



Annual Registration Statement / Annual Report

Form 56-1 One Report

(e-One Report)

BIG CAMERA CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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Part 1 Business Operations and Performance

1. Group Structure and Operations

1.1 Policy and business overview

1.1.1 Overview of the vision, objectives, goals and business strategies

Message from the chairman

Dear Shareholders,

For the year 2024, the global economy tends to slow down, but the tourism industry has recovered continuously, resulting in the service sector starting to expand to accommodate tourists continuously. The demand for photographic equipment has grown from the previous year, whether for tourism, education, or work. Therefore, the photography equipment business has continued to grow in revenue and profit from the previous year.

In addition, the digital camera market has changed significantly in recent years due to several factors such as technological development, the production of technological devices that have been continuously affected by the outbreak of the Coronavirus disease (Covid-19), including the popularity of smartphones and changing consumer behavior. However, despite the impact of smartphones, high-quality cameras with specific features remain popular.

The Company believes that in 2025, the Company remains committed to improving and developing the camera and photographic equipment business, which is the Company's core business. The Company plans to increase the number of orders, import modern products and goods continuously to meet consumer needs as much as possible. We will begin to implement sustainable management fully by recognizing the development alongside maintaining good relationships between society, community, environment, and economy.

Moreover, the Company has promoted and developed its personnel in terms of knowledge, expertise, and proficiency in each field to be ready to serve customers, including building a wider network of business alliances to generate income and profit for the Company to grow and be sustainable.

Finally, on behalf of the Board of Directors, I would like to thank our shareholders, valued customers, business partners who have always supported the Company. I would also like to thank the management and all employees who have worked together with diligence, honesty, and dedication to the best of their ability, enabling the Company to achieve success and stand firm as it is today. I believe that with the cooperation and unity of all employees, we can make our organization grow, progress stably, and achieve our goals sustainably.

(Mr. Chan Thirakarnjanawong)

Chairman of the Board

Image Message from the chairman

เรียน ท่านผู้ถือหุ้น

สำหรับในปี 2567 เศรษฐกิจโลกมีแนวโน้มขยายตัวช้าลง แต่อุตสาหกรรมการท่องเที่ยวมีการฟื้นตัวอย่างต่อเนื่อง ส่งผลให้ภาคธุรกิจด้านบริการได้เริ่มกลับมาขยายตัวเพื่อรองรับนักท่องเที่ยวอย่างต่อเนื่อง ความต้องการเกี่ยวกับอุปกรณ์ถ่ายภาพมีความเติบโตมากขึ้นจากปีที่ผ่านมา ไม่ว่าจะเป็นการนำไปใช้เพื่อการท่องเที่ยว หรือเพื่อการงานด้านการศึกษา ด้านการทำงาน เป็นต้น ด้วยเหตุนี้ ธุรกิจอุปกรณ์ถ่ายภาพจึงมีรายได้และผลกำไรโตขึ้นอย่างต่อเนื่องจากปีที่ผ่านมา

นอกจากนี้ ตลาดกล้องดิจิทัลมีการเปลี่ยนแปลงอย่างมากในช่วงไม่กี่ปีที่ผ่านมา เนื่องจากปัจจัยหลายอย่าง เช่น การพัฒนาเทคโนโลยี การผลิตอุปกรณ์เทคโนโลยี ที่ได้รับผลกระทบอย่างต่อเนื่องมาจากสถานการณ์การแพร่ระบาดของโรคเชื้อไวรัสโคโรนา (Covid-19) รวมถึงความนิยมของสมาร์ทโฟนและพฤติกรรมของผู้บริโภคที่เปลี่ยนแปลงไป เป็นต้น แต่แม้จะได้รับผลกระทบจากสมาร์ทโฟน แต่กล้องที่มีคุณภาพสูงและฟีเจอร์เฉพาะทางยังคงได้รับความนิยมอย่างต่อเนื่อง

บริษัทฯ เชื่อว่า ในปี 2568 นี้ บริษัทฯ ยังคงมุ่งมั่นที่จะปรับปรุงพัฒนา การดำเนินธุรกิจกล้องและอุปกรณ์ถ่ายภาพซึ่งเป็นธุรกิจหลักของบริษัทฯ ต่อไป โดยมีแผนในการเพิ่มปริมาณการสั่งซื้อสินค้า การนำเข้าผลิตภัณฑ์และสินค้าที่ทันสมัยเข้ามาอย่างต่อเนื่อง เพื่อสนองความต้องการของผู้บริโภคให้มากที่สุด และเราจะเริ่มดำเนินการบริหารจัดการแบบยั่งยืนอย่างเต็มรูปแบบ โดยตระหนักถึงการพัฒนาควบคู่กับการรักษาความสัมพันธ์ที่ดีระหว่างสังคม ชุมชน สิ่งแวดล้อม และเศรษฐกิจ

อีกทั้ง บริษัทฯ ได้จัดให้มีการส่งเสริมและพัฒนาบุคลากรของบริษัทฯ ทั้งด้านความรู้ ความเชี่ยวชาญ และความชำนาญในงานแต่ละด้าน ให้มีความพร้อมในการให้บริการแก่ลูกค้า รวมถึงการสร้างพันธมิตรทางการค้าอย่างเป็นเครือข่ายมากขึ้นเพื่อสร้างรายได้และผลกำไรให้บริษัทฯ มีความเติบโตและยั่งยืนต่อไป

สุดท้ายนี้ ในนามของคณะกรรมการบริษัท ขอขอบคุณผู้ถือหุ้น ลูกค้าผู้มีอุปการคุณ พันธมิตรทางธุรกิจ ที่ให้การสนับสนุนบริษัทฯ ด้วยดีเสมอมา รวมทั้งขอขอบคุณคณะผู้บริหาร และพนักงานทุกท่านที่ร่วมแรงร่วมใจทำงานด้วยความขยัน ซื่อสัตย์ และทุ่มเทกำลังกายกำลังใจกันอย่างเต็มความสามารถจนทำให้บริษัทฯ ประสบความสำเร็จและยืนหยัดได้อย่างเช่นทุกวันนี้ โดยผมเชื่อมั่นว่าด้วยความร่วมมือร่วมใจ และสามัคคีของพนักงานทุกคนจะสามารถทำให้องค์กรของเราเจริญก้าวหน้า เติบโตอย่างมั่นคง และสามารถบรรลุเป้าหมายที่ตั้งไว้ได้อย่างยั่งยืน

(นายชาย เจริญกาญจนวงศ์)
ประธานกรรมการ



Message from the President

Vision

Big Camera is committed to being a leader in the integrated imaging equipment business, being the first name that comes to mind when customers think of capturing memories in both still and moving images. We focus on delivering experiences and services for capturing images with standards and quality to achieve the highest satisfaction in products and services.

Objectives

- Big Camera responds to all customer needs in image capturing with a wide variety of products.
- Big Camera is committed to offering products and services with quality standards in comprehensive photographic equipment, catering to all applications and lifestyles of everyone. To maintain and develop good and sustainable relationships with customers and all trading partners with transparency and honesty. To create a bond and sincerity in living together forever.

- Big Camera focuses on personnel development by creating a culture of creativity to cultivate knowledge and develop the organization's potential for sustainable growth.
- Big Camera is committed to managing the organization under the principles of good governance, including promoting social responsibility participation and environmental preservation.

Goals

The Company's business objective is to operate a business for sustainable growth by conducting operations that encompass 3 main issues: society, environment, and good corporate governance. The Company aims to be a professional in providing excellent service to customers, focusing on developing service models and selecting products to create leadership in the imaging equipment and printing services businesses. The Company will develop modern services to enhance service efficiency and maximize customer satisfaction.

Business strategies

The company strives to be a leader in the distribution of photography equipment through retail channels. This means focusing on selling products that are carefully selected to meet the needs of all consumer groups, offering a wide variety of modern products, and being able to directly source products that meet consumer needs. Therefore, the company focuses on expanding its market base to maximize market share and maintain its leadership in the photography equipment market. This is achieved by expanding distribution channels, increasing product diversity, and directly importing products for sale as an authorized distributor appointed by manufacturers. The company places importance on retaining its existing customer base and expanding its new customer base through Big Camera's network of distribution channels. This includes existing branches, expanding new branches alongside shopping malls, and expanding other distribution channels such as online sales. Currently, Big Camera's online sales channels include platforms such as Shopee, Lazada, M-Online, Central Online, TikTok, Noc Noc, This Shop, and Big Camera's own website.

In the highly competitive retail market for photography equipment, where products are similar or almost identical, Big Camera has chosen a competitive strategy of differentiation. They focus on providing comprehensive or "One Stop Service" at all Big Camera branches nationwide. This involves offering a full range of products and services, from camera sales and equipment to photo printing, repair, camera maintenance, and various photo printing services. They also aim to add value for consumers who choose to purchase products and services through Big Camera, such as offering camera training courses with professional photographers in various photography styles.

Over the past several years, in addition to taking photos for developing and keeping as memories, the trend of taking photos to share on various social media platforms has become increasingly popular. For example, taking videos to record stories (Vlogs) and posting them on online platforms such as YouTube has become a rapidly growing trend. This is coupled with the trend of live broadcasting through various social media platforms such as live streaming on Facebook, YouTube, or TikTok, creating stories on Instagram, and making short clips on TikTok. These trends have led to a higher demand for digital cameras with video recording functions, as well as photography equipment such as lighting, microphones, and tripods. In 2020, Big Camera expanded its brand portfolio by launching Exclusif by BIG Camera, located in Central World shopping center. This new flagship store caters to customers seeking high-end to professional-level photography and videography equipment, including various accessories for a complete photography and videography experience. Product specialists are available to provide close consultation. In 2021-2022, the company continued to organize activities under the Exclusif by BIG Camera brand, creating activities to promote knowledge and experience sharing, teaching, and providing equipment trials. They set up a corner simulating a real studio, allowing consumers to try out products before making a purchase. They also created training courses that provide knowledge from experts in content production, from beginner to large-scale production levels.

Furthermore, the company continues to expand its business vertically by acquiring shares in Piccasus Co., Ltd. ("Subsidiary"). This subsidiary imports photography equipment for distribution, including being an authorized distributor, selling products, and providing official services under leading global brands. These brands include DJI, covering products such as photography drones, image stabilizers, action cameras; OM-System, covering products such as mirrorless cameras, compact underwater cameras, M.Zuiko Series lenses, binoculars, and voice recorders; and Cynova and Startrc, which are brands of high-quality accessories for DJI products. Currently, Piccasus Co., Ltd. ("Subsidiary") has been granted the right to distribute popular leading brands of

photography equipment in Thailand, strengthening the company's distribution channels from import to consumers.

1.1.2 Material changes and developments

Details regarding material changes and developments

Year	Material changes and developments
2020	<p>1. On July 1, 2020, Big Camera Holding Co., Ltd. (“the subsidiary”) was registered for liquidation with the Department of Business Development, Ministry of Commerce, and ceased to be a subsidiary of the Company.</p> <p>2. On November 13, 2020, the 5/2020 Board of Directors Meeting resolved to acquire 100% of the ordinary shares of Picasso Co., Ltd. from the existing shareholders and approved a capital increase in Picasso Co., Ltd. amounting to 20,000,000 Baht to support its role as a distributor and importer of goods for sale.</p> <p>3. On November 16, 2020, the Company acquired ordinary shares of Picasso Co., Ltd. and registered the change of registration of Picasso Co., Ltd. (“the subsidiary”) with the Department of Business Development, Ministry of Commerce. On December 3, 2020, the Company registered a capital increase in Picasso Co., Ltd. (“the subsidiary”) by issuing 199,900 newly issued ordinary shares with a par value of 100 Baht per share, totaling 19,990,000 Baht, resulting in a total registered capital of 20,000,000 Baht. The objective is to support its role as a distributor and importer of goods for sale.</p>

1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : No

1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or conditions? : No

1.1.5 Company information

Company name : BIG CAMERA CORPORATION PUBLIC COMPANY LIMITED
 Symbol : BIG
 Address : No. 115, 115/1 Sawatdikarn 1 Road, Nong Khaem Subdistrict, Nong Khaem District
 Province : Bangkok
 Postcode : 10160
 Business : Retailing of photographic equipment and mobile phone.
 Registration number : 0107537001404
 Telephone : 0-2809-9956-65
 Facsimile number : 0-2809-9950
 Website : www.bigcamera.co.th
 Email : ir@bigcamera.co.th

Total shares sold
 Common stock : 3,528,878,800
 Preferred stock : 0

1.2 Nature of business

1.2.1 Revenue structure

Revenue structure by product line or business group

	2022	2023	2024
Total revenue from operations (thousand baht)	2,830,252.00	3,155,164.00	3,894,131.56
Sales Revenue (thousand baht)	2,679,019.84	2,958,119.00	3,684,886.41
Service Income (thousand baht)	75,551.72	88,465.00	93,182.88
Other Income (thousand baht)	75,680.43	108,569.00	116,062.25
Total revenue from operations (%)	100.00%	100.00%	100.00%
Sales Revenue (%)	94.66%	93.75%	94.63%
Service Income (%)	2.67%	2.80%	2.39%
Other Income (%)	2.67%	3.44%	2.98%

By geographical area or market

	2022	2023	2024
Total revenue (thousand baht)	2,830,252.00	3,155,164.00	3,894,131.56
Domestic (thousand baht)	2,830,252.00	3,155,164.00	3,894,131.56
International (thousand baht)	0.00	0.00	0.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2022	2023	2024
Total other income (thousand baht)	0.00	0.00	0.00
Other income from operations (thousand baht)	0.00	0.00	0.00
Other income not from operations (thousand baht)	0.00	0.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2022	2023	2024
Share of profit (thousand baht)	0.00	0.00	0.00

1.2.2 Information on products and services

1.2.2.1 Product/service information and business innovation development

BIG Camera

BIG Camera Corporation Public Company Limited (“the Company” or “BIG Camera”) operates a retail business for cameras, photographic equipment, and other related services under the name “BIG Camera”. The company first started its business in 1997 as a retail store for photographic equipment with its first branch at Carrefour Suwinthawong, a stand-alone store located on Carrefour's rental space at that time. Later, the company's management saw that the camera retail business had the opportunity to grow further. Therefore, it adjusted its business strategy by expanding its store branches to shopping centers and department stores nationwide to respond to competition in the camera industry and to adapt to technological changes and the changing needs of consumers.

The company has 6 business models.

1. Retail Business BIG Camera operates as a retailer of comprehensive photographic equipment, ranging from digital photographic equipment from leading brands such as Leica, Canon, Panasonic, Fuji, Sony, OM SYSTEM, DJI, etc., including other related equipment such as lenses, filters, memory cards, tripods, etc. Currently, BIG Camera operates its photographic equipment distribution business through its own branches with more than 160 distribution channels covering the entire country under the name “BIG Camera”, which emphasizes the main concept: “BIG Camera is the happiest center of digital cameras with the most choices.” These branches are located in leading shopping centers and modern trade centers such as Central, The Mall, Robinson, MBK, Siam Paragon, Seacon Square, ICONSIAM, Terminal 21, including Big C Supercenter, Tesco Lotus, and others.

In the past, Big Camera has seen the importance of The Mall partners who have the power of sales, so it has expanded its stores into the Power Mall zone. There are a total of 5 branches: Siam Paragon, The Mall Tha Phra, Emporium, The Mall Bangkapi, The Mall Bangkai, which is a zone for electronic equipment and IT products, including the most modern gaming equipment in the heart of the city to reach customers of all ages even more.

Currently, the company has expanded its store branches in leading shopping centers in Thailand to over 160 branches, covering 69 out of 77 provinces to support customer service nationwide under the names “BIG Camera”, “BIG Camera Galleria”, “Exclusif by BIG Camera”, “Wonder Photo Shop by BIG Camera”, “Pop! Print by Big Camera”, “DJI”, “Insta360”, “AIS”, and “Televiz”. The company's stores come in many formats with the following background:

· Photographic equipment retail stores. The company focuses on expanding its market base to increase its market share as much as possible and maintain its leadership in the photographic equipment market by expanding distribution channels and increasing product diversity. Therefore, it has a policy to improve the company's stores to be stores that provide retail services for photographic equipment and photo printing in one place. It also improves the image and atmosphere inside the store to make customers and service users feel impressed when receiving services, able to choose products and receive services that meet a variety of needs to support consumers who need to use products related to photographic equipment and photo printing services. The company has been appointed as a distributor (retail) of photographic equipment from leading brands worldwide, such as Leica, Canon, Sony, Fujifilm, Panasonic, DJI, OM System, etc., including related equipment (Accessories) such as video cameras, photographic lenses, flashes, studio lighting, microphones, binoculars, memory cards, filters, camera bags, tripods, batteries, and other accessories. Currently, most of the company's branches are located in leading shopping centers and supermarkets, covering areas in Bangkok, perimeter, and other provinces according to various communities such as Siam Paragon, EmQuartier, ICONSIAM, all Central branches, all The Mall branches, Fashion Island, Seacon Square, Future Park, Terminal 21, Lotus, Big C, and local shopping centers in major provinces.

· Mobile phone retail stores. Big Camera has partnered with Advanced Wireless Network Company Limited (“AWN”) since 2016 to manage AIS Shop by Partner, a store that is fully managed by the company. It brings in modern technology as a tool to facilitate customers with the best service standards. Currently, customers are attached to the emblems and logos of the aforementioned brands, resulting in most customers still receiving services through these stores. Big Camera has a team with experience in sales management and customer service. Currently, Big Camera continues to collaborate with AWN in managing AIS and Televiz stores. Big Camera has tried to select products to cover all famous brands to meet the needs of customers at all levels, whether it's premium

smartphones, mid-range products, including products with affordable prices, and smartphones in AIS special projects. It also meticulously manages the selection of products sold in each store (Product assortment) to correspond with the location and purchasing behavior of consumers in that branch, as well as services related to products, which can facilitate a full digital lifestyle for customers all in one place, such as high-speed internet with fiber optic technology, bill payment, and various digital services. The company has a team with experience in sales management, customer service, including the recruitment of quality personnel, and the development of training and knowledge for salespeople on an ongoing basis, whether it's joint training with AIS, in-house training, as well as sending salespeople to training with product brands or participating in various training programs to develop the sales potential of employees to keep up with communication technology in the present and future, and to be prepared for the work of employees amidst the digital disruption trend and to meet customer needs.

· Brand stores. In addition to creating store branches under its own brand, the company also has stores selling products under other brands as follows:

- o DJI Brand Stores. DJI is a brand that manufactures unmanned aerial vehicles (drones). It is a product that uses advanced technology and can fly to capture images from above. There has been significant development in terms of the quality of still images and videos, programs that support photography, and safety systems for flying, resulting in high-quality still images and recorded videos. Drones come in various forms. Currently, DJI products are widely popular, whether it's individual customers, companies, organizations, both government and private sectors across the country, who want to use drones for general photography in various activities or for surveying areas, which drones meet the needs of aerial photography in various businesses. The company has a team to clearly introduce products, teach how to use them correctly along with precautions, and provide after-sales service with a standardized repair center. In addition, DJI also has many other products, such as Stabilization Equipment, which helps prevent camera shake during photography, allowing customers who use such equipment to obtain professional-quality video files, and Action Cameras, which are cameras with upgraded functions to meet the needs of customers who want to shoot various types of adventure videos, including the advantage of using them to create various types of content, which people in today's society are increasingly using to create content. Big Camera has opened the DJI Experience Store by BIG Camera at MBK Center because Piccasus Company Limited ("a subsidiary") is an official importer of DJI products and wants to enhance its leadership in the DJI business group. Therefore, it opened the DJI Experience Store MBK Center by BIG Camera, based on the concept of "The largest and most comprehensive DJI product center, One Stop Service", the ultimate experience. Specialized staff are ready to provide advice and services. There are in-store workshops every month, along with the privilege of participating in outdoor workshops before anyone else, led by DJI Product Specialists who will take care of and advise on all customer creations closely to meet the needs of new-generation content creators who want products that facilitate content creation, such as DJI Osmo Pocket 3, Osmo Action 4, Drone, Mic, Gimbal, with experts to advise and take care of them closely, as well as handle flight registration documents for all customers who purchase products from the store.

- o Insta360 Brand Stores. Insta360 is a brand that manufactures and sells virtual reality cameras and spherical cameras. The unusual shape doesn't look like any ordinary camera or action camera we've seen before. It can shoot 360-degree images, helping to convey unusual perspectives and effects, enhancing content creation more than shooting with ordinary cameras, making Insta360 more well-known. People around the world like to use it for travel, production work, and daily vlogging, etc. Stores selling products under these brands are a collaboration in business between the company and various brands, both in terms of branch expansion and organizing various sales promotions. These brand stores benefit both the company and the product brand itself, both in terms of credibility and increasing sales channels to make products easily accessible to consumers.

In the past year, Big Camera has been committed to meeting the needs of outdoor enthusiasts who are passionate about photography and videography. Therefore, it has partnered with Insta360 to open its first branch at Central Festival Phuket and later opened another branch in the heart of Bangkok to deliver New Action Experiences in 360 degrees at CentralWorld.

2. Business to Business (B2B)

The company distributes products to various corporate customers, whether they are government agencies or private organizations, including various educational institutions. In other words, it is a direct sale to general companies that are juristic persons in a variety of businesses and industries by leveraging the strengths of the retail business with branches nationwide to support corporate customers and general agencies, including various educational institutions. From the rapid development and changes in technology, it has resulted in every sector needing to procure and purchase modern products and equipment to meet the growth of technology in the digital world. The company sees the opportunity to sell products and continuously expand its business from the demand for products from these consumers. Therefore, it has a department that specifically supports services for this business.

3. Service Business

The company's services are divided into several categories as follows:

· Photo printing services. The company is committed to providing comprehensive customer service. Therefore, it has an idea to find similar products that can meet the diverse needs of customers, namely, photo printing services. To add more exclusivity, the company also offers general photo printing services with image decoration or text insertion (DIY print), which customers can decorate, insert text, or add various layouts themselves through the Wonder Print Station. In 2017, the company opened a flagship store under the name Wonder Photo Shop by BIG Camera. Wonder Photo Shop by BIG Camera is considered the most comprehensive prototype store in Southeast Asia and the first time that the company has partnered in marketing with Fujifilm (Thailand) Co., Ltd. to install the FDI Station (Fuji Digital Image Station) and Wonder Print Station in BIG Camera stores nationwide under the concept of "BIG Printing Solution" to meet the needs of consumers who want to keep impressive photos and important photos from various events. Customers can order prints from all types of digital media and can print work recorded from mobile phones via a wireless system, whether it's WiFi, Bluetooth, or choosing to print images from social media. Later, in 2023, the company developed its photo printing business to meet all lifestyles comprehensively, whether it's taking ID photos, instant photo printing, printing photo books, canvases, modern frames, various large photos, or producing business cards, posters, and logo stickers for SMEs. Every production process is integrated with the latest technology to create high-quality work and meet the lifestyles of people today. The company, therefore, provides photo printing services under the name POP! Print to expand its photography business. "POP! PRINT - MAKE IT POP!" targets small and medium-sized SMEs that provide services such as photo books, large photo printing, printing images on materials other than paper, as well as other products applied in printing. To meet the needs and provide a new, comprehensive photo printing service under the concept of 'Everything is Possible', POP! Print has opened its first flagship store at Central Festival Chiang Mai and has POP! PRINT Corner branches in every BIG Camera store nationwide. Due to the changing times, the company has opened "POP! PRINT" One-Stop Printing Center, its first branch at Central Chiang Mai, 3rd floor, a store that truly meets the demands of the new world. It reinforces the timeless value of tangible photo printing that has long been a part of society from the analog to the digital age. Customers will find a full range of photography and printing services, whether it's PHOTO ID, an instant ID photo service that can be picked up immediately, and a variety of photo printing options that revolutionize traditional printing, whether it's photo stickers, photo cards, photo books that can be fully customized with patterns and designs as desired, suitable for special gifts for loved ones, or canvas prints in modern and minimalist floating frames that will please every family. In addition, POP! PRINT is ready to support printing work for SMEs, including business cards, stickers, product labels, brochures, posters, and currently, Image Plus has been rebranded to POP! PRINT to fully elevate the One-Stop Printing Center.

· After-sales service is a service that extends the warranty period for photographic equipment. For customers who have purchased products from Big Camera stores, they can receive service at every Big Camera branch. Currently, customers can receive service in two ways: products that are still under warranty, Big Camera will be responsible for sending them for repair to customers (under warranty conditions). In the case of products that are out of warranty, Big Camera will send them for repair and charge a fee or service charge to customers under various conditions, such as a 120-day repair warranty for the same symptoms and spare parts. · OM System Service Center, Piccasus Company Limited (a subsidiary), has been granted the exclusive right to distribute products under the OM SYSTEM brand in Thailand. As a distributor and importer of products for sale in the country, it also provides repair and maintenance services for OM SYSTEM cameras and equipment. · AIS and Telewiz Service Shops by BIG Camera. Big Camera has partnered with Advanced Wireless Network Company Limited ("AWN") to manage AIS Shop by Partner. It has been granted the right to manage AIS Shop under the name "AIS" and the right to manage Telewiz Shop under the name "Telewiz", providing network and mobile phone services from many leading brands under names such as Apple, Samsung, Huawei, Oppo, Vivo, Redmi, etc. Currently, there are 13 branches in total.

4. Online Retail Business

Currently, online shopping has become part of consumer behavior and has a growth rate every year. The company, therefore, sees the importance and has online product distribution channels to enhance the strength of the business and support the changing behavior and needs of consumers in the digital age. The company, therefore, focuses on developing strategies under the approach of integrating all communication channels into one place, both online and offline, to reach the target customer base comprehensively and to link various data to work together effectively and efficiently, and to increase sales opportunities and help enhance services even better. · www.bigcamera.co.th (BIG Camera Online) is a platform for BIG Camera stores to distribute various types of cameras and photographic equipment under brands such as Leica, Canon, Sony, Fujifilm, Panasonic, DJI, OM System, etc.

· www.popprintthailand.com It is a platform that provides a new, comprehensive photo printing service, including exclusive products and a variety of prints that respond to the imagination of recording stories, whether it's canvas prints, photo books, postcards, stickers, calendars, and new forms of photo printing with professional printing standards to be sent as gifts on special occasions or festivals.

· www.piccasus.co.th/ It is a platform for recommending products imported by Piccasus Company Limited. Currently, Piccasus is an official importer and distributor of DJI and OM System brand products, as well as many other leading brands in the world. It also provides after-sales services for DJI and OM System brand products. In addition to continuous development in updating online sales channels on the aforementioned website, we are still developing online sales through Marketplace channels such as Lazada, Shopee, Tik Tok, and other E-Marketplaces in the future to cover online shopping behavior.

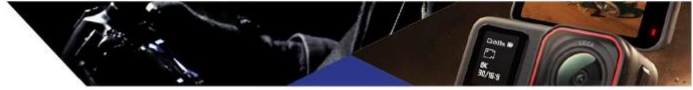
5. Import Business

The company has a business that supports the direct import of cameras and photographic equipment, including unmanned aerial vehicles (drones), from manufacturers for distribution in the country through its subsidiary, Piccasus Company Limited, which imports DJI, OM System, and other brand products. In addition, BIG Camera has currently been granted the right by Leica Camera Asia Pacific to become the official BIG CAMERA Leica Authorized Dealer in Thailand to jointly open the market under the Leica brand together and has expanded the import of photographic equipment brands from Leica to be sold in Thailand as well.

6. Photographic Equipment Wholesale Business (Distributor)

Although the retail business is the company's core business, the company never stops looking for new growth opportunities to strengthen the company. In 2020, the company began importing products directly from manufacturers, starting with products under the OM SYSTEM brand, a brand developed from Olympus, which has a long-standing reputation for photographic equipment. The company has been appointed as the sole official importer and distributor in Thailand for cameras and photographic equipment.

Diagram of BIG Camera



ตัวอย่างกล้องถ่ายภาพประเภท Mirrorless



1.2 Digital Rangefinder เป็นกล้องที่มีลักษณะเป็นส่วนผสมกันระหว่างกล้อง Mirrorless และกล้องฟิล์มแบบ Rangefinder คือจะใช้ช่องมองภาพแบบ Optical Viewfinder ที่มีระบบโฟกัสแบบแมนนวลและเครื่องหน่วงการปรับระยะชัด (Parallax Correction) ในการปรับโฟกัส กล้องในระบบ Digital Rangefinder นี้โดยส่วนมากออกแบบมาเพื่อมอบสัมผัสในการใช้งานที่มีเอกลักษณ์จากความคลาสสิกของกล้องฟิล์ม Rangefinder ที่มาพร้อมเทคโนโลยีที่ทันสมัยแบบกล้องดิจิทัล เปลี่ยนเลนส์ได้ ถูกออกแบบมาโดยเน้นหนักไปที่ความสามารถในการบันทึกภาพนิ่งเป็นหลัก ในบางรุ่นจะไม่มีความสามารถด้านงานวิดีโอติดตามเลย

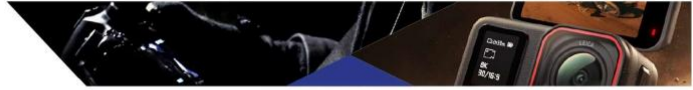
ตัวอย่างกล้องถ่ายภาพประเภท Digital Rangefinder



1.3 กล้อง DSLR กล้องดิจิทัลแบบเปลี่ยนเลนส์ได้ที่ในปัจจุบันเริ่มมีการยุติสายการผลิตไปแล้วหลายรุ่นจากหลายแบรนด์ แต่ก็ยังมีผู้ใช้งานบางส่วนยังใช้กล้องประเภทนี้อยู่ ด้วยศักยภาพที่สูงพอเพียงต่อการทำงานระดับมืออาชีพและราคาเลนส์บางรุ่นของกล้องในระบบนี้ที่ในปัจจุบันหดตัวลงจนส่งผลต่อการบริหารต้นทุนของผู้ใช้งานอย่างเห็นได้ชัด แต่อย่างไรก็ตาม กล้อง DSLR เป็นกล้องที่หยุดการพัฒนาและการผลิตอุปกรณ์เสริมออกมารองรับการใช้งานไปแล้ว อีกทั้งยังมีขนาดของกล้องที่ใหญ่และมีน้ำหนักมาก ทำให้มีข้อเสียในแง่ของความคล่องตัวเมื่อเทียบกับกล้อง Mirrorless รวมถึงเทคโนโลยีต่าง ๆ ที่มีในกล้องเป็นเทคโนโลยีเก่า อีกทั้งยังต้องการความเข้าใจในการใช้งานในระดับสูง ทำให้กลุ่มผู้ใช้งานค่อย ๆ เริ่มลดลงตามกระแสเรื่อย ๆ

ตัวอย่างกล้องถ่ายภาพประเภท DSLR





2. Compact Camera

Compact Camera เป็นกล้องถ่ายภาพเปลี่ยนเลนส์ไม่ได้ขนาดเล็กที่มอบความสะดวกในการพกพา และมีลักษณะการใช้งานที่เรียบง่ายเป็นมิตรกับช่างภาพทุกระดับ เป็นกล้องที่เหมาะสมกับนักถ่ายภาพระดับเริ่มต้น ไปจนถึงนักถ่ายภาพในระดับกลาง รวมถึงมีความเหมาะสมในการใช้งานเป็นกล้องสำรองในบางสถานการณ์ด้วย โดยคุณสมบัติเด่นสำหรับกล้องถ่ายภาพประเภทนี้ คือ จะเหมาะกับกิจกรรมการถ่ายภาพที่ผู้ถ่ายไม่ต้องการขั้นตอนหรือวิธีการถ่ายภาพที่ซับซ้อน เนื่องจากมีฟังก์ชันช่วยถ่ายภาพอย่างหลากหลาย แต่อย่างไรก็ตามกล้องถ่ายภาพประเภทนี้ค่อนข้างมีข้อจำกัดในเรื่องมุมมองกล้องและระยะเลนส์ เนื่องจากเป็นกล้องที่ไม่สามารถเปลี่ยนเลนส์ได้ ในปัจจุบันกล้องประเภท Compact Camera ก็ยังคงได้รับความนิยมจากกลุ่มผู้บริโภค และบริษัทผู้ผลิตก็ยังคงพัฒนาผลิตภัณฑ์ออกมาอย่างต่อเนื่องเพื่อสร้างความโดดเด่นด้านในด้านการใช้งาน เช่น การพัฒนาระบบการบันทึก Video เพื่อต้องการดึงดูดกลุ่มผู้ทำ Content, Vlog, Live, YouTube ในขณะที่ผู้ผลิตบางรายก็พยายามพัฒนาในด้านรูปลักษณ์และสัมผัสในการใช้งานเพื่อทดแทนกล้องฟิล์มที่เป็นกระแสอยู่ในขณะนี้อีกด้วย และเนื่องจากเป็นกลุ่มผลิตภัณฑ์ที่มีคุณสมบัติใช้งานได้ง่าย พกพาสะดวก และยังคงเป็นผลิตภัณฑ์ที่มีความต้องการอยู่ การแข่งขันเพื่อช่วงชิงตำแหน่งในใจและตอบสนองความต้องการที่หลากหลายของผู้บริโภค จึงส่งผลให้ Compact Camera ยังคงเป็นที่ต้องการของตลาดในปัจจุบัน ซึ่งแบรนด์ที่กำลังเป็นที่นิยมในตลาดและมีการวางจำหน่ายได้แก่ Leica, Fujifilm, Ricoh และ Canon เป็นต้น

ตัวอย่างกล้องถ่ายภาพประเภทพกพา

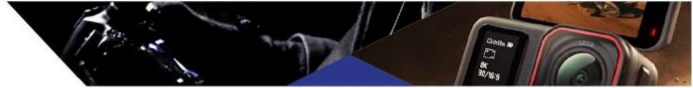


3. Action Camera

กล้องประเภท Action Camera เป็นกล้องที่มีขนาดเล็กกะทัดรัด พกพาสะดวก น้ำหนักเบา พร้อมทั้งยังสามารถเก็บบันทึกภาพได้ทั้งภาพนิ่งและวิดีโอ มีความแข็งแกร่งทนทานที่มาพร้อมความเรียบง่ายในการใช้งานเป็นคุณสมบัติอันโดดเด่น บางรุ่นมีความสามารถในการกันน้ำลึกและสามารถถ่ายภาพใต้น้ำได้ อีกทั้งในปัจจุบันยังสามารถบันทึกค่าสถิติต่างๆ ได้อีกด้วย เหมาะสำหรับผู้บริโภคที่ชื่นชอบการทำกิจกรรม Extreme โดย Action Camera ได้ออกแบบเพื่อให้ตอบสนองต่อการใช้งานในทุกสถานการณ์ ไม่ว่าจะเป็นการใช้งานเป็นกล้องติดหมวก หรือกล้องติดรถยนต์ เพื่อสร้างความปลอดภัยในขณะที่อยู่บนท้องถนน หรือแม้กระทั่งใช้เก็บบันทึกภาพในขณะท่องเที่ยวในมุมมองที่กว้างขึ้น ซึ่งแบรนด์ที่กำลังเป็นที่นิยมในตลาดได้แก่ DJI, GoPro และ Insta360 เป็นต้น

ตัวอย่างกล้องถ่ายภาพประเภท Action Camera





4. Drone อากาศยานไร้คนขับ

Drone หรือ อากาศยานไร้คนขับ เป็นผลิตภัณฑ์ที่มีสถานะเป็นเทคโนโลยีแห่งอนาคต ที่ถูกออกแบบมาเพื่อตอบสนองผู้บริโภคที่ชื่นชอบการถ่ายภาพมุมสูง ในปัจจุบันเป็นที่นิยมอย่างยิ่งในกลุ่มผู้บริโภคที่ทำงาน Production และงานวิดีโอ ชยายฐานลูกค้าออกไปจนถึงกลุ่มคนรักการถ่ายภาพ มีคุณสมบัติที่ถูกพัฒนาขึ้นเรื่อยๆ เพื่อเจาะกลุ่มเป้าหมายในปัจจุบันที่มี Life style ความชอบที่แตกต่างกัน กล้องประเภทนี้มีราคาเริ่มต้นที่ไม่สูงมากนัก และราคาจะปรับเปลี่ยนขึ้นตามการพัฒนาในการบินและการควบคุม

Drone หรือ อากาศยานไร้คนขับ มีจุดเด่นในด้านความสามารถในการบินโดยผ่านการควบคุมการบินจากภาคพื้นดิน สามารถเก็บบรรยากาศและทัศนียภาพได้อย่างไร้ขีดจำกัด ในปัจจุบันบริษัทผู้ผลิตได้มีการพัฒนาระบบป้องกันการชนแบบรอบทิศทาง รวมถึงมีระบบ Auto Tracking สามารถติดตามวัตถุ บุคคล หรือยานพาหนะได้ และยังสามารถกำหนดพิกัดในการบินและการถ่ายภาพ

และมีการพัฒนามาเป็นรุ่นพิเศษเพื่อรองรับการถ่ายภาพสำรวจพื้นที่ หรือใช้ในการบินเพื่อตรวจจับความร้อน มีระบบขึ้น-ลงอัตโนมัติ (Auto Take off – Landing) สามารถบินกลับจุดกำหนดได้โดยอัตโนมัติ (Return to home) มีระบบช่วยรักษาตำแหน่งด้วย GPS, Gyro, Vision Sensor ด้วยขนาดที่เล็กกระทัดรัด น้ำหนักเบา ซึ่งปัจจุบัน แบริด DJI เป็นผู้นำตลาดอยู่ในอันดับต้นๆ ทางบริษัทได้เห็นถึงโอกาสในการเติบโตของผลิตภัณฑ์นี้ จึงได้มอบหมายให้บริษัท พิคคาซัส จำกัด หนึ่งในบริษัทย่อยของบริษัทฯ เข้าลงนามเป็นตัวแทนนำเข้าและจัดจำหน่ายสินค้าแบรนด์ DJI อย่างเป็นทางการและร่วมกับบริษัทผู้ผลิตวงกมลยุทธ์ทางการตลาดสินค้ากลุ่ม DJI ในประเทศไทยมาตั้งแต่ปี 2564

ตัวอย่าง Drone อากาศยานไร้คนขับ

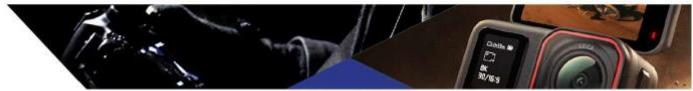


5. Instant Camera

Instant Camera หรือ กล้องฟิล์มอินสแตนตท์ เป็นกล้องที่มีความสามารถในการพิมพ์ภาพที่ถ่ายออกมาผ่านฟิล์มอินสแตนตท์ที่เข้ากันได้กับกล้องรุ่นอื่นๆ ได้เลย การใช้งานกล้องถ่ายภาพแบบอินสแตนตท์มีลักษณะเด่นแตกต่างกับกล้องดิจิทัลหรือกล้องถ่ายภาพจากโทรศัพท์มือถือ ตรงที่สามารถเก็บภาพความทรงจำดีๆ เหล่านั้นใส่กรอบ และสามารถที่จะส่งให้เพื่อนถึงมือได้เลยทันทีหลังจากที่ถ่าย ซึ่งภาพจะเริ่มปรากฏขึ้นบนแผ่นฟิล์มโดยใช้ระยะเวลาประมาณ 2 นาทีในสภาพแวดล้อมที่มีอุณหภูมิปกติ โดยแบรนด์ที่ได้รับความนิยมในปัจจุบันได้แก่ Fujifilm, Leica และ Polaroid เป็นต้น ปัจจุบันมีการออกแบบกล้องฟิล์มอินสแตนตท์แบบ Hybrid ที่สามารถเก็บไฟล์ดิจิทัลซึ่งถูกตกแต่งในสไตล์ภาพจากกล้องฟิล์มเอาไว้ เพื่ออัปโหลดขึ้นไปยังแพลตฟอร์มโซเชียลมีเดียต่างๆ และยังมีารออกแบบขนาดและลักษณะของฟิล์มให้มีความหลากหลายเพื่อตอบสนองโจทย์ความต้องการของผู้บริโภคได้มากขึ้นอย่างต่อเนื่อง

ตัวอย่างกล้องถ่ายภาพประเภท Instant Camera





6. Film Camera

แฟชั่นคือสิ่งที่เมื่อเกิดขึ้นมาแล้วมันจะสามารถเกิดขึ้นได้อีกนับครั้งไม่ถ้วน กระแสของ Film Camera หรือกล้องฟิล์มเองก็เช่นกัน ในปี 2565 กระแสกล้องฟิล์มกลับมาเป็นที่นิยมอีกครั้งหนึ่ง ด้วยเสน่ห์ของภาพถ่ายที่ได้ที่มีเอกลักษณ์ไม่เหมือนใครและยากที่จะเลียนแบบ รวมถึงสัมผัสการใช้งานสุดคลาสสิก ที่สามารถให้อารมณ์ของการถ่ายภาพและอารมณ์ของภาพได้ดีกว่า โดยกล้องฟิล์มนั้นมีทั้งแบบ Manual และ Auto ซึ่งมีวิธีการใช้งานเหมือนกับกล้องดิจิทัล ช่วยเพิ่มความสะดวกสบายให้กับผู้ใช้งาน ในปัจจุบันนี้มีหลายแบรนด์ที่เล็งเห็นถึงมูลค่าทางการตลาดของกลุ่มผลิตภัณฑ์นี้ และเริ่มทำการพัฒนากล้องฟิล์มรวมถึงเปิดสายการผลิตกล้องฟิล์มออกสู่ท้องตลาดมากขึ้น โดยแบรนด์ที่เป็นที่นิยมในปัจจุบันนี้ คือ Kodak, AGFA, Fujifilm และ Pentax เพื่อตอบสนองความต้องการและรองรับกระแสนิยมของผู้บริโภค โดย บิ๊ก คาเมร่า เองก็มีบริการล้างอัดภาพเพื่อรองรับความต้องการในตลาดกลุ่มนี้อีกด้วย

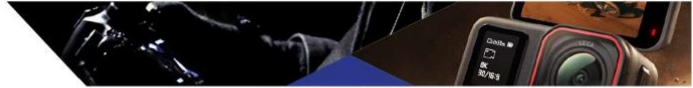
ตัวอย่างกล้องถ่ายภาพประเภทกล้องฟิล์ม



ประเภทของอุปกรณ์ถ่ายภาพ

บิ๊ก คาเมร่า นอกจากการเป็นผู้ค้าปลีกอุปกรณ์ถ่ายภาพแล้ว ยังรวมถึงเป็นผู้จัดจำหน่ายอุปกรณ์เสริมต่างๆ ที่ใช้ควบคู่กับกล้องถ่ายภาพอีกมากมายอย่างหลากหลายและทันสมัย เพื่อตอบสนองความต้องการของลูกค้าอย่างครอบคลุม เพื่อให้การถ่ายภาพของลูกค้ากลุ่มเป้าหมายได้ถ่ายภาพอย่างมีประสิทธิภาพ อาทิเช่น

1. **เลนส์(Lens) :** เป็นอุปกรณ์ที่เป็นตัวช่วยในการสร้างสรรค์ภาพถ่ายให้มีความหลากหลายมากยิ่งขึ้น ซึ่งปัจจุบันเป็นอีกหนึ่งตัวช่วยที่ช่วยกับการถ่ายภาพประเภทต่างๆ ประเภทของเลนส์จะแบ่งตามทางยาวโฟกัส, ประเภทการใช้งาน, ระยะการทำงานของช่วงเลนส์ และการทำงานของระบบโฟกัส เลนส์ สามารถแบ่งออกเป็นหลายรูปแบบ เช่น เลนส์ทั่วไป Normal lens, เลนส์มุมกว้าง Wide Angle Lens, เลนส์ถ่ายภาพบุคคล Portrait Lens, เลนส์เทเลโฟโต้ Telephoto Lens, เลนส์มาโคร Macro Lens และเลนส์ตาปลา Fisheye และผู้บริโภคยังสามารถเลือกเลนส์ตามการใช้งานของเลนส์ โดยมีให้เลือกเลนส์ซูมได้ และเลนส์ Fixed คือมีขีดจำกัดในการซูม และการเลือกซื้อเลนส์ตามการทำงานของระบบโฟกัส คือ เลนส์ Auto focus และเลนส์ Manual Focus การบริการขายเลนส์สามารถขายให้กับกล้องดิจิทัล 2 ประเภท คือกล้องดิจิทัล Mirrorless และกล้อง DSLR บริษัทผู้ผลิตได้ทำการพัฒนาเลนส์อย่างต่อเนื่อง ทำให้ผู้บริโภคสามารถเลือกซื้อได้อย่างหลากหลาย ปัจจุบันบริษัทได้ทำการจัดจำหน่ายสินค้าประเภทเลนส์ภายใต้แบรนด์ Canon, Fujifilm, OM System, Panasonic, Sigma, Sony, Tamron เป็นต้น



ตัวอย่างผลิตภัณฑ์เลนส์(Lens)



2. แฟลช(Flash) หรือ ไฟแอลอีดี(LED Light) : เป็นอุปกรณ์ที่เป็นตัวช่วยในการเพิ่มแสงสว่างให้กับภาพถ่าย และงานวิดีโอส่วนใหญ่จะใช้เป็นตัวช่วยในการถ่ายภาพในที่ที่มีแสงสว่างไม่เพียงพอ ในปัจจุบันผู้บริโภคให้ความสนใจกับการจัดแสงเป็นอย่างมาก โดยเฉพาะในกลุ่มผู้ผลิต Content ลงสื่อ Social รวมถึงธุรกิจ SMEs ตั้งแต่ขนาดเล็กจนถึงขนาดใหญ่ ที่นำเสนอสินค้าผ่านทาง Social และถือเป็นสิ่งสำคัญมากในการทำ Production การถ่ายภาพนิ่งและวิดีโอ บริษัทผู้ผลิตจึงมีการพัฒนาสินค้าที่หลากหลายเพื่อตอบสนองความต้องการของผู้บริโภค

ปัจจุบันแบรนด์ที่บริษัทได้มีการจำหน่ายได้แก่ Canon, Fujifilm, OM System, Panasonic, Sony, Nissin, Flash Q, Nanlite, Amaran, Nicefoto, Viltrox, Elinchorme เป็นต้น

ตัวอย่างผลิตภัณฑ์แฟลช(Flash) หรือ ไฟแอลอีดี(LED Light)





3. **แผ่นบันทึกความจำ(Memory Card)** : เป็นอีกหนึ่งเทคโนโลยีทางด้านอิเล็กทรอนิกส์ที่มีความสำคัญในการถ่ายภาพ จึงมีการพัฒนาเปลี่ยนแปลงอยู่ตลอดเวลา เพื่อตอบสนองความต้องการของผู้ใช้งานที่ต้องการความสะดวกรวดเร็วในการใช้งาน สำหรับ Memory Card ถือว่าเป็นสื่อกลางในการเชื่อมต่อข้อมูลกับกล้องดิจิทัลเพื่อเก็บข้อมูลทั้งไฟล์ภาพนิ่งและไฟล์ภาพเคลื่อนไหว ซึ่งบริษัทผู้ผลิตได้มีการพัฒนาสินค้ามาอย่างต่อเนื่อง ทำให้ความจุสำหรับเก็บข้อมูลและความรวดเร็วในการรับส่งข้อมูลนั้นมีความสามารถเพิ่มขึ้น อุปกรณ์ถ่ายภาพโดยทั่วไปส่วนแต่ต้องมีการใช้แผ่นบันทึกความจำเพื่อเก็บภาพและไฟล์วิดีโอซึ่งมีขนาดหลากหลาย แข่งขันกันที่ความจุและความเร็ว ปัจจุบันแบรนด์ที่บริษัทได้มีการจำหน่ายได้แก่ Sandisk และ Sony เป็นต้น

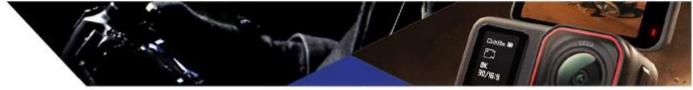
ตัวอย่างผลิตภัณฑ์แผ่นบันทึกความจำ(Memory Card)



4. **ขาตั้งกล้อง (Tripod & Monopod)** : ถือเป็นอุปกรณ์ถ่ายภาพที่นิยมใช้กันอย่างแพร่หลาย เพราะเป็นอีกหนึ่งอุปกรณ์ที่มีความสำคัญ สามารถเพิ่มความมั่นใจให้กับภาพถ่ายที่ต้องการป้องกันการสั่นไหวของภาพนิ่งหรือวิดีโอเพราะถือเป็นอุปกรณ์ที่มีความมั่นคงและเป็นอีกหนึ่งตัวช่วยของช่างภาพในการถ่ายภาพที่สวยงามและไม่ทำให้ภาพสั่นหรือเบลอ ซึ่งแน่นอนว่าขาตั้งกล้อง (Tripod) จะช่วยในเรื่องคุณภาพโดยรวมของภาพ โดยลดข้อผิดพลาดของภาพให้เหลือน้อยที่สุด เป็นอุปกรณ์ที่เป็นตัวช่วยในการถ่ายภาพที่ต้องมีการตั้งกล้องเพื่อถ่ายภาพเป็นเวลานาน ปัจจุบันมีขาตั้งกล้องมากมายในท้องตลาดสิ่งที่สำคัญที่สุดที่ผู้บริโภคจะต้องพิจารณาคือ วัสดุ น้ำหนัก ประเภทหัวของขาตั้งกล้อง และความสูง ด้วยความสามารถของผลิตภัณฑ์ดังกล่าว จึงเป็นอุปกรณ์ที่จำเป็นในการถ่ายภาพ และบริษัทผู้ผลิตมีการพัฒนาสินค้า เพื่อตอบสนองการถ่ายภาพนิ่งและ วิดีโอกันอย่างหลากหลาย ซึ่งถือเป็นประโยชน์ต่อผู้บริโภคในการเลือกซื้อสินค้าอีกด้วย แบรนด์ที่บริษัทได้มีการจำหน่ายได้แก่ Fotopro, Gopro, Joby, Manfrotto, Peakdesign, Slik smart, Sony เป็นต้น

ตัวอย่างผลิตภัณฑ์ขาตั้งกล้อง (Tripod & Monopod)





5. ไมโครโฟน(Microphone) : ไมโครโฟน เป็นอีกหนึ่งผลิตภัณฑ์ที่กำลังได้รับความนิยมเป็นอย่างมาก เพราะตลาดมีความต้องการผลิตภัณฑ์ที่มีความหลากหลายและเหมาะกับประเภทของการใช้งาน อาทิเช่น ไมค์สำหรับ YouTube, Live, Vlog ซึ่งแต่ละแบรนด์ผู้ผลิตก็มีการแข่งขันเพื่อพัฒนาให้สินค้ามีคุณภาพที่ดีที่สุด และสามารถกำหนดราคาตามคุณภาพที่ผลิตเพื่อจำหน่ายในตลาด ซึ่งต้องรองรับกับการผลิตงานวิดีโอตั้งแต่ Production ระดับต้นจนถึงระดับสูง เพราะนักผลิต Content ต่างก็ให้ความสำคัญของคุณภาพเสียง และคุณภาพเสียงที่ดีจะส่งผลต่อการรับชมงาน วิดีโอเป็นอย่างมาก จึงทำให้ตลาดไมโครโฟนมีการเติบโตอย่างต่อเนื่อง ด้วยความต้องการของผู้บริโภคที่หันมาสร้าง Content ประเภทต่างๆมากขึ้นในสื่อ Social ปัจจุบันแบรนด์ที่บริษัทได้มีการจำหน่ายได้แก่ Sony, Canon, Avermedia, DJI, Fuji, Rode, Saramonic, Sennheiser เป็นต้น

ตัวอย่างผลิตภัณฑ์ไมโครโฟน(Microphone)



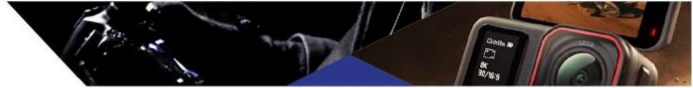
6. อื่น ๆ : เช่น แบตเตอรี่(Battery) กระจาเป่า ไม้กันสั่น(Gimbal) การ์ดจับภาพ(Capture Card) ฟิลเตอร์(Filter) ชุดไฟสำหรับ Live เป็นต้น

ตัวอย่างผลิตภัณฑ์ที่เกี่ยวข้องกับกล้องถ่ายภาพประเภทอื่นๆ



การให้บริการขยายระยะเวลาการรับประกันอุปกรณ์ถ่ายภาพ

จากแนวความคิดของผู้บริหารที่ได้สังเกตเห็นถึงการบริการหลังการขายอันเป็นสิ่งจำเป็นสำหรับลูกค้าที่ซื้ออุปกรณ์ถ่ายภาพ ภายใต้แนวคิด “ทุกปัญหากลายเป็นเรื่องเล็กได้ และพร้อมเติมเต็มความมั่นใจสำหรับคนรักกล้อง” เป็นบริการที่ บิ๊ก คาเมร่า คัดสรรขึ้นมาเพื่อบริการลูกค้าคนสำคัญของเรา จึงเกิดเป็นความร่วมมือกับ บริษัท สยามคอมสมอส เซอร์วิส จำกัด ในการให้บริการขยายระยะเวลาการรับประกันอุปกรณ์ถ่ายภาพดำเนินงานภายใต้ชื่อ “BIG Camera Care” โดยสามารถรองรับลูกค้าที่ซื้อกล้องถ่ายภาพในราคาสูงกว่า 5 พันบาทขึ้นไป การบริการชนิดนี้สามารถเติมเต็มความต้องการแก่ลูกค้าในการขยายระยะเวลาการรับประกันกล้องถ่ายรูปเพิ่มเติมจากการรับประกันมาตรฐาน (1 ปี) เป็นสูงสุด 3 ปี ภายใต้เงื่อนไข



เดียวกันกับผู้ผลิต นอกจากนี้ยังครอบคลุมถึงการคุ้มครองเพิ่มขึ้นอีก 4 กรณีคือ ไฟไหม้ ฟ้าผ่า ลักทรัพย์ (โดยมีร่องรอย) และไฟฟ้าลัดวงจร นอกจากนี้ ยังมีบริการขยายการรับประกันพิเศษเพิ่มเติมอีก 2 โครงการ คือ OPS – OM System Privilege Service สำหรับสินค้ากลุ่ม Premium ของ OM System และ DPS – DJI Privilege Service สำหรับสินค้า DJI โดยเป็นโครงการที่ให้สิทธิพิเศษเพิ่มเติมนอกเหนือจากการขยายระยะเวลาประกัน ไม่ว่าจะเป็นการได้รับสิทธิส่วนลดพิเศษต่างๆเพิ่มเติมในการซื้อสินค้า หรือ เข้ารับบริการซ่อมกับทางบริษัท พิคคาชัส จำกัด การให้บริการตรวจเช็ค หรือ ทำความสะอาดอุปกรณ์ภายใต้เงื่อนไขที่บริษัทกำหนดโดยไม่มีค่าใช้จ่าย

ภาพแสดง บริการขยายระยะเวลาการรับประกันอุปกรณ์ถ่ายภาพ



(2) ธุรกิจให้บริการพิมพ์ภาพถ่าย

บิ๊ก คาเมร่า มีระบบการพิมพ์ภาพแบบดิจิทัลด้วยมาตรฐานการพิมพ์ระดับมืออาชีพ เพื่อการให้บริการที่สะดวก รวดเร็ว ตอบสนองความต้องการของลูกค้าได้อย่างมีประสิทธิภาพ โดยบิ๊ก คาเมร่า มีการให้บริการพิมพ์ภาพถ่ายที่หน้าร้าน สาขาทั้งหมด 2 รูปแบบดังนี้

1. การให้บริการถ่ายรูปติดบัตร (Photo ID)

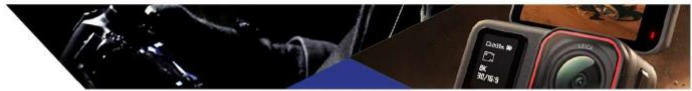
บริการถ่ายรูปติดบัตรด่วน นักเรียน, นักศึกษา, สมัครเรียน, สมัครงาน, วิชา พร้อมบริการรีทัชภาพและลูกค้าสามารถออร์รับได้เลย สำหรับลูกค้าที่มีไฟล์ภาพ ไม่มีความต้องการที่จะถ่ายใหม่ สามารถส่งมาใช้บริการรีทัชได้เช่นกัน พร้อมทั้งยังมีบริการพริ้นต์รูปลงบนกระดาษภาพคุณภาพสูงจากฟูจิฟิล์ม เป็นกระดาษที่ได้มาตรฐานสากล สามารถประทับตราได้

ตัวอย่างสินค้าภาพติดบัตร



2. บริการล้างและสแกนฟิล์ม

เพื่อให้การบริการครบวงจรแล้ว ยังมีบริการล้างฟิล์มพร้อมการบริการสแกนไฟล์ภาพ เพียงแค่ลูกค้านำฟิล์มเข้ามาใช้บริการล้างฟิล์มที่ Big camera, Wonder Photo Shop และ POP! PRINT ทุกสาขาทั่วประเทศ เพียง 3 - 5 วัน ลูกค้าก็สามารถออร์รับไฟล์รูปอยู่ที่บ้านได้เลย



ตัวอย่างการบริการล้างฟิล์ม

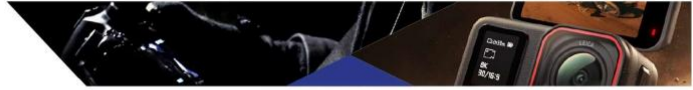


ช่องทางการจำหน่าย

บริษัทฯ ได้สังเกตเห็นถึงความสำคัญของการกระจายสินค้าไปสู่ผู้บริโภคให้ครอบคลุมทุกภูมิภาคในประเทศไทย บิ๊ก คาเมร่า มีนโยบายบริหารช่องทางการจัดจำหน่ายให้มีประสิทธิภาพสูงสุด โดยได้จำหน่ายสินค้าผ่านร้านค้าภายใต้ชื่อของตนเองจำนวนกว่า 160 สาขาทั่วประเทศ โดยแต่ละสาขาทั้งอยู่ในจุดที่เป็นพื้นที่ชุมชนทั่วประเทศ และมุ่งเน้นพื้นที่ที่เป็นศูนย์กลางการคมนาคมขนส่งในย่านนั้นๆ ซึ่งนอกจากจะเป็นพื้นที่ของกลุ่มลูกค้าเป้าหมายแล้ว ยังเป็นจุดที่สามารถกระจายสินค้าได้รวดเร็ว อาทิเช่น ศูนย์การค้าชั้นนำประเภทไฮเปอร์มาร์เก็ต ศูนย์การค้ากลุ่ม IT เป็นต้น รายละเอียดช่องทางการจำหน่าย มีหลายช่องทางดังนี้

ตัวอย่างรายชื่อศูนย์การค้าที่เป็นช่องทางการจำหน่ายสินค้าของบริษัท

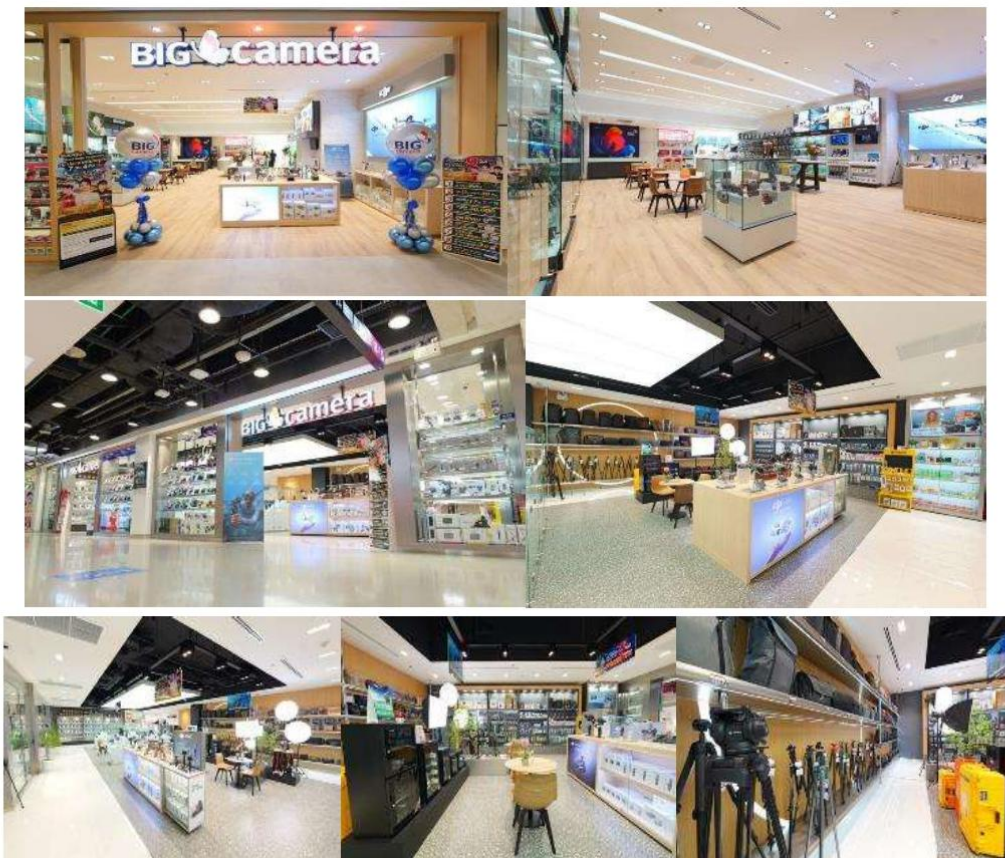




บิ๊ก คาเมร่า มีช่องทางการจำหน่ายสินค้ามากมายโดยแบ่งออกเป็นกาให้บริการผ่านหน้าร้านสาขาและช่องทางออนไลน์ เพื่อตอบสนองความต้องการของลูกค้าให้โดยเร็วที่สุด แบ่งออกเป็นหลายประเภท ดังนี้

- ร้าน **BIG Camera** : จำหน่ายกล้องถ่ายภาพและอุปกรณ์ที่เกี่ยวข้อง ที่เน้นแนวคิดหลัก “ศูนย์รวมกล้องดิจิทัลที่มีความสุขให้เลือกมากที่สุด” หรือ “Digital Camera Lifestyle Store” ที่ตอบสนองทุกโจทย์ของคนรักการถ่ายภาพ นอกจากนี้ยังให้บริการเพิ่มเติมแก่ลูกค้าในงานบริการต่างๆ เพื่อที่จะให้เป็น One Stop Service ในด้านการถ่ายภาพ อาทิเช่น การให้บริการพิมพ์ภาพถ่ายในรูปแบบต่างๆ การให้บริการขยายระยะเวลารับประกันอุปกรณ์ถ่ายภาพ รวมถึงการให้บริการซ่อมแซมอุปกรณ์ถ่ายภาพ ซึ่งปัจจุบัน บิ๊ก คาเมร่ามีจำนวนสาขาว่า 160 สาขาทั่วประเทศ โดยเป็นร้าน “BIG Camera” ทั้งสิ้น 136 สาขา โดยการบริหารจัดการสาขาในการดำเนินงานจะประกอบด้วยกลยุทธ์ในการพิจารณาในหลายมิติ เพื่อให้บริษัทดำเนินธุรกิจไปอย่างต่อเนื่องและมีประสิทธิภาพสูงสุด

ภาพแสดง ร้าน BIG Camera





- ร้าน **BIG Camera Galleria** : บิ๊ก คาเมร่า ได้ยกระดับการให้บริการ เพื่อตอบรับกลุ่มลูกค้าแบบ exclusive และเปิดสังคมใหม่ของผู้ชื่นชอบการถ่ายภาพ กับ BIG Camera Galleria ที่ตอบสนองทุกความต้องการด้านการถ่ายภาพ ด้วยภาพลักษณ์ใหม่ที่ทันสมัย คับคั่งไปด้วยกล้องดิจิทัลรุ่นต่างๆมากมาย และบุคลากรที่มีความเชี่ยวชาญในทุกอุปกรณ์ ให้ลูกค้าทุกท่านได้รับความสะดวกสบายในการช้อปปิ้ง พร้อมด้วยโปรโมชั่นสุดพิเศษ และบริการหลังการขายที่ได้มาตรฐาน และคุณภาพบนพื้นที่กว่า 200 ตารางเมตรในศูนย์การค้าชั้นนำขนาดใหญ่ของประเทศไทย อาทิเช่น สยามพารากอน, ศูนย์การค้าเซ็นทรัลลาดพร้าว, ศูนย์การค้าเซ็นทรัลเวสต์, เอ็มควอเทียร์, ไอคอนสยาม, ศูนย์การค้าเซ็นทรัลเฟสติวัล เชียงใหม่ และ ศูนย์การค้าเซ็นทรัลภูเก็ต ฟลอเรสต้า ภายใต้ชื่อร้าน "BIG Camera Galleria" ซึ่งปัจจุบันมีทั้งสิ้น 7 สาขา ทั่วประเทศ

ภาพแสดง ร้าน BIG Camera Galleria

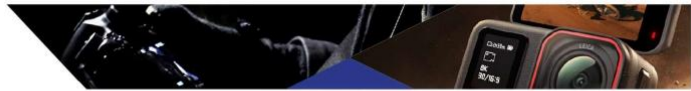


- **ร้าน Exclusif by Big Camera**

บิ๊ก คาเมร่า ได้มีการเปิดตัว Experience Store แห่งแรกในประเทศไทย ภายใต้ชื่อ Exclusif by Big Camera ณ ชั้น 4 ศูนย์การค้าเซ็นทรัลเวสต์ เพื่อรองรับลูกค้าที่มีความต้องการสัมผัสประสบการณ์เหนือระดับในโลกของการถ่ายภาพ มากยิ่งขึ้น โดยเปิดเป็นร้านแรกและมีที่เดียวในประเทศไทย สำหรับสินค้าระดับมืออาชีพ ทั้งแบบภาพนิ่งและ ภาพเคลื่อนไหว ครอบคลุมทุกสินค้าและการให้บริการ ที่จะเชื่อมโยงของการถ่ายภาพรวมกันไว้ในที่เดียว เพื่อตอบโจทยทุกไลฟ์สไตล์ ของเหล่า Content Creator ยุคใหม่

สำหรับร้าน Exclusif by Big Camera นี้จะมีการให้บริการจำหน่ายสินค้าพร้อมมอบบริการพิเศษแบบ Exclusive ในการให้คำปรึกษาและทดลองใช้สินค้าจริงเพื่อให้ตรงกับไลฟ์สไตล์อย่างถูกต้องและแม่นยำ โดยเหล่า Product Specialists ระดับมืออาชีพจาก บิ๊ก คาเมร่า พร้อมทั้งมีการให้บริการติดตั้งระบบฟรีถึงบ้าน ไม่ว่าจะเป็น Set Live Streaming, การสอน และการอบรมออนไลน์ รวมถึงเหล่า Vdo Content และ Vlog หรือการจัดเซตโปรดักชั่นให้กับผู้ประกอบการ และเหล่า Content Creator ได้อย่างมีประสิทธิภาพแบบ Private Coaching ด้วยสินค้ารับประกันศูนย์ทุกประเภท พร้อมบริการพิเศษ สำหรับการดูแลทำความสะอาดกล้องและเลนส์

นอกจากนี้ ร้าน Exclusif by Big Camera ยังมี Experience Production Zone เป็นพื้นที่สำหรับสร้างสรรค์ประสบการณ์แบบ Exclusive ที่จะมอบประสบการณ์จากการทดลองใช้งานจริงกับสินค้าประเภทกล้องหลากหลายรูปแบบ รวมถึงอุปกรณ์ใหม่ล่าสุด และเลนส์ที่มีให้เลือกมากมายที่สาย Production ต้องไม่พลาด อาทิเช่น โชนกคล้องและอุปกรณ์เพื่อการทำ Live สดแบบมืออาชีพ, โชนกตัดต่อภาพหรือวิดีโอที่มาพร้อมอุปกรณ์ที่ทันสมัยพร้อมให้ลูกค้าได้เรียนรู้ถึงการตัดต่อวิดีโอแบบครบวงจร นอกจากนี้ยังมีโชนกคล้องและอุปกรณ์สำหรับเหล่า Youtuber และ Vlogger ให้ได้เรียนรู้ถึงการใช้งานจริง และสามารถนำไปใช้ในการจัดทำวิดีโอได้อย่างลงตัว เพื่อสามารถตอบโจทยการเป็น Content Creator ยุคใหม่แบบครบวงจร



ภาพแสดง ร้าน *Exclusif*



- **Wonder Photo Shop by BIG Camera**

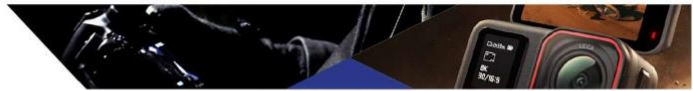
บิ๊ก คาเมร่า มีบริการการพิมพ์ภาพถ่ายทั่วไปพร้อมตกแต่งภาพ หรือใส่ข้อความ (DIY print) ซึ่งลูกค้าสามารถตกแต่ง ใส่ข้อความ หรือเพิ่มเลเอาท์ต่างๆ ได้เองผ่านเครื่อง wonder print station โดยบริษัทได้เปิดร้าน Flagship Store ภายใต้ชื่อ Wonder Photo Shop

Wonder Photo Shop by BIG Camera นับเป็นร้านต้นแบบที่ครบวงจรที่สุดใน Southeast Asia และเป็นครั้งแรกในประเทศไทยที่ทุกความทรงจำจะถูกถ่ายทอดอย่างสร้างสรรค์ภายใต้นวัตกรรมที่ผสมผสานอยู่ใน ด้วยระบบการพิมพ์ภาพที่ทันสมัยที่อัดแน่นด้วยคุณภาพจากรันตีจากแบรนด์ Fujifilm รวมถึงจำหน่ายกล้อง อุปกรณ์ถ่ายภาพ Instax แบบครบวงจรภายใต้ชื่อแบรนด์ Fujifilm และยังมีอุปกรณ์เสริม D.I.Y เพื่อเป็นการสร้างสถานที่ให้บริการในลักษณะการจัดทำภาพเพื่อเป็นของขวัญในโอกาสต่างๆ หรือใช้เป็นของตกแต่งบ้านตามไลฟ์สไตล์ที่เป็นเอกลักษณ์เฉพาะบุคคล และรองรับการส่งข้อมูลไฟล์ภาพจาก Smart phone ด้วยระบบ Wifi ผ่าน Application บน Smart phone

ภาพแสดงร้าน *Wonder Photo Shop*



นอกจากนี้บริษัทฯ ยังได้ร่วมมือทางการตลาดกับ บริษัท ฟุจิฟิล์ม ประเทศไทย จำกัด ติดตั้งศูนย์แล็ป ดิจิทัล FDI Station (Fuji Digital Image Station) และเครื่อง Wonder Print Station ในร้าน BIG Camera ที่ครอบคลุมทั่วประเทศ ภายใต้แนวคิด "BIG Printing Solution" เพื่อตอบสนองความต้องการของผู้บริโภคที่ต้องการเก็บภาพประทับใจ ภาพสำคัญในงานพิธีต่างๆ โดยลูกค้าผู้ใช้บริการสามารถสั่งพิมพ์งานได้จากสื่อบันทึกดิจิทัลทุกชนิด สามารถพิมพ์งานที่บันทึกได้จากโทรศัพท์เคลื่อนที่ ผ่านระบบ Wireless ไม่ว่าจะเป็น WiFi - Bluetooth หรือการเลือกพิมพ์ภาพจาก Social Media



ภาพแสดงเครื่องพิมพ์ภาพ Fuji Digital Image



รายละเอียดของผลิตภัณฑ์และบริการโดย Wonder Photo Shop by BIG Camera

สินค้าภายใต้การดำเนินงานของ Wonder Photo Shop by BIG Camera มีให้เลือกสรรหลากหลายรูปแบบ

1. **สินค้ากล้อง Instax** นอกเหนือจากการบริการพิมพ์ภาพแล้ว Wonder Photo Shop ยังมีบริการจำหน่ายกล้องและฟิล์ม Instax อีกทั้งยังรวมถึงไปถึงการบริการจำหน่ายกล้องดิจิทัล เลนส์และอุปกรณ์เสริม ภายใต้แบรนด์ Fujifilm พร้อมมีระบบ touch & try เป็นระบบเพื่อใช้ในการทดสอบการใช้งานจริงจากกล้องและเลนส์ทุกรุ่นของแบรนด์ Fujifilm

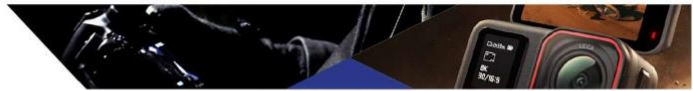
ตัวอย่างสินค้ากล้อง Instax ภายในร้าน Wonder Photo Shop



2. **บริการพิมพ์ภาพจากสมาร์ทโฟน (Smart Print) และกล้องดิจิทัล** บริการพิมพ์ภาพถ่ายด้วยเทคโนโลยีที่ทันสมัยสามารถพิมพ์ภาพได้เองแบบอัตโนมัติ อีกทั้งสามารถรองรับทั้งระบบ IOS และ android ตามไซส์มาตรฐานหลากหลายขนาดให้เลือกตามความต้องการของลูกค้า โดยผ่านเพียง 3 ขั้นตอนง่ายๆ เพียงโหลดแอปพลิเคชันเชื่อมต่อ และสั่งพิมพ์ ตามไซส์มาตรฐานหลากหลายขนาด โดยลูกค้าสามารถใช้บริการผ่านเครื่อง wonder print station ด้วยตัวของตัวเอง

ตัวอย่างเครื่องพิมพ์ภาพ Fuji Digital Image ภายในร้าน Wonder Photo Shop





3. **สินค้า POP! PRINT** สินค้าที่เหมาะสมสำหรับการมอบเป็นของขวัญเพื่อบันทึกเรื่องราวและความประทับใจแทนการบอกความรู้สึกของตัวเองผ่านงานพิมพ์ภาพถ่าย ด้วยสินค้าประเภทงานพิมพ์หลากหลายรูปแบบ เช่น สมุดภาพโฟโต้บุ๊ก (Photobook), ภาพพิมพ์ (Canvas), กรอบลอย (Modern Frame และ Wall Décor Frame) รวมถึงจำหน่ายกรอบรูปไม้คุณภาพสูง รูปทรงที่ทันสมัย มาจัดจำหน่ายภายในร้าน เพื่อให้ลูกค้าที่เข้ามาใช้บริการพิมพ์ภาพถ่ายภายในร้าน สามารถเลือกซื้อกรอบรูปสำหรับการใช้งานได้ตามความเหมาะสม

ตัวอย่างสินค้า POP! PRINT ภายในร้าน Wonder Photo Shop



4. **สินค้าตกแต่ง (D.I.Y)** เพื่อให้สินค้าภาพถ่ายมีสร้างสรรค์มากขึ้น ภายในร้าน Wonder Photo Shop ยังมีบริการจำหน่ายสินค้าตกแต่ง (D.I.Y) เช่น สติกเกอร์ เฟรมรูป อัลบั้มรูป การ์ด Masking tape และ Scrapbook ลูกค้ายังสามารถออกไอเดียได้ด้วยตัวลูกค้าเอง หรือจะเรียกได้ว่าเป็นของขวัญชิ้นเดียวในโลกที่ลูกค้าสามารถบอกความรู้สึกผ่านของขวัญพิเศษชิ้นนี้กับคนพิเศษได้เลย

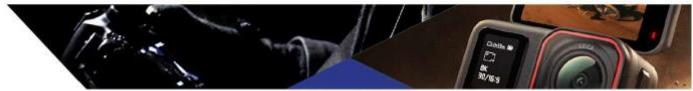
ตัวอย่างสินค้าภายในร้าน Wonder Photo Shop



5. **บริการถ่ายรูปติดบัตร (Photo ID)** บริการถ่ายรูปติดบัตรด่วน พร้อมบริการรีทัชภาพและลูกค้าสามารถรอรับได้เลย สำหรับอีกทั้งยังมีบริการสำหรับลูกค้าที่มีไฟล์ภาพ ไม่ต้องการถ่ายรูปใหม่ ลูกค้าสามารถส่งรูปมาใช้บริการรีทัชได้เช่นกัน ไม่ว่าจะเป็นรูปติดบัตรสมัครงาน พาสปอร์ต/วีซ่า และนักเรียนนักศึกษา รวมถึงมีบริการพริ้นท์รูปตามขนาดที่ลูกค้าต้องการ ลงบนกระดาษภาพคุณภาพสูงจากฟูจิฟิล์ม

ตัวอย่างการบริการถ่ายรูปติดบัตร (Photo ID) ภายในร้าน Wonder Photo Shop



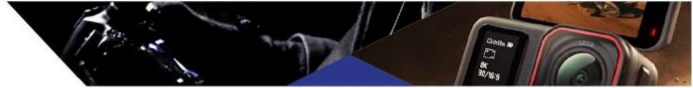


- ร้าน DJI Experience Store by BIG Camera

ในปีที่ผ่านมา บิ๊ก คาเมร่า ได้เปิดร้าน DJI Experience Store by BIG Camera ที่ศูนย์การค้ามาบุญครองเซ็นเตอร์ เนื่องจาก บริษัท พิคคาซัส จำกัด (“บริษัทย่อย”) เป็นตัวแทนการนำเข้าสินค้า DJI อย่างเป็นทางการและต้องการยกระดับความเป็นผู้นำในกลุ่มสินค้าธุรกิจ DJI จึงทำการเปิดร้าน DJI Experience Store by BIG Camera ที่ MBK Center โดยมาจากแนวคิด “ศูนย์รวมสินค้า DJI ที่ยิ่งใหญ่และครบครันที่สุด มาที่เดียวจบ บริการครบวงจร One Stop Service” เพื่อให้ลูกค้ารู้สึกถึงบิ๊ก คาเมร่า เป็นแบรนด์ที่มีสินค้าครบวงจร มีการพัฒนาร้านค้า และบุคลากรที่มีความรู้ความชำนาญพิเศษสำหรับลูกค้า DJI และขยายกลุ่มเป้าหมายให้ครอบคลุมทุกความต้องการของตลาดกลาง โดยภายในร้านจะมีพนักงานที่มีความเชี่ยวชาญเฉพาะทาง พร้อมให้คำแนะนำและบริการ รวมถึงมีกิจกรรม In - store Workshop ทุกเดือน พร้อมด้วยสิทธิพิเศษในการเข้าร่วมกิจกรรม Outdoor Workshop ก่อนใคร นำทีมโดย DJI Product Specialist ผู้ชำนาญการพิเศษที่จะคอยดูแลและให้คำปรึกษาทุกความสร้างสรรค์ของลูกค้าอย่างใกล้ชิด เพื่อตอบโจทย์ Content Creator ยุคใหม่ที่ต้องการสินค้าที่อำนวยความสะดวกต่อการทำ Content เช่น DJI Osmo Pocket 3, Osmo Action 4, Drone และ Mic, Gimbal ไปจนถึงผู้ประกอบการระดับภาคธุรกิจ ที่มีความต้องการโดรนทำงานสำรวจ ตรวจสอบความร้อน ทำแผนที่รังวัด และงานกู้ภัย โดยผู้เชี่ยวชาญคอยให้คำแนะนำ และดูแลอย่างใกล้ชิด พร้อมดำเนินการเรื่องเอกสารจดทะเบียนการบินให้ลูกค้าทุกท่านที่ซื้อสินค้าภายในร้านอีกด้วย

ภาพแสดง ร้าน DJI





- ร้าน Insta360 Experience Store by BIG Camera

Insta360 เป็นแบรนด์ที่เป็นผู้ผลิตและขายกล้องเสมือนจริงและกล้องทรงกลม รูปทรงที่แปลกตา ดูไม่เหมือนกล้องทั่วไป หรือแอคชั่นแคมที่เคยเห็นมาก่อน สามารถถ่ายภาพได้แบบ 360 องศา ช่วยถ่ายทอดมุมมองภาพและเอฟเฟกต์ที่แปลกตา ต่อยอดการสร้างสรรคคอนเทนต์ได้มากกว่าการถ่ายทำด้วยกล้องทั่วไป จนทำให้ Insta360 เป็นที่รู้จักมากขึ้น คนทั่วโลกนิยมนำไปใช้งานทั้งด้านการท่องเที่ยว, งานโปรดัคชั่น และ การทำ Vlog ในชีวิตประจำวัน เป็นต้น

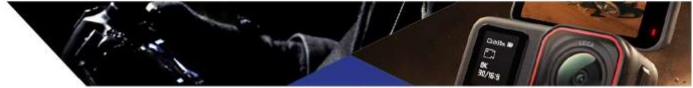
ในปัจจุบันเทรนด์ของการทำกิจกรรมกลางแจ้งกำลังได้รับความนิยมอย่างมาก และหนึ่งในกล้องที่ตอบโจทย์การใช้งานสำหรับผู้ชื่นชอบการทำกิจกรรมกลางแจ้งมากที่สุดก็คือ กล้อง Action Camera ซึ่ง Insta360 คือหนึ่งในแบรนด์อันดับต้นของตลาดกล้องในสายนี้ บิ๊ก คาเมร่า ในฐานะร้านกล้องที่มีความสุขให้เลือกมากที่สุด จึงได้ร่วมมือกับ Infinity Plus Trading ผู้นำเข้าสินค้า Insta360 ในประเทศไทยอย่างเป็นทางการ เพื่อมอบประสบการณ์ใหม่ให้กับคนที่รักกิจกรรมกลางแจ้งทุกท่าน เปิดร้านกล้องสำหรับนักผจญภัย Insta360 Experience Store by BIG Camera โดยเปิดให้บริการสาขาแรกที่ ศูนย์การค้าเฟสดีवल เซ็นทรัล ภูเก็ต และต่อมาได้เปิดให้บริการอีกหนึ่งสาขาใจกลางกรุงเทพฯ เพื่อมอบ New Action Experiences แบบ 360 องศาที่ ศูนย์การค้า CentralWorld เพื่อมอบประสบการณ์สุด Action รวมถึงสินค้า Insta360 เอาไว้ทุกรุ่น ไม่ว่าจะเป็นกล้อง หรือ Accessories พร้อมทั้งของหายากรดับ Rare Item ของ Insta360 เรียกว่ารวมเอามาไว้ครบจบในร้านเดียว

อีกทั้งที่ร้านยังพร้อมต้อนรับนักผจญภัยหน้าใหม่ที่เพิ่งหัดหรือเริ่มสนใจในตัวกล้อง Action Camera เพราะที่ร้านมีผู้เชี่ยวชาญคอยดูแลให้คำแนะนำอย่างใกล้ชิด เพื่อให้สาวก Insta360 ได้อัปเดตอุปกรณ์คู่ใจของคุณในการสร้างสรรค์ Content และเก็บเกี่ยวประสบการณ์ชีวิตของคุณ



- ช่องทางการจำหน่ายออนไลน์

เนื่องจากปัจจุบันพฤติกรรมการใช้จ่ายของผู้บริโภคนั้นเปลี่ยนแปลงไป โดยพบว่าการซื้อขายผ่านช่องทางออนไลน์นั้นมีแนวโน้มการขายตัวอย่างรวดเร็ว แบบก้าวกระโดดมากขึ้น ผู้บริโภคซื้อสินค้าผ่านช่องทางออนไลน์เพิ่มขึ้นเพราะตอบโจทย์ทางด้านความสะดวกรวดเร็ว อีกทั้งผู้บริโภคมีสิทธิในการเลือกซื้อ การหาข้อมูลสินค้า และบริการอื่น ๆ จากสื่อออนไลน์ บิ๊ก คาเมร่า ตระหนักถึงพฤติกรรมผู้บริโภคที่เปลี่ยนแปลงไปจึงได้ขยายช่องทางการจำหน่ายสินค้า เพื่ออำนวยความสะดวกและเพิ่มตัวเลือกให้แก่ลูกค้าผ่านช่องทางออนไลน์โดยแพลตฟอร์มของบิ๊ก คาเมร่า เอง ที่ www.bigcamera.co.th และผ่านช่องทางแพลตฟอร์มอื่น อาทิเช่น Shopee , Lazada, Central Online Tiktok ,NocNoc และ This Shop เป็นต้น



ภาพแสดงตัวอย่าง แพลตฟอร์ม



(3) ธุรกิจเชิงพาณิชย์และลูกค้าองค์กร (B2B)

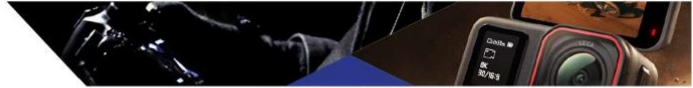
บริษัทมีการจัดจำหน่ายสินค้าให้กับลูกค้าองค์กร หน่วยงานราชการ และสถาบันการศึกษา คือ การขายตรงไปยังบริษัททั่วไปที่เป็นนิติบุคคลในกลุ่มธุรกิจ และอุตสาหกรรมที่หลากหลาย หน่วยงานราชการ รวมถึงมหาวิทยาลัยและองค์กรการศึกษาต่างๆ โดยอาศัยจุดแข็งของธุรกิจค้าปลีกที่มีสาขารองรับการให้บริการทั่วประเทศกว่า 160 สาขา ในการรับลูกค้าแบบองค์กร หน่วยงานราชการ และนักเรียน นักศึกษาสถาบัน

จากการเปลี่ยนแปลง และการพัฒนาเทคโนโลยีที่เป็นไปอย่างต่อเนื่อง รวมถึงมีการเกิดแบรนด์ใหม่ๆ ที่สร้างค่านิยมเหมาะกับยุคสมัย ภาคธุรกิจและหน่วยงานต่างๆ ไม่ว่าจะเป็นหน่วยงานเอกชน หน่วยงานราชการ หรือหน่วยงานสถาบันการศึกษาจึงมีความจำเป็นที่จะต้องจัดหา ปรับปรุงอุปกรณ์ ให้มีเทคโนโลยีที่ทันสมัยอยู่เสมอ เพื่อให้ตอบสนองต่อการเติบโตของเทคโนโลยีดิจิทัล โดยบริษัทมองเห็นความต้องการดังกล่าวในทุกหน่วยงาน เช่น ธุรกิจขนาดเล็ก ขนาดกลาง และขนาดใหญ่ หรือ หน่วยงานราชการ หรือ สถาบันการศึกษาต่างๆ บริษัทมองเห็นโอกาสในการขายและการต่อยอดธุรกิจ จึงจัดให้มีการให้บริการสำหรับธุรกิจนี้โดยเฉพาะ

(4) ธุรกิจค้าปลีกโทรศัพท์เคลื่อนที่ (Retailers)

การเปิดเอไอเอส ช็อป โดย บิ๊ก คาเมร่า ปัจจุบัน บริษัทได้รับสิทธิในการบริหาร AIS Shop จากเอไอเอส จำนวน 5 สาขา ภายใต้ชื่อ "AIS SHOP" ได้แก่ สาขาเซ็นทรัล มาร์เก็ต พัทยา, สาขาโรบินสัน เพชรบุรี, สาขา Terminal 21 พัทยา, สาขาโรบินสันศรีราชา (แปซิฟิค พาร์ค ศรีราชา) และสาขาโลตัสคำเที่ยง จังหวัดเชียงใหม่ ซึ่งเป็น AIS SHOP สาขาล่าสุด และสิทธิในการบริหาร AIS Telewiz ภายใต้ชื่อ "AIS Telewiz" โดยได้ดำเนินการเปิดให้บริการแล้วทั้ง 8 สาขา ได้แก่ สาขาโลตัส นิคมพัฒนา, สาขาโลตัส พนัสนิคม, สาขาโลตัส มาบตาพุด, สาขาบิ๊กซี อีสระภาพ, สาขาโลตัสจันทบุรี, สาขาบิ๊กซี น่าน และสาขาบิ๊กซี ลำปาง และสิทธิในการบริหาร AIS Buddy Exclusive เปิดให้บริการแล้ว 1 สาขา ได้แก่ สาขามาร์เก็ตไพล่า จังหวัดแพร่ ด้วยการบริหารงานที่ดีทำให้สาขามียอดขายที่เติบโต การบริการที่ดี ตามมาตรฐานที่ AIS กำหนด ทำให้ลูกค้ามาใช้บริการเพิ่มขึ้นเป็นจำนวนมาก บิ๊ก คาเมร่า จึงได้รับความไว้วางใจให้บริหารงาน รับสิทธิจากเดิม 8 สาขาเป็น 13 สาขา ในปัจจุบัน

ปัจจุบัน บิ๊ก คาเมร่า ยังคงร่วมมือกับ AWN ในการเข้าบริหารร้าน AIS Shop และ AIS Telewiz โดย บิ๊ก คาเมร่า ได้พยายามคัดสรรสินค้าให้ครอบคลุมครบทุกแบรนด์ดัง เพื่อตอบสนองความต้องการของลูกค้าทุกระดับ ไม่ว่าจะเป็นสมาร์ทโฟНРุ่นพรีเมียม รวมถึงกลุ่มผลิตภัณฑ์ราคาระดับกลาง และสินค้าราคาที่คุณคนจับต้องได้ สมาร์ทโฟนในโครงการพิเศษของเอไอเอส รวมทั้งมีการบริหารจัดการอย่างพิถีพิถันในการคัดเลือกสินค้าที่จัดจำหน่ายในแต่ละร้าน (Product assortment) ให้สอดคล้องกับทำเลที่ตั้งและพฤติกรรมในการเลือกซื้อสินค้าของผู้บริโภคของสาขานั้นๆ ได้อย่างดี รวมถึงงานบริการที่เกี่ยวข้อง



กับผลิตภัณฑ์ ซึ่งสามารถอำนวยความสะดวกในการใช้ชีวิตแบบดิจิทัลเต็มรูปแบบให้แก่ลูกค้าครบจบภายในร้านเดียว อาทิ เช่น อินเทอร์เน็ตความเร็วสูงด้วยเทคโนโลยีไฟเบอร์, บริการจ่ายบิล และ Digital Services ต่างๆ โดยทางบริษัทฯมีทีมงานที่มีประสบการณ์ด้านการบริหารการขาย การให้บริการลูกค้า รวมถึงการสรรหาทรัพยากรบุคคลที่มีคุณภาพ และพัฒนาการฝึกอบรมความรู้ให้แก่พนักงานขายอย่างต่อเนื่อง ไม่ว่าจะเป็นการฝึกอบรมร่วมกับทางเอไอเอส การฝึกอบรมภายในองค์กร (In house training) รวมทั้งการส่งพนักงานขายเข้าร่วมอบรมกับทางแบรนด์สินค้า หรือการเข้าร่วมโครงการอบรมต่างๆ อาทิ Apple Excellence program เพื่อการพัฒนาศักยภาพด้านการขายของพนักงานให้ทันต่อเทคโนโลยีการสื่อสารในปัจจุบันและอนาคต และเพื่อให้พร้อมสำหรับการทำงานของพนักงานท่ามกลางกระแสดิจิทัล ดิสรัปชัน

ลักษณะของผลิตภัณฑ์และบริการ

1. โทรศัพท์เคลื่อนที่สมาร์ทโฟน และแท็บเล็ต (Smartphone and tablet)

โทรศัพท์เคลื่อนที่สมาร์ทโฟนในปัจจุบันได้กลายมาเป็นปัจจัยหลักที่ขาดไม่ได้ในการดำรงชีวิตประจำวัน ซึ่งนอกเหนือจากใช้ โทรออก-รับสาย หรือ รับ-ส่งข้อความแล้ว สมาร์ทโฟนยังสามารถรองรับการท่องอินเทอร์เน็ตผ่านการเชื่อมต่อผ่าน 5G และการเชื่อมต่อไร้สาย WIFI ภายในที่พักอาศัยหรือสำนักงาน รวมถึงการใช้งานโซเชียลเน็ตเวิร์กและแอปพลิเคชันสนทนาชั้นนำและการจัดการ e-mail โดยที่ผู้ใช้สามารถโหลดแอปพลิเคชันการใช้งานสมาร์ทโฟนให้ตรงกับความต้องการได้หลากหลายตามแพลตฟอร์มของโทรศัพท์และระบบปฏิบัติการ (IOS หรือ Android OS) สมาร์ทโฟนถูกมองว่าเป็นคอมพิวเตอร์พกพา และกล้องขนาดเล็กที่สามารถพกพาไปได้ทุกที่ โดยในปัจจุบันแบรนด์ผู้ผลิตต่างเน้นไปที่ความเร็วในการประมวลผล การออกแบบหน้าจอดีมีขนาดใหญ่และมีความละเอียดสูง การพัฒนาคุณภาพของกล้องถ่ายภาพทั้งกล้องหน้า กล้องหลัง และโหมดในการถ่ายภาพ ความจุแบตเตอรี่ และฟีเจอร์ที่น่าสนใจอีกมากมาย โดยสมาร์ทโฟนในตลาดมีครอบคลุมทุกช่วงราคาตั้งแต่ Smart Entry จนถึงรุ่น Premium (Hi-End) เพื่อตอบสนองความต้องการของตลาดในปัจจุบัน

ตัวอย่างผลิตภัณฑ์สมาร์ทโฟน และ แท็บเล็ต



2. บริการด้านการเปิดเบอร์สำหรับเครือข่ายโทรศัพท์เคลื่อนที่ (Operator)

ในปัจจุบัน AIS เป็นผู้ดำเนินการให้บริการด้านเครือข่ายในตลาดได้มีการพัฒนาเครือข่ายมีประสิทธิภาพสูงขึ้นสามารถรองรับเทคโนโลยี ในคลื่นความถี่ต่างๆ ทั้ง 5G และ 4G ที่เป็นเสมือนประตูโลกที่เชื่อมต่ออินเทอร์เน็ตในทุกะดับรวมทั้ง WIFI เพื่อตอบสนองต่อการใช้งานสมาร์ทโฟนที่ขยายตัวเพิ่มมากขึ้น โดยผู้บริโภคสามารถเลือกสมัครใช้บริการทั้งในรูปแบบของการเติมเงิน (Prepaid) หรือ การจดทะเบียนใช้บริการรายเดือน (Postpaid) รวมถึงบริการเปลี่ยนระบบจากเติมเงินเป็นรายเดือน (Pre-to-Post) ย้ายเครือข่ายเบอร์เดิม (MNP) หรือแชร์แพลง (Share data plan)



รูปภาพของผู้ให้บริการด้านเครือข่ายหลัก



ภาพแสดง สาขา AIS Shop by Partner และ Telewiz Shop



อุปกรณ์เสริม และนวัตกรรมทางเทคโนโลยีต่าง ๆ (Accessories & Gadgets)

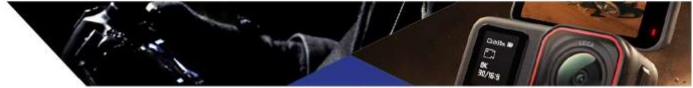
บิ๊ก คาเมร่า นอกจากการเป็นผู้ค้าปลีกโทรศัพท์เคลื่อนที่สมาร์ทโฟนและแท็บเล็ตแล้ว ยังรวมถึงเป็นผู้จำหน่าย อุปกรณ์เสริม (accessories) และนวัตกรรมทางเทคโนโลยีต่าง ๆ (gadgets) ที่ใช้คู่กับสมาร์ทโฟน อาทิเช่น สมาร์ทวอตช์ อุปกรณ์เสริมสำหรับ Apple ฟิล์มกระจกกั้นรอย, ลำโพงบลูทูธ, กล้องวงจรปิด และอุปกรณ์เสริมต่างๆจากแบรนด์ชั้นนำ

ตัวอย่างผลิตภัณฑ์อุปกรณ์เสริม



ช่องทางการจำหน่าย

ร้าน AIS Shop เป็นการร่วมมือกับ บริษัท แอดวานซ์ ไร้เลส เน็ตเวิร์ค จำกัด ผู้นำตลาดด้านการให้บริการเครือข่ายโทรศัพท์เคลื่อนที่ในประเทศไทยภายใต้ชื่อ "AIS" โดยบริษัทฯ ได้รับความไว้วางใจให้เข้าดำเนินการบริหารร้าน AIS Shop by Partner จำนวน 5 ร้าน ภายใต้ชื่อ "AIS SHOP" ในปัจจุบันได้เปิดดำเนินการแล้ว ได้แก่ สาขาเซ็นทรัล มารีน่า พัทยา, สาขาโรบินสัน เพชรบุรี, สาขา Terminal 21 พัทยา, สาขาโรบินสันศรีราชา (แปซิฟิค พาร์ค ศรีราชา) และสาขา โลตัสคำเที่ยง จังหวัดเชียงใหม่ ซึ่งเป็น AIS SHOP สาขาล่าสุด และสิทธิในการบริหาร AIS Telewiz ภายใต้ชื่อ "AIS



Telewiz” โดยได้ดำเนินการเปิดให้บริการแล้วทั้ง 8 สาขา ได้แก่ สาขาโลตัส นิคมพัฒนา, สาขาโลตัส พันธ์นิคม, สาขาโลตัส มาบตาพุด, สาขาบิ๊กซี อีสราภาพ, สาขาโลตัสจันทบุรี, สาขาบิ๊กซี น่าน และสาขาบิ๊กซี ลำปาง และสิทธิในการบริหาร AIS Buddy Exclusive เปิดให้บริการแล้ว 1 สาขา ได้แก่ สาขามาร์เก็ตโพรฟลาซ่า จังหวัดแพร่

ภาพแสดง สาขา AIS Shop by Partner



ลูกค้าและกลุ่มเป้าหมาย

กลุ่มลูกค้าของบริษัทฯ จะครอบคลุมตั้งแต่ผู้รักการถ่ายภาพระดับมือสมัครเล่นไปจนถึงระดับมืออาชีพ โดยบริษัทฯ ได้ดำเนินกลยุทธ์การขายในการสร้างความหลากหลายในสินค้าและบริการเพื่อรองรับลูกค้าในทุกๆกลุ่ม กลุ่มลูกค้าของบริษัทฯ สามารถแบ่งออกเป็น 4 กลุ่มหลักดังนี้

(1) กลุ่มลูกค้าขายปลีกและลูกค้ารายย่อยทั่วไป ได้แก่

- **กลุ่มวัยรุ่นและนักศึกษา** ลูกค้ากลุ่มนี้จะเป็นกลุ่มที่เริ่มใช้กล้องเป็นครั้งแรก มักเป็นกลุ่มที่มีอายุเฉลี่ยน้อย และรายได้ไม่มากนัก ส่วนใหญ่แล้วจะใช้กล้องถ่ายภาพเพื่อการบันทึกภาพเหตุการณ์ต่างๆ ควบคู่ไปกับการใช้เทคโนโลยีกับชีวิตประจำวัน อาทิ การบันทึกรูปถ่ายผ่านทางสังคมออนไลน์หรือสื่อดิจิทัลต่างๆ ลูกค้ากลุ่มนี้มีความเป็นไปได้สูงที่จะมีโอกาสผันตนเองจากการใช้กล้องถ่ายภาพเพื่อชีวิตประจำวันไปเป็นผู้ถ่ายภาพที่มีความมุ่งมั่นในงานถ่ายภาพต่อไปในอนาคต
- **กลุ่มครอบครัว** ผู้ใช้กล้องถ่ายภาพในกลุ่มนี้นิยมใช้กล้องถ่ายภาพเพื่อการบันทึกภาพถ่ายความทรงจำของกิจกรรมภายในครอบครัวโดยส่วนมากจะเลือกใช้อุปกรณ์ถ่ายภาพที่ใช้งานง่าย สะดวกแต่ยังคงได้ผลผลิตภาพถ่ายที่มีคุณภาพดีเพื่อการบันทึกภาพในกิจกรรมสำคัญๆ ของครอบครัว โดยปกติลูกค้ากลุ่มนี้จะมีความต้องการหลากหลาย ขึ้นอยู่กับกำลังซื้อ ช่วงอายุ และรายได้ เป็นต้น
- **กลุ่มผู้มีความมุ่งมั่นต่อการถ่ายภาพ (Serious Amateur / Professional Photographer)** ลูกค้ากลุ่มนี้ส่วนมากจะเป็นผู้ใช้อุปกรณ์ถ่ายภาพที่ต้องการความสมบูรณ์แบบของการผลิตงานศิลปะภาพถ่าย หรืออาจใช้อุปกรณ์ถ่ายภาพเพื่อหวังผลในเชิงพาณิชย์ ลูกค้าในกลุ่มนี้จัดว่าเป็นกลุ่มที่ลงทุนในอุปกรณ์ถ่ายภาพและอุปกรณ์เสริมเพื่อคุณภาพในผลผลิตงานถ่ายภาพอันเป็นที่พอใจและเป็นที่ยอมรับ ผู้ใช้อุปกรณ์ถ่ายภาพในกลุ่มนี้จะมีอัตราการซื้อสูงเนื่องจากลูกค้ากลุ่มนี้มักจะเลือกใช้งานกล้องในประเภทเปลี่ยนเลนส์ได้ทั้งประเภท DSLR หรือ Mirrorless ที่มีราคาค่อนข้างสูง รวมทั้งมีพฤติกรรมการใช้เลนส์และอุปกรณ์เสริมต่างๆ อยู่เสมอ อย่างไรก็ตามปัจจุบันมีนักถ่ายภาพชั้นนำได้เริ่มใช้กล้องประเภท

1.2.2.2 Marketing policies of the major products or services during the preceding year

Marketing Policy and Competitive Environment

- The product diversity strategy (Product) offers outstanding, valuable, and customer-centric products. It involves designing personalized pieces that meet and exceed customer satisfaction.
- Process Strategy: Marketing must coordinate with production to find simple, convenient, fast, and standardized working methods. Products and packaging must meet standards to impress customers and generate repeat orders. Marketing is responsible for surveying satisfaction with product delivery standards and using the information gathered to review both strengths and weaknesses to ensure that all stakeholders are aware of the feedback.
- Packaging Design Strategy: The organization prioritizes guidance and collaboration to achieve perfect production. Suggestions are made to ensure that the work is easy to produce, practical, economical, and meets customer needs to the fullest extent.
- Promotion Strategy: The organization determines the market trends for products in each period, including peak seasons (High Season) in the first and fourth quarters of each year. The organization leverages its strengths in sales management through its nationwide branch network and efficient sales staff who provide product knowledge and customer service. This enables the organization to drive sales from all product categories and set special promotions or campaigns for various festivals. The organization also prioritizes online marketing as a tool to reach all target customer groups. This includes providing product information through product reviews and recommendations via the organization's social media channels such as Website, Facebook, Line Official Account, Tik Tok, Instagram, YouTube, and through communication channels of Influencers to maximize reach to the target audience.
- Place Strategy: The POP! PRINT brand operates a printing product distribution business within Big Camera branches, with over 150 distribution channels covering the entire country. These branches are located in leading shopping centers and modern trade outlets nationwide, such as Central, The Mall, Robinson, MBK, Seacon, Icon Siam, Terminal 21, as well as Big C Supercenter, Tesco Lotus, and others. This includes the Power Mall zone, a vast zone for electronic devices and IT products. The organization continuously conducts market research to meet customer needs comprehensively. Moreover, consumers are changing their behavior by increasingly shifting from purchasing products at physical stores to online channels. The organization has also established online distribution through its website platform and Line Official Account to meet market demands.
- Personal Selling Strategy: Big Camera has highly knowledgeable and skilled personnel who provide excellent service for various products. They can advise on the use of products to suit the lifestyle and needs of customers of all ages. Due to market demand across all age groups and product development, the organization is dedicated to continuously training Big Camera's sales staff. This ensures they have a deep understanding of the products and the art of customer service for everyone who visits "BIG Camera" and "POP! PRINT" stores.

Competitive Environment

Public Relations and Brand Building: Image recognizes that when making a purchase, consumers place significant importance on the retailer's brand, no less than the product brand and quality. Therefore, Image prioritizes building brand recognition and recall for POP! PRINT among customers. This is achieved through public relations, marketing activities, and consistent marketing collaborations with various product brand representatives to reach consumers. Examples include participating in Big Camera's annual exhibition, BIG Pro Days or Big Festival, participating in the national photography exhibition Photo Fair, and organizing photography and printing activities with shopping centers during various festivals. These public relations efforts aim to establish POP! PRINT's brand image as one that represents product diversity, comprehensiveness, quality, trustworthiness, excellent customer service, and efficient pre-sales and after-sales services.

The industry competition during the preceding year

Risks from operating in a highly competitive industry

Currently, the photographic equipment retail business is highly competitive, both from existing operators and new entrants. These competitors include medium-sized companies with registered capital not exceeding 10 million baht and small companies located in major provinces across the country. This high level of competition may impact the company's operating results. In addition, Big Camera faces risks from competitors in the industry who may sell substitute products, such as second-hand goods, tax-avoided goods, or illegal goods. These substitute products are cheaper, giving consumers more choices. During economic downturns, consumers may turn to substitute products, leading to a risk of declining sales for Big Camera, which would negatively impact profitability.

However, the company expects that the risks from these issues will be minimal. This is because new entrants to the photographic equipment retail business face several significant limitations, such as a lack of bargaining power with brand suppliers in terms of trade discounts, credit limits, and payment terms. This is due to the relatively low order volume of new entrants compared to Big Camera. As for concerns that businesses related to the photographic equipment retail business, such as second-hand camera businesses and related equipment businesses like photo printing centers, may enter the retail market, the company expects that new entrants may not enter the retail business. This is due to their unfamiliarity with the market, inability to find suitable locations, and lack of effective bargaining power with distributors. In addition, the company offers a wide range of products and comprehensive services to meet the needs of all customer groups. It has branches nationwide, online distribution channels, and collaborates with manufacturers on ongoing sales promotions. The company also provides training to its sales staff to ensure they have a thorough understanding of the products. These factors will drive a positive image for Big Camera. Furthermore, with over 20 years of experience in retail management, the management team can manage branches efficiently and has a deep understanding of the retail and camera businesses. This enables the company to adapt well to competitive conditions and maintain its leadership in the photographic equipment retail business to date. The company also has consistently good inventory management, which is crucial in the retail business.

1.2.2.3 Procurement of products or services

BIG Camera

Procurement of Raw Materials: The Company prioritizes the procurement of goods both domestically and through imports from abroad. This involves selecting high-quality products with advanced technology, innovations, safety for customers, environmental friendliness, and products that have been certified by the Thai Industrial Standards Institute (TISI) under the Ministry of Industry or have passed the inspection and certification standards for telecommunications equipment and devices issued by the NBTC. This is to ensure consumer confidence in purchasing and using our services, promote responsible consumption among customers, and manage inventory to meet sales demands across all branches nationwide, ultimately serving the best interests of our customers.

1.2.2.4 Assets used in business undertaking

Core permanent assets

Buildings and equipment

The carrying amount of buildings and equipment as of December 31, 2024 is shown below.

Type (Unit: Million Baht)	Cost	Accumulated Depreciation	Impairment Charges	Net Book Value
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Buildings and building systems	5.89	3.55	-	2.34
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Service equipment	129.46	105.12	-	24.34
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Furniture and office equipment 394.79 323.79 - 71.00

Vehicles 33.05 22.26 - 10.79

Computers 69.36 63.83 - 5.53

Assets under installation 11.68 - - 11.68

Total 644.23 518.55 - 125.68

As of December 31, 2024, Big Camera Group has a number of equipment that has been fully depreciated but is still in use. The carrying amount of such assets before deducting accumulated depreciation is approximately 507 million baht.

Core intangible assets

As of December 31, 2024, Big Camera Group had intangible assets used in its business, including computer software copyrights and other rights, with a net book value of 42 million baht.

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes
companies

The company has an investment and management policy in subsidiaries to invest in related, similar, or beneficial businesses that can support the company's business operations. This is to enhance the company's stability and operational performance for greater growth. The company will consider the investment amount, profit, expected returns, potential risks, and the company's financial status before deciding to invest in any projects. The investment approval must be considered by the board of directors' meeting and/or the shareholders' meeting according to the scope of approval authority specified by the company.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

Currently, Big Camera Corporation Public Company Limited has 2 subsidiaries in the group:

1. Image Solution Plus Company Limited, in which the Company holds 100% of the shares, has a registered capital of 50 million baht and a paid-up capital of 37.5 million baht. It operates a business of manufacturing and distributing printing products and providing comprehensive printing services.

2. Piccasus Company Limited, in which the Company holds 100% of the shares, has a registered capital of 20 million baht, paid-up capital of 20 million baht. Its objective is to support the distribution of products and import products for distribution.

Shareholding diagram of the group of companies

Shareholding diagram

โครงสร้างผู้ถือหุ้น

ผู้ถือหุ้นรายใหญ่ 10 รายแรก

รายชื่อผู้ถือหุ้น 10 รายแรกที่ปรากฏในสมุดทะเบียนผู้ถือหุ้น ณ วันเปิดสมุดวันที่ 18 มีนาคม 2568 มีดังนี้

ลำดับ	ชื่อบุคคล / นิติบุคคล	จำนวนหุ้น	ร้อยละของจำนวนหุ้นที่ จำหน่ายแล้วทั้งหมด
(1)	นายชาญ เขียวกาญจนวงศ์	1,115,614,000	31.61
(2)	นายชิตชัย เขียวกาญจนวงศ์	376,552,000	10.67
(3)	นายธนสิทธิ์ เขียวกาญจนวงศ์	371,552,000	10.53
(4)	นางวรรณกมล เขียวกาญจนวงศ์	321,552,000	9.11
(5)	นางสาวณัฐพร เขียวกาญจนวงศ์	87,591,600	2.48
(6)	นางสาวปริศรา เขียวกาญจนวงศ์	87,382,800	2.48
(7)	นางสาวณิลาวรรณ เขียวกาญจนวงศ์	85,240,500	2.42
	รวมครอบครัว เขียวกาญจนวงศ์	2,445,484,900	69.30
1	นายปกรณ์ ชีรธำรง	57,564,468	1.63
2	นายภาสกร ลิ้มณีโชติ	50,000,000	1.42
3	นางสาวกมลมาศ ตั้งกิจงามวงศ์	46,719,600	1.32
4	นายสันติชัย เตียวสมบุญกิจ	34,269,000	0.97
5	นายพูลสมบัติ ตำเนนชาญวนิชย์	27,476,200	0.78
6	นางสาวกษณภักัญจน์ เอกากุลศรีโรจน์	27,225,000	0.77
7	นางสาวเพชรรัตน์ วลีฤกษ์ทรัพย์	17,350,000	0.49
8	นางสาวชโลธร วิจิตรแสงรัตน์	17,200,000	0.49
9	นายสมชาย วิจิตรแสงรัตน์	17,000,000	0.48
10	นายเพิ่มศักดิ์ โกศลพันธ์ุ์	16,276,800	0.46
11	ผู้ถือหุ้นรายย่อยอื่นๆ	772,312,832	21.89
	รวม	3,528,878,800	100.00

Shareholding Structure (Top 10 Major Shareholders)

Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Piccasus Company Limited	BIG CAMERA CORPORATION PUBLIC COMPANY LIMITED	99.99%	99.99%
Image Solution Plus Company Limited	BIG CAMERA CORPORATION PUBLIC COMPANY LIMITED	99.99%	99.99%

Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Pikachu Co., Ltd. 908/1 Soi Sawatdikarn 1, Nongkhaem, Nongkhaem District Bangkok 10160 Telephone : 02-809-9956 Facsimile number : -	Product distributor and importer for distribution	Common shares	200,000	200,000
Image Solution Plus Company Limited 115 Soi Phetchakasem 77, Sawatdikarn 1 Road, Nong Khaem Subdistrict, Nong Khaem District Bangkok 10160 Telephone : 02-809-9956 Facsimile number : -	Operates a printing business, producing and distributing printing products and providing comprehensive printing services.	Common shares	5,000,000	5,000,000

1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts of interest holding shares in a subsidiary or associated company? : No

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business group of a major shareholder? : No

1.3.4 Shareholders

List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. นาย ชาญ เขียรกาญจนวงศ์	1,115,614,000	31.61
2. นาย ชิตชัย เขียรกาญจนวงศ์	376,552,000	10.67
3. นาย ธนสิทธิ์ เขียรกาญจนวงศ์	371,552,000	10.53
4. นาง วรณกมล เขียรกาญจนวงศ์	321,552,000	9.11
5. น.ส. ณัฐพร เขียรกาญจนวงศ์	87,591,600	2.48

Group/List of major shareholders	Number of shares (shares)	% of shares
6. น.ส. ปรีศรา เขียวกาญจนวงศ์	87,382,800	2.48
7. น.ส. ณีลวรรณ เขียวกาญจนวงศ์	85,240,500	2.42
8. นาย ปกรณ์ ธีรอำรง	57,564,468	1.63
9. น.ส. กมลมาตุ ตั้งกิจงามวงศ์	46,719,600	1.32
10. นาย พูลสมบัติ ดำเนินชาญวนิชย์	26,838,100	0.76
11. น.ส. ภูษณาภรณ์ เอกากุลศรีโรจน์	26,663,000	0.76
12. MR. SOMCHAI VUITSANGRAT	25,550,000	0.72
13. นาย สันติชัย เตียวสมบุญกิจ	25,279,800	0.72
14. MISS PACHARAT WALEELERKSUP	24,150,000	0.68
15. นาง จิราภรณ์ ลินมณีโชติ	20,000,000	0.57

Major shareholders' agreement

Does the company have major shareholders' : No
agreements?

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht)	:	352,887,880.00
Paid-up capital (Million Baht)	:	352,887,880.00
Common shares (number of shares)	:	3,528,878,800
Value of common shares (per share) (baht)	:	0.10
Preferred shares (number of shares)	:	0
Value of preferred share (per share)	:	0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from those of : No
ordinary share

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : No

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

Big Camera Corporation Public Company Limited has a policy to pay dividends to shareholders at a rate of not less than 50 percent of net profit after deducting various legal reserves and other reserves (if any). However, such dividend payment may be subject to change depending on the operating results, financial position, liquidity, the need for working capital, future investment and business expansion plans, market conditions, appropriateness, and other factors related to the Company's operations and management. This is subject to the condition that the Company must have sufficient cash flow for business operations, and such actions must be in the best interests of the shareholders as deemed appropriate by the Board of Directors and/or the shareholders of the Company. The resolution of the Board of Directors approving the dividend payment shall be submitted to the shareholders' meeting for approval, except for the interim dividend payment, which the Board of Directors has the authority to approve. The interim dividend payment will be reported to the shareholders' meeting at the next meeting.

The dividend policy of subsidiaries

The subsidiary company has a dividend payment policy of not less than 50 percent of net profit after deducting all reserves, unless there is a necessity or justifiable reason for not being able to pay. However, the dividend payment shall take into consideration factors such as financial position, economic conditions, business expansion, and other relevant factors in the company's management.

Historical dividend payment information

	2020	2021	2022	2023	2024
Net profit per share (baht : share)	N/A	N/A	0.0300	0.0200	0.0200
Dividend per share (baht : share)	N/A	N/A	0.0200	0.0150	0.0150
Ratio of stock dividend payment (existing share : stock dividend)	N/A	N/A	0.0000	0.0000	0.0000
Value of stock dividend per share (baht : share)	N/A	N/A	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	N/A	N/A	70,577,576.000 0	52,933,182.000 0	52,933,182.000 0
Dividend payout ratio compared to net profit (%)	N/A	N/A	89.08	90.29	54.94

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

Risk Management

Risk Policy

The Company Group recognizes the risks that exist and may affect the business operations and performance of the Company Group. These risk factors may arise from internal or external factors. The Board of Directors has established a risk management policy, risk management plan, and risk assessment both qualitatively and quantitatively. The risk factors mentioned below, if they occur, will negatively affect the business operations, operating results, and financial position.

The risks identified below are some of the key risks that could adversely affect the business, financial position, results of operations, business opportunities, and the value of the Company's common stock. In addition, there may be other risks that the Company Group cannot foresee at present or that the Company Group has considered and believes will not have a material impact on the Company Group's business operations.

In addition, forward-looking statements such as "believe," "anticipate," "expect," "plan," "intend," "approximately," or projections of future financial performance, operating results, business operations, expansion plans, changes in relevant laws and regulations, and other factors, are based on the Company's current views and do not constitute a guarantee of future performance or events in any way. Actual results or events may differ materially from such estimates or projections.

2.2 Risk factors

2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

Risk 1 Risks related to the group of companies

- Related risk topics : [Strategic Risk](#)
- Corporate ownership structure risk

Risk characteristics

Risk from having a group of major shareholders who have influence over the determination of management policies. Currently, the Company has a group of major shareholders, the Thirakanyanon Family, holding 69.30 percent of the total issued and outstanding shares of the Company. In addition, Mr. Chan Thirakanyanon also serves as the Chairman of the Board of Directors and Chief Executive Officer, and is an authorized director of the Company. Therefore, the said group of shareholders has the power to manage and control the voting rights in almost all important resolutions, whether in the appointment of directors or requesting resolutions on other matters that require a majority vote of the shareholders' meeting, except in matters of law or company regulations that require a 3/4 vote of the shares attending the meeting and entitled to vote, such as capital increase, capital reduction. Therefore, other shareholders attending the meeting and entitled to vote may not be able to combine their votes to scrutinize or balance the management of the group of major shareholders.

Risk-related consequences

Mr. Chan Thienkanjanawong still holds the positions of Chairman of the Board and Chief Executive Officer, and is an authorized director of the company. This allows the aforementioned shareholder group to have the power to manage and control almost all of the votes cast at important resolutions, whether it be the appointment of directors or other resolutions requiring a majority vote of the shareholders' meeting. Exceptions include matters of law or company regulations that require a 3/4 vote of the shares present and voting, such as capital increases or reductions. Therefore, other shareholders attending the meeting and entitled to vote may not be able to gather enough votes to scrutinize or counterbalance the management of the major shareholder group.

Risk management measures

The Company has a management structure consisting of the Board of Directors and the Audit Committee, each with clearly defined scope of authority and responsibilities. This ensures that the Company's operating system is standardized and easily auditable. Moreover, the Company's Board of Directors comprises six independent directors out of a total of ten directors, and the Audit Committee comprises three independent directors, each of whom is qualified and experienced. This enables the Audit Committee to review the Company's operations with transparency and to balance the power in presenting matters for consideration by the shareholders' meeting to a certain extent. In addition, the Group has established regulations for transactions involving directors, major shareholders, or persons having control over the business, as well as persons who may have conflicts of interest. Such persons shall not have independent approval authority for such transactions, which can further mitigate potential risks.

Risk 2 Risks of operating in a highly competitive industry

- Related risk topics : [Strategic Risk](#)
- Volatility in the industry in which the company operates
 - Competition risk

Risk characteristics

Currently, the retail photography equipment business is highly competitive, both from existing operators and new entrants. These competitors include medium-sized companies with registered capital not exceeding 10 million baht or small companies located in various provinces across the country. This situation exposes the company to high competition, potentially impacting operating results. Additionally, Big Camera faces risks from competitors in the industry selling substitute products such as second-hand goods, tax-avoided goods, or illegal goods. These substitutes are often cheaper, providing consumers with more choices, especially during economic downturns, which may lead them to opt for substitutes, potentially decreasing Big Camera's sales and negatively impacting profitability. However, the company believes that the risks from these issues are minimal. New entrants in the retail photography equipment business face significant limitations, such as a lack of bargaining power with brand suppliers in terms of trade discounts, credit limits, and payment terms due to their relatively low order volumes compared to Big Camera. Regarding concerns about businesses related to the retail photography equipment industry, such as second-hand camera businesses or related equipment businesses like photo developing centers, entering the retail market, the company believes that new players may hesitate due to unfamiliarity with the market, difficulty in finding suitable locations, and lack of effective bargaining

power with distributors. Furthermore, the company offers a diverse range of products and services to meet the needs of all customer groups, with branches nationwide, online distribution channels, and continuous collaborations with manufacturers for sales promotions. Additionally, sales staff receive comprehensive product training, enhancing the positive image of Big Camera stores. Moreover, with over 20 years of experience in retail management, the management team effectively manages branches and possesses a deep understanding of the retail and photography industries, enabling the company to adapt well to competitive conditions and maintain its leadership in the retail photography equipment market. The company also maintains efficient inventory management, which is crucial in the retail business.

Risk-related consequences

Big Camera faces risks from competitors in the industry who may sell substitute products such as secondhand goods, tax-avoided goods, or illegal goods. These substitute products are cheaper, giving consumers more choices. During economic downturns, consumers may switch to buying more substitute products, putting Big Camera at risk of declining sales, which will negatively impact profitability.

Risk 3 Risk of inventory obsolescence

- Related risk topics : Operational Risk
- Product obsolescence
 - Inventory risk

Risk characteristics

The Company must maintain a sufficient inventory level to facilitate product distribution, especially for cameras and related equipment. As of December 31, 2023, the Company's inventory represented 52 percent of total assets. The Company's main products are technological goods in the category of photographic equipment, which are constantly being developed and changed. The nature of the retail business for photographic equipment and mobile phones involves product diversity. It is essential for the Company to manage inventory to meet the needs of a variety of customers. The Company expects that the impact of the risk of inventory impairment will have a relatively small impact on its current financial position.

Risk-related consequences

The company may face risks from inventory obsolescence due to technological changes, the release of superior new products, or shifts in consumer behavior, which could render existing inventory unsalable or decrease its value. Although the company may experience periods of higher than usual inventory levels, it has been able to successfully manage and sell off excess inventory. Additionally, the company closely manages certain product categories, resulting in current inventory levels returning to a normal state.

Risk management measures

As the Company continuously studies and explores consumer needs and behaviors, closely monitors technological advancements, and leverages the management's extensive experience in the retail industry of photographic equipment and related devices, coupled with strong relationships with brand suppliers, the Company is able to select product models from each brand that cater to customer needs within the prevailing competitive landscape and adapt to technological changes effectively. Moreover, the close collaboration between the management and distributors of major photography equipment brands ensures efficient inventory control and management through joint efforts. Sales performance monitoring, inventory reporting, and weekly inventory reports shared with partners facilitate the determination of monthly order quantities. Furthermore, the Company closely tracks sales performance and inventory reports, enabling the management team to monitor and analyze inventory in real-time, ensuring effective risk control and mitigation. The policy of establishing an allowance for obsolete, slow-moving, or deteriorated inventory, categorized by product groups, is implemented. In 2024, the Company increased its purchase orders to accommodate the rising demand for products, driven by the recovery in demand for cameras, photography equipment, and mobile phones. This aligns with the nature of the retail business, which necessitates inventory procurement to support sales across all branches, resulting in an increase of 11.5 million Baht in the allowance for obsolete and impaired inventory compared to the previous year. For new product launches, the Company and distributors collaborate on sales forecasting to determine optimal inventory levels. In case of forecasting discrepancies, brand suppliers share responsibility through various means, such as price adjustments to accelerate sales of slow-moving products. Negotiations for price compensation based on remaining inventory may also occur.

Risk 4 Risks from reliance on teams and executives

- Related risk topics : Operational Risk
- Reliance on employees in key positions
 - Shortage or reliance on skilled workers
 - Human error in business operations

Risk characteristics

Management and the team play a crucial role in formulating strategies, goals, and business operation policies, as well as directing the business to proceed in accordance with the defined direction.

However, the Group has measures in place to appropriately allocate and distribute authority. In conducting business, management and the team have always been involved in formulating business plans and strategies. Furthermore, the Group has plans in place to continuously develop the knowledge and abilities of its personnel. Therefore, the Group is confident that it will have competent personnel to succeed the business should the aforementioned executives resign or retire.

Risk-related consequences

If the group lacks key executives, especially the Chief Executive Officer who determines the strategies and directions of the business, it may cause the group to be unable to operate as planned and result in lower than expected profits.

Risk 5 Operational-level employee fraud risk

Related risk topics : Operational Risk
• Corruption

Risk characteristics

The Company operates a retail business of photographic equipment and related equipment, which requires the distribution of products to various branches both in Bangkok and its vicinity, as well as in major provinces throughout the country. Coupled with the fact that such products are of considerable value, easily movable, and in high demand, the Company may face the risk of fraud from operational level employees, such as branch salespeople and stock keepers, which could cause damage to the Company's operating results. The Company is well aware of the possibility of such incidents and has therefore established a well-controlled internal control system and review system by using information technology to support it, such as in the area of storefront sales. The Company records the serial number of each camera sold, transfers all proceeds from product sales daily, and regularly checks the quantity of goods by having the internal control system audit team conduct inventory counts. In terms of the warehousing system, the Company also has measures in place to inspect goods in detail and to physically count them every month. All merchandise handling staff are jointly responsible for any lost goods. In addition, there are severe legal penalties for fraud, and normally, the Company's employees are required to make a performance bond. As a result of these measures, the Company is confident that even if fraud does occur, it can be detected in a timely manner. The various measures and systems that the Company has put in place will help limit the damage to a level that is not material to the operating results. In 2023 and 2024, there were damages from employee fraud of approximately 0.36 million baht and 0.52 million baht, respectively. In addition, there are still minor damages caused by sales errors, for which the Company has collected such damages from the employees who made the errors, which is in accordance with the mutual agreement between the employees and the Company.

Risk-related consequences

Due to these characteristics, the company may face risks from fraud committed by operational-level employees, such as branch salespeople and stock clerks, which could potentially damage the company's financial performance.

Risk 6 Risk of losing market share as a leading distributor of photographic equipment

Related risk topics : Strategic Risk
• Volatility in the industry in which the company operates

Risk characteristics

As the company group has been appointed as a distributor of photographic equipment and related devices from leading brand manufacturers and distributors in Thailand such as Fuji, OM System, Panasonic, Canon, Sony, Leica, and DJI, etc., the product image of each brand is considered an important part of consumer confidence in making purchasing decisions. In addition, at some periods of popularity of certain product models and brands, it may cause sales of those products to be better than normal.

Risk-related consequences

If the Company loses its position as a leading distributor of photographic equipment due to various reasons such as not having its distributorship agreement renewed by manufacturers and distributors of various brands, or if the manufacturers and distributors change their policies on appointing distributors, etc., it may affect the Group's sales.

Risk management measures

However, since the Group has signed a distribution agreement with leading camera equipment manufacturers and distributors, the Group has continued to be a distributor of various leading brands. The Group has been able to comply with the agreed-upon trade terms and has therefore gained the trust of camera equipment manufacturers and distributors. In addition, the Group currently has the largest distribution network in Thailand and an efficient sales team. The Group is therefore confident that camera equipment

manufacturers and distributors will continue to entrust the Group as a major distributor of their products. Furthermore, the Company does not rely on any single camera equipment manufacturer or distributor. The Company has a policy of purchasing products from each manufacturer and distributor in a proportion not exceeding 20 percent of total sales. However, the Company has a policy to maintain the purchase order for each item not exceeding 25 percent of the total purchase order. Therefore, for the foregoing reasons, the Company has reduced the risk of losing its distributorship of leading camera equipment.

Risk 7 Risks of Not Renewing a Lease Agreement/Shop Rental Agreement

Related risk topics : [Operational Risk](#)
• Property lease agreement execution

Risk characteristics

The majority of the Company's products are distributed through branches, which are the main revenue-generating channels for the Company. Most of them are leased spaces where the Company has entered into short-term lease agreements (1-3 years) with landlords, such as shopping centers or modern trade retailers. This poses a risk of not having the lease renewed or facing rental and service charge increases upon renewal, which could impact the Company's revenue and net profit. However, in the Company's business, it is inevitable to avoid the risk of short-term leases from landlords as it is a common business practice. Moreover, the Company has been operating for a long time, has a good reputation, is well-accepted, and is in demand by landlords. Therefore, the Company has always been granted the right of first refusal for lease renewals. In the past, the Company has strictly adhered to lease agreements and has never had a lease terminated. This leads to the belief that the Company will continue to have its leases renewed in the future. Furthermore, these short-term leases help mitigate risks if the business performance does not meet expectations. Big Camera may also consider not renewing leases if certain landlords demand rental and service charge increases at rates that the Company deems not worthwhile for investment in those branches.

Risk-related consequences

Most of the spaces are leased under short-term contracts (1-3 years) from landlords, such as shopping centers or modern trade retailers. This poses a risk of not having the lease renewed or facing increased rental and service charges upon renewal, which could impact the company's revenue and net profit.

Risk 8 Risks of Contract Renewal with Related Parties

Related risk topics : [Operational Risk](#)
• Property lease agreement execution

Risk characteristics

Currently, the Group leases office buildings (headquarters) from Midas Development Company Limited (with Ms. Wannakamol Thirakachanawong as the authorized director) and leases office buildings and warehouses from Ms. Nataporn Thirakachanawong, including leasing land for the construction of employee dormitories (to accommodate employees from other provinces who have to attend training and testing on sales operations) from Ms. Prisara Thirakachanawong. In addition, there is a lease of land and buildings used as warehouses from Ms. Prisara Thirakachanawong. Moreover, the subsidiary leases office buildings and warehouses from Ms. Nataporn Thirakachanawong. These lease agreements are transactions with related parties for the purpose of using them as the location of the head office, warehouses, and for the normal course of business. The Group also has the right to renew the lease before others (First right of refusal) under the condition that the lessor cannot increase the price by more than 10 percent of the last year's rental rate. Therefore, the Group has a risk of dependence on leasing office buildings and land from related parties (major shareholders and directors), which may pose risks from not renewing the lease agreement and the risk of rental rates that may increase significantly in the new lease agreement, which may affect the Group's future operating results. Although the Group leases office buildings and land from related parties for a period of 1-3 years, the Company expects to be able to continuously renew such leases. In addition, the Group also has the right to choose to renew the lease before others. These lease agreements result in rental expenses payable to the aforementioned companies and related parties totaling 9.76 million baht per year. Compared to the Group's revenue in 2024, this represents only 0.20 percent. Furthermore, managing assets through leases allows the Group to maintain high financial liquidity without having to invest a large amount of cash in office buildings. This also has a positive effect on operational efficiency, as reflected in financial ratios such as the high return on assets.

Risk-related consequences

The Group is exposed to the risk of dependence on leasing office buildings and land from related parties (major shareholders and directors). There is a risk of not being able to renew the lease agreement and the risk of a significant increase in rental rates upon renewal, which may affect the Group's future operations.

Risk 9 Long-term business sustainability risks

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies

Risk characteristics

The Company is a distributor of cameras and related photographic equipment with the most extensive branch network in Thailand. These products are technology products, which may be classified as fashion products that change according to trends. These changes depend on several factors, such as changes in the products themselves, consumer behavior, including consumer tastes, product convenience, and lifestyle. If the Company is unable to adapt to the changing trends in both technology and consumer behavior in a timely manner, it may result in the Company not being of interest to various customer groups. This will have a negative impact on sales, operating results, and the financial position of Big Camera. Although in the past, cameras have undergone a technological transition from film cameras to digital cameras, and changes related to camera technology and substitute products are currently difficult to avoid. For example, the growth rate of the compact camera market has been declining continuously over the past period. This is due to the increasing growth rate of mobile phones (smartphones), with consumers nowadays preferring to take pictures with cameras from mobile phones. The convenience of carrying them is also a factor that has contributed to the continuous growth of the mobile phone (smartphone) market.

However, the increase in mobile phone sales has led to an increase in sales of cameras in the higher technology segment. This is due to the increase in the number of customers who are interested in photography, resulting in a continued demand for cameras with higher resolution. Overall, the value of the camera market, including related equipment, has not decreased but rather tends to be higher. In addition, leading digital camera manufacturers are constantly adapting by offering new products and functions to meet the rapidly changing needs of consumers. For example, adding connectivity devices that make it easier to share photos, cameras that can make phone calls, cameras that are more compact and portable, as well as cameras with higher definition or resolution.

However, due to the aforementioned risk factors and the Company's strengths in its close proximity and long-standing business relationships with camera brand suppliers and distributors, coupled with its expertise in the photographic equipment retail business, with management and personnel who are knowledgeable and experienced in photography, the Company will maintain its ability to operate its business steadily. The Company is not tied to any particular camera brand supplier or distributor, or to any particular type of product. The Company is ready to adapt to changes in various forms, both in terms of technology and consumer behavior.

In addition to the retail business of cameras and related photographic equipment, the Company has partnered with Advanced Wireless Network Company Limited ("AWN") to manage AIS Shop by Partner. The Company has been granted the right to manage AIS Shop from AWN under the name "AIS". The Company also provides a new photo printing service with a DIY customer experience and supports sending image files from consumers' smartphones to the service system via Wifi through an application called "POP! PRINT". <https://www.popprintthailand.com>

In addition, the subsidiary operates a photo printing and distribution business, providing a full range of photo printing services under the name "POP! PRINT by BIG Camera". The distribution channels are through all Big Camera branches, online via the website, and direct sales to various agencies. The group is confident that this will help reduce the risk of continuing business operations in the long run.

Risk-related consequences

If the Company is unable to adapt to the changing trends in technology and consumer behavior in a timely manner, it may result in the Company not receiving interest from various customer groups. This will negatively affect sales, operating results, and the financial position of Big Camera. Although in the past, cameras have undergone a technological transition from film cameras to digital cameras, the changes related to camera technology and substitutes are currently difficult to avoid. For example, the growth rate of the compact camera market has been continuously declining over the past period. This is due to the increasing growth rate of mobile phones (smartphones), as consumers nowadays prefer to take pictures with cameras from mobile phones. The convenience of carrying is also a factor that has contributed to the continuous increase in the market value of mobile phones (smartphones).

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : No

2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)

Are there any risk factors affecting securities holders : No
from investing in foreign securities?

3. Sustainable Development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Driving Business for Sustainability at Big Camera

Due to the rapid changes in technology and consumer behavior, businesses are facing challenges from economic uncertainty arising from both domestic and international factors, as well as increasingly severe environmental problems. The company has therefore defined a corporate sustainability strategy to continuously develop and improve operational efficiency to meet these challenges. This includes establishing communication with employees, business partners, and relevant stakeholders to generate good returns and achieve sustainable operational goals. Big Camera Public Company Limited has established a business direction with the aim of seeking returns on investment and business progress for future sustainability. The company recognizes that sustainable business growth does not solely rely on the company's profits or benefits but also requires giving back to society. This has led the company to strive to become a leading organization that develops and grows alongside improving the well-being of people in the community and caring for the environment to create continuous and sustainable value and growth.

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainable Management Policies and Goals

1. Sustainable Development Strategy: Big Camera is committed to creating long-term growth and generating higher returns sustainably. The company has therefore incorporated the concept of sustainability in the economic, social, and environmental dimensions into its organizational development by establishing strategic plans, organizational structures, information technology systems and processes that enable its personnel to create quality work, deliver value through products and services, and strengthen the company in the face of challenges in order to give back and grow sustainably with its stakeholders. The company's strategy covers three main areas:

1.1. Focus on the use of new technologies and innovations, including modern equipment and machinery, to enhance the efficiency of the company's services and production. In addition, the company continuously introduces modern products and goods to meet the needs of consumers to the fullest extent possible. The company aims to be a leader in the distribution of modern photographic technology products with excellent service through management by an efficient team to enhance the quality of customer service.

1.2. Improving and developing the camera and photography equipment business by supporting the expansion of the technology industry and focusing on developing transportation systems to provide everyone with access to services, including retail businesses, commercial businesses, corporate customers, service businesses, and online retail businesses, by focusing on providing services through branches covering all areas of the country and developing product placement to meet the needs of different market segments.

1.3. Sustainability: The company focuses on promoting and developing its personnel in terms of knowledge, expertise, and proficiency, including managing social, environmental, and economic risks by adhering to good governance principles to create sustainability for the company and to be a part of the efforts to achieve the country's sustainable development goals.

Sustainable Business Practices

The company has incorporated sustainability into its business strategy to address long-term risk factors such as changes in products, consumer behavior, and technology, as well as inequality in various dimensions, including environmental and climate change issues.

In order to respond to stakeholders who expect to play a role in helping to care for and enhance the quality of the environment and society, the company has adopted the concept of sustainability in its business operations to create sustainable value and good performance.

Sustainable Development Goals

The company recognizes the importance of the United Nations Sustainable Development Goals (SDGs) by analyzing impacts and creating value to achieve a balance in three areas: economy, society, and environment. The company operates under good corporate governance, from product selection, resource utilization, inventory management, and transportation to the distribution of goods to customers, consumers, and after-sales service. The company has established a corporate governance framework that adheres to the organization's mission for effective operations, including delivering value to all stakeholders and prioritizing the 17 Sustainable Development Goals, which are in line with the company's materiality and aim to create sustainable value for all stakeholders.

Sustainability Policy

The company prioritizes sustainable development goals in accordance with the company's materiality. The company will operate and create sustainable business growth under good corporate governance throughout the value chain, taking into account the impact on stakeholders, society, and the environment to create sustainable value for all stakeholders. The company has therefore established a framework and policies for sustainability development, with the following essential elements:

- 1) Economic: The company is committed to conducting business with fairness, honesty, and integrity, operating in accordance with good corporate governance principles, and creating sustainable value for the organization and its stakeholders. The company focuses on providing fair customer service, selecting and delivering quality products, and creating new and innovative services to meet the needs of its customers and ensure their utmost satisfaction.
- 2) Social: Focus on developing and maintaining relationships so that employees are socially responsible and accountable to all stakeholder groups, including maintaining the security and privacy of stakeholder information, consumer responsibility, respecting human rights and diversity, and treating customers, partners, competitors, and employees fairly and equitably. The company also focuses on developing the potential of youth and conducting environmental, social, and public service activities for the benefit of society.
- 3) Environment: Committed to developing, caring for, and preserving the environment and using resources wisely. The company strives to raise awareness and responsibility for sustainable development practices among the surrounding community and society, recognizing that we are a part of society that will move towards economic development in line with the interests of society, the environment, and stakeholders. The company also promotes responsible operations throughout its value chain on an ongoing basis as a guideline for sustainable development.

Defining Material Sustainability Issues

The company considers both internal and external issues, including those relevant to all stakeholder groups, in order to analyze the economic, environmental, social, and human rights impacts of its business operations. The company uses the Global Reporting Initiative (GRI) Standards, which consist of four steps:

1. Materiality Identification

The company analyzes various external factors such as global economic trends, changes in consumer behavior, and market competition by benchmarking the company against companies in the same industry, along with analyzing internal factors such as performance, business strategies, risk factors, and opportunities for sustainability and corporate social, environmental, and economic responsibility. Data is collected from both internal and external stakeholders through various activities and projects throughout the year, such as promotional activities, opinion surveys, meetings, interviews, and receiving complaints through various channels of the company. The factors in determining the scope of each material issue are also considered to ensure

coverage of key issues in the environmental, social, and economic dimensions.

2. Materiality Assessment

The company prioritizes the identified issues based on their significance, opportunity, and impact on the company's business operations, as well as their impact on stakeholders, according to the organization's risk assessment criteria.

3. Monitoring

The company prioritizes material issues and reports them to the Sustainability Development Committee for consideration and verification of the accuracy and completeness of the information before disclosing it in the company's Sustainability Report and Annual Report.

4. Continuous Review and Development

The company is open to receiving feedback and suggestions, including having channels for receiving complaints from all stakeholder groups, through various channels both inside and outside the company, in order to further develop the company's operations to be more efficient.

Material Sustainability Issues

Social Sustainability Economic Sustainability Environmental Sustainability · Respect for diversity and equality · Participation in community and educational activities · Promoting employment for women, the elderly, and people with disabilities · Fair employment practices in accordance with the law · Human resource management · Community relations management and social responsibility · Conducting business fairly to achieve good and stable performance · Sourcing good, diverse, and quality products and services · Good customer relations · Good partner relations · Cybersecurity · Data protection and privacy · Anti-corruption in the organization · Designing and developing ECO Packaging · Waste and waste management · Energy management · Water management

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

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

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

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

Business Value Chain Management

Business Value Chain Management is crucial for sustainable business operations and organizational growth. Currently, many situations pose obstacles to business operations, including technological changes, political issues, climate change, natural resource depletion, and rising energy prices. These issues affect the Company's business operations. Therefore, the Company prioritizes managing every process of the business value chain to prevent disruptions in business operations. The Company promotes skills development for employees in the organization, including ethics, legal compliance, fair business practices, risk management, and commitment to combating corruption. We consider sustainability in economic, social, and environmental aspects, including responsibility towards all stakeholders.

The business value chain can be divided as follows:

- **Supply Chain:** We focus on resource management to enhance efficiency and business competitiveness, reduce costs, and increase customer satisfaction by improving product and service quality to meet diverse customer needs.

- **Value Chain:** We focus on creating value from the product selection process to the final stage of product delivery and after-sales service to customers to meet diverse customer needs.

- **Procurement** The Company prioritizes procuring high-quality products both domestically and internationally. We select products with advanced technology, innovation, safety for customers, environmental friendliness, and products that have been certified by the Thai Industrial Standards Institute (TISI) under the Ministry of Industry or have passed the inspection and certification standards for telecommunications equipment and devices issued by the NBTC. This is to build consumer confidence in purchasing and choosing our services and to promote responsible consumption for customers. We also manage inventory to be sufficient for sales at branches nationwide to meet the needs and best interests of our customers.

- **Operations** The Company focuses on designing products and services to meet customer needs to the fullest extent. As a retailer of modern photographic products with over 160 branches nationwide, we can reach consumers comprehensively. We also inspect the quality of products before they reach consumers to ensure they receive genuinely high-quality products.

- **Distribution** The Company utilizes an online system connected to all branches nationwide to ensure efficient product distribution, enabling traceability and error prevention. We also have a product distribution plan calculated from sales statistics of each branch to estimate the appropriate inventory level, ensuring it does not fall below the defined threshold to meet customer demand. For deliveries within Bangkok and its vicinity, the Company manages its own delivery service with a fleet of vehicles covering all delivery areas. For other delivery areas nationwide, we utilize third-party logistics services.

- **Marketing and Sales** The Company is committed to treating customers fairly and is responsible for the sale of goods and services. We consider fair trade competition, business ethics, and relevant laws. We strive to build good relationships with customers, partners, and consumers continuously. Marketing that can meet customer needs is also essential for sustainable development. The Company has marketing and public relations channels, including sales promotion activities, to deliver goods and services efficiently. We also have multiple distribution channels, including branches in department stores, shopping centers, community malls, and standalone stores outside of shopping centers located throughout the country, as well as online channels. The Company continues to prioritize expanding distribution channels to align with changes and new lifestyles of consumers to facilitate and serve customers comprehensively.

- **Service** The Company prioritizes service and after-sales service systems for customers. We support product exchanges and returns from leading manufacturers and importers to enhance consumer confidence in purchasing products from the Company. If there are any issues with the products after purchase, customers can access services at all branches nationwide and seek advice and usage instructions from staff at every branch.

3.2.2 Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

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

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers • Community • Shareholders • Employees • Customers • Society • Government agencies and Regulators 	<p>Shareholders and Investors</p> <ul style="list-style-type: none"> • Consistent good performance and growth • Good corporate governance • Transparent and verifiable management • Effective risk management that affects the Company's business operations • Accurate and timely disclosure of information and the Company's operating results <p>Customers</p> <ul style="list-style-type: none"> • Receive good quality products that meet their needs and impressive services • Have a variety of products and services • Reasonable product prices • Accurate product information and communication • Safety in products and services • Good after-sales service • 	<p>Shareholders and Investors</p> <ul style="list-style-type: none"> • Conducting business with good corporate governance principles: transparency, accountability, verifiability, and adherence to good governance. • Providing opportunities for shareholders to directly submit complaints and suggestions to the company. • Developing quality and management to achieve effective competitiveness, building confidence, and maximizing returns. • Disclosing financial and other material information of the company accurately, in accordance with the disclosure practices for listed companies. • Analyzing, monitoring, inspecting, surveilling, and preparing risk management measures for the organization in the short and long term, including emerging risks. <p>Customers</p> <ul style="list-style-type: none"> • Developing and expanding product distribution and service channels to be comprehensive and cover all areas. • Conducting business with morality, ethics, and business etiquette. • Selling quality products certified to international standards. • Building customer confidence in product quality and services, including after-sales service and product warranty. • Adhering to the principle 	<ul style="list-style-type: none"> • Social Event • Online Communication • Annual General Meeting (AGM) • Complaint Reception • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>Treating customers fairly, respecting human rights, and not taking advantage of customers</p> <ul style="list-style-type: none"> Protecting customer privacy in accordance with international standards <p>Partners</p> <ul style="list-style-type: none"> Conducting business with honesty, transparency, and fairness <ul style="list-style-type: none"> Jointly developing activities and organizing events to promote sales <ul style="list-style-type: none"> Not taking advantage of partners <ul style="list-style-type: none"> Mutual business growth <p>Employees</p> <ul style="list-style-type: none"> Appropriate compensation, benefits, and welfare <ul style="list-style-type: none"> Career advancement opportunities and job security <ul style="list-style-type: none"> Good quality of life, safety, and occupational health in the workplace <ul style="list-style-type: none"> Skills, knowledge, and abilities development to enhance work potential 	<p>of treating customers fairly and equally, without taking advantage of consumers.</p> <ul style="list-style-type: none"> Conducting customer satisfaction surveys to improve products and services. Implementing a process for receiving customer complaints through multiple channels, with prompt and effective resolution. Developing a customer information management system to maintain privacy and security in accordance with international standards. <p>Partners</p> <ul style="list-style-type: none"> Conducting business with business ethics. Ensuring accurate, complete, and timely payments. Maintaining partner information confidentiality. Declaring intentions and jointly combating corruption. Building professionalism in business operations and fostering strong partnerships. Supporting and promoting partners who are socially and environmentally responsible. <p>Employees</p> <ul style="list-style-type: none"> Implementing a fair and equitable performance evaluation system. Providing competitive compensation, benefits, and welfare, with appropriate consideration for promotions and transfers. Listening to feedback and suggestions for improvement. 	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> • Happiness at work • Treating employees based on human rights principles Community and Society • Conducting business with consideration for safety, responsibility towards the community, society, and environmental impact • Participating in community and social activities • Supporting and promoting activities that benefit the community • Creating jobs Local and Government Regulatory Agencies • Complying with laws and good governance principles • Effectively handling complaints • Cooperation in participating in various activities 	<ul style="list-style-type: none"> • Organizing training courses to enhance knowledge and skills for work performance. • Facilitating the exchange of ideas between supervisors and subordinates. • Conducting annual employee engagement surveys. • Communicating regularly through internal electronic media. Community and Society • Complying with laws, regulations, and relevant international practices. • Conducting business with caution and prudence to prevent potential impacts on the community, society, and the environment. • Respecting human rights and promoting social equality. • Raising awareness in the community by supporting activities or projects that benefit society, the community, and environmental preservation, in line with business operations. Local and State Regulatory Agencies • Conducting business transparently and accountably, complying with relevant laws and regulations. • Cooperating with government agencies in various activities. 	

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity Management, Renewable/Clean Energy Management, Water Management, Waste Management

Sustainable Management Policies and Goals

Sustainable Development Strategy Big Camera is committed to creating long-term growth and generating higher returns sustainably. The company has therefore incorporated sustainability concepts in all three dimensions: economic, social, and environmental. to be a part of organizational development By setting strategic plans, organizational structure, providing information systems and technology and work processes that allow personnel to create quality work Delivering value through products and services Strengthen the company amidst the challenges that arise to reward and grow with stakeholders sustainably. The company's strategy covers 3 issues as follows:

1. Focus on the use of new technologies and innovations, including modern equipment and machinery, to be used in providing services and producing the company's work to be more efficient. In addition, continuously increase the introduction of modern products and goods to meet the needs of consumers as much as possible. with the aim of becoming a leader in the distribution of modern photographic technology products With excellent service By management from an efficient team To enhance the quality of service to customers.
2. Improving the development of the camera and photographic equipment business by supporting the expansion of the technology industry and focus on developing transportation systems to allow everyone to access services equally Both retail business, commercial business and corporate customers, service businesses and online retail businesses By focusing on providing services through branches covering all areas of the country. and develop product placement to meet the needs of each different market segment.
3. Sustainability operations The company focuses on promoting and developing the company's personnel in terms of knowledge, expertise, and proficiency. Including managing social, environmental and economic risks By adhering to good corporate governance principles to create sustainability for the company and be a part of working towards achieving the country's sustainable development goals.

Sustainable Business Practices

The company has incorporated sustainability into its business strategy. to accommodate long-term risk factors such as changes in products, consumer behavior, and technology Including inequality in various dimensions, both environmental problems and climate, etc. In order to respond to stakeholders who expect to play a role in helping to care for and enhance the quality of the environment and society, the company has therefore adopted the concept of sustainability in its business operations in order to create value and good performance sustainably.

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

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Electricity Management, Renewable/Clean Energy Management, Water Management, Waste Management

The Company is committed to managing environmental issues by focusing on conducting business in conjunction with management to

reduce environmental impacts and striving to reduce pollution that may arise from the Company's and stakeholders' business operations for sustainable development. In the past year, the Company has carried out the following important operations:

1. Waste Management

The rapid change in technology has led to increased production and consumption. In addition, currently, technological products play an important role in facilitating the lives of consumers, which is why there is currently an increasing amount of electronic waste. The disposal of electronic waste is complex and expensive because it contains hazardous substances and is composed of metal and iron. It is therefore necessary to dispose of it properly to reduce potential impacts on the health of people in society. **Commitment and goals**

The Company is committed to continuous environmental operations to create organizational value that covers all dimensions: economic, social, environmental, and corporate governance. The Company therefore attaches importance to reducing the amount of waste and systematically separating it both outside and inside the organization, as well as instilling good awareness in the Company's personnel in taking responsibility for properly separating waste in order to lead to sustainable environmentally friendly behavioral changes. The Company aims to have 100% correct waste sorting by 2027 in order to be able to bring the sorted waste into the recycling process as much as possible or dispose of it by type correctly and appropriately.

Management approach

The Company is committed to continuous environmental operations by focusing on raising awareness and changing behaviors with the aim of reducing waste generation and promoting continuous reuse in order to reduce the waste of natural resources and reduce potential environmental impacts.

Efficient waste management

The Company campaigns for employees to be aware of waste disposal by instilling in employees an understanding of proper waste sorting management to reduce environmental impacts that may cause pollution and various germs in the office. Employees are encouraged to learn how to dispose of waste according to the specified sorting system, separating it into food waste, plastic waste, and paper waste, which has clearly designated disposal points in order to be able to bring the sorted waste into the recycling process as much as possible or dispose of it by type correctly and appropriately, and to lead to sustainable environmentally friendly behavioral changes.

Campaigning for reuse

In the past, employees in the organization often ordered bottled drinking water for consumption, which in addition to being a financial burden, also increases the amount of plastic waste that affects the environment in the long term. Therefore, the Company has procured clean drinking water sources that are easily accessible and safe within the organization to ensure that all employees have access to clean drinking water and to reduce the use of single-use plastic bottles, reduce employee expenses, including campaigning for employees to use their own reusable containers, and help promote a culture of sustainable resource use within the organization.

Global warming reduction bag project

Currently, the way of life in Thai society has changed, with more plastic being used in everyday life. Because plastic is cheap and lightweight, it does not waste transportation costs. Plastic is a material with a low density and can withstand compression better than other types of garbage. It is resistant to chemicals and is not decomposed by microorganisms, resulting in plastic having a long lifespan of hundreds of years. Statistics show that millions of tons of plastic waste are generated, with plastic bags accounting for about 80% of all plastic waste, such as hot bags, cold food bags, T-shirt bags, plastic envelopes, foam boxes, and plastic water bottles. In the future, it is expected that the impact of global warming will become more and more severe, which tends to increase in volume. The Company is directly involved in the use of "plastic bags" to put products for customers who come to receive services at the BIG Camera storefront. Therefore, the Company is aware of the problem of "global warming", which has an impact on the entire ecosystem, from the use of plastic bags beyond necessity from the services received

in the past. Therefore, it began to find ways to produce bags that can help reduce global warming. Therefore, the Company has changed from using plastic bags to using paper bags by changing from using both plastic bags and photo envelopes to paper bags and paper envelopes in order to reduce the amount of plastic waste that affects the environment and to reduce the Company's expenses, including reducing the impact on environmental sanitation, which can reduce greenhouse gases as well. The Company has been doing this for many years in order to aim to be a part of creating environmental sustainability for the community, society, and changing customer behavior to be aware of participating in reducing the amount of plastic bag waste in the environment, which is one of the causes of global warming.

In the past year, the Company has used 2,500 paper bags instead of plastic bags.

Cost-effective management of office equipment

The Company manages various office equipment to be used worthwilely by bringing used office equipment that is still in good condition back to be reused for maximum benefit, such as computers, document files, and envelopes. For paper management, used paper is reused for benefit by making it into note paper. In addition, the use of unnecessary documents has been eliminated, such as the elimination of writing leave requests, salary documents, and others that can be managed online. It also encourages employees to refrain from unnecessary printing.

2. Energy Management, Commitment and Goals

The Company is committed to continuously improving its environmental operations to create organizational value that covers all dimensions: economic, social, environmental, and corporate governance, including instilling good awareness in the Company's personnel in taking responsibility for environmental problems in using limited natural resources. The Company therefore organizes projects to conserve natural resources and use energy worthwilely to the fullest extent by controlling energy use efficiently to reduce environmental impacts as much as possible.

Management approach

The Company has continuously managed the environment, conserved natural resources, and promoted energy efficiency. A policy manual and environmental practice guidelines have been prepared, along with inventing, seeking ways, and methods to reduce the use of natural resources and energy, as well as waste and greenhouse gas emissions, as guidelines for the practice of employees in the organization, including all stakeholders of the organization in preventing, controlling, and reducing environmental, community, and social impacts as much as possible, as well as creating awareness of the importance of energy conservation. There is public relations to provide knowledge about energy conservation and organize activities for employees to participate in and be aware of reducing energy consumption, such as the "BIG will take you wherever you go" project.

Although the nature of the Company's business does not have a direct impact on the environment, the Company has always attached importance to and paid attention to the conservation of environmental resources. The Company has carried out environmental management by campaigning and instilling in its employees a sense of responsibility for the environment and aims to encourage the reduction of resource use as much as necessary and to be able to reuse them for benefit, as well as finding alternative materials or methods to reduce resource use and using materials and equipment that help reduce global warming in order to reduce environmental impacts as much as possible.

Automatic lighting system project

The Company has changed the lighting system to an automatic on-off system in 8 restrooms at the head office to help reduce employees forgetting to turn off the lights after use. In this regard, the Company has publicized through the Company's E-Mail and Line application channels to inform all employees about the installation of motion detection equipment (Monitor Sensor) and a user manual for turning on and off the lights in every restroom. The system change saves electricity.

"Energy-saving light bulbs" project

The Company recognizes the importance of saving energy, reducing electricity consumption, reducing wasteful energy consumption,

and helping to reduce greenhouse gases generated from various activities within the Company's stores, all of which emit greenhouse gases. The Company has therefore established an energy-saving project to change light bulbs with the objective of reducing energy consumption, reducing costs, and creating awareness of participation for everyone to reduce energy consumption along with caring for the environment. The goal is to change the light bulbs in 160 stores nationwide to energy-saving LED bulbs to 100% by 2031. Currently, the Company uses a total of 10,457 light bulbs, of which 8,145 are energy-saving LED bulbs, accounting for 78% of the total number of light bulbs, and 2,312 are non-LED bulbs, accounting for 22% of the total number of light bulbs.

“Solar cell” project

The Company has installed solar cells to convert natural energy from sunlight into electricity in the parking lot and around the building since 2021. In 2022, the project continued to change light bulbs and install more solar-powered electrical systems, as well as cultivate employees to use electricity economically through various activities such as turning off lights during the day and immediately after work, and campaigning for economical electricity consumption. In addition, the Company also considers saving electricity by considering purchasing office appliances that have energy-saving features. The "BIG will take you wherever you go" project has been running continuously since 2021. In addition to helping to save on employee travel expenses, it also helps to reduce carbon dioxide emissions (CO2 Emissions) and reduce PM 2.5 dust. The Company focuses on business operations and growth in conjunction with management to reduce environmental impacts in order to reduce pollution to the ecosystem. In 2024, the Company continued to campaign for employees to use public transportation, with an increase in the number of employees using the service from an average of 40 employees per day in 2023 to 45 employees per day in 2024.

3. Water Management, Commitment and Goals

The Company is committed to continuously improving its environmental operations to create organizational value that covers all dimensions: economic, social, environmental, and corporate governance, including instilling good awareness in the Company's personnel of the value of the resources used and taking responsibility for environmental problems in using limited natural resources in order to use them efficiently and reduce water waste. The Company therefore organizes projects to conserve natural resources and use energy worthwilely to the fullest extent by controlling energy use efficiently to reduce environmental impacts as much as possible.

Management approach

The Company's use of tap water is for the consumption of employees. The Company has promoted awareness among employees in the organization about water conservation and economical water use for the benefit of the organization and to reduce environmental impacts, and has a work plan to carry out activities that create awareness in the use of resources and the environment by specifying that there is diversity and incorporating related activities. In addition, the Company has regularly inspected, maintained, and repaired plumbing pipes and equipment, and has chosen to use water-saving toilets, faucets, and bidet hoses, including having an efficient wastewater treatment system, ensuring that wastewater that has been treated before being released into public water sources is in accordance with the law and does not affect the environment and surrounding communities.

Water usage management

The group of companies has campaigned and instilled in employees the awareness of using water sparingly in order to take into account the worthwhile use of water resources. The group of companies has organized training to provide knowledge to employees in the organization about campaigning for the knowledgeable use of resources. In the past year, 100% of employees in the organization have been trained on the knowledgeable use of resources.

Wastewater management

The Company has installed an efficient water treatment system and has regular maintenance and inspection of the condition of the treatment system. Wastewater from the building mainly comes from the consumption of employees, such as excretion, cooking, and laundry. There are contaminants in the wastewater generated from various activities that may affect health and the environment. The Company will treat wastewater physically by using a screen to catch large debris such as wood and plastic

scraps. There is also a grease trap that helps separate grease from flowing into the wastewater, helping to maintain the condition of the water initially before releasing it to the wastewater treatment system, which will have a water storage pond before releasing the wastewater into public water sources from operations in accordance with the law. In 2024, the Company did not find any environmental complaints from stakeholders.

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company has continuously implemented environmental management, natural resource conservation, and energy efficiency promotion. The Company has developed a handbook on environmental policies and guidelines, as well as explored and sought ways and means to reduce the use of natural resources and energy, including waste and greenhouse gas emissions. This serves as a guideline for employees within the organization, as well as all stakeholders, in preventing, controlling, and minimizing impacts on the environment, community, and society. The Company also raises awareness about the importance of energy conservation by publicizing and providing knowledge about energy conservation. Activities are organized to encourage employee participation and awareness in reducing energy consumption, such as the "BIG Delivery Service" project.

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : No

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Energy management: Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	275,133.00	292,242.00	286,380.00

Information on water management

Water management plan

The Company's water management plan : Yes

Water Management

The group has campaigned and raised awareness among employees to use water efficiently to ensure the sustainable use of water resources. The group has organized training to educate employees on resource conservation campaigns. In the past year, 100% of employees have received training on efficient resource utilization.

Setting goals for water management

Does the company set goals for water management : No

Performance and outcomes of water management

Performance and outcomes of water management : No

Water management: Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	2,879.00	6,296.00	2,824.00

Water management: Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	2,879.00	6,296.00	2,824.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

The company is committed to continuous environmental operations to create organizational value that encompasses all dimensions: economic, social, environmental, and corporate governance. The company prioritizes waste reduction and systematic waste management both externally and internally, including cultivating a strong sense of responsibility among its personnel for proper waste sorting. This aims to foster sustainable and environmentally friendly behavioral changes. The company sets a target of 100% accurate waste sorting by 2037 to maximize the amount of sorted waste entering the recycling process or ensure its proper and appropriate disposal by type.

Setting goals for waste management

Does the company set goals for waste management : No

Performance and outcomes of waste management

Performance and outcomes of waste management : No

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : No

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : No

Greenhouse gas management : Corporate greenhouse gas emission

	2022	2023	2024
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A

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

Verification of the company's greenhouse gas emissions : No

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

3.4 Social sustainability management

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination

Focus on developing and maintaining relationships so that employees are socially responsible and accountable to all stakeholders, including maintaining the security and privacy of stakeholder information, consumer responsibility, respecting human rights and diversity, as well as treating customers, partners, competitors, and employees equally and fairly. Develop the potential of youth and carry out environmental, social, and public benefit activities for the greatest benefit to society.

Compliance with human rights principles and standards

Human rights management principles and standards	:	Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour
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Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	:	No
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Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	No
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3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

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

Employee Compensation

The company provides compensation to employees in various forms, including salary, bonuses, and other employee benefits such as commissions, provident fund contributions, social security contributions, health insurance, and vehicle allowances. This is in accordance with the company's and subsidiaries' employment policies. This employee compensation does not include executives of the company and subsidiaries.

Provident Fund

The company registered its provident fund on September 15, 1964, under the management of Thanachart Fund Management Company Limited, currently renamed Eastspring Asset Management (Thailand) Company Limited. The objective is to create morale and motivation for employees and to encourage them to work with the company in the long term. In 2024, 255 employees participated in the provident fund, representing 38.35% of the total number of employees.

Personnel Development Policy

The company places importance on training, developing knowledge, skills, abilities, and potential necessary for the performance of personnel at all levels on an ongoing basis, both in the present and in the future of employees. The company will encourage personnel to develop their knowledge and expertise from on-the-job training, especially salespeople who need to have a good knowledge of the products and services they sell, as well as having good standards of customer service. Big Camera salespeople will receive training from various brand suppliers, including how to create sales strategies and close sales. The company's employees will also have managers in each line of work to provide on-the-job training. The company will consider sending employees and executives in various lines of work to participate in training and seminars on topics related to the work of each department as a supplement, as well as instilling organizational culture and ethics in parallel. This is to ensure alignment and support for the company's strategies, business plans, and readiness to support business growth. As human resources are one of the main resources that support operations, they can clearly create differentiation and competitive advantage for the business, as well as being a key factor in driving the business towards its future goals. They are also a key driving force in helping to support the growth and progress of the organization. The company therefore has the following policies for personnel development:

1. The company promotes the development of knowledge for employees at all levels appropriately and adequately.
2. The Human Resources Department is responsible for preparing the annual development plan and the annual personnel development budget according to the specified timeframe.

Training and Development

1. The company systematically develops a development plan for all employees at all levels of the organization on an annual basis. A clear training roadmap is created, divided by job level, that aligns with responsibilities, capabilities, and competencies necessary for effective job performance, both at the head office and in the storefront business. All courses focus on developing employee capabilities, such as:

- Core Competency refers to the capabilities that reflect the work culture of the organization, which all personnel in the organization should possess and be aligned with in order for the organization to achieve its operational goals.
- Managerial Competency refers to the management capabilities that personnel at each level and position in the organization need to have in order to manage themselves and their subordinates to achieve organizational goals.
- Functional Competency refers to the abilities and professional skills necessary to perform work successfully, which vary according to the nature of the work. The training roadmap defines the core content of the training courses that employees at each level must attend in order to develop their potential. These include both soft skills that enhance core and managerial competencies, and hard skills to enable employees to become proficient in their actual line of work, as well as to build a variety of work skills.

2. The company requires all new employees to attend a company orientation program to emphasize and remind them of the company's goals, mission, organizational culture, business ethics, code of conduct, and anti-corruption policy, as well as to create an understanding of the business and build a bond with the company from the first day of work.

3. The company has developed a short-term training plan in the form of knowledge sharing, which is in addition to the main training plan. Experts in various fields are invited to share their knowledge with employees to enhance new knowledge beyond the core curriculum.

Leadership and Executive Development Planning

The company has a plan to develop the potential of its people and executives to be ready to lead change and drive strategies into actions that yield even greater results. This is in conjunction with creating a work culture and values that can help promote and drive the development of modern management systems, as well as knowledge management and a learning organization to be passed on to personnel in the agency. This is to encourage the development of work processes to be more efficient and lead to overall

success. This is a continuous employee development model throughout the year to ensure continuity and create a pool of future executives.

Knowledge Management System and Organization

The company promotes the development of knowledge and skills of employees at all levels to reach their full potential by organizing training courses in various subjects for both new and current employees. The company has a system in place to collect data for use in employee development or to create knowledge to enhance employee potential in a variety of ways, such as the Performance Management System, which is a system developed and used internally by the company. For training, the company uses the Easy LMS system for online course learning and evaluation. Currently, the company has developed training courses for personnel in the organization as follows:

1. The company focuses on providing employees with knowledge about products and services to create expertise and readiness to provide services. It also maintains standards of practice that will build customer confidence and impress them with excellent service.
2. Establish a mentoring system to supervise, train, and provide work guidance to new employees, including knowledge transfer among colleagues and joint learning between executives and employees following the Learning Organization approach.
3. The Human Resources Department must follow the training plan. If there is a need to change or adjust, the relevant departments must be notified in advance.
4. The Human Resources Department must control the personnel development budget to stay within the established budget plan.
5. The Human Resources Department is responsible for evaluating and monitoring the results of the various courses that have been conducted.
6. The company encourages the company's directors to attend training and seminars in relevant and appropriate courses to continuously develop their knowledge and lead the company to grow progressively.
7. The Human Resources Department is responsible for coordinating with various departments on personnel development to ensure that the plan is aligned with the company's strategic plan and business direction, and to prepare employees to be ready for increased responsibilities, career advancement, and the ability to fill vacant positions.
8. Training and Development Management
 - 8.1 The company provides development according to the annual development plan.
 - 8.2 The company provides development in addition to the annual development plan as requested by the relevant departments.
 - 8.3 The company sends employees to training courses organized by various institutions.
9. The Human Resources Department is responsible for collecting data related to training and personnel development.
10. In the event that an employee who has been nominated for training is unable to attend the training on the scheduled date and time, they must notify their department manager and the Human Resources Manager in advance. Approval or disapproval is at the discretion of the employee's department manager. If approved, the incident will be recorded in the employee's training history for consideration in selecting participants for future training.

Setting employee and labor management goals

Does the company set employee and labor management goals : No

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Employee and labor management: Employment

Hiring employees

	2022	2023	2024
Total employees (persons)	592	625	665
Male employees (persons)	220	231	247
Female employees (persons)	372	394	418

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	2	2	2
Total number of employees with disabilities (persons)	2	2	2
Total male employees with disabilities (persons)	1	1	1
Total female employees with disabilities (persons)	1	1	1
Contributions to empowerment for persons with disabilities fund	No	No	No

Employee and labor management: Remuneration

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	187,000,000.00	194,000,000.00	224,000,000.00
Total male employee remuneration (Baht)	80,000,000.00	84,000,000.00	95,000,000.00
Total female employee remuneration (Baht)	107,000,000.00	110,000,000.00	129,000,000.00

Employee and labor management: Employee training and development

Employee training and development

	2022	2023	2024
Average employee training hours (hours / person / year)	2.90	4.70	6.00

	2022	2023	2024
Training and development expenses for employees (baht)	750,000.00	2,100,000.00	3,100,000.00

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	249	252	206
Total number of male employee turnover leaving the company voluntarily (persons)	97	86	80
Total number of female employee turnover leaving the company voluntarily (persons)	152	166	126
Proportion of voluntary resignations (%)	42.06	40.32	30.98

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

- Employee internal groups : Yes
Types of employee internal groups : Welfare committee

Information about customers

Customer management plan

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

Maintaining Good Customer Relationships

Commitment and Goals

The Company is committed to selecting modern and comprehensive products and services to meet customer needs and create the highest impression and satisfaction. Currently, customers can access information without limits and have a variety of channels to purchase products and services. They can easily search for sellers, compare prices, and have competitors both domestically and internationally. Therefore, the Company places importance on maintaining good relationships with customers to create satisfaction and engagement, including with employees who are a vital force in promoting and driving sustainable business growth. The Company aims to achieve 100% customer satisfaction.

Management Approach

The Company prioritizes building customer confidence in product quality and service provision, along with continuously strengthening good customer relationships. This aims to create maximum satisfaction, customer loyalty, and a positive brand image for products and services, as follows:

1. Utilizing technology in conjunction with personnel to enhance customer service levels, understand customer needs, and effectively respond to customer demands for products and services to achieve maximum customer satisfaction.
2. Develop product knowledge, service skills, product usage skills, sales skills, and communication skills for employees within the organization. They should have good interpersonal skills, be polite, and enthusiastic about providing customer service to ensure efficient customer service.
3. Raise awareness among employees within the organization about the importance of accessing, collecting, using, and disclosing personal data, which may adversely affect data owners and the Company. This must be protected under the Personal Data Protection Act B.E. 2562 and international human rights principles.
4. Continuously strengthen customer relationships by listening to their thoughts, suggestions, complaints, or needs. This information is used to formulate sales and marketing strategies and select quality products and services. It is communicated to relevant departments for acknowledgment and process improvement to deliver better products and services to customers, meeting their needs and convenience.
5. Analyze data appearing on social media or other channels to understand customer opinions and respond to customer needs effectively and promptly.
6. Organize marketing activities, promotions, and appropriate product pricing.
7. Organize workshops for customers who have purchased products from Big Camera to provide them with knowledge and understanding of how to use cameras and related photographic equipment correctly.

Performance in 2024

The Company has carried out various activities and projects to create engagement and a positive image for its products and the organization. Combined with creating positive customer experiences, this encourages customers to make purchases and return to buy or use services at Big Camera, enabling the Company to expand its customer base effectively.

1. The Company provides training to sales staff at branches. The Company has a team of specialized experts with knowledge and understanding of in-store sales and expertise in products from various brands and categories. They also have experience in teaching and knowledge transfer. The curriculum is planned to align with the Company's policies to provide customers with knowledge and specific features of different product categories. The sales staff preparation program aims to equip employees with sales skills, negotiation skills, good interpersonal skills, and good listening skills. It also includes supervisor development to enable them to provide product and service information, usage instructions, and effective communication to customers for greater satisfaction.
2. The Company has a contact center to receive inquiries and suggestions from customers through various channels, including email, big hotline@bigcamera.co.th, the company website www.bigcamera.co.th, via social media channels such as Facebook, Line Official, Instagram, Tik Tok, etc.
3. The Company analyzes and manages customer data from product purchase registrations in its database in various formats to communicate marketing messages or announce promotional activities on each occasion that aligns with the needs of the target customer group. The Company employs a targeted marketing approach, such as organizing in-store marketing activities, marketing communication promotions, and workshops, to impress customers with the Company's services and attract them to learn about the store and return to purchase products and use various services. The Company provides product warranties to support product exchanges and repairs from leading manufacturers and importers. The conditions are as specified by the manufacturer or

distributor to build customer confidence in purchasing products from the Company. The Company focuses on providing quality services with dedication to create maximum customer satisfaction. If there are any problems with the product after purchase, customers can access product exchange or repair services at all Big Camera stores nationwide.

Quality and Comprehensive Services

The Company intends to provide quality services to achieve maximum customer satisfaction in all distribution channels. The Company's main services consist of

- Customer Service

- The Company has a selection of knowledgeable personnel who can provide excellent product recommendations to customers. Additionally, the Company offers various payment methods, including bank transfers and credit card payments.

- Product Warranty and After-Sales Service

- All products of the Company and its subsidiaries are guaranteed. There is support for product exchanges and repairs from leading manufacturers and importers. Customers can access services at all Big Camera branches nationwide, subject to the terms and conditions of the manufacturers and/or distributors.

- Product Delivery

- The Company has numerous delivery channels to deliver products to customers safely, such as nationwide delivery services through leading private parcel delivery companies, which are reliable in handling shipments with care, safety, and speed.

- Ordering products online

- The Company continuously develops its website to allow customers to conveniently search for product information, details, and make purchases. The Company has a user-friendly payment system, including credit card payments and bank transfers. The Company also has a security system in place for managing customer personal data to prevent the misuse of customer personal information.

Setting customer management goals

Does the company set customer management goals : No

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer management: Customer satisfaction

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	N/A	No	No

Information on community and society

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Sports and recreation, Occupational health, safety, health, and quality of life, Water and sanitation management

Community Relations Management and Social Responsibility

Policies and Practices

The company is committed to sustainable business growth while upholding its responsibility towards society, the environment, and the well-being of the people. The company promotes community participation, prioritizes communication for peaceful coexistence with the community, and supports community development and empowerment for a good and sustainable quality of life. The company also promotes activities that emphasize creativity and social development. Therefore, the company has established policies and guidelines for social responsibility for all employees to strictly adhere to. The company also has a duty to care for society and the surrounding community, ensuring a good quality of life and harmonious coexistence.

Commitment and Goals

The company places importance on participating in social responsibility and community care to enhance the quality of life. To create corporate value that encompasses all dimensions, including the economy, society, environment, and corporate governance, the company is committed to continuously improving the quality of life for people in the community while simultaneously developing society. This aims to foster happiness within society and the community. The company emphasizes instilling and building good consciousness among its personnel in participating in creating a positive mindset towards sharing, helping, and giving. The company regularly reviews the results of its operations to promote a good quality of life and sustainable coexistence.

Management Approach

The company places importance on participating in social responsibility and community care to enhance the quality of life. To create corporate value that encompasses all dimensions, including the economy, society, the environment, and corporate governance, the company has established a social responsibility policy and guidelines. These serve as a guide for employees and all stakeholders of the organization. The key points are as follows:

1. Continuously promote creative activities and projects that benefit the community and society.
2. Collaborate with relevant agencies to implement standards for building a better community and society.

2024 Performance Results

The company strongly believes that all creativity is possible. Therefore, the company promotes and prioritizes participation in caring for society and the community to enhance their quality of life. This project was conceived with a focus on youth development and education. The objective is to focus on teaching participants to access the functions and various modes available in cameras and photography equipment. The project aims to develop youth and education by providing knowledge and understanding of photography, including the essential elements of photography, video, and the various equipment used in content creation. This knowledge is gained from practical experience shared by leading professional photographers and videographers in Thailand, enabling participants to effectively apply it to their work. The project also provides opportunities by assisting underprivileged individuals in local communities.

Dream Weaving and Knowledge Sharing Project

The Dream Weaving and Knowledge Sharing Project is a collaboration between the company and the university. The company will be a part of the working group in managing knowledge for youth in photography, equipment usage, and content creation. This aims to promote knowledge, skills, and good attitudes in creating works from images and videos, including the ability to apply them to

university-level education and future careers. The company will build a fully equipped photography studio for the university and jointly promote photography knowledge. The company plans to send experienced and successful individuals in various fields of photography

Since the inception of the "Dream Weaving and Knowledge Sharing" project in 2022, Big Camera Corporation Public Company Limited has played a significant role in disseminating photography knowledge. The company has sent experienced and successful individuals from various fields of photography to develop skills and open up learning opportunities, providing hands-on experience directly to students in the classroom. The company also provides continuous scholarship support to enhance the production of skilled photography personnel and introduce them to the photography industry.

Last year, BIG Camera signed an MOU for the Dream Weaving and Knowledge Sharing Project with Rajamangala University of Technology Rattanakosin.

In this MOU signing, the company recognizes its role as a private sector entity in driving knowledge in the world of photography. The company will participate as a working group in managing knowledge for youth in photography, equipment usage, and content creation. This aims to promote knowledge, skills, and good attitudes in creating works from images and videos, including the ability to apply them to university-level education and future careers. Last year, the company played a role in building a studio for Rajamangala University of Technology Rattanakosin and jointly promoting photography knowledge. The company plans to send experienced and successful individuals in various fields of photography to develop skills, open up learning opportunities, and Big Camera organized a basic drone operation training course to enhance skills and understanding of drone usage for creative media production. The course focused on providing participants with knowledge and understanding of flight techniques, equipment selection, shooting planning, and video editing to enable them to produce high-quality media. It also aimed to promote creative thinking, innovative presentations, and learning new shooting techniques from different perspectives that are not possible with traditional methods. This allows for the creation of outstanding and captivating works, ensures safe drone operation, and fosters collaboration between educational institutions and the private sector. Participants had the opportunity to exchange knowledge and experiences with experts from Big Camera, building good relationships and potential future collaborations.

Furthermore, Big Camera has provided equipment for the studio at Poh-Chang Academy of Arts to enable students to utilize it in their photography courses. Students from Poh-Chang Academy of Arts have used the studio to experiment with photography techniques, lighting setups, and practical applications to foster creativity and enhance their proficiency in using the equipment.

Furthermore, Big Camera provides educational support by awarding scholarships to outstanding students at the Chudhadhuj 100 Years Building, Poh-Chang Academy of Arts, Rajamangala University of Technology Rattanakosin. This initiative aims to enhance the knowledge of Thai photographers and creators under the "Dream Weaving and Knowledge Sharing" project.

During the 18th BIG PRO DAY event, which featured off-campus learning, Big Camera invited guest speaker Khun Han - Sittipong Kongthong, a leading professional director of photography in Thailand. He shared his knowledge and perspectives on commercial photography, revealing techniques for creating short films and advertisements. He also provided insights into his work process, drawing from his real-world experience, which is not readily available elsewhere. Big Camera invited students from King Mongkut's University of Technology North Bangkok and King Mongkut's University of Technology Thonburi to attend.

Khun Han - Sittipong Kongthong shared his knowledge with participating university students. He imparted knowledge and shared perspectives on commercial photography, revealing techniques for creating short films and advertisements. He simulated shooting angles and scene breakdowns for commercial filming, including short film production, to motivate and inspire students to create effective work and guide them towards future careers.

One Pic Big Dream Project

This is a tourism photography competition that offers a fresh perspective, providing a platform for the new generation to showcase their creativity. It also aims to stimulate the tourism industry. Last year marked the 4th edition of this event.

New Generation's Creative Power Project

This project supports the creativity of the new generation, encouraging them to explore new perspectives in photography and create multi-dimensional works. The target group for this project is young photographers who are passionate about photography. The aim is to help these photographers break free from conventional boundaries and learn to create diverse photographic dimensions. The company will coordinate with photography competitions and organize photography contests. Upon completion of the competition, awards will be presented to the winners.

Last year, the company collaborated with Bangkok University to organize the "BIG CAMERA x Bangkok University: Creativity of Creator" event. This was an off-campus learning activity aimed at elevating influencer skills to the next level through a workshop format. The event revealed secrets on how to establish oneself as an influencer sought after by agencies. It garnered significant interest from students eager to learn from professional photographers.

Open Eyes to Thai Society Project

The "Open Eyes to Thai Society" project is a fundraising project to donate to the "Thai Red Cross Society Eye Surgery Unit under the patronage of Her Royal Highness Princess Maha Chakri Sirindhorn, Princess Royal". This project aims to restore sight and provide opportunities for visually impaired individuals to see the world around them once again. The company recognizes eye problems as a crucial factor in daily life, especially among the elderly living in remote and underprivileged areas. Therefore, the company participates in fundraising by organizing activities to receive donations from the public. The company collaborates with the government and the Thai Red Cross Society's Fundraising Bureau to organize the "Open Eyes to Thai Society" project. All proceeds will be used for eye care, medical equipment purchases, and operational costs for mobile eye clinics. These clinics are staffed with doctors and nurses who travel to provide assistance, including eye examinations, cataract and glaucoma treatments, retinal examinations, and treatment assessments for those who have been examined.

To support the "Open Eyes to Thai Society" project, the company organized a camera auction starting at 0 baht during the BIG CAMERA BIG FESTIVAL and BIG CAMERA BIG PRO DAYS promotional events. For customers who win the auction, the Red Cross Society will issue a tax deduction certificate, allowing them to claim a tax deduction of up to twice the amount. Additionally, the company has set up donation boxes at Big Camera branches, cashier counters, and entrances to photography workshops organized by the company. Every year, Big Camera summarizes the total amount and donates it to the Thai Red Cross Society's Fundraising Bureau to support the mobile eye clinic unit. To date, the company has donated a total of 10,266,295 baht to the "Open Eyes to Thai Society" project from its first to seventh year, contributing to the treatment of 1,466 eyes.

Blood Donation Project in collaboration with Wichaiyut Hospital, Nong Khaem

The company encourages its employees to have a spirit of volunteerism in sharing social responsibility. The company opened for blood donation registration with Wichaiyut Hospital, Nong Khaem, to provide blood to those in need. A large number of employees expressed interest in participating.

Big Camera Together We Play Project

The company recognizes the importance of building relationships, love, and unity among employees. Therefore, the company organizes the "Big Camera Together We Play" project to encourage employees to get to know each other and build good relationships through sports activities. The project also allows employees to showcase their athletic abilities, teamwork skills, and promotes systematic collaboration.

Big Camera PC Meeting Project

The company prioritizes self-development, team development, and building organizational engagement, particularly for sales staff who are crucial to sales and customer service. Therefore, the company organizes the "Big Camera PC Meeting" project to enable sales staff to build relationships within and between branches, fostering teamwork. It also serves as an assessment of employee knowledge to ensure a skilled workforce in each branch.

Setting community and social management goals

Does the company set community and social management : No
goals

Performance and outcomes of community and social management

Performance and outcomes of community and social : No
management

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

Management's Discussion and Analysis (MD&A)

1 Important Financial Information

Independent Auditor's Report on the Consolidated Financial Statements of the Company for the Year Ended December 31, 256 7

Audited by Ms. Kongkaew Limp kitikul, Certified Public Accountant No. 5874, from the Office of EY Limited, the auditor approved by the Office of the Securities and Exchange Commission. The auditor's report on the consolidated financial statements of Big Camera Corporation Public Company Limited for the year ended December 31, 2024, expressed an unqualified opinion with an emphasis of matter paragraph regarding the Company's receipt of a court order regarding the guarantee of an overdraft facility with a bank creditor of a former subsidiary. **Summary of the Company's consolidated financial statements for the years 2022 to 2027**

Big Camera Corporation Public Company Limited (the "Company") operates as a retailer of cameras and provides photo printing services. Currently, it has branches in leading shopping centers in almost every province across the country under the names "BIG Camera", "Wonder Photo Shop", and "Pop! Print". In addition, the Company has been granted the right to manage "AIS Shop by Partner", "Telewiz Shop", and "AIS Buddy" stores from Advanced Wireless Network Co., Ltd., totaling 13 branches. Furthermore, the Company has been entrusted by brand owners to operate brand shops, including "DJI Experience Store" at MBK Center and Terminal 21 Pattaya, which are the largest and most comprehensive DJI product centers, and "Insta360" at Central Phuket Festival, which is the first Insta360 store opened in Thailand, and the second branch at CentralWorld.

The Company has two subsidiaries: Image Solution Plus Co., Ltd., which operates in the production of printed image products, which are distributed through BIG Camera branches and Image Solution Plus Co., Ltd.'s own online channels, and Piccasus Co., Ltd., which was established to support the import of products related to photographic equipment, with the aim of being an importer and distributor fully authorized by the product owners, to give customers confidence in the products distributed by the Group. Currently, Piccasus Co., Ltd. has been appointed as an official distributor by the manufacturers of products under the OM System, DJI, and Kodak brands.

Overview of past performance

Big Camera Corporation Public Company Limited ("the Company") is engaged in the retail business of photographic equipment, photography-related products, including photo printing services, comprehensive photo printing services, and camera repair services. It has branches in almost every province in Thailand under the names "BIG Camera", "Wonder Photo Shop", "Pop! Print", "DJI", "Insta360", including participation in the AIS shop by Partner and Telewiz Shop projects with Advanced Wireless Network Public Company Limited. The Company's main revenue is from the sale of photographic equipment. During 2022, although the Company continued to be affected by the COVID-19 pandemic since 2020, both the government and the private sector have tried to cooperate to bring the situation back to normal as soon as possible in order to restore the country's economy to normal in all sectors, resulting in a return of purchasing power. In addition, the policy of promoting tourism and welcoming tourists to stimulate the economy, including shopping centers, has begun to implement projects to stimulate public spending, resulting in the Company's total revenue increasing by more than 40%. As the group saw an opportunity for growth in the drone product group, it entered into an agreement to be an importer and distributor. During the year, the company implemented a strategy to sell drone products through various sales channels that the company has, including organizing workshops to enable customers to use drones, understand how to use them, and be able to use them according to their needs, resulting in this product group becoming increasingly popular during the year. In addition, the company has expanded its distribution channels by partnering with The Mall Group to sell products in Power Mall stores. In 2022, three branches were opened: Siam Paragon, Emporium, and The Mall Tha Phra. For 2023, the situation is considered to be back to normal. During the year, the company has been able to build confidence in the Thai

photographic equipment market, giving brand manufacturers confidence, and has partnered with several brand manufacturers to stimulate the camera and photographic equipment market in the country, such as Leica, which has chosen the company to organize the launch of new products in Thailand, as well as being granted the right to open a DJI Brand Shop, which opened at MBK Center in early 2024. In addition, seeing the potential in the photo printing market, the group invested more in this business during the year by developing a photo printing sales channel through the website under the name www.popprintthailand.com. Including the opening of a prototype store or flagship store at Central Festival Chiang Mai to provide a one-stop photo printing service center that customers can access and support the growth of future printing formats. The concept is to allow customers to create their own work using quality materials and equipment from Fujifilm, a long-time business partner of the group. This includes adjusting the interior of BIG Camera stores to include a photo printing service corner under the name "Pop! Print" to provide customers with access to services nationwide and cover services throughout the country. In addition, the company continued to cooperate with The Mall Group to sell products in Power Mall stores, adding two more locations during the year: The Mall Bangkapi and The Mall Bangkae.

For 2027, the Company's overall operating results were satisfactory, although some segments were still unable to return to profitability as they were before the COVID-19 situation. However, the Company has not been complacent but has used this situation as an impetus to plan its operations to achieve its targets even better in the following years. During 2027, the product group that continued to be popular among consumers was unmanned aerial vehicles, or drones. The Company recognized the demand for this product group and planned marketing activities and training courses for customers on the use of unmanned aerial vehicles on an ongoing basis, to enable customers to use them correctly, in line with their individual needs, and in compliance with various government regulations. This has resulted in both the Company and its subsidiary, Piccasus, which imports drones, experiencing tremendous growth. During the year, the Company and its subsidiary jointly expanded the DJI Brand Shop, which currently has 2 branches at MBK Center and Terminal 21 Pattaya. In addition, the Company has also gained the trust of the manufacturer of action cameras under the Insta360 brand, which has partnered with the Company to increase its reach to target customers and to increase confidence in its products by opening two Insta360 specialty stores during 2027 at Central Phuket Festival and CentralWorld. In addition, due to its efficient management, the Company was granted the right to manage 4 additional AIS Telewiz stores by Advanced Wireless Network Co., Ltd. in the northern region of the country during the year.

Operating results analysis

Sales revenue

Since the Company operates a retail business, the Company's main revenue is from the sale of goods. The photographic equipment and related equipment group is considered the main revenue-generating group for the Company, accounting for more than 90% of sales revenue. Sales are made through BIG Camera stores, which have more than 150 branches in shopping centers, and through online distribution channels, both from the Company's website and through Shopee, Lazada, as well as in collaboration with The Mall Group to sell products in Power Mall. The Company is an authorized distributor of leading photographic equipment manufacturers such as DJI, Leica, OM System, Canon, Panasonic, Sony, and GoPro.

In 2022, the Company had total revenue from sales of 2,679 million baht, an increase of 40% from the previous year, which is considered a good sign of the beginning of a return to normalcy after more than two years of the COVID-19 pandemic. However, during some periods, both the imaging equipment and mobile phone product groups were affected by the global chip shortage, which is one of the key components of electronic devices, resulting in camera and mobile phone manufacturers being unable to produce enough products to meet market demand. The increase in sales revenue in 2022 was partly due to the sale of drones, which Big Camera Group has been aggressively marketing during the year, resulting in a continuous increase in sales value of this product group. This includes the expansion of distribution channels to reach more customers, such as sales through popular online platforms in Thailand such as Shopee, Lazada, and M-Online, as well as collaboration with shopping centers in The Mall Group, which has enabled Big Camera to sell its products in Power Mall stores. Currently, Big Camera products are available in 5 Power Mall stores.

In 2023, the Group's total revenue from sales was 2,958 million baht, an increase of 10% from the previous year. This growth was mainly driven by the imaging equipment business, as in the latter part of the year, brand manufacturers were able to start delivering more products to the Company after being unable to meet demand due to the global shortage of chipsets, which are a key component used in the production of electronic products worldwide.

In 2027, the Group's total revenue from sales was 3,685 million baht, an increase of 25% from the previous year. This growth was

driven by all of the Company's business groups, including imaging equipment, mobile phones, and the printing business. The chipset shortage began to ease during the year, and domestic purchasing power increased. The product groups that continued to gain popularity were unmanned aerial vehicles, or drones, which the Company's subsidiary imports into Thailand, and action cameras, which are very popular among content producers and family users due to their ease of use and ability to connect to smartphones and easily share images on social media. In addition, the mobile phone product group also experienced growth, partly due to the Company's demonstrated ability to manage AIS and Telewiz stores, which it was granted the right to manage by Advanced Wireless Network Co., Ltd., resulting in the right to manage an additional 4 stores in the northern region during the year.

Service revenue

Service revenue is considered a complement to the Company's core business, consisting of photo printing services, camera repair services, photo book production services under the Pop Print trademark, as well as photo printing and equipment services from Wonder Photo Shop and Pop Print, which opened its first flagship store in early 2023, and camera warranty extension services (BIG Camera Care), as well as camera repair and maintenance services. These services are available at all branches. In addition, the subsidiary also provides drone registration services to provide comprehensive services to customers. In 2022, the group's total service revenue was 76 million baht, an increase of 62% from the previous year. In 2023, the group's service revenue was 88 million baht, an increase of 17%, with an increase in all service groups, both in terms of photo printing, which increased due to the return of the tourism sector, and in terms of warranty and repair services, which are directly related to the increase in sales of photographic equipment. In 2024, the group's service revenue was 93 million baht, an increase of 5%, due to an increase in photo printing services and product warranty extension services, which increased in line with the increase in sales revenue.

Other income

The Company's other income consists of interest income from bank deposits, support funds received from product agents to support and boost sales and support various marketing activities, and other income. For 2022, the Group had total other income of 76 million baht, an increase of 70% from the previous year, as a result of the Company being able to resume marketing activities during the year, which continued into 2023, resulting in the Group having other income of 109 million baht, an increase of 43% from the previous year. In 2024, the Group had other income of 116 million baht, an increase of 7% from the previous year, mainly due to an increase in support funds received from product agents for sales promotion and marketing activities during the year, both in terms of online media production and training courses on the use of various photographic equipment to enhance the potential for using photographic equipment, which will be able to generate product sales in the future.

Cost of sales and services

Cost of sales

Cost of sales consists of the cost of finished goods and other costs related to the direct sale of goods, including the provision for obsolete inventory, less sales support received from distributors in Thailand. Cost of sales in 2022 was 2,080 million baht, an increase of 34% from the previous year, in line with the increase in sales revenue. During the year, the company was able to reduce the amount of inventory, resulting in a reversal of the provision for obsolete inventory, resulting in a lower increase in cost of sales than the increase in sales revenue. In 2023, the cost of sales was 2,358 million baht, an increase of 13% from the previous year, which was higher than the increase in sales revenue. Due to the preparation to support increased sales, the company began to increase its purchases of goods during the year, resulting in a lower reversal of the provision for obsolete inventory than in the previous year. For 2024, the group's cost of sales was 2,995 million baht, an increase of 27%, which was the same rate as the increase in sales revenue.

Cost of services

Cost of services comprises depreciation of tools and equipment, consumables used in photo developing and printing, and camera repair costs. In 2022, the cost of services was 38 million baht, an increase of 10% from the previous year. In 2023, the cost of services was 33 million baht, a decrease of 11% from the previous year. This was due to the fact that some of the tools and equipment used in photo developing and printing had reached the end of their useful lives and were fully depreciated during the year 2023, resulting in a decrease in expenses in this area. In 2024, the cost of services was 27 million baht, an increase of 20% from the previous year, due to an increase in service revenue and the fact that a large portion of the cost of services is fixed costs, such as depreciation. Gross profit margin

The Company's overall gross profit margin averages around 20-25%, with fluctuations partly dependent on the estimated allowance for obsolete inventory and reversals. During 2022 and 2023, there were some reversals of the allowance for obsolete inventory as a result of being able to promote the sale of some old inventory. There were no such reversals in 2027, which is why the gross profit margin for 2027 was lower than in previous years. However, due to increased sales and service revenue, the total gross profit for 2027 was higher than in 2022 and 2023.

Selling and administrative expenses

Selling expenses consist of rent and service fees for store space in leading shopping centers in the country, advertising expenses, sales staff expenses including commissions, and expenses related to various marketing activities and CSR activities. Some of these expenses will vary with sales revenue. In 2022, selling expenses amounted to 418 million baht, an increase of 23% from 2021, which was due to a decrease in rental discounts received for business premises as a result of the return to normal circumstances after the closure of various store operations in shopping centers in 2020 and 2021, resulting in the Company having to pay rent at normal rates in 2022, as well as an increase in other selling expenses that vary directly with sales revenue, such as commissions and advertising expenses. However, comparing the ratio of selling expenses to revenue from sales and services, in 2022, the ratio was 15%, which was lower than the 17% ratio in 2021. In 2023, the Group had selling expenses of 466 million baht, an increase of 11% from the previous year, which was the same rate of increase as the increase in sales revenue, and partly due to the resumption of full-fledged sales promotion and marketing activities during the year, resulting in higher expenses in this area. For 2027, selling and distribution expenses amounted to 532 million baht, an increase of 14% from the previous year, with the increase being attributable to commissions, advertising, and sales promotion expenses, which were in line with the increase in revenue from sales and services. As for the portion of expenses related to the rental of business premises, it increased in line with the normal rate of increase in rent from shopping centers.

Administrative expenses consist of employee expenses and general administrative expenses. In 2022, administrative expenses were 173 million baht, a decrease of 7% from 2021. The majority of administrative expenses were employee expenses, depreciation, and rental expenses for the head office and warehouse. During 2022, following the participation in the sustainability project, which was led by the human resources department to provide knowledge and understanding to personnel within the organization, to understand and jointly plan the cost-effective use of resources, including efforts to reduce unnecessary expenses, to enable everyone in the organization to be a part of contributing to the group's lower administrative expenses. For 2023, administrative expenses were 186 million baht, an increase of 8% from the previous year, partly due to the annual salary adjustment for employees, including the importance of developing employee skills and abilities. During the year, training was provided to both sales staff to enhance their work potential and to increase their knowledge and understanding of various products in order to be able to support customers more effectively. For 2024, the group's administrative expenses were 202 million baht, an increase of 8% from the previous year. The majority of the increase was related to employee expenses, including annual salary adjustments, an increase in annual bonuses to encourage employees after the COVID-19 situation, and an increase in employment to support the expansion of branches and the company's business during the year.

Financial Costs

Finance costs are expenses related to various borrowings, such as interest on short-term and long-term loans. The Company had finance costs in 2022, 2023, and 2027 of 11 million baht, 8 million baht, and 4 million baht, respectively, all of which were interest expenses from lease liabilities under TFRS 16.

Income tax expense

Income tax expense consists of corporate income tax and deferred tax. For 2022, the Group had income tax expense of 11 million baht, which increased from the previous year due to the Group's significantly improved overall operating results compared to 2021. In addition, in 2022, the Company utilized the benefit of brought forward accumulated losses, resulting in income tax expense in 2023 being double that of 2022. In 2023, the Group had total income tax expense of 21 million baht. In 2027, as the Group's profit before income tax increased, income tax expense amounted to 28 million baht, an increase of 31% from the previous year.

Profit (loss)

In 2022, due to the beginning of a return to normalcy following the COVID-19 outbreak, the Group had a net profit of 99 million baht and total comprehensive income of 102 million baht. In 2023, the Group had a net profit of 82 million baht. In 2027, the Group had a total net profit of 106 million baht.

Financial position analysis

Assets

The Company's total assets during the years 2022 to 2027 were 2,655 million baht, 2,586 million baht, and 2,633 million baht, respectively. As the Group's core business is retail, with more than 150 retail stores nationwide, more than 30% of total assets are merchandise held to meet the diverse needs of consumers. In 2022, the Group's total assets amounted to 2,655 million baht, a decrease of 63 million baht or 2% from 2021, due to a decrease in right-of-use assets, which decreased in line with the calculation of depreciation for the year. In 2023, the Group's total assets decreased by 69 million baht, or 3%, compared to 2022, due to a decrease in right-of-use assets, which decreased from depreciation for the year, similar to 2022. For 2027, the Group's total assets increased by 2% from the previous year, with total assets of 2,633 million baht.

Cash and cash equivalents

At the end of 2022, cash and cash equivalents were 254 million baht, a decrease of 35% from 2021, due to the fact that business operations began to return to normal during the year, resulting in higher purchases of goods to support sales, as well as the use of some cash to invest in debt instruments with banks in the amount of 205 million baht. At the end of 2023, cash and cash equivalents were 169 million baht, a decrease of 33% from 2022, due to the purchase and reservation of inventory during the year to support the increased demand for goods. At the end of 2024, the group had cash and cash equivalents of 206 million baht, an increase of 22% from the previous year, partly because during the year, a fixed deposit of 405 million baht matured and the company decided to use it for working capital.

Trade and other receivables

Trade and other receivables consist of receivables from the sale of goods, the majority of which are banks that own credit card swipe machines, accounting for 31%, receivables from sales promotions from business partners, accounting for 68%, and the remaining 1% being accrued interest and other receivables, which had an outstanding balance as of December 31, 2022 of 66 million baht, representing 3% of the Group's total assets, an increase of 45% from the previous year. The increase was mainly due to an increase in trade receivables and prepaid expenses for goods. During the year, the Company received full payment from a debtor for sales promotion receivables, which had been in litigation since 2022, for which an allowance for doubtful accounts of 10 million baht had been provided. Therefore, during 2022, there was a reversal of this provision, which was one of the factors contributing to the increase in trade and other receivables from the previous year. For 2023, trade and other receivables outstanding amounted to 91 million baht, an increase of 25 million baht or 37% from 2022, due to the launch of new popular products at the end of the year, resulting in pre-orders and prepayments for goods to overseas manufacturers, as well as an increase in sales promotion revenue during the year, especially in the latter part of the year, which is a period of high order volume, resulting in an increase in the Group's sales promotion receivables outstanding at the end of 2023. For 2027, the Group had total trade and other receivables of 101 million baht, an increase of 10% from the previous year, due to an increase in both trade receivables from credit card sales and sales promotion receivables during the year, which was in line with the increase in sales and other income.

Inventories

Inventories are the Company's main assets. As of December 31, 2022, the Group had inventories of 802 million baht, an increase of 11% from 2021, due to the business beginning to return to normal and the increase in drone inventory to meet the increasing demand for the product. Almost all of the products imported by the Company for sale are purchased from leading manufacturers or distributors in the country, who have been granted the right to sell them legally. In addition, the products are guaranteed by the manufacturers and distributors, which makes the Company's products highly reliable among consumers. For 2023, the Group had inventories of 995 million baht, an increase of 193 million baht or 24% from 2022, due to the increasing demand for products in the country and the easing of the chipset shortage, which is a key component in the production of electronic devices, in late 2023, allowing imaging equipment manufacturers to deliver more products during the year. In 2027, the Group had inventories of 1,365 million baht, or 52% of total assets, which is in line with the nature of the retail business, which requires the purchase

of goods to support sales in all branches. On average, each of the Company's stores will have a total inventory value of approximately 7 million baht, depending on the size of the store and its location. In addition, the products offered for sale in each store may vary depending on the diverse needs of customers in each region. Overall, inventories increased by 37% or 370 million baht from the previous year.

Other current assets

These are prepaid expenses, deposits, input VAT that can be used in the future, and withholding tax. As of December 31, 2022, the balance was 42 million baht. In 2023, the balance was 62 million baht, an increase from the previous year due to deposits for goods purchased by a subsidiary from abroad. In 2024, the balance was 73 million baht.

Restricted deposits

Fixed deposits with financial institutions are used to guarantee credit lines used to finance the business and to issue bank guarantees. As of December 31, 2022, 2023, and 2024, the amount was 120 million baht.

Buildings and Equipment

The Group's buildings and equipment consist of buildings used to accommodate sales staff from various branches who rotate to the head office for training throughout the year, office and branch decorations, vehicles, photo developing and printing machines, computers, and office equipment, which had a net book value as of December 31, 2023 of 114 million baht, an increase of 17 million baht from the previous year. This increase was due to the expansion of 5 new branches during the year, as well as the decoration of the subsidiary's permanent office building to accommodate the operations and serve as a repair center for OM System products, for which the subsidiary was granted the right to operate. As of December 31, 2027, the Company had buildings and equipment with a net book value of 126 million baht, an increase of 12 million baht from the previous year, which was in line with the increase in the number of branches during the year.

Right-of-use assets

Right-of-use assets arose from the adoption of TFRS 16 during the year 2020. As of January 1, 2020, the value of lease payments over the lease term for office space at the head office and branches was calculated to be 1,098 million baht as right-of-use assets and 1,012 million baht as lease liabilities. Right-of-use assets will be gradually adjusted to depreciation from the right of use. As of December 31, 2022, the outstanding balance was 569 million baht. As of December 31, 2023, the outstanding balance was 413 million baht. As of December 31, 2027, the outstanding balance was 409 million baht. The changes were due to the increase in the number of branches, contract terminations, and depreciation during the year. [Intangible assets](#)

Intangible assets consist of computer software and management service rights. As of December 31, 2022, the amount was 26 million baht. As of December 31, 2023, the amount was 37 million baht, an increase from the previous year, as during the year, the Company decided to invest in an Enterprise Resource Planning (ERP) software package to support both sales and management operations in order to be able to prepare data used in management more efficiently, as well as to further invest in the subsidiary's website to support the offering of printed image products. As of December 31, 2027, the amount was 42 million baht, an increase of approximately 5 million baht from the previous year, partly due to the acquisition of the right to manage additional AIS and Telewiz stores during the year.

Deferred Tax Assets

This is a tax benefit that can be used to reduce future tax payments. It arises from differences between accounting income or expenses and tax income or expenses, which have different criteria for consideration. The Company's deferred tax assets arose from tax benefits from the allowance for inventory obsolescence, long-term employee benefit provisions, purchase discounts, the estimated allowance for expected credit losses on receivables, and the impairment loss on assets. As of December 31, 2022, the balance was 66 million baht. As of December 31, 2023, the balance was 66 million baht. As of December 31, 2027, the balance was 73 million baht. This was partly due to changes in the estimates of the allowance for inventory obsolescence, purchase discounts, the estimated allowance for impairment of assets, and the estimated employee benefit liability.

Other Non-Current Assets

These are mainly security deposits related to the lease of branch premises, which will be refunded upon the return of the premises to the shopping center. As of December 31, 2022, the amount was 106 million baht. As of December 31, 2023, the amount was 113 million baht. As of December 31, 2027, the amount was 119 million baht. The increase or decrease was a result of changes in the number of branches during the year.

Sources of funds

Capital structure

The Company's debt-to-equity ratio was 0.54, 0.49, and 0.48 times in 2022, 2023, and 2027, respectively. Almost all of the total liabilities are non-interest-bearing liabilities, which include trade payables, accrued income taxes, and employee benefit provisions, except for lease liabilities calculated in accordance with the relevant financial reporting standards.

Trade and other receivables

More than 80% of trade and other payables are trade payables from the purchase of goods for sale, with an average repayment period of approximately 60-180 days. The remainder is accrued expenses, which consist of rent, service fees, and utility bills.

Lease liabilities

Lease liabilities arose from the adoption of TFRS 16 during the year 2020. As of January 1, 2020, the value of lease payments over the lease term for office space at the head office and branches was calculated to be 1,098 million baht as right-of-use assets and 1,012 million baht as lease liabilities. Lease liabilities will decrease as lease payments are made to the lessor. As of December 31, 2022, 2023, and 2027, the outstanding balances were 526 million baht, 378 million baht, and 375 million baht, respectively. The changes were in line with the lease payments made in accordance with the payment schedule agreed with the lessor.

Other current liabilities

This consists of employee deposits and performance guarantees, social security, withholding tax, and sales tax payable to the Revenue Department. As of December 31, 2022, the outstanding balance was 7 million baht. As of December 31, 2023, the outstanding balance was 6 million baht. As of December 31, 2027, the outstanding balance was 6 million baht.

Employee benefit provisions

This is a provision for benefits that the Company is required to pay to employees if they work until the retirement age stipulated by labor law. It is an estimate of the liability estimated under actuarial principles. As of December 31, 2022, the Group had a total provision for employee benefits of 49 million baht. As of December 31, 2023, the provision for employee benefits was 56 million baht. As of December 31, 2027, the provision for employee benefits was 63 million baht.

Shareholders' equity

Registered capital

Currently, the Company has a registered and paid-up capital of 3,528,878,800 ordinary shares with a par value of 0.10 baht per share, totaling 352,887,880 baht.

Liquidity and cash flow

In 2022, the group had cash flow from operating activities of 315 million baht, a decrease of 33% from the previous year, due to the fact that various operations began to return to normal, resulting in higher purchases of goods to support sales. Cash flow used in investing activities was 250 million baht, which was used to invest in debt instruments of a bank in addition to the previous year, as well as to invest in ERP software to support both sales and administrative operations. Overall, the group had a decrease in cash and cash equivalents of 138 million baht.

In 2023, the group had cash flow from operating activities of 188 million baht, a decrease of 40% from the previous year, due to the higher volume of purchases of goods to support sales during the year. Cash received from investing activities was 40 million baht from a decrease in investments in other current financial assets and investments in intangible assets in the form of accounting software and websites to support sales for the printing business. Cash paid for financing activities was 309 million baht, an increase of 52% from the previous year, due to the declaration of dividends to shareholders during the year according to the resolution of the 2023 Annual General Meeting of Shareholders in the amount of 70 million baht.

In 2027, the Group had negative cash flow from operations of 0.04 million baht. This was due to the fact that during the year, there were increased purchases of goods to support higher sales due to higher demand during the year, and because some of the imported goods were in a group of goods that had to be paid for in advance, the Group had to set aside more cash for this purpose. Cash flow from investing activities amounted to 352 million baht, which was mainly due to the maturity of fixed deposits during the year in the amount of 405 million baht. Cash flow used in financing activities was for the payment of dividends to shareholders during the year in the amount of 53 million baht and for the payment of lease liabilities in accordance with TFRS 16.

Commitments and contingencies

As of December 31, 2027, the Company had bank guarantees outstanding in the Company's name in the amount of 47 million baht, relating to certain normal operating obligations of the Company, a decrease of 15 million baht from the previous year due to the fact that some customers waived the requirement for letters of guarantee for the purchase of goods because they were confident in the Company's ability to make payments, and had obligations relating to the purchase of equipment and the installation of computer software in the amount of 5 million baht.

Key financial ratios

Gross profit margin The overall increase in 2022 from 2021 was due to a decrease in sales promotions with product manufacturers and network service providers to maintain consumer purchasing power during the COVID-19 pandemic, as the situation began to return to normal. For 2023, the gross profit margin decreased from 2022, specifically in terms of gross profit from sales, due to a decrease in the reversal of the allowance for obsolete inventory in 2023, which was significantly lower than in 2022, as the Company increased its purchases to meet the increased demand for products during the year. For 2027, the decrease from 2023 was partly due to the fact that some of the product groups sold had lower gross profit margins, and during the year, the allowance for obsolete inventory was increased due to the increase in the quantity of inventories.

Net profit margin In 2022, as operations began to return to normal following the COVID-19 pandemic, the Company began to return to profitability, with a net profit margin of 3.5%, and in 2023, the Group had a net profit margin of 2.6% and an increased net profit margin of 2.71% in 2027.

Debt-to-equity ratio In the past year, the Company has maintained its policy of primarily using internal sources of funds for expenditures in order to reduce borrowing rates and interest rates. Excluding lease liabilities under TFRS 16, almost all of the Company's liabilities are non-interest-bearing liabilities, which include trade payables, accrued income taxes, and employee benefit provisions.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

Currently, the photographic equipment retail business is highly competitive, both from existing operators and new entrants who are increasingly competing in the business. The competitors include medium-sized companies with registered capital not exceeding 10 million baht or small companies located in various locations in major provinces across the country, causing the company to face high competition and may affect operating results. In addition, Big Camera is at risk from competitors in the industry who may sell substitute products, such as second-hand goods, tax-avoidance goods, or illegal goods. These substitute products are cheap, giving consumers more choices. During an economic downturn, this may cause consumers to switch to buying more substitute products, putting Big Camera at risk from declining sales, which will negatively affect profitability.

However, the company expects that the risk from this issue will not be significant. This is due to several key limitations for new entrants in the photographic equipment retail business. These include the lack of bargaining power with various distributors (Brand Suppliers) in terms of trade discounts, credit limits, and payment terms. This is because the purchase volume of new entrants is relatively low compared to Big Camera. In the case of concerns that businesses related to the photographic equipment retail business, such as second-hand camera businesses, related equipment businesses, such as photo printing centers, will enter the photographic equipment retail business, the company expects that new entrants may not enter the retail business due to unfamiliarity with market conditions, the inability to find a suitable location, and the lack of effective bargaining power with distributors. In addition, the company also has a wide range of products and services to meet the needs of all customer groups. There are branches nationwide, including online channels, and collaboration with manufacturers in organizing continuous sales promotions. As well as training sales staff to have a good understanding of the products, which will be a driving force, creating a good image for Big Camera stores. In addition, with the experience of executives in retail for more than 20 years, they can manage branches efficiently and have a deep understanding of the retail and camera businesses, enabling the company to adapt well to competitive conditions. And remains a leader in the photographic equipment retail business to the present, including always having good inventory management, which is very important in the retail business.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	253,680.51	169,004.65	205,954.15
Trade And Other Receivables - Current - Net (ThousandTHB)	89,389.40	126,819.88	100,507.00
Inventories - Net (ThousandTHB)	802,269.42	995,489.28	1,365,441.60
Other Current Assets (ThousandTHB)	18,772.47	26,499.29	72,524.47
Other Current Assets - Others (ThousandTHB)	18,772.47	26,499.29	72,524.47
Total Current Assets (ThousandTHB)	1,670,879.34	1,723,151.38	1,744,427.22
Restricted Deposits - Non- Current (ThousandTHB)	120,175.00	120,175.00	120,175.00
Property, Plant And Equipment - Net (ThousandTHB)	96,430.33	113,922.08	125,686.35
Right-Of-Use Assets - Net (ThousandTHB)	569,370.58	412,634.32	408,770.77
Intangible Assets - Net (ThousandTHB)	26,377.80	36,761.75	41,828.25
Intangible Assets - Others (ThousandTHB)	26,377.80	36,761.75	41,828.25
Deferred Tax Assets (ThousandTHB)	65,619.51	66,196.15	73,151.75
Other Non-Current Assets (ThousandTHB)	105,832.88	112,765.00	118,879.82
Other Non-Current Assets - Others (ThousandTHB)	105,832.88	112,765.00	118,879.82
Total Non-Current Assets (ThousandTHB)	983,806.09	862,454.30	888,491.94

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Assets (ThousandTHB)	2,654,685.43	2,585,605.67	2,632,919.16
Liabilities			
Trade And Other Payables - Current (ThousandTHB)	340,501.42	397,502.58	380,417.83
Current Portion Of Lease Liabilities (ThousandTHB)	211,806.53	206,995.76	196,198.56
Income Tax Payable (ThousandTHB)	6,376.06	9,951.33	17,520.09
Other Current Liabilities (ThousandTHB)	6,513.76	6,267.34	6,133.57
Total Current Liabilities (ThousandTHB)	565,197.77	620,717.01	600,270.05
Non-Current Portion Of Lease Liabilities (ThousandTHB)	313,845.96	170,505.63	178,396.11
Long-Term Provisions (ThousandTHB)	8,440.24	8,612.89	8,933.76
Provisions For Employee Benefit Obligations - Non- Current (ThousandTHB)	48,548.85	55,761.35	62,537.81
Total Non-Current Liabilities (ThousandTHB)	370,835.05	234,879.87	249,867.68
Total Liabilities (ThousandTHB)	936,032.82	855,596.87	850,137.73

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Shareholders' equity			
Authorised Share Capital (ThousandTHB)	352,887.88	352,887.88	352,887.88
Authorised Ordinary Shares (ThousandTHB)	352,887.88	352,887.88	352,887.88
Issued And Paid-Up Share Capital (ThousandTHB)	352,887.88	352,887.88	352,887.88
Paid-Up Ordinary Shares (ThousandTHB)	352,887.88	352,887.88	352,887.88
Retained Earnings (Deficits) (ThousandTHB)	1,365,764.73	1,377,120.92	1,429,893.55
Retained Earnings - Appropriated (ThousandTHB)	35,288.79	35,288.79	35,288.79
Legal And Statutory Reserves (ThousandTHB)	35,288.79	35,288.79	35,288.79
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	1,330,475.95	1,341,832.13	1,394,604.76
Equity Attributable To Owners Of The Parent (ThousandTHB)	1,718,652.61	1,730,008.80	1,782,781.43
Total Equity (ThousandTHB)	1,718,652.61	1,730,008.80	1,782,781.43
Total Liabilities And Equity (ThousandTHB)	2,654,685.43	2,585,605.67	2,632,919.16

Summary of income statement

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (ThousandTHB)	2,754,571.57	3,046,594.93	3,778,069.30
Revenue From Sales (ThousandTHB)	2,679,019.85	2,958,119.21	3,684,886.41
Revenue From Rendering Services (ThousandTHB)	75,551.72	88,475.72	93,182.89
Other Income (ThousandTHB)	75,680.43	108,569.96	116,062.26
Total Revenue (ThousandTHB)	2,830,252.00	3,155,164.89	3,894,131.56
Costs (ThousandTHB)	2,117,679.69	2,391,848.74	3,021,691.39
Cost Of Sales (ThousandTHB)	2,080,046.46	2,358,383.31	2,994,894.18
Cost Of Rendering Services (ThousandTHB)	37,633.23	33,465.43	26,797.22
Selling And Administrative Expenses (ThousandTHB)	591,354.08	652,078.42	734,598.63
Selling Expenses (ThousandTHB)	418,243.29	465,851.05	532,259.92
Administrative Expenses (ThousandTHB)	173,110.79	186,227.37	202,338.71
Total Cost And Expenses (ThousandTHB)	2,709,033.77	3,043,927.15	3,756,290.02
Profit (Loss) Before Finance Costs And Income Tax Expense (ThousandTHB)	121,218.24	111,237.73	137,841.54
Finance Costs (ThousandTHB)	11,305.19	8,258.12	4,494.09
Income Tax Expense (ThousandTHB)	10,798.76	21,046.75	27,642.31
Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	99,114.29	81,932.86	105,705.13
Net Profit (Loss) For The Period (ThousandTHB)	99,114.29	81,932.86	105,705.13

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	99,114.29	81,932.86	105,705.13
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	101,525.57	81,932.86	105,705.13
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	99,114.29	81,932.86	105,705.13
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	101,525.57	81,932.86	105,705.13
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	0.03	0.02	0.03
EBITDA (ThousandTHB)	418,592.32	400,460.36	436,682.05
Operating Profit (ThousandTHB)	45,537.80	2,667.78	21,779.28
Normalize Profit (ThousandTHB)	99,114.29	81,932.86	105,705.13

Summary of cash flow statement

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (ThousandTHB)	109,913.05	102,979.61	133,347.44
Depreciation And Amortisation (ThousandTHB)	297,374.08	289,222.62	298,840.51
Depreciation (ThousandTHB)	249,543.00	250,287.57	259,369.71
(Reversal Of) Expected Credit Losses (ThousandTHB)	-8,973.14	-605.76	-1,331.04
(Reversal Of) Loss From Diminution In Value Of Inventories (ThousandTHB)	-30,571.01	-3,906.73	11,551.39
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	2,277.48	338.37	-1,905.06
(Reversal Of) Impairment Loss Of Fixed Assets (ThousandTHB)	-1,615.71	400.57	-418.05
Dividend And Interest Income (ThousandTHB)	-7,080.46	-10,411.69	-6,454.88
Interest Income (ThousandTHB)	-7,080.46	-10,411.69	-6,454.88
Finance Costs (ThousandTHB)	11,305.19	8,258.12	4,494.09
Employee Benefit Expenses (ThousandTHB)	6,338.22	7,212.50	8,007.66
Other Reconciliation Items (ThousandTHB)	-42,997.94	-11,769.82	-363.86
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (ThousandTHB)	335,969.76	381,717.80	445,768.22
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	-18,735.49	-36,508.80	-7,956.01

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Increase) Decrease In Inventories (ThousandTHB)	-46,178.09	-189,313.14	-381,503.70
(Increase) Decrease In Other Operating Assets (ThousandTHB)	10,723.49	-14,531.44	-16,279.36
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	39,616.06	56,527.30	-17,825.63
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	-493.33	N/A	-1,231.20
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	-5,004.45	-335.74	-178.40
Cash Generated From (Used In) Operations (ThousandTHB)	315,897.93	197,555.99	20,793.92
Interest Received (ThousandTHB)	4,734.54	8,542.02	6,257.83
Income Tax (Paid) Received (ThousandTHB)	-6,033.55	-18,175.62	-27,092.83
Net Cash From (Used In) Operating Activities (ThousandTHB)	314,598.84	187,922.39	-41.08
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	961.91	1,463.51	5,039.98
Property, Plant And Equipment (ThousandTHB)	961.91	1,463.51	5,039.98
Payment For Purchase Of Fixed Assets (ThousandTHB)	-48,016.37	-68,539.34	-58,277.56
Property, Plant And Equipment (ThousandTHB)	-35,265.80	-53,551.66	-47,077.78
Intangible Assets (ThousandTHB)	-12,750.58	-14,987.67	-11,199.78
Other Items (Investing Activities) (ThousandTHB)	N/A	102,983.02	405,338.28

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Net Cash From (Used In) Investing Activities (ThousandTHB)	-250,242.94	35,907.19	352,100.70
Repayments On Lease Liabilities (ThousandTHB)	N/A	-229,903.19	-257,920.05
Dividend Paid (ThousandTHB)	N/A	-70,487.36	-52,887.87
Interest Paid (ThousandTHB)	N/A	-8,114.89	-4,302.20
Net Cash From (Used In) Financing Activities (ThousandTHB)	-202,769.88	-308,505.44	-315,110.12
Net Increase (Decrease) In Cash And Cash Equivalent (ThousandTHB)	-138,413.98	-84,675.86	36,949.51
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	392,094.48	253,680.51	169,004.65
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	253,680.51	169,004.65	205,954.15

Key financial ratios

	2022	2023	2024
Liquidity ratio			
Current ratio (times)	2.96	2.78	2.91
Quick ratio (times)	0.61	0.42	0.51
Cash flow liquidity ratio (times)	0.57	14.28	0.00
Average account receivable turnover (times)	126.91	113.59	129.47
Average collection period (days)	3.00	3.00	3.00
Average finish goods turnover period (days)	N/A	N/A	N/A
Average inventory turnover (times)	2.72	2.62	2.54
Average inventory turnover period (days)	132.00	137.00	142.00
Average account payable turnover (times)	8.41	7.86	9.17
Average payment period (days)	43.00	46.00	39.00
Average cash cycle (days)	92.00	94.00	106.00
Profitability ratio			
Gross profit margin (%)	25.18	24.19	22.41
Operating margin (%)	12.20	12.53	11.80
Other income to total income (%)	N/A	N/A	N/A
Cash from operation to operating profit (%)	93.64	49.23	0.01
Net profit margin (%)	3.50	2.60	2.71
Return on equity (ROE) (%)	5.94	4.75	6.02
Financial policy ratio			
Total debts to total equity (times)	0.54	0.49	0.48
Interest coverage ratio (times)	29.55	26.43	7.29

	2022	2023	2024
Interest bearing debt to EBITDA ratio (times)	N/A	N/A	N/A
Debt service coverage ratio (times)	1.31	0.51	0.00
Dividend payout ratio (%)	89.00	90.00	55.00

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.
Address/location : 93 Ratchadaphisek Road
Subdistrict : Din Daeng
District : Din Daeng
Province : Bangkok
Postcode : 10400
Telephone : 02-009-9000
Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : EY OFFICE LIMITED
Address/location : 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137
RAJADAPISEK ROAD
Subdistrict : KHLONG TOEI
District : KHLONG TOEI
Province : Bangkok
Postcode : 10110
Telephone : +66 2264 9090
Facsimile number : +66 2264 0789-90
List of auditors : Miss KRONGKAEW LIMKITTIKUL
License number : 5874

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock exchange in : No
another country?

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

Overview of Corporate Governance Policies and Practices

BIG Camera Corporation Public Company Limited and its subsidiaries are committed to operating under good corporate governance principles, the best practices for listed companies, and the rules, regulations, and guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission. This commitment aims to foster sustainable organizational growth and ensure ethical business practices in accordance with the law. The company upholds ethical and moral principles in its business dealings, maintains transparency in information disclosure, develops internal control systems, implements effective and appropriate audit mechanisms, and operates with a sense of responsibility towards shareholders, investors, and all stakeholders. The company has established operational procedures that demonstrate its capabilities and responsibilities in various areas, aligning with best practice frameworks and the company's good corporate governance policy.

To promote good corporate governance and to serve as good practice guidelines for directors, executives, and employees within the organization, both of the company and its subsidiaries, and all stakeholders, leading to a truly sustainable organization, the Board of Directors has reviewed and approved the company's vision, mission, strategies, goals, and business direction. This includes reviewing the company's key policies to ensure they are appropriate, consistent with good corporate governance principles, and relevant to the current situation. The company discloses its corporate governance policies and practices, including a code of business conduct that reflects its business practices, as follows:

Policy and Practices Regarding the Board of Directors

1. Board of Directors

The Board of Directors plays a crucial role in corporate governance and is accountable to shareholders for the performance of its duties. The Board of Directors comprises directors with knowledge, abilities, and experience in business operations as required by the company. They must possess the qualifications and not be disqualified under the Public Limited Companies Act and other relevant laws. Their responsibilities include setting policies, vision, strategies, objectives, missions, business plans, and budgets for the company. They oversee the management to ensure operations align with established policies effectively, within the framework of laws, objectives, articles of association, resolutions of the Board of Directors, and resolutions of the shareholders' meeting. They operate with responsibility, honesty, integrity, and prudence, adhering to good corporate governance principles to maximize economic value for the business and ensure maximum security for shareholders.

The Board of Directors is crucial to the company's good corporate governance. It must comprise individuals with knowledge, expertise, and experience that can greatly benefit the company. They must be dedicated and fully committed to fulfilling their responsibilities. Therefore, the Board of Directors has established the following important composition, qualifications, and appointment procedures for the Board of Directors:

Components

The Board of Directors consists of no less than 5 but no more than 15 directors, with independent directors comprising no less than 1/3 of the total number of directors, which must be no less than 3 persons. Independent directors are individuals who meet the qualifications stipulated in the relevant notifications of the Securities and Exchange Commission and the Stock Exchange of Thailand. At least one director must possess knowledge and expertise in accounting and finance. At least half of the total number of directors must reside in Thailand.

Qualifications of the Board of Directors

- 1) Each director can perform his/her duties and exercise his/her independent judgment in considering and deciding on various matters. They can ask questions, express opinions, or object in the event of a disagreement on matters that affect the interests of shareholders or stakeholders without being under the influence of any group of persons.
- 2) Be experts in various fields to combine knowledge and abilities that are beneficial to the company's business operations.
- 3) Possess the qualifications and not possess any prohibited characteristics as stipulated in the Public Limited Company Act, the Act on Criteria and Qualifications for Directors, the Company's Articles of Association, and other relevant laws, including the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.
- 4) Perform duties with honesty, integrity, and ethics within the framework of the law, as well as good corporate governance guidelines and business ethics.
- 5) Be responsible for performing their duties as directors and be able to dedicate sufficient time to fulfill their responsibilities to the company. They must also be accountable to shareholders consistently and make decisions with prudence to safeguard the best interests of the company.

Term of Office of the Board of Directors

At each Annual General Meeting, one-third (1/3) of the directors shall retire by rotation. If the number of directors to retire by rotation is not divisible by three (3), the number closest to one-third (1/3) shall retire. In the first and second years, the directors whose terms are to expire shall determine by lot who shall retire. In the third year, the director who has held office the longest shall retire. The retiring directors may be re-elected at the shareholders' meeting.

The term of office for an independent director of the company shall not exceed 9 consecutive years from the date of their initial appointment as an independent director. In the event that the company needs to reappoint an independent director for a term exceeding 9 years, the company will provide justification and the necessity for considering the reappointment of that particular independent director.

In addition to retirement by rotation, a director shall cease to hold office upon

1. Death
2. Resignation
3. Lack qualifications or possess prohibited characteristics as stipulated by law.
4. The shareholders' meeting resolves to remove a director by a vote of not less than three-fourths of the votes of the shareholders present at the meeting and entitled to vote, representing not less than one-half of the total number of shares held by the shareholders present at the meeting and entitled to vote.
5. Court order for removal.

In the event of a vacancy on the Board of Directors for reasons other than the expiration of a term, the Board of Directors shall elect a qualified individual who does not possess any prohibited characteristics as stipulated in Section 68 of the Public Limited Companies Act B.E. 2535 to serve as a replacement director at the next Board of Directors meeting, unless the remaining term of the vacating director is less than two months. The replacement director shall serve only for the remainder of the term of the director they are replacing.

Election/Appointment of the Board of Directors

- 1) The election of directors to replace directors who retire by rotation must be approved by the shareholders' meeting.
- 2) The election of directors must be transparent and clear, with nominations for directors accompanied by sufficient background

information for decision-making through the Board of Directors. This process considers knowledge, abilities, expertise, experience, a good work history, a broad vision, ethics, the ability to dedicate sufficient time to the company, and diligence in performing duties responsibly for the benefit of the company's business operations. The Board of Directors will then propose the nominations to the shareholders' meeting for approval.

3) Appointment of Directors During the Term Due to a Vacancy: The Board of Directors may consider and select a suitable candidate to fill the vacancy and present the nomination to the shareholders' meeting for approval.

4) In the election of directors, the company will consider diversity in the board structure to determine the qualifications of the directors to be recruited. This will be based on the necessary skills that are lacking, as well as appropriate qualifications that align with the composition and structure of the board according to the company's business strategy plan. There will be no discrimination based on gender, age, ethnicity, religion, or other differences.

Roles, Responsibilities, and Liabilities of the Board of Directors

Role

The Board of Directors is the leader in setting the direction, goals, and business policies and is responsible for monitoring the performance of management by empowering management to operate in accordance with the goals. However, operations on important matters must be approved by the Board of Directors first.

The company requires the Board of Directors to comply with the Code of Best Practices for Directors of Listed Companies, as outlined by the Stock Exchange of Thailand. The Board of Directors must understand and be aware of their roles, responsibilities, and liabilities in overseeing the company's operations in accordance with laws, objectives, company regulations, resolutions of the shareholders' meeting, and prioritize the interests of the company and its shareholders. The Board of Directors takes the lead in setting strategic directions, business policies, and monitoring the management's performance. They delegate authority to the management to operate in accordance with the objectives. However, significant operations require prior approval from the Board of Directors.

Responsibilities

1) The Board of Directors shall ensure that there is a clear separation of duties and responsibilities between the Board of Directors and the management as stipulated in the Company's Articles of Association and that there is a balance of power in the operations. The Board of Directors will be responsible for setting policies and overseeing the management's performance at the policy level, while the management will be responsible for managing the Company's operations in various areas in accordance with the policies set.

2) The Board of Directors is responsible for setting the vision, mission, and key policies, monitoring the performance of management, and ensuring that there are appropriate internal control and risk management processes in place.

3) Oversee good corporate governance and ensure that there is communication on various matters with stakeholders and the public, as well as promote cooperation for the ultimate and sustainable benefit.

4) Monitor and ensure the implementation of the company's strategies. During the quarterly Board of Directors meetings, the Board will monitor the performance of the management team. The management team is required to report on the company's operational and financial performance, particularly in terms of financial targets and various work plans, to ensure alignment with the company's established strategies.

5) The Board of Directors has the duty to report to the Company any conflict of interest of the directors or related persons that is related to the management of the Company or its subsidiaries, and to report any changes in such conflict of interest by completing the details of the conflict of interest of the directors and related persons in the Directors' Conflict of Interest Report Form in accordance with the criteria set by the Capital Market Supervisory Board and submitting it to the Company Secretary for compilation.

6) Appoint various subcommittees to assist in overseeing the company's operations. Each director can perform their duties and

exercise independent judgment in making decisions on various matters. They can raise questions, express opinions, or object in cases of conflicting views on matters that affect the interests of shareholders or stakeholders.

Scope of Authority and Responsibilities of the Board of Directors

1. Perform duties using knowledge, abilities, and experience to benefit the Company's business operations in accordance with the law, the Company's objectives, the Company's Articles of Association, and resolutions of the shareholders' meeting, with care and honesty, to protect the interests of the Company and be accountable to shareholders.
2. Consider, determine details, and approve the vision, business strategies, business direction, business policies, goals, operational plans, and budgets of the Company and its subsidiaries as prepared by the Chief Executive Officer and management.
3. Supervise the management and performance of the Chief Executive Officer, the management team, or any individuals assigned to perform such duties, to ensure alignment with the policies established by the Board of Directors.
4. Continuously monitor the performance and strategies of the company and its subsidiaries to ensure alignment with the company's operational plans and budget.
5. Ensure that the company and its subsidiaries utilize appropriate and efficient accounting systems, including the establishment of internal control and internal audit systems.
6. Prepare the financial statements at the end of the company's fiscal year and sign to certify such statements for presentation to the shareholders' meeting at the Annual General Meeting for approval.
7. Consider and approve the selection and proposed appointment of auditors and determine appropriate remuneration as presented by the Audit Committee before presenting it to the shareholders' meeting at the Annual General Meeting for approval.
8. Establish a written policy on corporate governance based on good governance principles and effectively implement such policy to ensure that the Company is accountable to all stakeholders fairly.
9. Consider and approve the appointment of individuals who meet the qualifications and do not possess any prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535 (including amendments), the Securities and Exchange Act B.E. 2535 (including amendments), as well as relevant notifications, regulations, and/or rules, to fill vacant director positions that arise for reasons other than the expiration of their term. The Board will also consider and recommend the appointment of directors to replace those whose terms have expired and determine director remuneration for presentation to the shareholders' meeting for approval.
10. Appoint subcommittees, such as the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, the Corporate Governance Committee, or any other subcommittees, and define the authority and duties of such subcommittees to assist and support the Board of Directors.
11. Consider, determine, and amend the names of directors who have the authority to bind the Company.
12. Consider the appointment of executives as defined by the Securities and Exchange Commission or the Capital Market Supervisory Board, as well as the company secretary. Determine the remuneration of such executives as proposed by the Remuneration Committee.
13. Seek professional opinions from external organizations if necessary to make appropriate decisions.
14. Encourage directors and executives of the company to participate in relevant training programs and seminars offered by the Thai Institute of Directors Association, focusing on their duties and responsibilities as directors and executives.
15. Appoint ad hoc subcommittees as deemed necessary and appropriate.
16. The Board of Directors may delegate authority to any person to act on one or more matters as it deems appropriate. Such

delegation of authority shall not empower the delegate to approve any transaction in which they or any person who may have a conflict of interest (as defined in the SEC Notification or the Capital Market Supervisory Board Notification), or have any interest or benefit, or any other conflict of interest with the company or its subsidiaries, except for the approval of transactions that are in accordance with the policies and criteria approved by the shareholders' meeting or the Board of Directors.

Roles and Responsibilities of the Chairman of the Board

1. Convene Board of Directors Meetings: Preside over Board of Directors meetings and shareholders' meetings, and play a role in setting the meeting agenda in collaboration with the Chief Executive Officer.
2. Control the meeting to be efficient and in accordance with the Company's Articles of Association, supporting and providing opportunities for directors to express their opinions independently.
3. Support and encourage the Board of Directors to perform their duties to the best of their ability, within the scope of their authority, responsibilities, and good corporate governance principles.
4. Supervise, monitor, and manage the work of the Board of Directors and subcommittees to achieve their objectives.
5. Be the deciding vote in the event that the Board of Directors' meeting decides to take a majority vote and the votes are tied.

Roles and Responsibilities of the Chief Executive Officer

1. The Chief Executive Officer is responsible for overseeing the day-to-day operations and/or management of the company in accordance with its business objectives. In managing the company's business, the Chief Executive Officer must comply with any policies, regulations, or orders established by the Board of Directors.
2. Formulate and present the vision, business strategies, business direction, policies, objectives, guidelines, operational plans, and budgets of the company and its subsidiaries to the Board of Directors. This is for the purpose of preparing such matters for presentation to the Board of Directors, with the Chief Executive Officer participating in the consideration of these matters with the Board.
3. Issue orders, regulations, announcements, and memoranda to ensure that the operations are in accordance with the policy.
4. Coordinate with executives and employees to implement policies and business directions received from the Board of Directors.
5. Have the authority to consider and approve only cases or actions that are in the ordinary course of business of the Company within the annual budget or limit approved by the Board of Directors and the authority to act as prescribed. In carrying out any of the foregoing actions, the Chief Executive Officer shall not incur any liabilities or obligations exceeding 30 million Baht per contract. The liabilities or obligations shall include project financing that the Company has with any financial institution.
6. Consider and approve investments in securities, instruments, or deposits for the Company's accounts within the limits authorized by the Board of Directors.
7. Consider investments in business expansion, including joint ventures with other business operators, and present them to the Board of Directors for approval at the next meeting.
8. Approve significant capital expenditures as specified in the annual budget or as previously approved in principle by the Board of Directors.
9. Oversee the work of employees to ensure compliance with policies, regulations, and good corporate governance practices in business operations.
10. Promote the development of employee knowledge, abilities, and potential to enhance organizational capabilities.

11. Consider the appointment of various advisors necessary for the Company's operations.
12. Approve the appointment, transfer, and termination of employees and executives of the Company.
13. Negotiate, consider, and review documents and contracts related to the company's normal operations. Provide advice and suggestions on such matters for the Board of Directors and/or responsible parties to consider and reach a conclusion.
14. Consider and approve related party transactions that are on normal commercial terms, such as the purchase and sale of goods at market prices, charging service fees at normal rates, and providing credit terms similar to those offered to general customers, under the policy approved by the Board of Directors.
15. Conduct other tasks as assigned by the Board of Directors on a case-by-case basis. The Chief Executive Officer does not have the authority to approve connected transactions that are not on normal commercial terms, the acquisition or disposal of the company's major assets, and/or transactions in which the Chief Executive Officer or any person with a potential conflict of interest has a stake or other conflict of interest that would affect the company and its subsidiaries, except for transactions on normal commercial terms for which policies and criteria have been established and approved by the Board of Directors and for which shareholder approval has been obtained for connected transactions and the acquisition or disposal of major assets of the company or its subsidiaries, in accordance with the requirements of the Stock Exchange of Thailand in this regard.

1. Subcommittees: To ensure thorough and effective consideration of important matters, the Board of Directors has established three specialized committees: the Audit Committee, the Executive Committee, and the Sustainability Development Committee. The scope, duties, and responsibilities of each subcommittee are clearly defined.

1.1 Audit Committee: The Audit Committee comprises no less than 3 independent directors. At least one Audit Committee member must possess knowledge and experience in accounting and finance to effectively review the reliability of the company's financial statements and provide independent opinions. The Audit Committee members must meet the qualifications stipulated in the notifications of the Securities and Exchange Commission and the Stock Exchange of Thailand. Their scope of authority, duties, and primary responsibilities include: reviewing the accuracy, adequacy, and completeness of the company's financial reporting; ensuring the appropriateness and effectiveness of the company's internal control and internal audit systems; overseeing the appointment of auditors; addressing conflicts of interest; and preparing the Audit Committee's corporate governance report. Term of Office: The Audit Committee consists of no less than 3 independent directors, each serving a 3-year term. They may be reappointed to the Audit Committee but for no more than 3 consecutive terms or 9 years.

Any Audit Committee member wishing to resign before the end of their term must submit a resignation letter to the Chairman of the Board. The resignation will take effect from the date the letter is received by the company. The Board of Directors will then consider appointing another qualified individual to replace the resigning member for the remainder of the term. The representatives of the Board of Directors must appoint a complete Audit Committee within 90 days from the date of the Audit Committee member's resignation. In the event that the entire Audit Committee is dissolved for reasons other than disqualification or prohibited characteristics under the law, the dissolved Audit Committee must remain in office only as long as necessary until a new Audit Committee is appointed.

Roles, Responsibilities, and Authority of the Audit Committee

1. Ensure that the company and its subsidiaries have financial statements that are accurate and in accordance with accounting standards as required by law, and that they are adequately disclosed.
2. Ensure that the Company and its subsidiaries have appropriate and effective internal control and internal audit systems, consider the independence of the internal audit function, and approve the appointment, transfer, termination, and performance evaluation of the head of the internal audit function or any other unit responsible for internal audit.
3. Ensure that the Company complies with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, the notifications of the SEC, and the notifications of the Capital Market Supervisory Board, as well as other laws related to the business of the Company and its subsidiaries.
4. Consider, select, and propose the appointment of independent individuals to serve as auditors for the Company and its

subsidiaries, propose their remuneration, and attend meetings with the auditors without the presence of management at least once a year.

5. Consider connected transactions or transactions that may have a conflict of interest in accordance with the law, the notifications of the Capital Market Supervisory Board, and the regulations of the Stock Exchange of Thailand to ensure that such transactions are reasonable and in the best interests of the Company and its subsidiaries.

6. Review the Company and its subsidiaries to ensure that they have appropriate and effective risk management systems in place for presentation to the Board of Directors.

7. Review and approve the Internal Audit Charter, the annual internal audit plan, the performance of the internal audit function, and coordinate with the external auditors.

8. Prepare a report of the Audit Committee to be disclosed in the Company's Annual Report, which must be signed by the Chairman of the Audit Committee and must contain at least the following information:

8.1 Opinion on the fairness of presentation of the financial statements of the Company and its subsidiaries

8.2 Opinions on the adequacy of the internal control system of the company and its subsidiaries (if any)

8.3 Opinion on Compliance with the Securities and Exchange Act, the Regulations of the Stock Exchange of Thailand, or Laws Related to the Business of the Company and its Subsidiaries (if any)

8.4 Opinion on the appropriateness of the auditor

8.5 Opinions on Transactions with Potential Conflicts of Interest

8.6 Opinion on the Risk Management of the Company and its Subsidiaries (if any)

8.6 Number of Audit Committee meetings and attendance of each Audit Committee member

8.7 Overall comments or observations received by the Audit Committee from the performance of its duties under the charter.

8.8 Other matters deemed relevant for shareholders and general investors to be aware of, within the scope of duties and responsibilities assigned by the Board of Directors.

9. Conduct an investigation into the facts as notified by the auditor regarding any suspicious conduct that the directors, the Chief Executive Officer, or any person responsible for the operations of the company and its subsidiaries may have committed an offense under the Securities and Exchange Act. The Audit Committee shall report the preliminary findings of the investigation to the Office of the Securities and Exchange Commission and the auditor within thirty days from the date of notification by the auditor.

10. Report the performance of the Audit Committee to the Board of Directors at least 4 times a year. In performing its duties, if the Audit Committee discovers or suspects any of the following items or acts that may have a material impact on the Company's financial position and operating results, the Audit Committee shall report to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee:

10.1 Transactions with a conflict of interest

10.2 Fraud, Irregularities, or Material Weaknesses in Internal Control

10.3 Violation of the Securities and Exchange Act, Announcements of the Securities and Exchange Commission, Regulations of the Stock Exchange of Thailand, or Laws Related to the Business of the Company and its Subsidiaries

If the Board of Directors or executives fail to take corrective actions within the specified timeframe, any member of the Audit

Committee may report the item or act under Paragraph One to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.

11. In performing their duties within the scope of their authority, the Audit Committee has the authority to invite directors, executives, department heads, or employees of the company and its subsidiaries to provide opinions, attend meetings, or submit documents deemed relevant and necessary.

12. Consider and approve the hiring of consultants or external parties, in accordance with the regulations of the company and its subsidiaries, to provide opinions or advice when necessary.

13. Ensure that the Company and its subsidiaries comply with the policy on reporting misconduct and fraud, investigation, and protection of whistleblowers, including receiving complaints and the results of investigations by the investigation committee.

14. Review the scope and evaluate the performance of the Audit Committee annually.

15. Review the independence of the auditor and consider receiving non-audit services from the same audit firm.

6. Perform other duties as assigned by the Board of Directors with the approval of the Audit Committee.

Executive Committee

Consists of no less than 3 executive directors. The Executive Committee will determine the direction and strategies for conducting business to achieve the goals set and assigned by the Board of Directors. This ensures smooth and highly efficient management of the company, as well as stability and sustainability in business operations.

Roles, Responsibilities, and Accountabilities of the Executive Committee

1. Formulate policies, goals, strategies, annual operating plans, budgets, and various management authorities of the company for submission to the Board of Directors for approval.

2. Oversee the company's business operations to ensure alignment with the policies, goals, strategies, annual operating plans, and budgets approved by the Board of Directors, in an efficient manner that supports the business environment. Provide advice, recommendations, and management guidance to senior executives.

3. Consider and approve expenditures for investments, financial transactions with financial institutions for account opening, borrowing, pledging, mortgaging, guaranteeing, and other transactions, including the purchase, sale, and registration of land ownership for the Company's normal business operations, within the authorized limits.

4. Establish an efficient organizational structure and management system, encompassing the selection, training, hiring, and termination of company employees who are executives or senior management. The authority to sign employment contracts may be delegated to the Chief Executive Officer or the Managing Director as the company's representative.

5. Supervise and approve matters related to the company's operations and may appoint or authorize any person or persons to act on behalf of the Management Committee as it deems appropriate. The Management Committee may revoke, modify, or amend such authority.

6. Perform other duties as assigned by the Board of Directors.

Sustainability Development Committee

The Sustainability Development Committee was established to assist the Board of Directors in formulating appropriate, adequate, effective, and efficient policies for the company's economic, social, and environmental aspects. It also oversees the overall social and environmental development system or process to ensure it meets acceptable standards.

Director Tenure

The Sustainability Development Committee has a term of 3 years. Initially, the Executive Committee will select a number of directors and executives of the Company and/or qualified individuals to be appointed as members of the Sustainability Development Committee and propose their appointment to the Board of Directors. Subsequently, the Executive Committee will have the authority to appoint new members every 3 years.

Directors whose terms have expired have the right to be reappointed to the Board of Directors. Scope of Authority and Responsibilities of the Sustainability Development Committee

1. Formulate strategic policies and operational plans for sustainable development that align with the Company's business operations in terms of economic, social, and environmental aspects, for submission to the Executive Committee for consideration and approval.
2. Provide support for various activities such as labor and employee management, employee welfare, employee training and development, and the promotion and development of the community and society surrounding the Company's location in order to achieve the goals of the sustainable development policy.
3. Supervise, review, monitor the progress, and evaluate the effectiveness of operations according to the sustainable development policy plan.
4. Review and propose to the Executive Committee to consider amending the scope of authority, duties, and responsibilities of the Sustainability Development Committee to be in line with the current situation.
5. The Sustainability Development Committee shall hold meetings as necessary and appropriate, at least once a year, and shall prepare a sustainability report in the annual report and/or the Company's sustainability report. Independence of the Board of Directors from Management

1) To ensure that the Board of Directors, under the leadership of the Chairman of the Board, has effective leadership and control over the management's operations, there is a clear separation of roles and responsibilities between the Chairman of the Board and the Chief Executive Officer.

2) The Board of Directors must consist of independent directors from outside the company who have knowledge, abilities, and experience that benefit the company's business. Independent directors must have sufficient access to financial and business information to be able to express their opinions independently, protect the interests of stakeholders, and attend meetings regularly. 3) Independent directors must possess the qualifications of independence as per the Notification of the Securities and Exchange Commission of Thailand, as well as other qualifications specified by the company, to ensure the equitable protection of all shareholders' interests and prevent conflicts of interest between the company, executives, or major shareholders. Additionally, they must be able to express their opinions independently during meetings.

Practices for the independence of the Board of Directors from management

The Board of Directors ensures that the management team's performance is monitored by holding regular quarterly meetings with senior management and department heads. These meetings demonstrate the importance of open and collaborative discussions to gather valuable insights for the company's operations. They focus on financial targets, the company's strategic plan, and key policies to oversee and monitor the management team's adherence to the established work plan in accordance with the company's strategies on a regular and consistent basis. This ensures that the management team can effectively implement the company's vision, goals, and strategies. The Board of Directors, in collaboration with the management team, undertakes the following:

- 1) Establish and review the company's business strategies, objectives, and operational plans.
- 2) Oversee the adequacy of the Company's risk management and internal control systems.
- 3) Define appropriate operational authority commensurate with the responsibilities of the management.
- 4) Determine the allocation of resources and budget development of the Company, such as human resource management policies and

plans and information technology policies.

5) Performance Monitoring and Evaluation

6) Ensuring the disclosure of financial information and other important information that should be disclosed.

Recruitment of Directors and Senior Executives

1. Recruitment of Directors: When a director's term expires or there is a need to appoint additional directors, the existing Board of Directors will jointly discuss and select directors using established criteria and recruitment methods. This process considers knowledge, abilities, work experience, and overall suitability for the position. The Company aims to appoint individuals with the appropriate experience, knowledge, and skills to benefit the Company and possess the qualifications required to serve as directors. The selection process considers the appropriate number of directors to ensure efficient business management. The Company has a policy to maintain a Board of Directors with no fewer than 5 members and no more than 15 members, which is deemed appropriate for the size and nature of the business. The Company also values diversity in the Board's composition to ensure effective and agile management, maximizing benefits for the Company. Individuals appointed as directors must meet the qualifications stipulated in Section 68 of the Public Limited Companies Act B.E. 2535 (as amended) and the Notification of the Securities and Exchange Commission B.E. 2535 (as amended), other relevant laws, and regulations. After the Board of Directors approves the appointment, the names of the appointed directors will be submitted to the shareholders' meeting for approval (as applicable). The resolution of the shareholders' meeting requires a majority vote of the shareholders present at the meeting and entitled to vote.

Director Nomination and Selection Practices: 1) When a director resigns or when the company reviews and adjusts the Board's structure based on specific needs, the Board of Directors will collaboratively consider and nominate candidates with the qualifications and experience required to fulfill the vacant positions. 2) Specific criteria for director nominations are defined, such as leadership qualities, relevant knowledge and expertise in the company's business, and the willingness to express dissenting opinions. 3) The company employs multiple channels for director recruitment, including providing shareholders with the opportunity to nominate qualified individuals for directorship. The company also utilizes the database of professional directors maintained by the Thai Institute of Directors Association (IOD) as a reference for recruiting new directors or evaluating existing ones. Board Diversity

The Board of Directors believes that board diversity is crucial for enhancing operational efficiency and the effectiveness of the Board of Directors. This diversity is not limited to gender but also encompasses ethnicity, age, educational background, professional experience, skills, knowledge, abilities, and work perspectives. Therefore, the recruitment and appointment of directors are based primarily on knowledge and abilities. The selection criteria also consider the benefits of diversity in decision-making.

2. Recruitment of Senior Executives

The Board of Directors is responsible for recruiting suitable individuals to serve as Chief Executive Officer and senior executives who report directly to the Chief Executive Officer. They also develop a succession plan. The selection process considers qualified candidates both within and outside the organization. The Nomination and Remuneration Committee may consider hiring independent consultants to assist in the recruitment process.

Director and Executive Development

The Board of Directors is aware of its role as the leader of the organization. More than half of the Board of Directors have studied or attended lectures on the CG CODE until they understand the benefits and practices of applying it to management and creating value for the organization to grow sustainably. This is to develop the knowledge and abilities of the Board of Directors to perform their duties more effectively.

In addition, the company has established practices to encourage and support all directors in pursuing further education and training to enhance their knowledge and effectiveness in performing their duties as directors on an ongoing basis, as follows:

1) Orientation for New Directors

Newly elected directors will receive a briefing on essential company information relevant to their duties as directors within three months of their appointment. This is to prepare them and support the effective performance of those elected or appointed to assume the position of director as quickly as possible. The company has a policy to enhance the knowledge and perspectives of all directors, both in terms of good corporate governance and business operations. The Company Secretary acts as the coordinator and facilitator for this process. The orientation for new directors will cover topics such as business structure, board structure, scope of authority, relevant laws, nature of business information, the company's business direction, relevant regulations, good corporate governance, business ethics, and information useful for performing their duties as directors.

2) Director Training

The company encourages all directors to continuously pursue education and training to enhance their knowledge and effectiveness in performing their duties as directors. This includes attending training programs essential for their roles as directors and/or other relevant programs, as well as refresher courses to stay abreast of current developments. These programs aim to deepen their understanding of the importance of the Audit Committee in the capital market, the Audit Committee's role in good corporate governance, overseeing the quality of financial reporting, selecting high-quality auditors, maintaining regular communication with auditors, and identifying tools for monitoring the performance of duties to ensure effective financial reporting. These efforts aim to elevate the quality of corporate governance and financial reporting in line with the company's director development plan, adhering to good corporate governance principles.

Evaluation of the performance of the Board of Directors

The Board of Directors has established an annual performance evaluation of the Board of Directors to serve as a framework for monitoring the performance of the Board of Directors to ensure that they have complied with the approved good corporate governance policy and/or the Company's best practices. The Board of Directors will jointly consider and summarize the results of the operations and review the performance of the Board of Directors in order to jointly find ways to improve and correct the performance of the Board of Directors to be in line with the policies set by the Company and to review the problems and obstacles that occurred in the past year and to make the work of the Board of Directors more effective. The Company has determined that there will be a self-assessment of the Board of Directors using three sets of assessment forms adapted from the Stock Exchange of Thailand's examples, as follows:

1. Self-assessment form for the Board of Directors as a whole
2. Self-assessment form for each subcommittee.
3. Self-assessment form for individual directors and subcommittees

Determination of Remuneration for Directors and Senior Executives

The Company has a policy of setting directors' remuneration at rates comparable to those in the same industry and at levels sufficient to attract and retain qualified directors. The remuneration of directors and executives will be aligned with the Company's performance and the performance of each executive. The Board of Directors will determine the appropriate and necessary remuneration, in monetary terms, for the subcommittees, the Chief Executive Officer, and executives who report directly to the Chief Executive Officer. The remuneration of directors and subcommittee members will be submitted to the Board of Directors meeting for approval and to the Annual General Meeting of Shareholders for approval annually.

1) The Board of Directors has the duty to determine the remuneration of the Board of Directors in terms of determining the structure/components of the remuneration, which should have the following important characteristics:

- Fair, commensurate with responsibilities, and aligned with performance.
- At a level that can attract and retain qualified directors or is comparable to those in the same industry.
- The structure/components of compensation should be clear, transparent, and easy to understand.

2) The Board of Directors and senior executives are required to report on the director remuneration policy, principles, and rationale in the company's annual report and financial statements.

Succession Planning Policy

The company places great importance on developing its management systems, human resource management, and employee development to

enhance efficiency. This includes strategic workforce planning, enhancing the capabilities of personnel within the organization, and improving the overall efficiency of organizational management. The company promotes succession planning and continuous preparation for personnel replacement in appropriate management positions, both in the short and long term. It has a clear and transparent recruitment process, considering selection based on knowledge, experience, abilities, ethics, and leadership qualities, to ensure personnel readiness to support and align with business expansion. The company also evaluates the performance and potential of executives, promotes and develops personnel to have knowledge and skills aligned with the strategic management direction, and continuously monitors development outcomes. This ensures the continuity of the company's operations.

and to effectively respond to and accommodate changes. (The complete policy and guidelines can be found at www.bigcamera.co.th (Under the Investor Relations section) Chief Executive Officer, Deputy Chief Executive Officer

The Management Committee will prepare a succession plan for positions from Deputy Chief Executive Officer to Chief Executive Officer for the Board of Directors' consideration.

When such position becomes vacant or the incumbent is unable to perform the duties of the position, the Company will have a system for the executive at the next lower level or a subordinate to act as the caretaker of the position until the recruitment and selection of a person with qualifications according to the criteria set by the Company, and must be a person with vision, knowledge, ability, experience, and suitability to the organizational culture, by the consideration of the Executive Committee, to be proposed to the Board of Directors and/or the Shareholders' Meeting for approval to appoint a suitable person to hold the position instead. Executive level, from the level of department head

When an executive position, from the division president level upwards, becomes vacant or the incumbent is unable to perform their duties, the Executive Committee will consider and select qualified individuals with appropriate experience to propose to the Board of Directors for approval to fill the vacant position. Holding Directorships in Other Listed Companies

The Board of Directors has determined that each director may hold a position as a director of no more than 5 other listed companies in order to ensure efficiency in performing their duties and to allow the directors to devote their time to performing their duties as directors of the Company to the fullest extent. In addition, being such a director must not be an obstacle to the performance of the director's duties to the Company and there is no conflict of interest with the Company. Investment Policy and Supervision of Subsidiaries and Affiliates

The company has a policy on investment and management of subsidiaries. It will invest in related, similar, or beneficial businesses that can support the company's operations to enhance its stability and growth. The company will consider the investment proportion, profits, expected returns, potential risks, and the company's financial status before making investment decisions in various projects. The approval of such investments must be reviewed by the Board of Directors meeting and/or the shareholders' meeting, in accordance with the scope of authorization defined by the company.

Policy and Practices Regarding Shareholders Shareholders' Rights

The company values the rights of shareholders in making decisions regarding significant changes within the company and receiving appropriate rights, including accurate, complete, sufficient, timely, and equal access to company information for decision-making in all matters. The company will not engage in any actions that infringe upon or violate the existing rights of shareholders. Therefore, the Board of Directors oversees and complies with the following fundamental rights that shareholders should receive:

1. Right to Receive Share Certificates and Right to Trade or Transfer Shares The Company has appointed Thailand Securities Depository Co., Ltd. to act as the registrar to facilitate shareholders in carrying out the Company's share registration.
2. Right to Submit Agenda Items in Advance, Nominate Directors, and Submit Questions in Advance Regarding the Company for Inquiry

at the Meeting: The company has established guidelines for submitting agenda items, nominating directors, and submitting questions regarding the company (the guidelines are disclosed on the company's website www.bigcamera.co.th Investor Relations Section under the heading "Shareholders' Meeting") to provide an opportunity for minority shareholders to participate in the company's corporate governance. Recognizing the rights of shareholders and encouraging them to fully exercise their rights at meetings, the company allows shareholders to propose agenda items for the Annual General Meeting of Shareholders, nominate individuals for election as directors of the company, or submit questions in advance through the company's website at least 3 months prior to the scheduled date of the Annual General Meeting of Shareholders. For the Annual General Meeting of Shareholders, the company publishes these guidelines on its website and announces them through the Stock Exchange of Thailand's website to ensure that all shareholders are aware of their rights and have sufficient time to review the meeting materials. On the day of the Annual General Meeting of Shareholders, the Board of Directors, executives responsible for finance and accounting, as well as the certified auditors, will attend the meeting to answer shareholders' questions. This is in line with good corporate governance principles. In the past year, the company provided shareholders with the opportunity to propose agenda items for inclusion in the Annual General Meeting of Shareholders and to nominate qualified individuals for consideration as directors of the company at the 2024 Annual General Meeting of Shareholders in advance, from November 15, 2023, to February 15, 2024. The criteria and procedures are as specified on the company's website (the criteria are disclosed on the company's website www.bigcamera.co.th (Investor Relations category under the heading "Shareholders' Meeting"))

3. Right to Attend Shareholders' Meetings and Call for Meetings

The Company will hold one Annual General Meeting of Shareholders each year within four months from the end of the Company's fiscal year. The Company will disclose the Annual General Meeting of Shareholders to the shareholders in advance so that the shareholders can plan their schedules to attend the meeting. For the shareholders' meeting, the Company will announce the names of two independent directors in the notice of the shareholders' meeting so that shareholders who are unable to attend the meeting can consider selecting a person to be their proxy, or they may appoint an independent director as their proxy, or they may appoint any other person they deem appropriate as their proxy. In voting on each agenda item at the meeting, shareholders may vote in advance by specifying their vote in the proxy form, or they may have their proxy vote at the meeting.

The Thailand Securities Depository Co., Ltd., the company's share registrar, will handle the distribution of the notice of the meeting along with supporting documents for each agenda item. These documents will contain sufficient details for decision-making, including objectives, rationale, and the Board of Directors' opinions on each agenda item. This allows shareholders to review comprehensive information. The annual report and proxy forms, in the format prescribed by the Ministry of Commerce, will be sent at least 14 days prior to the shareholders' meeting. This is to facilitate shareholders and provide institutional investors with ample time to prepare, study the details of each agenda item, and make arrangements for proxy voting if they are unable to attend the meeting in person. The company also provides stamp duty for proxy forms free of charge to alleviate the burden on shareholders.

In addition, the Company has published the notice of meeting, meeting documents, and proxy forms on the Company's website no less than 28 days in advance to provide shareholders with access to the same information sent to shareholders in document form. The Company also announced the Annual General Meeting of Shareholders in newspapers and/or on the Company's website no less than 3 days before the meeting date and advertised for 3 consecutive days as required by law.

The Board of Directors encourages the dissemination of the 2023 Annual General Meeting of Shareholders' documents through the Company's website for the benefit of shareholders to be informed of their rights and to have time to study and consider the agenda of the meeting and the information accompanying the meeting. The Company has published the Notice of the 2023 Annual General Meeting of Shareholders, along with the accompanying documents, in both Thai and English, since March 25, 2023.

The Company clearly specifies the agenda items to be proposed at the Annual General Meeting of Shareholders, without including other items that have not yet been submitted for consideration. On the meeting date, the Company also avoids adding other agenda items that were not previously specified in the notice of meeting, as this would be unfair to shareholders who did not attend the meeting. For the election of directors, the Company provides the names and short biographies of each director nominated for shareholders' consideration. The Company allows shareholders to vote for directors individually. Similarly, for the appointment of auditors, the Company clearly states the name of the auditor, the affiliated firm, their experience, capabilities, independence, the period they have served as the Company's auditor, and their remuneration to enable shareholders to consider the suitability of the auditor. For the proposal to approve dividend payments (if any), the Company will inform shareholders of the Company's dividend payment policy, the proposed dividend rate, and provide reasons and relevant information for their

consideration. Shareholders' Meeting

The Annual General Meeting of Shareholders must be attended by not less than 25 shareholders and proxies (if any), or not less than one-half of the total number of shareholders, and must hold in aggregate not less than one-third of the total number of issued shares in order to constitute a quorum.

In voting, the Company grants shareholders the right to vote on a one-share, one-vote basis and encourages shareholders to use their voting cards for all agenda items. The Company prepares separate voting cards for each agenda item so that shareholders can vote as they see fit. Before the meeting, the Chairman of the meeting assigned the Company's meeting conductor to explain the voting and vote counting procedures for shareholders to vote on each agenda item in accordance with the Company's Articles of Association, including the requirement to use voting cards for all agenda items for transparency and verifiability, and to allow shareholders to vote as they see fit, and to allow shareholders to exercise their voting rights on each agenda item clearly. In the event that a person attends the meeting after the meeting has commenced, such shareholder shall still have the right to attend the meeting as a quorum and shall have the right to vote, and may vote from the agenda item that he/she attends onwards. In conducting the meeting, the Chairman of the meeting presented the matters to the shareholders for their consideration in accordance with the agenda of the meeting and allowed the shareholders to ask questions on each agenda item. For other matters not on the agenda, the Company also allowed shareholders to ask questions at the end of the meeting, with each shareholder having equal rights and sufficient and appropriate time.

In 2024, the Board of Directors held the Annual General Meeting of Shareholders on Wednesday, April 25, 2024, at 2:00 PM via electronic means (E-AGM) at the meeting room of Big Camera Corporation Public Company Limited, located at 115, 115/1 Sawatdikarn 1 Road, Nong Khaem Subdistrict, Nong Khaem District, Bangkok. The Chairman of the Board of Directors presided over the meeting, met with shareholders, and answered questions regarding the Company's management. The meeting was attended by the Board of Directors, the Chief Executive Officer, the Chairman of the Audit Committee, the Managing Director, executives, and the Company Secretary. All 10 directors attended the meeting, representing 100% of the total number of directors. Over 25 shareholders attended the meeting, representing 2,495,470,152 shares, or 70.7156% of the Company's total issued and outstanding shares, meeting the quorum requirement as stipulated in the Company's Articles of Association.

At the Annual General Meeting of Shareholders, the Board of Directors, executives in charge of finance and accounting, and the auditor were present at the meeting to answer shareholders' questions. In addition, the Company invited representatives of the auditor and legal counsel to attend the meeting from the beginning to listen to opinions and prepare answers to shareholders' questions. Disclosure of Resolutions of the Meeting The Company disclosed the resolutions of the Annual General Meeting of Shareholders, along with the voting results, by letter to the Chairman and the Stock Exchange of Thailand, and on the Company's website after the meeting, which was on April 26, 2023. In addition, the Company recorded the meeting and posted it on the Company's website to provide a service to shareholders who were interested in watching the meeting. Minutes of the Shareholders' Meeting

To ensure that shareholders are informed of and can review the details of the shareholders' meeting within a reasonable timeframe and to ensure equal access to information between Thai and foreign shareholders, the Company has a policy to publish the minutes of the shareholders' meeting accurately and completely in both Thai and English. Each agenda item includes important information such as clarification of voting methods, the substance of the agenda item, the resolution of the meeting, along with the votes for, against, and abstentions, questions and comments made at the meeting, and a list of the attending directors and their positions. In 2024, all members of the Board of Directors attended the meeting. The Company published the minutes of the meeting on the Company's website within 14 days from the date of the shareholders' meeting to provide shareholders with a channel to verify the accuracy of the information. The Company also disclosed the minutes of the Annual General Meeting of Shareholders on the Stock Exchange of Thailand's website.

The Board of Directors has disclosed the minutes of the 2024 Annual General Meeting of Shareholders, held on Wednesday, April 25, 2024, on the company's website. www.bigcamera.co.th Investor Relations section under the heading "Shareholders' Meeting" since May 8, 2024. The company also submitted the minutes of the 2024 Annual General Meeting of Shareholders to the Stock Exchange of Thailand on May 8, 2024. 4.

Right to Receive Dividends and Share in Company Profits: The company distributes profits to shareholders in the form of dividends. The company has a policy of paying dividends to shareholders at a rate of not less than 50% of net profits after deducting various legal reserves and other reserves (if any). The company discloses its dividend payment policy, the proposed

dividend rate (if any), along with the reasons and information considered, to shareholders in advance in the meeting invitation. Based on the operating results for 2024, the Board of Directors proposed that the shareholders' meeting approve the payment of dividends for the fiscal year ended December 31, 2024. The Board of Directors set the record date for shareholders entitled to receive dividends on March 18, 2025, and scheduled the payment of cash dividends on May 15, 2025. 5.

Right to Consider Directors' Remuneration The payment of directors' remuneration is in accordance with the Public Limited Companies Act, Section 90, which states that "The payment of directors' remuneration shall be in accordance with the resolution of the shareholders' meeting, which consists of not less than two-thirds of the total votes of the shareholders present at the meeting." The Company has therefore established a policy for considering directors' remuneration and presents the policy for determining remuneration and the criteria for remuneration for each director's position to the shareholders for their information and approval of the payment of directors' remuneration at the Annual General Meeting of Shareholders every year. The Company has considered the form and criteria for paying remuneration for each director's position based on the size of the business, the business environment, and the overall economic conditions, the operating results that reflect and are linked to the Company's operating results, as well as comparing the remuneration rates of companies in the same industry, which are at a level that is competitive and reasonable. The Company has disclosed the payment of directors' remuneration in accordance with the Public Limited Companies Act, Section 90, the details of which are contained in the Directors' Remuneration Policy under the heading "Attendance at Meetings and Remuneration of Individual Directors" on page 229.

6. **Right to Receive Adequate, Timely Information on Business Activities:** The company places importance on shareholders' meetings and has a policy to facilitate equal participation for all shareholders in attending meetings, receiving information, asking questions, and exercising voting rights at shareholders' meetings. All shareholders are treated equally, regardless of whether they are major or minority shareholders, Thai or foreign shareholders. The company discloses information through the Stock Exchange of Thailand's news system and presents important information, including current news and updates, on its website: www.bigcamera.co.th Under the Investor Relations section, to ensure the protection of shareholder rights.

7. **Right to Approve the Appointment of Auditors and Determine Audit Fees:** The company has a policy of proposing the appointment of auditors and determining audit fees for shareholder approval at the Annual General Meeting of Shareholders every year. This includes details about the proposed auditors, their affiliated firms, experience, capabilities, independence considerations, and audit fees, providing shareholders with sufficient information for their consideration. **Equal Treatment of Shareholders:** The Board of Directors has established a good corporate governance policy to assure all shareholders, including minority shareholders and foreign shareholders, that they will receive their fundamental rights under the law and other shareholder rights fairly and equally, including the opportunity for redress in the event of a violation of their rights. Therefore, to protect the rights of all shareholders and ensure fair and equal treatment, the Board of Directors has established the following guidelines:

1. The Company will notify the Stock Exchange of Thailand of the schedule for the shareholders' meeting, including relevant agenda items, and publish the meeting schedule on the Company's website in advance of the meeting within the timeframe stipulated by relevant laws, announcements, or regulations. The Company will also prepare and publish the notice of meeting in both Thai and English on the Company's website.

2. The Company has clear and reasonable criteria for considering the appropriateness of including the agenda items proposed by the shareholders, and the Board of Directors has a policy of not adding agenda items to the shareholders' meeting without prior notice unless necessary in order to allow shareholders to study the information thoroughly before making a decision.

3. In conducting each shareholders' meeting, the Company will give equal opportunity to all shareholders. Before the meeting, the Chairman of the meeting will explain the voting procedures and the vote counting method for shareholders to vote on each agenda item. The Chairman of the meeting will also give all shareholders and proxies attending the meeting the opportunity to express their opinions, suggestions, and ask questions on each agenda item with appropriate and sufficient time. The Chairman of the meeting will conduct the meeting in accordance with the agenda.

4. The Company has established guidelines for the safekeeping and prevention of misuse of the Company's insider information. Individuals or departments with access to insider information are prohibited from disclosing such information to unrelated departments or individuals. Any person who discloses such information or uses it for their own or others' benefit, or engages in any act that may create a conflict of interest, will be considered to have committed a serious offense and will be subject to disciplinary action. The Company also requires all directors and executives who are required to report their securities holdings by law to submit such reports to the Company Secretary regularly and disclose them in the Company's annual report.

5. The Company requires directors to report any conflicts of interest in any agenda item at least prior to the consideration of the relevant agenda item at the Board of Directors meeting and to record such conflicts of interest in the minutes of the Board of Directors meeting. Directors with a material conflict of interest that could prevent them from providing an independent opinion on the relevant agenda item are prohibited from participating in the meeting during the consideration of that agenda item.

6. The company has established a policy on related party transactions, which will be conducted fairly, at market prices, and in accordance with normal business practices. This policy will be disclosed in the annual report or 56-1 One Report.

7. Shareholders will not lose their right to attend the meeting. In the event that a shareholder is unable to attend the meeting in person, the Company allows the shareholder to have the right to appoint an independent director or a person deemed appropriate by the shareholder to attend the meeting and vote on his/her behalf. The Company will propose the name of at least one independent director as an option for the shareholder's proxy. Shareholders can use the proxy form sent by the Company along with the invitation to the meeting, which will include Forms A, B, and C, which will specify the recommendations, procedures, and supporting documents that are not difficult to grant a proxy. The Company will also prepare stamp duty to be affixed to the shareholder's power of attorney.

8. Equal Voting Rights: Shares of the same class have equal voting rights, with one share equaling one vote. If the company has more than one class of shares, the company will disclose the voting rights of each class of shares to shareholders prior to voting. Policy on Facilitating and Promoting Shareholder Participation in Meetings: The company values the rights of shareholders to make decisions regarding significant changes within the company and to receive accurate, sufficient, timely, and equal access to company information for decision-making in all matters. Therefore, the Board of Directors has established the following policies:

1. The Company holds its Annual General Meeting of Shareholders transparently, efficiently, and in accordance with the law and the Company's Articles of Association, within four (4) months from the end of the Company's fiscal year.

2. The Company schedules meetings on non-holiday weekdays and organizes meetings in appropriate formats, whether physical or electronic (E-AGM), in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and relevant laws. The Company also utilizes technology for shareholder meetings, such as online registration and advance question submission via email, to ensure that meetings are conducted conveniently, quickly, and accurately.

3. The Company facilitates shareholders by providing opportunities for them to nominate individuals for consideration as directors and to propose agenda items for the Annual General Meeting of Shareholders. Shareholders can also submit questions about the meeting in advance within the specified timeframe.

4. The company distributes the notice of the meeting along with supporting information for each agenda item, providing sufficient details, objectives, rationale, and the Board of Directors' opinions on each agenda item. This allows shareholders to review comprehensive information at least 14 days prior to the shareholders' meeting. The company also disseminates this information in advance through various channels, including announcements through the Stock Exchange of Thailand and on the company's website, before the meeting date.

5. The Company places importance on shareholder meetings and facilitates all shareholders equally, whether they are major shareholders or minority shareholders, Thai shareholders or foreign shareholders, in attending the meetings, including receiving information, asking questions, and exercising voting rights at the shareholder meetings.

6. The company facilitates shareholders who are unable to attend the meeting in person by allowing them to appoint a proxy or have at least one independent director attend the meeting and vote on their behalf. The names of such independent directors will be disclosed in the notice of the shareholders' meeting.

7. Shareholders can download the Proxy Forms B and C from the company's website. Proxy Forms B and C are attached to the meeting invitation letter for the convenience of shareholders who are unable to attend the meeting in person. This allows shareholders to authorize the independent directors appointed by the company to act as their proxies, performing duties as representatives of minority shareholders. Alternatively, they can authorize other individuals to attend the meeting and vote on their behalf, according to the conditions specified in the proxy form, which are in accordance with general legal requirements.

8. At the shareholders' meeting, matters will be considered and voted upon according to the agenda without changing material information or adding agenda items.
9. The Company provides an opportunity for all shareholders to have equal rights to express their opinions or ask questions by allocating sufficient and appropriate time and will record important questions and suggestions from shareholders in the minutes of the meeting in full.
10. Announce the resolutions of the shareholders' meeting and the voting results for each agenda item within the day of the shareholders' meeting or no later than 9:00 AM on the following business day through the Stock Exchange of Thailand's news system (SETLINK).
11. Meeting Minutes Recording: Ensure accurate, complete, prompt, and transparent recording of meeting minutes. Include important questions and comments in the minutes for shareholder review. Publish the minutes of the shareholders' meeting on the company's website for shareholder consideration. Submit the minutes of the meeting to the Stock Exchange of Thailand within 14 days from the date of the shareholders' meeting.
12. The company records the meeting in video format, including the voting process, and publishes it on the company's website to facilitate shareholders and interested external parties in reviewing the shareholders' meeting.
13. Assign the company secretary and investor relations department to be the point of contact, coordinate, and facilitate communication between the company and shareholders and investors. 1.1.2 Policies and Practices Regarding Stakeholders

The Company recognizes and acknowledges the rights of all stakeholder groups to a good relationship and cooperation with each other, which will be beneficial to the business operations and build confidence in the Company, as well as increase the Company's competitiveness and generate profits for the Company in the long run so that it can grow sustainably. Therefore, in order to take care of and be responsible for all stakeholder groups to receive their rights under the relevant laws, the Company has established the following policies:

1. Policy on Protection of Insider Information

The Company places importance on the use of inside information, which is information used in the operation and management of the Company. To prevent cases where the Board of Directors, executives, and employees use inside information to seek benefits for themselves or others, whether directly or indirectly, and whether or not they receive compensation, especially inside information that has not been disclosed to the public or information that affects the organization's strategic plan, business operations, trade negotiations, and securities prices, which is taking advantage of and causing damage to the shareholders as a whole and is an offense under the Securities and Exchange Act, resulting in a decrease in the Company's benefits, causing conflicts of interest, and affecting the credibility of the Company. In order to comply with the Securities and Exchange Act and the practices of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand regarding the disclosure of information of listed companies, the disclosure and preservation of information affecting securities prices, and the management of confidential information affecting securities prices, the Company has established an Insider Trading Policy and imposes severe penalties in the event of a violation or any act that is intentionally not in compliance with the Company's Insider Trading Policy. Practices

1.1 Educate directors and executives on their duty to report their shareholdings, as well as those of their spouses and minor children, to the Office of the Securities and Exchange Commission, in accordance with Section 59 and the penalties stipulated in Section 275 of the Securities and Exchange Act of B.E. 2535 (as amended). This includes reporting the acquisition or disposal of securities by themselves, their spouses, and minor children to the Office of the Securities and Exchange Commission, in accordance with Section 246 and the penalties stipulated in Section 298 of the Securities and Exchange Act of B.E. 2535 (as amended).

1.2 Establish procedures for the trading of securities by directors and executives, requiring reporting one business day prior to trading. The Company Secretary is assigned to oversee and classify the information.

1.3 Directors, executives, employees, and agents of the company and its subsidiaries, as well as their spouses and minor

children, and any other individuals who become aware of the company's material inside information that could affect the company's share price, are prohibited from trading in, or recommending the trading of, the company's securities during the 30 days prior to the public disclosure of such financial statements or inside information, and within 24 hours after the public disclosure of such financial statements or inside information, as well as during other periods as determined by the company from time to time (Blackout period).

1.4 Prohibit directors, executives, employees, and officers of the company from using inside information that has or may have an impact on the company's share price, which has not yet been disclosed to the public, for personal gain. This includes using such information, obtained through their position or capacity, to buy, sell, offer to buy, offer to sell, or induce others to buy or sell, directly or indirectly, shares or other securities (if any) of the company in a manner that could cause damage to the company, directly or indirectly. This prohibition applies regardless of whether such actions are for personal gain or for the benefit of others, or whether such information is disclosed to enable others to take such actions, with or without receiving any benefit in return.

1.5 Including the determination

1.6 Internal and confidential information of the company can only be disclosed or shared with individuals within the company as necessary or relevant to their work.

1.7 All employees are responsible for protecting the Company's confidential information that they are aware of or have access to, in order to prevent any impact and damage to the Company.

1.8 The Company will educate employees about relevant laws and regulations so that they can adhere to them strictly.

1.9 The company considers the misuse of inside information for personal gain to be a disciplinary offense under the company's work regulations. Disciplinary actions will be considered on a case-by-case basis, ranging from verbal or written warnings, probation, salary increases and annual bonus adjustments, to termination. In addition, violators and related individuals may face criminal and civil liabilities under the law.

2. Disclosure and Transparency Policy

The Board of Directors is committed to ensuring strict compliance with laws, regulations, and rules related to information disclosure and transparency. The company has appointed a dedicated team responsible for investor relations and communication. This team is tasked with providing information, news, and public relations materials to investors and shareholders, including institutional investors and retail investors. The company holds regular meetings to analyze its performance and disseminates information through its website, reports to the Stock Exchange of Thailand, and filings with the Securities and Exchange Commission. This information includes operational results, financial information, general updates, and the company's performance, and is made available in both Thai and English. This ensures that shareholders, investors, stakeholders, and other relevant parties have access to accurate, complete, timely, and relevant information about the company. The company will continuously improve and update its information disclosure practices to align with the guidelines and regulations set forth by the Stock Exchange of Thailand and the Securities and Exchange Commission.

The company places importance on disclosing material information, both financial and non-financial. Financial information is presented to reflect the true financial position and performance of the company, based on accurate, complete, and sufficient accounting data in accordance with generally accepted accounting standards. Other information is disclosed in accordance with the criteria set by the Stock Exchange of Thailand and the SEC Office. This information is accurate, clear, complete, transparent, and easy to understand, encompassing both positive and negative aspects. It undergoes a thorough review process according to established procedures to ensure that shareholders and stakeholders receive information equally through various channels, as follows:

2.1 Annual Information Form (Form 56-1 One Report)

It is a document that shows the overview of the organization, the past performance of the Company, as well as the future plans. The information will be disclosed within 90 days from the end of the fiscal year.

2.2 Website of the Stock Exchange

The Company will disclose important information of the Company accurately, completely, and clearly by presenting news through the Stock Exchange of Thailand's Set Portal system in both Thai and English within the timeframe set by the regulatory agencies.

2.3 Company's website

The Company will disclose important information of the Company through the Company's website, which is a fast, accurate, complete, clear, and easily accessible source of information for shareholders, investors, and other interested parties to study or learn about publicly disclosed information, including investor relations information, which is available in both Thai and English.

2.4 Investor Relations

The company recognizes the importance of managing relationships with shareholders, investors, analysts, and other interested parties. Therefore, the company has established an Investor Relations department and assigned it the responsibility of communicating information to ensure that all groups receive adequate, accurate, complete, transparent, and equal access to information, enhancing their understanding of the company's business operations. For further inquiries, interested parties can contact the company through the following channels: Office of the Company Secretary, BIG Camera Corporation Public Company Limited, located at 115, 115/1 Swasdikar 1 Road, Nong Khaem, Nong Khaem, Bangkok 10160. Company Website: www.bigcamera.co.th Telephone number: 02-8099956-65, Fax number: 02-8099950-2 Email: ir@bigcamera.co.th

3. Conflict of Interest Policy

The Board of Directors has established a policy and procedures for considering transactions that have or may have a conflict of interest in the Company's Good Corporate Governance Policy and Code of Business Conduct for directors, executives, and employees to adhere to the principles of connected transactions, not to seek personal gain, not to engage in business that competes with the Company, not to violate the rules and regulations of the SEC and the Stock Exchange, and to avoid entering into transactions involving themselves that may create a conflict of interest with the Company. Or, if it is necessary to enter into such a transaction, the Board of Directors will ensure that such transaction is transparent, fair, and at arm's length. In this regard, the directors, executives, or employees who have an interest in such transaction must not participate in the consideration and approval of such transaction.

If the executives or the Board of Directors deem any transaction to be a connected transaction or a transaction with a clear conflict of interest under the regulations of the Stock Exchange of Thailand, the Board of Directors will ensure compliance with the principles, procedures, and disclosure requirements for connected transactions or transactions with conflicts of interest of listed companies.

4. Policy on Respect for Law and Human Rights

The company is committed to conducting business ethically and recognizes the importance of respecting human rights as a fundamental principle in its operations. It upholds its responsibility to society and all stakeholders in accordance with corporate governance principles and ethical business conduct in the area of human rights protection.

The company has established a Human Rights Policy to demonstrate its commitment to upholding, supporting, and promoting the respect and protection of the fundamental rights and human dignity of everyone involved in its operations, in accordance with internationally recognized standards. This policy aligns with domestic laws, the Universal Declaration of Human Rights, the principles outlined in the United Nations Guiding Principles on Business and Human Rights, and best practices for the business sector. It also reflects the company's commitment to conducting business ethically and in line with its human rights policies. The Board of Directors recognizes the importance of establishing a Human Rights Policy and Practices to prevent human rights violations in all of the company's business activities (Direct Activity), including those of its partners, businesses in its value chain (Suppliers/Contractors in Business Value Chain), and joint ventures. The company has therefore established the following key human rights policies: The Board of Directors, executives, and employees of Big Camera at all levels must be aware of the importance of and respect for human rights in all aspects, for all individuals, as well as society and communities, in accordance with the laws of each country and the treaties to which each country is bound. This includes: 1. Treating all stakeholders with fairness and respect, based on human dignity and in accordance with human rights principles, without discrimination. 2. Supporting and respecting the protection of human rights, ensuring that the company's business is not involved

in human rights violations. 3. Avoiding actions that violate human rights, such as not supporting forced labor and opposing child labor.

4. Communicate, disseminate, educate, foster understanding, establish guidelines, monitor, and provide support to stakeholders throughout the business value chain, including joint ventures, contractors, suppliers, and other related parties. This is to encourage their participation in conducting business ethically, respecting human rights, and treating everyone in accordance with the principles of human rights as outlined in this policy.

The Company has established policies and practices on human rights in its Corporate Governance Code, with the following practices: 1. Respect for human rights, treating each other with respect, dignity, and equality for all stakeholders and vulnerable groups, without discrimination based on physical or mental characteristics, nationality, ethnicity, origin, lineage, religion, gender, language, age, skin color, education, social status, culture, traditions, or any other factors. 2. Exercise caution in performing duties to prevent the risk of human rights violations in business operations, and strive to prevent all forms of harassment, including sexual harassment and other forms of harassment. The Company adheres to a policy of non-discrimination, anti-harassment, and zero tolerance for all forms of harassment (both sexual and non-sexual). This policy states that any complaints received by the Company will be taken seriously, treated confidentially, and handled with empathy. If the allegations are substantiated, appropriate remedial actions, disciplinary measures, termination of employment, or legal action will be taken. 3. Promote fair employment practices and non-discrimination by treating all employees and workers, including migrant workers, fairly and transparently in all workplaces. Employment will specify mutually agreed upon terms and conditions, including wages and benefits, working hours, overtime, work on holidays, leave, holidays, and other benefits not less than those stipulated by law. 4. Communicate, disseminate policies, provide knowledge, understanding, guidelines, and other support to employees, partners, business partners in the value chain (Suppliers/Contractors in Business Value Chain), and joint ventures to participate in ethical business practices, respect human rights, and treat everyone in accordance with the principles of human rights as outlined in this policy. Regularly review understanding and provide training on human rights, including discrimination and harassment in the workplace, to all employees and stakeholders. 5. Provide opportunities for employees and workers to participate or not participate in any activities voluntarily, express their opinions, and express themselves in any way that does not violate the law or good morals. Employees have the right to peacefully assemble and bargain collectively to consider their benefits and employment conditions in accordance with the Labor Relations Act and other relevant labor laws. 6. Promote safety and occupational health for individuals and property of the Company, employees, workers, stakeholders of the Company, businesses under the Company's management, and the supply chain to ensure a safe working environment. Implement measures and systems to prevent and monitor safety risks, complying with relevant safety and health laws, international occupational safety and health standards, and the Company's safety regulations. 7. Monitor and address human rights issues, not neglecting or ignoring any acts that may constitute human rights violations related to the Company. Report such acts to supervisors or responsible personnel and cooperate in fact-finding investigations. If there are any doubts or questions, consult with supervisors or responsible personnel through designated channels. 8. Establish modern and effective whistleblowing and complaint channels, and implement a process for escalating incident reports to higher levels. Ensure fairness and protection for individuals who report human rights violations related to the Company by using measures to protect whistleblowers or those who cooperate in reporting human rights violations as specified in the Company's Whistleblower Policy. 9. Develop and implement a comprehensive and ongoing human rights due diligence process to identify, assess, and mitigate the risks and impacts of human rights violations. Define affected groups or individuals, covering all stakeholder groups. Plan and define remedial actions and preventive measures for human rights violations in alignment with the organization's risk management framework, covering risks in relevant industries and countries. Provide appropriate grievance mechanisms and remedies in cases of human rights violations, including monitoring compliance with human rights policies, and regular reporting and disclosure of information. 10. The Company is committed to creating and maintaining a corporate culture that upholds respect for human rights in accordance with this Human Rights Policy. Therefore, the Company will instill and foster a corporate culture of human rights by monitoring, not ignoring any acts that violate human rights, and communicating, disseminating, and providing training to enhance knowledge and understanding of human rights to the Board of Directors, executives, and employees of the Company on an ongoing and regular basis. 11. Individuals who violate human rights, including engaging in discriminatory or harassing behavior, are considered to have violated the Company's Code of Conduct and this policy. The Company will take corrective actions or consider disciplinary actions in accordance with the Company's regulations. In addition, the Company will take legal action if such actions are illegal. 12. The Company is committed to communicating, reporting, and disclosing information on its human rights performance, remediation, and redress, including incidents of discrimination and harassment, to the public in a comprehensive and transparent manner. 13. Regularly review the Human Rights Policy, taking into account significant changes within the organization, to ensure that the policy remains consistent with legal principles, international best practices, and/or the business environment.

The company has established a process for monitoring, auditing, assessing risks, and the impact on human rights on a regular basis. It has also defined guidelines and measures for appropriate risk management. Each department is responsible for overseeing and managing the risks under their purview. The company communicates and disseminates information to promote knowledge, understanding, and guidelines for respecting human rights. It also provides channels for receiving feedback and suggestions from employees, external parties, and stakeholders. There are channels for complaints in case of incidents or actions that may constitute human rights violations. Whistleblowing or complaints can be submitted to the company through designated channels (Whistleblower System).

5. Policy on Intellectual Property

The company recognizes the value and importance of intellectual property. The company does not support any actions that constitute intellectual property infringement, including copyright, patent, trademark, information system data, trade secrets, and all types of intellectual property. The company has established policies and practices regarding non-infringement of intellectual property, with the following policies and practices in place:

1. The company raises awareness among the Board of Directors, executives, and all employees about intellectual property laws to foster respect for the intellectual property rights of others. It also provides guidance on the proper use of others' intellectual property, emphasizing the need to obtain permission from the rightful owners before use, in accordance with the law.
2. The Company has a policy to protect and respect the intellectual property rights of others. The Company will not infringe or support any action that constitutes an infringement of the intellectual property of others, whether it be copyright, patent, petty patent, trademark, trade secret, or any other type of intellectual property right.
3. The Company will regularly check that the information, documents, and printed materials to be used for the Company's business, if they are copyrighted works, the Company will check the terms and conditions of the relevant laws and comply with them correctly.
4. The Company encourages and supports all employees of the Company to create new works related to the Company's products that are not identical to works that are trademarks, copyrights, or patents of others.
5. The Company will control and prevent the disclosure or use of the Company's and/or its affiliates' information and secrets, such as information derived from creativity, research, technical knowledge, and other related information arising from the Company's and/or its affiliates' businesses, which are considered the Company's intellectual property, whether or not they are registered under intellectual property laws. Disclosure without prior written permission from the Company or authorized personnel is prohibited. This includes, for example, any work or research resulting from the performance of duties assigned by the Company and/or its affiliates, work created or produced by employees or personnel responsible for such work, work that utilizes the Company's and/or its affiliates' information, and any benefits derived from such work, which are considered the property of the Company. Employees or responsible personnel must surrender such information, work, or copyrights to the Company, regardless of the format in which they are stored.
6. The Company owns the copyright and all benefits arising from computer programs created by employees or personnel assigned by the Company to develop or create for the Company's use, whether or not they are registered under intellectual property laws. The Company does not permit the use or installation of computer programs unrelated to the Company's business or without a license on the Company's computers.
7. Employees must not infringe on any intellectual property or copyrights, such as copying, reproducing, modifying, or distributing any work, including computer software. Employees who infringe on any intellectual property or copyrights will be considered to have committed a disciplinary offense as defined by the Company and relevant laws.
8. The use of computers and information technology must comply with the Computer Crime Act B.E. 2550, the Royal Decree on the Supervision of Electronic Payment Service Businesses B.E. 2551, and other relevant electronic laws. If the Company discovers any improper conduct, it will be considered a disciplinary offense.
9. The company requires all employees to comply with all applicable intellectual property and copyright laws, such as trademark laws, patent laws, copyright laws, or any other relevant laws. The company also promotes training and education for employees on

laws related to intellectual property and copyright. The company does not support employees using products that infringe on any intellectual property or copyright.

10. If any act is found to be an infringement of copyright or an act that may give rise to an issue, dispute, or lawsuit regarding intellectual property or copyright, the employee must report it to his/her supervisor immediately. Those who violate or infringe upon such policy shall be subject to disciplinary action in accordance with the Company's work rules or the regulations of the agency responsible for supervision and control. In the event that the offense is an offense under the law, the offender shall be brought to justice in accordance with the law.

6. Anti-Corruption Policy

The company is committed to social responsibility and all stakeholders in accordance with good corporate governance principles and the company's code of business conduct, as well as policies and practices towards various stakeholder groups. To demonstrate its commitment to combating corruption in all its forms and to provide clear guidelines for conducting business and developing into a sustainable organization, the company has established this Anti-Corruption Policy. This policy ensures that the company has policies in place to define responsibilities, best practices, and appropriate operating procedures to prevent corruption in all of its business activities. To ensure that business decisions with potential corruption risks are carefully considered and executed, the company prohibits directors, executives, employees, agents, and any other individuals acting on behalf of the company from engaging in or accepting corruption in any form, both directly and indirectly. This policy covers all businesses in all countries and all relevant units. The company will regularly review compliance with this Anti-Corruption Policy, as well as review its practices and operating procedures to ensure they are consistent with changes in the business environment, regulations, legal requirements, and the company's Anti-Corruption Policy. The company is committed to implementing its Anti-Corruption Policy and fostering it as an integral part of its corporate culture.

6.1 Practices

1. Prohibit directors, executives, employees, and employees of the Company from engaging in any act related to corruption in any form in order to obtain or maintain business or competitive advantage, or for the direct or indirect benefit of themselves, their families, friends, and acquaintances, whether they are in the position of recipient, giver, or offeror of bribes, as well as the payment of facilitation fees, both monetary and non-monetary, to government or private agencies or stakeholders involved with the Company with which the Company has done business or contacted, covering all businesses in all countries and all relevant agencies. Actions that are considered high risk for corruption include:

- Receiving or Giving Gifts, Gratuities, and Entertainment Expenses: Receiving and giving gifts, gratuities, entertainment, or any other benefits can be a starting point for corruption. Therefore, the company has established guidelines in accordance with the Anti-Corruption Policy regarding the receiving and giving of gifts, gratuities, entertainment, or any other benefits, and has announced their implementation throughout the organization. All company personnel are to strictly adhere to these guidelines. The company will not demand or accept gifts, gratuities, entertainment, or any form of reciprocation from business partners to prevent any hesitation in performing duties, selective treatment, or any actions that may lead to conflicts of interest. The company communicates these guidelines to external parties involved in the company's business operations to maintain transparency, honesty, integrity, and compliance with the law in the company's operations.

- Donations or Sponsorships: Donations or sponsorships can be made as part of corporate social responsibility activities, public relations, and enhancing the company's image, without expecting business returns. These activities must be conducted transparently and legally. The donor's name must be stated as the company's name only, following the company's approval procedures. It must be ensured that such support is not used as a means of circumventing bribery.

- Monetary or In-kind Support: The provision of monetary or in-kind support must align with the company's policies and objectives as outlined in its plans. It must have a clearly defined start and end date and adhere to legal procedures. It must not be used for corruption or as a pretext for bribery.

- Bribery and Facilitation Payments: Giving or receiving bribes and facilitation payments in all types of company business is prohibited, whether conducted directly by the company or through third parties. This includes subsidiaries, associated companies, other companies under the company's control, business partners, and individuals who may be considered intermediaries or agents of the company. Additionally, all dealings with government agencies must be transparent, honest, and in accordance with the law.

- Sales Promotion Compensation or Trade Discounts: The payment or receipt of sales promotion compensation or trade discounts must be governed by written guidelines, contracts, or trade agreements approved by authorized personnel. Documentation must be provided to demonstrate the source of the funds, with evidence of payment or receipt of funds that have been reviewed and approved by authorized personnel. The recipient's name must be specified for auditability.

- Conflict of Interest All employees of the Company must comply with the Company's rules and regulations, as well as perform their duties to the best of their ability, not use company time to conduct other businesses that are not related to the interests of the Company, and must act without regard to personal interests, not contrary to the best interests of the Company, and determine fair and reasonable prices as if they were transacting with outsiders transparently.

- Political Contributions: The Company respects the individual rights of its employees to participate in or support political activities in their personal capacity. Such activities must be conducted outside of working hours, without using the Company's name or assets, and without any affiliation with or financial or other support to any political party, political group, political figure, or candidate for political office, either directly or indirectly, at the local, regional, or national level, for the purpose of benefiting the Company's business.

- Borrowing, Lending, and Creating Obligations: It is prohibited to demand, accept, offer, or provide financial or other benefits to any person or entity in order to obtain or grant loans, or to create or eliminate obligations that are inappropriate, unlawful, or unethical.

- Business Relationships and Procurement with the Public and Private Sectors It is prohibited to give or receive bribes in all types of business transactions. Contacting and working with the public and private sectors must be transparent, honest, and in accordance with relevant laws.

2. Regularly review compliance with the Anti-Corruption Policy, as well as review practices and procedures to ensure that they are in line with changes in the business, regulations, and legal requirements.

6.2 Dissemination and Training

- The Company communicates and disseminates the anti-corruption policy, including channels for reporting, providing information, or filing complaints to the Company's personnel, through various channels such as employee orientation, training or seminars, public relations within the workplace, and through the Company's electronic systems. The Company also communicates periodically to raise awareness among its personnel about various forms of corruption, the risks of involvement in corruption, and reporting methods to ensure that everyone in the organization understands, agrees with, and complies with the anti-corruption policy and measures seriously.

- The company communicates and disseminates its Anti-Corruption Policy, including whistleblowing channels, information, or complaints, to the public, affiliated companies, and stakeholders through various channels such as the company's website and annual report. This is to foster understanding and encourage adherence to social responsibility standards in combating corruption, in line with the company's commitment. - If any company personnel have any doubts regarding this policy, they can consult their supervisor, the Company Secretary, the Audit Committee, the Human Resources Manager, or the Internal Audit Manager. Company personnel who engage in corruption are considered to have violated the company's code of conduct and will be subject to disciplinary action according to the company's regulations. Additionally, they may face legal penalties if their actions are deemed illegal.

6.3 Whistleblowing Measures and Channels: The company provides safe and accessible channels for employees and others to seek guidance on compliance with the Anti-Corruption Policy. It establishes mechanisms for whistleblowing, receiving complaints, and handling cases related to violations of laws, regulations, company code of conduct, or actions that may indicate corruption by company personnel. This includes appropriate protection measures for whistleblowers, as per the Whistleblowing Policy, to provide clear guidelines and ensure effective complaint handling.

Complaint and Suggestion Channels

(1) By mail

1.1 Internal Audit Plan, BIG Camera Corporation Public Company Limited, 115, 115/1 Swasdikar 1 Road, Nong Khaem, Nong Khaem, Bangkok 10160

1.2 Office of the Company Secretary, Big Camera Corporation Public Company Limited 115, 115/1 Sawatdikarn 1 Road, Nong Khaem Subdistrict, Nong Khaem District, Bangkok 10160

1.3 Human Resources Plan, BIG Camera Corporation Public Company Limited, 115, 115/1 Swasdikar 1 Road, Nong Khaem, Nong Khaem, Bangkok 10160

(2) Electronic mail bighotline@bigcamera.co.th

(3) Human Resources Department suggestion box. In case of any doubts, all employees can seek advice or clarification regarding this policy. For actions that may be considered fraud or corruption, consult your direct supervisor, the Internal Audit Department, the Human Resources Department, or the Legal Department. If unsure whether an action constitutes fraud or if you wish to discuss before filing a complaint, you can send an email to: law@bigcamera.co.th

Confidentiality Protection and Safeguarding Measures 1. The Company will keep the information of the complainant and the respondent confidential and will only disclose information as necessary, taking into account the safety and damage to the complainant. 2. The complainant may request the Company to impose protection measures as appropriate, or the Company may impose protection measures for the complainant without having to request them if, after consideration, it is deemed that there is a risk that the complainant will be unsafe or harmed. 3. The Company will not take any unfair action against the complainant, such as changing the complainant's position, job description, place of work, threatening, interfering with work, or dismissing the complainant. Investigation Procedures and Disciplinary Action The Company has a process for disciplining personnel who fail to comply with the Anti-Corruption Policy, with the following steps: 1. Upon receiving a tip-off/complaint, the Executive Committee may use its discretion to consider the facts and then decide to indict the accused immediately if the complaint clearly shows that the act is a serious offense against the Company. Or, the Executive Committee may appoint a Fact-Finding Committee, whose members consist of the Internal Audit Department, the Human Resources Department, the Legal Department, the department of the accused, and the department of the informant or complainant (if an employee) to expand the scope of the investigation to find additional facts. 2. Upon receiving a tip-off/complaint, the Audit Committee will assign the Internal Audit or the Fact-Finding Committee (if appointed) to screen and investigate the facts and report the results of the investigation to the informant or complainant on a regular basis. 3. If the investigation reveals that the information or evidence available gives reasonable grounds to believe that the accused has committed corruption, the Company will give the accused the right to be informed of the allegations and to prove his/her innocence by seeking further information or evidence to show that he/she is not involved in the alleged corruption. 4. If the accused has committed the corruption, the perpetrator of the corruption, whether a director, executive, or employee, is deemed to have violated the Anti-Corruption Policy and the Company's Code of Business Conduct and shall be subject to disciplinary action in accordance with the Company's regulations. If the corruption is an offense under the law, the offender may be subject to legal penalties. The disciplinary action under the Company's regulations and the decision of the Executive Committee shall be final. 7. Whistleblowing Policy The Company has a whistleblowing policy, investigation, and whistleblower protection policy to provide all employees with a channel to report and whistleblow on wrongdoing or corruption that occurs within the Company. The Company has provided channels for all stakeholders to report or complain about matters that may cause damage to the Company, the Board of Directors, or infringe on their rights, which is in accordance with the Code of Conduct. · All stakeholders of the Company, directors, executives, and employees, in the event that they witness or are pressured/forced to commit any act that violates the Code of Conduct or any other matter that may cause damage to the Company and/or the Board of Directors, can report it via Email: big.hotline@bigcamera.co.th

· In the case of employees, the performance of duties of employees can be reported via Email: big.hotline@bigcamera.co.th

· In the case of other stakeholders, such as shareholders, stakeholders, partners, customers, creditors, they can report via Email: ir@bigcamera.co.th Or send information to the Office of the Company Secretary as disclosed in the section on channels for contacting the Board of Directors and the Office of the Company Secretary. Channels for Contacting the Board of Directors and the Company Secretary

The Company has provided channels for stakeholders to communicate their opinions, as well as to report any wrongdoing or unfair treatment by the Company's officers in violation of the law or good ethics. Stakeholders can submit their concerns in writing to

any one or more of the Company's directors or contact the Company Secretary at the Office of the Company Secretary, Big Camera Corporation Public Company Limited, 115, 115/1 Sawatdikarn 1 Road, Nong Khaem Subdistrict, Nong Khaem District, Bangkok 10160. In addition, stakeholders can contact us through the following channels: Company website: www.bigcamera.co.th Telephone: 02-8099956-65 ext. 1213, 1204 or email the Company Secretary's Office at ir@bigcamera.co.th

6.1.1 Policy and guidelines related to the board of directors

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

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

Nomination of directors

Director and Senior Management Recruitment

1. Director Recruitment

When a director's term expires or there is a need to appoint additional directors, the current Board of Directors will meet to consider and select directors using the criteria and recruitment methods, taking into account their knowledge, abilities, and work experience. This is to determine individuals who are suitable in terms of experience, knowledge, and abilities that will benefit the Company to become directors and who have the qualifications required by the Company to serve as directors of the Company to replace directors who resign, whose terms expire, or in any other case where they are unable to perform their duties. The recruitment of directors will take into account the appropriate number of directors to ensure the smooth operation of the Company's business. The Company, therefore, has a policy to control the number of directors to be not less than 5 and not more than 15, which is an appropriate number for the size and type of business, as well as the diversity of the Board structure. This is to ensure that the management is efficient, flexible, and in the best interests of the Company. The person appointed as a director of the Company must have the full qualifications as stipulated in Section 68 of the Public Limited Company Act B.E. 2535 (including amendments) and the Notification of the Securities and Exchange Commission B.E. 2535 (including amendments), other relevant laws, and regulations. After the Board of Directors has resolved to appoint the director, the name of such director will be submitted to the shareholders' meeting for approval (as the case may be).

The resolution of the shareholders' meeting shall be passed by a majority vote of the shareholders present and voting. Practices for Director Recruitment and Selection

1) When a director resigns or the Company considers reviewing the Board structure in accordance with the specific needs of the Board of Directors, the Board of Directors will jointly consider recruiting directors with the qualifications and experience that are still lacking to meet the needs of the Board structure.

2) Specific characteristics are defined for individuals to be nominated as directors, such as leadership, knowledge, and expertise appropriate to the Company's business, and the courage to express different opinions.

3) The Company has multiple channels for recruiting the Board of Directors, allowing shareholders to nominate qualified individuals to be appointed as directors and using the database of professional directors of the Thai Institute of Directors Association (IOD) as comparative information in recruiting new directors or considering existing directors. Board Diversity

The Board of Directors believes that the diversity of the Board is a key factor in enhancing the efficiency of the Company's operations and the work of the Board of Directors. This diversity is not limited to gender but also includes ethnicity, age, educational background, professional experience, skills, knowledge, abilities, and work perspectives. Therefore, the recruitment and consideration for appointment of the Company's directors will be based primarily on knowledge and ability, including the use of selection criteria that take into account the benefits and diversity mentioned above.

2. Senior Management Recruitment

The Board of Directors is responsible for considering and recruiting suitable persons to serve as Chief Executive Officer and senior executives who report directly to the Chief Executive Officer, including the establishment of a Succession Plan. The selection will be made from qualified individuals both inside and outside the organization. The Nomination and Corporate Governance Committee may consider hiring an independent consultant to assist in the recruitment process. Director and Executive Development

The Board of Directors is aware of its role as the leader of the organization. More than half of the Board of Directors have studied or attended lectures on the CG CODE until they understand the benefits and practices of applying it to management and creating value for the organization to grow sustainably. This is to develop the knowledge and abilities of the directors to perform their duties more effectively.

In addition, the Company has guidelines to promote and support all directors to study and receive further training to enhance their knowledge of their duties as directors effectively on an ongoing basis, as follows:

1) Orientation for New Directors

Newly elected directors will receive a briefing on the Company's information that is necessary and beneficial to the performance of their duties as directors within three months from the date of their appointment. This is to prepare and support the effective performance of those elected or appointed to be able to assume the position of director as soon as possible. The Company has a policy to enhance the knowledge and new perspectives of all directors, both in terms of good corporate governance and business operations, with the Company Secretary coordinating and implementing the same.

The orientation for new directors will cover topics such as business structure, board structure, scope of authority, relevant laws, business information characteristics, the Company's business operations, relevant regulations, good corporate governance, business ethics, and information useful for performing their duties as directors.

2) Director Training

The Company supports all directors to study and receive further training to enhance their knowledge of their duties as directors on an ongoing basis, such as attending training courses necessary for the performance of their duties as directors and/or other related courses, including refresher courses to keep them abreast of current situations. This is to ensure that they understand the importance of the Audit Committee to the capital market and the role of the Audit Committee in overseeing good corporate governance, overseeing the quality of financial reporting, selecting quality auditors, and communicating with auditors on a regular basis. They will also learn about tools to use in monitoring the performance of duties to ensure the quality of financial reporting effectively in order to enhance the quality of corporate governance and the quality of financial reporting to be better, in accordance with the Company's good corporate governance development plan.

Determination of director remuneration

Determination of Remuneration for Directors and Senior Management

The Company has a policy of setting directors' remuneration at a rate comparable to the same industry and sufficient to attract and retain quality directors. The remuneration of directors and executives will be in line with the Company's operating results and the performance of each executive. The Board of Directors will consider and determine the appropriate and necessary monetary compensation for the subcommittees, the Chief Executive Officer, and executives who report directly to the Chief Executive Officer. For the remuneration of directors and subcommittees, it will be submitted to the Board of Directors meeting for approval and to the Annual General Meeting of Shareholders for approval every year.

1) The Board of Directors is responsible for determining the remuneration of the company's directors in terms of determining the structure/components of remuneration, which should have the following characteristics:

- Fair, commensurate with responsibilities, and consistent with performance.
- At a level that can attract and retain quality directors or is comparable to the same industry.

- The remuneration structure/components should be clear, transparent, and easy to understand.

2) The Board of Directors and senior management must report on the director remuneration policy, principles, and rationale in the company's annual report and financial statements.

Independence of the board of directors from the management

Independence of the Board of Directors from Management

1) To ensure that the Board of Directors, under the leadership of the Chairman, has leadership and can effectively control the management's operations, there is a clear separation of roles and responsibilities between the Chairman of the Board and the Managing Director.

2) The Board of Directors must consist of independent directors from outside the company who possess knowledge, abilities, and experience beneficial to the company's business. Independent directors must have adequate access to financial and business information to express their opinions independently, protect the interests of stakeholders, and attend meetings regularly.

3) Independent directors must possess the qualifications of independence as per the Notification of the Securities and Exchange Commission of Thailand. They must also possess other qualifications as specified by the company to ensure the equitable protection of all shareholders' interests and prevent conflicts of interest between the company, management, or major shareholders. Additionally, they must be able to express their opinions independently during meetings.

Guidelines for the Independence of the Board of Directors from Management

The Board of Directors ensures the monitoring of the management's performance by holding regular quarterly meetings with senior executives and managers of each department. This emphasizes the importance of collaborative and comprehensive idea sharing to seek beneficial information for the company's operations. Financial goals, corporate strategies, and key policies are used to supervise and monitor the management's adherence to the established plans in accordance with the company's strategies regularly and consistently. This ensures that the management can effectively implement the company's vision, goals, and strategies. The Board of Directors has arranged for the management to carry out the following:

- 1) Define and Review Business Strategies, Objectives, and Company's Operational Plans
- 2) Oversee the adequacy of the company's risk management and internal control systems.
- 3) Define operational authority appropriate to the responsibilities of management.
- 4) Determine the allocation of resources and the development of the company's budget, such as policies and human resource management plans, and information technology policies.
- 5) Monitoring and Evaluation of Operations
- 6) Overseeing the Disclosure of Financial and Other Material Information

Corporate governance of subsidiaries and associated companies

The company has an investment and management policy in subsidiaries to invest in related, similar, or beneficial businesses that can support the company's business operations. This is to enhance the company's stability and operational performance for greater growth. The company will consider investment proportions, profits, expected returns, potential risks, and the company's financial status before deciding to invest in various projects. The approval of such investments must be considered by the company's board of directors and/or the shareholders' meeting according to the scope of approval authority specified by the company.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes

Shareholders

Shareholder Policy and Practices, Shareholder Rights

The Company recognizes the rights of shareholders to make decisions regarding significant changes within the Company and to receive their due rights, including accurate, complete, adequate, timely, and equal information about the Company to facilitate their decision-making in all matters. The Company will not take any actions that infringe upon or restrict the existing rights of shareholders. Therefore, the Board of Directors oversees and complies with the following fundamental rights that shareholders should receive:

1. The right to receive share certificates and the right to trade or transfer shares. The Company has appointed Thailand Securities Depository Co., Ltd. to act as its registrar in order to facilitate shareholders in carrying out transactions related to the Company's share registry.
2. The right to propose agenda items in advance, nominate individuals for directorship, and submit questions about the Company in advance for inquiry at the meeting. The Company has established criteria for proposing agenda items, nominating individuals for directorship, and submitting questions about the Company (the criteria are disclosed on the Company's website www.bigcamera.co.th Investor Relations section under the heading "Shareholders' Meeting") to provide an opportunity for minority shareholders to participate in the corporate governance of the Company. Recognizing the rights of shareholders and encouraging shareholders to fully exercise their rights at the meeting, the Company allows shareholders to propose agenda items for the Annual General Meeting of Shareholders, nominate individuals for election as directors of the Company, or submit questions in advance through the Company's website at least 3 months prior to the scheduled date of the Annual General Meeting of Shareholders. At the Annual General Meeting of Shareholders, the Company has published these guidelines on the Company's website and announced the news through the website of the Stock Exchange of Thailand for the benefit of shareholders to be aware of their rights and to allow shareholders time to study the meeting materials. On the day of the Annual General Meeting of Shareholders, the Board of Directors and executives responsible for finance and accounting, as well as the certified auditors, will attend the Annual General Meeting of Shareholders together to answer shareholders' questions. This is to comply with good corporate governance principles. In the past year, the Company has allowed shareholders to propose agenda items to be included in the agenda of the Annual General Meeting of Shareholders and to nominate qualified individuals for consideration for election as directors of the Company at the 2024 Annual General Meeting of Shareholders in advance from November 15, 2023, to February 15, 2024. The criteria and procedures are as specified by the Company on the Company's website (the criteria are disclosed on the Company's website www.bigcamera.co.th Investor Relations section under the heading "Shareholders' Meeting").
3. The right to attend shareholders' meetings and the convening of meetings

Each year, the Company will hold one Annual General Meeting of Shareholders within 4 months from the end of the Company's fiscal year. The Company will disclose the schedule of the Annual General Meeting of Shareholders to shareholders in advance to allow them to plan their schedules accordingly.

For shareholders' meetings, the Company will announce the names of 2 independent directors in the meeting notice to allow shareholders who are unable to attend the meeting to consider selecting a person to be their proxy. Shareholders may grant a proxy to an independent director or to any other person they deem appropriate. In voting on each agenda item, shareholders may vote in advance by specifying their vote in the proxy form or allow their proxy to vote at the meeting.

In addition, the Company publishes the invitation letter, meeting materials, and proxy form on its website no less than 28 days in advance to provide a channel for shareholders to access the same information that the Company has sent to shareholders in document form. The Company also announces the Annual General Meeting of Shareholders in newspapers and/or on the Company's website no less than 3 days prior to the meeting date and advertises for 3 consecutive days as required by law.

The Board of Directors encourages the dissemination of the 2024 Annual General Meeting of Shareholders' documents through the Company's website for the benefit of shareholders to be aware of their rights and to have time to study and consider the agenda

items and meeting materials. The Company published the notice of the 2024 Annual General Meeting of Shareholders along with the meeting materials in both Thai and English on March 25, 2024.

The Company clearly specifies the agenda items to be proposed at the Annual General Meeting of Shareholders without any other items that have not been presented for consideration at the meeting. On the meeting day, the Company also avoids adding any other agenda items that were not previously specified in the invitation letter, as this would be unfair to shareholders who are not present at the meeting. For the election of directors, the Company provides the names and brief biographies of each director nominated for shareholders' consideration. The Company allows shareholders to vote for directors individually. Similarly, for the appointment of auditors, the Company clearly states the name of the auditor, their affiliated firm, experience, capabilities, independence, the duration of their previous engagement as the Company's auditor, and their remuneration to enable shareholders to assess the suitability of the auditor. Regarding the proposal for dividend payment approval (if any), the Company will announce its dividend payment policy, the proposed dividend rate, and provide reasons and relevant information for shareholders' consideration.

Shareholders' Meeting

To hold the Annual General Meeting of Shareholders, there must be at least 25 shareholders and proxies of shareholders (if any) present at the meeting, or not less than half of the total number of shareholders, and they must hold in aggregate not less than 1/3 of the total number of issued shares to constitute a quorum.

In voting, the Company grants shareholders one vote per share and encourages shareholders to use their voting cards for all agenda items. The Company prepares separate voting cards for each agenda item to allow shareholders to vote as they see fit. Before the meeting commences, the chairman of the meeting instructs the Company's meeting conductor to clearly explain the voting procedures and vote counting methods for shareholders on each agenda item in accordance with the Company's Articles of Association. The use of voting cards for all agenda items is mandated to ensure transparency, verifiability, and to allow shareholders to vote as they see fit. This also ensures that shareholders can clearly exercise their voting rights on each agenda item. In the event that a shareholder arrives after the meeting has commenced, they still have the right to join the quorum and vote. They can vote on agenda items starting from the point at which they joined the meeting. During the meeting, the chairman presents matters to shareholders for consideration in accordance with the agenda and provides an opportunity for shareholders to ask questions on each agenda item. For matters outside the set agenda, the Company allows shareholders to ask questions at the end of the meeting. Each shareholder has equal rights and is given sufficient and appropriate time.

In the past year 2024, the Board of Directors held the Annual General Meeting of Shareholders on Wednesday, April 25, 2024, at 2:00 p.m. via electronic means (E-AGM) at the meeting room of Big Camera Corporation Public Company Limited, located at 115, 115/1 Sawatdi Karn 1 Road, Nong Khaem Subdistrict, Nong Khaem District, Bangkok. On the meeting day, the Chairman of the Board presided over the meeting, met with, and addressed shareholders' questions regarding the Company's management. The meeting was attended by the Board of Directors, the Chief Executive Officer, the Chairman of the Audit Committee, the Managing Director, executives, and the Company Secretary. All 10 directors were present, representing 100% of the total number of directors. The meeting was attended by over 25 shareholders, representing 2,495,470,152 shares, or 70.7156% of the total issued shares of the Company, constituting a quorum in accordance with the Company's Articles of Association.

On the day of the Annual General Meeting of Shareholders, the Board of Directors, executives responsible for finance and accounting, and the certified auditors attend the meeting together to answer shareholders' questions. Additionally, the Company invites representatives from the auditor and legal counsel to attend the meeting from the beginning to listen to opinions and prepare to answer shareholders' questions. Disclosure of Meeting Resolutions The Company discloses the resolutions of the Annual General Meeting of Shareholders along with the voting results by sending a letter to the directors and the Stock Exchange of Thailand and publishing them on the Company's website after the meeting concludes, which was on April 26, 2024. The Company also publishes a recording of the meeting on its website to provide access to shareholders who are interested in viewing the meeting retrospectively. Minutes of the Shareholders' Meeting

To ensure that shareholders are informed of and can review the details of the shareholders' meeting in a timely manner, and to ensure equal access to information for both Thai and foreign shareholders, the Company has a policy of disseminating the minutes of the shareholders' meeting accurately and comprehensively in both Thai and English. Each agenda item includes important information such as the voting procedure, the essence of the agenda item, the resolution of the meeting, the voting results (including votes for, against, and abstentions), questions and comments raised during the meeting, and the list of attending

directors along with their positions. In 2024, all of the Company's directors attended the meeting. The Company published the minutes of the meeting on its website within 14 days from the date of the shareholders' meeting as a channel for shareholders to verify the accuracy of the information. The minutes of the Annual General Meeting of Shareholders were also submitted to the Stock Exchange of Thailand's website.

The Board of Directors has published the minutes of the 2024 Annual General Meeting of Shareholders, held on Wednesday, April 25, 2024, on the Company's website. www.bigcamera.co.th Investor Relations section under the heading "Shareholders' Meeting" from May 8, 2024. The Company also submitted the minutes of the 2024 Annual General Meeting of Shareholders to the Stock Exchange of Thailand on May 8, 2024.

4. The right to receive dividends and share in the Company's profits. The Company distributes profits to shareholders in the form of dividends. The Company has a policy of paying dividends to shareholders at a rate of not less than 50% of net profit after deducting legal reserves and other reserves (if any). The Company discloses its dividend payment policy and the proposed dividend rate (if any), along with reasons and supporting information, to shareholders in advance in the invitation letter. Based on the operating results for the year 2024, the Board of Directors proposed to the shareholders' meeting for approval the payment of dividends for the fiscal year ended December 31, 2024. The Board of Directors set the record date for shareholders entitled to receive dividends on March 18, 2025, and the dividend payment date on May 15, 2025.

5. The right to consider directors' remuneration. The payment of directors' remuneration is in accordance with Section 90 of the Public Limited Company Act, which states that "The remuneration of directors shall be as determined by a resolution of the shareholders' meeting, which shall consist of not less than two-thirds of the total votes of the shareholders present at the meeting." Therefore, the Company has established a policy for considering directors' remuneration and presents the remuneration policy and criteria for each director position to shareholders for their acknowledgment and approval at the Annual General Meeting of Shareholders every year. The Company considers the form and criteria for remuneration for each director position based on the size of the business, the business environment, the overall economic conditions, the Company's performance that reflects and correlates with its operating results, and benchmarks against the remuneration rates of companies in the same industry, ensuring that it is competitive and reasonable. The Company discloses directors' remuneration in accordance with Section 90 of the Public Limited Company Act, with details provided in the Directors' Remuneration Policy under the heading "Attendance at Meetings and Remuneration of Individual Directors" on page 229.

6. The right to receive timely and adequate information and news about the Company's operations. The Company places importance on shareholders' meetings and has a policy of facilitating all shareholders equally in participating in the meeting, receiving information, asking questions, and exercising voting rights at the shareholders' meeting. The Company treats all shareholders equally, whether they are major shareholders or minority shareholders, Thai shareholders or foreign shareholders. The Company discloses information through the Stock Exchange of Thailand's news system and publishes important information and current news on its website. www.bigcamera.co.th under the Investor Relations section to safeguard the rights of shareholders.

7. The right to approve the appointment of auditors and determine audit fees. The Company has an agenda item for the appointment of auditors and the determination of audit fees to be proposed to shareholders for approval at the Annual General Meeting of Shareholders every year. The details of the proposed auditors are included, along with details about their affiliated firms, experience, capabilities, independence, and audit fees to provide sufficient information for shareholders to consider. Treating shareholders equally

The Board of Directors has established a good corporate governance policy to assure all shareholders, including minority shareholders and foreign shareholders, that they will receive their fundamental rights under the law and other shareholder rights fairly and equally, including the opportunity for redress in the event of a violation of their rights. Therefore, to protect the rights of all shareholders and ensure fair and equal treatment, the Board of Directors has established the following guidelines:

1. The Company will notify the Stock Exchange of Thailand of the date and time of the shareholders' meeting, including the relevant agenda items, and publish the meeting schedule on the Company's website prior to the meeting in accordance with the timeframes stipulated by relevant laws, announcements, or regulations. The meeting schedule will also be published on the Company's website prior to the shareholders' meeting. Additionally, the invitation letter for the meeting will be prepared and published in both Thai and English on the Company's website.

2. The Company has clear and reasonable criteria for considering the appropriateness of including agenda items proposed by

shareholders. The Board of Directors has a policy of not adding agenda items to the shareholders' meeting without prior notice unless necessary. This is to allow shareholders to have sufficient time to study the information before making a decision.

3. In conducting each shareholders' meeting, the Company provides equal opportunity to all shareholders. Before the meeting commences, the chairman of the meeting will clarify the voting procedures and vote counting methods for shareholders on each agenda item. The chairman will also provide an opportunity for all attending shareholders and proxies to express their opinions, suggestions, and ask questions on each agenda item with appropriate and sufficient time. The chairman will conduct the meeting according to the set agenda.

4. The Company has established guidelines for safeguarding and preventing the misuse of the Company's inside information. Individuals or departments with access to inside information are prohibited from disclosing such information to unrelated parties. Any person who discloses such information or uses it for their own or others' benefit, or engages in transactions that may result in a conflict of interest, will be deemed to have committed a serious offense and will be subject to disciplinary action. Additionally, the Company requires all directors and executives who are subject to securities reporting requirements to submit their reports to the Company Secretary regularly and disclose them in the Company's annual report.

5. The Company requires directors to report any conflicts of interest in any agenda item at least prior to the consideration of the relevant agenda item at the Board of Directors' meeting and to record such conflicts of interest in the minutes of the Board of Directors' meeting. Directors with a material conflict of interest that could prevent them from providing an independent opinion on the relevant agenda item are prohibited from participating in the meeting during the consideration of such agenda item.

6. The Company has established a policy for conducting transactions with related parties that will be conducted fairly, at market prices, and in accordance with normal business practices, which will be disclosed in the annual report or 56-1 One Report.

7. Shareholders will not lose their right to attend the meeting. In the event that a shareholder is unable to attend the meeting in person, the Company allows the shareholder to grant a proxy to an independent director or a person deemed appropriate by the shareholder to attend the meeting and vote on their behalf. The Company will propose the name of at least one independent director as an option for the shareholder's proxy. Shareholders can use the proxy form that the Company has sent along with the invitation letter, which will include Forms A, B, and C. These forms will specify recommendations, procedures, and uncomplicated documentary evidence for granting a proxy. Additionally, the Company will provide stamp duty to be affixed to the shareholder's power of attorney.

8. Equal voting rights. Shares of the same class have equal voting rights, with one share equaling one vote. In the event that the Company has more than one class of shares, the Company will disclose the voting rights of each class of shares to shareholders prior to voting. Policy on Facilitating and Encouraging Attendance at Shareholders' Meetings The Company recognizes the rights of shareholders to make decisions regarding significant changes within the Company and to receive accurate, adequate, timely, and equal information about the Company to facilitate their decision-making in all matters. Therefore, the Board of Directors has established the following policies:

1. The Company holds its Annual General Meeting of Shareholders transparently, efficiently, and in accordance with the law and the Company's Articles of Association. The meeting is held within four (4) months from the end of the Company's fiscal year.

2. The Company has set the date and time of the meeting on a non-public holiday. The meeting format is determined based on appropriateness, whether it be a physical format or through electronic means (E-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and relevant laws. Furthermore, technology is being utilized for the shareholders' meeting, including online registration and the ability to submit questions in advance via email, to ensure that the meeting proceeds conveniently, swiftly, and accurately.

3. The Company facilitates shareholders by providing the opportunity to nominate individuals for consideration for election as directors and to propose agenda items for the Annual General Meeting of Shareholders, as well as to submit questions about the meeting in advance within the specified timeframe.

4. The Company will send out the notice of meeting along with sufficient information on each agenda item, specifying the objectives, reasons, and opinions of the Board of Directors on all agenda items to allow shareholders to fully review the information at least 14 days prior to the shareholders' meeting. The Company will also disclose such information in advance

through various channels, including announcements through the Stock Exchange and on the Company's website prior to the meeting date.

5. The Company places importance on shareholders' meetings and facilitates all shareholders equally, whether they are major shareholders or minority shareholders, Thai shareholders or foreign shareholders, in participating in the meeting, including receiving information, asking questions, and exercising voting rights at the shareholders' meeting.

6. The Company provides additional facilitation for shareholders who are unable to attend the meeting in person by allowing them to grant a proxy to any individual or to have at least one independent director attend the meeting and vote on their behalf. The names of such independent directors will be disclosed in the invitation letter for the shareholders' meeting.

7. Shareholders can download proxy forms B and C from the Company's website. Proxy forms B and C are also attached to the meeting invitation letter to facilitate shareholders who are unable to attend the meeting in person. This allows shareholders to grant power of attorney to an independent director appointed by the Company to act as their proxy, essentially representing the minority shareholders. Alternatively, shareholders can grant power of attorney to another person to attend the meeting and vote on their behalf according to the conditions specified in the proxy form, which are in line with general legal requirements.

8. At the shareholders' meeting, matters will be considered and voted upon according to the set agenda without changing important information or adding agenda items.

9. The Company provides equal opportunity for all shareholders to express their opinions or ask questions by allocating sufficient and appropriate time. Important questions and suggestions from shareholders will be fully recorded in the minutes of the meeting.

10. Disclose the resolutions of the shareholders' meeting and the voting results for each agenda item within the day of the shareholders' meeting or at the latest by 9:00 a.m. of the next business day through the Stock Exchange of Thailand's news system (SETLINK).

11. The minutes of the meeting shall be recorded accurately, completely, promptly, and transparently. Important questions and comments shall be recorded in the minutes of the meeting for shareholders to review. Additionally, the minutes of the shareholders' meeting shall be published on the Company's website for shareholders' consideration. The minutes of the meeting shall also be submitted to the Stock Exchange of Thailand within 14 days from the date of the shareholders' meeting.

12. The Company records the meeting in video format and records the voting. These recordings are published on the Company's website to facilitate shareholders and interested external parties in viewing the shareholders' meeting.

13. Appoint the Company Secretary and Investor Relations department to be the point of contact, coordinate, and facilitate communication between the Company and shareholders and investors.

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company is committed to conducting business in accordance with the principles of good corporate governance, has a policy of management, conducting business in accordance with laws, regulations, and various applicable regulations, encouraging employees in the organization to have good practices and conduct themselves in a manner appropriate for conducting business professionally, as well as having morals and ethics, honesty, integrity, responsibility to society, community, environment, and the overall economy, conducting business transparently, verifiably, giving importance to customers, taking into account all stakeholders, not being involved in human rights violations, combating corruption, not accepting unusual rewards, not being involved in soliciting or paying bribes, not having conflicts of interest, and not committing any act that infringes the intellectual property or copyright of others, which are important principles based on the "Code of Business Conduct and Work Practices" (CODE OF CONDUCT) to be used as good practices for the Board of Directors, executives, and employees of the company by conducting business in accordance with the principles of good governance and responsibility to stakeholders both inside and outside the organization to achieve the objectives, vision, and goals of the company, as well as to help enhance the efficiency of work in the organization. (More information can be found on the company's website. www.bigcamera.co.th Under the Investor Relations section)

The company has established practices regarding the "Code of Business Conduct and Work Practices" (CODE OF CONDUCT) to be used as guidelines as follows:

1. Code of Conduct for the Board of Directors and Executives

The Company expects the directors, sub-committees, and directors of subsidiaries to perform their duties within the framework of laws, announcements, regulations of regulatory agencies, company regulations, ethics, and corporate governance principles by performing their duties with honesty, prudence, and diligence for the utmost benefit of the Company's sustainable business operations and stakeholders, as follows:

- Comply with regulations, rules, and various laws related to the company's business operations.
- Perform duties impartially, honestly, with the best interests of the company in mind.
- Avoid conflicts of interest for transparency in efficient management.
- Maintain the confidentiality of the organization, do not leak information to unrelated persons, which may cause damage to the organization or stakeholders, except as required by law.
- The acquisition or disposal of listed securities by directors, spouses, and minor children shall be in accordance with the Notification of the Stock Exchange of Thailand on the Conduct of Directors Regarding the Acquisition or Disposal of Securities B. E. 2547.
- The Board of Directors and management must be good representatives of the shareholders for the sustainable growth of the Company and provide appropriate returns on a continuous basis.

2. Code of Conduct for Company Employees

Employees should be aware that a good working environment, safety, and mutual respect require everyone to adhere to the code of conduct. Starting with every employee must be responsible for their actions and for conducting business with honesty and integrity. By strictly adhering to the company's policies and the "Code of Business Conduct and Work Practices" manual, as follows:

- Perform duties with honesty, integrity, responsibility, and prudence, as well as make any decisions fairly.
- Do not engage in any act that may create a conflict of interest with the company.

- Perform duties with responsibility, dedication to the company's work fully.
- As a representative of the company, employees must be respectful, cooperative, and helpful to customers, business partners, contractors, other employees, and the general public involved with the company.
- Perform duties diligently, including seeking ways to develop, improve, correct, and develop oneself and one's work to be efficient at all times.
- Do not use one's authority, either directly or indirectly, to seek benefits for oneself or others.
- Do not insult, slander, or defame the company and other employees, and do not impersonate the company and other employees for personal gain.
- Strengthen teamwork by cooperating and helping each other for the benefit of the work.
- Prohibited from participating in or concealing any act that may have a conflict of interest with the company or may render it impossible to perform duties fairly or to participate in concealing illegal acts.
- Perform duties with honesty and awareness that duty must come before all else, not misconduct, fraud, or dishonesty in the performance of duties.
- Do not drink alcohol or use any illegal drugs or be intoxicated while on duty.
- Prohibited from using company information obtained from performing duties to seek benefits for oneself or others improperly.
- Must maintain the confidentiality of the company by taking care not to leak documents or information that are confidential to the company or fall into the hands of unrelated persons, which may cause damage to the company.
- Do not engage in any act, either by oneself or one's family, that constitutes soliciting or accepting any object, money, or other benefit from another person who has a business relationship with the company, except on occasions or festivals that are customary, but must not be excessive in price or unreasonable.
- Employees must not use the property or funds of colleagues and customers, search, use, or disclose information or details about other employees or external parties such as business partners and customers who have a confidential relationship with the Company.
- Notify relevant agencies and executives if any wrongdoing or illegal activities are found in the company.
- Manage and maintain the company's assets, use them to the fullest extent, prevent them from being damaged or lost improperly, and do not use them for personal gain.
- Pay attention and help to carry out any actions that will keep the working environment clean, safe, and pleasant at all times.
- Be careful in expressing opinions to anyone on matters that may affect the reputation, image, and operations of the company.
- Employees must not interfere with, eavesdrop on, monitor, or record conversations, data transmissions, or silent communications, or disclose information or words, use telephones or communication devices of customers or the Company, unless the customer or the Company consents or there is a legal provision to do so.

3. Code of Conduct for Stakeholders

The company is committed to sustainable business development by developing processes to create and develop ideas for responsibility towards all stakeholders, including shareholders, employees, customers, business partners, competitors, society, communities, and the environment. In addition, the company continuously promotes and supports activities for the benefit of society and the environment in accordance with the following good practices: Practices and Responsibilities to Shareholders

The Company recognizes that shareholders are the owners of the business. The Company is therefore committed to creating shareholder satisfaction by creating long-term value for shareholders and conducting business operations efficiently, transparently, prudently, with good performance, stable and sustainable growth, as well as respecting the rights and equality of all shareholders, both executive and non-executive shareholders, Thai or foreign shareholders, large or small shareholders, to be treated equally by adhering to the principle of shareholder equality and safeguarding the interests of shareholders. The Company has therefore established the following guidelines:

- (1) Perform duties with honesty and integrity, as well as make any decisions carefully, prudently, and fairly under reasonable judgment based on information believed to be sufficient, accurate, without any conflict of interest, both directly or indirectly, and made in good faith for the best interests of the company, not acting with a conflict of interest.
- (2) Comply with the law, the company's objectives and regulations, Board resolutions, shareholder resolutions, operate in accordance with good corporate governance practices, and the code of business conduct.
- (3) Oversee operations to ensure that the company has a good financial position and operating results, and that the company's status report, operating results, financial position, accounting information, and other reports are presented fairly and completely in accordance with the facts.
- (4) Manage and ensure that the company's assets are not impaired or lost improperly. Provide an effective internal control system and risk management system.
- (5) Provide accurate, factual, and sufficient information to all shareholders on an equal and timely basis for decision-making.
- (6) Oversee that directors, management, and employees do not seek benefits for themselves and others by using any information of the company that has not yet been disclosed to the public or engage in any act that may create a conflict of interest with the organization.
- (7) Provide channels for reporting wrongdoing or complaints, including websites, mail, and telecommunications, and have a process for responding to complaints, protecting complainants, and reporting the results of proceedings to complainants in a systematic and fair manner.
- (8) Provide a variety of information dissemination channels, including creating a company website that shareholders can easily access, and presenting information in an easy-to-understand language. Practices and Responsibilities to the State

The company places importance on complying with laws, regulations, and rules, both in the government sector, especially in conducting transactions. The company avoids actions that may induce the state or state employees to act inappropriately, but will focus on building good relations with each other within appropriate and feasible limits, such as meeting and talking in public places, congratulating on occasions, festivals, or according to customary practices. The following are the main practices:

- (1) Proceed correctly when having to contact the competent authority or government agency.
- (2) Always be aware that laws, rules, or regulations in various government agencies may have different conditions, steps, or practices, and the company must be aware of and comply with them strictly. Practices and Responsibilities to Employees

The company is always aware that all employees are the most valuable resource of the company and are a key factor in the success of achieving the company's goals. The company is therefore committed to developing and fostering a good working culture and atmosphere, promoting teamwork to build confidence among employees. The company has therefore established a policy to treat employees fairly by adhering to the principles of equality and fairness in terms of opportunities, employment, compensation, appointments, transfers, as well as potential development in conjunction with moral development. The following practices have been adopted:

- (1) The company has measures to protect employees who provide information to the authorities in the event of an illegal act, a violation of the Securities and Exchange Act, or a violation of the Securities and Exchange Act. They will be protected and the company will not be able to act unfairly, whether it be a change of position, job description, place of work, suspension,

intimidation, harassment, dismissal, due to the cause of whistleblowing about illegal activities or ethical violations.

- (2) Treat employees with courtesy, respect for individuality, and human dignity in accordance with universal human rights.
- (3) Maintain the working environment and organize the work system so that employees have safety in life and property, including good hygiene at all times.
- (4) Provide channels for employees to file complaints in case of unfair treatment or report clues about matters that may be illegal, and have a redress process, including measures to protect complaining employees that are systematic and fair.
- (5) The appointment, transfer, reward, and punishment of employees must be done fairly, honestly, and justly, and based on knowledge, ability, and suitability, including the actions or performance of such employees.
- (6) Give importance to developing employees' knowledge and abilities and enhancing their potential by providing them with opportunities for continuous development, such as organizing seminars, training, and providing equal opportunities to all employees.
- (7) Determine employee compensation fairly, based on market conditions, business competition, the nature of the work, performance results, and the company's ability to pay such compensation, including the provision of a provident fund.
- (8) Avoid any unfair act that may affect the job security of employees or threaten and pressure the mental state of employees.
- (9) Listen to ideas and suggestions from employees at all levels equally and fairly.
- (10) Be equal, do not use discretion or personal relationships in making decisions, do not discriminate on the basis of race, nationality, religion, or gender.
- (11) Provide opportunities for employees to make suggestions or complaints about work and define solutions to benefit all parties and build good relationships in working together.
- (12) Comply with labor laws, regulations, and rules related to employees strictly.
- (13) Provide training to employees to provide knowledge about policies and practices in combating fraud and corruption.
- (14) Develop a code of conduct for employees and promote and support employees' understanding of the code of conduct, including the roles that employees can perform, to provide guidelines for good work practices for employees. Practices and Responsibilities to Customers

The company conducts business with a commitment to caring for and being responsible to customers, with the intention of creating, presenting, and managing the company's products and services to customers in an ethical and standardized manner, promoting the treatment of customers with sincerity and courtesy to create satisfaction and confidence for customers that they will receive safety, good quality service, as well as maintain good and sustainable relationships by requiring that there be a department or person to oversee customer relations in order to find ways to meet customer needs more effectively. Therefore, the following guidelines have been established:

- (1) Committed to sourcing, developing products and services to meet customer needs.
- (2) Sell certified and standardized products at fair prices and do not profiteer.
- (3) Committed to creating satisfaction and confidence for customers to receive safety from good and quality service by continuously and seriously raising standards.
- (4) Provide accurate and sufficient information about products and services to enable customers to make informed decisions without exaggeration, both in advertising or in other communication channels with customers, which may cause customers to misunderstand the quality, quantity, or any conditions of the products or services.

- (5) Disclose information about good quality services completely, accurately, timely, and without distorting the truth, including maintaining good and sustainable relationships.
- (6) Strictly comply with the conditions for customers. In the event that any condition cannot be complied with, the customer must be notified immediately to jointly consider solutions.
- (7) Treat customers with courtesy, equality, and be trustworthy to customers.
- (8) Provide channels for providing information about a variety of products to enable customers to access information conveniently.
- (9) Establish a system/process to enable customers to express their opinions or complaints, report problems with inappropriate products and services, so that the company can prevent and resolve problems for customers quickly and use such information to improve, correct, or develop such products and services, as well as inform customers of the results.
- (10) Have a system for securely storing customer information, have measures to maintain customer confidentiality, do not disclose information without consent from customers, and do not use customer information for personal gain and/or related parties improperly.
- (11) Provide product warranties under reasonable timeframes and comply with the Consumer Protection Act. Practices and Responsibilities to Business Partners and Contractors The Company takes into account equality and honesty in conducting business and mutual benefits with business partners and contractors. The company's business partners and contractors are expected to strictly comply with laws and regulations and have good business ethics. In the area of competitive business, the company will adhere to the rules of good and fair competition. Therefore, in order to comply with these principles, the company has established the following guidelines:
- (1) The company intends for the procurement of goods and services to be efficient under the following principles:
- There is competition based on equal information.
 - The criteria for selecting business partners and contractors are based on equality and fairness.
 - Develop appropriate contract formats that are fair to both parties.
 - Provide a system of management and monitoring to ensure that the terms of the contract are fully complied with and to prevent fraud and misconduct at every stage of the procurement process.
 - Pay business partners and contractors on time, according to the agreed payment terms.
- (2) The Company aims to develop and maintain sustainable relationships with partners and contractors with clear objectives in terms of the quality of goods and services that are value for money and mutual trust.
- (3) Executives or employees involved in procurement, hiring, and services must disclose information and/or the nature of personal relationships of themselves, their spouses, close relatives, or those who have personal relationships with any bidder that may result in a lack of transparency in performing their duties directly. Show accountability by not participating in the decision-making process. (4) Comply with the various conditions imposed on the company's business partners on the basis of receiving equal and fair returns for the mutual benefit of both parties. In the event that the conditions cannot be met, the business partners will be notified in advance in order to jointly consider solutions using reasonable principles.
- (5) Do not solicit or accept gifts, gratuities, entertainment, except on appropriate occasions according to customary practices, and refrain from giving special favors to the extent that others may think that injustice may occur, especially causing other vendors to misunderstand and not want to participate in bidding, and may lead to telling and causing the company to lose its image.
- (6) Do not use information learned as a result of procurement for personal gain or for the benefit of others.

(7) Use goods and services with the correct copyrights, patents, and trademarks, and do not support products or actions that infringe on intellectual property.

(8) Refrain from any act that helps business partners and/or creditors avoid paying taxes due to the government.

Practices and Responsibilities to Creditors The Company is committed to conducting business with integrity and discipline to build trust with creditors. The Company adheres to the following practices:

(1) Comply with the conditions imposed on creditors strictly, including repayment, taking care of collateral, and other conditions, and not using the funds obtained from borrowing for purposes contrary to the agreement made with the lender.

(2) Report accurate and complete financial information to creditors on a regular basis.

(3) If the Company cannot comply with the agreed-upon conditions, the Company will notify the creditor in advance to jointly consider solutions.

(4) Be fair to creditors in accordance with the seniority of the debt under the contract entered into without violating the rights of creditors. Practices and Responsibilities to Competitors The Company aims to conduct business with the intention of achieving sustainable success and being a leader in the business under ethical and ethical competition in the industry. The principles of dealing with competitors are as follows: (1) Comply with the framework of good competition rules.

(2) Compare competitors' products and services fairly and realistically, without distorting the facts.

(3) Do not seek confidential information from competitors by dishonest or inappropriate means for the benefit of the Company's business.

(4) The company will compete fully, independently, fairly, by using competitive offers based on price, product quality, and service.

(5) Do not make false accusations or intend to damage the reputation of competitors, as well as the products and services of competitors.

(6) Do not engage in any act that infringes the intellectual property of others or competitors.

(7) Cooperate to enhance business potential for sustainable growth. Practices and Responsibilities to the Community, Society, and Environment

The company places importance on the surrounding communities and society, recognizing that we are like a part of society that will move forward together towards the development of society and the environment for sustainability. The company has therefore continuously carried out activities for the community and society in parallel with conducting business under responsibility to the community and society as a whole, including giving importance to the conservation of natural resources and promoting the efficient use of energy. Therefore, the following guidelines have been established:

(1) The company considers it a duty and a key policy to give importance to social and community activities by focusing on social, community, and environmental development, aiming to create and conserve natural resources, support education for youth, and support public benefit activities for disadvantaged communities to become strong and self-reliant communities.

(2) Have a policy of conducting business with environmental considerations in mind and comply with applicable environmental laws and regulations.

(3) Have a clear corporate social responsibility (CSR) policy and adhere to it within the organization.

(4) Act as a good citizen by strictly complying with relevant laws and regulations.

- (5) Instill awareness of social, community, and environmental responsibility among employees at all levels on an ongoing basis.
- (6) Promote the use and conservation of energy by providing measures to save energy and use resources efficiently and cost-effectively.
- (7) Encourage executives and employees to pay attention to activities that promote and instill awareness of safety, occupational health, and the environment.
- (8) Respect the customs, traditions, and cultures of each locality where the company conducts business.
- (9) Participate in activities to jointly create a better society, community, and environment on a regular basis in order to improve the quality of life of the communities where the company is located, both on its own and in collaboration with government agencies, the private sector, and communities.
- (10) Respond promptly and effectively to events that impact the environment, community, life, and property as a result of the company's operations by fully cooperating with government officials and relevant agencies.
- (11) Comply with, cooperate with, or ensure strict compliance with the intent of laws and regulations issued by regulators.

Investor Relations Code of Conduct

The company places importance on the performance of investor relations duties. As investor relations is responsible for communicating and disclosing information, news, and various activities of the company to shareholders, investors, both individuals and institutions, analysts, the press, relevant government agencies, as well as the general public, accurately, adequately, transparently, comprehensively, timely, and on various events that occur, including building confidence and enhancing the company's image. In addition, the company promotes the investor relations operations of the company to be based on ethical principles, in accordance with the principles of good corporate governance and business ethics, by emphasizing information disclosure, maintaining internal information, and strictly complying with relevant laws and regulations, and upholding the interests of shareholders and all stakeholders. Therefore, the "Investor Relations Code of Conduct" has been established for investor relations personnel and personnel involved in investor relations disclosure to use as guidelines for proper and appropriate work practices as follows:

- Disclosure of important information necessary for making investment decisions accurately, adequately, and timely.
- Maintaining and safeguarding internal information, maintaining confidentiality, not disclosing, and not using any internal information of the company that has not yet been disclosed to the public to seek benefits for oneself and/or other persons until the information is disclosed to the public.
- Disclose information equally and fairly, use caution in communicating information through social networks. If issues are found that cause misunderstandings or misconceptions, it is necessary to clarify the information through the Stock Exchange's system for all parties involved to be aware of in order to prevent the problem of providing information to only a particular group.
- Performing duties with honesty, to the best of one's ability, with responsibility, and professionalism, as well as honesty in the profession and conducting oneself on the basis of the principles of correctness and equality, without discrimination based on any bribes that are personal incentives and benefit oneself or any person or group of persons more than the interests of the company and stakeholders involved.

Code of Business Conduct

The company is committed to conducting business responsibly towards society and all stakeholders by adhering to the principles of morality, ethics, transparent management, in accordance with the principles of good corporate governance, good corporate governance, and the company's business ethics by focusing on establishing an internal control system that is consistent with the internal control framework according to international standards, covering important work processes and activities, having an internal audit unit to audit operations based on risk, as well as providing advice on establishing a good internal control system, and giving importance to the use of internal information, which is information for the company's operations and business

administration. Expressing commitment to combating corruption in all forms by stipulating that the Board of Directors, executives, employees, employees, as well as any person acting on behalf of the company, are prohibited from engaging in or accepting corruption in all forms, whether directly or indirectly, and whether for the benefit of themselves, their families, friends, acquaintances, or others, and are obligated to strictly comply with the anti-corruption policy. In addition, the company will conduct business with funds from legal sources and comply with relevant anti-money laundering laws. The company will not accept transfers or transformations of property or support the transfer or transformation of various assets related to wrongdoing in order to prevent any person from using the company's business channels for the transfer, concealment, or disguise of the source of property or using the company's financial transactions for money laundering.

The Company shall conduct a continuous review and follow-up of the performance of the Code of Business Conduct and Work Practices by providing training on the "Code of Business Conduct and Work Practices" for employees in the organization to ensure that all employees are aware of, understand, and are able to comply with the Code of Business Conduct and Work Practices correctly and strictly.

In addition, the company has developed and announced the use of an ethics manual and guidelines for business partners for the company's business partners to use as guidelines for conducting business together responsibly for the sustainable growth of the organization.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Anti-corruption, Information and IT system security, Human rights

Anti-corruption

Anti-Corruption

Management Approach

The Company is committed to instilling in its employees the practice of performing their duties with honesty and integrity in order to create a positive impact on all aspects of its business operations. All forms of fraud and corruption are unacceptable. The Company has therefore established and regularly reviews its anti-fraud and corruption policy to seriously combat and prevent fraud and corruption. This policy covers employees and business partners and aims to prevent abuse of authority, deter fraudulent or bribery-related behavior in all its forms, and provide a framework for conducting business in accordance with the law. For this reason, details of the anti-fraud and corruption guidelines are included in both the Code of Business Conduct and the Company's Anti-Fraud and Corruption Policy.

1. The Company is committed to conducting business with transparency and fairness by establishing an anti-corruption policy and guidelines for compliance with the anti-corruption policy, as well as creating awareness, values, attitudes, and instilling them as an organizational culture that encourages the Board of Directors, executives, and employees at all levels to comply with relevant laws and regulations, both directly and indirectly, as well as not supporting the achievement of work through fraudulent means.
2. The Company has established an anti-corruption policy and guidelines, and ensures that the policy and guidelines are regularly reviewed and revised in accordance with this anti-corruption policy.
3. The Company and its subsidiaries have adopted the Company's anti-corruption policy and related guidelines as a practice in conducting business.
4. The Company assesses the risk of corruption in advance. The Internal Audit Office has appropriate and effective audit processes and internal control systems, including processes, finance, accounting, data recording, and others, as well as regular reviews to prevent corruption.
5. Disseminate, publicize, and organize training to raise awareness and understanding of business ethics and work practices, the Company's anti-corruption policy and related regulations among the Company's stakeholders, and to create an understanding with other persons who must perform duties related to the Company or may have an impact on the Company in matters that must be carried

out in accordance with this anti-corruption policy.

6. The Company provides safe and accessible channels for employees and others to seek guidance on compliance with the anti-corruption policy, and establishes mechanisms for reporting, receiving complaints, and handling cases related to violations of laws, regulations, and the Company's Code of Conduct, or conduct that may indicate corruption by the Company's personnel, including appropriate protection measures for whistleblowers under the Whistleblowing Policy to provide clear guidelines and make the complaint process effective.

Performance Results 2024

1. The Company has established an anti-corruption policy and guidelines, and reviews and revises the anti-corruption policy and guidelines to keep pace with the current situation.

2. Communicate and publicize the anti-corruption policy to all employees in the organization, including new partners and existing customers, to refrain from giving gifts during all festivals, and publicize it to the Board of Directors, executives, and employees for their cooperation in refraining from accepting and/or giving gifts during festivals and various occasions through various channels of the Company.

3. The Company has established channels for receiving complaints and reporting misconduct and fraud, and to provide an opportunity for executives, employees, and all stakeholder groups to report or provide information on misconduct and fraud occurring within the Company, irregularities in the Company's business operations in various matters, or to exchange information, receive feedback, suggestions, and complaints in cases of unfair treatment by the Company, including reporting to the Board of Directors on issues related to violations of laws, the accuracy of financial reporting, deficiencies in internal control, or various ethical violations. All stakeholders can report or complain about matters that may cause damage to the Company, to the Board of Directors, or violate their rights, which is in accordance with the Code of Conduct. 4. The Company has not encountered any complainants or disputes regarding corruption within the organization.

Information and IT system security

Information Technology Security

Information Technology Security Policy and Practices

The company has established information technology security policies and practices to manage information technology security under the policies and regulations for information technology system security practices. which is effective for all employees in the organization Including external service providers authorized to access information.

Commitment and goals

The Company is committed to developing its business for continuous growth. By using information technology to increase the efficiency and effectiveness of products and services to be easily accessible, convenient, and fast to access services. The Company recognizes the importance of maintaining the security of the information of all stakeholders. Therefore, the policy and guidelines for information technology security practices have been established to support the management of stakeholder information. The company aims for all relevant employees to be aware of and study the information technology security policy and guidelines by 2025.

Management approach

The company places importance on the use of information technology in business management. By focusing on data security, whether it is information technology security or cybersecurity as well.

1. The company must establish a written information technology security policy and communicate the policy to create understanding and be able to comply correctly. Especially between the information technology department and other departments within the company. To coordinate and be able to conduct business according to the set goals.

2. Establish regulations for protecting information technology system assets, including various resources, from unauthorized access. Along with setting policies and guidelines for information technology system security practices To serve as guidelines for employees in the organization to acknowledge and strictly comply with By complying with the principles of cybersecurity law according to the Cybersecurity Act B.E. 2562
3. Provide communication, public relations, training, and knowledge to employees at all levels of the organization to raise awareness of threats, risky behaviors in cyberspace, prevention methods, and maintaining cybersecurity and information technology system security.
4. Define information technology risk indicators (Information Technology Risk Indicator), including monitoring and reporting of indicators to those responsible for managing risks and contingency plans for information technology systems for various events. To be able to manage risks appropriately and in a timely manner.
5. Install technology systems to prevent and comply with international standards for information technology security management according to international security practices.
6. Establish measures to control the installation of information systems in designated areas. Stored in a computer center or network located in a private area which is a secure area of the company and there is surveillance, equipment management, and data access systems as strictly specified.
7. The company must review the information technology security policy at least once a year or when there are changes that affect the company's information technology security.

Performance results in 2024

1. The company has assigned the responsibility for information system management and cybersecurity to senior management only. Responsible for managing data systems and the security of information technology systems and cybersecurity. Referencing international standards for information security management systems.
2. The company has established information technology security policies and practices, including risk assessment, risk management, and contingency plans for information technology systems for various events that may occur.
3. Strictly comply with measures to control and maintain the security of information technology systems and cybersecurity, such as setting and reviewing system access rights on schedule, backing up data, and recovering data from disruptions in case of force majeure.
4. Improve the computer network system to be ready for use. To avoid system failure by having a backup network system and other servers. so that the system can support continuous operation and prevent damage as much as possible To prevent unauthorized persons from destroying the network and enterprise resource planning system or stealing information for inappropriate use. 5. Install appropriate technology to prevent, detect, suppress, and alert unauthorized access to networks or information technology systems.
6. The company has a team ready to work and users can report incidents or emergencies that violate information technology system access or violate cybersecurity at any time.
7. Communicate and provide knowledge and understanding to employees at all levels of the organization about information technology system security and cybersecurity, be aware of threats and risky behaviors in cyberspace, and have guidelines to follow. Ready to deal with cyber threats that can help reduce errors that may arise from ignorance or negligence of computer user safety in the organization.

Human rights

Human Rights

Human Rights Policy and Guidelines

The company has established human rights policies and practices to make the board of directors, executives, and employees of Big Camera at all levels aware of the importance of and respect for human rights in all aspects of all stakeholders, in accordance with the laws of each country and in accordance with the treaties to which each country is bound. This includes 1. Respecting and treating all stakeholders fairly on the basis of human dignity, in accordance with human rights principles, without discrimination. 2. Supporting and respecting the protection of human rights, ensuring that the company's business is not involved in human rights violations. 3. Avoiding acts that violate human rights, such as not supporting forced labor and opposing child labor. 4. Communicating, disseminating, providing knowledge, understanding, setting guidelines, monitoring, and providing support to those involved in business operations throughout the business value chain, joint ventures, business partners (Contractors), suppliers, and other related parties to participate in doing business ethically, respecting human rights, and treating everyone in accordance with the human rights principles of this policy. Commitment and Goals

The company is committed to conducting business ethically and recognizes the importance of respecting human rights, which are the fundamental rights and freedoms that all human beings are entitled to, including the right and freedom to live together in a society happily and equally, which is an important foundation for doing business. The company adheres to its responsibility to society and all stakeholders in accordance with the principles of good corporate governance and business ethics in protecting human rights. Therefore, the company has established a human rights policy to demonstrate its commitment to upholding, supporting, and promoting the respect and protection of the fundamental rights and human dignity of everyone involved in the company's operations in accordance with internationally recognized standards. The company is also committed to complying with the code of conduct, policies, and guidelines on human rights that the company has issued to ensure that its business operations are free from human rights violations. Management approach

1. The company has established human rights policies and practices for employees in the organization to adhere to and strictly comply with.
2. The company respects human rights, treats each other with respect, gives each other dignity, and treats all stakeholders and vulnerable groups equally, without distinction of physical, mental, national, racial, ethnic, religious, gender, linguistic, age, skin color, educational, social, cultural, traditional, or other differences.
3. Exercise caution in performing duties to prevent the risk of human rights violations in business operations, as well as strive to prevent all forms of harassment, whether it be sexual harassment or other forms of harassment.
4. Promote fair employment, non-discrimination by treating all employees and workers, including migrant workers, fairly and transparently in all workplaces. Employment will specify the terms and conditions agreed upon by both parties. There are regulations on wage rates and welfare, working hours, overtime, working on holidays, holidays, and other benefits not less than those stipulated by law.
5. Communicate, disseminate policies, provide knowledge, understanding, guidelines, and other support to employees, partners, business partners in the business value chain (Suppliers/Contractors in Business Value Chain), as well as joint ventures to participate in doing business ethically, respecting human rights, and treating everyone in accordance with human rights principles.
6. Monitor respect for human rights, do not ignore or overlook any acts that violate human rights related to the company. Must report to the supervisor or responsible person and cooperate in verifying the facts. If there are any doubts or questions, consult with the supervisor or the person in charge through the designated channels.
7. Provide modern and efficient channels for reporting clues and complaints, and have a process for escalating incident reporting to higher levels. Be fair and protect individuals who report human rights violations related to the company by using measures to protect complainants or those who cooperate in reporting human rights violations as specified by the company in the Whistleblower Policy.
8. Develop and implement a comprehensive and continuous human rights due diligence process to identify and assess risks and impacts of human rights violations, define affected groups or individuals covering all stakeholders, plan and define solutions, and prevent human rights violations in accordance with the organization's risk management guidelines, including monitoring compliance with human rights policies and regular reporting and disclosure of information.

9. The company will be fair and have measures to protect individuals who report human rights violations related to the company.
10. The company is committed to creating and maintaining a corporate culture that adheres to respect for human rights in accordance with the human rights policy.
11. For individuals who violate human rights, including discriminatory behavior or harassment, it is considered a violation of the company's code of conduct and this policy. The company must take corrective action or consider disciplinary action according to the company's regulations. In addition, the company will take legal action if the action is illegal.
12. The company has established a monitoring process, channels for receiving feedback, and suggestions from both employees and external parties to review, correct, improve, and find ways to prevent the risk of human rights violations.
13. The company is committed to communicating, reporting, and disclosing information on human rights operations, mitigation, and remedies, including incidents of discrimination and harassment, to the public in a complete and transparent manner.
14. The company will review its human rights policy on a regular basis, taking into account significant changes to the organization, to ensure that the policy is consistent with legal principles, international best practices, and/or the business environment.

Performance Results 2024

1. The company has recruited employees to form various committees to represent and provide suggestions on various matters, such as the Welfare Committee and the Occupational Safety, Health, and Working Environment Committee.
2. The company promotes the careers of all people equally. There is employment of people with disabilities, no child labor, no illegal migrant workers, and compliance with the laws on employment, payment of remuneration, designation of annual holidays, and designation of other leave as prescribed by law.
3. There is employment of people with disabilities according to the law, including support and promotion for people with disabilities to work equally with normal people in positions that they are able to do. In 2024, the company employed people with disabilities at a rate of 1 percent of all permanent employees. The company still has plans to continue to support the employment of people with disabilities. The projects that the company has carried out are as follows:
 - The health massage project is a project that hires 3 blind masseuses to provide relaxation massages to employees 2 days a week. There is a lot of interest from employees, with statistics showing that 14-15 employees use the service per week. · The company employs 2 people with disabilities to work on documents at the head office.
 - There is support for a career capital grant project for people with disabilities. One Isan food shop was opened, totaling 119,720 baht, to support the creation of occupations for people with disabilities continuously every year.
4. Communicate, publicize, provide training on human rights policies, make all employees in the organization aware of human rights policies and guidelines through various channels of the company to create participation and prevent human rights violations from occurring in the organization.
5. The company has not found any complaints or disputes regarding human rights violations in the organization.

6.3 Material changes and developments in policy and corporate governance system over the past year

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

Big Camera Corporation Public Company Limited and its subsidiaries place great importance and are committed to corporate governance based on the principles of good corporate governance, best practices for listed companies, rules, regulations, and relevant practices of the Stock Exchange of Thailand and the Securities and Exchange Commission. To develop the organization for sustainable growth and commitment to conducting business in accordance with the law, adhering to business ethics and principles, disclosing information with transparency, developing internal control systems, and having appropriate and effective audit mechanisms. The Company operates with a focus on responsibility towards shareholders, investors, and all stakeholders. Therefore, the Company has established operational procedures based on management principles that demonstrate potential and responsibility in various aspects, which are in line with good standard frameworks and the Company's good corporate governance policy. To enhance the organization's good governance and to serve as good practice guidelines for the Board of Directors, management, and employees throughout the organization, both the Company and its subsidiaries, as well as all stakeholder groups, will lead to a truly sustainable organization. The Board of Directors has reviewed and approved the Company's vision, mission, strategies, goals, and business direction, including reviewing the Company's key policies to ensure they are appropriate and consistent with good corporate governance practices and the current situation. The Company has disclosed information on its corporate governance policies and practices, including a code of business conduct that reflects its business practices.

6.3.2 Implementation of the CG Code for listed companies

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

Directors and Management Development

The Board of Directors recognizes its role as the leader of the organization. More than half of the Board of Directors have studied or attended lectures on CG CODE practices until they understand the benefits and practices in applying them to management and creating value for the organization to grow sustainably. This is to develop the knowledge and abilities of the Board of Directors to perform their duties more effectively.

In addition, the Company has guidelines to promote and support all directors to study and receive further training to enhance their knowledge of effective directorship continuously.

7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2024

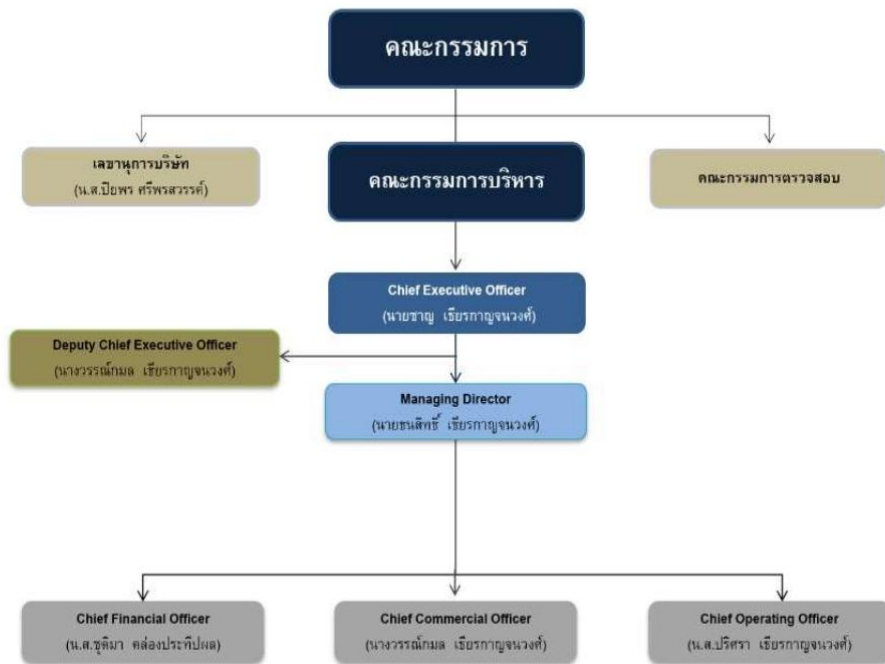
Corporate governance structure diagram



7. โครงสร้างการกำกับดูแลกิจการ และข้อมูลสำคัญเกี่ยวกับคณะกรรมการ คณะกรรมการชุดย่อย ผู้บริหาร พนักงานและอื่น ๆ

7.1 โครงสร้างการกำกับดูแลกิจการ

โครงสร้างการกำกับดูแลกิจการ ของบริษัท บิ๊ก คาเมร่า คอร์ปอเรชั่น จำกัด (มหาชน)
(ณ วันที่ 31 ธันวาคม 2567)



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
Total directors	10	100.00
Male directors	7	70.00
Female directors	3	30.00
Executive directors	3	30.00
Non-executive directors	7	70.00
Independent directors	7	70.00
Non-executive directors who have no position in independent directors	0	0.00

7.2.2 The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. CHAN THIENKANJANAWONG Gender: Male Age : 68 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : null Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Chairman of the board of directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	10 Jun 2014	Business Administration, Leadership
<p>2. Mrs. WANKAMON THIENKANJANAWONG Gender: Female Age : 65 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	24 Apr 2014	Accounting
<p>3. Mr. ATIT CHUNHACHATRACHAI Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	24 Apr 2014	Economics, Law, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. SUVIT THANIVAVARN</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	10 Jun 2014	Economics
<p>5. Mr. POOMTHAN RANGKAKULNUWAT</p> <p>Gender: Male</p> <p>Age : 50 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	10 Jun 2014	Economics
<p>6. Mrs. HARUTHAI SUKYING</p> <p>Gender: Female</p> <p>Age : 66 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	10 Jun 2014	Economics

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. THANASIT THIENKANJANAWONG</p> <p>Gender: Male</p> <p>Age : 42 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	2 Nov 2018	Business Administration, Marketing
<p>8. Mr. THITIPONG NANDHABIWAT</p> <p>Gender: Male</p> <p>Age : 48 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Information Technology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	12 May 2023	Information & Communication Technology, IT Management
<p>9. Mr. NATTAPOL PRADITPHONLERT</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	12 May 2023	Business Administration, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
10. Ms. THANIDA CHENVANICH Gender: Female Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Newly appointed director to replace the ex-director	12 May 2023	Marketing

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. CHAN THIENKANJANAWONG	Chairman of the board of directors	✓				✓
2. Mrs. WANKAMON THIENKANJANAWONG	Director	✓				✓
3. Mr. ATIT CHUNHACHATRACHAI	Director		✓	✓		✓
4. Mr. SUVIT THANIVAVARN	Director		✓	✓		
5. Mr. POOMTHAN RANGKAKULNUWAT	Director		✓	✓		
6. Mrs. HARUTHAI SUKYING	Director		✓	✓		
7. Mr. THANASIT THIENKANJANAWONG	Director	✓				✓
8. Mr. THITIPONG NANDHABIWAT	Director		✓	✓		

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
9. Mr. NATTAPOL PRADITPHONLERT	Director		✓	✓		
10. Ms. THANIDA CHENVANICH	Director		✓	✓		
Total (persons)		3	7	7	0	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	4	40.00
2. Information & Communication Technology	1	10.00
3. Law	1	10.00
4. Marketing	3	30.00
5. Accounting	1	10.00
6. IT Management	1	10.00
7. Leadership	1	10.00
8. Business Administration	4	40.00

Information about the other directors

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

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

- The measures for balancing the power between the board of : Yes
directors and the Management
- Methods of balancing power between the board of directors : Increasing the proportion of independent directors to more than
and Management half

The Company has a management structure consisting of the Board of Directors and the Audit Committee, each with clearly defined scope of authority. This ensures that the Company's operating system is standardized and easily auditable. Moreover, the Company's Board of Directors comprises six independent directors out of a total of ten, and the Audit Committee comprises three independent directors, each of whom is highly qualified. This enables the Audit Committee to review the Company's operations with

transparency and to balance the power in presenting matters for the shareholders' meeting to consider to a certain extent. In addition, the Group has established regulations for transactions involving directors, major shareholders, or persons having control over the business, as well as persons who may have a conflict of interest. Such persons shall not have independent authority to approve such transactions, thereby mitigating potential risks.

7.2.3 Information on the roles and duties of the board of directors

Board charter : Yes

According to the company's regulations, the Board of Directors has the authority to make decisions and oversee the company's operations, except for the following matters, for which the Board of Directors must obtain approval from the shareholders' meeting before proceeding.

1. Matters required by law to be approved by the shareholders' meeting

2. Long-term investments and joint ventures with affiliated and non-affiliated companies, and investments in new businesses, including

- Capital increase with subsidiaries and/or joint ventures
- Joint ventures and/or acquisition of shares in other companies
- Opening new businesses and/or closing down businesses

3. Related party transactions

- Transactions for assets or services with connected persons or businesses with a transaction value exceeding or equal to 20 million baht or exceeding or equal to 3% of NTA (whichever is higher)
- Financial assistance transactions with connected persons or businesses with a transaction value exceeding or equal to 20 million baht or exceeding or equal to 3% of NTA (whichever is higher)
- Short-term real estate lease/rental transactions (contracts less than 3 years)

7.3 Information on subcommittees

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Director and executive nomination
- Remuneration
- Corporate governance

Scope of authorities, role, and duties

Board of Directors' Scope of Authority

1. Perform duties by using knowledge, abilities, and experience to benefit the Company's business operations in accordance with the law, the Company's objectives, the Company's Articles of Association, and the resolutions of the shareholders' meeting. Exercise care and honesty to protect the Company's interests and be accountable to shareholders.
2. Consider, determine details, and approve the vision, business strategies, business direction, business policies, goals, operational approaches, plans, and budgets of the Company and its subsidiaries as prepared by the Chief Executive Officer and management.
3. Supervise the administration and performance of the Chief Executive Officer, management, or any person assigned to such duties to ensure compliance with the policies set by the Board of Directors.
4. Continuously monitor the performance and strategies of the Company and its subsidiaries to ensure alignment with the Company's operational plans and budget.
5. Ensure that the Company and its subsidiaries adopt appropriate and effective accounting systems, including the establishment of internal control and internal audit systems.
6. Ensure the preparation of financial statements at the end of the Company's fiscal year and sign to certify such financial statements for presentation to the shareholders' meeting at the Annual General Meeting for approval.
7. Consider and approve the selection and appointment of auditors and consider appropriate remuneration as proposed by the Audit Committee before presenting it to the shareholders' meeting at the Annual General Meeting for approval.
8. Establish written corporate governance policies and effectively implement such policies to ensure that the Company is accountable to all stakeholders fairly.
9. Consider and approve the appointment of individuals who possess the qualifications and are free from prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535 (including amendments), the Securities and Exchange Act B.E. 2535 (including amendments), as well as relevant announcements, regulations, and/or rules, to hold office in the event of a vacancy on the Board of Directors for reasons other than retirement by rotation. Also, consider and approve the appointment of directors to replace those retiring by rotation and determine director remuneration for proposal to the shareholders' meeting for approval.
10. Appoint subcommittees, such as the Audit Committee, Executive Committee, Nomination and Remuneration Committee, Risk Management Committee, Corporate Governance Committee, or any other subcommittee, and define the authority and responsibilities of such subcommittees to assist and support the Board of Directors in performing its duties.
11. Consider, determine, and amend the names of directors authorized to sign and bind the Company.
12. Consider the appointment of executives as defined by the Securities and Exchange Commission or the Capital Market Supervisory Board and the Company Secretary, including consideration of remuneration for such executives as proposed by the Board of Directors.
13. Seek professional opinions from external organizations, if necessary, to facilitate appropriate decision-making.
14. Encourage directors and executives of the Company to participate in training seminars offered by the Thai Institute of Directors Association in courses relevant to their duties and responsibilities.
15. Appoint ad hoc subcommittees as deemed necessary and appropriate.
16. The Board of Directors may delegate authority to any person to act in any matter or matters as it deems appropriate. Such delegation of authority shall not constitute a delegation or sub-delegation that enables the delegate of the Board of Directors

to approve transactions in which such person or any person who may have a conflict of interest (as defined in the Notification of the SEC or the Capital Market Supervisory Board) or has any interest or benefit or any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions that are in accordance with the policies and criteria approved by the shareholders' meeting or the Board of Directors.

Reference link for the charter

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Audit Committee

Role

- Audit of financial statements and internal controls
- Risk management

Scope of authorities, role, and duties

Roles and Responsibilities of the Audit Committee

1. To review the Company's and its subsidiaries' financial reports to ensure they are accurate, prepared in accordance with applicable accounting standards, and contain adequate disclosures.
2. To review the Company's and its subsidiaries' internal control and internal audit systems to ensure they are appropriate and effective. This includes considering the independence of the internal audit function, providing recommendations on the appointment, transfer, and termination of the head of internal audit or other individuals responsible for internal audit, and evaluating their performance.
3. To review the Company's compliance with the Securities and Exchange Act, the Stock Exchange of Thailand's regulations, the SEC's notifications, the Capital Market Supervisory Board's notifications, and other relevant laws and regulations applicable to the Company and its subsidiaries.
4. To consider, select, and propose the appointment of independent auditors for the Company and its subsidiaries, including recommending their fees. The committee should also meet with the auditors at least once a year without the presence of management.
5. To review connected transactions or transactions that may involve conflicts of interest to ensure compliance with relevant laws, regulations, and the Stock Exchange of Thailand's requirements. This is to ensure that such transactions are reasonable and in the best interests of the Company and its subsidiaries.
6. To review and ensure the Company and its subsidiaries have appropriate and effective risk management systems in place, and to present their findings to the Board of Directors.
7. To review and approve the internal audit charter, annual internal audit plans, and the performance of the internal audit function. The committee should also coordinate with the external auditors.
8. To prepare the Audit Committee Report, which is included in the Company's annual report. This report must be signed by the Audit Committee Chairman and include at least the following information:
 - 8.1 Opinion on the accuracy, completeness, and reliability of the Company's and its subsidiaries' financial statements.
 - 8.2 Opinion on the adequacy of the Company's and its subsidiaries' internal control systems (if any).
 - 8.3 Opinion on compliance with the Securities and Exchange Act, the Stock Exchange of Thailand's regulations, or other relevant laws and regulations applicable to the Company and its subsidiaries (if any).
 - 8.4 Opinion on the suitability of the external auditors.
 - 8.5 Opinion on transactions that may involve conflicts of interest.
 - 8.6 Opinion on the risk management of the Company and its subsidiaries (if any).
 - 8.7 Number of Audit Committee meetings held and the attendance of each member.
 - 8.8 Overall comments or observations of the Audit Committee based on its performance of duties as defined in its charter.
 - 8.9 Other matters that the Audit Committee deems appropriate for shareholders and investors to be aware of, within the scope of its duties and responsibilities assigned by the Board of Directors.
9. To investigate any matters reported by the auditors regarding suspected violations of the Securities and Exchange Act by the directors, executive officers, or individuals responsible for the Company's and its subsidiaries' operations. The Audit Committee must report its findings to the SEC and the auditors within thirty days of being notified by the auditors.
10. To report on the Audit Committee's performance to the Board of Directors at least four times a year. If, in the performance of its duties, the Audit Committee discovers or suspects any of the following matters that could have a material impact on the Company's financial position and operating results, it must report them to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee:
 - 10.1 Transactions involving conflicts of interest.
 - 10.2 Fraud, irregularities, or material weaknesses in internal control.
 - 10.3 Violations of the Securities and Exchange Act, the SEC's notifications, the Stock Exchange of Thailand's regulations, or other laws and regulations applicable to the Company and its subsidiaries.

If the Board of Directors or management fails to take corrective action within the specified timeframe, any Audit Committee

member may report the matter to the SEC or the Stock Exchange of Thailand.

11. In performing its duties and responsibilities, the Audit Committee has the authority to invite directors, executives, department heads, or employees of the Company and its subsidiaries to provide opinions, attend meetings, or submit relevant documents.
12. To consider and approve the hiring of consultants or external experts, in accordance with the Company's and its subsidiaries' procedures, to provide opinions or advice as necessary.
13. To review the Company's and its subsidiaries' compliance with policies on whistleblowing, fraud reporting, investigation, and whistleblower protection. The committee should also acknowledge complaints received and the investigation results from the investigation committee.
14. To review the scope and evaluate the performance of the Audit Committee annually.
15. To review the independence of the external auditors and consider the acceptance of non-audit services from the same audit firm.
16. To perform other duties as assigned by the Board of Directors with the approval of the Audit Committee.

Reference link for the charter

-

Executive Committee

Role

- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1. Formulate policies, objectives, strategies, operational plans, annual budgets, and various administrative regulations of the company for the Board of Directors' approval.
2. Supervise the company's business operations to ensure alignment with the policies, objectives, strategies, operational plans, and annual budgets approved by the Board of Directors, ensuring effectiveness and adaptability to the business environment, while providing consultation, guidance, and management to senior executives.
3. Consider and approve expenditures for investments, financial transactions with financial institutions for account opening, borrowing, lending, mortgages, guarantees, and other related matters, including the purchase, sale, or registration of land ownership for the company's ordinary transactions, within the authorized financial limits.
4. Establish an efficient organizational structure and management system, encompassing the selection, training, employment, and termination of the company's employees, including executives and senior management. The authority may be delegated to the Chief Executive Officer or Managing Director to sign employment contracts on behalf of the company.
5. Supervise and approve matters related to the company's operations and may appoint or authorize any person or persons to act on behalf of the Executive Committee as deemed appropriate. The Executive Committee may revoke, modify, or amend such authority.
6. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

-

7.3.2 Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. THITIPONG NANDHABIWAT Gender: Male Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Information Technology Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	12 May 2023	Information & Communication Technology, IT Management
<p>2. Mr. NATTAPOL PRADITPHONLERT Gender: Male Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	12 May 2023	Business Administration, Marketing
<p>3. Ms. THANIDA CHENVANICH^(*) Gender: Female Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	12 May 2023	Marketing

Additional explanation :

() Directors with expertise in accounting information review*

List of executive committee members

List of directors	Position	Appointment date of executive committee member
<p>1. Mr. CHAN THIENKANJANAWONG Gender: Male Age : 68 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : null Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Chairman of the executive committee</p>	<p>24 Apr 2014</p>
<p>2. Mrs. WANKAMON THIENKANJANAWONG Gender: Female Age : 65 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>24 Apr 2014</p>
<p>3. Mr. THANASIT THIENKANJANAWONG Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>2 Nov 2018</p>
<p>4. Ms. Parisara Thiankanjanawong Gender: Female Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 Feb 2015</p>
<p>5. Ms. Chutima Klongprateepphol Gender: Female Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>23 Jul 2014</p>

7.4 Information on the executives

7.4.1 List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. CHAN THIENKANJANAWONG Gender: Male Age : 68 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : null Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>10 Jun 2014</p>	<p>Business Administration, Leadership</p>
<p>2. Mr. THANASIT THIENKANJANAWONG Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Board of Directors</p>	<p>2 Nov 2018</p>	<p>Business Administration, Marketing</p>
<p>3. Mrs. WANKAMON THIENKANJANAWONG Gender: Female Age : 65 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Executive Vice President</p>	<p>24 Apr 2014</p>	<p>Accounting</p>
<p>4. Ms. Parisara Thiankanjanawong Gender: Female Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Operating Officer</p>	<p>13 Feb 2015</p>	<p>Business Administration</p>

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

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

Organization structure of the highest-ranking executive and the : 31 Dec 2024
next four executives as of date

7.4.2 Remuneration policy for executive directors and executives

The Company has a policy of setting remuneration for directors at a rate comparable to the same industry and high enough to attract and retain quality directors. For the remuneration of directors and executives, it will be in line with the Company's operating results and the performance of each executive. The Board of Directors will consider and determine the appropriate and necessary monetary compensation for the Subcommittees, the Chief Executive Officer, and the executives who report directly to the Chief Executive Officer. For the remuneration of directors and subcommittees, it will be submitted to the Board of Directors meeting for approval and submitted to the Annual General Meeting of Shareholders for approval annually.

1) The Board of Directors is responsible for determining the remuneration of the Board of Directors in terms of determining the structure/components of remuneration, which should have the following characteristics:

- Fair, appropriate to responsibilities, and consistent with performance.
- At a level that can attract and retain quality directors or comparable in the same industry.
- The remuneration structure/components should be clear, transparent, and easy to understand.

2) The Board of Directors and senior management must report on the Board remuneration policy, principles, and rationale in the company's annual report and financial statements.

Does the board of directors or the remuneration committee : Yes
have an opinion on the remuneration policy for executive
directors and executives

The remuneration of directors is in accordance with the Public Limited Companies Act, Section 90, which states that "the remuneration of directors shall be as resolved by the shareholders' meeting, consisting of not less than two-thirds of the total votes of the shareholders present at the meeting." The Company has therefore established a policy for considering directors' remuneration and presents the remuneration policy and criteria for each director's position to the shareholders for their acknowledgement and approval of directors' remuneration at the Annual General Meeting of Shareholders. The Company has considered the format and criteria for the remuneration of each director's position based on the size of the business, the business environment, and the overall economic situation. The performance reflects and links to the Company's operating results, including consideration of comparable remuneration rates of companies in the same industry, which are competitive and reasonable.

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	38,540,112.00	39,763,675.70	43,961,568.56

The company has criteria for executive compensation, considering overall knowledge, capabilities, and past performance, which are comparable to other companies in the same industry.

Other remunerations of executive directors and executives

	2022	2023	2024
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

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

7.5 Information on employees

Information on the company's employees

Employees

	2022	2023	2024
Total employees (persons)	592	625	665
Male employees (persons)	220	231	247
Female employees (persons)	372	394	418

Significant changes in the number of employees

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

Information on employee remuneration

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	187,000,000.00	194,000,000.00	224,000,000.00
Total male employee remuneration (Baht)	80,000,000.00	84,000,000.00	95,000,000.00
Total female employee remuneration (Baht)	107,000,000.00	110,000,000.00	129,000,000.00

Provident fund management policy

Provident fund management policy : Have

The Company registered the provident fund on September 15, 2007, under the management of Thanachart Fund Management Co., Ltd., currently known as Eastspring Asset Management (Thailand) Co., Ltd. The objective is to boost employee morale and encourage long-term employment with the Company. In 2024, 255 employees participated in the provident fund, representing 38.35 percent of the total number of employees.

Provident Fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The Group and its employees contribute to the fund monthly at a rate of 3.0 - 4.5 percent of salary. The provident fund is managed by Eastspring Asset Management (Thailand) Co., Ltd. and will be paid to employees upon their resignation in accordance with the Group's provident fund regulations. During the year 2024, the Group recognized a contribution expense of 4 million baht (2023: 4 million baht) (Company's separate financial statements: 4 million baht (2023: 4 million baht)).

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	0	293	255
Proportion of employees who are PVD members (%)	0.00	46.88	38.35

	2022	2023	2024
Total amount of provident fund contributed by the company (baht)	N/A	N/A	224,000,000.00

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. yuwadee Langkhunsen	yuwadee.l@bigcamera.co.th	0879192622

List of the company secretary

General information	Email	Telephone number
1. Ms. Piyaporn Sripornsawan	piyaporn.s@bigcamera.co.th	0632026968

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. natthapass Jameekornrak	natthapass.j@bigcamera.co.th	02-809-9956

7.6.2 Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Piyaporn Sripornsawan	piyaporn.s@bigcamera.co.th	063-2026968

7.6.3 Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone +66 2264 9090	2,860,000.00	Types of non-audit service: Travel and Printing Expenses Details of non-audit service: Travel and Printing Expenses Amount paid during the fiscal year: 0.00 baht Amount to be paid in the future: 0.00 baht Total non-audit fee: 68,194.00 baht	1. Ms. KRONGKAEW LIMKITTIKUL Email: Krongkaew.Limkittikul@th.ey.com License number: 5874

7.6.4 Assigned personnel in case of a foreign company

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

8. Report on key operating results on corporate governance

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

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

Information about the selection of the board of directors

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. THITIPONG NANDHABIWAT	Director (Non-executive directors, Independent director)	12 May 2023	Information & Communication Technology, IT Management
Mr. NATTAPOL PRADITPHONLERT	Director (Non-executive directors, Independent director)	12 May 2023	Business Administration, Marketing
Ms. THANIDA CHENVANICH	Director (Non-executive directors, Independent director)	12 May 2023	Marketing

Selection of independent directors

Criteria for selecting independent directors

Criteria for Selecting Independent Directors

The Board of Directors will jointly consider the qualifications of individuals to serve as independent directors by considering their qualifications and the absence of prohibited characteristics under the Public Limited Companies Act, the Securities and Exchange Act, the notifications of the Capital Market Supervisory Board, including relevant regulations and/or rules. In addition, the Board of Directors will consider selecting independent directors from qualified individuals with work experience and other relevant suitability. The selection will then be proposed to the shareholders' meeting for appointment as directors of the Company. The Company has a policy of appointing at least one-third of the total number of directors as independent directors, and there must be no less than three independent directors.

The Board of Directors has determined the qualifications of independent directors as follows:

(1.) Holding no more than 0.5 percent of the total voting shares of the Company, its parent company, subsidiary, joint venture, major shareholder, or person controlling the Company, including the shareholding of persons related to such independent director, and the term of office of an independent director shall not exceed 9 years.

(2.) Not being or having been a director involved in management, employee, staff, salaried consultant, or person controlling the Company, its parent company, subsidiary, joint venture, subsidiary of the same tier, major shareholder, or person controlling the Company, unless such characteristics have ceased to exist for at least two years prior to the appointment date. However, such prohibited characteristics shall not include the case where the independent director was a government official or advisor to a government agency which is a major shareholder or person controlling the Company.

(3.) Not being a person who has a blood relationship or a relationship by registration under the law as a father, mother, spouse, sibling, and child, including the spouse of a child of another director, executive, major shareholder, person controlling, or

person to be proposed as a director, executive, or person controlling the Company or its subsidiary.

(4.) Having no or never having had a business relationship with the Company, its parent company, subsidiary, joint venture, major shareholder, or person controlling the Company in a manner that may hinder the exercise of independent judgment, including not being or having been a significant shareholder or person controlling a person who has a business relationship with the Company, its parent company, subsidiary, joint venture, major shareholder, or person controlling the Company, unless such characteristics have ceased to exist for at least two years prior to the appointment date. The business relationship as mentioned in paragraph one includes normal trade transactions for business purposes, lease or rental of real estate, transactions relating to assets or services, or the giving or receiving of financial assistance by way of loans, guarantees, provision of assets as security for debts, including other similar acts, which result in the Company or the counterparty having a liability to pay to the other party of at least 3.0 percent of the Company's net tangible assets or from 20 million baht, whichever is lower. The calculation of such liabilities shall be in accordance with the method of calculating the value of connected transactions under the Notification of the Capital Market Supervisory Board on the Rules for Connected Transactions, *mutatis mutandis*. However, in considering such liabilities, liabilities incurred within 1 year prior to the date of having a business relationship with the same person shall be included.

(5.) Not being or having been an auditor of the Company, its parent company, subsidiary, joint venture, major shareholder, or person controlling the Company, and not being a significant shareholder, person controlling, or partner of an audit firm to which the auditor of the Company, its parent company, subsidiary, joint venture, major shareholder, or person controlling the Company belongs, unless such characteristics have ceased to exist for at least two years prior to the appointment date.

(6.) Not being or having been a professional service provider, including legal or financial advisory services, receiving fees exceeding two million baht per year from the Company, its parent company, subsidiary, joint venture, major shareholder, or person controlling the Company, and not being a significant shareholder, person controlling, or partner of such professional service provider, unless such characteristics have ceased to exist for at least two years prior to the appointment date.

(7.) Not being a director appointed to represent the Company's directors, major shareholders, or shareholders related to major shareholders.

(8.) Not engaging in a business that is identical and materially competitive with the business of the Company or its subsidiary, or not being a significant partner in a partnership, or being a director involved in management, employee, staff, salaried consultant, or holding more than one percent of the total voting shares of another company that engages in a business that is identical and materially competitive with the business of the Company or its subsidiary.

(9.) There are no other characteristics that would prevent the expression of independent opinions regarding the Company's operations.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Rights of minority shareholders on director appointment

Currently, the Company's major shareholder is the Thirakamjohnwong family, holding 69.30 percent of the total number of issued shares of the Company. In addition, Mr. Chan Thirakamjohnwong also serves as the Chairman of the Board of Directors and Chief Executive Officer, and is an authorized director of the Company. This allows the aforementioned shareholder group to have the power to manage and control the voting rights in almost all important resolutions, whether it is the appointment of directors or other resolutions that require a majority vote of the shareholders' meeting. The exception is in the case of laws or company regulations that require a 3/4 vote of the shares present and voting, such as capital increases or reductions. Therefore, other shareholders who attend the meeting and are entitled to vote may not be able to gather enough votes to scrutinize or counterbalance the management of the major shareholder group.

Method of director appointment : Method by which shareholders can divide their votes among candidates in accordance with the Public Limited Companies Act (Cumulative voting), Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. CHAN THIENKANJANAWONG Chairman of the board of directors	Participating	-
2. Mrs. WANKAMON THIENKANJANAWONG Director	Participating	-
3. Mr. ATIT CHUNHACHATRACHAI Director	Participating	-
4. Mr. SUVIT THANIVAVARN Director	Participating	-
5. Mr. POOMTHAN RANGKAKULNUWAT Director	Participating	-
6. Mrs. HARUTHAI SUKYING Director	Participating	-
7. Mr. THANASIT THIENKANJANAWONG Director	Participating	-
8. Mr. THITIPONG NANDHABIWAT Director	Participating	-
9. Mr. NATTAPOL PRADITPHONLERT Director	Participating	-
10. Ms. THANIDA CHENVANICH Director	Participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Board Performance Evaluation

The Company requires an annual performance evaluation of the Board of Directors and its sub-committees. This serves as a framework for reviewing the Board's performance to ensure alignment with the approved good corporate governance policy and/or the Company's best practices. This process facilitates a collective review and summarization of performance, leading to the identification of areas for improvement and adjustments to align with company policies. It also provides a platform for reviewing

challenges and obstacles encountered in the past year, ultimately enhancing the effectiveness of the Board's operations. The Company mandates self-assessments for the Board of Directors using three evaluation forms adapted from the Stock Exchange of Thailand's templates:

1. Board of Directors Self-Assessment Form (Individual)

2. Sub-Committee Self-Assessment Form (Group)

3. Board of Directors and Sub-Committees Self-Assessment Form (Individual). The Board of Directors, Audit Committee, Executive Committee, and Sustainability Development Committee conduct annual self-evaluations, both as a group and individually. This process serves as a framework for reviewing the performance of the Board of Directors and considers, reviews, and summarizes feedback on various issues related to the Company's operations and the Board's responsibilities throughout the past year. This information can then be used to make improvements and enhance work efficiency. The self-assessment criteria are divided into 5 levels:

0 = Strongly disagree, or the matter has not been implemented.

1 = Disagree, or the matter has been minimally implemented.

2 = Agree, or the matter has been moderately implemented.

3 = Agree somewhat, or the matter has been well implemented.

4 = Strongly agree, or the matter has been very well implemented.

In 2024, the Company conducted a performance evaluation of the Board of Directors and all sub-committees, both collectively and individually. This self-assessment was based on forms adapted from the Stock Exchange's templates to suit the Company's specific context. The Company Secretary distributes these forms to all directors for self-evaluation at the end of each year. The Secretary then compiles and reports the summarized results to the Board of Directors meeting for acknowledgement and discussion annually. The overall average score for the self-assessments of all Board committees, both collectively and individually, ranged from 3.6 to 3.9, indicating a relatively high level of performance.

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

Summary of the Board of Directors' Performance in the Past Year

The Board of Directors plays a crucial role as the representative of shareholders, overseeing the setting of objectives, key business goals, vision, mission, strategic plans, and budgets for management execution. It promotes a corporate culture rooted in morality and ethics, leading by example. The Board ensures the structure and operations of the Board are appropriate, achieving business objectives and goals effectively, including the recruitment, development, compensation, and performance evaluation of directors. The Board collaborates with management to define and review strategies, goals, annual operating plans, and jointly oversees the adequacy of the risk management and internal control systems. It defines appropriate operational authority aligned with management responsibilities, sets frameworks for resource allocation, personnel development, and budgeting, such as human resources policies and practices, information technology policies, and risk management policies. It also monitors and evaluates performance, ensuring the disclosure of reliable financial and non-financial information to achieve business objectives and oversee management's operations in accordance with established policies. This ensures fairness, transparency, compliance with laws, regulations, rules, business ethics, professional conduct, and company policies. In 2024, the Board of Directors diligently fulfilled its responsibilities in managing and operating the company in accordance with laws, regulations, objectives, and shareholder resolutions, prioritizing the company's best interests. In the past year, the Board of Directors held 4 meetings and 1 meeting among non-executive directors to formulate key policies and strategies to enhance the company's capabilities, closely monitor performance, and review the company's financial status. The company also maintains the effectiveness of its internal control system and corporate risk management by holding 4 Audit Committee meetings in 2024.

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 4
 year (times)
 Date of AGM meeting : 25 Apr 2024
 EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. CHAN THIENKANJANAWONG (Chairman of the board of directors)	3	/	4	1	/	1	N/A	/	N/A
2. Mrs. WANKAMON THIENKANJANAWONG (Director)	3	/	4	1	/	1	N/A	/	N/A
3. Mr. ATIT CHUNHACHATRACHAI (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
4. Mr. SUVIT THANİYAVARN (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
5. Mr. POOMTHAN RANGKAKULNUWAT (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
6. Mrs. HARUTHAI SUKYING (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
7. Mr. THANASIT THIENKANJANAWONG (Director)	4	/	4	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. THITIPONG NANDHABIWAT (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
9. Mr. NATTAPOL PRADITPHONLERT (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
10. Ms. THANIDA CHENVANICH (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

vDirector's Remuneration

Directors' Remuneration Policy

The company has a policy of setting directors' remuneration at rates comparable to those in the same industry and high enough to attract and retain qualified directors. For the remuneration of directors and executives, it will be in line with the company's operating results and the performance of each executive. The Board of Directors will recruit, consider remuneration, and determine the appropriate and necessary monetary compensation for the Subcommittees, the Chief Executive Officer, and executives who report directly to the Chief Executive Officer. For the remuneration of directors and subcommittees, the Board of Directors will propose it to the Board of Directors' meeting for approval and to the Annual General Meeting of Shareholders for approval every year. The Company has set the directors' remuneration for 2024, consisting of remuneration for the Board of Directors and the Audit Committee, by setting the remuneration for the Board of Directors for 2024 within a total amount not exceeding 2 million baht, paid in the form of meeting fees and director's fees, with the following details:

(a) Monetary Compensation

The 2024 Annual General Meeting of Shareholders held on April 26, 2024, resolved to approve the directors' remuneration for the year 2024 not exceeding 2 million baht.

Position Meeting Fee per Session (Baht)

1. Chairman of the Board of Directors 22,000
2. Chairman of the Audit Committee 22,000

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. CHAN THIENKANJANAWONG (Chairman of the board of directors)			88,000.00		N/A
Board of Directors	88,000.00	0.00	88,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
2. Mrs. WANKAMON THIENKANJANAWONG (Director)			60,000.00		N/A
Board of Directors	60,000.00	0.00	60,000.00	No	
Executive Committee	N/A	N/A	N/A	-	
3. Mr. ATIT CHUNHACHATRACHAI (Director)			60,000.00		N/A
Board of Directors	60,000.00	0.00	60,000.00	No	
4. Mr. SUVIT THANIYAVARN (Director)			104,000.00		N/A
Board of Directors	104,000.00	0.00	104,000.00	No	
5. Mr. POOMTHAN RANGKAKULNUWAT (Director)			90,000.00		N/A
Board of Directors	90,000.00	0.00	90,000.00	No	
6. Mrs. HARUTHAI SUKYING (Director)			90,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	90,000.00	0.00	90,000.00	No	
7. Mr. THANASIT THIENKANJANAWONG (Director)			60,000.00		N/A
Board of Directors	60,000.00	0.00	60,000.00	No	
Executive Committee	N/A	N/A	N/A	-	
8. Mr. THITIPONG NANDHABIWAT (Director)			89,000.00		N/A
Board of Directors	89,000.00	0.00	89,000.00	No	
Audit Committee	N/A	N/A	N/A	-	
9. Mr. NATTAPOL PRADITPHONLERT (Director)			75,000.00		N/A
Board of Directors	75,000.00	0.00	75,000.00	No	
Audit Committee	N/A	N/A	N/A	-	
10. Ms. THANIDA CHENVANICH (Director)			75,000.00		N/A
Board of Directors	75,000.00	0.00	75,000.00	No	
Audit Committee	N/A	N/A	N/A	-	
11. Ms. Parisara Thiankanjanawong (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Ms. Chutima Klongprateephol (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	791,000.00	0.00	791,000.00
2. Audit Committee	N/A	N/A	N/A
3. Executive Committee	N/A	N/A	N/A

Remunerations or benefits pending payment to the board of directors

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

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties

Investment and Supervision Policy for Subsidiaries and Associated Companies

The Company has an investment and management policy for its subsidiaries. The Company will invest in related, similar, or beneficial businesses that can support the Company's business operations to enhance the Company's stability and operational performance for greater growth. In doing so, the Company will consider the investment proportion, profit, expected returns, potential risks, and the Company's financial status before making investment decisions in various projects. The approval of such investments must be considered by the Board of Directors' Meeting and/or the Shareholders' Meeting according to the scope of

approval authority specified by the Company.

Supervision of Subsidiaries and Associated Companies

The Company has an investment and management policy for its subsidiaries and associated companies to comply with good corporate governance principles in terms of establishing a framework and mechanisms for overseeing policies and operations in subsidiaries. The Company has established and reviewed the Corporate Governance Policy and the Management of Subsidiaries engaged in the core business. For investment considerations in subsidiaries, the Company will invest in related, similar, or beneficial businesses that can support the Company's business operations to enhance the Company's stability and operational performance for greater growth. In doing so, the Company will consider the investment proportion, profit, expected returns, potential risks, and the Company's financial status before making investment decisions in various projects. The approval of such investments must be considered by the Board of Directors' Meeting and/or the Shareholders' Meeting according to the scope of approval authority specified by the Company. To safeguard the Company's investment, the Company can control, manage, and be responsible for the operations of the subsidiaries as if they were a unit of the Company. These are the management of subsidiaries and associated companies. The Company should propose representatives to be directors on the Board of Directors of subsidiaries or associated companies (if any) at least in proportion to its shareholding. The nominated directors and executives must possess qualifications, roles, responsibilities, and not possess any disqualified characteristics as per the Notification of the Securities and Exchange Commission regarding the Determination of Disqualified Characteristics for Directors and Executives of the Company. The appointed qualified individuals must possess the following qualifications:

1. Have no prohibited characteristics as stipulated by relevant laws or regulations.
2. Have knowledge, abilities, and experience beneficial to business operations, and possess leadership qualities.
3. Make sound decisions in accordance with the Company's corporate governance principles and code of ethics. In the event that a subsidiary's business operations significantly impact the Company, such as entering into connected transactions or acquiring or disposing of significant assets, the subsidiary must obtain prior approval from the Company's Board of Directors' Meeting. The disclosure and maintenance of information, including accounting records, must adhere to the criteria for preparing consolidated financial statements within the stipulated timeframe. Additionally, the principal policies implemented by the subsidiary must receive approval from the Company's Board of Directors and comply with the principles stipulated by law for such transactions.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

Conflict of Interest Prevention Monitoring Results

The Board of Directors has established a policy and procedures for considering transactions that have or may have conflicts of interest in the Company's Good Corporate Governance Policy and Code of Business Conduct. This is to ensure that directors, executives, and employees adhere to the principles of related party transactions, do not seek personal gain, do not engage in businesses that compete with the Company, do not violate the regulations of the SEC and the Stock Exchange of Thailand, and avoid engaging in self-dealing that may result in conflicts of interest with the Company. In cases where such transactions are necessary, the Board of Directors will ensure that such transactions are transparent, fair, and equal to transactions with outside parties. In the event that directors, executives, or employees who have an interest in such transactions, they shall not participate in the consideration and approval process. In the past year 2024, the Company has disseminated knowledge to directors, executives, and employees within the organization, including monitoring and investigating cases that may involve conflicts of interest. No actions were found to be in conflict with the Company's conflict of interest prevention policy.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of : No / In Progress
inside information to seek benefits over the past year

Results of monitoring the use of inside information for personal gain

To protect against cases where directors, executives, and employees use inside information for the benefit of themselves or others, whether directly or indirectly, and whether or not they receive any compensation, especially inside information that has not yet been disclosed to the public or information that affects the organization's strategic plan, business operations, trade negotiations, and securities prices, which is taking advantage of and causing damage to the overall shareholders and is an offense under the Securities and Exchange Act, resulting in a decrease in the company's benefits, causing conflicts of interest, and affecting the credibility of the company, the company has established an Insider Trading Policy. The company has set a procedure for the trading of securities by directors and executives to report one business day prior to trading, including prohibiting directors, executives, employees, and employees of the company and subsidiaries, including spouses and minor children of such persons, as well as any person who becomes aware of the company's material inside information that affects the price of the company's securities, from trading or recommending the trading of the company's securities during the period of 30 days before the financial statements or such inside information is disclosed to the public and within 24 hours after the financial statements or such inside information has been disclosed to the public, as well as during other periods as the company may determine from time to time (Blackout period). In the past year 2023, the Company has disseminated knowledge about the Insider Trading Policy to directors, executives, and employees in the organization and has asked employees to sign an acknowledgement of the policy. From the follow-up of the implementation in the past year, no directors, executives, employees, and employees of the company and subsidiaries, including spouses and minor children of such persons, as well as any person who becomes aware of the company's inside information, have traded in the company's securities during the said period.

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

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes
past year

Form of operations in anti-corruption : Communication and training for employees on anti-corruption policy and guidelines

Corruption Monitoring Results

The company has communicated and raised awareness among employees within the organization. It has also participated in campaigns against corruption to prevent it from occurring within the organization. The company has implemented the following anti-corruption policy:

1.1 The company has communicated and disseminated the anti-corruption policy and has guidelines for anti-corruption practices, including channels for reporting clues or complaints. It has also communicated the code of business conduct and work practices to the board of directors, executives, and employees. The company stipulates that all operations must be strictly within the scope of the law. This is achieved through various communication channels of the company, such as orientation for new directors and employees, posting announcements on the organization's bulletin boards, and campaigning against receiving gifts (No Gift Policy) through media such as email and the company's website. The company also provides training to enhance understanding of the anti-corruption policy, including guidelines for anti-corruption practices, along with the code of business conduct and work practices. The objective is to promote a shared awareness of the company's ethics, which will help build confidence and acceptance, as well as create sustainable growth for the company.

1.2 The company provides channels for reporting any violations of the policy or any corruption. It also has measures to protect whistleblowers. The company has disclosed the details of its anti-corruption policy, including anti-corruption practices, and has made them publicly available on the company's website (www.bigcamera.co.th)

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

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

Complaint and Whistleblower Report Follow-up Results

The company has channels for stakeholders to report and file complaints through channels provided by the company via electronic means, postal mail, suggestion boxes, telephone, and various social media such as Facebook, Line Official, etc. There is a customer service center to receive such complaints in order to forward them to the relevant departments to manage and resolve the issue. The marketing department is responsible for considering and filtering such whistleblowing and complaints.

In the past year, the company has received 64 complaints, of which 16 were customer complaints regarding products and delivery, and 48 were complaints regarding the service provided by the storefront branches. The company has taken action to manage these complaints and coordinated with the relevant departments to acknowledge them. The company has also established measures to resolve the issues for stakeholders, including presenting the various impacts at the Sustainability Development Committee meeting to present to the executives to find ways to reduce dissatisfaction and enhance satisfaction to a higher level.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. THITIPONG NANDHABIWAT (Chairman of the audit committee)	4	/	4
2 Mr. NATTAPOL PRADITPHONLERT (Member of the audit committee)	4	/	4
3 Ms. THANIDA CHENVANICH (Member of the audit committee)	4	/	4

8.2.2 The results of duty performance of the audit committee

Duties of the Audit Committee

If any of the following items or actions are found or suspected, which may have a significant impact on the Company's financial position and operating results, the Audit Committee shall report to the Company's Board of Directors for improvement within the timeframe deemed appropriate by the Audit Committee: 10.1 Transactions with conflicts of interest 10.2 Fraud, irregularities, or material weaknesses in internal control 10.3 Violations of the Securities and Exchange Act, the Capital Market Supervisory Board's notifications, the Stock Exchange of Thailand's regulations, or laws related to the business of the Company and its subsidiaries.

If the Company's Board of Directors or executives fail to make improvements within the specified timeframe, any Audit Committee member may report the item or action under paragraph one to the Securities and Exchange Commission or the Stock Exchange of Thailand.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 0

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. CHAN THIENKANJANAWONG (Chairman of the executive committee)	0	/	0
2 Mrs. WANKAMON THIENKANJANAWONG (Vice-chairman of the executive committee)	0	/	0
3 Mr. THANASIT THIENKANJANAWONG (Member of the executive committee)	0	/	0
4 Ms. Parisara Thiankanjanawong (Member of the executive committee)	0	/	0
5 Ms. Chutima Klongprateepphol (Member of the executive committee)	0	/	0

The results of duty performance of Executive Committee

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9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

Internal Control

The Company recognizes the importance of a good internal control system, which will help build confidence for management in mitigating business risks and support efficient and effective business operations, appropriate resource allocation, and achievement of established goals.

1 Sufficiency and Appropriateness of the Internal Control System

The Company has a good organizational structure and environment, resulting in an appropriate level of effectiveness in the Company's internal control system. The Company has established an organizational structure to define responsibilities separated by function, aligning with the business strategy and good corporate governance. The Internal Audit Department is an independent unit reporting directly to the Audit Committee. Control and Supervision

The Board of Directors has appointed and assigned the Audit Committee, consisting of 3 audit committee members, to oversee, review the effectiveness and adequacy of the Company's internal control and risk management systems to ensure their appropriateness and effectiveness. The Audit Committee also ensures that the Company conducts its business in accordance with the relevant laws and regulations of the Stock Exchange of Thailand and other applicable laws. The Audit Committee is independent from management, possesses sufficient knowledge and expertise in auditing, and can express independent opinions. Additionally, the Board of Directors has the ability to oversee and manage the organization, with clearly defined and appropriate authority for operations at both the management and operational levels.

In addition, performance targets and indicators have been set by preparing an annual business plan and ensuring that the organization's goals are reviewed and adjusted to align with the economic climate and competitive landscape appropriately and regularly. The Company has established a business plan, implemented related party transaction reporting, and established monitoring, control, and supervision of the Company's operations to prevent the misuse or unauthorized use of the Company's assets. This also helps protect the Company's assets from leakage, loss, or fraud and misconduct. A control system is in place to ensure that management and employees within the organization possess ethical and business ethics and have clear guidelines for conduct to avoid conflicts of interest with the Company. The Company has a good corporate governance policy in line with the Stock Exchange of Thailand's practices and appropriate international standards.

Risk Assessment

The Company places importance on risk management by establishing a risk assessment process that aligns with the objectives and goals of the business operations. There are methods for identifying and analyzing all types of risks, both present and future. Appropriate measures are in place to control, monitor, and manage risks. If there are events that prevent the achievement of objectives, the Company has guidelines in place to control both the level of impact and the likelihood of occurrence, considering all aspects that are significant to the Company's business operations. There is an assessment of factors that may have an impact both internally and externally to the Company, including consideration of the potential for fraud risks. The Company therefore conducts reviews of organizational policies and practices by communicating to employees when fraud is detected and the procedures to follow as prescribed. The Company has an Internal Audit Department responsible for overseeing risk within the organization, and the Audit Committee is responsible for reviewing the effectiveness and efficiency of risk management within the organization. Management is responsible for continuously assessing and managing risks at the departmental level to ensure efficient business operations.

Control Activities

The Company recognizes the importance of a good internal control system to support efficient business operations. The Audit Committee and the Board of Directors have assigned the Internal Audit Department to prepare the 2024 Annual Audit Plan and monitor the implementation of recommendations in the report on the assessment of the adequacy of the internal control system. The Internal Audit Department regularly reports to the Audit Committee every quarter and conducts audits on the preparedness for the Personal Data Protection Act, store management systems, control of the operating systems of the Operations Department and store support systems, control of cash receipt systems, and audits of the logistics and packaging systems, sales and product management systems, human resource management systems, management systems of Pikachu Company Limited, management systems of Image Solution Plus Company Limited, and the printing department. The Company has assigned the Internal Audit Department to follow up on the audit results and then report to the Audit Committee on a quarterly basis. The Audit Committee has assigned the Secretary of the Audit Committee to summarize the minutes of the Audit Committee meetings to the Board of Directors every quarter. Then, the report is submitted to the Audit Committee on a quarterly basis, and the Audit Committee has assigned the Secretary of the Audit Committee to summarize the minutes of the Audit Committee meetings to the Board of Directors every quarter.

In the case of transactions with businesses or individuals related to the Company that may lead to conflicts of interest between the Company and the related businesses or individuals, such transactions must go through the approval process according to the Company's regulations, similar to regular transactions. The best interests of the Company and shareholders must be considered as if the transactions were conducted with external parties and in accordance with the law. In transactions that may lead to conflicts of interest, the interested parties shall not have voting rights, and information disclosure shall be made as required by law.

Information and Communication

The Company's financial reporting uses accounting policies that are appropriate to the nature of the Company's business and are in accordance with generally accepted accounting principles. The Company has procedures for data preparation, information systems, and financial reporting in accordance with established standards. In addition, the Company has an information system that provides sufficient information for decision-making. Information related to operations, policies, and regulations of the Company is communicated to employees and stakeholders to support the efficient operation and activities of the Company.

Supervision, Monitoring, and Evaluation

The Company continuously and appropriately monitors its performance. Management will carefully and effectively manage all activities that pose risks to the organization's business operations.

In 2024, the Company's Internal Audit Office ("Internal Auditor") conducted an audit, provided recommendations, and monitored the improvement of the established internal control system. The Internal Auditor continuously reported the audit results and the follow-up on improvements to the Audit Committee to ensure that the operations of the Company, its subsidiaries, and the related party transactions of the Company with related persons are effective and comply with the provisions of the law. This is also to allow the Audit Committee to review and approve the annual audit plan to cover all high-risk operations and to ensure that various departments within the organization have adequate operational controls in terms of finance, operations, compliance with laws, regulations, rules, and various other regulations.

The Company has established a self-assessment of internal controls. The Internal Audit Department is responsible for assessing the adequacy and appropriateness of the internal control system as defined in the Company's Internal Audit Manual. Management is responsible for making improvements and addressing issues identified from audit results and/or other appropriate and timely reviews to ensure that the internal control system is up-to-date, practical, and adaptable to changes in all situations.

At the Board of Directors Meeting No. 1/2025 held on February 26, 2025, all 3 members of the Audit Committee were present at the meeting with the Board of Directors. The Audit Committee assessed the adequacy of the internal control system of the Company and its subsidiaries by inquiring about information from management and referring to the report on the assessment of the adequacy of the internal control system of Big Camera Corporation Public Company Limited dated February 26, 2025. The Company has prepared an internal control adequacy assessment form for submission to the Board of Directors. The Board of Directors is of the opinion that the Company's internal control system is adequate and appropriate for the size of the Company and the current situation.

2 Observations of the Internal Control Auditor on the Internal Control System of Big Camera Corporation Public Company Limited (“Big Camera”)

The Company has assigned the Company's Internal Audit Office to conduct internal control audits of Big Camera Corporation Public Company Limited, the first audit (1/2024) between January and March 2024, the second audit (2/2024) between April and June 2024, the third audit (3/2024) between July and September 2024, and the fourth audit (4/2024) between October and December 2024. In the past, management has received advice and has made improvements to various issues based on the recommendations of the internal auditors.

The Internal Audit Department reported the audit results to the Audit Committee at the Company's Audit Committee meetings No. 2/2024 on May 14, 2024, No. 3/2024 on August 14, 2024, No. 4/2024 on November 14, 2024, and No. 1/2025 on February 26, 2025. The meetings resolved to acknowledge the recommendations from the Internal Audit report and assigned the Company's management to make improvements according to the recommendations. The Company also monitors the improvements and follows up through the Company's Internal Audit Office, which submits monitoring reports every quarter.

3 Observations of the Auditor on the Internal Control System of Big Camera Corporation Public Company Limited (“Big Camera”)

EY Office Limited, the appointed auditor of Big Camera Corporation Public Company Limited for the year ended December 31, 2024, reviewed the Company's accounting processes. The information reviewed was sufficient and appropriate for the preparation of the financial statements. The Audit Committee Meeting No. 1/2025 held on February 26, 2025, resolved to acknowledge the audit results of EY Office Limited and report them to the Board of Directors for further consideration.

4 Risk Management

The Company recognizes the importance of risk assessment as a tool to signal potential damage. The Board of Directors has assigned the Audit Committee to ensure that the Company has an appropriate and effective Risk Management system. The Company supports the shared responsibility of all employees for risk management that affects the organization's strategic goals. The risk management structure, measures, and risk management plans are determined based on risk factors that may arise in the Company's business, goals, and operations, both from internal and external factors. In addition, the Company has also mandated the reporting of significant risks and has established the following risk management policies:

- Conduct assessments and develop the quality of internal control and risk management within the organization.
- Identify, assess, and compile the organization's Risk Profile for each department. Develop a risk management plan every quarter.
- Determine the level of risk that the Company can accept.
- Identify key risks within the scope of responsibility of each department to ensure that there are controls for managing such risks. Require monitoring of the implementation and effectiveness of such controls, along with regular reviews to ensure that the risk management implemented is consistent and effective for the Company.
- Carefully consider the balance between risk and return/opportunity in various business decisions (investment/asset acquisition/disposal and investment projects).
- Review key risks resulting from changes in both internal and external environments, such as investments in new projects and/or changes in the economic and political landscape. · Anticipate and manage risks, including potential damage, in accordance with the Company's Risk Tolerance.
- Identify and assess leading indicators for key risk factors (Key Risk Indicators) and take appropriate actions to mitigate such risks. · Implement and/or integrate risk management into business processes, as well as create a culture of risk awareness within the organization.

The Company has established a Risk Management Working Group, reporting directly to the Audit Committee and reporting to the Board of Directors. The Risk Management Meeting has been scheduled, and the assessment of significant risks revealed that the critical event that could potentially arise from a crisis and prevent the Company from conducting its core business is the inability to sell products at storefronts in each branch. This could arise from problems with the information system, which is a risk arising from various crises or emergencies, including natural disasters, accidents, or malicious acts against the organization, such as fires or power outages. The Information Technology Department has already prepared a contingency plan for such events.

5 Risk Management and Control

The Internal Audit Department provides assurance and advice by assessing the effectiveness and efficiency of the internal control system, risk management system, and corporate governance to support the Company in achieving its business objectives and goals. The department has clearly defined missions, scope of work, responsibilities, and operational guidelines, which are regularly reviewed to ensure their relevance to the current situation.

The Internal Audit Department is independent from management. The Internal Audit Department reports directly to the Audit Committee, which oversees the independence, fairness, ethics, and professionalism of the audit work in accordance with internal audit professional standards. The Internal Audit Department's annual internal audit plan, approved by the Audit Committee, will be based on a risk assessment and will cover key business processes. The Internal Audit Department also serves as a channel for receiving complaints of wrongdoing and fraud, both from within and outside the organization, to ensure that operations are in line with the Business Ethics Policy, the Code of Conduct, and the Anti-Corruption Policy.

The position of Internal Audit Manager of the Company is held by Ms. Nattapat Jamikarak. The Internal Audit Manager also serves as the Secretary of the Audit Committee to support the Audit Committee in carrying out its duties as assigned by the Board of Directors and to provide advice on various matters such as internal control, risk management, business ethics, and information system security. The Audit Committee believes that the qualifications of the Internal Audit Manager are appropriate and that they perform their duties effectively. The appointment, evaluation, removal, transfer, or termination of the Internal Audit Manager of the Company must be approved by the Audit Committee.

The Internal Audit Manager of the Company (Internal Audit) has the following responsibilities:

1. Assess the adequacy and effectiveness of operational processes, information systems, internal control, and risk management within the assigned missions and scope of audit work.
2. Report on significant issues related to the internal control processes of various activities of the Company and guidelines for improving the processes in those activities.
3. Provide recommendations to management to ensure that operations are appropriate, efficient, economical, and in accordance with good corporate governance principles.
4. Provide information on the progress and results of the annual audit plan and the adequacy of resources required for the work.
5. Coordinate and oversee other monitoring and control activities such as risk management, regulatory compliance, security, ethics, environment, auditing, and fraud and corruption.
6. Perform other internal audit-related tasks as assigned by the Audit Committee.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : COSO - Enterprise Risk Management Framework (ERM)

COSO - Enterprise Risk Management Framework (ERM)

At the Board of Directors' Meeting No. 1/2025 held on February 26, 2025, three audit committee members attended the meeting with the Board of Directors. The committee assessed the adequacy of the internal control system of the Company and its subsidiaries by inquiring information from the management and referring to the internal control adequacy assessment report of Big Camera Corporation Public Company Limited dated February 26, 2025. The Company has prepared an internal control adequacy assessment form for the Board of Directors' consideration. The Board of Directors is of the opinion that the Company's internal control system is adequate and appropriate for the size of the Company and the current circumstances.

9.1.2 Deficiencies related to the internal control system

	2022	2023	2024
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control : No
different from the board of directors' opinions?

Does the auditor have any observations on the company's : No
internal control?

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

Case of the Head of Internal Audit being an internal employee of the company

At the 2567 Annual Audit Committee Meeting, Ms. Natthapat Jamikarak was appointed as the Head of Internal Audit of the company due to (e.g., experience in auditing and having attended training courses related to internal audit work, such as

1. Chief Audit Executive (CAE) Professional Leadership Program, CAE Class 3
2. Personal Data Protection Law for Internal Audit, 11th edition, Political Science Association of Thammasat University
3. Personal Data Protection Act for Practitioners in Agencies and Business Organizations," 5th edition, Center for Legal Research and Development, Faculty of Law, Chulalongkorn University

University

and understanding of the company's activities and operations, it is considered that she is qualified and capable of performing such duties appropriately. The qualifications of the Head of Internal Audit are shown in Annex 3.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of : No
the internal audit unit require the audit committee approval?

-

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Image Solution Plus Company Limited Provide photo printing services Distribute and repair photographic equipment	Subsidiary company	31 Dec 2024
Pikachu Company Limited Distribution and repair of photographic equipment	Subsidiary company	31 Dec 2024
Midas Development Company Limited Rental of personal and household goods n.e.c.	It is an enterprise with joint shareholders and directors.	31 Dec 2024
Miss Nattaporn Thirakarnjanawong -	She is the daughter of Mr. Chan Thienkanjanawong and Mrs. Wankamol Thienkanjanawong	31 Dec 2025
Miss Prisara Thirakachanawong -	Is an executive and a major shareholder of the company.	31 Dec 2024

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2022	2023	2024
Image Solution Plus Company Limited			
<p>Transaction 1</p> <p>0.00</p> <p>9,963,488.74</p> <p>9,745,194.25</p> <p><u>Nature of transaction</u></p> <p>Printing service charges Service income Interest from loans</p> <p><u>Details</u></p> <p>As per the agreement and conditions stipulated As per the agreement and conditions stipulated As per the agreement and business necessity</p> <p><u>Necessity/reasonableness</u></p> <p>The Company has entered into transactions with related parties. These transactions are in the ordinary course of the Company's business and are on normal commercial terms. The Company has a policy to disclose related party transactions that fall under the regulations of the Stock Exchange of Thailand regarding Rules, Conditions, and Procedures for Disclosure of Connected Transactions by Listed Companies.</p> <p><u>Audit committee's opinion</u></p> <p>During the year 2023, the Company engaged in transactions with related parties, as disclosed by the Company's auditor in the notes to the audited financial statements. The Audit Committee has reviewed these transactions and is of the opinion that all related party transactions were conducted on an arm's length basis and in the ordinary course of business. The Company determined the purchase and sale prices of goods and services with related parties at reasonable prices and under normal commercial terms.</p>			
Pikachu Company Limited			
<p>Transaction 1</p> <p>0.00</p> <p>531,923,086.51</p> <p>1,109,927,001.21</p> <p><u>Nature of transaction</u></p> <p>Purchase of goods Purchase discounts Sales After-sales service Management fee income Interest from loans Sales promotion and others</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2022	2023	2024
<p><u>Details</u></p> <p>In accordance with the agreed-upon contracts and conditions. Market price, which is reasonable for conducting business. As per the agreement and deemed necessary for business operations.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company has entered into transactions with related parties. These transactions are in the ordinary course of the Company's business and are on normal commercial terms. The Company has a policy to disclose related party transactions that fall under the regulations of the Stock Exchange of Thailand regarding Rules, Conditions, and Procedures for Disclosure of Connected Transactions by Listed Companies.</p> <p><u>Audit committee's opinion</u></p> <p>During the year 2023, the Company engaged in transactions with related parties, as disclosed by the Company's auditor in the notes to the audited financial statements. The Audit Committee has reviewed these transactions and is of the opinion that all related party transactions were reasonable and conducted in the ordinary course of business. The Company has determined the purchase and sale prices of goods and services with related parties at reasonable prices and under normal business terms.</p>			
Midas Development Company Limited			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Rental and Common Area Expenses Land and Building Tax</p> <p><u>Details</u></p> <p>As per the agreement, with the price determined by an independent appraiser approved by the SEC.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company has entered into transactions with related parties. These transactions are in the ordinary course of the Company's business and are on normal commercial terms. The Company has a policy to disclose related party transactions that fall under the regulations of the Stock Exchange of Thailand regarding Rules, Conditions, and Procedures for Disclosure of Connected Transactions.</p> <p><u>Audit committee's opinion</u></p>	0.00	4,909,178.03	5,948,729.70

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2022	2023	2024
<p>During the year 2023, the Company engaged in transactions with related parties, as disclosed by the Company's auditor in the notes to the audited financial statements. The Audit Committee has reviewed these transactions and is of the opinion that all related party transactions were conducted on an arm's length basis and in the ordinary course of business. The Company determined the purchase and sale prices of goods and services with related parties at reasonable prices and under normal business terms.</p>			
Miss Nattaporn Thirakarnjanawong			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <pre>{ "building_rental": "Building Rental", "property_tax": "Property Tax" }</pre> <p><u>Details</u></p> <p>As per the agreement, with the price determined by an independent appraiser approved by the SEC.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company has entered into transactions with related parties. These transactions are in the ordinary course of the Company's business and are in accordance with normal commercial terms. The Company has a policy to disclose related party transactions that fall under the regulations of the Stock Exchange of Thailand Re: Rules, Conditions, and Procedures for Disclosure of Connected Transactions.</p> <p><u>Audit committee's opinion</u></p> <p>During the year 2023, the Company engaged in transactions with related parties, as disclosed in the notes to the audited financial statements by the Company's auditor. The Audit Committee has reviewed these transactions and is of the opinion that all related party transactions were conducted on an arm's length basis and in the ordinary course of business. The Company determined the purchase and sale prices of goods and services with related parties at reasonable prices and under normal business terms.</p>	0.00	3,828,310.86	3,828,373.38
Miss Prisara Thirakachanawong			
<p>Transaction 1</p>	0.00	331,108.32	330,352.14

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2022	2023	2024
<p><u>Nature of transaction</u></p> <p>Rental fee for warehouse Building and land tax Rental fee for land used as canteen and dormitory</p> <p><u>Details</u></p> <p>As per the agreement, with the price determined by an independent appraiser approved by the SEC.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company has entered into transactions with related parties. These transactions are in the ordinary course of the Company's business and are on normal commercial terms. The Company has a policy to disclose related party transactions that fall under the regulations of the Stock Exchange of Thailand regarding Rules, Conditions, and Procedures for Disclosure of Connected Transactions.</p> <p><u>Audit committee's opinion</u></p> <p>During the year 2023, the Company engaged in transactions with related parties, as disclosed by the Company's auditor in the notes to the audited financial statements. The Audit Committee has reviewed these transactions and is of the opinion that all related party transactions were conducted on an arm's length basis and in the ordinary course of business. The Company determined the purchase and sale prices of goods and services with related parties at reasonable prices and under normal business terms.</p>			

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

Procedures for the Company's Related Party Transactions

When the Company agrees to enter into a transaction which is deemed to be a related party transaction under the Notification of the Board of Governors of the Stock Exchange of Thailand, the Company has established procedures for considering such transactions to ensure that such related party transactions are transparent, do not create a conflict of interest, and are in the best interests of the Company and all shareholders, as follows:

(1) The Company will consider the type of related party transaction and, if it is an ordinary course of business transaction or a support of ordinary course of business transaction, will further consider whether the terms and conditions of such transaction are customary for such transactions. The Company will use the criteria of price and terms and conditions offered to general customers or the price and terms and conditions generally used in the market for similar or comparable transactions. In the event that there is no market price that can be used as a reference due to the unique nature of the goods or services under the transaction or for any other reason, the Company may have the Audit Committee, the Company's auditor, or an independent expert review and provide an opinion on the appropriateness of the price and the reasonableness of the transaction.

(2) In cases where the related party transaction is an ordinary course of business transaction with terms and conditions customary for such transactions, and the consideration cannot be calculated from the assets or reference value, or is an ordinary course of business transaction or a support of ordinary course of business transaction without terms and conditions customary for such transactions, or is a lease or rental of immovable property for a period not exceeding 3 years and it cannot be shown that the terms and conditions are customary for such transactions, or is a transaction of any other type, the Company will calculate the size of the transaction as small-size, medium-size, or large-size in order to determine how to proceed, such as whether to seek approval for the transaction from the Board of Directors or from the shareholders' meeting, as the case may be.

(3) The Company will submit its related party transactions to the Audit Committee for acknowledgement or consideration, as the case may be. For any related party transaction that requires approval from the Board of Directors or the shareholders' meeting, the Company will submit the Audit Committee's opinion on such transaction to the Board of Directors and/or the shareholders' meeting for consideration.

(4) The Company will report the agreement to enter into related party transactions to the Stock Exchange of Thailand, with complete details in accordance with the criteria specified in the Notification of the Board of Governors of the Stock Exchange of Thailand, and will disclose the related party transactions in the annual report, the annual registration statement, and/or other reports as required by the Stock Exchange of Thailand, and in the financial statements in accordance with generally accepted accounting standards.

(5) For related party transactions that may occur in the future, the Board of Directors shall comply with the Securities and Exchange Act and the rules, regulations, orders, or requirements of the Stock Exchange of Thailand, including compliance with the requirements for disclosure of related party transactions and the acquisition or disposal of significant assets of the Company or its subsidiaries in accordance with the accounting standards prescribed by the Federation of Accounting Professions of Thailand.

(6) In the case of the Company's related party transactions other than ordinary course of business transactions that occur with persons who may have a conflict of interest or have an interest or may have a conflict of interest in the future, the Company will have the Audit Committee provide an opinion on the necessity and appropriateness of such transactions. In the event that the Audit Committee does not have expertise in considering the related party transactions that may occur, the Company will have an independent expert or the Company's auditor provide an opinion on such related party transactions for the consideration of the Board of Directors or the shareholders, as the case may be. The Company will disclose related party transactions in the notes to the financial statements audited by the Company's auditor.

(7) An interested person in any transaction shall not be entitled to vote on or approve such transaction.

Procedures for Approving Related Party Transactions

(1) In the case of a related party transaction that is an ordinary course of business transaction or a support of ordinary course of business transaction with terms and conditions customary for such transactions, the Chief Executive Officer shall have the authority to approve such transaction. (2) For other related party transactions or related party transactions that are ordinary course of business transactions or support of ordinary course of business transactions without terms and conditions customary for such transactions, or support of ordinary course of business transactions with terms and conditions customary for such transactions but the consideration cannot be calculated from the assets or reference value, the authorized person to approve such transactions shall be determined based on the size of the transaction, whether it is a small-size, medium-size, or large-size transaction, which is calculated from the value of the transaction compared to the net tangible assets (NTA) as follows:

- A small-size transaction is a transaction with a value less than or equal to 1 million baht or less than or equal to 0.03 percent of net tangible assets, whichever is higher.

- A medium-size transaction is a transaction with a value greater than 1 million baht but less than 20 million baht or greater than 0.03 percent but less than 3 percent of net tangible assets, whichever is higher.

- A large-size transaction is a transaction with a value greater than or equal to 20 million baht or greater than 3 percent of

net tangible assets, whichever is higher (except for transactions for giving or receiving Type 1 financial assistance, the lower value shall be used as the criteria).

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the
Financial Report



Section 3

Financial statements

The Report on the Responsibility of the Board of Directors toward Financial Reports

The Board of Directors of Big Camera Corporation Public Company Limited has giving importance to the financial reports and financial information indicated in the annual report, to ensure the appropriate, complete and accuracy of the reports, in preparing the financial statements, appropriate accounting policies have been adopted and regularly adhered to, using careful discretion and estimates. As well, key information has been adequately disclosed in the notes to the financial statement. The purpose is to ensure that the disclosed information rightly reflect the Company's financial status and performance, which are beneficial to the investing publics.

The Board of Directors has appointed the Audit Committee with all of its members being independent directors who have expertise in profession and qualified according to the requirement of the SEC and SET. The Committee is responsible for reviewing accounting policies and ensuring the quality of financial reports. It is also responsible for reviewing internal control systems, the internal audit systems, and the risk management systems. The opinion of the Audit Committee is given in its report which is already included in this annual report.

The Board of Directors is of the opinion that the overall internal control systems are adequate and appropriate and gives rise to the reasonable confidence that the financial of the Company for the year end 31 December 2024 are reliable and in compliance with the accounting standard as well as the related laws and regulations.

(Mr. Chan Thienkanjanawong)

Chairman



Auditor's Report

Big Camera Corporation Public Company Limited
and its subsidiaries
Report and consolidated and separate financial statements
31 December 2024

Independent Auditor's Report

To the Shareholders of Big Camera Corporation Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Big Camera Corporation Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2024, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Big Camera Corporation Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Big Camera Corporation Public Company Limited and its subsidiaries and of Big Camera Corporation Public Company Limited as at 31 December 2024, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

I draw attention to the Note 28.3 to the financial statements regarding the Company's receipt of subpoena as a guarantor under the bank overdraft agreement including the outcome of the case according to the judgment of the Court. My opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond to each matter are described a below.

Revenue recognition from sales of goods

Revenue from sales of goods is one of the Company's significant accounts because the amounts of revenue recorded directly affect the Company's profit or loss for the year. Combined with the nature of the retail business operated by the Company, with a large number of stores, this means there are risks with respect to the amount and timing of revenue recognition. For this reason, I have paid particular attention to the Company's recognition of revenue from sales of goods.

In examining the revenue recognition of the Company, I have assessed and tested the internal controls with respect to revenue cycle by making enquiry of responsible executive, gaining an understanding of the controls and selecting representative sample to test the operation of the designed control. On a sampling basis, I also examined supporting documents for sales transactions occurring during the year and near the end of the accounting period. In addition, I performed analytical review procedures on the sales account to identify possible irregularities in sales transactions.

Revenue recognition from sales supporting promotion

I have focused on to the Company's recognition of revenue from sales supporting promotion because the Company receives such revenue from a large number of vendors and the nature and conditions of the sales promotions and the calculation methods for vendors vary. There are therefore risks with respect to the amount and timing of the recognition of revenue from sales supporting promotion.

I have examined the recognition of revenue from sales supporting promotion of the Company by examined, on a sampling basis, the supporting documents for the revenue transactions occurring during the year, such as sales supporting promotion memorandums, confirmation letters between the Company and vendors, credit notes issued by vendors and receipts for revenue recognised during the audited accounting period. In addition, I performed analytical review procedures on the revenue from sales supporting promotion account to identify possible irregularities in revenue from sales supporting promotion transactions.

Allowance for diminution in value of inventory

Estimating the net realisable values of inventory, which are disclosed in Note 9 to the financial statements, required management to exercise significant judgement, and the inventories of the Company are technology products, which become obsolete more rapidly than other products. There is therefore a risk with respect to the amount of allowance set aside for diminution in the value of inventory.

I have assessed the method and the assumption applied by management in determining such allowance by gaining an understanding of the basis applied in determining the allowance and reviewing the consistency of the application of that basis. I also compared the data on inventory aging and inventory movement to identify product lines with indicators of lower than normal inventory turnover and tested calculation. In addition, I compared the net amounts that the Company realised from the sale of inventory after the date of the financial statements with the cost value of the inventory in each product line.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Krongkaew Limkittikul
Certified Public Accountant (Thailand) No. 5874

EY Office Limited
Bangkok: 26 February 2025

Financial Statements

Big Camera Corporation Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2024

(Unit: Baht)

	<u>Note</u>	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
		<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Assets					
Current assets					
Cash and cash equivalents	7	205,954,153	169,004,646	174,616,373	142,732,320
Trade and other receivables	6, 8	100,506,997	91,022,908	112,755,997	92,245,024
Inventories	9	1,365,441,597	995,489,284	1,316,961,401	985,269,791
Other current financial assets	10	-	405,338,276	-	405,338,276
Short-term loans to subsidiaries	6	-	-	50,000,000	-
Other current assets	11	72,524,471	62,296,261	32,670,316	29,658,775
Total current assets		<u>1,744,427,218</u>	<u>1,723,151,375</u>	<u>1,687,004,087</u>	<u>1,655,244,186</u>
Non-current assets					
Restricted bank deposits	12	120,175,000	120,175,000	120,175,000	120,175,000
Investments in subsidiaries	13	-	-	57,499,778	44,999,785
Long-term loan to subsidiaries	6	-	-	50,000,000	50,000,000
Building and equipment	14	125,686,347	113,922,079	98,966,500	94,558,687
Right-of-use assets	15	408,770,773	412,634,317	408,770,773	412,634,317
Intangible assets	16	41,828,247	36,761,749	39,360,619	33,310,389
Deferred tax assets	24	73,151,749	66,196,153	64,989,189	62,071,950
Other non-current assets	17	118,879,824	112,764,998	118,879,824	112,764,998
Total non-current assets		<u>888,491,940</u>	<u>862,454,296</u>	<u>958,641,683</u>	<u>930,515,126</u>
Total assets		<u>2,632,919,158</u>	<u>2,585,605,671</u>	<u>2,645,645,770</u>	<u>2,585,759,312</u>

The accompanying notes are an integral part of the financial statements.

Big Camera Corporation Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2024

(Unit: Baht)

	<u>Note</u>	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
		<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Liabilities and shareholders' equity					
Current liabilities					
Trade and other payables	6, 18	380,417,831	397,502,577	434,229,150	427,219,216
Current portion of lease liabilities	15	196,198,561	206,995,759	196,198,561	206,995,759
Income tax payable		17,520,089	9,951,330	13,849,245	7,794,965
Other current liabilities		<u>6,133,572</u>	<u>6,267,339</u>	<u>5,798,020</u>	<u>5,959,454</u>
Total current liabilities		<u>600,270,053</u>	<u>620,717,005</u>	<u>650,074,976</u>	<u>647,969,394</u>
Non-current liabilities					
Lease liabilities - net of current portion	15	178,396,113	170,505,632	178,396,113	170,505,632
Provision for long-term employee benefits	19	62,537,807	55,761,348	60,105,456	53,948,652
Provision for decommissioning cost		<u>8,933,756</u>	<u>8,612,885</u>	<u>8,933,756</u>	<u>8,612,885</u>
Total non-current liabilities		<u>249,867,676</u>	<u>234,879,865</u>	<u>247,435,325</u>	<u>233,067,169</u>
Total liabilities		<u>850,137,729</u>	<u>855,596,870</u>	<u>897,510,301</u>	<u>881,036,563</u>
Shareholders' equity					
Share capital					
Registered, issued and fully paid					
3,528,878,800 ordinary shares of Baht 0.10 each		352,887,880	352,887,880	352,887,880	352,887,880
Retained earnings					
Appropriated-statutory reserve	20	35,288,788	35,288,788	35,288,788	35,288,788
Unappropriated		<u>1,394,604,761</u>	<u>1,341,832,133</u>	<u>1,359,958,801</u>	<u>1,316,546,081</u>
Total shareholders' equity		<u>1,782,781,429</u>	<u>1,730,008,801</u>	<u>1,748,135,469</u>	<u>1,704,722,749</u>
Total liabilities and shareholders' equity		<u>2,632,919,158</u>	<u>2,585,605,671</u>	<u>2,645,645,770</u>	<u>2,585,759,312</u>

The accompanying notes are an integral part of the financial statements.

.....
Directors
.....

Big Camera Corporation Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2024

(Unit: Baht)

	<u>Note</u>	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
		<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Profit or loss:					
Revenues					
Sales		3,684,886,414	2,958,119,213	3,637,573,706	2,922,256,217
Service income		93,182,888	88,475,717	86,115,003	76,665,917
Other income	22	<u>116,062,258</u>	<u>108,569,956</u>	<u>137,365,132</u>	<u>114,418,178</u>
Total revenues		<u>3,894,131,560</u>	<u>3,155,164,886</u>	<u>3,861,053,841</u>	<u>3,113,340,312</u>
Expenses					
Cost of sales		2,994,894,175	2,358,383,305	3,010,080,106	2,377,490,051
Cost of services		26,797,219	33,465,430	23,444,535	25,131,070
Selling and distribution expenses		532,259,921	465,851,048	513,310,395	452,961,510
Administrative expenses		<u>202,338,707</u>	<u>186,227,369</u>	<u>188,180,191</u>	<u>175,754,763</u>
Total expenses		<u>3,756,290,022</u>	<u>3,043,927,152</u>	<u>3,735,015,227</u>	<u>3,031,337,394</u>
Operating profit		137,841,538	111,237,734	126,038,614	82,002,918
Finance cost		<u>(4,494,094)</u>	<u>(8,258,124)</u>	<u>(4,494,094)</u>	<u>(8,258,124)</u>
Profit before income tax expenses		133,347,444	102,979,610	121,544,520	73,744,794
Income tax expenses	24	<u>(27,642,311)</u>	<u>(21,046,750)</u>	<u>(25,199,295)</u>	<u>(15,117,990)</u>
Profit for the year		<u>105,705,133</u>	<u>81,932,860</u>	<u>96,345,225</u>	<u>58,626,804</u>
Other comprehensive income:					
Other comprehensive income for the year		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total comprehensive income for the year		<u>105,705,133</u>	<u>81,932,860</u>	<u>96,345,225</u>	<u>58,626,804</u>
Earnings per share					
Basic earnings per share	25	<u>0.030</u>	<u>0.023</u>	<u>0.027</u>	<u>0.017</u>

The accompanying notes are an integral part of the financial statements.

Big Camera Corporation Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2024

(Unit: Baht)

	Consolidated financial statements			
	Issued and	Retained earnings		Total
	fully paid			shareholders' equity
	share capital	Appropriated	Unappropriated	
Balance as at 1 January 2023	352,887,880	35,288,788	1,330,475,945	1,718,652,613
Profit for the year	-	-	81,932,860	81,932,860
Other comprehensive income for the year	-	-	-	-
Total comprehensive income for the year	-	-	81,932,860	81,932,860
Dividend paid (Note 21)	-	-	(70,576,672)	(70,576,672)
Balance as at 31 December 2023	<u>352,887,880</u>	<u>35,288,788</u>	<u>1,341,832,133</u>	<u>1,730,008,801</u>
Balance as at 1 January 2024	352,887,880	35,288,788	1,341,832,133	1,730,008,801
Profit for the year	-	-	105,705,133	105,705,133
Other comprehensive income for the year	-	-	-	-
Total comprehensive income for the year	-	-	105,705,133	105,705,133
Dividend paid (Note 21)	-	-	(52,932,505)	(52,932,505)
Balance as at 31 December 2024	<u>352,887,880</u>	<u>35,288,788</u>	<u>1,394,604,761</u>	<u>1,782,781,429</u>

The accompanying notes are an integral part of the financial statements.

Big Camera Corporation Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity (continued)

For the year ended 31 December 2024

(Unit: Baht)

	Separate financial statements			Total shareholders' equity
	Issued and fully paid share capital	Retained earnings		
		Appropriated	Unappropriated	
Balance as at 1 January 2023	352,887,880	35,288,788	1,328,495,949	1,716,672,617
Profit for the year	-	-	58,626,804	58,626,804
Other comprehensive income for the year	-	-	-	-
Total comprehensive income for the year	-	-	58,626,804	58,626,804
Dividend paid (Note 21)	-	-	(70,576,672)	(70,576,672)
Balance as at 31 December 2023	<u>352,887,880</u>	<u>35,288,788</u>	<u>1,316,546,081</u>	<u>1,704,722,749</u>
Balance as at 1 January 2024	352,887,880	35,288,788	1,316,546,081	1,704,722,749
Profit for the year	-	-	96,345,225	96,345,225
Other comprehensive income for the year	-	-	-	-
Total comprehensive income for the year	-	-	96,345,225	96,345,225
Dividend paid (Note 21)	-	-	(52,932,505)	(52,932,505)
Balance as at 31 December 2024	<u>352,887,880</u>	<u>35,288,788</u>	<u>1,359,958,801</u>	<u>1,748,135,469</u>

The accompanying notes are an integral part of the financial statements.

Big Camera Corporation Public Company Limited and its subsidiaries

Cash flow statement

For the year ended 31 December 2024

(Unit: Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Cash flows from operating activities				
Profit before tax	133,347,444	102,979,610	121,544,520	73,744,794
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation and amortisation	39,470,799	38,935,050	31,967,070	34,955,190
Depreciation of right-of-use assets	259,369,711	250,287,572	259,369,711	250,287,572
Reversal of allowance for expected credit losses	(1,331,037)	(605,755)	(1,331,037)	(91,755)
Reduction of cost to net realisable value of inventories (reversal)	11,551,390	(3,906,726)	11,551,390	(3,906,726)
Allowances for impairment loss on assets (reversal)	(418,046)	400,565	(418,046)	400,565
Loss (gain) on sales and write-off of equipments	(1,905,058)	338,369	(544,601)	(12,560)
Net difference of right-of-use assets and lease liabilities arising from contract termination	(363,864)	(190,909)	(363,864)	(190,909)
Provision for long-term employee benefits	8,007,659	7,212,503	7,388,004	6,695,781
Interest income	(6,454,875)	(10,411,694)	(11,369,927)	(12,719,201)
Interest expenses	4,494,094	8,258,124	4,494,094	8,258,124
Reduction in lease payments by lessors	-	(11,578,906)	-	(11,578,906)
Profit from operating activities before changes in operating assets and liabilities	445,768,217	381,717,803	422,287,314	345,841,969
Operating assets (increase) decrease				
Trade and other receivables	(7,956,006)	(24,316,424)	(18,983,426)	4,392,759
Inventories	(381,503,703)	(189,313,140)	(343,243,000)	(191,385,776)
Other current assets	(10,164,532)	(19,791,698)	(3,011,541)	(9,356,180)
Other non-current assets	(6,114,826)	(6,932,119)	(6,114,826)	(6,932,119)
Operating liabilities increase (decrease)				
Trade and other payables	(17,825,629)	56,527,301	6,332,565	94,600,921
Other current liabilities	(178,400)	(335,735)	(206,067)	(420,065)
Cash paid for long-term employee benefits	(1,231,200)	-	(1,231,200)	-
Cash flows from operating activities	20,793,921	197,555,988	55,829,819	236,741,509
Cash received from interest income	6,257,829	8,542,024	11,173,417	10,849,601
Cash paid for corporate income tax	(27,092,826)	(18,309,071)	(22,062,254)	(7,654,161)
Cash received from withholding tax refund	-	133,450	-	-
Net cash flows from operating activities	(41,076)	187,922,391	44,940,982	239,936,949

The accompanying notes are an integral part of the financial statements.

Big Camera Corporation Public Company Limited and its subsidiaries

Cash flow statement (continued)

For the year ended 31 December 2024

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Cash flows from investing activities				
Cash paid for short-term loans to subsidiaries	-	-	(50,000,000)	-
Cash paid for long-term loan to subsidiary	-	-	-	(50,000,000)
Decrease in other current financial asset	405,338,276	102,983,019	405,338,276	102,983,019
Cash paid for investment in subsidiary	-	-	(12,499,993)	-
Acquisition of equipments	(47,077,779)	(53,551,661)	(32,086,713)	(45,605,957)
Acquisition of intangible assets	(11,199,780)	(14,987,674)	(11,065,580)	(13,028,171)
Proceeds from sales of equipments	5,039,981	1,463,509	2,367,196	1,450,467
Net cash flows from (used in) investing activities	<u>352,100,698</u>	<u>35,907,193</u>	<u>302,053,186</u>	<u>(4,200,642)</u>
Cash flows from financing activities				
Dividend paid	(52,887,872)	(70,487,362)	(52,887,872)	(70,487,362)
Payment of principal portion of lease liabilities	(257,920,048)	(229,903,188)	(257,920,048)	(229,903,188)
Cash paid for interest expenses	<u>(4,302,195)</u>	<u>(8,114,893)</u>	<u>(4,302,195)</u>	<u>(8,114,893)</u>
Net cash flows used in financing activities	<u>(315,110,115)</u>	<u>(308,505,443)</u>	<u>(315,110,115)</u>	<u>(308,505,443)</u>
Net increase (decrease) in cash and cash equivalents	36,949,507	(84,675,859)	31,884,053	(72,769,136)
Cash and cash equivalents at beginning of year	<u>169,004,646</u>	<u>253,680,505</u>	<u>142,732,320</u>	<u>215,501,456</u>
Cash and cash equivalents at end of year	<u>205,954,153</u>	<u>169,004,646</u>	<u>174,616,373</u>	<u>142,732,320</u>
Supplement cash flow information:				
Non-cash transaction				
Payable of acquisition of equipment	740,883	473,860	677,369	-
Net increase in right-of-use assets under lease liabilities	255,377,195	93,521,900	255,377,195	93,521,900
Net increase (decrease) in right-of-use assets from change in provision for decommissioning costs	(128,972)	29,413	(128,972)	29,413

The accompanying notes are an integral part of the financial statements.

Notes to the Financial Statements

Big Camera Corporation Public Company Limited and its subsidiaries

Notes to financial statements

For the year ended 31 December 2024

1. General information of the Company

Big Camera Corporation Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the distribution of cameras, mobile phones, and photography and mobile phone related products, together with the related services such as the provision of photographic processing and photographic equipment repair services, etc. The registered office of the Company is at 115, 115/1 Sawatdikarn 1 Road, Nongkheam Subdistrict, Nongkheam District, Bangkok 10160. The Company has more than 163 branches countrywide.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Big Camera Corporation Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (Collectively as “the Group”):

Company’s name	Nature of business	Country of incorporation	Percentage of shareholding	
			<u>2024</u> Percent	<u>2023</u> Percent
Image Solution Plus Co., Ltd.	Printing services	Thailand	100	100
Piccasus Co., Ltd.	Distribution and repair of photographic equipment	Thailand	100	100

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiary are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.

2.3 The separate financial statements present investments in subsidiaries under the cost method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2025

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Accounting policies

4.1 Revenue and expenses recognition

Sales of goods

Revenue from sales of goods is recognised at the point in time when control of assets is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the considerations received or receivable, excluding value added tax, of goods supplied after deducting discounts.

Rendering of services

Service revenue is recognised at a point in time upon completion of the services.

Revenue from sales supporting promotion

Revenue from sales supporting promotion is recognised at a point in time when the right to receive the revenue from sales supporting promotion is established.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset.

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Inventories are valued at the lower of cost (first-in, first-out method) and net realisable value.

4.4 Investments in subsidiaries

Investments in subsidiaries are accounted for in the separate financial statements using the cost method net of allowance for impairment loss (if any).

4.5 Building and equipment/Depreciation

Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of building and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

	<u>Useful life</u>
Building and constructions	20 years
Tools and equipment used in photographic labs	3 and 5 years
Furniture, fixtures and office equipment	5 years
Motor vehicles	5 years
Computer	3 years

Depreciation is included in determining income.

No depreciation is provided on assets under installation.

An item of building and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.6 Intangible assets

Intangible assets are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

	<u>Useful life</u>
Computer software	3 and 10 years
Rights for store operating and sales of goods and services	10 years

4.7 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include associates and individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel and directors with authority in the planning and direction of the Group's operations.

4.8 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, lease payments made at or before the commencement date of the lease and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

	<u>Useful life</u>
Land	6 years
Buildings and constructions	3 - 20 years
Computer	3 years
Motor vehicles	5 years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

4.9 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period,

Gains and losses on exchange are included in determining income.

4.10 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the buildings and equipment, right-of-use assets and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss.

4.11 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Group and its employees have jointly established the provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

4.12 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.13 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.14 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Group’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets that are lease deposits paid to lessors is initially recognised at fair value at the contract date and subsequently measured of those lease deposits at their amortised costs. The difference between the fair value as of the contract date and the transaction price is recognised as a part of right-of-use assets.

Classification and measurement of financial liabilities

At initial recognition the Group’s financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Reduction of inventory cost to net realisable value

In determining a reduction of inventory cost to net realisable value, the management makes judgement and estimates net realisable value of inventory based on the estimated selling price in the ordinary course of business less the estimated costs necessary to make sale. Also, the management makes judgement and estimates expected loss from stock obsolescence based upon approximate aging profile of each type of inventory.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

Leases

Determining the lease term with extension and termination options

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Litigation

The Company has contingent liabilities as a result of litigation. The Company's management has used judgement to assess of the results of the litigation and believes that no loss will result. Therefore, no contingent liabilities are recorded as at the end of reporting period.

6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit: Thousand Baht)

	Consolidated		Separate		Transfer pricing policy
	financial statements	financial statements	financial statements	financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>	
<u>Transactions with subsidiaries</u>					
(eliminated from the consolidated financial statements)					
Purchases of goods	-	-	1,036,181	494,234	Mutual agreed prices
Hire of work	-	-	9,439	9,663	Contract prices
Sales of goods	-	-	49	489	Mutual agreed prices
Repair fee paid	-	-	2,078	2,366	Mutual agreed prices
Management income	-	-	22,182	10,581	Contract prices
Revenue from sales supporting promotion	-	-	39,107	17,768	Contract prices
Trade discount	-	-	5,495	4,239	Contract prices
Interest income	-	-	5,057	2,407	5.505% and 6.205% per annum (2023: 5.505% per annum)
Repair fee income	-	-	32	42	Mutual agreed prices
Other expenses	-	-	-	97	Mutual agreed prices
Other income	-	-	52	-	Mutual agreed prices
<u>Transactions with related parties</u>					
Rental fee paid	5,683	4,820	4,201	4,202	Contract prices
Utilities expenses	266	90	-	-	Mutual agreed prices
<u>Transactions with shareholders and director</u>					
Rental fee paid	4,166	4,167	3,496	3,497	Contract prices

As at 31 December 2024 and 2023, the balances of the accounts between the Group and those related parties were as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
<u>Trade and other receivables - subsidiaries</u>				
(Note 8)				
Trade receivables	-	-	1	111
Other receivables	-	-	4,144	2,744
Accrued revenue	-	-	11,940	7,591
Total	<u>-</u>	<u>-</u>	<u>16,085</u>	<u>10,446</u>

Deposits paid to related parties

Related party (related by common shareholders)	921	921	921	921
Shareholders and director	685	685	685	685
Total	<u>1,606</u>	<u>1,606</u>	<u>1,606</u>	<u>1,606</u>

Trade and other payable - related parties

(Note 18)				
Trade payables - subsidiaries	-	-	63,188	39,728
Trade payables - shareholders and directors	78	76	-	-
Total	<u>78</u>	<u>76</u>	<u>63,188</u>	<u>39,728</u>

Short-term loans to subsidiaries

	(Unit: Thousand Baht)			
	Separate financial statements			
	Balance as at 1 January 2024	Increase	Decrease	Balance as at 31 December 2024
Loans to				
Piccasus Co., Ltd.	-	80,000	(30,000)	50,000
Image Solution Plus Co., Ltd.	-	2,000	(2,000)	-
	<u>-</u>	<u>82,000</u>	<u>(32,000)</u>	<u>50,000</u>

During the year, the Company had short-term loans to subsidiaries carried interest rate at 6.205% per annum. The loans will repaid in the second quarter of 2025.

Long-term loan to subsidiary

On 10 March 2023, the Company entered into a loan agreement amounting to Baht 50 million with Piccasus Co., Ltd., a subsidiary. Interest on loan is 5.505% per annum. The loan will be paid in March 2026.

Agreements with related parties

- Image Solution Plus Co., Ltd., a subsidiary, entered into 1-year office space rental agreement with the Company's shareholder for its operation. This contract will expire in December 2025. The subsidiary has to pay a monthly rental fee approximately Baht 0.06 million.
- Piccasus Co., Ltd., a subsidiary, entered into 1-year office space rental agreement with Midas Development Company Limited, a related company, for its operation. This contract will expire in December 2025. The subsidiary has to pay a monthly rental fee approximately Baht 0.12 million.

Directors and management's benefits

During the years ended 31 December 2024 and 2023, the Group had employee benefit expenses payable to their directors and management as below.

(Unit: Thousand Baht)

	Consolidated financial statements/ Separate financial statements	
	<u>2024</u>	<u>2023</u>
Short-term employee benefits	44,768	40,555
Post-employment benefits	2,583	2,395
Total	<u>47,351</u>	<u>42,950</u>

7. Cash and cash equivalents

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Cash	2,470	2,455	2,470	2,455
Saving deposits	202,651	161,820	171,763	135,828
Current deposits	833	4,730	383	4,449
Total	<u>205,954</u>	<u>169,005</u>	<u>174,616</u>	<u>142,732</u>

As at 31 December 2024, saving deposits carried interests between 0.15 percent and 0.40 percent per annum (2023: between 0.15 percent and 0.60 percent per annum).

8. Trade and other receivables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
<u>Trade receivables</u>				
Trade receivables - related parties (Note 6)	-	-	1	111
Trade receivables - unrelated parties				
Aged on the basis of due dates				
Not yet due	17,891	16,040	16,649	11,768
Past due				
Up to 3 months	13,370	11,032	12,819	10,700
3 - 6 months	23	1	23	-
1 - 2 years	1	-	-	-
Total trade receivables	<u>31,285</u>	<u>27,073</u>	<u>29,492</u>	<u>22,579</u>
<u>Other receivables</u>				
Other receivables - related party (Note 6)	-	-	4,144	2,744
Other receivables - unrelated parties	831	857	831	857
Accrued revenue from sales supporting promotion	69,203	64,948	67,165	60,338
Accrued revenue - related party (Note 6)	-	-	11,940	7,591
Interest receivables	540	343	539	343
Others	216	701	213	692
Total other receivables	<u>70,790</u>	<u>66,849</u>	<u>84,832</u>	<u>72,565</u>
Less: Allowance for expected credit loss	<u>(1,568)</u>	<u>(2,899)</u>	<u>(1,568)</u>	<u>(2,899)</u>
Total other receivables, net	<u>69,222</u>	<u>63,950</u>	<u>83,264</u>	<u>69,666</u>
Total trade and other receivables, net	<u>100,507</u>	<u>91,023</u>	<u>112,756</u>	<u>92,245</u>

The normal credit term is 7 - 30 days.

Set out below is the movements in the allowance for expected credit losses of trade and other receivables:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Beginning balance	2,899	3,505	2,899	2,991
Allowance for expected credit losses	-	614	-	175
Debt repayment	(1,331)	(1,220)	(1,331)	(267)
Ending balance	<u>1,568</u>	<u>2,899</u>	<u>1,568</u>	<u>2,899</u>

9. Inventories

	(Unit: Thousand Baht)					
	Consolidated financial statements					
	Cost		Reduction of cost to net realisable value		Inventories-net	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Finished goods	1,586,923	1,206,177	(225,245)	(213,694)	1,361,678	992,483
Printing supplies	290	290	-	-	290	290
Supplies	3,474	2,716	-	-	3,474	2,716
Total	<u>1,590,687</u>	<u>1,209,183</u>	<u>(225,245)</u>	<u>(213,694)</u>	<u>1,365,442</u>	<u>995,489</u>

	(Unit: Thousand Baht)					
	Separate financial statements					
	Cost		Reduction of cost to net realisable value		Inventories-net	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Finished goods	<u>1,542,206</u>	<u>1,198,964</u>	<u>(225,245)</u>	<u>(213,694)</u>	<u>1,316,961</u>	<u>985,270</u>

During the current year, the Company reduced cost of inventories by Baht 12 million, to reflect the net realisable value. This was included in cost of sales. (2023: reversed the write-down of cost of inventories by Baht 4 million and reduced the amount of inventories recognised as expenses during the year).

10. Other current financial assets

As at 31 December 2023, the Company had debt instrument at amortised cost which is fixed deposit receipt (FDR) amounting to Baht 405 million. Interest is 1.60 to 2.50 percent per annum (2024: Nil).

11. Other current assets

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements	financial statements	financial statements	financial statements
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Input vat	27,538	17,403	17,969	11,220
Prepaid expenses	6,518	8,706	5,685	7,928
Advance payments for goods	28,662	25,074	-	-
Withholding tax deduct at sources	8,879	8,815	8,308	8,308
Others	927	2,298	708	2,203
Total	<u>72,524</u>	<u>62,296</u>	<u>32,670</u>	<u>29,659</u>

12. Restricted bank deposits

The balances represent fixed deposits pledged with the banks to secure credit facilities.

13. Investments in subsidiaries

Details of investments in subsidiaries as presented in the separate financial statements are as follow:

Company's name	Paid-up capital		Shareholding percentage		Cost	
	31 December	31 December	31 December	31 December	31 December	31 December
	2024	2023	2024	2023	2024	2023
	(Million Baht)	(Million Baht)	(Percent)	(Percent)	(Thousand Baht)	(Thousand Baht)
Image Solution Plus Co., Ltd.	37.5	25.0	100	100	37,500	25,000
Piccasus Co., Ltd.	20.0	20.0	100	100	20,000	20,000
Total					<u>57,500</u>	<u>45,000</u>

On 17 April 2024, a meeting of the Board of Directors of Image Solution Plus Co., Ltd. ("Image") resolved to approve an additional call for share payment, increasing from 50% to 75% for 5,000,000 ordinary shares, amounting to Baht 12.5 million. Image has received the payment for the shares from the Company and has completed the registration of the increase in the issued and paid-up share capital in April 2024. As of 31 December 2024, the Company had investment in Image of Baht 37.5 million.

No dividend was received from the subsidiaries for the years ended 31 December 2024 and 2023.

14. Building and equipment

(Unit: Thousand Baht)

	Consolidated financial statements						Total
	Buildings and constructions	Tools and equipment used in photographic labs	Furniture, fixtures and office equipment	Motor vehicles	Computer	Assets under installation	
Cost:							
As at 1 January 2023	5,890	192,507	382,702	36,546	74,224	12,777	704,646
Additions	-	7,299	3,989	9,550	2,008	31,180	54,026
Disposals	-	(19,693)	(214)	(4,133)	(2,301)	-	(26,341)
Write-off	-	(934)	(31,442)	-	(4,363)	(35)	(36,774)
Transfer in (out)	-	-	34,522	-	-	(34,522)	-
As at 31 December 2023	5,890	179,179	389,557	41,963	69,568	9,400	695,557
Additions	-	15,559	5,810	-	3,031	23,419	47,819
Disposals	-	(65,182)	(4,153)	(8,909)	(3,206)	-	(81,450)
Write-off	-	(96)	(17,565)	-	(32)	-	(17,693)
Transfer in (out)	-	-	21,140	-	2	(21,142)	-
As at 31 December 2024	5,890	129,460	394,789	33,054	69,363	11,677	644,233

(Unit: Thousand Baht)

Consolidated financial statements

	Buildings and constructions	Tools and equipment used in photographic labs	Furniture, fixtures and office equipment	Motor vehicles	Computer	Assets under installation	Total
Accumulated depreciation:							
As at 1 January 2023	2,965	172,008	334,025	30,056	69,145	-	608,199
Depreciation for the year	290	9,828	20,679	1,705	1,829	-	34,331
Depreciation on disposals	-	(19,257)	(209)	(3,675)	(2,215)	-	(25,356)
Depreciation on write-off	-	(867)	(30,910)	-	(4,180)	-	(35,957)
As at 31 December 2023	3,255	161,712	323,585	28,086	64,579	-	581,217
Depreciation for the year	290	7,204	21,254	2,191	2,398	-	33,337
Depreciation on disposals	-	(63,756)	(4,071)	(8,017)	(3,112)	-	(78,956)
Depreciation on write-off	-	(42)	(16,978)	-	(31)	-	(17,051)
As at 31 December 2024	3,545	105,118	323,790	22,260	63,834	-	518,547

(Unit: Thousand Baht)

Consolidated financial statements

	Buildings and constructions	Tools and equipment used in photographic labs	Furniture, fixtures and office equipment	Motor vehicles	Computer	Assets under installation	Total
Allowance for impairment loss:							
As at 1 January 2023	-	-	17	-	-	-	17
Increase during the year	-	-	401	-	-	-	401
As at 31 December 2023	-	-	418	-	-	-	418
Decrease during the year	-	-	(418)	-	-	-	(418)
As at 31 December 2024	-	-	-	-	-	-	-
Net book value:							
As at 31 December 2023	2,635	17,467	65,554	13,877	4,989	9,400	113,922
As at 31 December 2024	2,345	24,342	70,999	10,794	5,529	11,677	125,686
Depreciation for the year							
2023 (Baht 7 million included in cost of services, and the balance in selling and administrative expenses)							34,331
2024 (Baht 4 million included in cost of services, and the balance in selling and administrative expenses)							33,337

(Unit: Thousand Baht)

Separate financial statements

	Buildings and constructions	Tools and equipment used in photographic labs	Furniture, fixtures and office equipment	Motor vehicles	Computer	Assets under installation	Total
Cost:							
As at 1 January 2023	5,890	149,383	382,188	36,546	72,353	8,316	654,676
Additions	-	1,563	3,395	9,550	1,762	29,336	45,606
Disposals	-	(19,133)	(214)	(4,133)	(2,302)	-	(25,782)
Write-off	-	(900)	(31,415)	-	(4,363)	(35)	(36,713)
Transfer in (out)	-	-	28,217	-	-	(28,217)	-
As at 31 December 2023	5,890	130,913	382,171	41,963	67,450	9,400	637,787
Additions	-	1,233	5,458	-	2,654	23,419	32,764
Disposals	-	(48,925)	(4,152)	(8,909)	(3,206)	-	(65,192)
Write-off	-	(44)	(17,564)	-	(32)	-	(17,640)
Transfer in (out)	-	-	21,140	-	2	(21,142)	-
As at 31 December 2024	5,890	83,177	387,053	33,054	66,868	11,677	587,719

(Unit: Thousand Baht)

Separate financial statements

	Buildings and constructions	Tools and equipment used in photographic labs	Furniture, fixtures and office equipment	Motor vehicles	Computer	Assets under installation	Total
Accumulated depreciation:							
As at 1 January 2023	2,965	138,849	333,683	30,056	67,469	-	573,022
Depreciation for the year	290	6,871	20,273	1,705	1,706	-	30,845
Depreciation on disposals	-	(19,020)	(209)	(3,675)	(2,215)	-	(25,119)
Depreciation on write-off	-	(859)	(30,899)	-	(4,180)	-	(35,938)
As at 31 December 2023	3,255	125,841	322,848	28,086	62,780	-	542,810
Depreciation for the year	290	2,435	19,829	2,191	2,207	-	26,952
Depreciation on disposals	-	(48,760)	(4,070)	(8,017)	(3,113)	-	(63,960)
Depreciation on write-off	-	(41)	(16,977)	-	(31)	-	(17,049)
As at 31 December 2024	3,545	79,475	321,630	22,260	61,843	-	488,753

(Unit: Thousand Baht)

Separate financial statements

	Buildings and constructions	Tools and equipment used in photographic labs	Furniture, fixtures and office equipment	Motor vehicles	Computer	Assets under installation	Total
Allowance for impairment loss:							
As at 1 January 2023	-	-	17	-	-	-	17
Increase during the year	-	-	401	-	-	-	401
As at 31 December 2023	-	-	418	-	-	-	418
Decrease during the year	-	-	(418)	-	-	-	(418)
As at 31 December 2024	-	-	-	-	-	-	-
Net book value:							
As at 31 December 2023	<u>2,635</u>	<u>5,072</u>	<u>58,905</u>	<u>13,877</u>	<u>4,670</u>	<u>9,400</u>	<u>94,559</u>
As at 31 December 2024	<u>2,345</u>	<u>3,702</u>	<u>65,423</u>	<u>10,794</u>	<u>5,025</u>	<u>11,677</u>	<u>98,966</u>
Depreciation for the year							
2023 (Baht 7 million included in cost of services, and the balance in selling and administrative expenses)							<u>30,845</u>
2024 (Baht 2 million included in cost of services, and the balance in selling and administrative expenses)							<u>26,952</u>

As at 31 December 2024, certain items of equipment had been fully depreciated but were still in use. The gross carrying amount before deducting accumulated depreciation and allowance impairment loss of those assets amounted to approximately Baht 507 million (2023: Baht 516 million) (Separate financial statements: Baht 444 million (2023: Baht 483 million)).

15. Lease

As a lessee, the Group has lease contracts for various items of assets used in its operations. Leases generally have lease terms between 3 - 20 years.

15.1 Right-of-use assets

Movements of right-of-use asset accounts for the years ended 31 December 2024 and 2023 are summarised below.

	(Unit: Thousand Baht)		
	Consolidated financial statements/ Separate financial statements		
	Land	Building and construction	Total
At 1 January 2023	273	569,098	569,371
Increase during the year	23	97,950	97,973
Depreciation for the year	(98)	(250,190)	(250,288)
Decrease during the year	-	(4,422)	(4,422)
At 31 December 2023	198	412,436	412,634
Increase during the year	-	257,563	257,563
Depreciation for the year	(99)	(259,271)	(259,370)
Decrease during the year	-	(2,056)	(2,056)
At 31 December 2024	99	408,672	408,771

15.2 Lease liabilities

	(Unit: Thousand Baht)	
	Consolidated	
	financial statements/ Separate	
	financial statements	
	<u>2024</u>	<u>2023</u>
Lease payments	379,540	384,139
Less: Deferred interest expenses	(4,945)	(6,637)
Total	374,595	377,502
Less: Portion due within one year	(196,199)	(206,996)
Lease liabilities - net of current portion	<u>178,396</u>	<u>170,506</u>

Movements in lease liabilities for the years ended 31 December 2024 and 2023 are summarised below.

	(Unit: Thousand Baht)	
	Consolidated	
	financial statements/ Separate	
	financial statements	
	<u>2024</u>	<u>2023</u>
Balance at beginning of year	377,502	525,653
Add: New lease contracts during the year	44,776	43,266
Change in lease fee estimations	212,215	54,540
Accretion of interest during the year	4,290	8,115
Less: Payments during the year	(262,210)	(238,018)
Termination of the lease due to branch closure		
during the year	(1,978)	(4,475)
Reduction in lease payments by lessors	-	(11,579)
Balance at end of year	<u>374,595</u>	<u>377,502</u>

A maturity analysis of lease payments is disclosed in Note 29 to the consolidated financial statements under the liquidity risk.

15.3 Expenses relating to leases that are recognised in profit or loss

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Depreciation expenses of right-of-use assets	259,370	250,288	259,370	250,288
Interest expenses on lease liabilities	4,290	8,115	4,290	8,115
Expense relating to short-term leases	3,644	2,967	1,312	1,499

15.4 Other

The Group has total cash outflows for leases for the year ended 31 December 2024 of Baht 266 million (2023: Baht 241 million) (Separate financial statements: Baht 264 million (2023: Baht 240 million)), including the cash outflow related to short-term leases.

Furthermore, the Company recognised the reduction in lease payments already fell due from the lessors without substantive change to other terms and conditions of the lease in profit or loss for the year ended 31 December 2023 amounting to Baht 12 million (2024: Nil).

16. Intangible assets

The net book value of intangible assets as at 31 December 2024 and 2023 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		
	Computer software	Rights for store operating and sales of goods and services	Total
As at 31 December 2024:			
Cost	91,296	15,966	107,262
Less: Accumulated amortisation	(40,687)	(9,860)	(50,547)
Less: Allowance for impairment loss	(14,887)	-	(14,887)
Net book value	<u>35,722</u>	<u>6,106</u>	<u>41,828</u>
As at 31 December 2023:			
Cost	85,476	10,587	96,063
Less: Accumulated amortisation	(35,413)	(9,001)	(44,414)
Less: Allowance for impairment loss	(14,887)	-	(14,887)
Net book value	<u>35,176</u>	<u>1,586</u>	<u>36,762</u>

(Unit: Thousand Baht)

Separate financial statements

	Rights for store operating and sales of goods and services		
	Computer software		Total
As at 31 December 2024:			
Cost	86,469	15,966	102,435
Less: Accumulated amortisation	(38,327)	(9,860)	(48,187)
Less: Allowance for impairment loss	(14,887)	-	(14,887)
Net book value	<u>33,255</u>	<u>6,106</u>	<u>39,361</u>
As at 31 December 2023:			
Cost	80,782	10,587	91,369
Less: Accumulated amortisation	(34,171)	(9,001)	(43,172)
Less: Allowance for impairment loss	(14,887)	-	(14,887)
Net book value	<u>31,724</u>	<u>1,586</u>	<u>33,310</u>

A reconciliation of the net book value of intangible assets for the years 2024 and 2023 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Net book value at beginning of year	36,762	26,378	33,310	24,392
Acquisition	11,199	14,988	11,066	13,028
Amortisation for the year	(6,133)	(4,604)	(5,015)	(4,110)
Net book value at end of year	<u>41,828</u>	<u>36,762</u>	<u>39,361</u>	<u>33,310</u>

17. Other non-current assets

(Unit: Thousand Baht)

	Consolidated financial statements/Separate financial statements	
	<u>2024</u>	<u>2023</u>
Deposit for lease and others	118,492	112,301
Others	388	464
Total	<u>118,880</u>	<u>112,765</u>

18. Trade and other payables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Trade payables - related parties (Note 6)	-	-	63,188	39,728
Trade payables - unrelated parties	324,569	328,517	323,943	327,766
Other payables - related parties (Note 6)	78	76	-	-
Other payables - unrelated parties	17,308	38,659	13,168	34,435
Accrued expenses	34,143	27,115	30,301	23,060
Others	4,320	3,136	3,629	2,230
Total	380,418	397,503	434,229	427,219

19. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, is as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Provision for long-term employee benefits at beginning of the year	55,761	48,549	53,949	47,253
Included in profit or loss:				
Current service cost	6,649	6,002	6,067	5,515
Interest cost	1,359	1,210	1,320	1,181
Benefits paid during the year	(1,231)	-	(1,231)	-
Provision for long-term employee benefits at end of the year	62,538	55,761	60,105	53,949

The Group expects to pay Baht 0.6 million of long-term employee benefits during the next year (2023: Baht 1.7 million) (Separate financial statements: Baht 0.6 million (2023: Baht 1.3 million)).

As at 31 December 2024, the weighted average duration of the liabilities for long-term employee benefit was 7 years and 9 years (2023: 7 years and 9 years) (Separate financial statements: 7 years (2023: 7 years)).

Significant actuarial assumptions are summarised below:

(Unit: % per annum)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Discount rate	1.73 - 2.65	1.73 - 2.65	2.50	2.50
Salary increase rate	5 - 6	5 - 6	6	6
Turnover rate	0 - 42	0 - 42	0 - 41	0 - 41

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2024 and 2023 are summarised below:

(Unit: Thousand Baht)

31 December 2024

	Consolidated		Separate	
	financial statements		financial statements	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(3,374)	3,870	(3,220)	3,695
Salary increase rate	5,150	(4,566)	4,922	(4,365)
Turnover rate	(3,682)	2,746	(3,508)	2,627

(Unit: Thousand Baht)

31 December 2023

	Consolidated		Separate	
	financial statements		financial statements	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(2,945)	3,396	(2,820)	3,252
Salary increase rate	3,979	(3,523)	3,808	(3,371)
Turnover rate	(3,213)	2,463	(3,071)	2,367

20. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

21. Dividends

Dividends declared during the year ended 31 December 2024 and 2023 consisted of the follows:

Dividends	Approved by	Total dividends (Thousand Baht)	Dividends per share (Baht)
Final dividends for 2022	Annual General Meeting of the shareholders on 26 April 2023	70,577	0.02
Total		<u>70,577</u>	<u>0.02</u>
Final dividends for 2023	Annual General Meeting of the shareholders on 25 April 2024	52,933	0.015
Total		<u>52,933</u>	<u>0.015</u>

22. Other income

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements	financial statements	financial statements	financial statements
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Revenue from sales supporting promotion	103,409	91,490	93,665	80,560
Others	12,653	17,080	43,700	33,858
Total	<u>116,062</u>	<u>108,570</u>	<u>137,365</u>	<u>114,418</u>

23. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Purchase of finished goods	3,515,781	2,685,365	3,520,344	2,716,056
Discounts and sales promotions received	(151,411)	(134,170)	(178,127)	(143,997)
Changes in finished goods	(380,746)	(188,936)	(343,242)	(191,386)
Depreciation and amortisation	298,841	289,223	291,337	285,243
Salary and wages and other employee benefits	230,090	206,101	212,997	191,631
Related selling expenses, advertising and sales promotions	201,615	141,086	156,105	137,243

24. Income tax

Income tax expenses for the years ended 31 December 2024 and 2023 are made up as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Current income tax:				
Current income tax charge	34,598	21,624	28,116	15,449
Deferred tax:				
Relating to origination and reversal of temporary differences	<u>(6,956)</u>	<u>(577)</u>	<u>(2,917)</u>	<u>(331)</u>
Income tax expense reported in profit or loss	<u>27,642</u>	<u>21,047</u>	<u>25,199</u>	<u>15,118</u>

The reconciliation between accounting profit and income tax expenses is shown below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Accounting profit before tax	133,347	102,980	121,545	73,745
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by income tax rate	26,669	20,596	24,309	14,749
Deferred tax assets which are not recognised during the year	124	1	-	-
Utilisation of previously unrecognised tax losses	(5)	(129)	-	-
Effects of:				
Non-deductible expenses	515	374	500	293
Additional expense deductions allowed	(42)	(168)	(42)	(168)
Others	381	373	432	244
Total	854	579	890	369
Income tax expenses reported in profit or loss	27,642	21,047	25,199	15,118

The components of deferred tax assets are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Deferred tax assets				
Allowance for diminution in value of inventories	45,049	42,739	45,049	42,739
Suppliers' discounts	2,415	1,517	2,415	1,517
Provision for long-term employee benefits	12,021	10,790	12,021	10,790
Allowance for expected credit losses	314	580	314	580
Allowance for impairment in assets	2,977	3,061	2,977	3,061
Contract liabilities	33	6	33	6
Leases	2,180	3,379	2,180	3,379
Gain on sale of inventories among related parties	8,163	4,124	-	-
Total	73,152	66,196	64,989	62,072

As at 31 December 2024, a subsidiary had deductible temporary differences and unused tax losses totaling Baht 11 million (2023: Baht 12 million), on which deferred tax assets have not been recognised as there was uncertainty to utilisation of the temporary differences and unused tax losses.

Details of expiry dates of unused tax losses are summarised as below:

	(Unit: Thousand Baht)	
	Consolidated	
	financial statements	
	<u>2024</u>	<u>2023</u>
31 December 2024	-	1,030
31 December 2025	6,479	6,479
31 December 2026	4,602	4,602
	<u>11,081</u>	<u>12,111</u>

25. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Profit for the year (Thousand Baht)	105,705	81,933	96,345	58,627
Weighted average number of ordinary shares				
(Million shares)	3,529	3,529	3,529	3,529
Basic profit per share (Baht per share)	0.030	0.023	0.027	0.017

26. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision market has been identified as Chief Executive Officer.

The three principal operating segments of the Group are the distribution of cameras and photography-related products segment, the distribution of mobile phones segment and the photographic lab service segment. However, the distribution of mobile phones segment and the photographic lab services segment are not material. Their operations are carried on only in Thailand. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain exclusively to the aforementioned reportable operating segment and geographical area.

27. Provident fund

The Group and their employees have jointly established the provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Group contribute to the fund monthly at the rates of 3.0 - 4.5 percent of basic salary. The fund, which is managed by Eastspring Asset Management (Thailand) Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2024 amounting to approximately Baht 4 million (2023: Baht 4 million) (Separate financial statements: Baht 4 million (2023: Baht 4 million)) are recognised as expenses.

28. Commitments and contingent liabilities

28.1 Capital commitments

As at 31 December 2024, the Group had capital commitments of approximately Baht 5 million (2023: Baht 7 million) (Separate financial statements: Baht 5 million (2023: Baht 5 million)), relating to the purchase of equipment and installation of computer software.

28.2 Guarantees

As at 31 December 2024, the Company had outstanding bank guarantees of approximately Baht 47 million (2023: Baht 62 million) issued by banks on behalf of the Company as required in the normal course of business.

28.3 Litigation

In November 2019, the Company received a writ of summons since serving as a guarantor under the overdraft agreement of a former subsidiary, which the Company had acquired through a reverse acquisition in 2014. This subsidiary defaulted on its loan payments to bank, leading to the bank's decision to file a lawsuit against the Company in its capacity as the guarantor and demand settlement of the principal and interest thereon totaling Baht 9.7 million. However, both legal advisor and the management were of the opinion that the Company has no obligations in respect of the guarantee because the obligations arising from this guarantee were included in the rehabilitation process of that business, and the bank opted to receive loan payments directly from the subsidiary. Subsequently, the subsidiary completed the business rehabilitation plan, and the Central Bankruptcy Court granted the requested cancellation of the business rehabilitation plan before the Company proceeded with the business combination under the reverse acquisition. Furthermore, on 25 December 2020, the Court of First Instance reviewed and issued a judgment dismissing the case. On 23 November 2021, the Appeal Court rendered a judgment affirming that the Central Bankruptcy Court has jurisdiction over this case. Therefore, the initial judgment of the Court of First Instance was upheld, but the right to initiate a lawsuit with the Central Bankruptcy Court remained intact. Subsequently, in October 2022, the Supreme Court obtained the bank's petition and the Company's answer brief concerning the Court's jurisdiction. On 17 August 2023, the Supreme Court issued a judgment overturning the prior verdict rendered by the Appeal Court and ordering the case to be retried and reconsidered. On 16 May 2024, the Court of Appeal upheld the judgment of the Court of First Instance. Subsequently, the plaintiff filed a petition for permission to appeal to the Supreme Court. Subsequently, the plaintiff filed a petition for permission to appeal and the Company has also submitted an objection to the plaintiff's request for permission to appeal to the Supreme Court. The case is currently under consideration for acceptance of the petition by the Supreme Court. However, the Company's management is of the opinion that the litigation will not result in any losses, and therefore, no provision has been recorded in the accounts.

29. Financial instruments

29.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other receivables, long-term loan, investments and lease liabilities. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade accounts receivable, long-term loan, deposits with banks and other financial instruments, the maximum exposure to credit risk is limited to the carryings amounts as stated in the statements of financial position.

Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored. An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type and rating.

Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's management on an annual basis, and may be updated throughout the year subject to approval of the Group's management. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

Market risk

There are two types of market risk comprising foreign currency risk and interest rate risk.

Foreign currency risk

The Group considers itself no foreign currency risk because it has no financial assets and liabilities denominated in foreign currencies outstanding as at the year-ended date.

Interest rate risk

The exposure to interest rate risk of the Group relates primarily to its cash at banks and financial institutions, long-term loan, and lease liabilities. Most of financial assets and liabilities of the Group bears floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2024 and 2023, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

Consolidated financial statement

As at 31 December 2024

	Fixed interest rates					Total	Effective interest rate (% per annum)
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non- interest Bearing		
Financial assets							
Cash and cash equivalent	-	-	-	203	3	206	0.15 - 0.40
Trade and other receivables	-	-	-	-	101	101	-
Restricted bank deposits	120	-	-	-	-	120	0.30 - 2.05
	120	-	-	203	104	427	
Financial liabilities							
Trade and other payables	-	-	-	-	380	380	-
Lease liabilities	196	177	2	-	-	375	0.79 - 3.44
	196	177	2	-	380	755	

(Unit: Million Baht)

Consolidated financial statement

As at 31 December 2023

	Fixed interest rates					Total	Effective interest rate (% per annum)
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non- interest Bearing		
Financial assets							
Cash and cash equivalent	-	-	-	162	7	169	0.15 - 0.60
Trade and other receivables	-	-	-	-	91	91	-
Other current financial assets	405	-	-	-	-	405	1.60 - 2.50
Restricted bank deposits	120	-	-	-	-	120	0.15 - 1.35
	525	-	-	162	98	785	
Financial liabilities							
Trade and other payables	-	-	-	-	398	398	-
Lease liabilities	207	164	7	-	-	378	0.79 - 3.44
	207	164	7	-	398	776	

(Unit: Million Baht)

Separate financial statement

As at 31 December 2024

	Fixed interest rates			Floating interest rate	Non-interest Bearing	Total	Effective interest rate (Percent per annum)
	Within 1 year	1-5 years	Over 5 years				
Financial Assets							
Cash and cash equivalent	-	-	-	172	3	175	0.15 - 0.40
Trade and other receivables	-	-	-	-	113	113	-
Restricted bank deposits	120	-	-	-	-	120	0.30 - 2.05
Loan to related parties	50	50	-	-	-	100	5.51 - 6.21
	<u>170</u>	<u>50</u>	<u>-</u>	<u>172</u>	<u>116</u>	<u>508</u>	
Financial liabilities							
Trade and other payables	-	-	-	-	434	434	
Lease liabilities	196	177	2	-	-	375	0.79 - 3.44
	<u>196</u>	<u>177</u>	<u>2</u>	<u>-</u>	<u>434</u>	<u>809</u>	

(Unit: Million Baht)

Separate financial statement

As at 31 December 2023

	Fixed interest rates			Floating interest rate	Non-interest Bearing	Total	Effective interest rate (Percent per annum)
	Within 1 year	1-5 years	Over 5 years				
Financial Assets							
Cash and cash equivalent	-	-	-	136	7	143	0.15 - 0.60
Trade and other receivables	-	-	-	-	92	92	-
Other current financial assets	405	-	-	-	-	405	1.60 - 2.50
Restricted bank deposits	120	-	-	-	-	120	0.15 - 1.35
Long-term loan to related party	-	50	-	-	-	50	5.51
	<u>525</u>	<u>50</u>	<u>-</u>	<u>136</u>	<u>99</u>	<u>810</u>	
Financial liabilities							
Trade and other payables	-	-	-	-	427	427	-
Lease liabilities	207	164	7	-	-	378	0.79 - 3.44
	<u>207</u>	<u>164</u>	<u>7</u>	<u>-</u>	<u>427</u>	<u>805</u>	

The Group has interest rate risk to cash at banks and fixed deposit receipt (FDR) because interest rates received are considered low and has a slight change. Therefore, the management believes that the impact of interest rate risk is immaterial.

Liquidity risk

The Group needs liquidity to meet its obligations and is responsible for its own cash balances to cover the liquidity needs. The Group monitors the risk of a shortage of liquidity position by recurring liquidity planning an adequate level of cash and cash equivalent, unused committed and uncommitted credit lines with various banks to meet its liquidity requirements.

The table below summarises the maturity profile of the Group's financial liabilities as at 31 December 2024 and 2023 based on contractual undiscounted cash flows:

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2024			
	Less than 1 year	1 to 5 years	Over 5 years	Total
Trade and other payables	380	-	-	380
Lease liabilities	199	178	2	379
Total	579	178	2	759

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2023			
	Less than 1 year	1 to 5 years	Over 5 years	Total
Trade and other payables	398	-	-	398
Lease liabilities	211	166	7	384
Total	609	166	7	782

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2024			
	Less than 1 year	1 to 5 years	Over 5 years	Total
Trade and other payables	434	-	-	434
Lease liabilities	199	178	2	379
Total	633	178	2	813

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2023			
	Less than 1 year	1 to 5 years	Over 5 years	Total
Trade and other payables	427	-	-	427
Lease liabilities	211	166	7	384
Total	638	166	7	811

29.2 Fair values of financial instruments

Since the majority of financial instruments of the Group are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

30. Capital management

The primary objective of the capital management of the Group is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2024, the Group's debt-to-equity ratio was 0.48:1 (2023: 0.49:1) and the Company's was 0.51:1 (2023: 0.52:1).

31. Event after the reporting period

On 26 February 2025, the meeting of the Company's Board of Directors approved to propose dividend payment for 2024 of Baht 0.015 per share, totaling Baht 52.9 million. The Company will propose this matter for approval in the Annual General Meeting of the Company's shareholders

32. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 26 February 2025.

Back up attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0234/2024/1742687796878.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0234/2024/1742687796880.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0234/2024/1742687796882.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0234/2024/1742687796884.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0234/2024/1742687796886.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0234/2024/1742687796888.pdf>

