassion: Encourages a culture of helping others among employees and the public, fostering community unity and cooperation. 3. Convenience of Donation: Mobile drives make blood donation more accessible, reducing the need to travel to donation centers and making it easier for donors to participate.
Benefits to the Organization	1. Positive Corporate Image: Collaboration with the National Blood Centre, Thai Red Cross Society, and the organization of blood donation activities demonstrate the organization's commitment to corporate social responsibility (CSR), thereby strengthening its reputation and enhancing stakeholder trust. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	This Winter, Do Good Deeds for Dad, 2024
Objectives	1. Provide assistance to cold-affected and underprivileged people by supplying warm clothing and essential living items. 2. Support the relief efforts of the Office of Disaster Relief and Public Health Protection, Thai Red Cross Society.
Details	Relief and Community Health Bureau, The Thai Red Cross Society organizes the “This Winter, Do Good Deeds for Dad 2024” project, inviting partner organizations to participate in donation activities in cold-affected areas of Kanchanaburi Province. The foundation donated 800 winter jackets along with computer equipment and sports gear to support the project, which will be distributed to cold-affected and needy people. 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION This activity aligns with the United Nations Sustainable Development Goals (SDGs) Goal 3: Good Health and Well-being, and Goal 4: Quality Education.
Target Group	People affected by the cold in Kanchanaburi Province.
Benefits to the Community	1. Helping Cold Disaster Victims: Providing winter jackets helps people affected by the cold receive warmth and essential assistance during the winter season. 2. Supporting Education: Donating sports equipment and computers to underprivileged schools in the area helps enhance learning opportunities and develop students’ skills, improving the quality of education in the community. 3. Building Community Unity: The collaboration between the foundation and the Relief and Community Health Bureau of the Thai Red Cross strengthens unity and cooperation within the community, fostering resilience and good relationships.
Benefits to the Organization	1. Positive Corporate Image: Collaborating with the Office of Disaster Relief and Public Health Protection, Thai Red Cross Society to support social causes reflects the organization’s corporate social responsibility (CSR). This initiative enhances the organization’s image as a socially responsible entity and strengthens stakeholder confidence. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Provision of Wheelchairs for Elderly Individuals and Air Mattresses to Prevent Pressure Ulcers for Bedridden Patients
Objectives	1. To improve care and enhance the quality of life for elderly individuals and bedridden patients experiencing resource shortages. 2. To support and assist the operations of the Fund Raising Bureau of Thai Red Cross Society
Details	The foundation has donated wheelchairs for elderly individuals and air mattresses designed to prevent pressure ulcers for bedridden patients to the Fund Raising Bureau of Thai Red Cross. These donations aim to assist underprivileged elderly and bedridden patients by facilitating their daily living and improving their overall quality of life.
	This initiative aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 3: Good Health and Well-being.
Target Group	Underprivileged elderly individuals and bedridden patients
Benefits to the Community	1. Enhancement of Quality of Life: The provision of wheelchairs for elderly individuals and air mattresses for bedridden patients contributes to improved care and health outcomes, resulting in better overall well-being. 2. Reduction of Family Burden: Supporting these essential assistive devices alleviates the caregiving responsibilities and financial burdens faced by families in caring for elderly and bedridden members.
Benefits to the Organization	1. Positive Corporate Image: Collaborating with the Fund Raising Bureau of Thai Red Cross Society to support social causes demonstrates the organization's commitment to corporate social responsibility (CSR). This contributes to a positive corporate image and builds greater trust among stakeholders. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Congenital Heart Disease Treatment Project through Surgery and Cardiac Catheterization Outside Regular Hours
Objectives	1. To provide medical treatment and improve the quality of life for underprivileged children with congenital heart disease. 2. To support surgical procedures and cardiac catheterization provided by the Cardiac Children Foundation of Thailand, ensuring effective treatment for children with congenital heart defects.
Details	The Cardiac Children Foundation of Thailand has continuously operated a program for performing heart surgeries outside regular hours since 2002, spanning over 22 years. This initiative aims to expedite surgery for children on waiting lists for congenital heart defect treatment. The number of pediatric patients awaiting treatment increases annually, with high associated medical costs. The foundation has provided ongoing financial support for surgeries and cardiac catheterization outside regular hours to the Children's Heart Foundation for 13 consecutive years. This donation has enabled treatment costs for 11 underprivileged children with congenital heart disease this year alone. Since support began in 2012, the project has benefited 210 children. This initiative, under the charitable campaign "Returning Hearts, Restoring Lives," helps pediatric heart patients recover and become valuable future contributors to the nation. This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 3: Good Health and Well-being.
Target Group	Underprivileged pediatric patients with congenital heart disease
Benefits to the Community	1. Assistance for Underprivileged Patients: Financial support for the "Congenital Heart Disease Treatment Project" ensures that impoverished children receive essential surgeries and treatment, increasing their chances of improved health and quality of life. 2. Reduction of Family Burden: Support for surgical expenses alleviates the financial burden on families, enabling them to focus more effectively on caregiving and support. 3. Creation of Hope and Encouragement: Assistance to children with congenital heart defects fosters hope and motivation for both patients and their families, inspiring optimism for a healthier future.
Benefits to the Organization	1. Positive Corporate Image: Supporting projects that benefit the treatment of underprivileged pediatric patients reflects the organization's commitment to corporate social responsibility (CSR). This fosters a positive corporate image and strengthens trust among stakeholders. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Donation of a Branch Shredder to the Sirindhorn International Environmental Park, Phetchaburi Province
Objectives	1. To support zero waste initiatives by managing organic waste within the park effectively and sustainably. 2. To replace waste management by open burning, which causes carbon dioxide emissions and contributes to global warming.
Details	The Sirindhorn International Environmental Park in Phetchaburi Province serves as an international learning and training center focused on natural resources, environment, and sustainable energy under the royal initiative. The park oversees both terrestrial and mangrove forests, generating a substantial amount of organic waste from fallen leaves and branches. The foundation implemented a project to donate a branch shredder to support the management of organic waste within the park. The shredded material is repurposed into organic fertilizer to maintain soil fertility and support plant growth. This practice promotes sustainable organic waste management and replaces open burning, which releases carbon dioxide a major contributor to global warming. This activity aligns with the United Nations Sustainable Development Goals (SDGs), specifically Goal 12 (Responsible Consumption and Production) and Goal 13 (Climate Action).
Target Group	National Park Staffs, children and youth, government agencies, and the general public engaging in activities within the park
Benefits to the Community	1. Support for Zero Waste Management: The shredding and reuse of organic branch and leaf waste reduces the volume of waste requiring disposal and decreases the consumption of natural resources. 2. Reduction of Greenhouse Gas Emissions: The use of the branch shredder in place of open burning reduces emissions of carbon dioxide and other greenhouse gases responsible for climate change, thereby improving the local environmental quality. 3. Promotion of Environmental Awareness: Supporting sustainable organic waste management raises environmental awareness among children, youth, and the general public, fostering behavioral change in waste management practices.
Benefits to the Organization	1. Positive Corporate Image: The donation of the branch shredder demonstrates a strong commitment to environmental responsibility, reinforcing the organization's image as a supporter of zero waste initiatives. This action exemplifies corporate social responsibility (CSR), thereby enhancing the organization's reputation and increasing stakeholder confidence. 2. Strengthening Community Relations: The initiative fosters good relationships between the organization and the community, potentially leading to future collaborations in other areas.



Project	Providing Assistance and Rehabilitation for Disaster Victims
Objectives	1. To restore the livelihoods of disaster victims so they can return to normal life as quickly as possible. 2. To support government agencies and charitable organizations in providing assistance to disaster victims.
Details	  The foundation provides donations to support those affected by various disasters, with a strong commitment to helping them recover and return to normal life as soon as possible. In 2024, AEON Thana Sinsap (Thailand) Public Company Limited and the foundation extended their support as follows: 1. Donated funds to purchase survival kits for flood victims in the southern region. 2. Donated to the Thai Chamber of Commerce to assist victims of the Noto Peninsula earthquake. The support was passed on to the Embassy of Japan in Thailand. The company also collected donations from Employees of AEON Group in Thailand and customers across the country. 3. Donated to the Fund Raising Bureau of Thai Red Cross to support flood victims in various regions of Thailand. 4. Donated through the Thai Phueng Thai Foundation to assist and rehabilitate flood victims in the central and northern regions.    This initiative aligns with the United Nations Sustainable Development Goals (SDGs): Goal 1, Goal 11, and Goal 17.
Target Group	Disaster and flood victims, government officers, and charitable organizations.
Benefits to the Community	1. Restoring Livelihoods: Donations to disaster victims help them recover and return to normal life more quickly, making communities more resilient. 2. Crisis Support: Providing survival kits and financial support to flood and earthquake victims ensures timely aid, giving affected individuals hope and encouragement during difficult times. 3. Strengthening Community Unity: Collaboration between AEON Thailand Foundation and various agencies fosters unity and cooperation within the community, strengthening relationships and resilience.
Benefits to the Organization	1. Positive Corporate Image: Donating to support disaster victims demonstrates the organization's corporate social responsibility (CSR), enhancing its reputation as a caring and supportive entity during crises and increasing stakeholder confidence. 2. Strengthening Community Relations: Supporting disaster relief and recovery efforts helps build goodwill between the organization and the community, leading to greater acceptance and potential future collaborations.

The foundation has supported various initiatives that reflect its commitment to religious and community development. These include the donation of air coolers to Wat Upakut in Chiang Mai Province and financial and essential item support to Wat Chulamanee in Samut Songkhram Province to assist in the temples' religious and social missions. Additionally, the foundation supported the 4th Art for Mind Project organized by the Faculty of Painting, Sculpture, and Graphic Arts, Silpakorn University, as well as the RMHC Mini Marathon Run for Kids, demonstrating its continuous engagement in activities that benefit society.



Occupational Health and Safety



Principle and Impact

The company recognizes the importance of safety, occupational health, and a conducive working environment. We are committed to protecting the health and well-being of employees and relevant personnel to ensure they can perform their duties safely and with confidence.

We strive to maintain a safe and suitable workplace environment to prevent accidents, work-related illnesses, and potential losses both in terms of personnel and company assets. These efforts also help reduce risks associated with non-compliance with legal requirements and regulatory standards. The company has established policies and guidelines that support workplace safety and employee well-being, in line with the Occupational Safety, Health, and Work Environment Act B.E. 2 5 5 4 (2011), as well as other applicable laws and regulations.

These measures aim to build confidence in the company's safety management approach, ensuring that all employees and stakeholders are properly protected and cared for.



Risks

Increased risk of expenses due to workplace accidents or incidents occurring during operations, along with potential legal disputes resulting from failure to strictly comply with occupational safety and health standards. These issues could negatively impact the company's image due to a perceived lack of safety assurance, and may also lead to resistance from employees if the company is seen as neglecting the importance of their health, well-being, and workplace safety.



Opportunities

Reducing the risk of workplace accidents helps lower medical expenses and compensation costs. Increased safety fosters a more efficient working environment by minimizing absenteeism caused by injury or illness. Demonstrating genuine care for employee health and well-being also helps strengthen their sense of engagement and loyalty. These actions contribute to a stronger corporate image, build trust among customers and stakeholders, and open up opportunities for sustainable business growth.

Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
Number of work-related injuries or accidents resulting in employee absences.	Number of incidents: 0		
Loss-time Injury Frequency Rate (LTIFR)	Not exceeding 0.023 cases per 200,000 working hours		
Number of employees with work-related injuries causing absence exceeds one day.	None		
Number of employee fatality work-related	None		



Practices regarding key issues

Relevant Policies	Relevant Standard	Responsible Department
Safety, Occupational Health and Working Environment Policy	- Occupational Safety, Health and Environment Act B.E. 2554. - กฎหมายอื่น ๆ ที่เกี่ยวข้อง	- Safety & Security Department - Safety, Occupational Health and Working Environment Committee (OSH&E Committee)

The company directs the Safety & Security Department and the Occupational Safety, Health, and Environment Committee (OSH&E Committee) to develop policies and action plans for distribution to employees and stakeholders, in accordance with the standards of the Occupational Safety, Health, and Environment Act B.E. 2554 and Safety, Occupational Health and Working Environment Policy in workplace by creating safe and healthy working environment for employees, customers, partners, and all stakeholders. This policy is aligned with key sustainability issues, including occupational health and safety and human resource management.

The company has specified the following Safety, Occupational Health, and Environment Policies as follow:



1. The company will encourage employees at all levels to practice good hygiene, be aware of safety, occupational health, and the environment.



2. The company will improve any related methods and prevent accidents, incidents, and diseases that occur as a result of employees' and related parties' work.



3. The company's standard is to always comply with the law and other safety, occupational health, and environmental regulations.



4. The company will always maintain a clean and safe working environment.



5. The company will allocate adequate, relevant, and necessary resources to operate in accordance with safety, occupational health, and environmental standards.



6. The company will examine the policy on a regular basis, as well as monitor and check the system administration, to verify that such policies are appropriate for the organization.



Operational plans and projects

- Regulated Safety, Occupational Health and Working Environment Policy
- Established Safety, Occupational Health and Working Environment Committee (OSH&E Committee)
- Appointed supervisory safety officers, executive safety officers, and professional safety officers to perform safety, occupational health, and environmental operations
- Conduct training and development programs on safety, occupational health, and environmental in the workplace to employees.
- Prepared a preventive plan in case of an emergency, set an emergency team structure, including emergency drills.
- Prepared necessary equipment and resources to support emergency situations, such as fire extinguishers and emergency lights, and conduct regular checks to ensure equipment readiness for emergency situations.
- Implemented quality checks in safety, occupational health, and environmental aspects in the workplace.
- Conduct workplace inspections for safety to ensure that employees work in suitable and non-hazardous environments, including external contacts.
- Manage health situations, especially during disease outbreaks.
- Promote knowledge among employees regarding health and safety awareness.





Operational Outcomes

In 2024, the company implemented various projects to support Occupational Health and Safety, such as;

Replacement of Fire Extinguishers in Work Areas

Project Name	Replacement of Fire Extinguishers in Work Areas
Objective	Ensure that fire extinguishers are always in a ready-to-use condition.
Details	Replace fire extinguishers older than 5 years, with a total of 166 units to be replaced.
Target Groups:	1. Head Office 2. Sermmmit Operation Center 3. Bangkok Operations Center 4. Chiang Mai Operations Center 5. Khon Kaen Operations Center 6. Hat Yai Operations Center
Benefits for Employees:	In case of a fire emergency, the fire extinguishers will help prevent injuries or fatalities among employees.
Benefits for the Organization:	The fire extinguishers will help minimize losses and damages caused by fire to company property.
Results:	Fire extinguishers are always in a ready-to-use condition and function effectively.





Installation of Automated External Defibrillators (AED)

Project Name	Installation of Automated External Defibrillators (AED)
Objective	To enhance the chances of resuscitation for emergency patients experiencing sudden cardiac arrest.
Details	Install Automated External Defibrillators (AEDs) in the workplace areas of the Head Office and Operation Centers, totaling 7 devices.
Target Groups:	1. Head Office 2. Sermmit Operation Center 3. Bangkok Operations Center 4. Chiang Mai Operations Center 5. Khon Kaen Operations Center 6. Hat Yai Operations Center
Benefits for Employees:	Increase the chances of survival for patients experiencing a medical emergency.
Benefits for the Organization:	Reduce the risk of employee fatalities
Results:	Increase the chance of survival for emergency patients.



Head Office



Bangkok Center



BKK IT Center



Chiangmai Center



Khonkaen Center



Hatyai Center



Training on Stress Management for Happiness in Life and Work

Project Name	Training on Stress Management for Happiness in Life and Work
Objective	To help employees recognize the importance of improving both their physical and mental health. It aims to equip them with the ability to effectively manage stress, promoting happiness at work as well as in their daily lives.
Details	The company organizes a training course on Stress Management for Happiness for employees. The training will cover the following topics: - Stress and Mental Health Issues - Stress Management Techniques - Biofeedback for Stress and Cardiovascular Health (Biofeedback)
Target Groups:	1. Head Office 2. Sermmit Operation Center 3. Bangkok Operations Center 4. Chiang Mai Operations Center 5. Khon Kaen Operations Center 6. Hat Yai Operations Center
Benefits for Employees:	Employees are able to manage stress appropriately and lead a happy life both personally and professionally.
Benefits for the Organization:	Employees are happy in their personal and professional lives, enabling them to work efficiently.
Results:	Employees who attended the training expressed satisfaction based on the post-training evaluation.





Influenza Protection Program: Flu Vaccine (4 Strains) Injection

Project Name	Influenza Protection Program: Flu Vaccine (4 Strains) Injection		
Objective	To prevent and build herd immunity against influenza.		
Details	Provide the flu vaccine injection to the employees		
Target Groups:	1. Head Office 2. Sermmit Operation Center 3. Bangkok Operations Center 4. Chiang Mai Operations Center 5. Khon Kaen Operations Center 6. Hat Yai Operations Center		
Benefits for Employees:	Prevents outbreaks, reduces illness, and lowers mortality rates from influenza.		
Benefits for the Organization:	Prevents the spread of influenza within the organization, reduces illness and mortality rates, and helps reduce employee sick leave.		
Results:	A total of 674 employees received the flu vaccine.		

Additionally, the company organizes various projects and activities to promote and support occupational health and safety for employees, including:

- Organizing annual health check-up activities for employees.



- Organizing cervical cancer screening with HPV Self Collection Test.





- Conducting workplace environmental assessments, including light, noise, air quality (mold, bacteria, PM 2.5, and respirable dust), within the workplace.



- Providing training on occupational diseases caused by work and the environment.
- Offering training courses on safety, occupational health, and work environment for new employees.
- Ensuring the workplace environment is suitable, such as proper lighting, noise control, air quality, humidity, and temperature.
- Providing a breastfeeding room for employees returning to work after maternity leave.
- Providing massage chairs for employees.

Key Performance Indicators	Operational Outcomes				
	2020	2021	2022	2023	2024
Number of work-related injuries or accidents resulting in employee absences.	0	1	0	0	0
Loss-time Injury Frequency Rate (LTIFR)	0	0.023	0	0	0
Number of employees with work-related injuries causing absence exceeds one day.	0	1	0	0	0
Number of employee fatality work-related	0	0	0	0	0
Number of contractor fatalities due to work-related incidents.	0	0	0	0	0

Preventive and Corrective Measures in Case of Issues or Obstacles:

- Plan and monitor the established action plans periodically.
- Report safety, occupational health, and work environment results to the Occupational Safety and Health Committee (OSHC) on a monthly basis.
- Submit safety, occupational health, and work environment reports to the Department of Welfare and Labor Protection twice a year.



Environment Dimension

- Environmental Management
- Climate Change and Greenhouse Gas Emissions

11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION





Environmental Management



Principles and Impacts

The company places strong importance on environmental management as part of its sustainable business practices. The company has a systematic approach that includes environmental policy development, planning, implementation, monitoring, and continuous improvement. The company has adopted the ISO14001 Environmental Management System (EMS) as a key standard for environmental operations since 2010, covering head office and all operation centers nationwide.

This system helps the company control and reduce its environmental impact, optimize resource usage, and improve operational efficiency in alignment with the company's sustainability goals.



Risks

Ineffective environmental management could lead to pollution, negative impacts on surrounding communities, increased operational costs from inefficient usage, or result in lost business opportunities due to the refusal of cooperation from partners and allies concerned about environmental issues. This can also create a negative perception among the company's stakeholders.



Opportunities

Reducing costs and expenses for the organization by using resources efficiently, minimizing unnecessary waste, enhancing customer trust and satisfaction, attracting investors interested in sustainable business, fostering good relationships with the community and compliance units, reducing environmental-related complaints from stakeholders, and building a positive image for the company.



Objectives and Management Goals

 Key Performance Indicator (s)	Goals		
	Short-term (Present – 5 years)	Medium-term (5 – 10 years)	Long-term (more than 10 years)
 Reducing paper and plastic usage	80% of customers switch to e-Statement	90% of customers switch to e-Statement	100% of customers switch to e-Statement
 Waste management	Waste segregation correctly 90%	Waste segregation correctly 95%	Waste segregation correctly 100%
 Reduction of Electrical Energy	Reduction of Electrical Energy 3%	Under Consideration	Under Consideration
 Reduction of Fuel Energy	Reduction of Fuel Energy 3%	Under Consideration	Under Consideration

Operational plans

- The company has established an Environmental Management Policy, adhering to the standards of the Environmental Management System (ISO 14001).
- The company has implemented a policy to select suppliers whose products and services align with environmentally responsible practices, reducing environmental impact (Green Procurement).
- A waste management policy document has been established, requiring service providers to acknowledge their awareness of correct waste management procedures within and outside the company premises.
- Corporate Quality Secretariat Office (CQS) is designed as the responsible department for overseeing environmental management within the organization, in accordance with the ISO 14001 standards.
- The company ensures the disclosure of resource usage data, supporting the development of the company's environmental quality processes. This includes information on energy consumption, product and service production, and more.

Relevant Policies	Relevant Standards	Responsible Department
- Environmental Management Policy - Policy for selecting vendor, which products/services are environmentally friendly or having minimal impact on the environment (Green Procurement) - Guidelines of waste management for service providers	- Environmental Management System (ISO 14001) - National Environmental Quality Act B.E. 2535	- Corporate Quality Secretariat Office (CQS) - General Administration Department - Marketing Department and other related departments



The company has assigned the Corporate Quality Secretariat Office (CQS) to be responsible for establishing and disseminating the environmental management policy in accordance with the ISO14001: Environmental Management System standard. The General Administration, Marketing, and other relevant departments, as well as business partners, are required to sign the business code of ethics to comply with the policy and the code of ethics. The goal is to reduce environmental impact and allocate resources efficiently and effectively, covering key issues such as environmental management, climate change, and greenhouse gas emissions reduction.

The company has established an environmental management policy in accordance with the ISO14001 standard as follows:

1. The company will operate the business with consideration for environmental impacts, pollution prevention, and the conservation of resources to maximize benefits, along with the continuous development of the environmental management system.
2. The company will establish an environmental management system to ensure that business operations comply with all relevant environmental laws and regulations.
3. The company will set objectives, goals, and projects to support the environmental management system to achieve the highest effectiveness for the organization.
4. The company will foster environmental awareness among employees to ensure that the environmental management system operates efficiently.

Operational Plans / Project Implementation:

The company has developed an operational plan for systematic environmental management in accordance with the ISO14001 standard, with the information divided into the following topics:

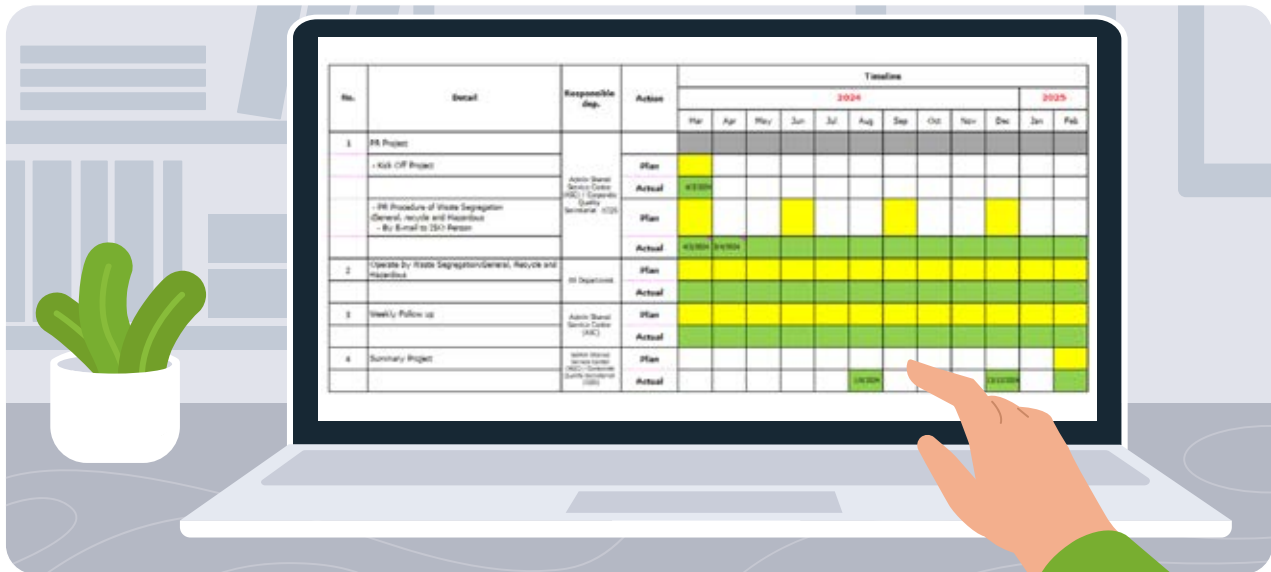


Waste Management and Disposal

Waste Segregation Project

The company has been implementing the waste segregation project since 2010 and has consistently improved the effectiveness. In 2023, the target was raised from 90% to 95%, a goal which will be maintained in 2024. This initiative covers the company's head office and all operational centers. The action plan includes:

- Implement the waste segregation project by establishing clearly defined categories and providing labeled containers for waste disposal to help employees correctly separate waste.
- Provide training sessions for employees to understand about the various types of waste, the designated disposal containers, and the correct locations for waste segregation. This initiative ensures employees can properly segregate and dispose of waste in the designated containers.
- Measure and report the performance of the waste segregation initiative monthly, ensuring that management receives regular updates.



- Suppliers are selected and evaluated performance annually, with consideration given to products and services that are environmentally friendly or have minimal environmental impact (Green Procurement). This supports environmentally friendly products or services, such as those from organizations certified by environmental quality institutes or government agencies in Thailand or internationally.
- A guideline document is created for service providers to acknowledge the waste management practices, both within the company premises and for waste disposal outside the company.

Internal Resource Management

The company emphasizes the adoption of digital technologies across departments to optimize resource utilization, minimize environmental impact, and improve operational efficiency. This includes online meetings and training, internal communication via SharePoint, digital data storage, and online approval workflows. Additionally, environmental management training in accordance with ISO 14001 standards is offered to designated representatives from all departments at the head office and regional offices.



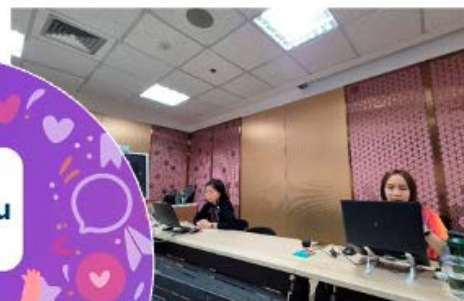


Refresh Training ISO14001 (EMS)

Project Name	Refresh Training ISO14001 (EMS)
Objective	To review the ISO14001 requirements, environmental management practices, environmental projects, and environmental impact assessments (Environmental Aspect).
Details	The company mandates that all designated ISO persons attend the annual training of ISO14001. After the training, employees are required to complete an assessment to evaluate their understanding. The target is for employees to achieve a passing rate of at least 90%.
Target Groups:	ISO person from all departments, both head office and all operation centers.
Benefits for Employees:	- Employees gain a comprehensive understanding of the ISO 14001 standards for effective implementation. - Enhances the company's image - Employees become more aware of and committed to environmental management practices.
Benefits for the Organization:	Post-training assessments have consistently shown an average score of 97%.
Future Plan:	Ongoing training on ISO14001 requirements, policies, and any updates to the projects or regulations will be conducted as needed.



ISO and Internal Audit Refresh Training 2024



INTERNAL USE



Operational Outcomes

Waste Segregation Project Performance (2021–2024)

The company has been performing waste segregation since 2010, categorizing it into three types: general waste, recyclable waste, and hazardous waste. The company has set a target to ensure proper waste disposal in the office. This project covers the head office and all regional operation centers.

Waste Segregation Project Performance (2021–2024)

Year	2020	2021	2022	2023	2024
Project Target	≥ 90.00%	≥ 90.00%	≥ 90.00%	≥ 95.00%	≥ 95.00%
Result	96.77%	99.00%	99.18%	99.71%	99.81%

In addition, The company also manages electronic waste, such as computer equipment, by sending to licensed disposal companies for proper and legally compliant disposal.

Waste Management for Office and Branches

The company manages waste by segregating at the origin before transferring to licensed external providers for proper legal disposal. Service providers are selected based on their ISO 14001 environmental management certification to ensure that the waste is handled efficiently and in an environmentally friendly manner.

Recyclable materials are separated for recycling, while non-recyclable waste is collected and sent to certified waste disposal facilities to control environmental impacts appropriately.

Fiscal Year	Waste and Disposal Quantity (Unit: Kilograms)			
	Waste and Disposal within the office	Electronic Waste	Recyclable Waste	Total
2020	00.00	259.20	00.00	259.20
2021	4,610.95	00.00	00.00	4,610.95
2022	14,844.05	31,258.25	3,000.00	49,102.30
2023	17,613.30	1,661.89	00.00	19,275.19
2024	39,501.94	4,733.74	0.00	44,235.68



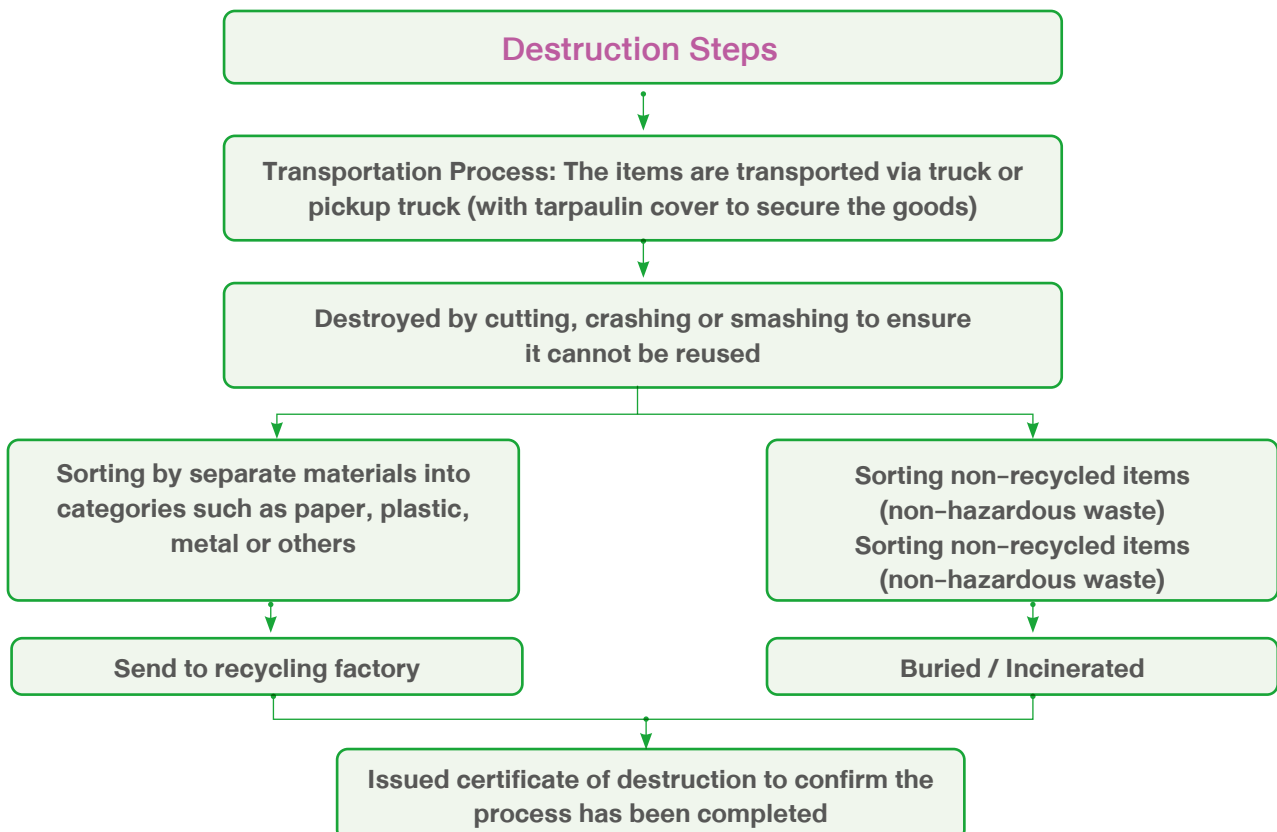
Waste Management from Events

Reuse of Materials

The company organizes events to showcase products and services, build relationships with customers and partners, such as participating in the Money Expo, AEON Thank Day, and Japan Signature events. During event planning, the company designs booth structures using environmentally friendly materials, which are then reused for each subsequent event



After completing the events at all locations, the company will dismantle the booth structures and hand them over to a waste disposal company with environmentally responsible destruction processes. The waste will be sorted into categories before disposal. Recyclable waste will be processed for recycling, while non-recyclable waste will be sent for landfill or incineration following proper procedures. The waste disposal company will provide a certificate of destruction to confirm the completion of the process.





Paper and Plastic Card Usage Reduction

The company has implemented various policies and initiatives to reduce the use of paper and plastic cards in business operations. These include promoting the transition of customer billing statements from paper to electronic formats, and developing forms in digital formats. These efforts aim to reduce paper consumption, enhance operational efficiency, and contribute to environmental conservation.

Invoice Usage Quantity Data

Fiscal Year	Amount of Invoice Usage (Sheet)		
	Paper	Electronic Paper	Total
2020	33,770,685	-	33,770,685
2021	44,913,945	-	44,913,945
2022	25,318,399	44,171,001	69,489,000
2023	21,835,324	64,506,760	86,342,084
2024	12,971,134	62,510,752	75,481,886

The company has offered customers the option to receive billing statements via email, known as E-statements, as an alternative to paper-based billing. This initiative helps reduce paper consumption and fuel usage associated with document delivery. In 2024, the company successfully reduced the use of paper billing statements by 8,864,190 sheets, or 40.6%, compared to 2023.

Workplace Paper Consumption

Fiscal Year	Amount of Paper Usage (Sheet)
2020	21,133,500
2021	21,077,070
2022	20,812,000
2023	12,983,500
2024	10,050,500

The company has continued to reduce paper usage, as reflected in its past performance. In 2024, paper consumption was reduced by as much as 29.18%, equivalent to 2,933,000 sheets, compared to 2023. This achievement is the result of various initiatives supporting paper reduction, such as the use of E-Memo, SAP SuccessFactor, Smart IT, and other systems that allow for digital approvals instead of paper-based processes. Additionally, the company purchases environmentally friendly paper that supports high-quality double-sided printing, helping to further minimize paper usage and reduce deforestation.



Plastic Card Usage Data in Business Operations

Fiscal Year	Member card	Credit card	Total
2020	280,000	646,500	926,500
2021	190,000	398,700	588,700
2022	141,000	570,000	711,000
2023	162,657	617,446	780,103
2024	157,752	651,420	809,172

The company introduced alternative environmentally friendly products through the use of Virtual Cards, which help reduce plastic card usage. Customers can conveniently apply for and use these cards via the AEON THAI MOBILE application. The available digital cards include the AEON NextGen Digital Credit Card and the AEON Primo Digital Credit Card. In 2024, over 211,642 Virtual Cards were issued, marking a significant step toward environmental sustainability by offering eco-conscious product choices to customers.



Electricity and Water Management

Electricity Management

Fiscal Year	Electricity Consumption Data	
	Electricity Consumption (KW)	Expense (THB)
2020	9,802,856.00	43,345,288.38
2021	9,138,020.39	50,324,727.74
2022	7,813,311.33	46,682,194.94
2023	7,790,216.30	51,593,656.71
2024	7,497,157.66	49,443,330.15



In 2024, the company reduced electricity consumption by 293,058.64 kilowatt-hours, equivalent to a 3.76% decrease compared to 2023. This achievement was driven by various policies and initiatives aimed at promoting energy conservation, such as allowing employees to work from home, encouraging the practice of turning off lights and electronic devices when not in use, and participating in the Earth Hour campaign an initiative organized by the Bangkok Metropolitan Administration to switch off lights for one hour in support of global climate action.



Water Management

Fiscal Year	Water Consumption Data	
	Water Consumption (CBM)	Expense (THB)
2020	2,419.01	600,352.10
2021	1,855.64	583,260.65
2022	653.13	543,136.68
2023	442.01	532,482.81
2024	410.63	526,732.35

The company leases office and branch spaces for the operations and is therefore required to comply with the regulations of the building. These buildings have implemented visible water management practices, such as campaigns encouraging water conservation and turning off taps when not in use. These messages are communicated through internal communication channels.





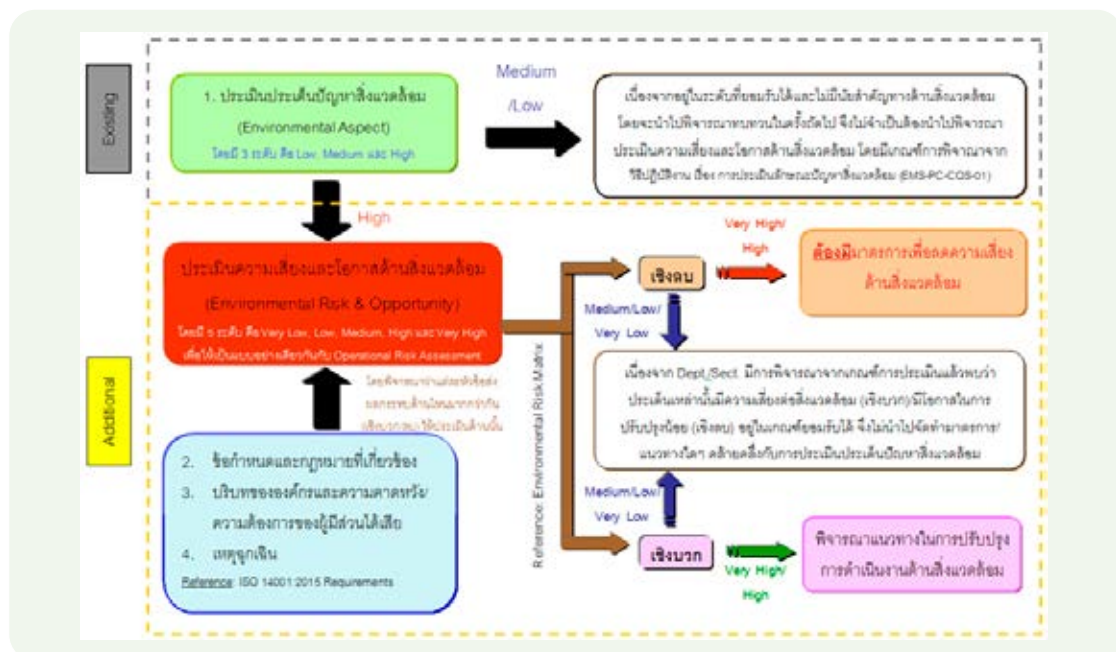
Fuel Energy Management

Fiscal Year	Fuel Energy Consumption of the company (L)		Expense (THB)
	Diesel Fuel	Gasoline	
2020	77,181.63	914,394.88	22,798,006.45
2021	71,343.59	848,897.06	26,092,141.10
2022	61,171.43	782,519.26	32,350,276.41
2023	80,076.5	783,200.32	31,570,965.44
2024	103,583.35	822,412.42	33,875,723.39

The company leases pool cars and executive vehicles to support various corporate activities. All leased vehicles are hybrid cars, which help reduce fuel consumption and exhaust emissions, thereby lowering carbon dioxide emissions.

Preventive and corrective measures in case of having problems or obstacles

- Regularly plan and track the progress of the established plans.
- Monthly reports on the waste separation project are created, with results presented in biannual Management Review meetings. These reports are also shared with ISO representatives in each department to ensure internal communication and awareness among employees.
- Conduct environmental risk and opportunity assessments to minimize risks and promote activities that capitalize on environmental opportunities. These assessments are reviewed annually at every operational center.



Factors for evaluation are divided into 4 categories as follows: 1. Context of the organization and interested parties expectation 2. Compliance obligation 3. Environmental aspect (High Significan) and 4. Emergency case. In 2024, the overall environmental risk is classified as very low, indicating effective management and ongoing risk reduction.



Climate Change and Greenhouse Gas Emissions

13 CLIMATE ACTION



Principles and Impacts

The company is aware of and places importance on climate change and greenhouse gas emissions, focusing on reducing the environmental impact from its operations and investments. This includes reducing greenhouse gas emissions through the efficient use of energy and supporting environmentally friendly projects. Moreover, the company emphasizes transparent disclosure of greenhouse gas emissions data to build trust among stakeholders and support long-term sustainable development.



Risks

Natural disaster risks that affect the company's operations, such as flooding, pose financial risks due to potential increases in production costs and future taxation. These risks may also lead to non-compliance with laws and regulations related to excessive greenhouse gas emissions in the future, potentially resulting in reputational damage and loss of trust among customers, investors, and all stakeholders.



Opportunities

Enhancing operational efficiency through the integration of technology can support the reduction of greenhouse gas emissions and lower operating costs. Financial incentives may be gained through investment in and development of innovative projects aimed at emission reduction. Such efforts contribute to strengthening the company's image, attracting investors and customers, and expanding the customer base among environmentally conscious groups.



Climate Change Policy

As the severity of natural disasters and extreme weather conditions increase as a result of climate change, the company's business operations may be affected by physical damage to sales departments and communication systems within the business group.

In alignment with the policies of the parent company and AEON Group, AEON Thana Sinsap (Thailand) PCL (the "company") appointed the Sustainability Committee on 25 April 2023 to oversee the company's sustainability policies, including the formulation of climate change-related strategies. The company has announced the target to achieve net zero pathway reflecting a strong commitment to reducing environmental impact and promoting genuinely sustainable business operations.

Climate Change Risk Governance

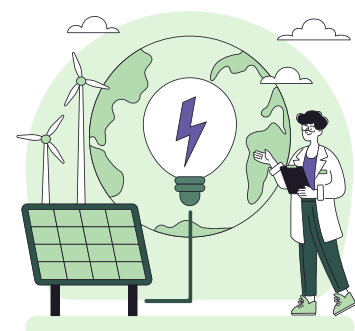
The company recognizes the growing importance of risks arising from climate change and has implemented systematic measures to manage such risks effectively. A Sustainability Committee has been established to set strategic direction and oversee the company's sustainability policies. In addition, a dedicated sustainability unit has been assigned to implement and drive sustainability initiatives in alignment with the company's policies, ensuring effective and consistent execution.

1. Sustainability Governance Framework

Sustainability governance framework plays a vital role in overseeing risks related to sustainability and climate change, as well as integrating these considerations into the organization's strategic decision-making processes. This governance structure operates under the Sustainability Committee, which is composed of top management and key decision-makers. The committee is responsible for the following:

- **Setting Strategic Direction:** Define the company's sustainability vision, goals, and policies, including measures related to climate change.
- **Monitoring and Reviewing Implementation:** Evaluate the effectiveness of sustainability initiatives and climate risk mitigation measures.
- **Ensuring Regulatory Compliance:** Ensure the company's operations align with international sustainability standards such as ESG assessments.
- **Risk Management and Performance Evaluation:** Analyze sustainability risks that may impact the business, review key sustainability performance indicators, and identify opportunities and strategies for improvement.

Sustainability Committee reports directly to the Executive Committee and the Board of Directors to ensure that sustainability issues are considered at the policy level and are embedded within the company's overall governance structure.

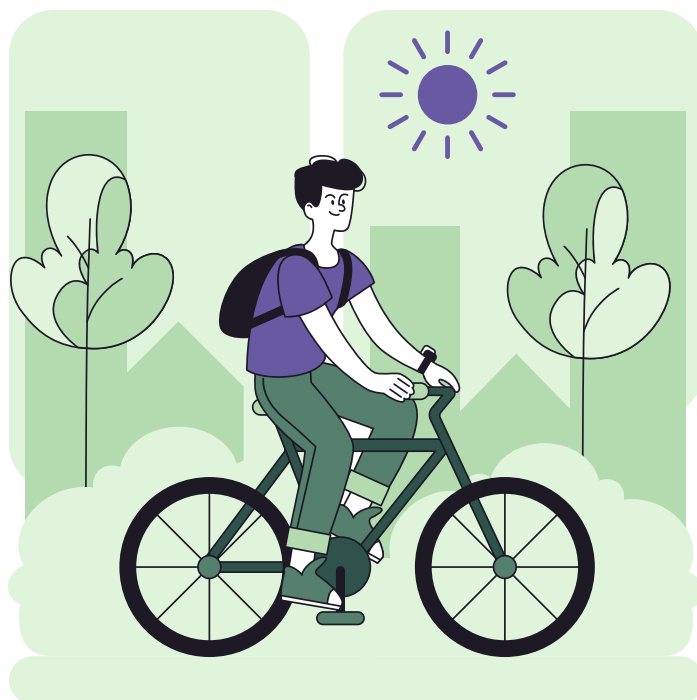




2. Sustainability Operations Framework

Sustainability Operations Framework serves to translate strategic sustainability goals into actionable projects and practices across the organization. This operational structure is managed by the Sustainability Working Team, which consists of representatives from the organization's key departments. The group's responsibilities include the following:

- **Implementing Sustainability Projects:** Drive projects related to carbon emission reduction, energy efficiency improvement, and the development of environmentally
- **Climate Change Policy Implementation:** Develop and integrate climate change policies into daily business operations to align with the goal of achieving Net Zero pathway by 2024.
- **Data Tracking and Reporting:**
 - Collect ESG data, monitor performance against defined Key Performance Indicators (KPIs), and generate reports for presentation to the Sustainability Committee and stakeholders.
 - Ensure the accuracy and credibility of Environmental, Social, and Governance (ESG) data through independent verification by authorized auditors.
 - Seek certification from the Thailand Greenhouse Gas Management Organization (TGO) to verify the accuracy of greenhouse gas emission data and ensure compliance with sustainability standards.
- **Stakeholder Engagement:** Collaborate with internal departments, industry partners, regulators, and civil society organizations to raise awareness and enhance the broader sustainability impact through the company's governance structure. With this governance structure in place, the company is confident in its ability to drive both strategy and operational actions on sustainability. This will help the company build resilience to environmental and business challenges over the long term, while maintaining transparency and accountability in ESG reporting according to established standards.





Objectives and Management Goals

Greenhouse Gas Emission Scope	Target			
	Base Year	Short-Term Target Year	Medium-term Target Year	Long-Term Target Year
Scope 1, 2 and 3	Year 2023, greenhouse gas emissions as 3,183 Tonco2e	Reduce 10% from base year	Reduce 20% from base year	Reduce 30% from base year

The company promotes and supports all stakeholders in recognizing the mission to reduce greenhouse gas emissions. This also supports global efforts during the transition to Net Zero Pathway.

The company sets targets to reduce greenhouse gas emissions from the operations in the short, medium, and long term, with the goal of achieving net-zero emissions across Scope 1, 2, and 3 by 2040, in accordance with the AEON Group's policy.

The company continuously assesses the risks and opportunities arising from climate change. It has adopted the climate risk and opportunity assessment framework of AEON Financial Services Co., Ltd., the parent company, to help evaluate potential impacts and integrate related strategies.

Policy and Practices on Key Issues

Relevant Policies	Relevant Standards	Responsible Department
- The target for reducing greenhouse gas emissions of AEON Group. - The target for AEON Group, Japan is to achieve net-zero emissions for greenhouse gases and other gases.	- Greenhouse Gas Emissions Certification Standard by the Thailand Greenhouse Gas Management Organization (TGO): Carbon Footprint for Organization Certificate - ISO 14064-1	- Sustainability Department - Corporate Quality Secretariat Office (CQS) - General Administration Department

The company has assigned the Sustainability Department to be responsible for collecting information related to climate change and greenhouse gas emissions in order to monitor and report performance on material topics. This is done in collaboration with the Corporate Quality System Support Office, the General Administration Department, and other relevant departments as appropriate. The company has adopted ISO 14001 Environmental Management System standards and guidelines from the Thailand Greenhouse Gas Management Organization (TGO) to establish policies and operational plans.

In addition, the company operates in alignment with related policies, including AEON, Japan's target to reduce greenhouse gas emissions, and the AEON Group's target to achieve net-zero greenhouse gas and other emissions to promote and cooperate in reducing emissions released into the atmosphere - a major cause of the global warming crisis.



Operational Plans and Project Implementation:

- The company has established a sustainability policy and appointed a Sustainability Committee to implement the policy and oversee the company's sustainability operations. This includes ensuring compliance with regulations and laws related to greenhouse gas emissions, initiating sustainability projects, and forming a Sustainability Working Team responsible for driving sustainability efforts in alignment with the established goals.



Board of Directors

- Approves the company's sustainability policies and guidelines
- Oversees and monitors the implementation to ensure alignment with the defined framework



Sustainability Committee

- **Defines strategic direction:** Sets the company's vision, goals, and sustainability policies, including measures related to climate change.
- **Monitors and reviews implementation:** Evaluates the effectiveness of sustainability initiatives and climate risk mitigation measures.
- **Regulatory Compliance Oversight:**
Ensures that the company's operations align with international sustainability frameworks, such as ESG assessments based on global standards.
- **Risk Management and Performance Evaluation:**
Analyzes sustainability-related risks that may impact the business, and reviews organizational sustainability indicators, opportunities, and strategies.



Sustainability Working Team

- **Implementation of Sustainability Initiatives:** Drives projects related to greenhouse gas emission reduction, energy efficiency enhancement, and the development of environmentally friendly supply chains.
- **Climate Policy Execution:** Develops and integrates climate change policies into daily business operations to align with the company's Net Zero Pathway.
- **Monitoring and Reporting:** Collects ESG-related data, tracks performance based on defined indicators, prepares reports for the Sustainability Committee and stakeholders, and submits data for verification by the Thailand Greenhouse Gas Management Organization (TGO) to ensure accuracy and compliance with sustainability standards.
- **Stakeholder Engagement:** Collaborates with internal departments, industry peers, regulatory agencies, and civil society organizations to promote awareness and drive collective impact on sustainability issues.



- The company has adopted the climate-related risk and opportunity assessment framework of parent company, AEON Financial Service Co., Ltd. This approach enables a consistent evaluation of potential impacts and the implementation of effective mitigation strategies across the entire group.

Scenario Analysis Approach

Climate-related risks and opportunities are assessed under two scenarios:

- **1.5°C Scenario** – Characterized by stringent climate policies and significant reductions in greenhouse gas emissions.
- **4.0°C Scenario** – Represents a future with more lenient climate policies and higher levels of greenhouse gas emissions.

Risk and Opportunity Breakdown

- **Transition Risks** – Risks arising from changes in policies, markets, and technologies during the transition to a low-carbon economy.
- **Physical Risks** – Risks stemming from climate-related disasters and environmental changes.
- **Opportunities** – Potential benefits from climate adaptation and sustainability efforts

Impact Assessment of Risks

- Evaluate the potential impact of each risk and opportunity on the group.
- Define time horizons:

Short-term – Present to 5 years

Medium-term – 5 to 10 years

Long-term – Over 10 years

The risks and opportunities related to climate change that are significant, and their impact levels on the group according to the specified scenarios.





Risks

Risk classification Step 1	Risk classification Step 2	Risk classification Step 3	Impact	Duration	Case 1.5°C	Case 4.0°C
Transition risk	Legal and regulatory risk	Carbon tax	Increased tax expenses due to carbon tax	Short-term - Long-term	High	High
	Market risk	Rising energy prices	Rising energy costs from the procurement of renewable energy	Short-term - Long-term	High	High
	Technology risk	Technological changes, such as the adoption of clean energy technologies and the reduction of technologies with environmental impacts	Increased operating costs or higher than competitors, reduced competitiveness, and loss of market share to competitors with superior technological capabilities	Short-term - Medium-term	Medium	High
Physical risk	Acute risk	Severe disasters such as typhoons and floods	Damage to infrastructure, facilities, and equipment, increased costs, higher risks in debt collection in business operation areas, and increased insurance premiums.	Medium-term - Long-term	Medium	High
	Chronic risk	Rising average temperatures and increasing sea levels			Medium	High





Opportunities

Risk classification Step 1	Risk classification Step 2	Risk classification Step 3	Impact	Duration	Case 1.5°C	Case 4.0°C
Opportunities	Opportunities for enhancing the efficiency of energy and resource usage	Carbon tax	Mitigating the impact of carbon taxation through greenhouse gas emission reduction, such as introducing digital credit cards and establishing the company headquarters in a LEED-certified energy-efficient building.	Short-term - Long-term	High	High
	Opportunities for innovation in financial products and services	Demand for financial products and services related to climate change	Increased revenue from the development and distribution of new products, such as hire-purchase loans for electric motorcycles and financing for solar panel installation.	Medium-term - Long-term	High	High
	Opportunities to expand into new markets or target customer segments	Engagement with environmentally conscious customer groups	Opportunities to enhance brand value and build relationships with environmentally conscious customer segments.	Medium-term - Long-term	Medium	High
	Opportunities to build adaptability and advance digitization processes	Ability to operate business sustainably and efficiently	Opportunities to invest in technology and digitalization to ensure business continuity and efficiency amid increasing risks such as natural disasters, stricter environmental regulations, and evolving customer behavior.	Medium-term - Long-term	Medium	High

- The company disclosed greenhouse gas emissions data for Scope 1, Scope 2, and Scope 3 based on the operations in fiscal year 2023 as the base year. The data was externally verified and subsequently certified and registered by the Thailand Greenhouse Gas Management Organization (Public Organization) – TGO on 11th December 2024.
- The company uses the results of its greenhouse gas (GHG) emissions performance to set short-, medium-, and long-term reduction targets.
- The company plans to disclose GHG emissions data by expanding the data collection scope to operational centers nationwide, and to pursue ISO 14064-1 certification on organizational-level principles and requirements for quantifying and reporting GHG emissions to meet international standards.



- The company supports and promotes sustainability projects aimed at reducing GHG emissions and promoting environmentally friendly resource usage, with employee participation through activities and project proposals to reduce emissions.
- The company conducts **continuous training and internal communication** on climate change and GHG emissions to raise employee **awareness of the importance and potential impacts**.
- The company **reviews sustainability policies** at least once a year to ensure alignment with relevant **laws, regulations, and sustainability standards**, particularly those relating to GHG emissions and evolving global contexts.
- The company acts in accordance with the **Climate Change Policy** by integrating climate-related goals into **daily business operations**, in line with its **Net Zero Pathway**.

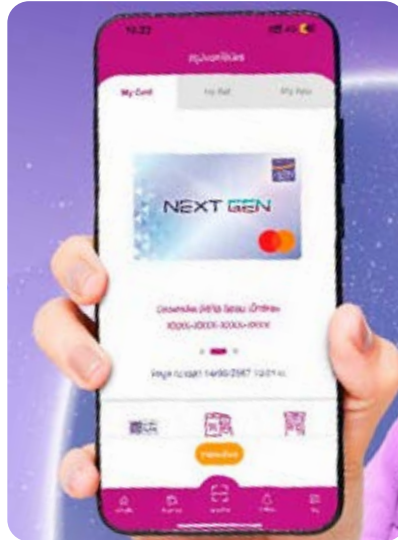
Operational Results

The company has supported and initiated projects aimed at reducing energy consumption, such as participating as a network partner in Earth Hour 2024 together with the Bangkok Metropolitan Administration, WWF Thailand, and other partners, to join the global initiative of turning off lights for one hour to combat global warming. Additionally, the company has created internal communication materials to educate and raise awareness on energy conservation on an ongoing basis.





The company has also developed financial products and services with a focus on reducing greenhouse gas emissions. For example, it has introduced virtual cards, including AEON Digital NextGen Credit Card and AEON Digital Primo Credit Card, to replace plastic card production. Customers can apply and use these services via the AEON THAI MOBILE application, accessible anytime and anywhere, which reduces the need for physical travel to branches for application purposes.



The company has introduced label-free water bottles to serve customers at branches and company activities. This initiative helps reduce greenhouse gas emissions by eliminating the use of PVC plastic in bottle labeling. The bottles are made from PET plastic, which is 100% recyclable. The company plans to begin using label-free water bottles starting from April 2025.





Additionally, the company has provided carbon footprint training for management, working team, and employees through project consultants. And also produces internal communication materials to continuously educate employees about climate change and greenhouse gas emissions. These efforts aim to raise awareness among employees regarding the importance, opportunities, and risks associated with these environmental issues, which are becoming increasingly significant for future changes.



Carbon footprint and Greenhouse Gas Emission Training





Emissions data for Scopes 1, 2, and 3, using the company's 2023 operations as the base year. The data covered three operational sites, including the Head Office at Exchange Tower, Operations Centers at Sermmit Tower, and Modernform Tower. The data underwent verification by an independent third-party organization, Bureau Veritas Certification (Thailand) Ltd., and was subsequently certified and registered as the organization's Carbon Footprint by the Thailand Greenhouse Gas Management Organization (Public Organization) on 11 December 2024.

Total Greenhouse Gas Emissions by Scope	Greenhouse Gas Emissions Amount (TonCO ₂ eq)
Scope 1 emissions	187
Scope 2 emissions	1,953
Scope 3 emissions:	1,043
Total greenhouse gas emissions	3,183

The ratio of greenhouse gas emissions per employee based on the company's defined scope for the baseline year (2023) is 2.62 tons of CO₂e per person.





Preventive and Corrective Measures in Case of Issues or Obstacles:

- Continuously review and track the company's greenhouse gas emission reduction policies and action plans.
- Regularly monitor environmental laws, regulations, and standards related to greenhouse gas emissions to ensure compliance with all requirements strictly and accurately.
- Assess the satisfaction of employees and those required to follow the policies to improve the company's operations' effectiveness.
- Provide channels for stakeholders to contact the company and offer feedback through the following:



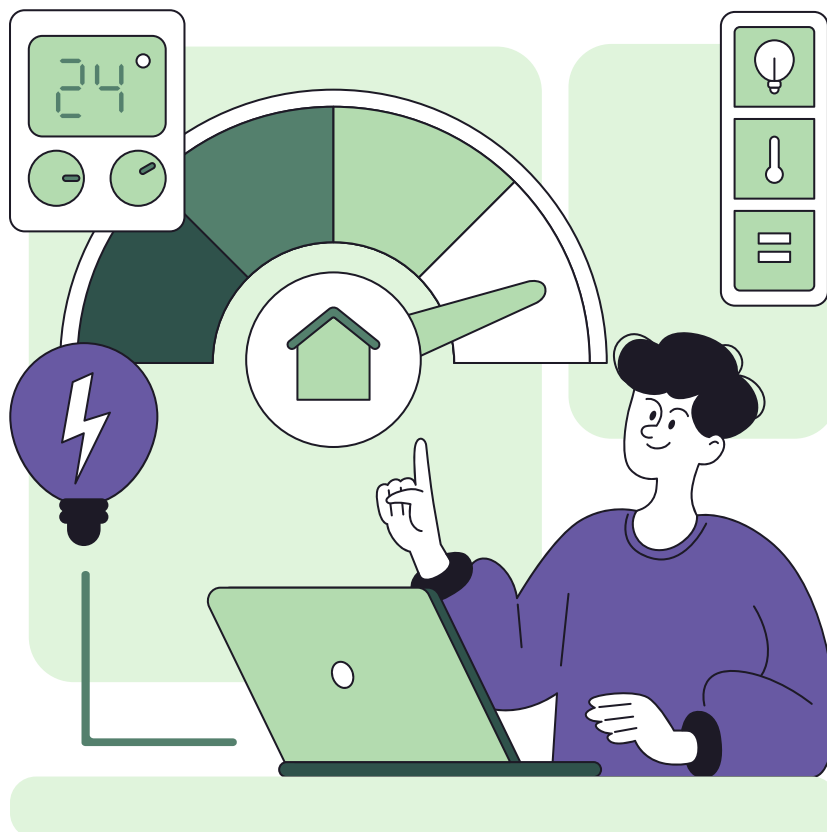
All branches nationwide

Call Center: [0-2665-0123](tel:0-2665-0123)

Email: csd@aeon.co.th

Investor Relations: ir@aeon.co.th

- Establish measures to address complaints by investigating complaints within 14 days of receipt and following the company's complaint handling procedure, including fact-finding, penalizing wrongdoers, and providing remedy for the impacts caused.





Result of Sustainability Development Operations

Operational Result in term of Economic and Corporate Governance Dimension

9.1 Operational Result in term of Economic and Corporate Governance Dimension

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Board Composition						
Board Size	Person	14	12	12	12	13
Independent Director	Person	5	4	4	4	5
Non-Executive Director	Person	4	2	2	2	7
Female Executive Director	Person	2	2	2	2	2
The Number of Independent Director in each sub-committee						
Nomination Committee	Person	0	0	0	0	0
Compensation Committee	Person	0	0	0	0	0
Corporate Governance Committee	Person	18	19	20	19	25
Tenure of the Board of Directors						
Mr. Tomoyuki Mitsufuji / Chairman of the Board	24/6/2021	0	1	2	3	0
Mr. Toshiya Shimakata / Vice Chairman of the Board and Managing Director	24/6/2020	1	2	3	4	0
Ms. Suporn Wattanavekin / Director	18/2/2000	21	22	23	24	25
Mr. Nuntawat Chotvijit / Director	12/6/2014	7	8	9	10	11
Ms. Suriporn Thammawatid / Director	22/6/2018	3	4	5	6	7
Mr. Kazumasa Oshima / Director and Chief Financial Officer	21/6/2019	2	3	4	5	6
Mr. Junichi Iwakami / Director – Information & Technology Service	24/6/2564	0	1	2	3	4
Mr. Chatchaval Jiaravanon/ Director	18/6/2000	21	22	23	24	25
Dr. SucharitKoontanakulvong Independent / Director and Chairman of Audit Committee	17/6/2553	11	12	13	14	15
Dr. Mongkon Laoworapong Independent / Director and Audit Committee Member	22/6/2561	3	4	5	6	7
Mr. Ittinant Suwanjutha / Independent Director and Audit Committee Member	24/6/2564	0	1	2	3	4
Mr. Ryuichi Hasuo / Independent Director	24/6/2563	1	2	3	4	5
Ms. Chularat Suteethorn / Independent Director and Audit Committee Member	7/8/2544	20	-	-	-	0
Mr. Hideki Wakabayashi / Chairman of the Board	12/6/2557	7	-	-	-	-
Mr. Kenji Fujita / Director	21/6/2562	2	-	-	-	-
Mr. Masanori Kosaka / Director	28/6/2560	4	-	-	-	-
Mr. Kenji Hayashi / Independent Director	17/6/2559	5	-	-	-	-



Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Roles and responsibilities of the committee						
The number of the Board of Director’s meetings (per year)	times	13	13	13	11	12
The number of the audit committee’s meetings	times	10	8	10	9	10
The number of sub-committees’ meeting						
Nomination Committee	times	0	0	0	0	0
Compensation Committee	times	0	0	0	0	0
Corporate Governance Committee	times	11	12	12	12	12
Risk Management Committee	times	11	12	12	12	12
Sustainability Committee	times	0	0	0	0	3
Executive Compensation						
Total annual compensation of Executives Director	Million Baht	Non-Disclosure		12.59	7.84	4.17
The number of employees received communication regarding policy and practices on Anti-Corruption of the company						
Executives (AVP up)	person	90	93	93	99	100
Middle Management (SM)	person	74	71	70	77	83
Senior (Mgr.–Chief)	person	683	693	684	697	709
Employee (Sr.Sup-Daily)	person	3,723	3,362	3,183	3,054	3,186
Percentage of employees received communication regarding policy and practices on Anti-Corruption of the company						
Executives (AVP up)	% of Executives	100%	100%	100%	100%	100%
Middle Management (SM)	% of Middle Management	100%	100%	100%	100%	100%
Senior (Mgr.–Chief)	% of Senior	100%	100%	100%	100%	100%
Employee (Sr.Sup-Daily)	% of Employees	100%	100%	100%	100%	100%
The Number of business partners of the company						
Supplier (Supplier data that the company has been placed an order through purchase order document via SAP System, has ordered premium product and stock at warehouse)	Per person	317	291	330	281	286
IT Outsource	Per person	72	96	104	109	120
Business Partner (Dealer data that existing minus dealers that already closed)	Per person	393	325	184	250	205
Others (please specify)	Per person	284	263	296	252	266
The number of business partners received communication regarding policy and practices on Anti-Corruption of the company						
Supplier (Supplier information for which the company has ordered products and services through the purchase order system)	Per person	0	0	0	0	286
IT Outsource	Per person	0	0	0	0	0
Business Partner	Per person	0	0	0	0	0
Others (please specify)	Per person	0	0	0	0	0



Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Percentage of business partners received communication regarding policy and practices on Anti-Corruption of the company						
Supplier	% of supplier	0	0	0	0	100%
IT Outsource	% of IT Outsource	0	0	0	0	0
Business Partner	% of Business Partner	0	0	0	0	0
Others (please specify)	%	-	-	-	-	0
The number of employees received training regard Anti-Corruption						
Executives (AVP up)	person	90	93	93	99	100
Middle Management (SM)	person	74	71	70	77	83
Senior (Mgr.-Chief)	person	683	693	684	697	709
Employee (Sr.Sup-Daily)	person	3,723	3,362	3,183	3,054	3,186
Percentage of employees received training regard Anti-Corruption						
Executives (AVP up)	% of Executives	100%	100%	100%	100%	100%
Middle Management (SM)	% of Middle Management	100%	100%	100%	100%	100%
Senior (Mgr.-Chief)	% of Senior	100%	100%	100%	100%	100%
Employee (Sr.Sup-Daily)	% of Employees	100%	100%	100%	100%	100%
Number of violation cases toward business ethics or corporate corruption.						
The number of violations of the business ethics or corporate corruption, plus corrective measures	case	0	0	0	0	0
Supply Chain Management						
Total number of suppliers	Per person	455	324	428	395	407
Total number of Current Approved vendor (suppliers that the company has ordered products or services)	Per person	317	291	330	281	286
Total number of New Approved Vendor (suppliers that the company has ordered products or services from)	Per person	147	33	99	115	121
Total number of important suppliers of the company (Order amount via purchase order document over 10 million baht)	Per person	31	25	15	24	55
Total number of New Approved Vendor qualified for sustainability issues.	Per person	0	0	0	0	76



Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
On-site Environmental Audit to company's supplier regarding ISO 9001 and ISO 14001	Per person	5	2	3	8	8
Percentage of New Approved Vendor qualified for sustainability issues.	%	0	0	0	100%	100%
Number of business partners sign and adhere to business partner ethics	Per person	0	0	0	18	105
Number of important business partners sign and adhere to business partner ethics	Per person	0	0	0	7	9
Percentage of important business partners sign and adhere to business partner ethics	%	0	0	0	100%	100%
Innovation Development in terms of Economic Social and Environment						
Total Number of Innovation Project invented by the employees	Projects	12	12	10	13	9
Total Number of Social and Environmental innovations resulting from product, service and operation development of the company	Projects	0	0	0	0	0
Quantitative benefits that the company receives from Social and Environmental innovation projects	Baht	0	0	0	0	0
Quantitative benefits that the society receives from Social and Environmental innovation projects	Baht	0	0	0	0	0
Business Ethics						
The number of complaints regarding violations of the company's ethics and policies, and incidents of corporate corruption (via the company's complaint channel).	%	42	127	44	62	44
The percentage of trained employees regarding the company's ethics and policies, and preventing corporate corruption.	%	100% (4,570)	100% (4,219)	100% (4,030)	100% (3,927)	100% (4,078)
CGR score assessment	%	82%	83%	83%	91%	84%
The number of business ethics policy distribution and partner acknowledgment	%	0	0	0	100%	100%
Innovation Development						
The number of customers and interested individuals accessing the company's products through Line Official	Person	23,039,077	23,260,731	23,445,650	23,592,380	23,745,875
The number of customers and interested individuals accessing the company's products through Facebook Fan page	Person	1,443,381	1,450,805	1,449,935	1,449,933	1,447,273
The number of customers and interested individuals accessing the company's products through TikTok	Person	ยังไม่มีมีการเปิดใช้งาน				9,598,236



9.2 Operational Result in term of Risk Management

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
The number of critical incidents related to sustainability issues at a high severity level caused by employee	case	0	0	0	0	0
The number of critical incidents related to sustainability issues at a high severity level caused by business partner	case	0	0	0	0	0

9.3 Operational Result in term of Cyber Security and Customer Data Protection

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Cyber Security and Customer Data Protection						
Percentage of technology infrastructure certified Information Security standard such as ISO 27001 or other related standards	%	100%	100%	100%	100%	100%
Total number of operation centers	places	121	122	113	119	106
Number of operation centers certified for ISO27001	places	121	122	113	119	106
Percentage of employees being trained in cybersecurity and personal data usage.	%	90%	100%	100%	100%	100%
Total number of employees	person	4,570	4,219	4,030	3,927	4,078
Number of employees being trained in cybersecurity and personal data usage.	person	4,570	4,219	4,030	3,927	4,078
Number of cyber-attacks cases occurred but maintain safety and damage prevented	cases	3,006	3,297	6,412	5,054	3,143
Number of significant cyber-attack cases occurred, plus corrective.	cases	0	0	0	0	0
Number of significant cases of personal information leakage, plus corrective measures	cases	0	0	0	0	0
Penetration test result (100% means passed the test)	%	100%	100%	100%	100%	100%
Prevention of Financial Crime						
The number of cases or complaints regarding financial crimes such as fraudulent, money laundering, embezzlement or terrorist financing, plus indicate corrective measures and amelioration	cases	0	0	0	0	0



9.4 Operational Result in term of responsibility to customer

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Responsibility to customer – Overall image						
Number of cases of customer data leakages and corrective measures.	case	0	0	0	0	0
Customer satisfaction score target	%	95%	95%	96%	96%	97%
Percentage if customer satisfaction score (Customer Satisfaction toward call center and branches services)	%	95.9%	96.4%	96.7%	97.5%	97.2%

9.5 Operational Result in term of sustainability financial stability

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Sustainability financial stability						
Allowance for Doubtful Accounts	Baht	11,593,219	10,951,455	10,125,258	8,287,968	7,140,371
Coverage Ratio	times	230%	247%	190%	183%	154%
Debt burden ratio (D/E Ratio)	times	4.0	3.5	3.1	2.7	2.4
Dividend Payout Ratio	%	30.50%	36.2%	36%	42.2%	48.1%
NPL	%	5.77%	4.86%	5.69%	5%	5.20%

9.6 Operational Result in term of Responsible Lending Practices

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Responsible Lending Practices						
Automate Judgment	%	Decision tree is not on system		15%	28%	29%
Provide credit in accordance with terms, criteria, methods and conditions of credit card and personal loan business under regulatory supervision	Unit	Optimal utilization of capabilities in evaluating credit based on specified criteria.				



Operational Result in term of Environmental Dimension

9.7 Operational Result in term of Financial Inclusion and Financial Literacy

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Access to financial opportunities and investment						
Revenue or value from products or services that generate financial and investment opportunities in an equitable and fair manner	Baht	1,840,835,098.71	1,927,830,033.69	1,909,181,029.80	21,965,263	22,101,767
- Credit Card	Baht	6,451,389	6,462,205	7,641,755	7,818,745	7,361,439
- Personal Loan	Baht	11,121,325	10,367,574	10,384,552	9,950,408	9,739,320
- Hire purchase financing	Baht	1,014,306	1,073,176	1,028,530	997,868	1,269,478
- Others	Baht	2,714,882	2,888,467	3,276,828	3,198,242	3,731,530

9.8 Operational Result in term of Human Resources Management

		Performance Outcomes														
Key Performance Indicator(s)	Unit	Year 2020			Year 2021			Year 2022			Year 2023			Year 2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Hiring employees																
Number of total employees	people	1,032	3,538	4,570	931	3,288	4,219	891	3,139	4,030	868	3,061	3,927	954	3,124	4,078
Employee statistics classified by age group																
- under 30 years	people	196	1,014	1,210	138	747	885	147	713	860	149	754	903	139	558	697
- 30-50 years	people	812	2,489	3,301	768	2,492	3,260	718	2,361	3,079	686	2,216	2,902	735	2,364	3,099
- over 50 years	people	24	35	59	25	49	74	26	65	91	31	91	122	80	202	282
Employee statistics classified by job position																
- Executive	people	46	44	90	50	43	93	50	43	93	50	49	99	53	47	100
- Management level	people	127	190	317	119	207	326	114	215	329	124	217	341	132	221	353
- Operational level	people	859	3,304	4,163	762	3,038	3,800	727	2,881	3,608	692	2,795	3,487	769	2,856	3,625
- Others	people	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
The employee statistics categorized by region																
- Bangkok Metropolitan Region	people	528	1,176	1,704	509	1,138	1,647	483	1,097	1,580	461	1,015	1,476	585	1,248	1,833
- Northern	people	145	607	752	125	557	682	119	542	661	110	488	598	105	448	553
- Central	people	26	99	125	16	88	104	7	46	53	28	173	201	19	123	142
- Northeastern	people	140	624	764	118	582	700	122	568	690	108	566	674	100	517	632
- Southern	people	139	753	892	119	703	822	125	686	811	116	666	782	111	631	742
- Eastern	people	44	209	253	37	158	195	28	141	169	28	104	132	19	111	130
- Western	people	10	70	80	7	62	69	7	59	66	2	38	40	4	36	40
Number of employees Disabled person	people	19	22	41	17	20	37	11	12	23	10	10	20	7	9	16
Number of elderly employees	people	1	0	1	1	0	1	1	0	1	3	1	4	4	1	5



Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Employee compensation						
The total compensation amount for employees.	Baht	1,840,835,098.71	1,927,830,033.69	1,909,181,029.80	1,921,140,086.68	2,129,970,900.18
Percentage of employees who are members of the provident fund	%	69.09	69.12	65.83	67.00	66.00
The difference in compensation between genders	Female : Male	41.0 : 59.0	41.5 : 58.5	41.2 : 58.8	40.9 : 59.1	42.4 : 57.6
Employee development						
Average number of training hours for employees	Hour / People / Year	12.08	10.48	14.16	37.87	26.27
Amount of expenses for employee development	Million Baht	10.49	16.29	14.61	20.97	20.84
Promoting relationships and participation with employees						
Resigned employee	People	1,046	804	999	761	871
	Percentage compared to the total number of employees.	22.9%	19.1%	24.8%	19.4%	21.4%
Employee who resigned voluntarily	People	604	620	878	737	822
	Percentage compared to the total number of employees.	13.2%	14.7%	21.8%	18.8%	20.2%
Number of employee complaints regarding labor practices	Case	0	0	0	1	1
Number of complaints resolved	Case	0	0	0	0	0
Number of complaints pending	Case	0	0	0	1	1
The goal of developing employee engagement or satisfaction towards the organization	%	0	0	0	0	70%
The results of the assessment of employee engagement or satisfaction with the organization	%	0	0	0	0	75.31%



Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Employee development						
The number of employee complaints	Case	42	127	44	62	44
The use of employee database systems to comply with Personal Data Protection Act (PDPA) regulations	Yes / No	Partiality (Initiation)	Partiality (Some Part)	Yes Coverage	Yes Coverage	Yes Coverage
Engagement Survey	%	0	0	0	0	75.25%
Talent and Succession planning cover all positions	Yes / No	0	0	0	50%	50%
Turnover Rate	%	1.9	1	2.5	1.9	2
Voluntary Turnover Rate	%	1.1	1%	1.9	1.8	2

9.9 Operational Result in term of Human Rights

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Human Rights						
The number of human rights violations incidents, along with corrective and remedial measures	Case	0	0	0	0	0
The number of employees with knowledge and understanding of human rights	People	0	431	831	3,927	4,078
Respect for diversity and equality						
Respecting diversity and equality	People	4,570	4,219	4,030	3,927	4,078
– Thai	People	4,550	4,197	4,008	3,905	4,057
– Japanese	People	20	22	22	22	21
The number of incidents or complaints related to violations of rights, equality, and unfair labor practices, along with corrective and remedial measures	Case	0	0	0	0	0



Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Promotion of female labor force participation.						
The number of female employees, categorized by hierarchical levels	People	3,538	3,288	3,139	3,061	3,124
- Executive	People	44	43	43	49	47
- Management	People	190	207	215	217	221
- Employee	People	3,304	3,038	2,881	2,795	2,856

9.10 Operational Result in term of Community development / Community relations

Key Performance Indicator(s)	Unit	Performance Outcomes				
		Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Social responsibility						
The number of disputes with communities/society, along with remedial measures	Case	0	0	0	0	0
The total amount of budget spent on projects or activities for support community/social development	Baht	9,319,560	11,791,495	12,298,313	17,726,088	20,321,958
Community engagement, impact assessment, and development planning						
The number of communities engaged in local community participation and/or development projects	Community	The company's social activities have been carried out in collaboration with the AEON Thailand Foundation, which organizes social activities for foundations, associations, hospitals, and various charitable organizations. Therefore, it is not possible to specify the number of communities that have benefited.				
Participation in sustainable community development or social issue resolution through business processes						
The number of communities benefiting from local community engagement and/or development projects	Community	The company's social activities have been carried out in collaboration with the AEON Thailand Foundation, which organizes social activities for foundations, associations, hospitals, and various charitable organizations. Therefore, it is not possible to specify the number of communities that have benefited.				
The percentage of communities engaged in local community participation and/or development projects that have benefited	%					
Specify the quantitative social benefits/returns to the community/society						
Income in the local area that has a positive impact from community participation and/or development projects	Baht	0	0	0	176,944	97,500



9.11 Operational Result in term of Occupational Health and Safety

Sustainability Indicators		Units	Performance Outcomes														
			Year 2020			Year 2021			Year 2022			Year 2023			Year 2024		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Lost Time Injury Frequency Rate: LTIFR																	
Employee	Case		0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
The number of employees working hours (per year).	Hour	2,096,984.75	7,301,791.25	9,398,776.00	1,937,827.74	6,738,316.26	8,676,144.00	1,743,705.41	6,371,902.59	8,115,608.00	1,741,952.00	6,208,872.00	7,950,824.00	1,923,840	6,495,624	8,419,464	
	The rate per 200,000 working hours.	Case / 200,000 working hours	-	-	-	-	0.029681005	0.023051715	-	-	-	-	-	-	-	-	-
The rate per 1,000,000 working hours.	Case / 100,000 working hours	-	-	-	-	-	0.148405026	0.115258576	-	-	-	-	-	-	-	-	-
	Contractor	Case	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
The number of contractors working hours (per year).	Hour	0	0	0	0	0	0	0	5,760	1,920	7,680	6,480	1,296	7776	44,384	8,760	53,144
	The rate per 200,000 working hours.	Case / 200,000 working hours	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
The rate per 1,000,000 working hours.	Case / 100,000 working hours	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Occupational safety, health, and environmental conditions in the workplace																
The number of employees who have been injured at work to the extent that they had to take more than 1 day off.	People	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
	The number of fatalities from work-related incidents																
Employee	Case	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contractor	Case	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Operational Result in term of Environmental Dimension

9.12 Operational Result in term of environmental management

Key Performance Indicator(s)	Performance Outcomes					
	Unit	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Policies and practices in compliance with environmental management standards.						
The number of cases or incidents of legal violations or environmental impacts, along with explanations of corrective measures	cases	0	0	0	0	0
The value of damages or fines resulting from legal violations or environmental impacts	Baht	0	0	0	0	0
Stationary Combustion						
Diesel	liter	871.9	1,151.44	1,050.02	1,620	800
Mobile Combustion						
Gasoline	liter	914,394.88	848,897.06	782,519.26	783,200.32	822,412.42
Diesel	liter	77,181.63	71,343.59	61,171.43	-	-
The company's expenditure on fuel and energy usage.						
Expenditure on fuel and energy usage	Baht	22,798,006.45	26,092,141.1	32,350,276.41	31,570,965.44	33,875,723.39
Electricity energy						
The use of purchased electricity from external agencies.						
Electricity consumption quantity	Kilowatt-hour	9,802,856	9,138,020.39	7,813,311.33	7,790,216.30	7,497,157.66
The company's expenditure on purchasing electricity from external agencies.						
Electricity expenditure	Baht	43,345,288.38	50,324,727.74	46,682,194.94	51,593,656.71	49,443,330.15
Water management						
The company's usage quantity of tap water						
The volume of tap water usage	Cubic meters	2,419.01	1,855.64	653.13	442.01	410.63
The company's expenditure on tap water usage.						
The expenditure on tap water usage	Baht	600,352.10	583,260.65	543,136.68	532,482.81	526,732.35
Wastewater treatment						
The total wastewater volume	Cubic meters	The company leases office spaces and branches nationwide to conduct its business, the company can't be able to manage wastewater treatment within each location.				



Waste and refuse management						
The quantity of waste and refuse						
The non-hazardous waste and refuse quantity	Kilograms	274,684.04	334,663.26	279,805	126,309.7	90,020.85
The quantity of paper usage	Kilograms	274,520.93	329,955.08	230,652	106,868.64	50,397.5
The quantity of plastic bottles	Kilograms	163.11	97.23	50.97	165.87	121.41
Food waste	Kilograms	0	0	0	0	0
The quantity of other non-hazardous waste	Kilograms	0	4,610.95	49,102.30	19,275.19	39,501.94
The total quantity of hazardous waste and refuse	Kilograms	0	0	0	0	4,733.74
The total quantity of waste and refuse	Kilograms	274,943.24	334,663.26	279,805.27	126,309.7	94,754.59
The quantity of waste and discarded items that the organization disposes of						
Disposing of general waste through landfilling	Kilograms	0	0	0	0	0
Disposing of general waste through incineration	Kilograms	0	1,040	0	0	0
The quantity of waste and refuse disposed of by external entities						
Disposal of general waste through landfilling	Kilograms	0	0	0	0	0
Disposal of general waste through incineration	Kilograms	0	0	0	0	0
The quantity of waste and discarded items that the company reuses or recycles						
The quantity of non-hazardous waste and materials being reused / recycled	Kilograms	0	0	0	0	0
Paper	Kilograms	0	0	0	0	0
Plastic bottle	Kilograms	0	0	0	0	0
The volume of hazardous waste and materials being reused / recycled	Kilograms	259.2	0	34,258.25	1,661.89	4,733.74
The total amount of waste and materials reused / recycled	Kilograms	259.2	0	34,258.25	1,661.89	4,733.74



9.13 Operational Result in term of greenhouse gas emissions

The company has calculated the greenhouse gas emissions and disclosed the greenhouse gas emissions data for the fiscal year 2023, covering all three scopes. The calculation began with operations in the Bangkok area, including three locations: the headquarters at Exchange Tower, the operations center at Sermmit Tower, and the operations center at Modernform Tower. The company has also calculated the greenhouse gas emissions for the fiscal year 2024 to disclose the data in 2025.

GHG Emission Assessment Parameter	
Baseline year	2023
Scope Definition Guidelines for the Company	Operation controls
Consolidation approach	Limited Assurance
Materiality threshold	5%
Boundary summary	Covering corporate activities in three offices, consisting of: (1) Exchange Tower, 26 th and 27 th floors (Head Office) (2) Modernform Tower, 14 th , 16 th , 18 th , 19 th , 20 th , and 21 st floors (3) Sermmit Tower, 2 nd , 11 th , and 14 th floors
Data monitoring period	1 March 2023 – 29 February 2024
Scope of GHG Emission Reporting	Covered Scope 1, 2, 3
Reporting standard	Thailand Greenhouse Gas Management Organization (Public Organization) or TGO

Data	Year 2023	Year 2024
	Unit : TCO ₂ eq)	
Direct greenhouse gas emissions (GHG Scope 1)	187	The company is currently analyzing and calculating greenhouse gas emissions and will disclose the data within 2025
Indirect greenhouse gas emissions (GHG Scope 2)	1,953	
Other indirect greenhouse gas emissions (GHG Scope 3)	1,043	
Total greenhouse gas emissions Scope 1, 2 and 3	3,183	



Reader Feedback Survey

Feedback Survey on Sustainability Development Report

The company has prepared this survey to gather your suggestions, which will be utilized in the future development of the Sustainability Development Report for AEON Thana Sinsap (Thailand) PCL. We sincerely appreciate your high level of cooperation

Which of the following groups do you belong to?

- | | |
|---|--|
| ☐ shareholder/Analyst/Investor | ☐ Board of Directors |
| ☐ Customers | ☐ Employees |
| ☐ Business Partners | ☐ Internal and External Regulatory Agencies |
| ☐ Communities and Society | ☐ Government Agencies |
| ☐ Competitors | ☐ Other, please specify: |

Which source did you receive/read this Sustainability Development Report from?

- | | |
|--|---|
| ☐ Annual General Meeting | ☐ Company Employees |
| ☐ Company Website / Social Media
or other platforms of the company | ☐ Other, please specify: |

For what purpose did you read the sustainability development report?

- | | |
|---|---|
| ☐ To be familiar with the company | ☐ To gather information for investment decision-making |
| ☐ To study sustainability practices and guidelines | ☐ To prepare the company's Sustainability Report |
| ☐ For Educational and Research Purposes | ☐ Other, please specify: |

What aspects of the sustainability report are you interested in?

- ☐ Corporate governance and business ethics
- ☐ Risk Management
- ☐ Cyber Security and Client Data Protection
- ☐ Responsibility to customers
- ☐ Sustainable Financial Stability
- ☐ Responsible Lending Practices
- ☐ Human Resources Management



- ☐ Human Rights
- ☐ Social Contributions
- ☐ Occupational Health and Safety
- ☐ Environment Management System
- ☐ Climate Change and Greenhouse Gas Emissions
- ☐ Other, please specify:

Satisfaction Level towards Sustainability Report FY2024/2025

	Lowest				Highest
1. The comprehensiveness and completeness of the content.	☐	☐	☐	☐	☐
2. The interest of content	☐	☐	☐	☐	☐
3. Clarity of Language usage	☐	☐	☐	☐	☐
4. Design	☐	☐	☐	☐	☐
5. Overall Satisfaction	☐	☐	☐	☐	☐

What aspects do you think should be added to the sustainability report?

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After reviewing this report, what are your impressions of the company's sustainability initiatives?

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Do you have any additional comments or suggestions for improving future sustainability reports?

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For further inquiries or additional information about this report, please contact our Investor Relations department through the Investor Relations platforms as following

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บริษัท อีออน ธนสินทรัพย์ (ไทยแลนด์) จำกัด (มหาชน)

AEON Thana Sinsap (Thailand) Public Company Limited