

STAKEHOLDER EMPOWERMENT FOR NET ZERO JOURNEY



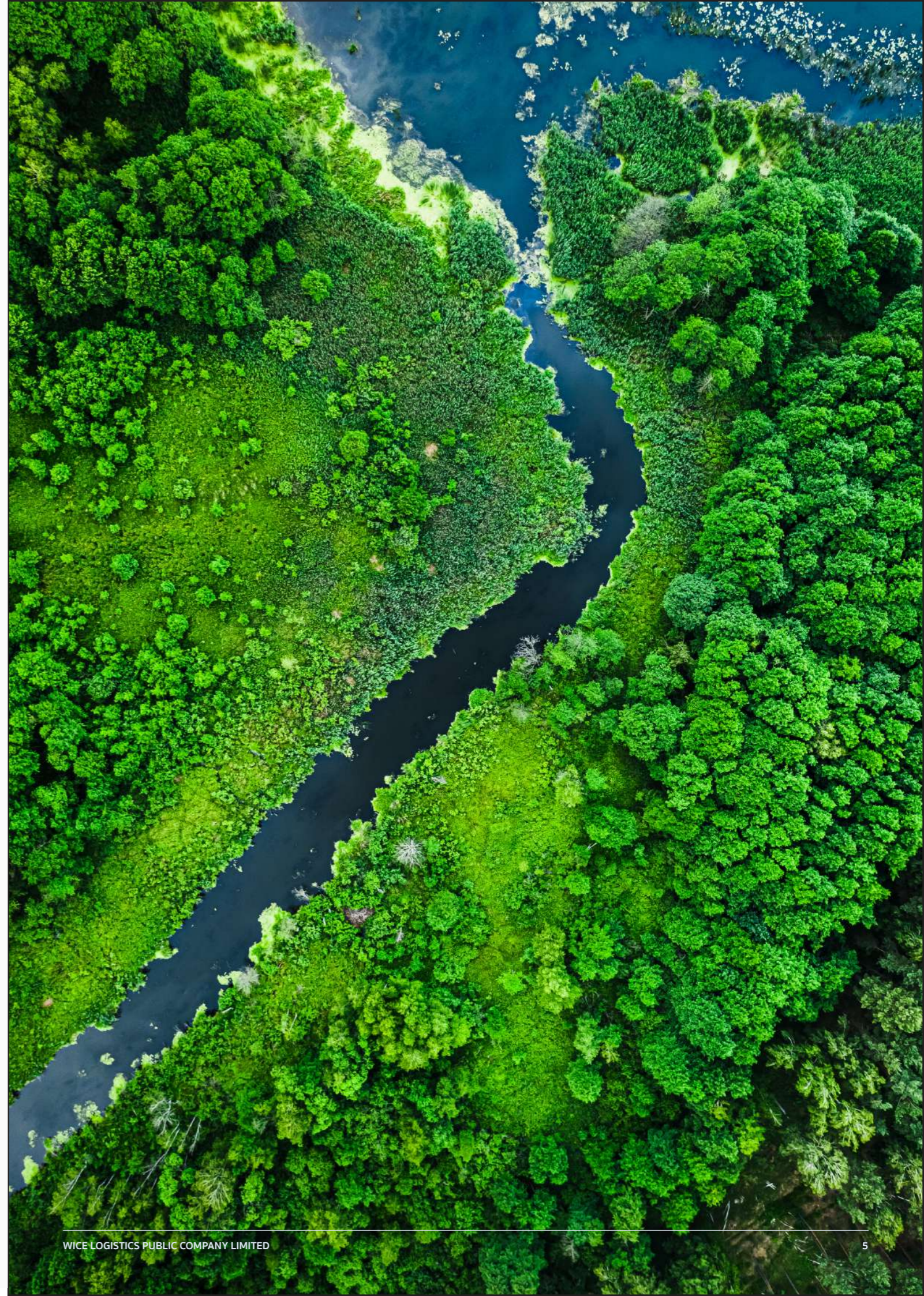


WICE LOGISTICS PUBLIC COMPANY LIMITED

SUSTAINABILITY

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Message from the Chairman of the Board (2-22)

The Board firmly believes that comprehensive preparation under strong governance this year will be a pivotal step toward formally declaring the Company's **Net Zero** commitment in the near future

Amid intensifying global challenges related to climate change, evolving international regulations, and rising sustainability expectations, the Board of Directors has designated this year as a period of strategic readiness. This marks a critical step in laying the foundation for a responsible, transparent, and data-driven Net Zero commitment.

As the Company's highest governing body, the Board has taken a proactive and structured approach by integrating Net Zero and ESG considerations into the corporate strategic framework. Clear governance structures and accountability have been established at both Board and management levels, ensuring that environmental, social, and governance (ESG) factors are systematically embedded into strategic planning, enterprise risk management, and business decision-making processes across all levels of the organization.

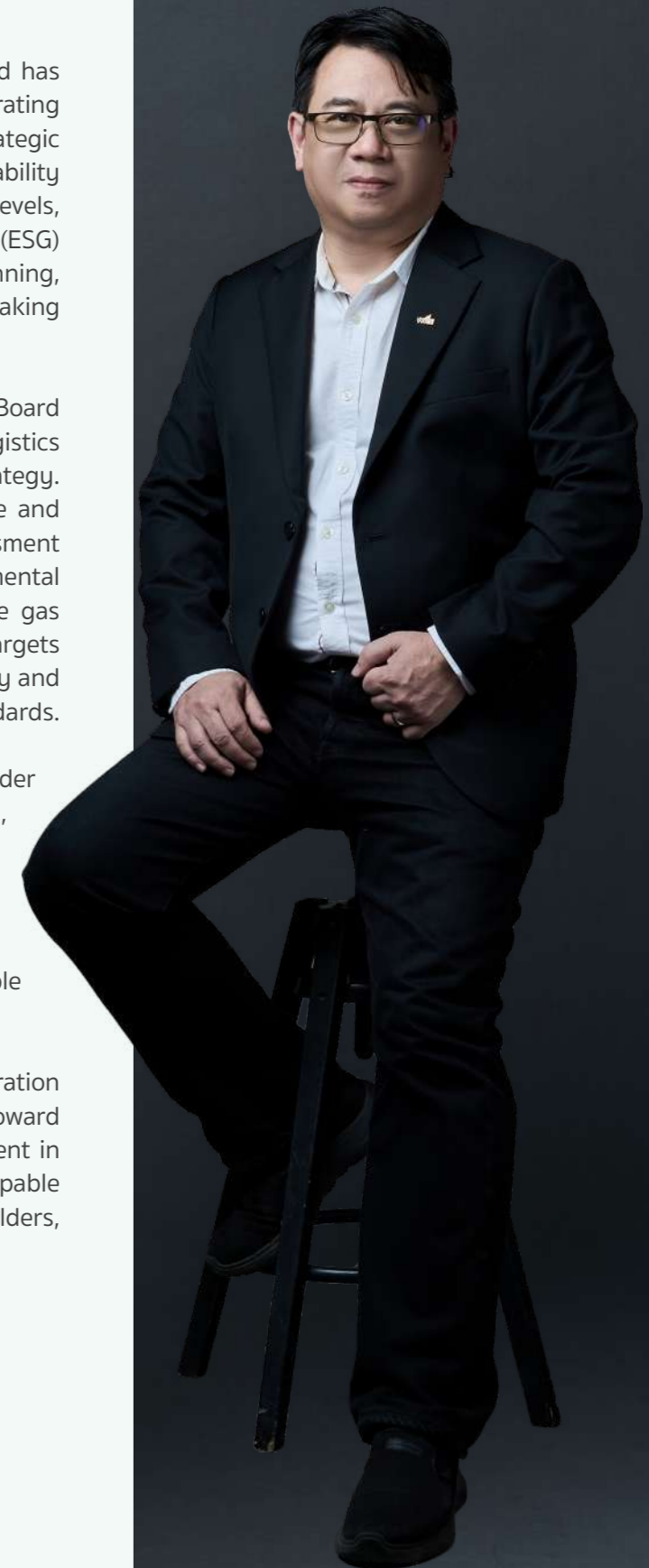
To translate this direction into tangible outcomes, the Board has incorporated the transition toward low-carbon logistics and Net Zero ambitions into the Company's core strategy. This is supported by the development of measurable and verifiable frameworks, including carbon footprint assessment and review, evaluation of economic, social, and environmental impacts, as well as the establishment of greenhouse gas reduction targets aligned with the Science Based Targets initiative (SBTi). These efforts aim to enhance credibility and ensure alignment with internationally recognized standards.

In parallel, the Company actively promotes stakeholder engagement across employees, business partners, customers, and strategic alliances to collectively elevate standards in environmental management, safety, human rights, and transparency throughout the value chain. This collaborative approach serves as a key foundation for building a resilient and sustainable logistics ecosystem.

The Board firmly believes that comprehensive preparation under strong governance this year will be a pivotal step toward formally declaring the Company's Net Zero commitment in the near future – one that is robust, accountable, and capable of delivering long-term sustainable value to shareholders, stakeholders, and society as a whole.



Prof. Dr. Ruth Banomyong
Chairman of the Board



Message from the Chief Executive Officer ⁽²⁻²²⁾

For WICE, sustainability is not merely a regulatory requirement—it is a long-term strategic imperative that drives innovation, enhances competitiveness, and enables the Company to grow resiliently while creating lasting value for society and the environment.

Building the Foundation for Sustainability

Since its establishment in 1993, WICE Logistics Public Company Limited has continuously evolved its operations in response to shifting global economic conditions and increasing environmental and social expectations. The Company's transition into a publicly listed entity on the Stock Exchange of Thailand has strengthened its foundation in governance and risk management, while reinforcing its commitment to sustainable development.

WICE has embedded sustainability into its business through active stakeholder engagement across the value chain, including employees, customers, business partners, and communities. The Company has progressively developed structured systems for greenhouse gas data collection and management, enabling all stakeholders to play a role in improving operational efficiency, reducing carbon impact, and enhancing long-term competitiveness.

Connecting for a Sustainable Future

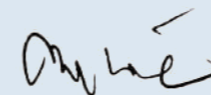
The Company has advanced its sustainability journey by integrating Environmental, Social, and Governance (ESG) considerations into corporate strategy, enterprise risk management, and operational plans across all business units. Clear roles and responsibilities have been defined at the functional level, supported by measurable frameworks to track performance and progress on an ongoing basis.

Key initiatives include the development and regular review of the Company's carbon footprint, the assessment of climate-related risks and opportunities, and the establishment of greenhouse gas reduction targets aligned with international standards. At the same time, WICE actively fosters meaningful participation from employees, customers, and business partners to co-create a low-carbon logistics ecosystem that delivers shared value over the long term.

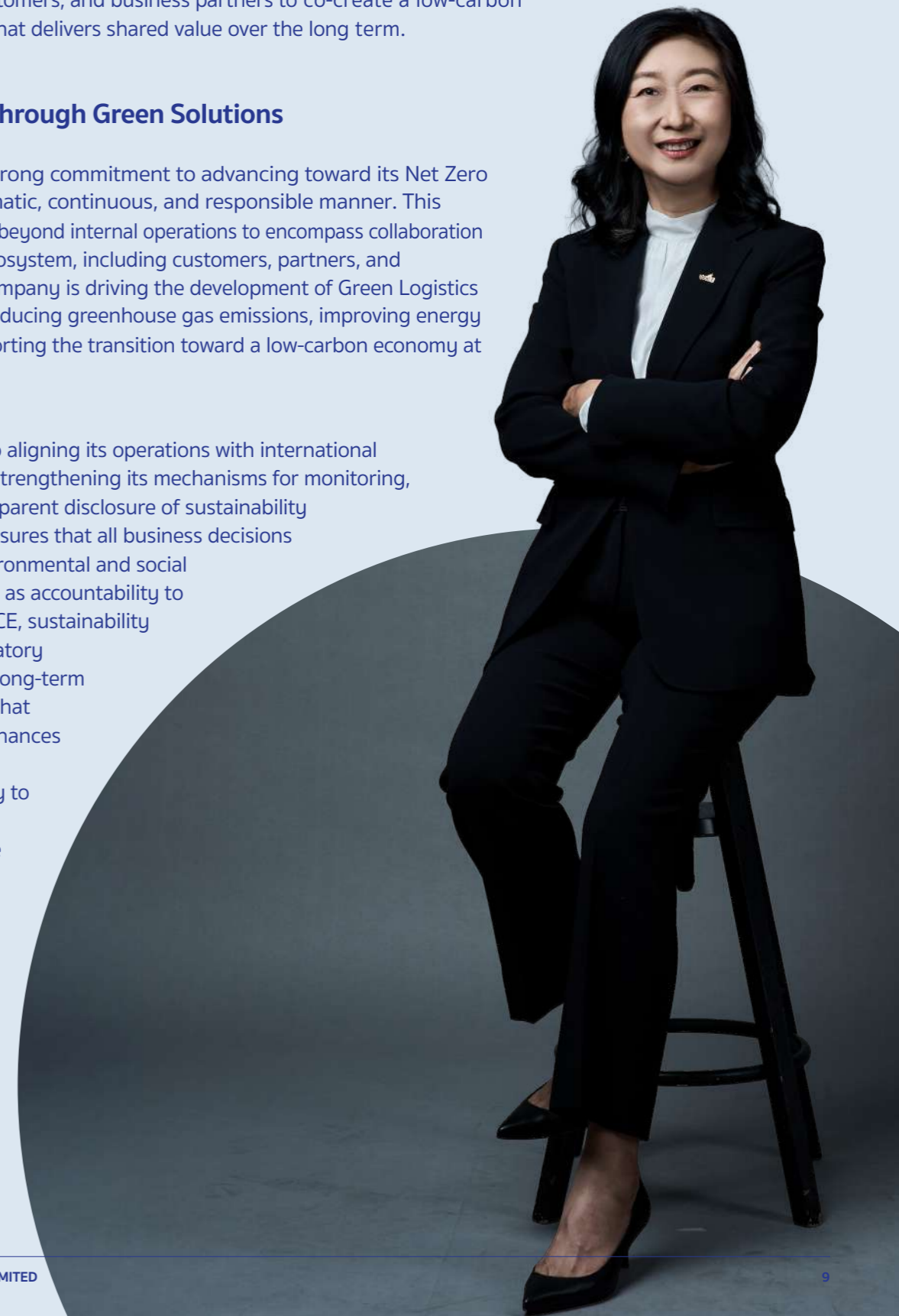
Creating Value through Green Solutions

WICE reaffirms its strong commitment to advancing toward its Net Zero ambition in a systematic, continuous, and responsible manner. This commitment extends beyond internal operations to encompass collaboration across its broader ecosystem, including customers, partners, and stakeholders. The Company is driving the development of Green Logistics Solutions aimed at reducing greenhouse gas emissions, improving energy efficiency, and supporting the transition toward a low-carbon economy at the industry level.

WICE is committed to aligning its operations with international best practices while strengthening its mechanisms for monitoring, evaluation, and transparent disclosure of sustainability performance. This ensures that all business decisions are grounded in environmental and social responsibility, as well as accountability to stakeholders. For WICE, sustainability is not merely a regulatory requirement—it is a long-term strategic imperative that drives innovation, enhances competitiveness, and enables the Company to grow resiliently while creating lasting value for society and the environment.



Dr. Araya
Kongsoonthorn
Chief Executive
Officer



Uniting Voices for a Net Zero Future



“We are advancing our regional operations in alignment with the Group CEO’s sustainability vision, with a strong emphasis on transparent governance, environmental compliance, and increasingly stringent ESG requirements across all markets in which we operate. Our approach is firmly grounded in international standards and best practices, further strengthened through active stakeholder engagement and the systematic integration of ESG principles into each business unit’s operations.

Our region serves as a key manufacturing hub, spanning industries such as electronics, automotive, and machinery – sectors that are inherently carbon-intensive and subject to rigorous greenhouse gas measurement and reporting requirements. Within this evolving regulatory landscape, our role in supporting manufacturing clients has become increasingly critical. We work closely alongside our customers to help them navigate complex ESG expectations, while maintaining operational excellence and global competitiveness.

Under the Group’s integrated framework, we are accelerating the development of emissions reduction mechanisms, strengthening climate data management systems, enhancing energy efficiency, and fostering strategic collaborations to co-develop

innovative Green Solutions. Through these efforts, we aim to reduce carbon emissions, improve efficiency, create shared value, and drive the transition toward a low-carbon economy in a tangible and impactful way.

For us, regional growth is not simply about business expansion – It is a shared journey toward a better future, together with our customers, partners, communities, and all stakeholders.

Changing Together, Sharing the Future.”



Jennifer Yu
- Managing Director, North Asia

“As a strategic region within the Group, we build upon the strong sustainability vision set by the Group CEO and translate it into tangible actions across Southeast Asia. We are committed to embedding ESG principles into our regional strategy by integrating climate data management, operational excellence, and responsible business practices. This approach enables us to enhance service quality and logistics efficiency in alignment with international standards.

Our operations strictly comply with applicable laws, regulations, and standards across all countries in which we operate, including evolving international requirements. These encompass environmental best practices, robust corporate governance frameworks, and increasingly stringent sustainability reporting expectations across the region. We place the highest priority on compliance, transparency, and accountability at every stage of our operations to strengthen stakeholder trust.

We are committed to driving regional growth alongside environmental responsibility by working

closely with customers, business partners, and stakeholders throughout the value chain. Together, we aim to advance the Group’s Net Zero ambition in a measurable and impactful way.

A Clear Vision for a Greener Tomorrow.”



Michael Tan
- Managing Director, Southeast Asia

WICE is advancing sustainable growth across every region by systematically embedding sustainability into our business expansion strategy with clear execution focus. We are applying science-based greenhouse gas reduction approaches to new business models and accelerating the transition toward low-carbon logistics that enhances competitiveness, strengthens resilience, and delivers long-term value, while fully supporting our organization's commitment to achieving Net Zero emissions by 2050.

Future success demands more than ambition. It requires disciplined investments in technologies, a strong network of partners, and capable people who are ready to lead change. For this reason, we are committed to strengthening the capabilities of our teams in every country where we operate. We also foster close collaboration with customers, partners, and stakeholders to co-develop solutions that can respond effectively to the needs of a low-carbon economy at an industry-wide level.

For us, growth is not defined solely by business expansion. It must create a balanced impact that

delivers sustained economic performance while generating positive social and environmental outcomes. We strive to unlock new opportunities across the value chain and enable all stakeholders to move forward together.

Real change begins with action, and we are ready to help shape that future.

Change Begins with Action.”



**Mr. Patadon Kongsoonthorn –
Regional Commercial Director**



Through close collaboration with our business partners who are committed to advancing green business models, we go beyond delivering transportation solutions. Together, we create new business opportunities that align with sustainability trends and with each partner's greenhouse gas reduction targets. This ensures that growth and environmental responsibility move forward hand in hand.

We are ready to deliver practical approaches and innovative solutions that enhance transport efficiency, optimize fleet management, and improve energy utilization. Our goal is to support customers in transitioning toward low-carbon logistics in a measurable and tangible way, strengthening both operational performance and environmental outcomes.

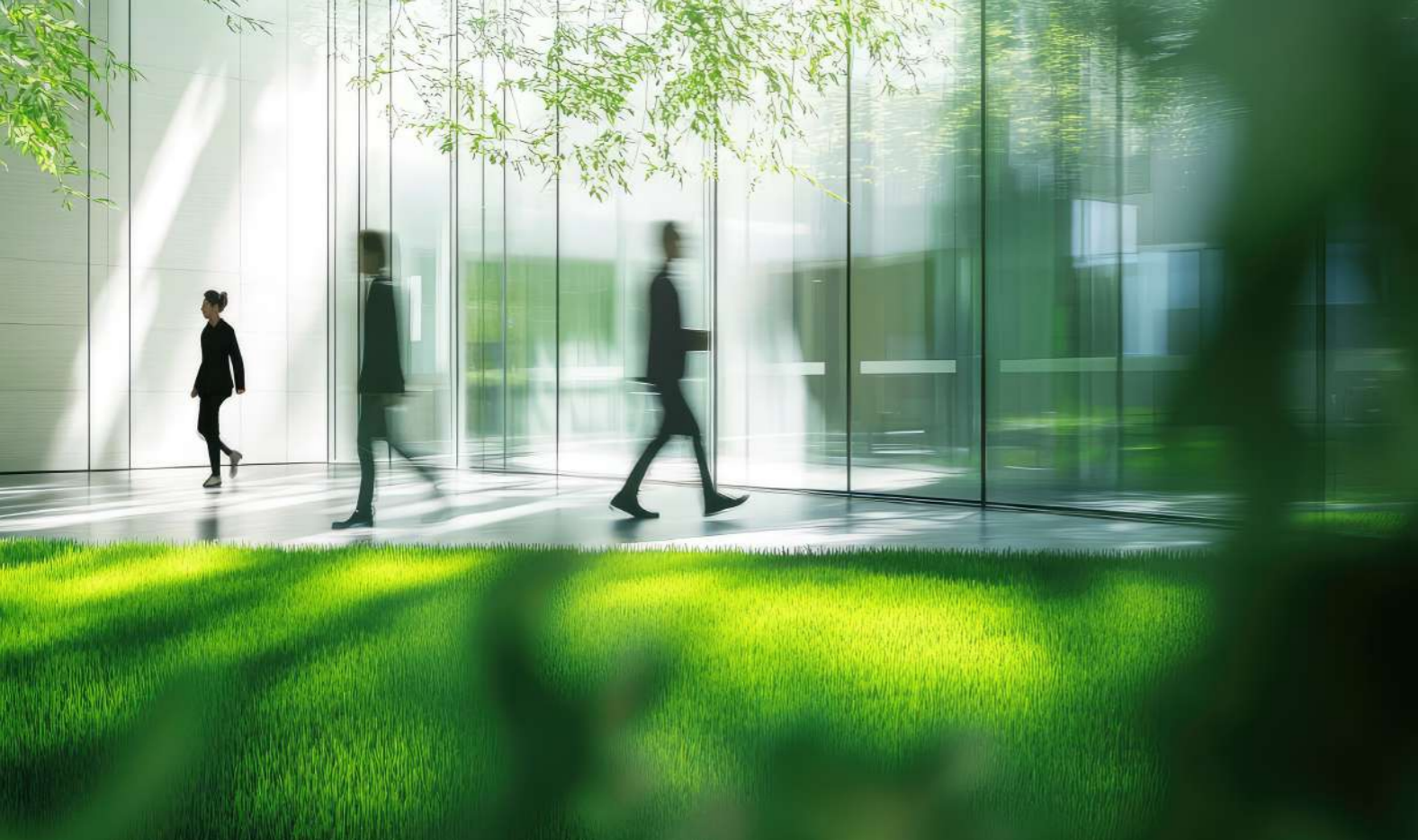
For us, success is not defined solely by the quality of services delivered. It lies in co-creating long-term value for businesses, society, and the environment.

Our aim is to help build a sustainable supply chain foundation that enables all stakeholders to grow together.

Fleet Management System for the Planet.”

**Paichaya Apisittanuruk –
Business Development Manager**





“Advancing toward greenhouse gas reduction and minimizing environmental impact requires collaboration across every function of the organization. The Accounting Department plays a pivotal role in turning vision into action, by connecting financial data with environmental impacts and strategic risks. We operate on the foundation of accuracy, transparency, and compliance with tax regulations, accounting standards, and sustainability requirements at both national and international levels, ensuring that every report is credible, auditable, and decision-ready.

In a landscape where climate and resource-related risks directly affect financial performance, we systematically integrate ESG considerations into financial planning. Environmental impact costs are assessed through carbon pricing mechanisms, while climate and resource risks are embedded into financial models, forecasts, and scenario analyses. We allocate budgets that concretely support carbon reduction initiatives and energy efficiency improvements, ensuring that sustainability objectives are backed by financial discipline and strategic alignment.

Through continuous skill development and capability enhancement, we ensure that financial figures fully

reflect ESG-related risks and opportunities. This strengthens cost control, supports climate impact assessment, and provides in-depth analysis that enables leadership to make well-informed, data-driven decisions. We believe meaningful change begins with reliable information and committed people. When financial data and sustainability data are integrated, the organization can move confidently toward balanced, transparent, and truly responsible growth.

Empowering People, Driving Change.”



**Watsachon Chantarangri –
Accounting Manager**

“Over the past year, I have witnessed changes happening around us, changes that make it undeniably clear that our world is transforming at an alarming pace. Restoring balance to our planet is no longer optional; it is a shared responsibility. Within our organization, I strongly believe that the journey toward a low-carbon business is not solely the mission of executives or the sustainability team. It is a collective effort that belongs to every one of us, regardless of position, country, language, or cultural background.

Each day, when we meet with customers, listen to their challenges, and present solutions that help make their businesses greener, we see firsthand how meaningful impact begins with simple actions. Working more efficiently, using resources responsibly, or encouraging clients to adopt lower-carbon solutions. These small, deliberate steps taken by individuals can create powerful outcomes for the future.

Whether we are working in Thailand or anywhere else across the region, our shared intention

remains the same: to build an organization that grows in balance with society and the environment. Because when the efforts of many come together, real and lasting change becomes possible. Small Actions, Big Impact.”



**Brian Lin –
Business Development Executive**



About This Report (2-3)

Reporting Approach (2-5)

WICE Logistics Public Company Limited and its subsidiaries have prepared the 2025 Sustainability Report to disclose the Company's sustainability strategy, management approach, and performance across environmental, social, governance, and economic (ESG) dimensions. The report is aligned with the Company's policies, vision, mission, and corporate culture, reflecting its commitment to conducting business responsibly while creating value for all stakeholder groups.

This report has been prepared with reference to internationally recognized sustainability reporting frameworks. The Global Reporting Initiative (GRI Standards) serves as the primary framework, complemented by the reporting guidelines of the Stock Exchange of Thailand. In addition, the Company has considered climate-related disclosure recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), the identification and disclosure of financially material sustainability topics in accordance with the Sustainability Accounting Standards Board (SASB), and the establishment of greenhouse gas reduction targets aligned with climate science under the Science Based Targets initiative (SBTi). These frameworks ensure that the Company's disclosures are comprehensive, transparent, and aligned with global best practices.

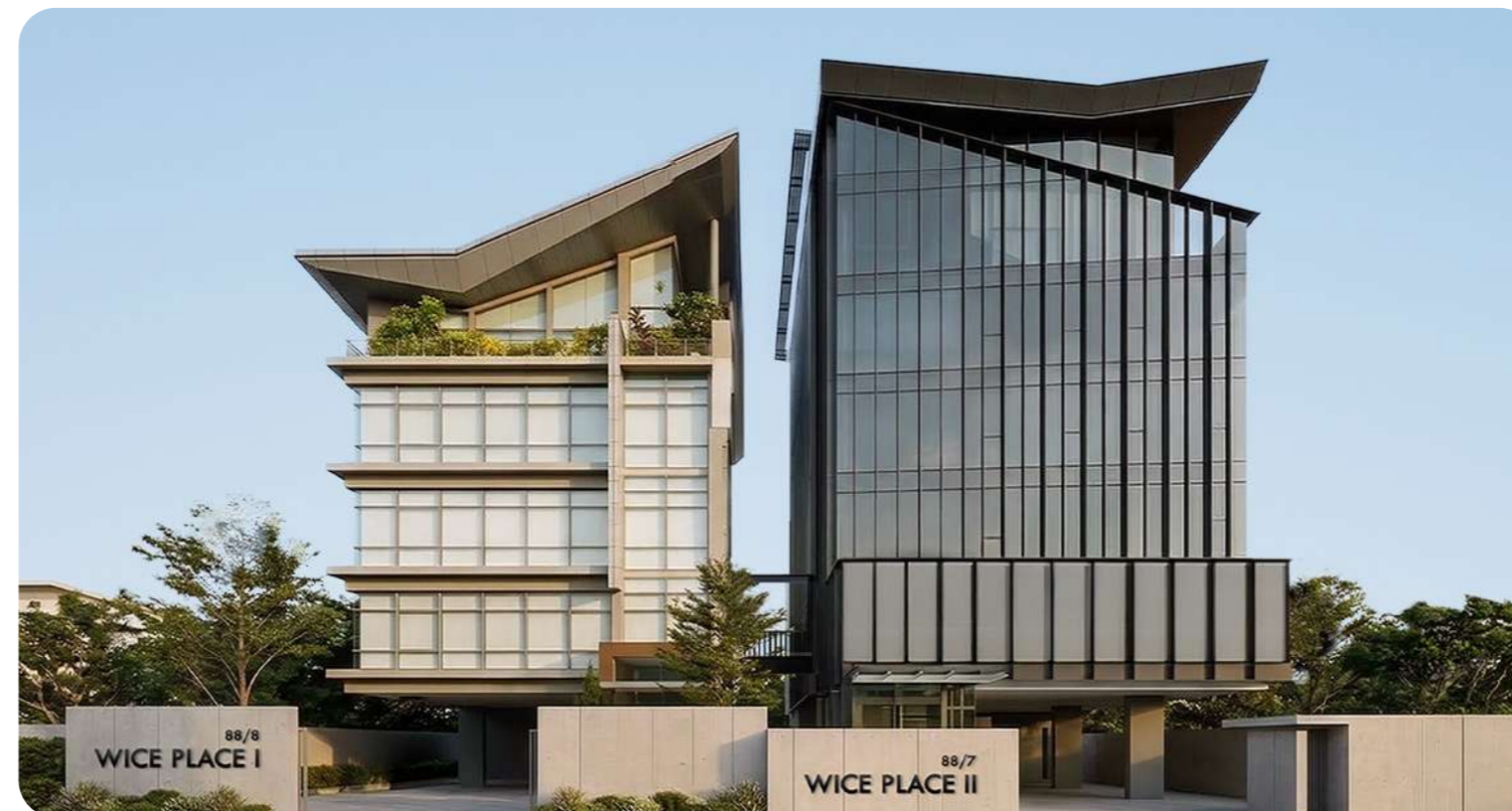
The Company applies a structured process for data collection and analysis, incorporating both internal and external inputs in accordance with the AA1000 Stakeholder Engagement Standard (AA1000SES). This process supports the identification of material topics, as well as the assessment of sustainability-related risks and opportunities that may impact business operations. The approach is aligned with the United Nations Sustainable Development Goals (SDGs) and the principles of the United Nations Global Compact (UNGC).

Certain information disclosed in this report has been restated or updated from previous reporting periods to ensure consistency and comparability

of performance over time. Such revisions may result from changes in reporting boundaries, improvements in measurement methodologies, or the correction of prior reporting inaccuracies. The Company ensures that any material changes to quantitative data are transparently disclosed.

In 2025, the Company drives its ESG strategy under the theme "Stakeholder Empowerment for Net Zero Journey," focusing on reducing environmental impact, improving energy efficiency, and lowering greenhouse gas emissions, while strengthening collaboration with business partners and stakeholders.

This report covers the Company's operations from 1 January to 31 December 2025, in alignment with the financial reporting period. The report has been reviewed and approved by the Board of Directors prior to publication to ensure the accuracy, completeness, and transparency of the disclosed information.



Reporting Scope (2-2, 3-1)

This Sustainability Report discloses the sustainability performance of WICE Logistics Public Company Limited and its subsidiaries for the year 2025. It provides an overview of the Company's business operations, as well as its economic, social, and environmental performance, including key sustainability initiatives undertaken throughout the reporting period. The Company places strong emphasis on respecting human rights across its entire value chain and throughout all business activities.

The scope of this report covers WICE Logistics Public Company Limited and its subsidiaries under the Company's control, consistent with the entities included in the audited consolidated financial statements disclosed to the public. In cases where sustainability data from certain entities is not yet fully available, the Company discloses information based on data readiness. There is no material difference between the reporting boundary of the consolidated financial statements and that of this sustainability report.

The Company adopts a data collection approach aligned with the same control and management structure used for consolidated financial reporting. Key principles include:

01. No adjustment for minority interests
Sustainability data is reported based on the Company's level of control over each entity, without adjustments for minority interests.

02. Organizational changes
Mergers, acquisitions, or divestments are recognized based on their effective accounting dates. Where structural changes occur during the reporting period, data is disclosed for the period in which the Company has operational control.

03. Topic-specific data boundaries
Data collection methodologies may vary depending on the nature of each material topic and the maturity of information systems, including environmental, social, and governance data. The Company transparently discloses the scope, limitations, and assumptions associated with each dataset.

The Company is committed to advancing its transportation and logistics operations through the adoption of modern technologies and sustainable practices. This approach supports WICE's ambition to become a leading logistics service provider for technology-driven industries across the Asia-Pacific region, delivering efficiency, innovation, and long-term sustainable value.

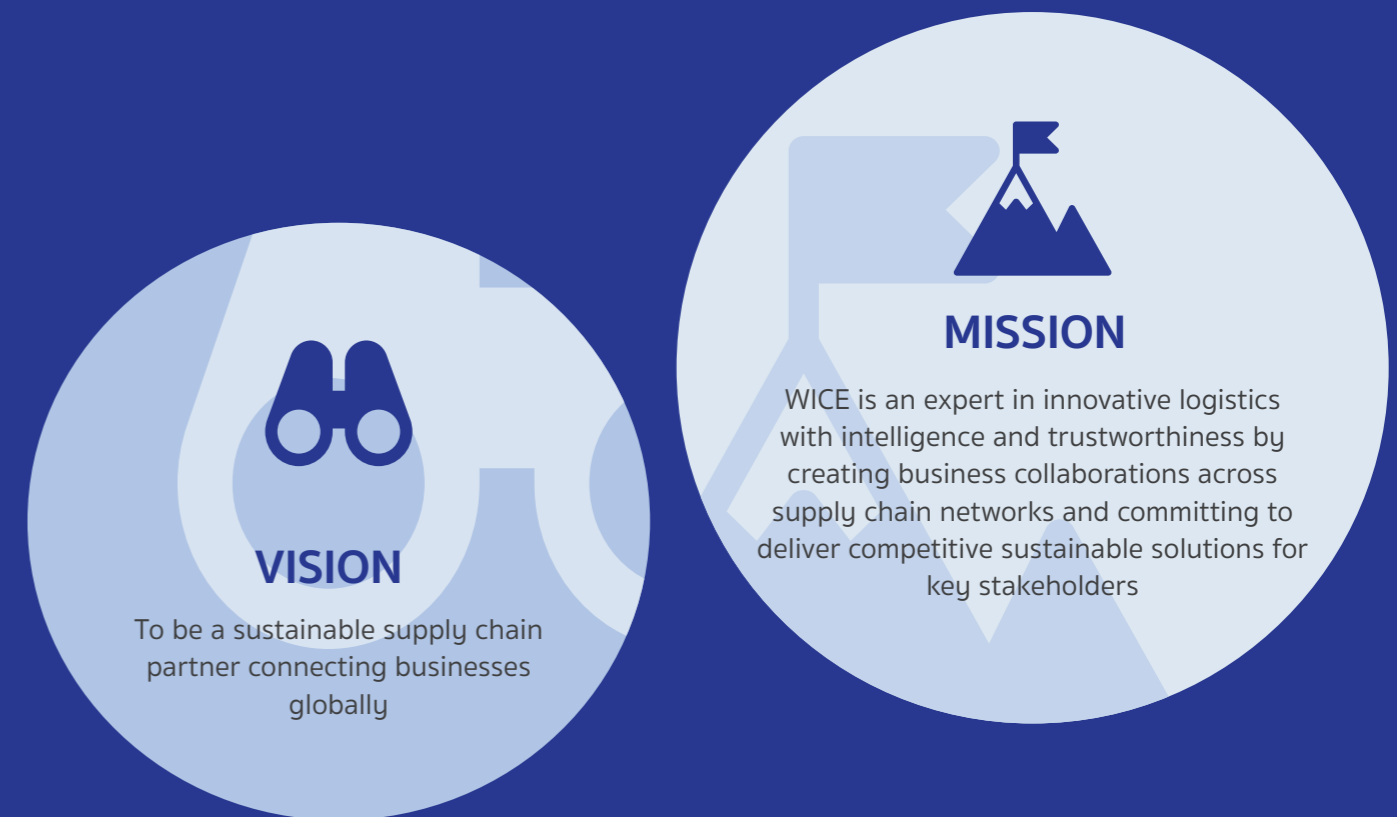
For More Information (2-3)

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Getting to Know WICE (2-1, 2-6)

Our Guiding Principles



Corporate Culture

Organizational culture is at the heart of WICE's operations and serves as a key foundation in shaping the mindset and behavior of all employees. The Company is committed to fostering a professional working environment by instilling strong values and a shared sense of purpose across the organization.

WICE has established its core organizational culture under the concept of "AIMS CULTURE," which guides employees in performing their roles with professionalism, accountability, and alignment with the Company's strategic direction.



Strategic Policy

The Company has established the “DANCE” Model as a strategic framework to guide its business operations and long-term growth.



D – DIGITAL WAY

Operating in the digital era requires organizations to equip their workforce with the knowledge and capabilities to effectively leverage technology. Digital technologies now play a central role in communication, interaction, consumer behavior, and operational processes. Therefore, the Company is committed to adapting and transforming by adopting technologies that are aligned with its business needs, while fostering awareness and digital readiness among employees in the following areas:

Driving Digital Transformation as a core organizational culture

Building a Network Society that enables fast and effective communication

Developing an integrated Ecosystem that encourages stakeholder participation

Creating Digital Platforms that support modern consumer behavior and marketing

Establishing Agile Teams capable of rapidly delivering innovation

A – AIMS CULTURE

Organizational culture is a fundamental pillar of the Company. WICE is committed to instilling its AIMS CULTURE across all employees to foster a professional mindset and drive consistent, value-based behaviors throughout the organization.

N – Network Expansion and Collaboration

In an increasingly competitive business environment, expanding and strengthening partnerships is essential for sustainable growth. The Company focuses on building long-term relationships and expanding its customer base to create shared value. To achieve this, WICE has defined its collaboration strategy across four key dimensions:

Capability Collaboration – enhancing operational and service capabilities through partnerships

Geographic Expansion – extending business presence across new markets and regions

Partnership Collaboration – strengthening alliances with strategic partners

Operating Model Collaboration – improving efficiency through collaborative operating models

C – Customer Engagement

Customer engagement is a critical strategy for building long-term relationships and sustaining customer loyalty. The Company continuously enhances its internal processes to deliver services that effectively meet customer needs. In a highly competitive market with increasing competitors, maintaining strong customer relationships is essential to achieving customer satisfaction, fostering loyalty, and driving long-term revenue and profitability.

E – Enduring Organization

Organizational management and system development are key to ensuring sustainable success. Regardless of available resources, effective governance, structured systems, and well-defined processes are essential for smooth operations. The Company therefore emphasizes strategic planning, organizational readiness, and the development of measurable systems and processes.

In addition, WICE focuses on cultivating employee potential and aligning workforce capabilities with business objectives, enabling the organization to achieve its goals in a sustainable and efficient manner.



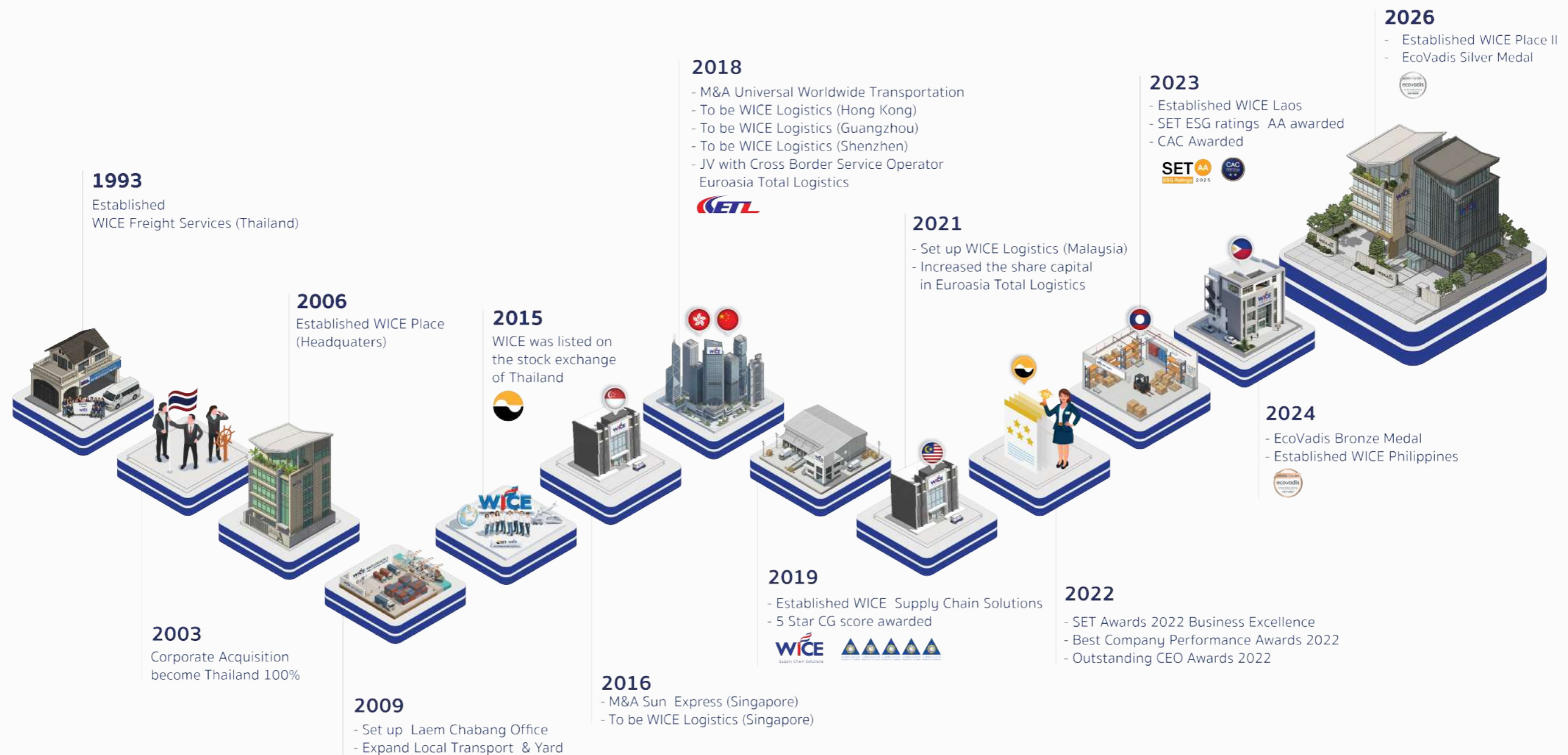
Company Background ⁽²⁻¹⁾

WICE Logistics Public Company Limited (“WICE”), derived from Worldwide Industrial Commercial Enterprise, was originally established under the name **WICE Freight Services (Thailand) Co., Ltd.** The Company commenced its international freight forwarding operations in 1993, initially focusing on ocean freight services along the Thailand–United States route. At inception, the Company had a registered capital of THB 300 million and was established as a joint venture between Thai investors holding 70% and WICE Group, a leading international freight forwarding group from Singapore and Hong Kong SAR, holding 30%.

In 2002 and 2004, Dr. Araya Kongsoonthorn, Chief Executive Officer and the Company’s major shareholder, acquired shares from the Hong Kong and Singapore shareholders. As a result, the Company became 100% Thai-owned and was subsequently transformed into a public limited company on 3 April 2015.

At present, WICE Logistics Public Company Limited and its subsidiaries operate as an **integrated international logistics service and solutions provider**, offering a comprehensive range of services. These include ocean freight services (both Full Container Load: FCL and Less than Container Load: LCL), air freight services covering more than 100 countries, customs brokerage, domestic transportation via tractor-trailers, cross-border land transportation services, and warehouse services.

The Company’s service offerings are designed to meet diverse customer requirements, including **Door-to-Door services**, where exporters are responsible for the full transportation cost, and **EX-Works arrangements**, where importers assume responsibility from the exporter’s premises to the final destination. With over 30 years of experience in the logistics industry, WICE is supported by an extensive network of affiliated companies across key global markets, enabling the Company to deliver services that are reliable, efficient, and responsive to customer needs.



Subsidiaries and Joint Venture ^(2-1, 2-6)

WICE Supply Chain Solutions Co., Ltd.

Established on 21 October 2002 with an initial registered capital of THB 54 million, the Company later reduced its registered capital to THB 13.5 million and officially changed its name on 11 September 2019. It operates in warehouse services and supply chain management solutions. WICE Logistics Public Company Limited currently holds 99.99% of the paid-up capital. The Company has subsequently increased its registered capital by THB 66.5 million, bringing the total registered capital to THB 80 million.

WICE Logistics (Singapore) Pte. Ltd. “WICE SG”

Established on 5 January 2002, WICE SG is a leading international freight forwarding service provider in Singapore, offering fully integrated logistics services. The Company operates with extensive flight connectivity, providing 24-hour service capabilities to meet customer needs. Its office and warehouse are located within the Changi Free Trade Zone at Changi Airport, and it holds direct Unit Load Device (ULD) handling privileges with airlines, enabling faster and more efficient cargo handling. The major shareholder group consists of Mr. Lim Meng Pui, Mr. Lien Hock Loong, and Ms. Choo Yie Ngoh, holding a total of 700,000 shares with a par value of SGD 1 per share, representing 100% of the ordinary shares. On 15 August 2016, WICE Logistics Public Company Limited acquired 70% of the total ordinary shares of WICE Logistics (Singapore) Pte. Ltd. (“WICE SG”) and became a director of the company. Subsequently, in 2020, the Company acquired the remaining 30% shareholding (Phase 2) for a total consideration of SGD 5,354,375, resulting in the Company holding 100% ownership of WICE SG.

WICE Logistics (Hong Kong) Ltd “WICE HK”

Established in 1992, WICE HK provides air and ocean freight services under Master Air Waybills and Ocean Bills of Lading, serving routes to Europe, East Asia, and Mainland China from Hong Kong. The Company also operates branch offices in Guangzhou, Shanghai, and Shenzhen.

On 4 January 2018, WICE Logistics Public Company Limited acquired 80% of the total shares (80,000 shares). As of present, the Company holds 98.32% ownership.

WICE Logistics Lao Sole Co., Ltd.

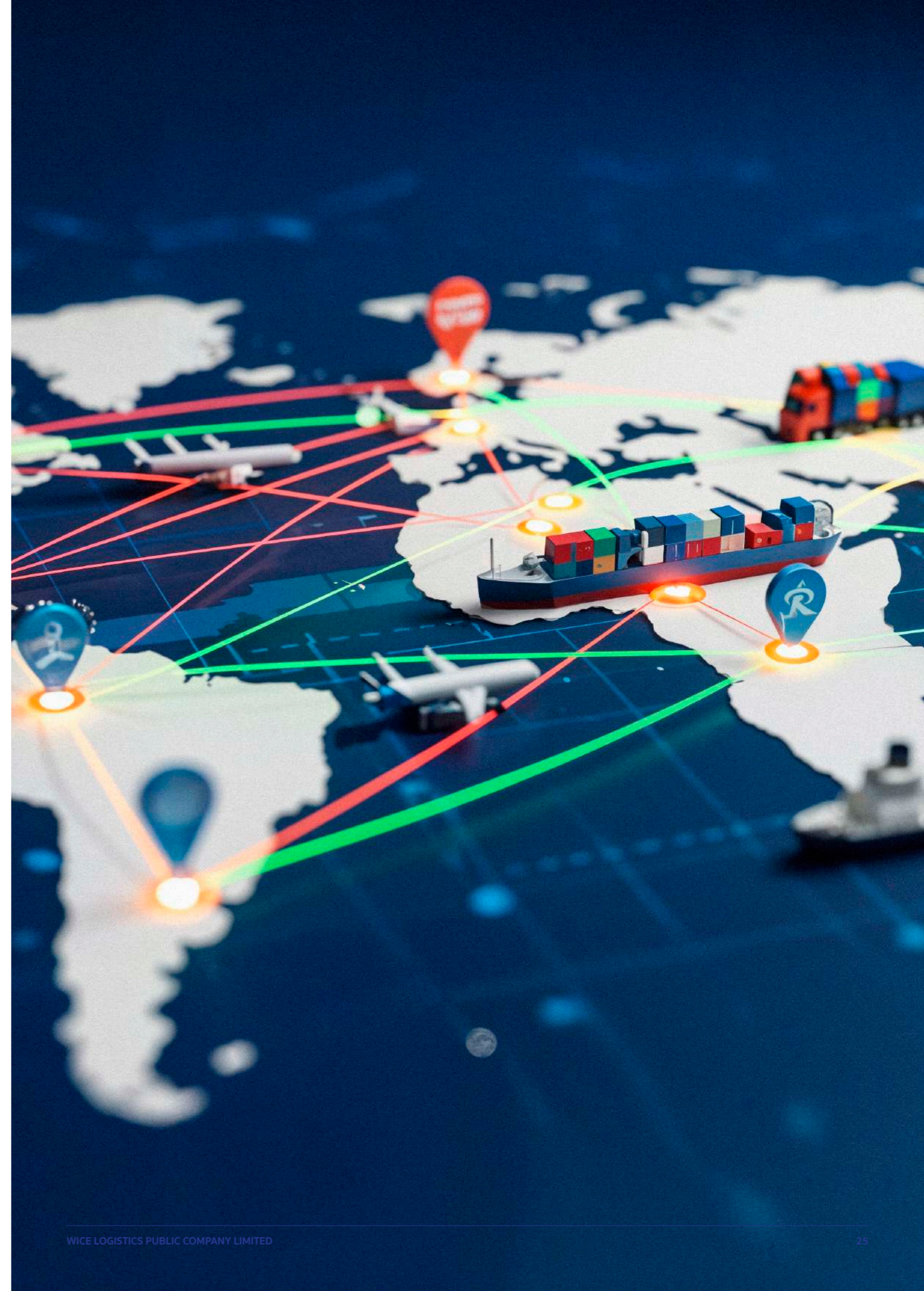
In 2024, WICE Logistics Public Company Limited established WICE Logistics Lao Sole Co., Ltd. to expand its cross-border logistics services in the Lao PDR. The Company holds 100% ownership and provides integrated logistics and transportation services to support import-export activities.

As part of its sustainability commitment, the Company has begun utilizing electric vehicles (EVs) for transportation, strengthening WICE’s regional network in ASEAN and supporting the Group’s long-term sustainable growth objectives.

Joint Venture Euroasia Total Logistics PCL. (“ETL”)

On 14 September 2018, WICE co-established Euroasia Total Logistics PCL. (ETL) as a joint venture to provide cross-border transport services between China, Hong Kong, and Southeast Asia. The joint venture was formed in collaboration with Mr. Lee Yik Chieh (Malaysia) and Ms. Kritchawan Suecharoenchai.

WICE currently holds a 43.15% equity stake in ETL. The joint venture operates through subsidiaries in three countries: Malaysia, Vietnam, and China, strengthening WICE’s regional logistics capabilities and cross-border network.



Strategic Targets

The Company has established its medium-term business objectives over the next 3–5 years under the guiding vision: “To be a sustainable supply chain partner connecting businesses globally.”

1. Driving Leadership in Low-Carbon Logistics

The Company aims to become a leader in low-carbon logistics by integrating ESG (Environmental, Social, and Governance) principles into its operations and reducing greenhouse gas emissions across the supply chain. This includes developing environmentally friendly transportation processes and strengthening trust among global customers and partners. The approach ensures long-term sustainability across economic, environmental, and social dimensions, while enhancing global competitiveness.



2. Expanding Service Network Across Asia-Pacific

WICE continues to strengthen its presence in the Asia-Pacific region by building strategic partnerships and investing in logistics networks both domestically and internationally. This expansion enhances the Company’s competitive capabilities and enables it to respond effectively to evolving global market demands.

3. Advancing Innovation and Digital Logistics

The Company is committed to developing advanced technologies and intelligent logistics solutions, including real-time tracking systems, data analytics, and digital platforms. These initiatives aim to improve operational efficiency, reduce costs, and support sustainable business practices.

4. Enhancing Operational Efficiency and Profitability

WICE focuses on delivering services with competitive gross margins in line with industry standards, ensuring sustainable profitability and delivering improved returns to shareholders. At the same time, the Company prioritizes the development of business models that minimize environmental impact and support long-term sustainable growth.

5. Strengthening Governance and Sustainable Growth

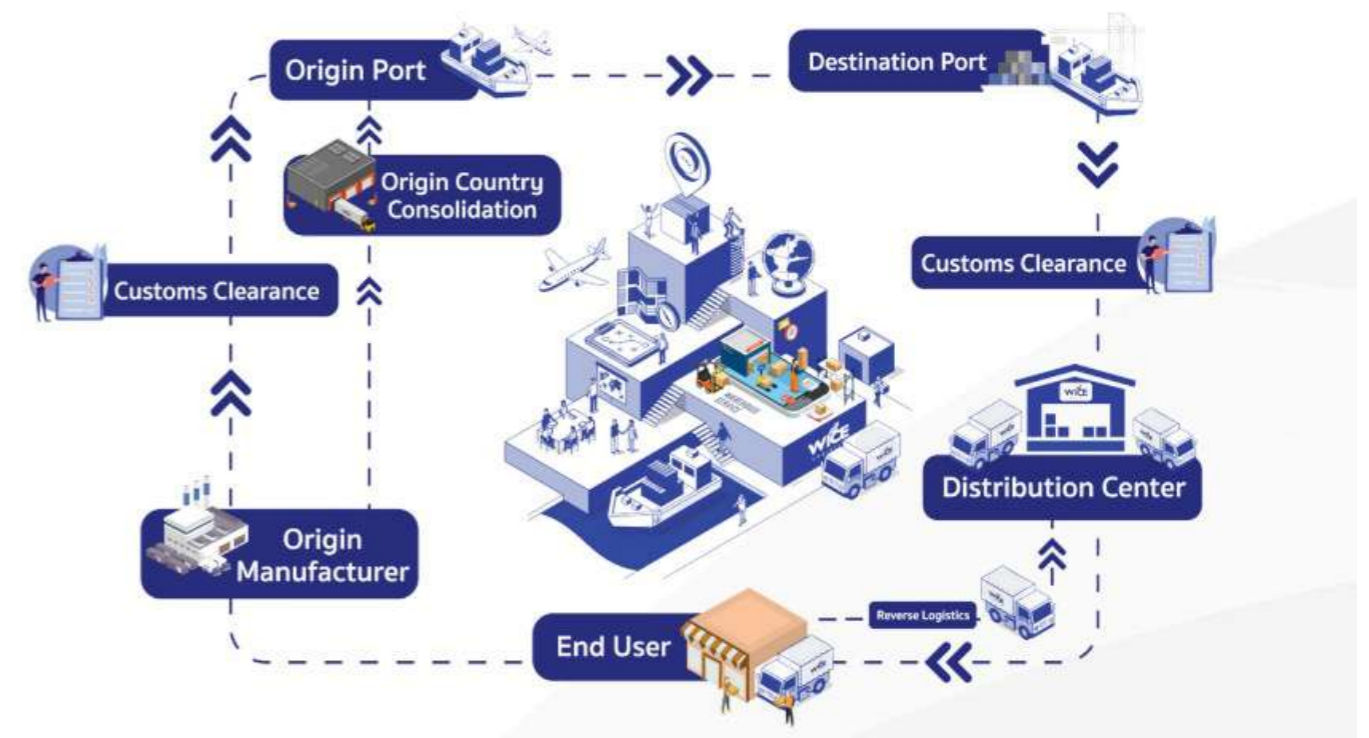
The Company reinforces strong corporate governance and sustainability practices through sustainable sourcing and strict ESG compliance. This approach enhances transparency, builds stakeholder trust, and mitigates risks across the supply chain. WICE remains committed to efficient business management while balancing profitability with environmental responsibility, creating shared value for shareholders, employees, customers, and communities.

Business Structure (2-6)

WICE Logistics Public Company Limited operates through its subsidiaries, joint ventures, and investments held by its subsidiaries (collectively referred to as the “Group”), as well as its branch offices. The Group provides integrated international logistics services and solutions, covering both import and export activities. The Company’s service offerings include ocean freight (Full Container Load: FCL and Less than Container Load: LCL) and air freight services, as well as customs brokerage. In addition, the Group provides warehouse services across key locations in Thailand, including Bangkok, Chonburi, Khon Kaen, Chiang Mai, Songkhla, Ayutthaya, and Samut Prakan.

The Company also offers domestic transportation services using tractor-trailers, as well as cross-border logistics services to support regional trade. These capabilities enable WICE to meet the diverse needs of its customers through flexible and comprehensive logistics solutions.

Service models include Door-to-Door services, where the Company manages transportation from the customer’s origin facility to the final destination, with the exporter bearing the transportation costs, and EX-Works arrangements, where the importer assumes responsibility for transportation from the exporter’s premises through to delivery at the destination.



International Logistics Flow

Subsidiary Shareholding Structure ^(2-1, 2-6)

Subsidiaries

1. WICE Supply Chain Solutions Co., Ltd. (99.99% ownership) – Provides warehouse services and supply chain management solutions.
2. WICE Logistics (Singapore) Pte. Ltd. (“WICE SG”) (100% ownership) – Provides international freight forwarding services.
 - WICE Logistics (Malaysia) Sdn. Bhd. (70% owned by WICE SG)
 - WICE Global Road Solutions Pte. Ltd. (100% owned by WICE SG)
 - WICE Logistics Philippines Company Limited Inc. (70% owned by WICE SG)
3. WICE Logistics (Hong Kong) Ltd. (“WICE HK”) (98.32% ownership) – Provides air and ocean freight services from Hong Kong to Europe, East Asia, and Mainland China.
 - WICE Logistics (Guangzhou) Ltd. (100% owned by WICE HK) with two branches:
 - WICE Logistics (Shanghai) Ltd
 - WICE Logistics (Ningbo) Ltd.
 - WICE Logistics (Shenzhen) Ltd. (70% owned by WICE HK)
 - WICE Logistics Shanghai Co., Ltd. (100% owned by WICE HK)
4. WICE Logistics Lao Sole Co., Ltd. (100% ownership) – Provides cross-border logistics services in the Lao PDR.

Joint Venture

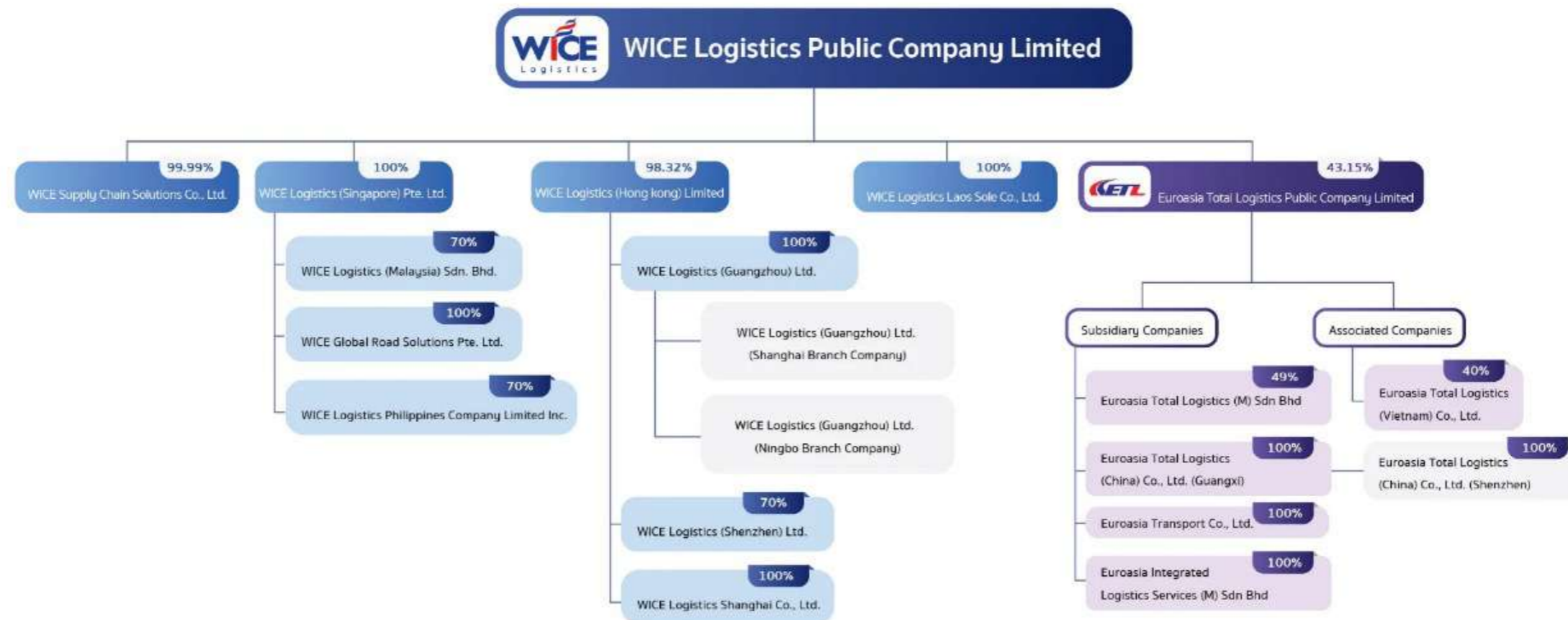
Euroasia Total Logistics Public Company Limited (“ETL”) (43.15% ownership) – ETL provides cross-border logistics services connecting China, Hong Kong, and Southeast Asia. The company operates through a regional network with subsidiaries in Malaysia, Vietnam, and China, strengthening WICE’s cross-border logistics capabilities.

• Subsidiaries of ETL

- Euroasia Transport Co., Ltd. (100% owned by ETL)
- Euroasia Total Logistics (Malaysia) Sdn. Bhd. (49% owned by ETL)
- Euroasia Total Logistics (China) Co., Ltd. (Guangxi) (100% owned by ETL)
 - Euroasia Total Logistics (China) Co., Ltd. (Shenzhen) (100% owned by ETL China)
- Euroasia Integrated Logistics Services (Malaysia) Sdn. Bhd. (100% owned by ETL)

• Joint Venture of ETL

- Euroasia Total Logistics (Vietnam) Co., Ltd. (40% owned by ETL)



Major Shareholders

(As of 30 December 2025)

No.	Shareholder Name	No. of Shares	% Shareholding
1	Dr. Araya Kongsoonthorn	127,128,780	19.501
2	Mr. Chudet Kongsoonthorn	92,000,000	14.113
3	Ms. Thitimar Tantikulsuntorn	56,857,280	8.722
4	Ms. Pornpaioa Tantikulsunthorn	36,602,200	5.615
5	Mr. Aphisak Theppadungporn	17,103,000	2.624
6	Mr. Patadon Kongsoonthorn	14,040,000	2.154
7	Mr. Ram Tantikulsuntorn	11,468,380	1.759
8	WICE Logistics Public Company Limited	10,900,000	1.672
9	Ms. Sasithorn Tantikulsunthorn	9,012,000	1.383
10	Mr. Papat Sesthapiyanon	8,770,000	1.345
Top 10 Shareholders Total		383,881,640	58.888
Other Shareholders		268,017,860	41.112
Total		651,899,500	100.000

Head Quarters ⁽²⁻¹⁾

WICE Logistics Public Company Limited
88/8 Nonsee Road, Chong Nonsee,
Yannawa, Bangkok 10120, Thailand

Tel: +66 (0)2 681 6181

Fax: +66 (0)2 681 6123

Email: wicesustainability@wice.co.th

Website: www.wice.co.th



Business Value Chain (2-6)

WICE recognizes the importance of stakeholder engagement and is committed to managing its value chain efficiently, transparently, and in alignment with sustainable development principles. Under the theme “Stakeholder Empowerment for Net Zero Journey,” the Company continuously enhances its operational processes and supporting activities across the value chain to maximize value creation for all stakeholder groups while maintaining a balanced approach across economic, social, and environmental dimensions.

In 2025, the Company conducted a comprehensive review and prioritization of key stakeholders, while strengthening its supply chain management practices to align with the evolving expectations of customers and business partners. This includes actively gathering both positive and constructive feedback to inform strategic planning, operational structure development, and ongoing stakeholder engagement.



Amid challenges from economic volatility, regulatory changes, and data security risks, WICE remains committed to conducting business with strong corporate governance, transparency, and ESG compliance. The Company actively encourages suppliers and partners to operate responsibly through its Supplier Code of Conduct, which sets clear standards on business ethics, human rights, occupational health and safety, and environmental management. This approach enhances trust across the value chain and strengthens long-term collaborative performance.

The Company’s core value chain activities encompass integrated logistics services, including transportation, warehousing, distribution, and end-to-end logistics solutions. These operations are supported by continuous workforce development and the adoption of digital technologies to improve operational efficiency. Through these efforts, WICE delivers accurate, timely, and high-quality services to customers, while simultaneously reducing environmental impact, optimizing resource utilization, and creating shared value for society.

01. Inbound Logistics

Core Activities

- Procurement of services from shipping lines and airlines
- Sourcing of storage facilities for pre-shipment handling
- Procurement of materials, equipment, and transportation assets (e.g., trucks and cargo handling tools)

Supporting Activities

- Implementation of sustainable sourcing strategies, prioritizing service providers aligned with ESG standards
- Integration of environmental criteria in supplier selection (e.g., low-emission vehicles, environmentally friendly warehouses)
- Promotion of corporate governance and ethical practices across the supply chain

02. Operations

Core Activities

- Transportation planning, scheduling, and network design
- Provision of multimodal transport services (sea, air, and road) based on customer requirements
- Capacity and space management for efficient cargo allocation
- Execution of import–export procedures, including customs clearance and tax privileges
- Preparation of logistics documentation (e.g., Bill of Lading (BL), Air Waybill (AWB), and related forms)
- Container yard management and container inspection

Supporting Activities

- Utilization of digital platforms for real-time tracking and carbon footprint measurement
- Application of route optimization techniques to improve efficiency and reduce energy consumption and emissions
- Adoption of automation and data analytics to enhance accuracy and reduce operational costs

03. Outbound Logistics

Core Activities

- Delivery of goods to customers and distribution centers
- Optimization of last-mile logistics to minimize environmental impact

04. Marketing & Sales

Core Activities

- Development of competitive pricing strategies
- Provision of value-added logistics solutions to enhance customer competitiveness
- Transparent and accurate communication of services
- Promotion through multiple channels (e.g., website, LINE Official Account, trade exhibitions)

Supporting Activities

- Offering low-carbon logistics solutions as a key differentiator
- Expansion of digital marketing and online engagement channels
- Strengthening WICE’s brand positioning as a trusted partner in supply chain and sustainability

05. Services

Core Activities

- Establishment of customer complaint and feedback channels
- Provision of comprehensive insurance coverage
- Post-service customer satisfaction surveys

Supporting Activities

- Preparation of transport carbon footprint reports to support customers’ sustainability goals
- Development of digital platforms for complaints handling, service tracking, and customer communication
- Enhancement of data security and privacy protection measures

The Company continuously enhances its supporting activities to strengthen core operations and build trust across all processes. These efforts include employee capability development, effective internal management, as well as risk management and business continuity practices. The value created from these integrated activities is ultimately delivered through high-quality, efficient, and accurate services. This enables customers to benefit from greater convenience and satisfaction, while reducing impacts on society and the environment. At the same time, the Company improves operational efficiency and optimizes costs across its operations.

2025 Key Performance Highlights

Governance & Economic Performance

Good Corporate Governance

- No significant non-compliance with applicable laws and regulations
- Achieved CG Rating Level 5 (Excellent)

Anti-Corruption

- 0 Total corruption-related case
- 100% of employees trained on anti-corruption practices

Enterprise Risk Management

- Regular risk reporting and review conducted at the Board level

Direct Economic Value

- Corporate income tax paid: THB 8.385 million



Environmental Performance

Pollution Reduction, Waste Management, and Resource Efficiency

- 100% of employees demonstrate awareness and participation in proper waste segregation
- Initiated waste segregation and recycling practices
- Reduced truck tire usage by 50.99% through the use of retread tires

Climate Change Mitigation

- Reduced GHG emissions intensity per container by 29% compared to the base year
- Total renewable energy consumption: 77,738.23 kWh (representing 24.7% of total energy use) equivalent to a reduction of 36.93 tCO₂e

Biodiversity Conservation

- 100% of relevant projects assessed for biodiversity impact
- “The Ocean Cleanup” project: 30 participants; cleaned 0.72 square kilometers

Water Security

- Conducted water risk assessments across 100% of operational areas

Sustainable Supplier Management

- 100% of critical Tier 1 suppliers screened against environmental and social criteria
- 56% of suppliers publicly disclose sustainability policies on their websites



Social Performance

Occupational Health & Safety

- 0 Fatal accident
- 0 Lost Time Injuries (LTI)
- 0 incident of oil and chemical spills

Non-Discrimination, Diversity & Equal Opportunity

- 0 discrimination-related complaints

Community Engagement & Social Impact

- 0 Community complaints or negative impact incidents
- Ongoing support for community development in economic, environmental, health, and education aspects



Customer Health & Safety

- 0 customer complaints related to product/service safety and reliability
- 0 incidents impacting customers or communities

Customer Privacy

- 0 external complaints
- 0 regulatory complaints
- 0 data breaches, losses, or theft

Human Rights

- 0 case of human rights violations
- 100% of employees received performance evaluations
- Employee satisfaction score (WICE Thailand): 94.82%, exceeding the target of 90%
- 100% of employees trained on business ethics and anti-corruption

Awards and Recognitions

SET ESG Ratings – AA Level (2025)



WICE Logistics Public Company Limited has been recognized with a SET ESG Rating of AA for the third consecutive year, reflecting the Company's strong commitment to ESG principles across environmental, social, and governance dimensions. This recognition highlights WICE's transparent and responsible management approach, as well as its ability to create value for all stakeholders while progressing toward becoming a sustainable global logistics leader.



FTSE Russell ESG Score: 3.6/5 (Good Practice) (2025)

The Company achieved an FTSE Russell ESG Score of 3.6 out of 5, classified under the Good Practice category. This demonstrates WICE's ongoing commitment to ESG integration and continuous improvement in environmental, social, and governance performance, supporting long-term sustainable growth.



EcoVadis Silver Medal

WICE has been awarded the EcoVadis Silver Medal, recognizing its strong ESG performance in reducing environmental impact, optimizing resource efficiency, and maintaining transparent and responsible business practices. This achievement reinforces trust among global partners and stakeholders.



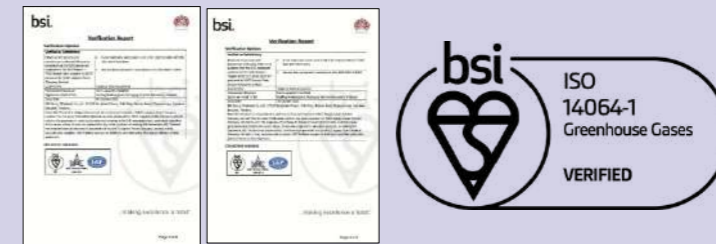
Corporate Governance (CG) Score – Excellent (2025)

The Company received a Corporate Governance (CG) Score at the Excellent level for the sixth consecutive year, reflecting its strong commitment to transparent, fair, and accountable governance practices. This recognition enhances confidence among shareholders, business partners, and stakeholders, while supporting sustainable long-term management.



TIFFA Gold Mark Certification

WICE has been awarded the TIFFA Gold Mark Certification by the Thai International Freight Forwarders Association (TIFFA), recognizing its high standards of professionalism, transparency, and reliability in international freight forwarding services. This certification reinforces the Company's commitment to service excellence and strong corporate governance practices.



ISO 14064-1 Verification

WICE Logistics Public Company Limited and WICE Supply Chain Solutions Co., Ltd. have undergone greenhouse gas (GHG) emissions verification in accordance with ISO 14064-1, conducted by BSI Group (Thailand) across all operational sites.



ISO 9001:2015



CAC (Thailand's Private Sector Collective Action Against Corruption)



AEO Certificate



CFO TGO



Q Mark

WICE and Sustainability Development

(2-9, 2-13, 2-24)

Driving Business Toward Sustainability

WICE Logistics Public Company Limited is committed to conducting business responsibly by balancing economic, social, and environmental dimensions while integrating corporate governance practices. The Company supports the United Nations Sustainable Development Goals (SDGs) and recognizes that sustainable business operations play an important role in creating long-term value and responding to stakeholder expectations.

Sustainability Policies and Strategies

The Company has established sustainability directions and operational frameworks through oversight by the Board of Directors and management. Sustainability strategies are integrated into business operations to ensure balanced management across economic, social, environmental, and governance dimensions. In addition, the Sustainability Committee is responsible for setting policies, monitoring implementation, and reporting sustainability performance to stakeholders.

Sustainability Materiality Assessment and Prioritization

In 2025, the Company conducted a sustainability materiality assessment to identify key issues that may impact the business and stakeholders. The assessment was based on information gathered from various sources, including:

Internal Information: Analysis of business operations and organizational management trends

External Information: Review of national and international sustainability trends, reporting standards such as the Global Reporting Initiative (GRI Standards), and the United Nations Sustainable Development Goals (SDGs)

Advancing Toward International Standards

The Company continuously develops and aligns its sustainability initiatives with international standards and best practices to strengthen organizational management in a systematic, transparent, and effective manner, while creating sustainable value for the economy, society, and the environment.

Corporate Sustainability Management Policy and Goals

WICE Logistics Public Company Limited is committed to becoming a leading innovative logistics service provider serving technology-related industries across the Asia-Pacific region. The Company conducts its business with a strong sense of responsibility toward society and the environment under good corporate governance principles, while maintaining a balance between economic growth, social development, and environmental stewardship.

The Company recognizes the importance of creating sustainable value for all stakeholders, including shareholders, employees, business partners, customers, communities, society, and the environment. Therefore, the Company is committed to continuously improving working conditions, occupational health and safety, and sustainable organizational management practices. All management levels and employees are encouraged to participate in establishing policies, targets, strategies, and action plans that encompass economic, social, and environmental dimensions. The Company also emphasizes transparent disclosure of sustainability performance and operational data to stakeholders, while utilizing feedback and assessment results to continuously improve sustainability performance.

In this regard, the Company has established sustainability management policies to serve as a framework for governance, strategic planning, and operational implementation across all business activities. The framework covers all three dimensions of sustainability and aligns with the United Nations Sustainable Development Goals (SDGs). In addition, the Company regularly assesses emerging trends, risks, and opportunities related to sustainability issues and incorporates them into the review of sustainability policies and five-year strategic plans to ensure continued relevance and effectiveness in a changing business environment.

Furthermore, the Company prepares and publishes Sustainability Reports to communicate material sustainability issues, management approaches, and performance outcomes that reflect the Company's commitment to sustainable development for all stakeholder groups. Additional information can be found in the Sustainability Reports available at: (<https://www.wice.co.th/sustainability-reports/>)



Sustainable Development Policy

WICE Logistics Public Company Limited and its Group are committed to conducting business with efficiency, integrity, and strong corporate governance to ensure sustainable growth and long-term value creation. The Company strives to maintain a balanced approach across economic, social, and environmental dimensions, embedding sustainability into all aspects of its operations both domestically and internationally.

The Company places strong emphasis on ethical business conduct, transparency, and accountability, while adhering to applicable laws, regulations, and internationally recognized sustainability reporting frameworks, including the Global Reporting Initiative (GRI Standards), as well as guidelines set by the Securities and Exchange Commission of Thailand (SEC) and the Thai Institute of Directors Association (IOD). This ensures alignment with stakeholder expectations and supports the Company's commitment to driving tangible and measurable sustainability outcomes.

To effectively advance sustainable development, the Company has established a structured framework that integrates sustainability considerations throughout its business operations and value chain. The key processes include:

- 1. Double Materiality Assessment:** Analyzing the relationship between business activities and stakeholders to identify material sustainability issues that impact both the Company and society.
- 2. Policy Development:** Establishing sustainability policies to define the Company's commitments and direction.
- 3. Strategy Formulation:** Translating policies into actionable sustainability strategies aligned with business objectives.
- 4. Implementation:** Integrating sustainability initiatives into operational processes across all functions.
- 5. Disclosure:** Reporting sustainability performance transparently to stakeholders in accordance with recognized standards.

The Group conducts its business with a holistic ESG approach, covering Governance and Economic, Social, and Environmental dimensions, ensuring that all operations contribute to sustainable value creation across the entire value chain.



Governance and Economic Dimension

WICE Logistics Public Company Limited has established clear policies and strategic directions to drive sustainable growth, supported by continuous business strategy development to ensure long-term stability and profitability. This approach aims to deliver sustainable returns to shareholders while maintaining strong organizational performance.

The Company places strong emphasis on transparency, accountability, and effective oversight, ensuring confidence in its governance and management processes. Core corporate governance principles have been translated into the following practices:

- 1. Roles and Responsibilities of the Board of Directors:** The Board serves as the strategic leader of the organization, driving sustainable value creation. It upholds the Company's vision and mission, focusing on long-term value while ensuring that sustainability principles are embedded across all operations.
- 2. Setting Sustainable Objectives and Targets:** The Company establishes clear corporate objectives aligned with sustainable development goals across economic, social, and environmental dimensions. Progress is regularly monitored and reviewed to ensure long-term sustainability performance.
- 3. Strengthening an Effective Board:** The Company promotes an effective and collaborative Board culture, encouraging continuous development of teamwork and leadership capabilities to enhance organizational performance.
- 4. Leadership Development and Talent Management:** WICE prioritizes the recruitment and continuous development of senior executives and employees, ensuring they possess the necessary skills and leadership capabilities to support business growth and organizational resilience.
- 5. Promoting Innovation and Responsible Business Practices:** The Company encourages innovation to improve operational efficiency and service quality, while ensuring that all business activities are conducted responsibly with consideration for social and environmental impacts.
- 6. Risk Management and Internal Control Systems:** The Company maintains robust risk management and internal control systems to mitigate operational risks, including safety, compliance, and anti-corruption measures. These systems ensure transparency and strengthen stakeholder confidence.
- 7. Financial Integrity and Disclosure:** WICE is committed to maintaining high standards of financial integrity and transparency through accurate, timely, and reliable reporting, in compliance with applicable financial regulations and disclosure requirements.
- 8. Shareholder Engagement and Communication:** The Company promotes open and effective communication with shareholders, providing opportunities for engagement and ensuring access to relevant and useful information to support informed decision-making.

Social Dimension

WICE Logistics Public Company Limited places strong emphasis on human capital management, guided by respect for human rights and compliance with applicable labor laws. The Company is committed to creating a safe, inclusive, and supportive working environment, while promoting employee well-being and continuous development. Through ongoing training and capability building, WICE enhances workforce readiness to support future business growth.

To ensure responsible business practices and minimize social impacts, the Company has established the following key principles:

- 1. Employment Practices:** Employment processes are conducted fairly and transparently, based on qualifications, skills, and suitability for each role. The Company ensures non-discrimination in hiring, without regard to gender, race, religion, or social background, and maintains clear and structured recruitment procedures.
- 2. Labor Relations and Management:** The Company promotes positive labor-management relations by encouraging open communication, employee participation, and engagement in decision-making processes. This fosters trust, collaboration, and organizational commitment.
- 3. Occupational Health and Safety:** Employee health and safety are prioritized across all operations. The Company provides safety training, conducts regular risk assessments, and maintains safe working environments to prevent workplace incidents and promote employee well-being.
- 4. Training and Development:** Continuous learning and development are essential to organizational success. WICE provides regular training programs to enhance both technical and soft skills, supporting employees' professional growth and adaptability to changing business environments.
- 5. Non-Discrimination and Equal Opportunity:** The Company upholds a strict non-discrimination policy, ensuring equal opportunities in recruitment, career advancement, and employee benefits, regardless of gender, nationality, or background.
- 6. Prevention of Forced Labor:** WICE strictly prohibits all forms of forced labor or involuntary work. The Company implements policies and monitoring mechanisms aligned with legal and ethical standards to prevent labor rights violations.
- 7. Responsible Supplier Selection (Social Criteria):** Suppliers are evaluated not only on commercial factors but also on their commitment to social responsibility, including labor rights, ethical conduct, and compliance with human rights standards.
- 8. Customer Health and Safety:** The Company ensures that all services are delivered with a strong focus on quality, safety, and reliability, safeguarding customer health and well-being throughout the service process.
- 9. Customer Privacy and Data Protection:** WICE recognizes customer data privacy as a fundamental right. The Company implements robust data protection measures and complies with applicable data privacy laws to ensure secure and responsible handling of customer information.

Environmental Dimension

WICE Logistics Public Company Limited is committed to managing environmental quality and biodiversity in strict compliance with applicable laws and regulations. The Company recognizes the importance of environmental stewardship and biodiversity conservation at all levels, and continuously enhances its environmental management systems to ensure effective control and protection of the environment.

WICE actively responds to global climate change challenges and is committed to becoming a leading provider of innovative logistics solutions for technology-driven industries across the Asia-Pacific region. The Company leverages digital technologies to improve operational efficiency and differentiate its services, while fostering a culture that encourages continuous innovation.

In addition, the Company assesses climate-related risks and impacts and develops appropriate response measures to mitigate potential effects on the environment, communities, and society. To minimize environmental impact and promote responsible business practices, the Company has established the following key principles:

- 1. Energy Management:** The Company promotes efficient energy use across its operations by optimizing processes and adopting energy-saving technologies. It also encourages the use of renewable energy sources, such as solar energy, to reduce environmental impact.
- 2. Greenhouse Gas Emissions Reduction:** WICE implements measures to reduce greenhouse gas (GHG) emissions throughout its operations, including improving energy efficiency, adopting low-emission technologies, and utilizing environmentally friendly resources. The Company also monitors and discloses GHG emissions data to ensure transparency and continuous improvement.
- 3. Environmentally Responsible Supplier Selection:** The Company incorporates environmental criteria into supplier selection processes, prioritizing partners that demonstrate strong environmental management practices, such as energy efficiency, waste management, and emissions reduction. This approach supports sustainable supply chain development and minimizes environmental impact.
- 4. Waste Management:** WICE maintains effective waste management systems, including waste segregation, recycling, and the use of reusable materials. Waste disposal is conducted in compliance with environmental regulations, with a focus on reducing landfill waste and minimizing environmental impact.

To ensure effective implementation of this Sustainable Development Policy, the Board of Directors and management lead by example in promoting responsible practices. Employees at all levels are expected to understand and fulfill their roles and responsibilities, contributing to the achievement of the Company's sustainability objectives in both the short and long term.



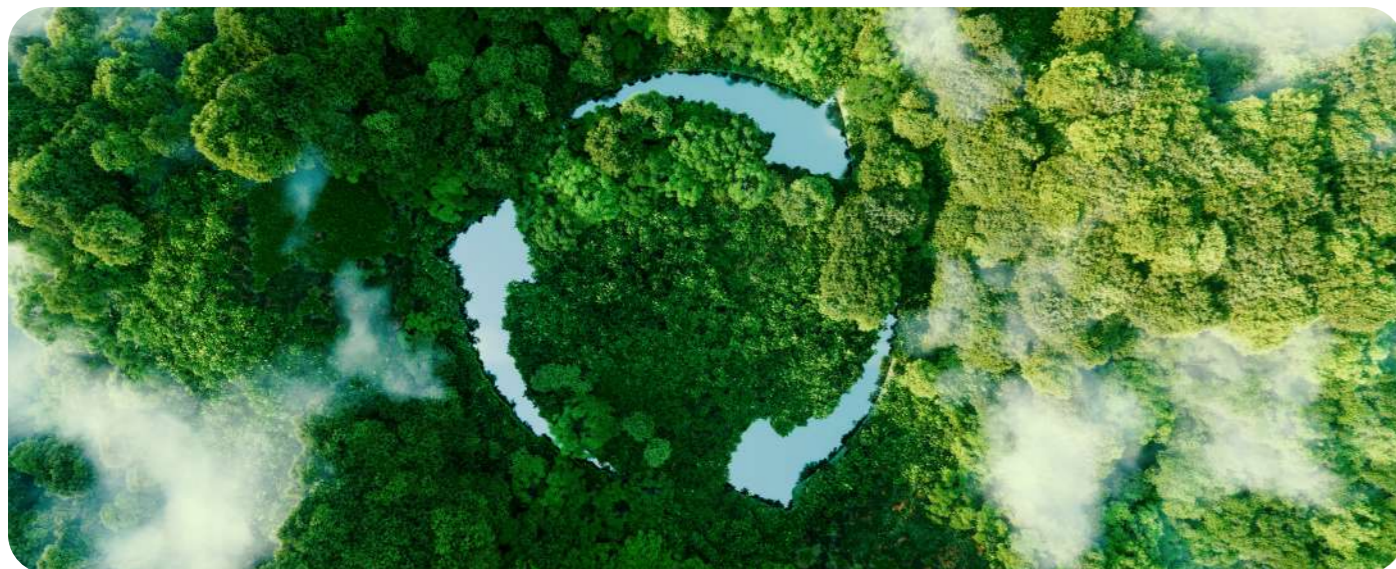
Corporate Sustainability Strategy

WICE Logistics Public Company Limited operates in the logistics and transportation industry, providing integrated services across domestic and international markets. The Company offers expertise in air, sea, and land transportation, as well as comprehensive supply chain management solutions.

Leveraging its industry expertise, WICE has adopted a corporate sustainability strategy to create long-term value for both the business and society, while ensuring responsible operations toward the environment and communities. The Company's sustainability strategy is implemented through the following key pillars:

- 1. Environmental Sustainability:** The Company is committed to minimizing environmental impact from its operations by adopting environmentally friendly technologies. This includes the use of low-emission vehicles, such as electric trucks (EVs), improving transport efficiency through optimized load management and route planning, and utilizing recyclable materials and packaging.
- 2. Social Sustainability:** WICE actively contributes to community development through social initiatives, including support for education, healthcare, and community engagement programs. The Company also prioritizes employee development by enhancing skills and capabilities through continuous training, enabling long-term workforce growth.
- 3. Good Governance:** The Company is committed to conducting business in accordance with strong corporate governance principles, ensuring compliance with all applicable laws and standards. Transparent and accurate disclosure of information to stakeholders – including investors, customers, and business partners – is a key priority to build long-term trust.
- 4. Integration of Sustainability into Business Strategy:** Sustainability is embedded across all business processes, from strategic planning and resource management to research and development and service delivery. This ensures that sustainability becomes an integral part of the Company's culture and operations at every level.
- 5. Technology for Sustainability:** The Company leverages digital technologies and innovation to enhance operational efficiency. This includes advanced tracking systems and logistics management platforms that improve speed, accuracy, and resource efficiency, while reducing waste and unnecessary resource consumption.

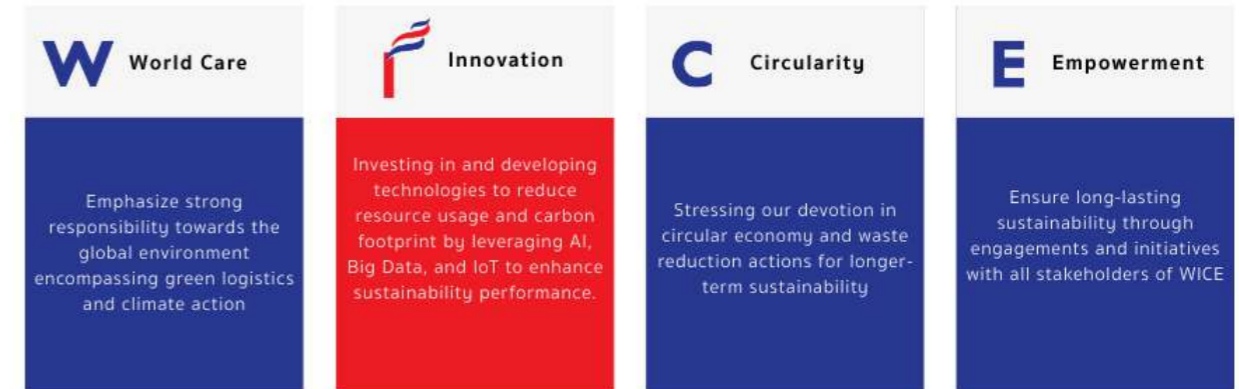
The integration of sustainability strategies not only supports the Company's long-term growth but also strengthens relationships with society and the environment. It enhances WICE's competitiveness in a highly dynamic logistics market, while creating sustainable value for both business and stakeholders.



Group Sustainability Strategy

In 2025, WICE Logistics Public Company Limited intensified its sustainability efforts by formalizing a structured sustainability strategy under the "WICE Group Sustainability Strategy", representing the core pillars that guide the Company's long-term sustainable development.

WICE Group Sustainability Strategy



W – World Care

WICE demonstrates strong responsibility toward the global environment by advancing green logistics solutions and driving climate action initiatives. This includes reducing environmental impact across operations and supporting the transition toward a low-carbon economy.

I – Innovation

The Company invests in and develops advanced technologies to optimize resource efficiency and reduce carbon footprint. Leveraging AI, Big Data, and IoT, WICE enhances its sustainability performance and operational capabilities.

C – Circularity

WICE is committed to promoting a circular economy, focusing on waste reduction, resource optimization, and sustainable material use to support long-term environmental sustainability.

E – Empowerment

The Company fosters long-term sustainability through active stakeholder engagement and collaboration, working closely with employees, customers, partners, and communities to create shared value and drive sustainable outcomes.

Sustainability Governance Structure and Working Team

Sustainability Governance Framework Management Responsibilities

WICE Logistics Public Company Limited integrates sustainability into its corporate governance framework and business strategy, supported by a structured governance model that connects the Board of Directors, management, and operational units. This ensures that ESG initiatives are implemented effectively, transparently, and in a manner that is accountable and measurable across the organization.

Highest Governance Body ⁽²⁻⁹⁾

The Board of Directors is responsible for overseeing the Company's sustainability direction, policies, and the integration of ESG considerations into corporate strategy. The Board also reviews and monitors risks and opportunities related to economic, environmental, and social factors.

The management team is responsible for translating sustainability policies into actionable plans. This includes setting targets, defining key performance indicators (KPIs), and monitoring performance across business units to ensure alignment with the Company's strategic direction.

Corporate Sustainability Working Team

The Company has established a Corporate Sustainability Working Team, comprising representatives from key functions across the organization. The team is responsible for driving, coordinating, monitoring, and supporting sustainability initiatives across all ESG dimensions.

Role of the Board in Overseeing Impacts ⁽²⁻¹²⁾

The Board of Directors plays a critical role in overseeing the management of the Company's significant impacts on the economy, environment, and society. Key responsibilities include:

- Reviewing and approving sustainability policies, strategies, and targets
- Overseeing risk management, including climate-related, environmental, and social risks
- Monitoring ESG performance and regularly receiving progress reports from management
- Supporting the establishment of robust internal control systems, governance practices, and transparent disclosures in line with international standards

Delegation of Responsibility for Impact Management ⁽²⁻¹³⁾

The Board of Directors delegates responsibility for sustainability management to the management team, and has established the Corporate Sustainability Working Team as the key operational mechanism to drive implementation across the organization. Key responsibilities include:

- Developing ESG plans, targets, and key performance indicators (KPIs) aligned with corporate strategy
- Conducting materiality assessments and evaluating sustainability impacts to enable structured management
- Coordinating with business units to implement environmental, social, and governance initiatives
- Monitoring, collecting, and reporting performance data to management for escalation to the Board
- Supporting sustainability disclosures and reporting in accordance with international standards

Sustainability Management Structure



SDGs	Value Creation Aligned with SDGs
Governance and Economic Dimension	
  	<ul style="list-style-type: none"> • Support economic growth and sustainable industrial development • Reduce greenhouse gas emissions from business operations and promote climate change mitigation • Enhance transparency and governance through responsible business practices • Minimize risks related to corruption and human rights violations across the value chain
Environmental Dimension	
    	<ul style="list-style-type: none"> • Safeguard the health and safety of stakeholders while minimizing environmental impacts • Enhance water resource management, including wastewater treatment, with consideration of stakeholder impacts • Improve energy efficiency and promote the use of renewable energy to reduce greenhouse gas emissions • Implement a “Zero Waste” approach, reduce hazardous materials, and promote environmentally responsible consumption • Advance innovation and technology to continuously improve energy management and emissions reduction • Develop operational plans to address climate change and support the transition to a low-carbon society • Promote sustainable ecosystem management, reduce habitat loss, and conserve biodiversity
Social Dimension	
     	<ul style="list-style-type: none"> • Provide a safe working environment, promote employee health and well-being, develop consumer health-friendly services, and collaborate with stakeholders to support community healthcare initiatives • Promote inclusive and sustainable economic growth by creating fair employment opportunities, supporting continuous learning and skills development, and ensuring a safe and secure workplace • Prevent discrimination and promote gender equality in the workplace • Provide quality employment with fair compensation and promote equal access to job opportunities for all groups • Enhance community well-being and foster positive relationships with society • Support job creation, safe environments, and improved quality of life for local communities • Foster a transparent organizational culture with strong corporate governance, anti-corruption practices, respect for human rights, and fairness across the supply chain



Materiality Assessment (2-4, 2-12, 2-14, 3-1, 3-2)

WICE Logistics Public Company Limited conducts an annual materiality assessment to identify and evaluate key sustainability topics that are most relevant to its business operations and stakeholders. This process supports the disclosure of the Company's sustainability strategy, management approach, and performance across environmental, social, and governance and economic dimensions.

The assessment is aligned with the Company's short- and long-term sustainability development plans and contributes to the achievement of the United Nations Sustainable Development Goals (UN SDGs). The Company applies internationally recognized frameworks, including the Global Reporting Initiative (GRI Standards 2021) and the Sustainability Accounting Standards Board (SASB), to ensure consistency, transparency, and comparability of disclosures.

The materiality assessment process incorporates stakeholder expectations and evaluates the significance of sustainability impacts on the Company's operations. This enables WICE to prioritize key topics, enhance transparency, and align its business strategies with long-term sustainability objectives.

Identification of Material Topics

Material sustainability topics are identified based on a comprehensive assessment of internal and external factors, enterprise risks, and stakeholder engagement inputs, including customer satisfaction surveys, community feedback, employee engagement surveys, as well as complaints and stakeholder recommendations.

Economic & Governance	Social & Human Rights	Environment
<p>G1: Economic Performance G2: Procurement Practices G3: Anti-Corruption G4: Anti-Competitive Behavior</p>	<p>Employee S1: Employment S2: Labor/Management Relations S3: Occupational Health and Safety S4: Training and Education S5: Diversity and Equal Opportunity S6: Non-Discrimination S7: Freedom of Association and Collective Bargaining</p> <p>Human Rights S8: Child Labor S9: Forced or Compulsory Labor S10: Indigenous People's Rights</p> <p>Community S11: Local Communities S12: Supplier Social Assessment S13: Customer Health and Safety S14: Customer Privacy</p>	<p>E1: Energy Consumption E2: Water Use, Impacts, and Effluent Management E3: Biodiversity E4: Greenhouse Gas (GHG) Emissions E5: Waste Management E6: Supplier Environmental Assessment</p>



1. Identification of Material Topics ⁽³⁻¹⁾

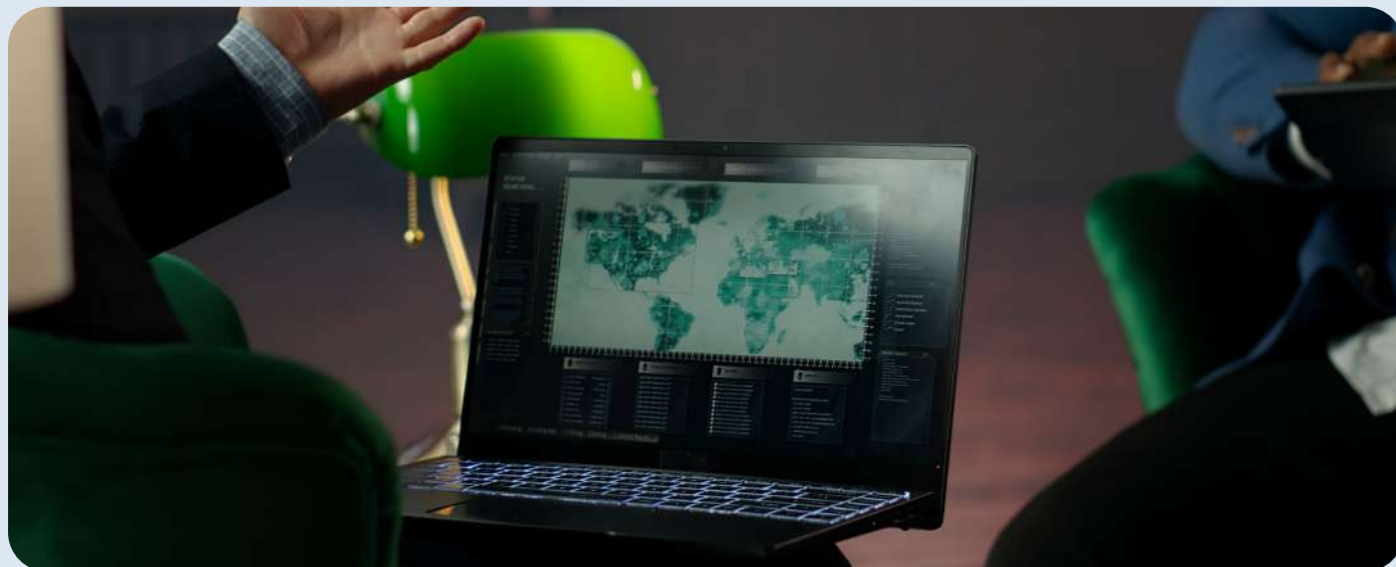
WICE Logistics Public Company Limited identifies its material sustainability topics through a structured process that evaluates both actual and potential impacts on economic, social, environmental, and human rights dimensions. This assessment considers impacts across the Company's entire value chain, alongside its strategic direction, business objectives, operational systems, and key activities.

The identification process is conducted through collaborative workshops involving management and relevant employees to ensure a comprehensive and multi-dimensional perspective. The key steps are as follows:

- 1. Topic Identification:** Based on International Standards
Material topics are identified in alignment with the Global Reporting Initiative (GRI Standards) and the Sustainability Accounting Standards Board (SASB), focusing on issues with the most significant impact on the business.
- 2. Internal Assessment and Prioritization:** Selected topics are reviewed through discussions with relevant teams and departmental managers to assess and prioritize their significance, based on both quantitative and qualitative data.
- 3. Executive Workshop:** Senior management participates in workshops to evaluate and exchange perspectives, ensuring that material topics reflect diverse viewpoints across employees, supervisors, and executives.
- 4. Consolidation of Material Topics:** Outcomes from the assessment are consolidated into a set of material topics that reflect the Company's sustainability priorities and operational context.
- 5. Validation and Approval:** The identified material topics are reviewed by the Chairman of the Corporate Governance and Sustainability Committee and subsequently submitted to the Board of Directors for approval, ensuring integration into the Company's strategy and business operations.

In addition, the Company places strong emphasis on managing sustainability-related risks that may impact both short- and long-term performance. The identification process incorporates both internal and external data sources, including the Global sustainability trends and reporting frameworks, external risk assessments and emerging issues, alignment with the United Nations Sustainable Development Goals (SDGs), alignment with the Ten Principles of the United Nations Global Compact (UNGC), benchmarking against peer organizations with similar business models, and stakeholder feedback across governance, economic, social, and environmental dimensions

This comprehensive approach ensures that the Company's materiality identification process is robust, transparent, and aligned with international best practices, enabling WICE to effectively manage sustainability impacts and create long-term value for both the organization and society.



2. Prioritization of Material Topics ^(3-1, 3-2)

Following the identification of material topics, WICE conducts a structured prioritization process involving management and employees across relevant functions. Material topics are assessed and ranked in accordance with the Global Reporting Initiative (GRI Standards 2021) using a scoring approach categorized into high, medium, and low significance, reflecting their potential impact on the Company.

The prioritization is based on three key criteria aligned with GRI Standards:

- **Scale** – the severity or magnitude of the impact and the urgency for the Company to address it
- **Scope** – the extent of the impact, including the number of stakeholders affected
- **Likelihood** – the probability of the impact occurring

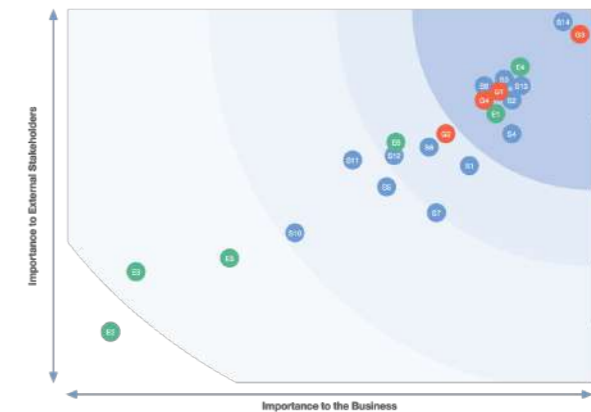
Based on the assessment of material topics in accordance with the GRI Standards, enterprise risk evaluation, and stakeholder expectations, the Company conducted a prioritization process involving management and relevant employees across various functions.

Following the scoring and evaluation of these topics, the Company identified 16 key material topics to be disclosed in the Sustainability Report.

Furthermore, all identified sustainability topics were grouped, assessed, and prioritized under a double materiality framework, considering both the Company's impacts on ESG dimensions and the financial implications for the business. In total, 24 ESG-related topics were assessed.

In 2025, the Company identified 11 Significant Material Topics classified as “High-High”, representing issues with both high impact and high stakeholder importance. These topics are prioritized for disclosure and ongoing management, as outlined below.

Double Materiality Assessment



Economic & Governance	Social & Human Rights	Environmental
G1: Economic Performance G3: Anti-Corruption G4: Anti-Competitive Behavior	S2: Labor/Management Relations S3: Occupational Health and Safety S4: Training and Education S9: Forced or Compulsory Labor S13: Customer Health and Safety S14: Customer Privacy	E1: Energy Consumption E4: Greenhouse Gas (GHG) Emissions

3. Validate of Material Topics ⁽³⁻²⁾

The most significant material topics are identified based on scoring by management and employees across relevant functions. These topics are subsequently reviewed, validated, and approved by the Corporate Governance and Sustainability Committee.

Following the validation process, the Company confirmed that the 11 Significant Material Topics are comprehensive and relevant, effectively reflecting the Company's key impacts across environmental, social, governance, and economic dimensions.

The validated material topics are aligned with the following GRI Standards:

1. GRI 201: Economic Performance (2016)
2. GRI 205: Anti-Corruption (2016)
3. GRI 206: Anti-Competitive Behavior (2016)
4. GRI 302: Energy (2016)
5. GRI 305: Emissions (2016)
6. GRI 402: Labor/Management Relations (2016)
7. GRI 403: Occupational Health and Safety (2018)
8. GRI 404: Training and Education (2016)
9. GRI 409: Forced or Compulsory Labor (2016)
10. GRI 416: Customer Health and Safety (2016)
11. GRI 418: Customer Privacy (2016)

These material topics form the foundation for the Company's sustainability disclosures and management approach.

4. Review of Material Topics















The Company is committed to continuously improving its sustainability performance by regularly reviewing material topics and engaging with stakeholders.

WICE discloses its sustainability performance through multiple communication channels, including online publications and the Company's website, to ensure accessibility and transparency for all stakeholder groups.

In addition, the Sustainability Report provides channels for stakeholders to submit feedback and recommendations, which are systematically reviewed and incorporated into future improvements. This ensures that the Company's sustainability disclosures remain relevant, responsive, and aligned with stakeholder expectations in subsequent reporting cycles.



Management of Material Topics

No.	Material Topics	GRI	SDGs	Target	Action Plan
G1	Economic Performance	GRI 201		Achieve sustainable and stable business growth while creating long-term value for stakeholders	Enhance logistics efficiency through digital technologies and AI, optimize cost and cash flow management, and expand customer base in domestic and international markets
G3	Anti-Corruption	GRI 205		Conduct business with transparency and zero tolerance for corruption	Implement anti-corruption policies, maintain CAC certification, provide ethics training, and establish whistleblowing channels with protection mechanisms
G4	Anti-Competitive Behavior	GRI 206		Promote fair competition and compliance with relevant laws	Establish fair trade practices, provide competition law training, and monitor business conduct for legal compliance
S2	Labor/Management Relations	GRI 402		Foster strong relationships and engagement between management and employees	Establish regular internal communication channels, encourage feedback, dialogue, and fair grievance mechanisms
S3	Occupational Health and Safety	GRI 403	 	Achieve zero work-related accidents and injuries	Implement OHS management systems, conduct safety training, perform risk assessments, and monitor incidents continuously
S4	Training and Education	GRI 404	 	Enhance employee capabilities aligned with business transformation	Develop annual training plans, promote upskilling/reskilling in technology, logistics, and ESG, and strengthen leadership development
S9	Forced or Compulsory Labor	GRI 409		Eliminate forced labor and all forms of human rights violations	Establish human rights policies, assess labor practices across operations and suppliers, and provide grievance mechanisms
S13	Customer Health and Safety	GRI 416		Deliver safe and high-quality services to build customer trust	Ensure service quality control, manage logistics risks, provide cargo insurance, and align operations with standards
S14	Customer Privacy	GRI 418		Protect customer data and privacy	Comply with PDPA, appoint Data Protection Officer (DPO), implement cybersecurity measures, and train employees on data privacy
E1	Energy	GRI 302	 	Improve energy efficiency and reduce energy consumption intensity	Monitor energy usage, adopt energy-saving technologies, optimize transport routes, and promote EV adoption
E4	Greenhouse Gas Emissions	GRI 305		Reduce GHG emissions and transition to low-carbon operations	Measure and report emissions (ISO 14064, GHG Protocol), develop green logistics solutions, reduce Scope 1–3 emissions, and collaborate with partners

WICE and Stakeholders across the Business Value Chain

Stakeholder Engagement Training (AA1000SES)

The Company conducted Stakeholder Engagement training in alignment with the AA1000 Stakeholder Engagement Standard (AA1000SES) to enhance employees' capabilities in identifying stakeholders, understanding their expectations, and systematically collecting feedback. Insights obtained from the engagement process are integrated into the Company's Materiality Assessment, enabling WICE to prioritize key sustainability issues across economic, social, and environmental dimensions. This supports the development of strategies, targets, and transparent disclosures in line with international standards.

Key Learning Areas under AA1000SES

- **Inclusivity** – Ensuring appropriate and meaningful participation of relevant stakeholders
- **Materiality** – Identifying and assessing issues that significantly impact the business and stakeholders
- **Responsiveness** – Addressing stakeholder concerns, incorporating feedback, and communicating performance transparently

Key Outcomes

- 40 participants from all key business units attended the training
- 100% of participants are able to apply AA1000SES principles in their work
- Participants have applied the framework to enhance the Company's stakeholder engagement process, particularly in conducting Materiality Assessments within their respective functions



Stakeholder Engagement (2-29, 2-30)

WICE is committed to building and maintaining long-term relationships with all stakeholder groups through fair, transparent, and inclusive engagement, while respecting human rights, equality, and fairness.

The Company recognizes the importance of actively listening to stakeholder feedback, both positive and negative, and uses these insights to continuously improve its operations. This approach strengthens trust and confidence among stakeholders over the long term.

WICE ensures ongoing engagement and communication across all aspects of its operations by systematically collecting stakeholder input and integrating it into operational improvements and strategic decision-making. This ensures alignment with stakeholder expectations and potential impacts. The Company adopts the AA1000 Stakeholder Engagement Standard (AA1000SES) as a core framework to identify and classify stakeholders across the value chain, analyze stakeholder needs and expectations, and assess and prioritize stakeholders based on their level of impact and influence on the Company's operations. This structured approach ensures that stakeholder engagement is comprehensive, relevant, and aligned with the Company's business context.



Stakeholder Analysis Across the Value Chain

WICE conducts a structured stakeholder analysis across its value chain to ensure effective engagement and alignment with stakeholder expectations. The process follows a systematic approach as outlined below:

- 1. Stakeholder Identification:** The Company identifies both internal and external stakeholders across the value chain by considering factors such as interdependency, responsibilities, level of influence on business operations, and other relevant criteria.
- 2. Impact Assessment:** WICE evaluates the level of impact its operations may have on each stakeholder group across economic, social, and environmental dimensions, ensuring a comprehensive understanding of both positive and negative impacts.
- 3. Influence Assessment:** The Company assesses the level of influence stakeholders have on its operations and overall success, taking into account factors such as financial impact, operational dependency, regulatory compliance, corporate reputation, and strategic direction.
- 4. Stakeholder Grouping:** Based on the results of impact and influence assessments, stakeholders are categorized into four groups according to the level of impact the Company has on stakeholders, and the level of influence stakeholders have on the Company. This classification serves as a foundation for developing appropriate engagement strategies.
- 5. Stakeholder Prioritization and Engagement Approach:** The Company prioritizes stakeholder groups and defines tailored engagement approaches based on their level of significance.

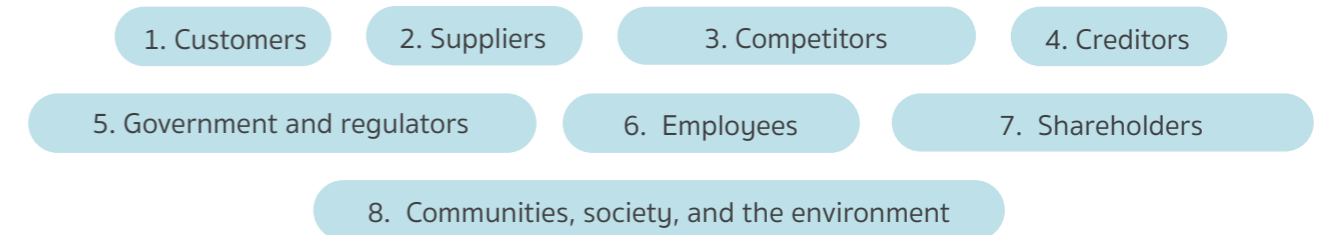
Engagement methods include:



Special emphasis is placed on stakeholders with high impact and high influence to ensure effective and meaningful engagement.

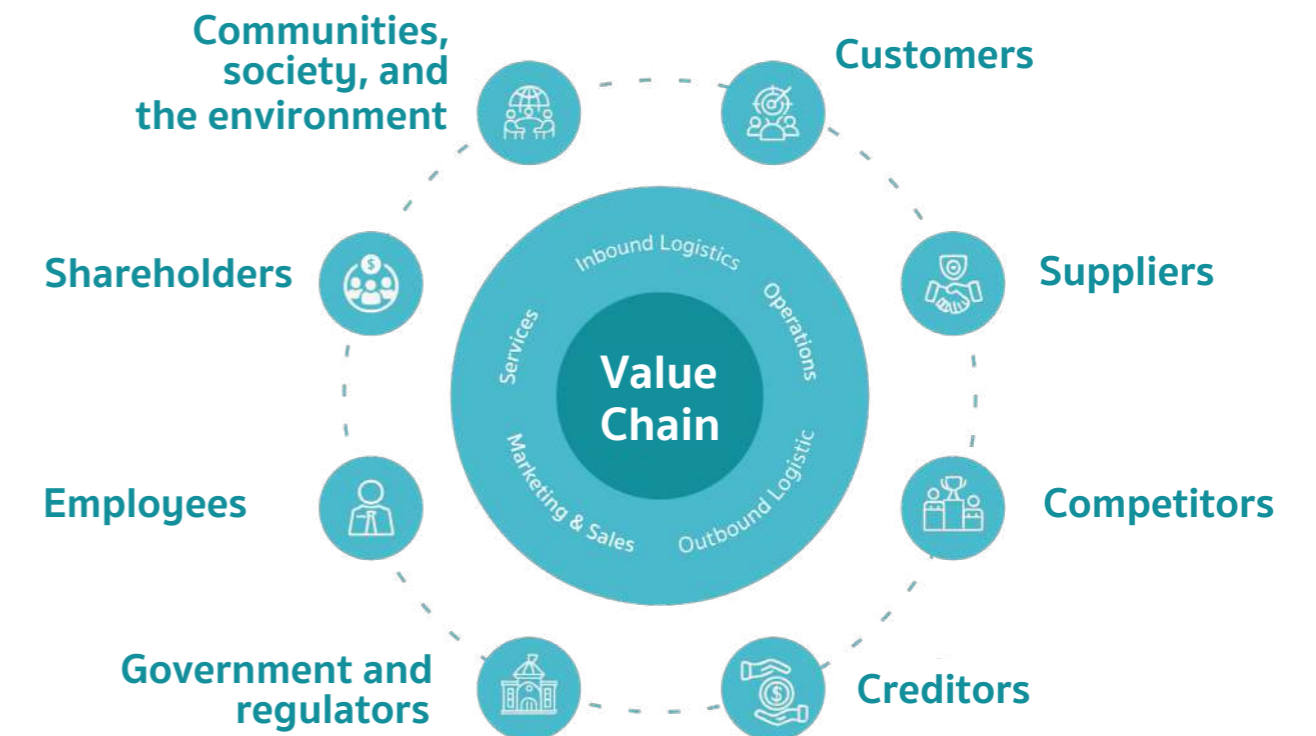
2025 Stakeholder Groups

To ensure comprehensive stakeholder engagement and relationship management, the Company has identified eight key stakeholder groups:



Stakeholder Engagement Score

The Company has established a target stakeholder engagement score of 95 points. In 2025, WICE achieved a score of 98.03, exceeding its target and reflecting strong stakeholder relationships and effective engagement practices.



Participation in Industry Associations

Association Name	Logo	Member Company	Membership Start Date	Membership Expiry Date
Domestic Associations				
Thai International Freight Forwarders Association (TIFFA)		WICE	6 Feb 2002	No expiry
The Customs Broker and Transportation Association of Thailand (CTAT)		WICE	12 Feb 2014	18 Apr 2027
The Thai Chamber of Commerce		WICE	17 Aug 2010	No expiry
International Associations				
Leading the World in Logistics Partnering		WICE	26 Oct 2005	25 Oct 2026

Note: Membership in industry associations is subject to annual membership fees.

Industry Engagement and Contribution

WICE Logistics Public Company Limited is a member of the Thai International Freight Forwarders Association (TIFFA) and plays an active role in supporting the development of Thailand's logistics industry. Dr. Araya Kongsoonthorn, Group Chief Executive Officer, serves as a Board Member of TIFFA, reflecting the Company's commitment to contributing at both the policy and governance levels of the association. This involvement demonstrates WICE's dedication to promoting professional standards, good governance, and responsible business practices, as well as fostering industry collaboration to drive the long-term sustainable development of the logistics sector.

Membership Benefits

1. Inclusion in the member directory, enhancing visibility and business opportunities
2. Access to the Financial Protection Plan, which provides coverage for unpaid receivables among member companies
3. Participation in annual networking meetings and workshops, enabling members from different countries to connect, build relationships, and conduct business negotiations efficiently while reducing travel costs
4. Support in resolving disputes between member companies



Stakeholder Engagement Outcomes

Topic	Customers	Suppliers
Engagement Channels	<ul style="list-style-type: none"> • Real-time communication during operations • Feedback via social media, mobile apps, and live chat • Satisfaction surveys via call center and email • Monthly and quarterly market research • Business meetings, networking, and site visits 	<ul style="list-style-type: none"> • Regular meetings and performance follow-ups • Training and engagement activities • Supply chain seminars and workshops • Continuous feedback collection
Expectations	<ul style="list-style-type: none"> • High-quality service aligned with standards and legal requirements • Fast, reliable, and flexible responses • Transparent and fair pricing • Fulfillment of contractual commitments • Continuous service improvement • Easy accessibility to services • Data privacy and protection 	<ul style="list-style-type: none"> • Fair and equal treatment • Transparent procurement processes • Order clarity and stability • Timely communication and support • Long-term value creation • Collaboration in innovation and knowledge sharing
Key Actions	<ul style="list-style-type: none"> • Customer service training programs • Delivering safe and standardized services • Quality assurance and service monitoring • Enhancing digital service platforms • Continuous website and social media improvements • Multi-channel customer feedback management • Fair pricing and promotion reviews • Strengthening cybersecurity and data protection 	<ul style="list-style-type: none"> • Implementation of sustainable procurement framework • Supplier Code of Conduct enforcement • Continuous procurement process improvement • Knowledge and technology exchange • Joint service innovation development • Prompt issue resolution • Regular supply chain seminars and executive meetings

Stakeholder Engagement Outcomes

Topic	Competitors	Creditors
Engagement Channels	<ul style="list-style-type: none"> • Industry collaboration and standard development • Joint technology and market development • Cost and risk-sharing initiatives • Innovation and CSR collaboration • Trust-building activities 	<ul style="list-style-type: none"> • Transparent financial disclosure • Ongoing financial communication • Debt restructuring discussions • Long-term financial partnerships • Flexible financial arrangements
Expectations	<ul style="list-style-type: none"> • Sustainable collaboration and partnerships • Industry and innovation development • Shared risks and costs • Market expansion opportunities • Transparency and trust 	<ul style="list-style-type: none"> • Financial transparency • Debt repayment capability • Stable business plans • Cooperation in restructuring • Strong contractual relationships
Key Actions	<ul style="list-style-type: none"> • Joint industry standard development • Knowledge-sharing workshops • Co-marketing initiatives • Technology exchange • Resource sharing to reduce costs 	<ul style="list-style-type: none"> • Transparent financial reporting • Regular creditor communication • Debt restructuring collaboration • Business plan development • Investment and financial support collaboration

Stakeholder Engagement Outcomes

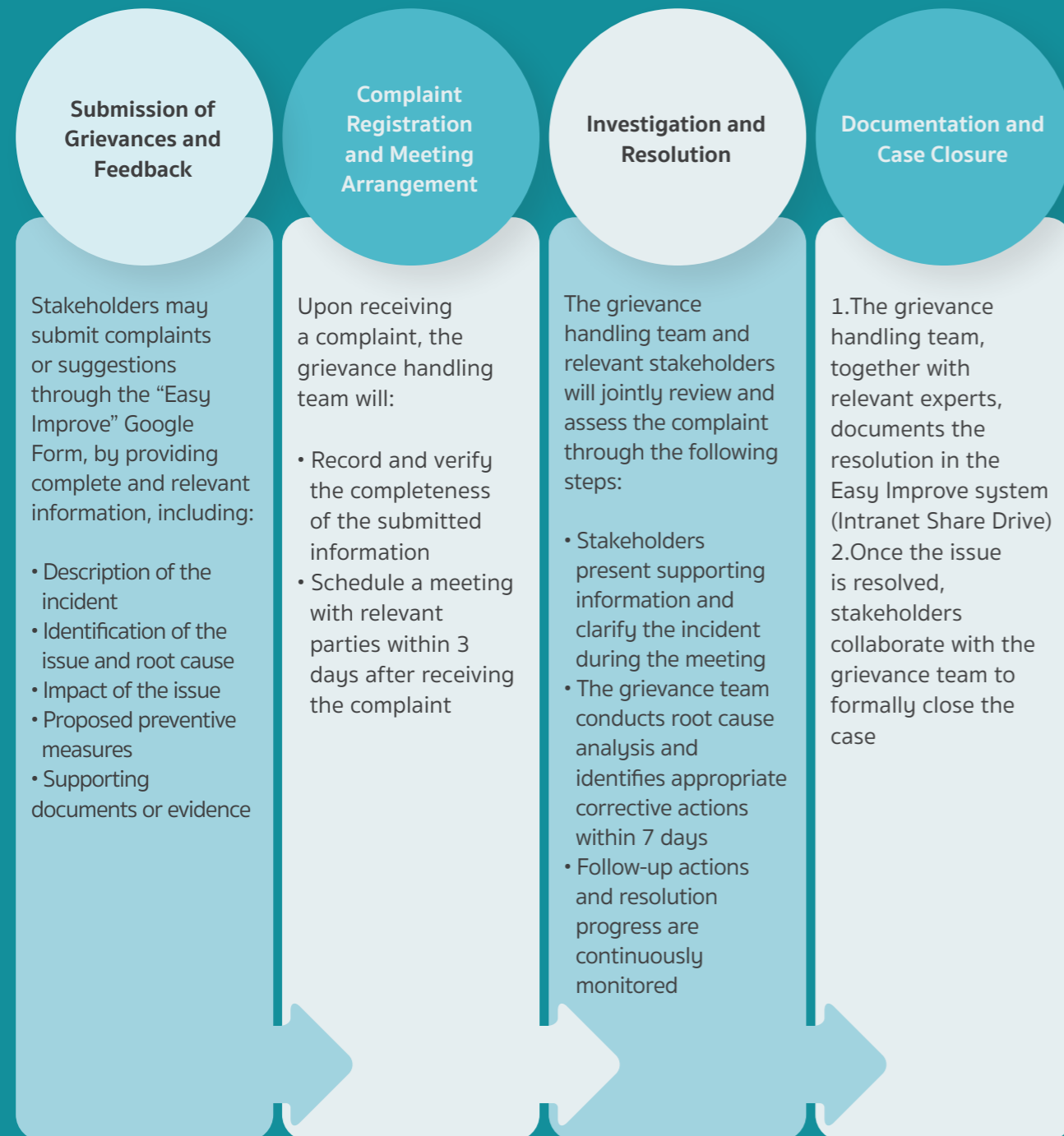
Topic	Government	Employees
Engagement Channels	<ul style="list-style-type: none"> • Participation in public sector committees • Speaking engagements in government forums • Industry associations and chambers of commerce 	<ul style="list-style-type: none"> • Employee surveys and performance evaluations • Internal communication (Town Hall, meetings, annual events) • Training, seminars, and site visits • Internal communication channels • Complaint and suggestion systems • CSR and sustainability activities
Expectations	<ul style="list-style-type: none"> • Collaboration in public initiatives • Participation in policy development • Compliance with regulations • Support for sustainability initiatives 	<ul style="list-style-type: none"> • Job security and career growth • Fair compensation and benefits • Work-life balance • Health and safety • Equal treatment • Learning and development opportunities
Key Actions	<ul style="list-style-type: none"> • Public-private partnership projects • Knowledge sharing with government agencies • Compliance with government policies 	<ul style="list-style-type: none"> • HR policies aligned with legal requirements • Ethics and anti-corruption training • Diversity and inclusion initiatives • Career development support • Onboarding and training programs • Workplace improvement and well-being initiatives

Stakeholder Engagement Outcomes

Topic	Shareholders	Community, Society, and Environment
Engagement Channels	<ul style="list-style-type: none"> • Annual and extraordinary general meetings • Investor relations activities (roadshows, analyst meetings) • Financial institution engagement • Website and email communications 	<ul style="list-style-type: none"> • Public meetings and feedback sessions • Online communication channels • Community surveys • Collaboration with NGOs and associations
Expectations	<ul style="list-style-type: none"> • Strong financial performance and returns • Effective risk and liquidity management • Good corporate governance • ESG integration • Transparent disclosure • Stakeholder participation opportunities 	<ul style="list-style-type: none"> • Sustainable community development • Local employment opportunities • Reduced environmental impact • Community support initiatives • Transparency and fairness • Environmental conservation
Key Actions	<ul style="list-style-type: none"> • Annual and sustainability reporting • Dividend distribution and financial management • Transparent disclosures via SET and online platforms • Continuous governance improvements • Anti-corruption initiatives and participations • Shareholder communications and engagement opportunities 	<ul style="list-style-type: none"> • Community and environmental development projects • Local hiring and procurement • Community capacity building • Environmental conservation initiatives • Stakeholder participation in project development

Grievance and Feedback Handling Process

WICE has established a structured and transparent grievance mechanism to ensure that all stakeholders, including employees, customers, and suppliers, can raise concerns, provide feedback, and have issues addressed in a timely and fair manner.



Advisory and Grievance Mechanism for Responsible Business Conduct

WICE Logistics Public Company Limited and its subsidiaries have established a robust mechanism that enables employees, suppliers, and all stakeholders to seek advice and raise concerns regarding responsible business conduct, ethics, and legal compliance.

The Company ensures that all stakeholders can report concerns without fear of retaliation or discrimination, in line with international standards such as the UN Guiding Principles on Business and Human Rights (UNGP).

To ensure accessibility and appropriateness for different stakeholder groups, WICE provides multiple reporting channels for whistleblowing and complaints related to suspected violations of laws, regulations, internal policies, or corporate governance principles, as follows:

Reporting Channels

1. Chairman of the Corporate Governance and Sustainability Committee / Chairman of the Audit Committee
2. Immediate supervisors or trusted management at all levels
3. Company website:
 - o www.wice.co.th (Investor Relations > Information Request > Whistleblowing)
 - o Contact > Get in Touch with Us
4. Email: Audit Committee Chairman (boonatm@gmail.com)
5. Telephone: +66 (0) 2 681 6181 ext. 3501
6. Written submission addressed to the Audit Committee Chairman (Independent Director):



WICE Logistics Public Company Limited 88/8 WICE PLACE Building, Nonsee Road Chong Nonsee, Yannawa, Bangkok 10120, Thailand

*In cases involving senior management or members of the Board of Directors, concerns must be reported directly to the Chairman of the Audit Committee.

Compliance Performance and Preventive Measures

In 2025, WICE Logistics Public Company Limited and its subsidiaries reported no incidents of non-compliance with laws and regulations, and no whistleblowing cases, ethical complaints, or human rights violations were identified.

Disclosure of Significant Non-Compliance

In the event of significant non-compliance, the Company is committed to transparent disclosure, including:

- The nature of the incident
- Root causes
- Corrective actions taken
- Preventive measures to avoid recurrence

A “significant non-compliance case” is defined as any incident that has a material impact on business operations, corporate reputation, stakeholders, or involves legal penalties or fines deemed significant by management for public disclosure.

Preventive Measures and Risk Management

To minimize the risk of non-compliance and strengthen responsible business practices, the Company has implemented the following measures:

- Establishment of a robust Corporate Governance framework and effective internal control systems
- Development of clear policies and operational guidelines covering legal compliance, ethics, and human rights
- Regular communication and training programs to enhance employee awareness
- Provision of transparent and accessible whistleblowing channels with strong protection for reporters
- Continuous monitoring, auditing, and compliance risk assessments

These measures enable the Company to prevent, detect, and address issues promptly, while reducing the likelihood of recurrence and reinforcing a culture of integrity and accountability across the organization.

Economic Sustainability

Governance and Economic Management

WICE conducts its business under strong corporate governance principles, emphasizing transparency, accountability, and ethical conduct. The Company continuously enhances its internal control systems, risk management practices, and governance structures to ensure operational effectiveness, build stakeholder trust, and serve as a solid foundation for achieving its Net Zero ambitions in a sustainable manner.

The Company places strong emphasis on stakeholder empowerment across the value chain, including employees, suppliers, customers, and communities. This is achieved through active engagement, transparent communication, and the development of policies, practices, and operational processes that support responsible business conduct across economic, social, and environmental dimensions. These efforts aim to collectively reduce impacts and unlock new opportunities in the transition toward a low-carbon economy.

From an economic perspective, WICE is committed to sustainable and resilient growth, supported by efficient cost management, transparent and accurate financial disclosure, responsible tax practices, and fair procurement processes. The Company also promotes ethical supply chain management, strengthening competitiveness while creating long-term value for all stakeholders.

Through this integrated approach, WICE believes that achieving Net Zero cannot be accomplished by the organization alone, but requires collaboration and shared responsibility across all stakeholders. This collective effort will drive transparent, responsible, and sustainable economic growth in the long term.



Complaint, Feedback, and Whistleblowing Channels

WICE Logistics Public Company Limited provides multiple accessible channels for employees and all stakeholders to submit complaints, provide feedback, or report suspected misconduct related to violations of laws, regulations, internal policies, or corporate governance principles.

The available reporting channels include:

1. Chairman of the Corporate Governance and Sustainability Committee / Chairman of the Audit Committee
2. Immediate supervisors or trusted management at all levels
3. Company website:
 - o www.wice.co.th (Investor Relations > Information Request > Whistleblowing)
 - o Contact > Get in Touch with Us
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Chong Nonsee, Yannawa, Bangkok 10120, Thailand

In cases involving senior management or members of the Board of Directors, concerns must be reported directly to the Chairman of the Audit Committee. In 2025, the Company reported no whistleblowing cases, ethical complaints, or human rights-related grievances.

Business Code of Conduct

WICE Logistics Public Company Limited is committed to conducting business with transparency, integrity, and adherence to good corporate governance principles, ensuring fairness to all stakeholders, including employees, customers, suppliers, shareholders, regulators, and society at large.

The Company has established a Business Code of Conduct as a guiding framework for employees and management at all levels. To ensure effective implementation, regular training is conducted annually to enhance understanding and enable practical application in various situations. This also reinforces a strong culture of ethical behavior and professionalism, supporting the delivery of reliable and high-quality services. In conducting business with honesty and fairness, WICE emphasizes transparent operations and avoidance of conflicts of interest, impose strict prohibition of bribery and corruption in all forms, and comply with competition laws and fair business practices. These principles strengthen trust and credibility within the logistics industry and among stakeholders. The Company is also committed to fair treatment of employees, promoting human rights, and providing a safe, inclusive, and non-discriminatory workplace, free from harassment.

WICE maintains transparent and fair relationships with suppliers and customers by prioritizing service quality, safety, and adherence to industry standards, while continuously improving its operations through stakeholder feedback. The Company also ensures the protection of company assets and confidential information. In addition, WICE integrates environmental responsibility into its operations to support sustainable growth, while encouraging employee participation in social initiatives and fostering a strong sense of responsibility toward communities. WICE believes that adherence to its Business Code of Conduct is fundamental to achieving long-term sustainable growth and maintaining stakeholder trust. All employees are expected to uphold these principles as part of their role in driving the organization forward in a responsible, ethical, and sustainable manner.



Key Elements of the Business Code of Conduct

The Company's Business Code of Conduct outlines the following key principles:

1. Compliance with applicable laws, regulations, and respect for cultural diversity
2. Respect for international human rights principles
3. Anti-corruption and anti-bribery
4. Conflicts of interest and related party transactions
5. Use of inside information and protection of confidential information
6. Disclosure of information and communication with the media and public
7. Holding directorships in other companies
8. Giving and receiving gifts, assets, or other benefits
9. Charitable donations and sponsorships
10. Supplier selection and fair treatment of business partners
11. Intellectual property, information technology usage, and communications
12. Political neutrality and rights
13. Responsibility toward stakeholders
14. Internal control, internal audit, risk management, and financial/accounting reporting
15. Promotion of fair competition
16. Prevention of money laundering
17. Information security and data protection
18. Remediation practices in cases where stakeholders are adversely affected by rights violations

For further details, the full Business Code of Conduct is available at:

<https://www.wice.co.th/business-code-of-conduct/>

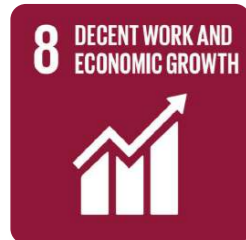
Good Corporate Governance, Transparency, and Business Ethics ⁽³⁻³⁾

Good Corporate Governance

GRI Standards:

- GRI 2: General Disclosures (2021) – Governance Structure

Relevant SDGs:



Why Good Corporate Governance Matters?

WICE recognizes good corporate governance as a fundamental pillar of sustainable business operations. The Company is committed to strengthening an effective governance structure, ensuring transparency, enhancing risk management and internal control systems, and promoting ethical business conduct and anti-corruption practices.

In addition, WICE prioritizes the protection of shareholders' rights and stakeholder interests, while ensuring full, accurate, and verifiable disclosure of information. These practices are essential to building stakeholder trust and supporting the Company's long-term, stable growth.

Key Highlights

- Achieved CG Rating Level 5 (Excellent), reflecting strong corporate governance standards
- Established a clear, transparent, and accountable governance structure and oversight system

Governance Risk Assessment Key Risks

- Non-compliance with regulatory requirements and ESG disclosure standards
- Incomplete or delayed information disclosure
- Insufficient board oversight covering ESG and key risks
- Limited independence of the Board of Directors

Potential Impacts

- Exposure to regulatory penalties or fines
- Ineffective strategic decision-making
- Decline in corporate governance and ESG ratings

Management Approach

To mitigate governance-related risks, the Company has implemented the following measures:

- Establishment of a Compliance Framework and Legal Register
- Appointment of dedicated Compliance functions and Company Secretary to oversee governance practices
- Continuous regulatory tracking to monitor changes in laws and requirements
- Strengthening the Board's role in ESG oversight and risk governance



Corporate Governance ^(2-9, 2-11, 2-13)

The Board of Directors is committed to promoting strong corporate governance practices to ensure that the Company operates with transparency, accountability, and integrity. WICE continuously enhances its management systems to be standardized, transparent, and auditable, with the objective of maximizing long-term shareholder value while taking into account the interests of all stakeholders. This commitment forms a key foundation for building trust and supporting sustainable business growth.

To uphold these principles, the Company has established a Corporate Governance Policy, which is reviewed annually to ensure alignment with evolving business conditions, applicable laws, regulatory requirements, and internationally recognized best practices. The policy is communicated across all levels of the organization – including directors, executives, and employees – and compliance is continuously monitored to foster a strong governance culture throughout the Company.

Corporate Governance Policy

Under the oversight of the Board of Directors, WICE is committed to maintaining corporate governance standards in line with international best practices. The Company recognizes that effective governance is a critical factor in strengthening both short-term competitiveness and long-term sustainability, while also enhancing confidence among investors, financial institutions, business partners, and other stakeholders.

WICE aims to position itself as a model organization in corporate governance by embedding principles of fairness, transparency, and accountability into its management systems. These principles not only support sound decision-making and operational efficiency but also contribute to long-term value creation for shareholders and stakeholders.

The Board has established and implemented the Corporate Governance Policy, Business Code of Conduct, and ethical guidelines applicable to directors, executives, and employees. All personnel are required to formally acknowledge and comply with these policies. The policies are regularly reviewed, updated, and approved by the Board of Directors.

Governance Principles

The Company's Corporate Governance Policy is aligned with the guidelines of the Securities and Exchange Commission (SEC Thailand), the Stock Exchange of Thailand (SET), and recommendations from the Thai Institute of Directors (IOD). The policy consists of eight key principles:

- **Board Responsibilities** – The Board acts as a leader in driving sustainable value creation
- **Strategic Objectives** – Establishing objectives and goals aligned with sustainability
- **Board Effectiveness** – Strengthening an effective and well-functioning Board
- **Leadership and Talent Development** – Succession planning and executive development
- **Innovation and Responsible Business** – Promoting innovation alongside responsible operations
- **Risk Management and Internal Control** – Ensuring robust risk management and internal control systems
- **Financial Integrity and Disclosure** – Maintaining reliable financial reporting and transparent disclosure
- **Stakeholder Engagement** – Encouraging communication and participation with shareholders

The Board ensures that the Corporate Governance Policy is regularly reviewed and updated, with clear communication provided across the organization to promote understanding and consistent implementation. Compliance is monitored continuously to reinforce a strong governance culture.

Corporate governance is embedded as a core component of the Company's vision, mission, and corporate values. The Company also ensures that governance policies and the Business Code of Conduct are publicly disclosed on its website (www.wice.co.th). This enables investors, stakeholders, and the public to access relevant information transparently and use it as a reference.

Good Corporate Governance Policy

Under the oversight of the Board of Directors, WICE Logistics Public Company Limited is committed to maintaining corporate governance standards in line with international best practices throughout its operations. The Company adheres to strong ethical principles and a well-established Code of Conduct, recognizing that good corporate governance is essential to enhancing competitiveness in both the short and long term, as well as building confidence among investors, financial institutions, business partners, and all stakeholders.

To create sustainable value for shareholders while ensuring balanced benefits for all stakeholders, the Board has established governance policies, management mechanisms, and operational systems based on the principles of transparency, accountability, and responsibility toward stakeholders, society, communities, and the environment. These serve as guiding principles for directors, executives, and employees in conducting business responsibly.

The Board of Directors regularly reviews and updates the Corporate Governance Policy to ensure alignment with evolving laws, best practices, business operations, and changing economic and social conditions. All directors, executives, and employees are required to formally acknowledge and comply with the policy as part of their responsibilities, reinforcing a strong governance culture across the organization.

The Board of Directors has established the following key governance principles:

1. All directors, executives, and employees are committed to applying corporate governance principles, with a fair and balanced relationship among the Board, management, and shareholders
2. The Board performs its duties with dedication, responsibility, and independence, with a clear separation between the roles of the Chairman and the Chief Executive Officer
3. The Board plays a key role in defining the Company's vision, strategy, policies, and key plans, while considering risks and ensuring reliable financial reporting, accounting systems, and auditing processes
4. The Board acts as a role model in ethical conduct and oversees the management of conflicts of interest and related party transactions
5. The Board may establish sub-committees as appropriate to support effective oversight and decision-making
6. The Board conducts annual self-assessments to evaluate its performance and effectiveness
7. The Board establishes ethical standards and a Code of Conduct applicable to directors, executives, employees, and all personnel
8. The Company ensures adequate, reliable, and timely disclosure of both financial and non-financial information, supported by corporate communications and investor relations functions
9. Shareholders are treated equitably, with equal access to information and appropriate communication channels
10. The Company maintains transparent and fair processes for recruiting and appointing key management personnel
11. The Company implements effective anti-corruption systems to ensure awareness, compliance, and enforcement across the organization

The Company's Corporate Governance Policy and practices are publicly available at:

<https://www.wice.co.th/corporate-governance-policy/?lang=th>



Board Nomination and Selection ⁽²⁻¹⁰⁾

The Board of Directors has assigned the Nomination and Remuneration Committee (NRC) to oversee the nomination and selection of directors, including the Chairman of the Board, Chief Executive Officer, and members of sub-committees. The selection process focuses on individuals with appropriate qualifications, knowledge, expertise, and relevant experience, while also considering diversity factors such as age, gender, skills, professional expertise, and additional competencies required by the Company.

The Company ensures that all nominated candidates meet the qualifications prescribed under the Public Limited Companies Act, the Securities and Exchange Act, and the Company's Articles of Association. Once suitable candidates are identified, the NRC will propose them to the Board of Directors and/or the Shareholders' Meeting for approval, as applicable. Candidates may be sourced through professional search firms or established director pools.

Board Diversity and Succession Planning

The Company places strong emphasis on Board Diversity, considering a wide range of attributes including ethnicity, nationality, background, gender, age, religion, skills, culture, knowledge, and professional experience. This diversity enhances the Board's ability to exchange perspectives, provide insights, and make well-informed decisions that support sustainable business growth.

In addition, the Company maintains a Board Skill Matrix, which is reviewed annually to ensure alignment with the Company's strategic direction and evolving business needs.

To support long-term leadership continuity, the Company also prioritizes succession planning, developing internal talent to ensure a strong pipeline of capable leaders who are ready to drive the organization forward.

Candidates nominated for directorship must meet the following key criteria:

1. Possess appropriate knowledge, expertise, professional skills, relevant experience, and educational background, with suitable age and qualifications
2. Demonstrate strong leadership, vision, integrity, and ethical standards, with a positive attitude toward the organization and sufficient time commitment
3. Must not be listed on any blacklist or have any criminal convictions, including those issued by regulatory authorities such as the SEC
4. In the case of independent directors, must meet all applicable independence criteria as defined by relevant regulations

The selection process is conducted in a transparent and fair manner, ensuring confidence among shareholders and stakeholders.

Shareholder Participation

The Company provides shareholders with the opportunity to nominate qualified individuals for consideration as directors at the Annual General Meeting (AGM), in accordance with established criteria and procedures. Further details on the Board Nomination Policy are available at: <https://www.wice.co.th/about-wice/board-of-directors/?lang=th>

Director Appointment Process

In the event of a vacancy on the Board, the Company follows a transparent nomination process led by the Nomination and Remuneration Committee. The selection considers:

- Required skills and competencies that are currently lacking on the Board
- Alignment with the Company's business strategy
- Professional qualifications, experience, and ability to dedicate sufficient time
- Compliance with legal requirements and good corporate governance principles

The Company may also utilize director databases (Director Pool) to enhance Board diversity and ensure access to qualified candidates.

A Board Skill Matrix is applied to identify gaps in expertise and guide the nomination process. For example, if the Company expands into new business areas, candidates with relevant experience in those areas will be prioritized.

Final appointments are subject to approval by the Board of Directors and/or the Shareholders' Meeting, as required.

Rights of Minority Shareholders in Director Nomination

To promote fair and equitable treatment of all shareholders, the Company provides minority shareholders with the opportunity to exercise their rights to nominate qualified individuals for election as directors in advance of the Annual General Meeting (AGM), within the specified timeframe and conditions.

All nominated candidates are subject to a screening process to ensure they possess appropriate qualifications before being proposed to the Board of Directors and included in the meeting agenda.

The Company publicly discloses the nomination criteria on its website and through the Stock Exchange of Thailand (SET) information disclosure system, ensuring transparency and accessibility for all shareholders.

Voting Procedures for Director Appointment

The voting procedures for the election of directors at the shareholders' meeting are as follows:

1. Each shareholder has voting rights equal to the number of shares held
2. Shareholders may vote to elect one or more candidates as directors; however, votes cannot be split among multiple candidates
3. Candidates receiving the highest number of votes, in descending order, are elected as directors up to the number of positions available
4. In the event of a tie that exceeds the number of available positions, the Chairman of the meeting shall have the casting vote

Separation of Chairman and Chief Executive Officer Roles and Independence of the Chairman

As of 31 December 2025, the roles of Chairman of the Board and Chief Executive Officer (CEO) are held by separate individuals. This separation ensures a clear distinction between the Board's responsibility for policy direction and governance, and management's responsibility for day-to-day operations. It also enhances the Board's ability to effectively oversee, monitor, and evaluate management performance. The Company requires that the Chairman and CEO must always be different individuals. The Chairman is responsible for overseeing management, providing strategic guidance, and supporting policy direction without interfering in daily operations, which remain the responsibility of the CEO under delegated authority from the Board.

Currently, the Chairman of the Board is an independent director who demonstrates strong leadership and neutrality. The Chairman ensures that the Board operates independently, free from undue influence from management, and encourages all directors to exercise independent judgment and voting rights in accordance with good corporate governance principles.

At the Board of Directors' Meeting No. 6/2024, held on 12 November 2024, Prof. Dr. Ruth Banomyong, an independent director, was appointed as Chairman of the Board, effective from the same date. This appointment aligns with the Corporate Governance Code for Listed Companies 2017 (CG Code) and strengthens the independence of the Board, while enhancing stakeholder confidence in transparent and fair business operations.

Term of Office and Termination of Directorship

At every Annual General Meeting of Shareholders, one-third of the directors shall retire from office. If the number of directors cannot be divided exactly into three parts, the number nearest to one-third shall retire.

For the first and second years following the Company's conversion, retiring directors shall be determined by drawing lots. In subsequent years, the directors who have held office the longest shall retire. Directors retiring by rotation may be re-elected by the shareholders' meeting.

In addition to retirement by rotation, a director shall vacate office upon:

1. Death
2. Resignation
3. Disqualification or possession of prohibited characteristics under applicable laws
4. Removal by resolution of the shareholders' meeting, with votes of not less than three-fourths of shareholders attending and entitled to vote, and holding shares in aggregate of not less than one-half of the shares held by shareholders attending and entitled to vote
5. Removal by court order

Independent directors may serve a continuous term of no more than nine years from the date of their first appointment as independent directors. If the Board proposes to reappoint an independent director beyond this period, the Board must reasonably consider and justify the necessity of such reappointment.

Governance of Subsidiaries and Associates

The Company operates in the logistics sector and holds investments in subsidiaries and associates whose business activities are aligned with or support the Company's core logistics operations. These investments are made to enhance operational performance, generate additional returns, and create business synergies that strengthen the Company's long-term competitiveness.

To safeguard its investments and ensure effective oversight, the Board of Directors has established governance measures for subsidiaries and associates as follows:

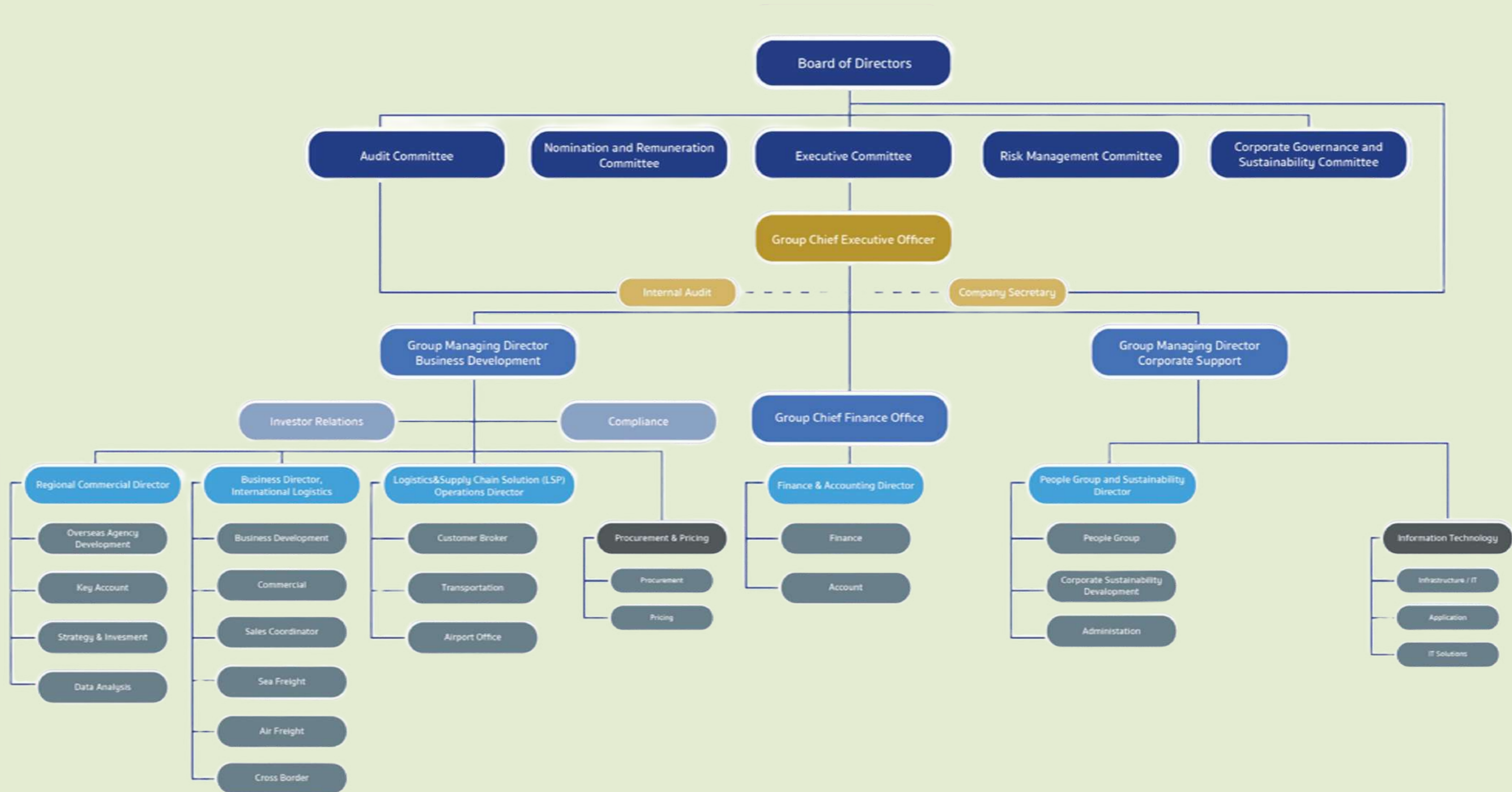
- (1) **Management Structure of Subsidiaries and Associates:** The Company appoints qualified and experienced representatives to serve as directors or executives in subsidiaries and associates, unless restricted by applicable laws. These representatives are responsible for setting key policies, overseeing operations, and ensuring that business activities are conducted in accordance with the Company's strategic direction and relevant legal requirements.
- (2) **Exercise of Voting Rights:** The Company's representatives in subsidiaries and associates are required to exercise their voting rights at board meetings and shareholders' meetings in accordance with resolutions approved by the Company's Board of Directors or shareholders, or in line with the Company's delegation of authority framework. All decisions must be made with due care, in good faith, and in the best interest of the Company.
- (3) **Related Party Transactions:** Directors, executives, or related persons of subsidiaries may enter into transactions with subsidiaries only when such transactions have been duly approved by the Company's Board of Directors or shareholders, depending on the transaction size, in accordance with related party transaction regulations. Exceptions may apply for transactions conducted under normal commercial terms, comparable to those agreed with general counterparties under similar circumstances, and free from undue influence arising from positions held. Such transactions must also comply with pre-approved principles established by the Board.
- (4) **Disclosure of Subsidiary Information**
 - **Financial and Operational Disclosure:** Subsidiaries are required to disclose financial information, operating results, related party transactions, acquisitions or disposals of assets, and other significant transactions accurately and completely, in accordance with disclosure requirements equivalent to those of the Company.
 - **Reporting and Oversight:** Subsidiaries must regularly report business plans, expansion strategies, major investment projects, and joint ventures with other entities through monthly performance reports. The Company reserves the right to request clarifications or supporting documents as necessary. Subsidiaries are required to comply promptly and fully with such requests. In cases where significant issues are identified, subsidiaries must provide explanations and supporting evidence to address any concerns.
- (5) **Internal Control System:** The Board of Directors has assigned the Audit Committee to review the adequacy and effectiveness of the internal control system across the Group. This ensures that internal controls are robust and aligned with the COSO Internal Control Framework, covering governance, operations, accounting and financial reporting, as well as compliance with applicable laws and regulations.



Corporate Governance Structure (2-9, 2-10, 2-11)

The Company's governance structure comprises the Board of Directors and five key sub-committees, namely the Audit Committee, Nomination and Remuneration Committee, Executive Committee, Enterprise Risk Management Committee, and Corporate Governance and Sustainability Committee. Each committee has clearly defined roles and responsibilities to support effective oversight, risk management, internal control, and the integration of sustainability into business operations.

The Chief Executive Officer (CEO) serves as the highest executive, responsible for managing day-to-day operations in alignment with the strategic direction and policies established by the Board of Directors, ensuring efficient execution and accountability across the organization.



Board of Directors

Board Composition

In accordance with the Articles of Association of WICE Logistics Public Company Limited, the Board of Directors is structured as follow:

- The Board must consist of no fewer than 5 directors
- There must be at least 3 independent directors
- At least 1 director must possess expertise in accounting and finance (Mr. Boongrieng Thanaphansin)

As of 1 December 2025, according to the certification issued by the Ministry of Commerce, the Board comprises a total of 7 directors, with the following composition:

- 3 non-executive directors, representing 42.86% of the total Board
- 3 independent directors, representing 42.86% of the total Board
- 3 female directors, representing 42.86% of the total Board
- Average age of directors: 59 years
- Average age of male directors: 61 years
- Average age of female directors: 56 years

The Company places strong emphasis on gender diversity within the Board, promoting equality and inclusive participation across all genders. This approach enhances Board diversity, brings broader perspectives, and supports more effective long-term strategic decision-making.

Board of Directors Composition

As of 31 December 2025
Total Members:7



4 MALE DIRECTORS
(57%)



3 FEMALE DIRECTORS
(43%)

BOARD STRUCTURE RATIO

3 : 4

Independent directors
to total Board

3 : 4

Non-executive directors
to total Board
Non-Executive

Board Composition

	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Total Directors	7		7		7	
	5	2	4	3	4	3
Executive Directors	4		4		4	
	1	3	1	3	1	3
Non-Executive Directors	4		3		3	
	4	0	3	0	3	0
Independent Directors	4		3		3	
	4	0	3	0	3	0
Non-Executive & Non-Independent Directors	0		0		0	
	0	0	0	0	0	0

Board Structure Determination and Review

The Board of Directors oversees the composition of the Board to ensure alignment with the Company's Board Diversity Policy, encompassing a wide range of qualifications, including professional skills, experience, expertise, gender, age, ethnicity, and nationality. These attributes are considered essential to achieving the Company's strategic objectives and long-term goals. To support this, the Company utilizes a Board Skill Matrix to assess the collective competencies of directors, ensuring that the Board possesses the appropriate capabilities to understand the business context and effectively respond to stakeholder expectations.

In addition, the Board regularly reviews the appropriateness of its structure, including Board composition, the proportion of independent directors, and the overall Board size in relation to the Company's business scale and nature. The qualifications of independent directors are also reviewed to ensure compliance with the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). Furthermore, the Company has established sub-committees to enhance the efficiency and effectiveness of the Board's oversight and decision-making processes.

Directors Resigned / Retired During the Year

Order	Name	Position	Resignation / Termination Date	Replacement
1	Mr. Silawat Santivisat	Nomination and Remuneration Committee Member	25 February 2025	-

Board of Directors and Key Controlling Persons

As of 31 December 2025

No.	Name	Position
1.	Prof. Dr. Ruth Banomyong	<ul style="list-style-type: none"> Chairman of the Board Independent Director (Non-Executive) Audit Committee Member
2.	Mr. Boongrieng Thanaphansin	<ul style="list-style-type: none"> Independent Director (Non-Executive) Chairman of the Audit Committee Chairman of the Corporate Governance and Sustainability Committee Chairman of the Nomination and Remuneration Committee (Director with accounting and financial expertise)
3.	Mr. Thammarat Horboonmasuth	<ul style="list-style-type: none"> Independent Director (Non-Executive) Audit Committee Member Chairman of the Enterprise Risk Management Committee Corporate Governance and Sustainability Committee Member
4.	Dr. Araya Kongsoonthorn	<ul style="list-style-type: none"> Chairman of the Executive Committee Nomination and Remuneration Committee Member Group Chief Executive Officer
5.	Mr. Chudet Kongsoonthorn	<ul style="list-style-type: none"> Executive Committee Member Managing Director, Group Business Development
6.	Ms. Thitimar Tantikulsumtorn	<ul style="list-style-type: none"> Executive Committee Member Nomination and Remuneration Committee Member Enterprise Risk Management Committee Member Corporate Governance and Sustainability Committee Member Managing Director, Group Corporate Support
7.	Ms. Busarin Tuanchaem	<ul style="list-style-type: none"> Executive Committee Member Enterprise Risk Management Committee Member Director of Accounting and Finance

Board Skill Matrix

Name	Core Competencies / Skills											Specific Skills			
	Business Admin	Accounting	Finance & Economics	Corporate Governance	Legal	Information Technology	Digital & Innovation	Marketing/ Sales	Risk Management	Sustainability & ESG	HG & Organization Management	Logistics Business	International Business Management	Supply Chain	Warehouse Management
1. Prof. Dr. Ruth Bano-myong	✓	—	✓	—	—	—	—	✓	✓	✓	—	✓	✓	✓	—
2. Mr. Boongrieng Thanaphansin	✓	✓	✓	✓	—	✓	—	✓	✓	✓	—	—	✓	✓	—
3. Mr. Thammarat Horboonmasuth	—	—	—	—	✓	—	—	—	✓	—	—	—	—	—	—
4. Dr. Araya Kongsoonthorn	✓	✓	✓	✓	—	—	✓	✓	—	✓	✓	✓	✓	—	—
5. Mr. Chudet Kongsoonthorn	✓	—	✓	✓	—	—	—	✓	✓	✓	✓	✓	✓	✓	✓
6. Ms. Thitimar Tanti-kulsuntorn	✓	—	✓	✓	—	✓	✓	✓	✓	✓	✓	✓	✓	✓	—
7. Ms. Busarin Tuanchaem	✓	✓	✓	✓	—	✓	—	—	✓	✓	✓	—	✓	—	—

Roles and Responsibilities of the Chairman of the Board

The Chairman of the Board plays a critical leadership role in ensuring the effectiveness of the Board in setting the Company's direction, strategy, and overall mission to achieve its objectives successfully.

As the leader of the Board, the Chairman is responsible for ensuring that the Board operates efficiently and in line with good corporate governance principles. The key responsibilities of the Chairman include:

1. Maintaining independence from management and not interfering in day-to-day operations, with a clear separation of roles between the Board and management
2. Ensuring the effectiveness of the Board's performance, while providing guidance and support to management within the authority delegated by the Board
3. Leading the Board in overseeing and monitoring the Company's operations to ensure alignment with approved policies and objectives
4. Approving the Board meeting agenda in consultation with the Chief Executive Officer
5. Chairing Board of Directors and shareholders' meetings, and jointly setting meeting agendas with directors, management, and the Company Secretary
6. Exercising a casting vote in the event of a tie during meetings
7. Determining the composition, size, and structure of the Board to ensure an appropriate balance between executive and independent directors
8. Ensuring that Board committees are properly established, appropriately composed, and function effectively
9. Promoting effective Board performance in accordance with the highest standards of good corporate governance
10. Ensuring that the Board receives accurate, timely, and sufficient information for decision-making
11. Establishing effective communication channels between the Board, management, and shareholders
12. Ensuring access to independent advisors for both the Board and management when necessary
13. Appointing the Company Secretary to support Board activities
14. Performing any other duties as required by applicable laws and regulations

Authorized Directors

In accordance with the Company's Articles of Association, the authorized signatories of the Company as of 31 December 2025 are:

1. Dr. Araya Kongsoonthorn
2. Mr. Chudet Kongsoonthorn
3. Ms. Thitimar Tantikulsumtorn
4. Ms. Busarin Tuanchaem

Any two of the above directors are authorized to jointly sign with the Company's seal affixed, thereby legally binding the Company.

Subcommittees ⁽²⁻¹⁴⁾

To enhance the effectiveness of corporate governance and ensure that key matters are thoroughly reviewed, the Board of Directors has established five subcommittees. These subcommittees are responsible for supporting the Board by reviewing and providing recommendations on specific areas in greater detail.

(1) Audit Committee

Roles and Responsibilities

The Audit Committee is responsible for ensuring the integrity of financial reporting, the effectiveness of internal control systems, and compliance with applicable laws and regulations. Its key duties include:

- Reviewing the Company's financial statements and internal control systems to ensure accuracy, adequacy, and reliability
- Ensuring compliance with securities and exchange laws, Stock Exchange regulations, and other relevant legal requirements
- Considering, selecting, appointing, or proposing the removal of the independent external auditor, as well as recommending their remuneration
- Reviewing connected transactions or transactions that may give rise to conflicts of interest to ensure compliance with relevant laws and SET requirements
- Preparing and disclosing the Audit Committee Report in the Company's Annual Report
- Performing other duties as assigned by the Board of Directors, with the Audit Committee's independent judgment
- Conducting investigations or reviews on matters that may significantly impact the Company's financial position and operating results

Scope, Authority, Duties, and Responsibilities

The Audit Committee is a subcommittee of the Board of Directors and performs its duties independently in accordance with the principles of good corporate governance. It operates under a formal Audit Committee Charter approved by the Board, which is aligned with the Company's Code of Conduct and applicable laws and regulations. The Committee's role is to ensure that the Company's operations are efficient, transparent, and aligned with its objectives.

(2) Nomination and Remuneration Committee

Roles and Responsibilities

The Nomination and Remuneration Committee is responsible for overseeing the recruitment of directors and senior executives, as well as determining appropriate remuneration structures.

Scope, Authority, Duties, and Responsibilities

The Committee is tasked with establishing criteria and processes for nominating qualified individuals for appointment as directors, subcommittee members, and senior executives. It also reviews and determines remuneration structures and policies to ensure they are appropriate, competitive, and aligned with the Company's performance and long-term objectives. Recommendations are submitted to the Board of Directors or the Shareholders' Meeting for approval in accordance with applicable laws and regulations.

(3) Executive Committee

Roles and Responsibilities

The Executive Committee is responsible for overseeing the operations of the Company and its subsidiaries to ensure alignment with the policies, strategies, and business direction set by the Board of Directors, in compliance with applicable laws and principles of good corporate governance.

Scope, Authority, Duties, and Responsibilities

The Board of Directors has delegated authority to the Executive Committee to manage and supervise the Company and its group entities in accordance with the approved policies, strategies, and business direction. The Committee ensures that operations are conducted efficiently, in compliance with legal requirements, and aligned with good corporate governance practices.

(4) Enterprise Risk Management Committee

Roles and Responsibilities

The Enterprise Risk Management Committee is responsible for overseeing risk management across the organization.

Scope, Authority, Duties, and Responsibilities

The Board of Directors has established the Enterprise Risk Management Committee to define and implement a comprehensive risk management framework across the organization. The Committee ensures that appropriate systems and processes are in place to identify, assess, and manage risks effectively, supporting the achievement of the Company's strategic objectives. It also ensures compliance with relevant laws, regulations, and standards, while minimizing potential impacts on the Company's operations. The Committee's structure, authority, roles, and responsibilities are clearly defined to enable effective performance as assigned by the Board.

(5) Corporate Governance and Sustainability Committee

Roles and Responsibilities

The Corporate Governance and Sustainability Committee is responsible for overseeing corporate governance, sustainability development, and climate change management to ensure that the Company operates responsibly and in alignment with international ESG standards.

Scope, Authority, Duties, and Responsibilities

The Committee is accountable to the Board of Directors for performing duties as assigned, while the Board retains ultimate responsibility for the Company's operations toward external stakeholders.

Climate Change

- Define, review, and approve the Company's sustainability direction, strategies, and priorities, with a strong focus on climate change
- Ensure that climate-related risks and opportunities are integrated into business planning, risk management, and long-term strategy
- Oversee and support initiatives related to recycling, climate action, greenhouse gas reduction, and Environment, Health, and Safety (EHS)
- Monitor alignment with international frameworks, standards, and best practices on climate and sustainability

Occupational Health and Safety

- Oversee policies and practices related to employee health, safety, and well-being
- Monitor and evaluate the effectiveness of occupational health and safety programs, incident management, and employee well-being initiatives
- Ensure compliance with applicable laws and alignment with international best practices in workplace safety

Human Rights

- Oversee the implementation of the Company's human rights policy across the organization
- Ensure appropriate roles, responsibilities, and resource allocation to support human rights due diligence
- Review and monitor human rights risks within operations and across the supply chain

Anti-Corruption

- Monitor the implementation and effectiveness of anti-corruption policies
- Ensure that appropriate internal control systems are in place to prevent bribery, corruption, and unethical conduct
- Recommend improvements to policies and practices in line with legal requirements and international best practices

ESG Risk and Governance Oversight

- Oversee ESG-related risks and governance matters, including:
 - Code of Conduct, ethics, and related policies
 - Identification, assessment, and mitigation of ESG risks across operations
- Monitor emerging ESG issues and assess their potential impact on the Company's strategy and reputation

Supporting Sustainability Performance

- Establish and monitor ESG performance indicators at both internal and external levels
- Ensure transparent disclosure of climate, health and safety, human rights, anti-corruption, and ESG governance information in line with legal requirements and international reporting standards
- Prepare an annual report summarizing governance roles, sustainability performance, and key outcomes for submission to the Board and inclusion in the Company's Annual Report

Director Training and Development ⁽²⁻¹⁷⁾

The Board of Directors and senior management place strong emphasis on continuous training and development to enhance directors' knowledge and capabilities in performing their duties effectively. All directors regularly participate in training programs and seminars relevant to their roles. Details of each director's training history are disclosed in Appendix 1.

In 2025, 100% of the Board of Directors attended training programs organized by the Thai Institute of Directors (IOD) and other leading institutions. Currently, the Company has:

- 2 directors who completed the Director Certification Program (DCP)
- 6 directors who completed the Director Accreditation Program (DAP)

This represents a total of 7 directors out of 7, or 100% participation.

In addition, the Company supports IOD membership for all directors, enabling them to stay updated on relevant developments and continuously enhance their knowledge. The Company also regularly provides information on available training programs and encourages directors to attend courses of interest, including those offered by other professional institutions throughout the year.

Director Development

The Company promotes continuous development of directors to ensure they possess the necessary knowledge, skills, and competencies to perform their roles effectively. Key practices include:

1. The Board supports and encourages directors to continuously enhance their knowledge, skills, and understanding relevant to their responsibilities.
2. Newly appointed directors are required to attend an orientation program covering the Company's business nature, organizational structure, strategies, operational plans, key policies, applicable regulations, as well as their roles and responsibilities.
3. The Company encourages directors to participate in training and seminars related to corporate governance, risk management, financial oversight, relevant laws, as well as ESG and sustainability topics.
4. The Board may arrange internal training sessions, special briefings, or expert presentations on business trends, emerging technologies, and new regulations that may impact the Company.
5. The Company provides appropriate support, including budget allocation, to facilitate director development and discloses directors' training records in the Annual Report in accordance with relevant requirements.



Director Training and Development in 2025

Director Name	Training Programs / Seminars / Activities
Prof. Dr. Ruth Banomyong	<ul style="list-style-type: none"> • Role of the Chairman Program (RCP) • Independent Director Forum 2025: Role of Independent Directors in Overseas Expansion and International Markets
Dr. Araya Kongsoonthorn	<ul style="list-style-type: none"> • Advanced Medical Governance Program for Executives, Class 11
Ms. Thitimar Tantikulsumtorn	<ul style="list-style-type: none"> • Online Directors Briefing 4/2025: ESG Risks Mitigation – What Directors Need to Know Before Risks Become Turning Points
Mr. Chudet Kongsoonthorn	<ul style="list-style-type: none"> • Online Directors Briefing 4/2025: ESG Risks Mitigation – What Directors Need to Know Before Risks Become Turning Points
Ms. Busarin Tuanchaem	<ul style="list-style-type: none"> • Beyond Vision 2025: Insights to Accounting, Tax, and Legal • CFO Annual Conference on Capital Markets • Online Directors Briefing 4/2025: ESG Risks Mitigation – What Directors Need to Know Before Risks Become Turning Points • TLCA CFO Professional Development Program (CPD) 7/2025: Sustainability Disclosure Standards (IFRS S1 / IFRS S2) • TLCA CFO Professional Development Program (CPD) 8/2025: Three Lines of Defense Model and the Role of the CFO
Mr. Boongrieng Thanaphansin	<ul style="list-style-type: none"> • Independent Director Forum 2025: Role of Independent Directors in Overseas Expansion and International Markets • Online Directors Briefing 4/2025: ESG Risks Mitigation – What Directors Need to Know Before Risks Become Turning Points • SET Sustainability Forum 1/2025: Strengthening Market Confidence Through Audit Excellence • Value Creation: Enhancing Thai Listed Companies for a Sustainable Capital Market
Mr. Thammarat Hor-boonmasuth	<ul style="list-style-type: none"> • Independent Director Forum 2025: Role of Independent Directors in Overseas Expansion and International Markets

Board Performance Evaluation

The Board of Directors conducts a self-assessment at least once annually to review its performance, identify key challenges and areas for improvement, and enhance overall effectiveness. The Company Secretary consolidates the evaluation results and reports them to the Board of Directors for consideration, along with recommendations for improving Board performance.

Board Evaluation Criteria

The Board-level evaluation consists of six key categories:

1. Structure and composition
2. Roles, duties, and responsibilities
3. Board meetings
4. Board culture and collaboration
5. Relationship with management and stakeholders
6. Director development

The individual director evaluation consists of five key categories:

1. Personal qualifications
2. Readiness to perform duties
3. Participation in meetings
4. Roles, duties, and responsibilities
5. Relationship with stakeholders

Subcommittee Performance Evaluation

The Company also conducts an annual performance evaluation of each subcommittee to assess their effectiveness over the past year. The Company Secretary distributes evaluation forms to each subcommittee, and the results are reviewed and discussed during Board meetings.

The evaluation is based on a percentage scoring system, with the following criteria: 90–100: Excellent / 80–89: Very Good / 70–79: Good / 60–69: Fair / 50–59: Pass / Below 50: Fail.

The evaluation results are used to improve governance practices and enhance the effectiveness of both the Board and its subcommittees.

2025 Board Performance Evaluation Results

The overall performance evaluation of the Board of Directors in 2025 is summarized as follows:

Evaluation Category	Average Score (%)	Rating
Board self-assessment (Board and individual directors)	88.49	Very Good
Subcommittee self-assessment (by committee and individual members)		
• Audit Committee	92.75	Excellent
• Nomination and Remuneration Committee	90.51	Excellent
• Enterprise Risk Management Committee	81.20	Very Good
• Corporate Governance and Sustainability Committee	85.83	Very Good

The evaluation results are reviewed and utilized to enhance the effectiveness and performance of the Board of Directors on a continuous basis.

CEO Performance Evaluation

The Company conducts an annual performance evaluation of the Chief Executive Officer (CEO), carried out by independent directors and non-executive directors. The results are used to determine remuneration in alignment with both short-term performance and long-term strategic objectives, ensuring competitiveness with industry benchmarks.

In 2025, the CEO's performance was rated "Excellent."

Enhancement of Evaluation Process

In 2025, the Company Secretary further enhanced the evaluation process by adopting an electronic assessment platform, the Board Self Check system developed by the Thai Institute of Directors (IOD). This initiative helps reduce paper usage, improves convenience for directors, and enhances the accuracy and efficiency of evaluation processing.

Remuneration Policy and Determination Process ^{(2-19) (2-20)}

Director Remuneration

The Company has established a remuneration policy for directors that is fair, reasonable, and aligned with their responsibilities. The Nomination and Remuneration Committee is responsible for reviewing and proposing appropriate remuneration for the Board of Directors and subcommittees.

In determining director remuneration for 2025, the Committee considered key factors, including industry benchmarks and practices among listed companies and leading organizations, principles of good corporate governance, the Company's financial performance, business size, scope of responsibilities, and overall economic conditions.

Director remuneration is structured in the form of meeting allowances and special bonuses. Directors who serve on subcommittees receive additional compensation in accordance with their increased responsibilities. All remuneration packages are subject to approval by the Shareholders' Meeting.

Annual Remuneration ⁽²⁻²¹⁾

At the Annual General Meeting of Shareholders held on 22 April 2025, shareholders approved director remuneration in the form of meeting allowances and bonuses, as follows:

Position	Meeting Allowance (THB / person / meeting)
Board of Directors	
Chairman of the Board	40,000
Director	20,000
Subcommittees	
Chairman of Subcommittee	25,000
Member	20,000

Other Benefits: None (Directors do not receive non-monetary compensation or additional benefits).

Special Bonus for Directors (2025)

Unit: THB

No.	Name	Type of Attendance		Total Attended	Total Meetings	Attendance (%)
		In-person Attendance	Electronic Attendance			
1.	Prof. Dr. Ruth Banomyong	9	2	11	11	100
2.	Mr. Boongrieng Thanaphansin	9	2	11	11	100
3.	Mr. Thammarat Horboonmasuth	7	2	9	9	100
4.	Dr. Araya Kongsoonthorn	11	-	11	11	100
5.	Mr. Chudet Kongsoonthorn	11	-	11	11	100
6.	Ms. Thitimar Tantikulsuntorn	11	-	11	11	100
7.	Ms. Busarin Tuanchaem	11	-	11	11	100
Resigned Director in 2025						
1.	Mr. Silawat Santivisat	1	1	2	2	100

Note: Mr. Thammarat Horboonmasuth was appointed on 6 February 2025, replacing Mr. Silawat Santivisat who resigned.

Director Remuneration by Individual (2025)

Unit: THB

No.	Name	Bonus (2025) (THB)	Board Meeting Allowance (THB)	Subcommittee Allowance (THB)	Total Remuneration (THB)	Subsidiary Remuneration (THB)
1.	Prof. Dr. Ruth Banomyong	108,809.67	440,000	180,000	728,809.67	0.00
2.	Mr. Boongrieng Thanaphansin	108,809.67	220,000	250,000	578,809.67	0.00
3.	Mr. Thammarat Horboonmasuth	N/A	180,000	280,000	460,000.00	0.00
4.	Dr. Araya Kongsoonthorn	108,809.67	220,000	40,000	368,809.67	40,000.00
5.	Mr. Chudet Kongsoonthorn	108,809.67	220,000	-	328,809.67	300,000.00
6.	Ms. Thitimar Tantikulsuntorn	108,809.67	220,000	140,000	468,809.67	0.00
7.	Ms. Busarin Tuanchaem	108,809.67	220,000	80,000	408,809.67	280,000.00

Note: Director No. 3, Mr. Thammarat Horboonmasuth, was appointed on 6 February 2025.

Directors Completing Term / Resigned During 2025

Unit: THB

No.	Name	Bonus (2025) (THB)	Board Meeting Allowance (THB)	Subcommittee Allowance (THB)	Total Remuneration (THB)	Subsidiary Remuneration (THB)
1.	Mr. Silawat Santivisat	74,323.55	40,000	50,000	164,323.55	0.00

Note: Director No. 1, Mr. Silawat Santivisat, served as Chairman of the Nomination and Remuneration Committee and Independent Director, and resigned on 25 February 2025.

Executive Management Profile

Name	Position	Appointment Date	Skills and Expertise
Dr. Araya Kongsoonthorn (Female, 60)	Group Chief Executive Officer	16 April 1993	Business Administration, Transportation and Logistics, Leadership, Corporate Governance, Organizational Management
Mr. Chudet Kongsoonthorn (Male, 61)	Managing Director, Group Business Development	14 March 2014	Transportation and Logistics, Strategic Management, Change Management, Business Administration, Negotiation
Ms. Thitimar Tantikulsumtorn (Female, 59)	Managing Director, Group Corporate Support	14 August 2014	Business Administration, Transportation and Logistics, Organizational Management, Strategic Management, Corporate Governance
Ms. Busarin Tuanchaem (Female, 50)	Director, Accounting and Finance	26 January 2018	Accounting, Finance, Data Analysis, Data Management, Budgeting
Ms. Somjai Purachako (Female, 50)	Director, International Logistics Business	1 January 2020	Transportation and Logistics, Marketing, Strategic Management, Business Administration, Commerce
Mr. Prasert Jirapivatthanakul (Male, 61)	Director, Transportation and Supply Chain	1 January 2021	Tourism and Hospitality, Transportation and Logistics, Data Management, Strategic Management, Corporate Governance
Mr. Patadon Kongsoonthorn (Male, 28)	Director, Regional Business Development	1 January 2025	Accounting, Finance, Data Analysis, Strategic Management, Corporate Governance
Mr. Siripat Koian (Male, 40)	Director, People Group and Sustainability	11 February 2025	Information and Communication Technology, Human Resource Management, Sustainability, Data Analysis, Organizational Management

Executive and Management Remuneration

Monetary Compensation of Executive Directors and Management

Description	2023 (THB)	2024 (THB)	2025 (THB)
Total Remuneration of Executive Directors and Management	35,672,831.00	29,970,123.00	32,503,500.00
Management Compensation	35,672,831.00	29,970,123.00	32,503,500.00

The Company determines executive remuneration based on qualifications, competencies, experience, and past performance, while also benchmarking against industry peers. The remuneration structure is aligned with the Company's performance and consists of monthly salary and annual bonuses. In 2025, total remuneration was paid to 8 executives, amounting to THB 32.50 million.

Other Compensation of Executive Directors and Management

Description	2023 (THB)	2024 (THB)	2025 (THB)
Provident Fund Contributions	990,660.00	901,200.00	1,060,800.00
Employee Stock Ownership Plan (ESOP)	None	None	None
Employee Joint Investment Program (EJIP)	None	None	None

The Company provides a provident fund for executives, with contributions at a rate of 5% of salary. In 2025, the Company contributed a total of THB 1,060,800 to the provident fund for 8 executives.

Anti-Corruption and Fair Competition ⁽³⁻³⁾

GRI Standards:

- GRI 205: Anti-Corruption
- GRI 206: Anti-Competitive Behavior

Sustainable Development Goals (SDGs)



Why Anti-Corruption and Fair Competition Matter?

Eliminating corruption cannot rely solely on government mechanisms; it requires active collaboration across all sectors, including the private sector. Businesses play a critical role in fostering trust and confidence among stakeholders by upholding transparency, fairness, and ethical conduct.

The Company is committed to operating with integrity, avoiding bribery and unfair advantages, and ensuring compliance with applicable laws and human rights principles. This approach strengthens corporate credibility and contributes to a fair and competitive business environment.

Key Highlights (2025)

- 0 cases related to corruption reported during the reporting year
- 0 whistleblowing cases received
- 0 incidents of corruption involving the Company or employees
- 0 cases related to conflict of interest
- 0 cases related to insider trading or misuse of confidential information
- 0 complaints regarding unfair competition

Anti-Corruption Targets

The Company has established clear zero-tolerance targets to ensure ethical business conduct:

- Total corruption-related cases: 0 cases
- Employees receiving anti-corruption training: 100%
- Whistleblowing cases received: 0 cases
- Corruption incidents involving the Company or employees: 0 cases
- Fines, penalties, or settlements related to corruption: THB 0
- Conflict of interest cases: 0 cases
- Insider trading or misuse of confidential information: 0 cases

Anti-Corruption Policy and Implementation Approach

Anti-Corruption Policy

The Company has established a comprehensive Anti-Corruption Policy to promote awareness and accountability among employees at all levels. The policy reflects a strong commitment to compliance with applicable anti-corruption laws and regulations, including those related to fraud, bribery, and improper payments involving both public officials and private sector entities, domestically and internationally.

The Company adopts a zero-tolerance approach toward corruption in all forms and actively encourages employees to uphold ethical conduct and integrity in all business activities.

In 2025, the Company conducted anti-corruption training for all employees. Participation in such training, along with knowledge assessments, is mandatory and forms part of the onboarding process for all new employees prior to commencing work. As a result, 100% of employees completed the training. The Company also communicates corruption-related risks and preventive measures through internal channels such as email. These include guidelines on the No Gift Policy, covering the giving or receiving of gifts, hospitality, or other benefits, as well as whistleblowing procedures.

In 2025, no incidents of corruption were reported within the Company.

Further details are available in the full Anti-Corruption Policy:
<https://www.wice.co.th/anti-corruption-policy/?lang=th>

Anti-Corruption Risk Assessment and Management

WICE Logistics Public Company Limited is committed to conducting business with integrity, transparency, and accountability under the principles of good corporate governance. The Company recognizes corruption as a critical risk that may impact stakeholder trust and long-term sustainability.

To mitigate such risks, the Company has implemented a structured Anti-Corruption Risk Management Framework as follows:

1. Risk Assessment

- Conducts annual corruption risk assessments
- Identifies high-risk areas such as procurement, outsourcing, sales operations, and interactions with government agencies

2. Internal Controls and Preventive Measures

- Establishes and enforces the Anti-Corruption Policy and Code of Conduct
- Implements clear approval processes, monitoring mechanisms, and appropriate segregation of duties

3. Communication and Training

- Provides regular training and communication to enhance employee awareness
- Promotes a corporate culture grounded in transparency, integrity, and ethical behavior

4. Whistleblowing

- Provides accessible channels for reporting misconduct, corruption, or irregularities
- Ensures confidentiality, protection, and non-retaliation for whistleblowers

5. Monitoring, Evaluation, and Continuous Improvement

- Regularly monitors and evaluates the effectiveness of control measures
- Reports findings to the Audit Committee and Corporate Governance Committee
- Continuously improves policies and practices in response to evolving risks and business conditions

The Company reaffirms its commitment to zero tolerance for corruption and to conducting business in compliance with applicable laws and governance standards. This approach strengthens trust among shareholders, investors, customers, business partners, and all stakeholders, while supporting sustainable long-term growth.

Anti-Corruption Risk Management Approach

The Company has implemented a structured approach to manage corruption risks across the organization, focusing on prevention, monitoring, and continuous improvement as follows:

1. 100% Employee Training

In 2025, all employees completed mandatory training and assessments on the Anti-Corruption Policy. This requirement also applies to new employees, who must undergo training as part of the onboarding process before commencing work.

2. No-Gift Policy and Whistleblowing Channels

The Company strictly enforces its No-Gift Policy, clearly communicating guidelines on the giving and receiving of gifts, hospitality, or other benefits. In addition, secure and confidential whistleblowing channels are available for employees and external stakeholders to report concerns without fear of retaliation.

3. Quarterly Transaction Monitoring

Transaction monitoring related to government interactions is conducted quarterly by the Enterprise Risk Management team. In 2025, no transactions were identified as corruption-related risks.

4. Zero Corruption Cases Over the Past Three Years

The Company has maintained a strong track record of ethical conduct, with no reported corruption incidents in 2023, 2024, and 2025.

5. Ongoing Reporting and Oversight

Risk assessment results and control measures are regularly reported to the Audit Committee, Risk Management Committee, and Corporate Governance and Sustainability Committee. These bodies review performance and provide guidance for continuous improvement.

Anti-Corruption Implementation Guidelines

The Company requires directors, executives, and employees at all levels to strictly comply with its anti-corruption principles. Key operational guidelines are as follows:

1. Bribery and Corruption

The Company strictly prohibits all forms of bribery. Directors, executives, and employees must not give, receive, solicit, or accept any form of bribe – whether in cash, assets, benefits, or through intermediaries – in exchange for business advantages or improper decision-making.

2. Gifts and Other Benefits

The giving or receiving of gifts, hospitality, or other benefits from customers, business partners, or stakeholders must be conducted transparently, in compliance with applicable laws and Company policies, and must not influence business decisions.

- Must be appropriate to the occasion, cultural norms, and customary practices
- Must not be used as a means of corruption or create conflicts of interest
- Limited to THB 3,000 per occasion for government officials
- Must be declared and reported through the Company's designated form and approved by supervisors

The Company also regularly communicates its No-Gift Policy to business partners, particularly during festive seasons.

3. Business Hospitality

Business hospitality is permitted only when directly related to legitimate business purposes or customary business practices, and must remain reasonable and appropriate.

- Requires prior approval in accordance with authorization levels
- Limited to THB 3,000 per occasion for government officials
- Limited to THB 10,000 per occasion for private sector counterparts (higher amounts require approval)
- Must be supported by proper documentation for reimbursement

4. Political Contributions

The Company maintains political neutrality and does not support political parties, candidates, or political activities, either directly or indirectly. Directors, executives, and employees may exercise their personal political rights but must not represent the Company or use Company resources for political purposes.

5. Donations and Sponsorships

All charitable donations and sponsorships must be conducted transparently, legally, and in a manner that is verifiable and not used as a means of bribery.

- Must have a clear purpose and provide societal benefit
- Must follow the Company's approval procedures
- Must be supported by proper documentation
- Any uncertainties must be escalated for consultation with management or relevant departments

6. Facilitation Payments

The Company strictly prohibits facilitation payments in any form, whether direct or indirect, regardless of the amount, even if intended to expedite routine processes.

7. Hiring of Government Officials (Revolving Door)

To prevent conflicts of interest, the Company has established safeguards regarding the hiring of current or former government officials:

- Current government officials are not employed in roles related to their official duties
- A 1-year cooling-off period is required for former officials or regulators
- Due diligence is conducted prior to appointing directors, executives, or advisors
- All appointments are transparently disclosed in Company documentation

8. Conflict of Interest

- Directors, executives, and employees must perform their duties with integrity and prioritize the Company's best interests, avoiding situations that may create conflicts of interest.
- Must not engage in businesses that compete with the Company
- Must not use insider information for personal gain
- Must disclose personal interests and securities holdings
- Related-party transactions must be independently reviewed and disclosed in accordance with regulatory requirements

Monitoring and Evaluation of Anti-Corruption Policy Implementation

The Company has established a systematic process to monitor, review, and evaluate the effectiveness of its anti-corruption practices on an ongoing basis. This ensures compliance with internal policies, control measures, and applicable laws. Key approaches include:

- **Policy Communication and Disclosure:** The Company regularly reviews, updates, and communicates its anti-corruption policies and measures through both internal and external channels, such as internal announcements, the corporate website, and annual reports. This ensures that employees and stakeholders are informed and actively engaged in compliance.
- **Training and Awareness Building:** Anti-corruption training is provided to all new employees as part of the onboarding process. In addition, regular communication and refresher initiatives are conducted to reinforce understanding and ensure proper implementation across the organization.
- **Ongoing Monitoring and Evaluation:** The Company continuously monitors and evaluates compliance with anti-corruption policies. Assessment results are used to enhance control measures and improve operational effectiveness.

Governance and Control Practices for Anti-Corruption Risk Management

- **Fraud Risk Assessment:** The Company systematically identifies, monitors, and assesses corruption risks across operations. These practices are embedded in internal policies and procedures to support effective risk prevention and control.
- **Whistleblowing and Complaint Channels:** Accessible reporting channels are available for employees, business partners, agents, the public, and government agencies to report suspected misconduct. These mechanisms are designed to ensure transparency, accountability, and ease of access.

Whistleblowing and Complaint Handling

Reportable Matters

The Company accepts reports or complaints related to corruption and misconduct, including but not limited to:

1. Any observed or suspected acts of corruption involving the Company, whether direct or indirect, such as bribery involving public or private sector officials
2. Non-compliance with Company procedures or internal controls that may indicate potential corruption risks
3. Actions that may cause financial loss or reputational damage to the Company
4. Violations of laws, ethical standards, or the Company's Code of Conduct

Reporting Channels

The Company has designated responsible units to receive and handle whistleblowing reports or complaints related to suspected corruption. Reports should include sufficient details, along with the reporter's name, address, and contact information, and may be submitted through the following channels:

- Chairman of the Board, Chairman of the Audit Committee, or Chief Executive Officer
- Immediate supervisor or trusted management personnel at any level
- **Website:** www.wice.co.th
(Investor Relations > Information Request > Whistleblowing)
- **Email:**
 - Chairman of the Audit Committee: boonatm@gmail.com
 - Group CEO: araya@wice.co.th
- **Telephone:** +66 2 681 6181 ext. 3501

In cases involving senior management or members of the Board of Directors, reports should be submitted directly to the Chairman of the Audit Committee.

Whistleblower Protection and Confidentiality

To protect the rights of whistleblowers and individuals providing information in good faith, the Company ensures that all personal information – such as names, addresses, or any identifiable details – is kept strictly confidential. Access to such information is limited only to authorized personnel responsible for investigating the reported cases.

In cases where complaints involve the Chief Executive Officer, the Audit Committee assumes responsibility for safeguarding whistleblowers, complainants, witnesses, and informants. The Company ensures that these individuals are protected from any form of retaliation, harm, unfair treatment, or adverse consequences arising from reporting concerns or participating in investigations.

Complainants are encouraged to submit such cases directly to the Audit Committee.

Disciplinary Actions

WICE Logistics Public Company Limited (“the Company”) is committed to ensuring that directors, executives, and employees at all levels perform their duties with integrity, transparency, and in full compliance with anti-corruption principles.

The Company has communicated and disclosed its Anti-Corruption Policy to all personnel and the public, while continuously promoting awareness and understanding to ensure consistent and effective implementation.

Failure to comply with the policy is considered a violation of the Company's regulations and will result in appropriate disciplinary actions. Lack of awareness or misunderstanding of the policy cannot be used as an excuse for non-compliance.

In cases where misconduct constitutes a violation of law, the Company reserves the right to pursue legal action against the offenders to the fullest extent permitted.

Promoting Anti-Corruption Across the Value Chain

The Company emphasizes transparent and ethical business practices and actively promotes anti-corruption efforts throughout its value chain. WICE encourages its business partners, suppliers, and stakeholders to join the Thai Private Sector Collective Action Against Corruption (CAC) initiative, aiming to strengthen ethical standards and foster collaborative efforts in combating corruption sustainably.

The Company is pleased to provide initial guidance for organizations interested in joining the CAC program. More information can be found at:

www.thai-cac.com

The full invitation letter to join the CAC network is available at:

https://www.wice.co.th/wp-content/uploads/2025/01/CAC_WICE.pdf

Anti-Competitive Behavior ⁽²⁰⁶⁻¹⁾

Management Approach

The Company is committed to promoting fair competition within the logistics industry in accordance with the principles of the Organisation for Economic Cooperation and Development (OECD) and applicable competition laws and regulations, including those of the Trade Competition Commission of Thailand (TCCT). This commitment aims to safeguard the interests of customers, business partners, and the market as a whole.

To prevent anti-competitive behavior, the Company has established the following practices:

Preventive Measures

- **Prohibition of Monopolistic Practices and Unfair Mergers:** The Company strictly prohibits any conduct intended to monopolize the market, including predatory pricing aimed at eliminating competitors. All mergers and acquisitions are carefully assessed to evaluate potential impacts on market competition.
- **Prohibition of Anti-Competitive Agreements:** The Company does not engage in agreements or collusion with competitors to fix prices, allocate markets, or limit the availability of goods and services, as such actions may harm consumers and distort fair competition.
- **Prohibition of Unfair Competitive Practices:** The Company prohibits unfair practices such as price dumping or dissemination of misleading information intended to damage competitors. Business operations are conducted with transparency to ensure a level playing field.
- **Promotion of Fair Market Competition:** The Company operates under fair competition principles, encouraging open market participation without obstructing new entrants. It is committed to delivering high-quality services at reasonable prices, in line with OECD principles supporting competitive and efficient markets.
- **Compliance with Laws and Regulations:** The Company complies with all applicable competition laws and regulations and will report any violations to relevant authorities, including the TCCT. Legal compliance is essential to maintaining a fair and competitive business environment.
- **Internal Audit and Control Systems:** Regular internal audits are conducted to monitor compliance and detect any irregularities. The Company maintains transparent and effective internal control systems to prevent violations of competition laws.
- **Training and Awareness:** Employees receive training on fair competition practices to ensure proper understanding and compliance. This helps employees make informed decisions aligned with ethical and legal standards.
- **Complaint Handling and External Review:** The Company provides channels for customers, partners, and external parties to submit complaints. It fully cooperates with regulatory authorities in any investigations and ensures that all cases are handled fairly and transparently.

Review and Continuous Improvement

These practices are regularly reviewed and updated to reflect changes in competition laws and evolving market conditions. The responsible committees oversee compliance and assess emerging risks to ensure that policies remain relevant, effective, and aligned with industry developments.

Performance in 2025

In 2025, the Company reported:

- 0 cases of legal actions related to anti-competitive behavior
- 0 complaints regarding unfair competition
- No incidents of non-compliance with competition laws or regulations

The Company remains committed to maintaining fair competition in the logistics industry, ensuring benefits for customers, strengthening market integrity, and reinforcing stakeholder trust through strict adherence to its anti-competitive behavior policy.

Prevention of Insider Trading

The Board of Directors recognizes the importance of good corporate governance, transparency, and the prevention of personal gain from the use of undisclosed material information. To safeguard against insider trading, the Company has established a comprehensive Insider Trading Policy with the following key measures:

Policy and Practices

1. **Awareness and Legal Compliance**
The Company provides education to directors, executives, and senior management, particularly those in accounting and finance functions (manager level and above or equivalent), regarding their legal obligations to prepare and submit reports on securities holdings to the Securities and Exchange Commission (SEC).
2. **Disclosure of Securities Holdings**
Directors, executives, and relevant senior management are required to report their securities holdings and any changes therein to the Company Secretary within 7 business days after submitting such reports to the SEC.
3. **Blackout Period and Trading Restrictions**
Individuals who have access to material non-public information that may affect the Company's share price are prohibited from trading the Company's securities during specified blackout periods.
 - o Trading is restricted for at least 30 days prior to the public disclosure of financial statements or material information.
 - o Trading may resume only after at least 24 hours following public disclosure.
 - o Disclosure of such information to unauthorized person is strictly prohibited.
4. **Disciplinary Actions**
Violations of the Insider Trading Policy are subject to disciplinary actions, ranging from written warnings to termination of employment, depending on the intent and severity of the offense.
5. **Prohibition of Use of Insider Information**
Directors, executives, employees, and staff are strictly prohibited from buying, selling, transferring, or engaging in any transactions involving the Company's securities using confidential or insider information. This restriction also extends to their spouses and minor children.
6. **Pre-Trade Notification Requirement**
Directors and top-level executives (top 4 levels) are required to notify the Board of Directors, via the Company Secretary, at least one day in advance of any intended trading of the Company's shares.

Implementation in 2025

In 2025, the Company reinforced its Insider Trading Policy through the following actions:

- The Company Secretary notified relevant parties in advance regarding blackout periods prior to financial disclosures.
- Refresher training on insider trading policies was conducted during the Board of Directors Meeting No. 6/2025 on 17 July 2025.
- The policy was further communicated through e-learning training under the Code of Conduct program, including pre- and post-training assessments to enhance understanding and awareness.
- 100% of executives and employees, including those in subsidiaries, completed the training and assessments.

Performance

In 2025, the Company reported:

- 0 cases of insider trading violations
- No breaches of the Insider Trading Policy

Conflict of Interest Management ⁽²⁻¹⁵⁾

The Company has established clear policies and disclosure requirements to prevent conflicts between personal interests and the interests of the Company (Conflicts of Interest). These measures aim to avoid activities that may result in overlapping interests, legal violations, or inappropriate conduct. The Board of Directors has defined a comprehensive Conflict of Interest Policy to ensure transparency and accountability across all levels of the organization.

Implementation in 2025

In 2025, the Company implemented the following measures to manage conflicts of interest:

1. Disclosure of Potential Conflict of Interest Transactions

All directors, executives, and employees are required to disclose any transactions or activities that may potentially create a conflict of interest with the Company. The Internal Audit function and the Audit Committee are responsible for reviewing and addressing such matters.

- In 2025, no conflict of interest transactions were identified.

2. Declaration of Interests by Directors, Executives, and Related Persons

The Board of Directors requires all directors to submit declarations of interests to support effective governance oversight.

- In 2025, all directors completed their declarations.
- No reported cases of conflicts of interest from directors, executives, or related persons were identified during the year.

3. Securities Holding and Insider Trading Controls

To prevent misuse of insider information, the Company enforces strict trading restrictions:

- The Company Secretary notifies directors, executives, and insiders at least one week prior to financial closing periods.
- Trading of Company securities is prohibited during the 30-day blackout period prior to the disclosure of quarterly and annual financial statements.
- Disclosure of material non-public information to unauthorized parties is strictly prohibited.

4. Disclosure of Interests in Board Meetings

The Company requires directors to disclose any personal interest in agenda items during Board meetings.

- Directors with a conflict of interest must abstain from providing opinions and voting on the relevant matters.
- This ensures transparency and integrity in decision-making processes.

5. Review of Related Party Transactions

The Audit Committee reviews and provides opinions on significant related party transactions, particularly those that may involve conflicts of interest.

- All such transactions are disclosed to the Stock Exchange of Thailand (SET) accurately and in a timely manner, in compliance with regulatory requirements.

Performance ⁽³⁻³⁾

In 2025, the Company reported:

- 0 cases of conflict of interest transactions
- 0 reported conflicts from directors, executives, and related parties

Anti-Corruption Performance ⁽²⁰⁵⁻³⁾

Indicator	Unit	2023	2024	2025
Total number of corruption-related cases or incidents	Cases	0	0	0
Total number of cases reported through whistleblowing channels	Cases	0	0	0
Confirmed incidents of corruption involving the organization or employees	Cases	0	0	0
Monetary fines, penalties, or settlements resulting from corruption cases	THB	0	0	0
Total number of conflict of interest cases or incidents	Cases	0	0	0
Total number of insider trading or misuse of confidential information cases	Cases	0	0	0

Summary

The Company maintained a zero-incident record across all anti-corruption indicators for three consecutive years (2023–2025), reflecting strong governance practices, effective internal controls, and a robust compliance culture. No corruption cases, whistleblowing reports, conflicts of interest, or misuse of insider information were identified, and no financial penalties or legal actions were incurred during the reporting period.

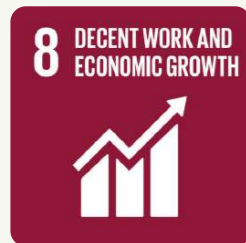


Enterprise Risk Management ⁽³⁻³⁾

GRI Standards:

- GRI 2: General Disclosures (2021) – Governance Structure

Sustainable Development Goals (SDGs)



Why Risk Management Matters?

Enterprise Risk Management (ERM) is a critical mechanism that enables the Company to systematically identify, assess, and manage risks that may impact business operations across financial, operational, legal, environmental, and reputational dimensions.

An effective risk management system enhances the Company's ability to anticipate uncertainties, minimize potential losses, and support informed and transparent strategic decision-making. In addition, robust ERM practices strengthen stakeholder confidence and serve as a key foundation for sustainable and resilient long-term growth.

Key Risk Challenges

- Incomplete coverage of significant risks within the ERM framework, particularly ESG-related risks
- Delays in identifying and assessing emerging risks in a rapidly changing business environment
- Ineffective risk reporting to the Board of Directors

Potential Impacts

- Reduced ability to proactively manage risks
- Misalignment between strategic decision-making and the Company's risk profile
- Negative impact on stakeholder confidence and ESG ratings

Risk Management Approach

The Company has implemented a structured and comprehensive ERM framework, including:

- Establishing an enterprise-wide risk management system (ERM)
- Defining clear Risk Appetite and Risk Management Framework
- Regularly reporting and reviewing key risks with the Board of Directors
- Integrating ESG risks into business strategy and operational planning

Risk Management Policy and Framework ^(2-12, 2-16, 2-23)

WICE Logistics Public Company Limited recognizes the importance of Enterprise Risk Management (ERM) as a key mechanism of good corporate governance and a fundamental driver of sustainable business growth. Operating within a highly dynamic logistics industry – characterized by market volatility, intense competition, and rapid changes in economic conditions, technology, regulations, and stakeholder expectations – the Company is committed to managing risks in a structured and proactive manner.

The Company's risk management framework is aligned with internationally recognized standards, including COSO Enterprise Risk Management – Integrating with Strategy and Performance and ISO 31000: Risk Management – Principles and Guidelines. Risk management is fully integrated into the Company's strategic planning, operational processes, investment decisions, and performance monitoring at all organizational levels. This ensures that business decisions are made within an acceptable level of risk, as defined by the Company's Risk Appetite.

In 2025, the Company implemented a systematic risk management process covering the identification, assessment, prioritization, and mitigation of risks that may impact operational performance, business continuity, and long-term value creation. The Risk Management Committee, together with relevant functions, plays a key role in overseeing and driving risk management activities across the organization. For more details, please refer to the full Enterprise Risk Management Policy and Framework available at: https://www.wice.co.th/wp-content/uploads/2025/01/Enterprise-Risk-Management-Policy-and-Framework_14may20224.pdf

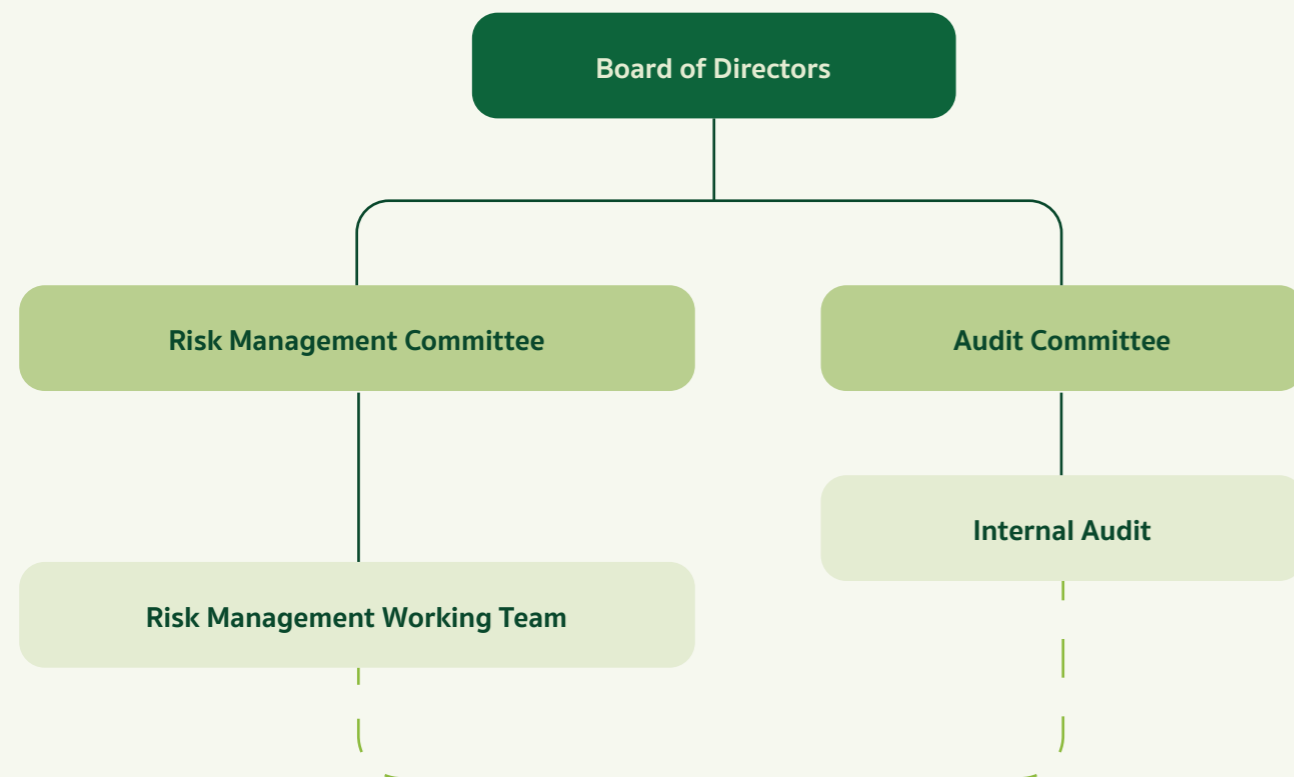


Risk Governance Structure and Responsibilities ⁽²⁻⁹⁾

The Company has established a clear risk governance structure to ensure accountability, transparency, and effective oversight across all levels of the organization. Roles and responsibilities are defined as follows:

- **Board of Directors:** Provides overall oversight of enterprise risk management, including setting risk policies and strategic direction.
- **Risk Management Committee (RMC):** Reviews, monitors, and evaluates significant risks, and provides recommendations on risk mitigation strategies to the Board of Directors.
- **Senior Management:** Responsible for integrating risk management into business strategy, operations, and decision-making processes.
- **Business Units and Support Functions, including the Risk Management Team (RMT):** The RMT, consisting of representatives from various departments, is responsible for identifying, assessing, managing, and monitoring risks at the operational level. The team regularly reports risk status and to senior management and the Risk Management Committee.
 - o The RMT conducts monthly risk monitoring meetings
 - o Key risk updates are consolidated and reported to the Risk Management Committee on a quarterly basis

The governance structure reinforces effective enterprise risk management in line with good corporate governance principles and reflects a holistic, enterprise-wide approach to risk management.



Operational Responsibility for Risk Management and Internal Audit

The Company has clearly defined operational-level responsibilities (excluding the CEO) to ensure effective implementation of enterprise risk management and internal audit functions:

- The highest operational-level executive responsible for Enterprise Risk Management (ERM) is Mr. Siripat Koian, in his role as Chairman of the Risk Management Team (RMT). He is responsible for overseeing the implementation of risk management in accordance with the Company's policies and framework.
- The highest operational-level executive responsible for internal audit oversight is Ms. Nipapan Dulanee, Senior Internal Auditor, who also serves as Secretary to the Audit Committee, as appointed by the Audit Committee Meeting No. 5/2025 on 13 May 2025. She is responsible for reviewing internal control systems and ensuring that risk management processes are effectively implemented across the organization.

Enterprise Risk Management Process

The Company has established a structured and systematic risk management process covering all key stages, including context setting, risk identification, risk assessment and prioritization, risk mitigation planning, and ongoing monitoring and reporting. This ensures alignment with both internal business contexts and external environmental changes.

In 2025, the Company emphasized the identification of material risks arising from current operations as well as emerging risks, taking into consideration key factors such as economic conditions, logistics industry trends, technological developments, regulatory changes, and sustainability-related issues.

Risks are assessed based on both likelihood and potential impact, and are prioritized accordingly to determine appropriate mitigation strategies. Risk management performance is continuously monitored to ensure effectiveness and responsiveness.

Business Continuity Plan (BCP) and Crisis Management

The Company has developed and continuously enhanced its Business Continuity Plan (BCP) at the enterprise level to address potential crisis scenarios that may significantly impact operations. These include events such as fire, natural disasters, civil unrest, terrorism, supply chain disruptions, and public health risks such as pandemics.

The BCP framework covers the identification of critical systems and processes, development of contingency and recovery plans, emergency communication protocols, and coordination among relevant functions. This enables the Company to maintain service continuity, minimize disruption to employees, customers, and partners, and support timely business recovery.

Risk Culture Development

The Company places strong emphasis on fostering a risk-aware organizational culture to enhance awareness, understanding, and active participation in risk management at all levels.

Employees and management are encouraged to recognize their roles as Risk Owners, with risk management integrated into the Company's core values and day-to-day operations.

Risk management is also embedded into performance evaluation frameworks through KPIs and Balanced Scorecard (BSC) metrics for executives and relevant functions. In addition, risk considerations are incorporated into decision-making processes for product and service development, approvals, and operational improvements.

Collaboration between risk owners and the risk management function is actively promoted to ensure that risk management becomes an integral part of routine business operations.

Risk Management Tools

The Company utilizes a range of risk management tools to support systematic risk analysis, monitoring, and reporting, including:

- **Risk Matrix** – used to assess risk levels based on the likelihood of occurrence and potential impact
- **Risk Map** – used to provide an overview of risk exposure and prioritize key risks
- **Key Risk Indicators (KRIs)** – used as metrics to monitor and provide early warning signals for material risks

Risk monitoring results are regularly reported to management and the Board of Directors to support decision-making and enable continuous improvement of operational approaches in response to changing business conditions.



Risk Appetite and Risk Tolerance

The Company has established a Risk Appetite framework to serve as a guiding principle for strategic decision-making, operations, and investments, with the objective of maintaining an appropriate balance between business growth and organizational stability under prudent and sustainable risk management practices.

In addition, the Company defines Risk Tolerance levels for significant risk areas to provide operational thresholds for monitoring and managing risks. These thresholds guide timely decision-making and corrective actions when risk levels approach or exceed acceptable limits.

Both Risk Appetite and Risk Tolerance are integrated into the Company's performance management framework, including Key Performance Indicators (KPIs) and the Balanced Scorecard (BSC), to support ongoing monitoring and evaluation of management performance and organizational effectiveness.

Integration of Risk with Strategy and Sustainability

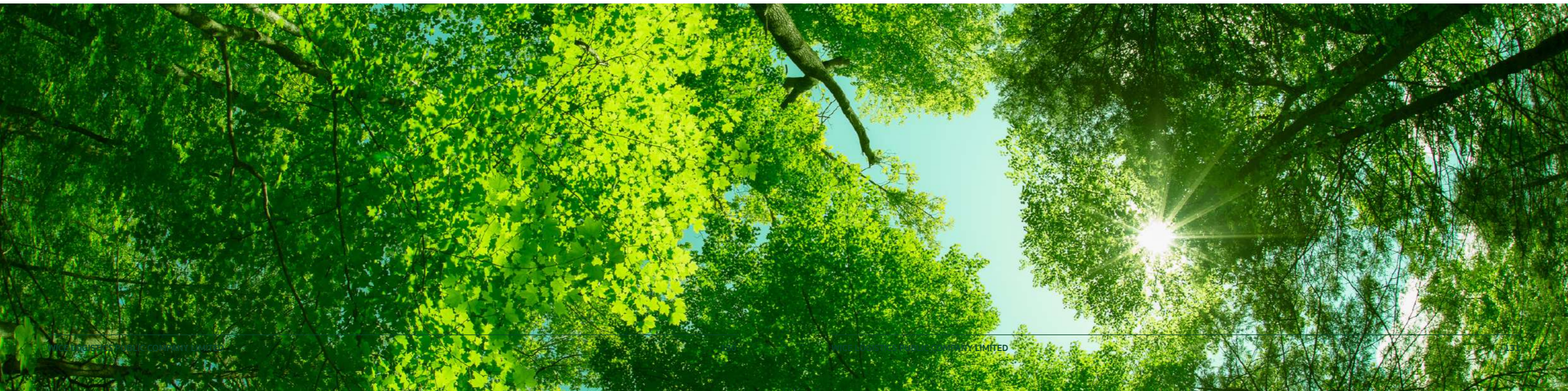
The Company's risk management approach is closely integrated with corporate strategy, business objectives, and its sustainability framework. Material risks are systematically incorporated into strategic decision-making, project prioritization, and the development of environmental, social, and governance (ESG) initiatives.

Risk Category	Strategic and ESG Linkage
Strategic and Business Risk	Supports the formulation of corporate strategy, ESG-aligned operations, and the strengthening of long-term stakeholder confidence and corporate reputation
Operational Risk	Supports service continuity, operational quality, and customer trust
Financial Risk	Supports financial stability, capital management, and sustainable growth
Social and Environmental Risk	Aligns with ESG goals, including environmental impact reduction and health and safety management
Compliance Risk	Strengthens good corporate governance and enhances organizational credibility
Emerging Risk	Supports strategic preparedness and organizational resilience
Investment Risk	Links to long-term value creation and efficient capital allocation
Country and Regional Risk	Supports risk diversification and sustainable regional operations

Alignment with COSO ERM, ISO 31000, and GRI Frameworks

The Company aligns its Enterprise Risk Management (ERM) practices with internationally recognized frameworks, including COSO ERM, ISO 31000, and GRI Standards, to ensure a comprehensive and structured approach to risk management.

Framework	Key Components	WICE Disclosure
COSO ERM	Governance & Culture	Board structure / Risk Management Committee (RMC) / Management (GRI 2-9)
COSO ERM	Strategy & Objective-Setting	Integration of risks into strategy, investment decisions, and business growth
COSO ERM	Performance	Identification of material risks, Risk Matrix, and Key Risk Indicators (KRIs)
COSO ERM	Review & Revision	Annual risk monitoring and review processes
COSO ERM	Information, Communication & Reporting	Risk reporting to management and the Board of Directors
ISO 31000	Leadership & Commitment	Roles and responsibilities of the Board of Directors and management
ISO 31000	Risk Process	Identify, Assess, Treat, Monitor
ISO 31000	Continual Improvement	Continuous enhancement of ERM practices
GRI	GRI 2-12, 2-16, 2-23	Risk governance and policy disclosures
GRI	GRI 3-1, 3-2, 3-3	Identification and management of material risks



Material Risks of the Organization ^(3-1, 3-2, 3-3)

Based on the risk assessment conducted with reference to the Company's 2025 performance, WICE has identified material risks that may significantly impact business operations. These risks cover strategic, operational, financial, compliance, social and environmental dimensions, as well as emerging risks, investment risks, and country and regional risks.

The Company has clearly defined the scope, characteristics, and management approaches for each risk category to ensure systematic monitoring and effective risk management, in alignment with COSO ERM and ISO 31000 frameworks.

Strategic and Business Risk

Strategic risk refers to risks arising from the formulation or execution of business strategies that may not align with the evolving business environment, including changes in the logistics industry, customer behavior, emerging technologies, and competitive dynamics. This also includes risks related to investment decisions, business expansion, and the development of new services that may not achieve expected outcomes.

Potential Impacts

- **Loss of competitiveness or market share** Misalignment between strategy and industry trends, technological advancements, or customer needs may result in competitive disadvantages, loss of key customers, and declining market share.
- **Underperformance in revenue and profitability** Ineffective strategic direction or execution may lead to lower-than-expected revenue, profit margins, and return on investment.
- **Losses from unsuccessful investments or expansion** Investments in new projects, market entries, or service developments without adequate risk assessment may lead to sunk costs and negatively impact the Company's financial position.
- **Missed business opportunities** Failure to adapt to changes in technology, regulations, or customer behavior may result in missed opportunities for revenue generation or delayed entry into high-potential markets.

Risk Management Approach

- Continuously monitor industry trends and external factors, and regularly review strategic plans
- Conduct feasibility studies and investment analysis prior to decision-making
- Diversify business portfolios and customer segments to mitigate concentration risk
- Integrate risk management into KPIs and performance monitoring systems to ensure continuous alignment and improvement

Operational Risk

Operational risk refers to risks arising from internal processes, information technology systems, human resources, and unforeseen events, which may impact service continuity, operational quality, cost efficiency, and customer confidence. This is particularly relevant to WICE's logistics operations across multiple countries, which rely heavily on extensive networks of partners and third-party service providers.

Potential Impacts

- **Service Continuity:** Disruptions or delays may occur, affecting the Company's ability to deliver services on time.
- **Operational Quality:** Errors in processes may impact service standards and customer satisfaction
- **Cost Implications:** Additional expenses may arise, including rework costs, penalties, or opportunity losses.
- **Customer Confidence:** Operational issues may negatively affect the Company's reputation and long-term business relationships, especially in a cross-border logistics environment dependent on external partners.

Risk Management Approach

- Regularly monitor service performance and operational quality
- Diversify suppliers and service providers to reduce reliance on a single source
- Strengthen IT systems, infrastructure stability, and data security measures
- Continuously develop employee capabilities and enhance workplace safety practices

Financial Risk

Financial risk relates to liquidity management, capital structure, financing costs, and exposure to foreign exchange and interest rate fluctuations, as well as working capital management. These factors may impact the Company's financial performance and overall financial position.

Potential Impacts

Financial performance and position

Volatility in exchange rates, interest rates, liquidity conditions, and economic factors may create uncertainty in revenue, profitability, cash flow, and investment capacity, potentially affecting the Company's overall financial stability.

Risk Management Approach

- Closely monitor cash flow and liquidity positions
- Optimize capital structure in alignment with market conditions and financing costs
- Control costs and improve working capital efficiency

Compliance Risk

Compliance risk refers to the risk of failing to comply with applicable laws, regulations, and requirements governing business operations in each country, such as customs regulations, transportation laws, labor laws, taxation, and environmental regulations. Non-compliance may result in legal penalties, additional costs, and reputational damage.

Potential Impacts

- **Legal Penalties:** Non-compliance with laws, regulations, or contractual obligations may result in fines, legal actions, or revocation of certain business licenses.
- **Additional Costs:** Expenses may arise from penalties, legal fees, advisory services, or costs associated with corrective actions and process improvements to meet regulatory requirements.
- **Reputational Damage:** Compliance failures may negatively impact the Company's reputation, stakeholder trust, and long-term business relationships.

Risk Management Approach

- Continuously monitor and communicate relevant regulatory requirements to concerned functions
- Strengthen internal control systems and compliance monitoring processes
- Provide training and awareness programs for employees on applicable laws and regulations

Social and Environmental Risk

Social and environmental risk arises from the impacts of business operations on the environment, employees, communities, business partners, and stakeholders throughout the value chain. This includes issues related to climate change, occupational health and safety, and human rights, which may affect competitiveness, corporate reputation, and customer trust.

Potential Impacts

- **Competitiveness:** Ineffective management of environmental, social, or ESG expectations may limit access to customers, reduce business opportunities, or fail to meet supply chain requirements.
- **Reputation and customer trust:** Incidents affecting communities, the environment, or human rights may damage the Company's image and reduce stakeholder confidence over the long term.

Risk Management Approach

- Monitor and improve energy efficiency and environmental performance
- Strengthen occupational health and safety standards and practices
- Communicate and enforce ethical and responsible business expectations across the supply chain

Emerging Risk

Emerging risk refers to risks arising from structural changes in the logistics industry, evolving technological trends, geopolitical developments, and increasingly stringent sustainability requirements. These factors may significantly impact business models, strategies, and cost structures over the long term. Key examples include global trade tensions and international policy shifts, such as the U.S.–China trade conflict, which may affect supply chain structures, transportation routes, logistics costs, and global trade patterns.

Potential Impacts

- **Supply chain structure:** Structural shifts in global supply chains, such as production relocation or supplier diversification, may affect service demand and business models.
- **Transportation routes:** Geopolitical uncertainties, natural disasters, or infrastructure constraints may disrupt key logistics routes and operational efficiency.
- **Logistics costs:** Volatility in fuel prices, freight rates, and energy costs may increase operational expenses and impact profitability.
- **Global trade patterns:** Changes in trade policies, protectionist measures, or free trade agreements may influence import-export volumes and future logistics demand.

Risk Management Approach

- Closely monitor industry trends, trade policies, and geopolitical developments
- Enhance organizational resilience and flexibility in adapting strategies and logistics routes
- Leverage multi-country operational networks to reduce dependency on a single market or route
- Continuously assess global market dynamics and emerging risks
- Integrate sustainability and carbon considerations into strategic decision-making



Investment Risk

Investment risk refers to risks associated with investment decisions, business expansion, mergers and acquisitions, and investments in infrastructure or technology. These risks may be influenced by global economic uncertainty, geopolitical developments, and international trade policies. Changes in assumptions related to growth, trade volumes, or transportation routes may impact long-term investment returns.

Potential Impacts

- **Lower-than-expected Return on Investment (ROI):** If trade volumes, growth rates, or profit margins do not meet assumptions, project revenues may fall short of expectations, resulting in lower financial returns and reduced capital efficiency.
- **Extended payback period:** Economic slowdown or market volatility may reduce project cash inflows, prolonging the payback period and affecting capital allocation for future investments.
- **Project review, adjustment, or delay:** Significant external changes may require the Company to revise investment scope, scale down, delay, or cancel projects, potentially leading to sunk costs and impacting long-term strategic plans.

Risk Management Approach

- Assess investment feasibility and viability, considering geopolitical factors and trade policies
- Maintain flexibility in investment planning to adapt to market changes
- Continuously monitor and evaluate investment performance
- Align investments with the Company's core competencies and strategic direction

Country and Regional Risk

Country and regional risk arises from differences in economic, political, legal, regulatory, infrastructure, and business environments across the countries where the Company operates. It also includes the impact of geopolitical tensions and international trade policies, such as U.S.–China trade relations, which may affect operations, costs, transportation routes, and service continuity.

Potential Impacts

- **Operations:** Political uncertainty, regulatory changes, or instability in certain countries may disrupt business operations and coordination with local partners.
- **Cost structure:** Fluctuations in taxes, trade measures, exchange rates, or local fees may increase operational costs.
- **Transportation routes:** Infrastructure limitations, natural disasters, or geopolitical events may disrupt routes or cause delays.
- **Service continuity:** Emergencies or country-specific restrictions may affect the Company's ability to maintain uninterrupted services, impacting customer confidence in the long term.

Risk Management Approach

- Monitor economic, political, and trade developments in operating regions
- Adjust operational plans and logistics routes in response to changing conditions
- Diversify geographic exposure and leverage local partner networks and expertise



Risk Affecting Shareholders' Investments

Major Shareholder Influence Risk

The founding family holds approximately 53.24% of the Company's shares, which may influence decisions at shareholder meetings. However, the Company has established governance mechanisms to mitigate this risk, including:

- Requiring key resolutions to be approved by at least three-fourths of votes
- Abstention from voting in conflict-of-interest matters
- Maintaining an appropriate proportion of independent directors
- Establishing an Audit Committee to enhance transparency and protect minority shareholders

Investment Return Uncertainty Risk

The Company's share price may fluctuate due to both internal and external factors, including freight rates, fuel prices, economic conditions, inflation, interest rates, exchange rates, government policies, regulations, and unexpected events. These factors may impact financial performance, investor confidence, and stock price movements, resulting in returns that may differ from investor expectations.

Potential Impacts

Uncertainty from these factors may affect the Company's financial performance and position, including revenue, costs, and profitability. In particular, volatility in freight rates and fuel prices, macroeconomic conditions, exchange rates, and interest rates, as well as regulatory changes and unexpected events, may increase costs, reduce revenues, disrupt operations, and affect confidence among customers, investors, and capital markets.

Risk Management Approach

- Proactively manage risks through customer and revenue diversification
- Closely monitor and control operational costs, and adjust pricing in line with cost changes
- Continuously track economic trends and external factors, and adapt strategies accordingly
- Leverage technology to enhance operational efficiency
- Implement Enterprise Risk Management (ERM) alongside Key Risk Indicators (KRIs)
- Establish and maintain a Business Continuity Plan (BCP) to ensure resilience and long-term operational stability

Enterprise Risk Management Overview ⁽²⁻²²⁾

In 2025, the Company integrated risk management into its core business operations across all dimensions and continuously monitored risk conditions to address uncertainties arising from both internal and external factors. This approach strengthens business resilience, ensures service continuity, and enhances stakeholder confidence.

The Company remains committed to continuously improving and advancing its enterprise risk management processes to support business growth and long-term sustainable value creation.

Board Statement on Risk Management

The Board of Directors recognizes the importance of enterprise risk management as a key component of good corporate governance and long-term value creation. The Board has overseen and ensured that the Company maintains an appropriate risk management framework aligned with its corporate strategy, business environment, and international standards.

The Board is confident that the Company's risk management processes are adequate, appropriate, and effective in supporting the achievement of its business objectives and sustainability goals.



Economic Performance, Value Distribution to Stakeholders, and Tax Transparency ⁽³⁻³⁾

Direct Economic Performance

GRI Standards:

- GRI 2: General Disclosures (2021) – Direct Economic Impacts

Sustainable Development Goals (SDGs):



Why Does Economic Performance Matter?

Economic performance, the distribution of value to stakeholders, and tax transparency are key indicators of an organization's long-term stability, accountability, and credibility. Strong financial performance enables the Company to invest, expand its business, and maintain competitiveness.

At the same time, the fair distribution of economic value to employees, suppliers, shareholders, communities, and governments helps strengthen relationships across the value chain and supports inclusive and sustainable growth.

Tax transparency is equally critical. Strict compliance with tax laws and clear disclosure practices help reduce legal and reputational risks, enhance stakeholder confidence, and reflect the Company's commitment to good corporate governance. These principles form the foundation for sustainable growth and long-term value creation for both society and the broader economy

Highlights

- Corporate income tax paid: THB 8.385 million

Economic and Tax Transparency Risks

- Ineffective or imbalanced distribution of economic value to stakeholders
- Non-compliance with tax regulations or lack of transparency in tax management

Potential Impacts

- Financial performance may fall short of targets, affecting overall financial stability
- Decline in stakeholder confidence
- Legal and reputational risks related to tax practices

Risk Management Approach

- Efficiently manage costs and revenues while diversifying income sources
- Establish appropriate frameworks for Economic Value Distribution across stakeholders
- Implement a transparent Tax Policy aligned with applicable laws and regulations
- Maintain robust internal controls and engage tax advisors to ensure compliance

Tax Policy and Practices

To ensure effective tax management, minimize tax-related risks, optimize tax benefits through strategic tax planning, and support sustainable business growth, the Company has established the following tax policy:

1. Ensure accurate and lawful tax compliance in all jurisdictions where the Company operates, both domestically and internationally
2. Optimize the use of tax incentives in full compliance with applicable laws, while maintaining appropriate tax structures and avoiding aggressive tax practices or tax avoidance
3. Ensure timely tax payments, while managing tax settlements and refunds efficiently to maximize organizational liquidity
4. Maintain open communication and full cooperation with relevant government authorities on tax matters
5. Conduct appropriate tax analysis and planning, particularly for major investments or significant transactions such as mergers and acquisitions or complex business arrangements
6. Engage qualified external tax advisors when necessary to ensure compliance and effective tax management



Tax Practices

WICE Logistics Public Company Limited has consistently adhered to principles of good corporate governance and conducts its business with transparency, recognizing its responsibilities in tax management to build trust among stakeholders and the communities in which it operates.

The Company adopts a tax strategy that emphasizes accuracy, transparency, and sustainability, aligned with its overall business strategy and objectives. Tax governance and strategy have been continuously developed based on long-standing practices.

Mr. Komol Roongruangyot, Chairman of the Risk Management Committee, has established a structured risk management process that includes tax-related risks. Management is responsible for regularly reporting risk management progress to the Board of Directors. The Audit Committee evaluates the effectiveness of the Company's risk management practices based on financial performance reports, internal audit findings, and external auditor reports. This ensures that potential risks are effectively controlled and maintained within acceptable levels.

The Company takes a holistic approach to stakeholder responsibility, supporting daily business operations, commercial activities, and resource management while maintaining operational continuity, agility, and sustainability. This approach enables the Company to effectively comply with increasingly complex global tax frameworks.

To achieve these objectives, the Company has defined its tax policy framework based on three key pillars:

- Tax Ethics
- Tax Risk Management
- Tax Transparency

Tax Ethics

1. **Compliance with Laws:** The Company adheres to all applicable laws and regulations and ensures that its operations align with both the letter and the intent of the law.
2. **Tax Structure:** The Company avoids the use of artificial, aggressive, or inappropriate tax structures designed primarily for tax avoidance or creating unnecessary complexity for tax benefits.
3. **Tax Incentives:** The Company is committed to utilizing tax incentives lawfully and efficiently, ensuring that such decisions are aligned with sustainable business practices and the intended objectives of the tax system.

Tax Risk Management

1. **Tax Compliance Processes:** The Company is committed to responsible tax management by strictly complying with tax laws and regulations in all jurisdictions where it operates. Tax filings and refund claims are prepared accurately, completely, and submitted on time in accordance with international standards. The Company also maintains strong controls to minimize adjustments, penalties, and interest expenses. Contributing to national economic development, including fulfilling tax obligations, is considered a key responsibility. The Company ensures that taxes paid are accurate and appropriate.
2. **Monitoring and Reporting:** The Company regularly monitors and reports income tax, ensuring accurate recognition and disclosure of both current and deferred tax expenses.
3. **Reputational Risk Management:** The Company actively manages tax-related reputational risks by monitoring compliance and assessing the effectiveness and consistency of tax practices. This includes ensuring the accuracy and completeness of tax data, tax refund processes, and regular reporting on tax estimates, tax risks, and deferred tax positions.

Tax Transparency

Transparency in Tax Management

1. The Company prioritizes full disclosure of tax-related information in compliance with applicable laws and regulations in all jurisdictions where it operates.
2. This includes providing sufficient and accurate information to ensure a clear understanding of tax refund processes and responding appropriately during tax audits. The Company ensures that all required documentation is properly prepared and fully compliant with local tax regulations.

Transparency Toward Stakeholders

1. The Company is committed to enhancing tax transparency to ensure that stakeholders are well-informed, in line with its commitment to sustainable business practices and continuous disclosure.
2. The Company emphasizes transparency in its tax approach by clearly communicating its tax strategy and policies in a timely and understandable manner. It recognizes that tax transparency is a fundamental pillar of good tax governance.
3. The Company aims to provide assurance that it contributes economically to stakeholders and local communities in a transparent and appropriate manner in all areas where it operates.

Economic Performance

The Company has established clear business strategies, directions, and continuous development plans to achieve stable growth and sustainable profitability, delivering long-term value to shareholders. At the same time, the Company places strong emphasis on transparency, accountability, and verifiability in its operations. WICE firmly believes that adherence to good corporate governance principles will create maximum benefits for all stakeholder groups.

In 2025, the Company reported total service revenue of THB 4,656 million, representing a 14% increase year-on-year, driven primarily by strong growth in cross-border transportation and supply chain solutions. While revenue from sea and air freight experienced fluctuations in line with market conditions, overall business expansion remained positive.

However, the gross profit margin decreased from 16.2% to 13.8%, resulting in a 3.5% decline in gross profit compared to the previous year. This was mainly due to rising logistics costs and changes in revenue mix, reflecting the dynamics of the international logistics market.

Despite pressure on gross margins, the Company effectively managed its operating expenses, leading to a significant increase in net profit to THB 122 million, or 25% growth year-on-year. This performance demonstrates the Company's strong adaptability and operational efficiency under challenging market conditions.

Revenue growth was largely supported by key business segments:

- Cross-border land transportation grew by 36% year-on-year
- Supply chain solutions increased by 29% year-on-year

In addition, the Company reported EBITDA of THB 304 million, representing an 11% increase year-on-year, while the EBITDA margin stood at 6.5%, slightly decreasing by 0.2% compared to the previous year, due to service cost increases outpacing revenue growth. A detailed analysis by business segment is presented as follows:

Key Financial Performance Summary

Unit: THB Million (except EPS)

Description	2024	2025	Change (%)
Service Revenue	4,099	4,656	14
EBITDA	275	304	11
Net Profit	98	122	25
Earnings per Share (THB/share)	0.15	0.19	27



Economic Value Distribution to Stakeholders

The Company distributes its direct economic value (revenue) to create value for stakeholders across its value chain, as outlined below:

Economic Value Generated and Distributed (EVG&D)

	Unit: THB Million		
Economic Performance	2023	2024	2025
1. Direct Economic Value Generated			
Revenues	3,738.90	4,126.30	4,700.42
2. Economic Value Distributed			
Operating Costs	3,007.61	3,434.39	4,014.45
Employee Wages and Benefits	469.08	566.93	541.63
Interest Paid to Lenders	22.60	11.42	11.20
Payments to Government (Income Tax)	41.31	42.16	8.39
Economic Value Retained (1-2)	198.30	80.33	124.75

Tax Reporting

In 2025, the Company reported profit before tax of THB 133.06 million and corporate income tax of THB 8.385 million, calculated based on applicable tax rates ranging from 8.25% to 25.00%, in accordance with relevant tax regulations.

External Audit Information

External Auditor

- **Audit Firm:** Grant Thornton Co., Ltd.
- **Address:** Capital Tower, All Seasons Place, 11th Floor, Rooms S1101–1102, 87/1 Wireless Road, Lumpini, Pathumwan, Bangkok 10330, Thailand
- **Tel:** +66 2205 8222
License Number: 9056

Audit Fees

- **Audit Fee:** THB 2,100,000
- **Non-audit Fees:** None

Auditors and General Information

- (1) Mr. Paisan Boonsirisukapong
Email: paisan.boonsirisukapong@th.gt.com
CPA License No.: 5216
- (2) Ms. Saranya Akharamahaphanit
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- (3) Ms. Kesanee Srathongphool
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CPA License No.: 9262
- (4) Ms. Luxsamee Deetrakulwattanapol
Email: Luxsamee.Deetrakulwattanapol@th.gt.com
CPA License No.: 9056

Subsidiaries' Audit Information

- **Audit Fee:** THB 390,000
- **Non-audit Fees:** None

Auditor Rotation and Independence

The Company is committed to regularly rotating its external auditors to enhance independence, transparency, and credibility in the audit process. It also provides opportunities for new audit firms to submit proposals periodically, enabling the Company to select auditors who are qualified, appropriate, and aligned with good corporate governance standards.

Key Financial Ratios

Liquidity Ratio	2023	2024	2025
Current Ratio (times)	2.57	2.14	1.81
Quick Ratio (times)	1.96	1.76	0.53
Cash Ratio (times)	0.23	0.13	0.28
Accounts Receivable Turnover (times)	3.83	4.61	1.13
Average Collection Period (days)	87.00	89.00	100.00
Accounts Payable Turnover (times)	4.50	5.96	1.39
Average Payment Period (days)	78.00	73.00	90.00
Cash Conversion Cycle (days)	9.00	16.00	10.00

Analysis

Overall, the Company's liquidity position reflects its continued ability to manage working capital effectively, despite fluctuations in certain periods. Liquidity ratios showed a declining trend from 2023 to 2025, indicating more intensive utilization of current assets.

The quick ratio in 2025 declined significantly, highlighting the need for more prudent management of receivables and cash to support increasing short-term liabilities.

Additionally, the accounts receivable turnover decreased and the average collection period extended, suggesting slower collection cycles, while accounts payable turnover also declined, reflecting longer payment periods.

Despite these changes, the cash conversion cycle remained relatively stable, indicating that the Company continues to maintain an overall balance in managing its cash flow cycle.





Environmental Sustainability



Environmental Management Toward a Low-Carbon Future

In 2025, the Company strengthened its environmental performance under the theme “Stakeholder Empowerment for Net Zero Journey,” reflecting its commitment to translating sustainability vision into concrete actions. This approach aims to develop a low-carbon logistics system capable of addressing future environmental challenges.

The Company operates under a robust environmental management framework, ensuring strict compliance with applicable laws and regulations. At the same time, digital technologies and innovative solutions are leveraged to enhance operational efficiency and reduce environmental impacts. In addition, climate-related risk assessments and mitigation measures have been systematically established to ensure comprehensive environmental risk management.

Beyond reducing greenhouse gas emissions and improving operational efficiency, the Company places strong emphasis on cultivating environmental awareness across all levels of the organization. This includes promoting employee and stakeholder engagement, as well as ensuring transparent disclosure of environmental performance to enable effective monitoring and accountability.

Furthermore, the Company continues to support community and social development through initiatives that enhance quality of life and promote sustainability alongside business growth. Through these efforts, the Company is committed to advancing toward a low-carbon logistics future while creating long-term value for all stakeholders.

In 2025, no environmental complaints were reported, and therefore no environmental fines or penalties were incurred.



Environmental Policy and Guidelines

The Company has established environmental policies and guidelines as an integral part of its business operations, with the objective of conserving energy and natural resources while minimizing environmental impacts. The Company is committed to efficient resource utilization and environmentally responsible operations through the following practices:

Natural Resource, Energy, Waste, and Environmental Management Practices

1. Ensure that resource, energy, and environmental management throughout all business operations comply strictly with applicable laws, regulations, and requirements.
2. Promote efficient and optimal use of energy and resources by adopting modern technologies to reduce consumption, improve operational efficiency, and minimize environmental impacts.
3. Integrate environmental management, including resource, energy, and landscape management, as a key operational objective, and foster awareness among all employees regarding environmental responsibility.
4. Encourage the adoption of advanced technologies and innovations to enhance the efficiency and sustainability of resource, energy, and environmental management.
5. Continuously monitor and evaluate environmental performance to ensure alignment with established policies and guidelines.
6. Promote employee participation in environmental conservation by encouraging strict adherence to the Company's policies and practices.
7. Support the appropriate use of digital technologies (“Digital Way”) to reduce resource consumption and enhance operational efficiency.
8. Communicate and disseminate environmental policies and guidelines to all employees to ensure awareness and consistent implementation.

All executives and employees are required to comply with these policies and guidelines to achieve the Company's environmental objectives, prevent adverse environmental impacts, and preserve environmental quality for the long term.



Advancing Low-Pollution Operations and Sustainable Resource Efficiency

Sustainable Resource Use

GRI Standards:

- GRI 301: Materials 2016 – Sustainable Materials Use and Resource

Sustainable Development Goals (SDGs):



Why Sustainable Resource Use Matters?

Sustainable resource use is a core priority for WICE Logistics Public Company Limited, as it plays a critical role in minimizing environmental and community impacts surrounding its operations. Efficient resource management not only reduces operational costs but also enhances the Company's competitiveness.

Operating in alignment with international standards and SDGs strengthens trust among customers, investors, and business partners. Furthermore, sustainable resource use supports long-term business growth while preserving the environment, fostering a culture of environmental responsibility, and encouraging innovation to reduce environmental impacts.

Highlights

- 100% of employees demonstrated awareness of resource reduction practices
- The Company improved resource efficiency, resulting in a reduction of 8,316 kilograms of truck tire usage

Risks Related to Sustainable Resource Use

- Inefficient utilization of resources
- Dependence on resources with highly volatile costs
- Lack of systematic measures to reduce resource consumption

Impacts

- Increased operating costs due to fluctuations in resource prices
- Potential negative impact on environmental performance targets

Risk Management Approach

- Utilize technology and management systems to optimize resource usage
- Establish resource reduction targets and continuously monitor performance



Efficient Resource Utilization Policy

WICE Logistics Public Company Limited

WICE Logistics Public Company Limited recognizes the importance of maximizing resource efficiency for the benefit of employees, the organization, and the environment. The Company is committed to reducing unnecessary resource consumption, minimizing waste, and systematically controlling environmental impacts, while encouraging participation from all departments in driving the organization toward sustainability.

Implementation Guidelines

- 1. Workplace Environment Protection and Improvement**
 Promote a safe, clean, and well-organized workplace by ensuring proper storage of materials and equipment, along with regular environmental risk assessments to support continuous improvement.
- 2. Waste Reduction and Resource Efficiency**
 Manage resources prudently by reducing waste, promoting reuse and recycling, and planning and monitoring resource utilization to minimize losses and enhance efficiency.
- 3. Energy and Natural Resource Conservation**
 Optimize the use of energy, water, and natural resources by adopting energy-efficient equipment, implementing appropriate energy planning, and reducing unnecessary consumption.
- 4. Communication and Awareness Building**
 Communicate policies across all levels of employees, monitor progress, and encourage active participation in proposing improvements and development initiatives.
- 5. Materials, Packaging, and Office Supplies Management**
 Reduce the use of consumable resources, particularly paper, through digital systems, efficient printing practices, and the selection of environmentally friendly materials.

This policy serves as a foundation for sustainable resource utilization, starting from within the organization to create a balance between business growth and long-term environmental preservation.



Resource Efficiency Targets

- Improve operational processes to optimize resource utilization across all business units
- Promote an organizational culture that emphasizes sustainable resource use and collaboration at all levels
- Develop systems for continuous monitoring and evaluation of resource usage to identify efficiency improvement opportunities
- Provide training and knowledge development for employees on efficient resource utilization

Operational Targets

- Reduce material and equipment usage by 2% annually
- Increase the proportion of reused or recycled materials by at least 2% annually
- Reduce total paper consumption by 20% from the 2021 baseline by 2030

Materials / Equipment	2025 Target (kg)	2023 (kg)	2024 (kg)	2025 (kg)	Reduction (%)
A4 Paper (70 gsm)	10,684	11,088	10,902	21,137	93.88%
Tissue Paper Rolls	976	1,267	996	1,663	67.05%
Truck Tires (Tractor Units)	15,982	15,768	16,308	7,992	50.99%

The Company is committed to efficient resource utilization by minimizing unnecessary consumption and continuously monitoring and analyzing data to improve operational performance. Efforts include promoting reuse and recycling practices, adopting appropriate technologies, and fostering employee awareness and participation.

Through these initiatives, the Company aims to support sustainable business operations while reducing environmental impacts in the long term.

Truck Tire Retreading

WICE Logistics Public Company Limited promotes efficient resource utilization and environmental impact reduction through the use of tire retreading, a process of applying new tread onto used tire casings that remain in good condition. This approach extends tire lifespan, reduces the need for new raw materials, and minimizes waste from used tires.

The Company has conducted studies and risk assessments regarding the use of retreaded tires to ensure safe and appropriate business operations. Strict quality control procedures are applied prior to retreading, including:

- Ensuring no cuts or damage on the tire sidewalls
- Verifying that the remaining tread depth is not less than 3 millimeters
- Conducting X-ray inspections to confirm that the internal tire structure remains intact and suitable for reuse

In addition, the Company partners with retreading service providers that meet international standards and utilize advanced, certified technologies to minimize risks. Retreaded tires are used exclusively for trailer wheel positions (non-steering axles) to ensure that vehicle control and safety are not compromised.

Benefits

- Resource Reduction: Retreading one tire saves approximately 50 kilograms of raw materials. In 2025, the use of 230 retreaded tires resulted in total resource savings of approximately 11.5 tons.
- Carbon Emission Reduction: Each retreaded tire reduces approximately 115 kilograms of CO₂ emissions. In 2025, this contributed to a reduction of approximately 26.45 tons of CO₂ emissions.

This initiative enables the Company to reduce transportation operating costs while supporting greenhouse gas (GHG) emission reduction associated with the production and disposal of new tires.



Digital Communication to Reduce Paper Usage

In the past, training programs, corporate activities, and internal communications relied heavily on printed materials, resulting in significant paper consumption and resource use.

To address this, WICE Logistics Public Company Limited has implemented a digital communication initiative to reduce paper usage. The Company has transitioned to electronic communication tools, including:

- Electronic display boards in common areas and training rooms
- Electronic documents (E-Documents)
- LINE Official Account as the primary communication platform

These tools are used to disseminate corporate announcements, share knowledge, and communicate internal activities effectively.

A dedicated content management team ensures that information is accurate, easy to understand, and accessible. Content covers organizational updates, HR and ESG knowledge, safety practices, logistics insights, and environmental awareness campaigns to encourage employee engagement and support the Company's Digital Transformation and Green Office initiatives.

Benefits

- Reduced paper and consumable usage by more than 50% through the transition from printed materials to digital media
- Enhanced speed and efficiency of communication and information updates
- Strengthened employee awareness of resource efficiency and supported the Company's Green Office and sustainability goals



Paper Reduction Initiative (TSD Care the Bear)

The Company has participated in the “TSD Care the Bear” initiative, led by the Stock Exchange of Thailand, to promote efficient resource utilization. The initiative focuses on reducing paper consumption in operational processes and investor disclosures, thereby minimizing waste, reducing environmental impacts, and lowering greenhouse gas (GHG) emissions associated with document production and distribution.

Under this initiative, the Company has transitioned from paper-based documentation to electronic systems (Digitalization). This includes annual reports, dividend-related documents, and shareholder meeting materials. As a result, natural resource consumption has been reduced, while accessibility and efficiency in information dissemination for stakeholders have significantly improved.

No.	Activity / Document Type	Paper Reduction (Sheets)
1	Securities Holder Register Report (Book Close)	1,569
2	Dividend Documents (XD)	4,498
3	Shareholder Meeting Documents (Voting/Meeting – XM)	2,288,881
4	Securities Holder Register Report (Book Close)	1,715
5	Dividend Documents (XD)	5,004
6	Shareholder Meeting Documents (Voting/Meeting – XM)	4,624
Total		2,306,291

Environmental Impact

Through participation in the **TSD Care the Bear initiative**, the Company achieved:

- A reduction of **31,946 tons of carbon dioxide equivalent (tCO₂e)**
- Equivalent to the annual carbon absorption of approximately **3,362 trees**



Care the Bear Change the Climate Change

The Stock Exchange of Thailand encourages listed companies and organizations to adopt behavioral changes to reduce greenhouse gas (GHG) emissions from both **online and onsite activities**. These include shareholder meetings (including e-AGM), corporate events, online meetings, travel activities, award ceremonies, and CSR initiatives.

The initiative is guided by the “**6 Cares**” principles, which serve as a framework to assess, measure, and promote sustainable behavioral change within organizations:

1. **Promote sustainable transportation:** Encourage the use of public transportation or carpooling to reduce emissions from travel.
2. **Reduce paper and plastic usage:** Minimize the use of paper and single-use plastics in all activities.
3. **Eliminate foam usage:** Avoid the use of foam in packaging and decorative materials.
4. **Improve energy efficiency:** Reduce electricity consumption and adopt energy-efficient equipment.
5. **Use reusable materials:** Design events using materials that can be reused to minimize waste.
6. **Reduce food waste:** Minimize leftover food and promote responsible consumption during events.



Pollution Reduction ⁽³⁻³⁾

GRI Standards:

- GRI 305: Emissions 2016 – Emissions and Air Pollutants

Sustainable Development Goals (SDGs)



Why Pollution Reduction Matters?

Pollution reduction is a key sustainability priority, contributing to the mitigation of environmental, social, and economic impacts. For WICE Logistics Public Company Limited, operating in the transportation and logistics sector, managing pollution from operations – particularly greenhouse gas emissions and waste – is a critical responsibility toward the environment and surrounding communities.

Effective pollution management enhances resource efficiency, reduces environmental risks, and supports the Company's alignment with the United Nations Sustainable Development Goals (SDGs).

Highlights

- The Company has conducted studies and developed plans to monitor emissions of NO_x, SO_x, and VOCs, along with establishing operational plans for pollution reduction
- Pollution reduction has been integrated as part of the Company's enterprise risk management framework

Risks Related to Pollution Reduction

- Air pollution emissions from transportation operations
- Non-compliance with environmental standards and regulatory requirements
- Lack of effective measures or technologies for pollution reduction

Impacts

- Risk of non-compliance with environmental laws and regulations
- Increased costs from penalties or system improvements

Risk Management Approach

- Establish clear targets and action plans for pollution reduction
- Improve vehicle and transportation efficiency (e.g., route optimization)
- Adopt clean technologies or alternative energy to reduce emissions
- Regularly monitor and evaluate emission levels



Pollution Reduction Policy

WICE Logistics Public Company Limited

The Company recognizes the importance of controlling and reducing pollution arising from logistics operations, which may impact the environment, surrounding communities, and the health of stakeholders. The Company is committed to conducting its business responsibly by prioritizing the management of air quality, noise, waste, and all forms of environmental pollution in compliance with legal requirements and international standards.

Pollution Management Approach

The Company has established the following guidelines to ensure sustainable pollution reduction:

- 1. Air Quality Monitoring and Control**
Regularly monitor and assess air quality both within operational areas and surrounding environments to ensure compliance with safety standards and regulatory requirements. Continuous development of environmental monitoring and reporting systems is also implemented.
- 2. Reduction of Emissions from Transportation**
Reduce greenhouse gas emissions and air pollutants from transportation by improving vehicle efficiency, optimizing transportation routes, conducting regular maintenance of trucks, and promoting the adoption of clean technologies such as electric or alternative energy vehicles.
- 3. Waste and Pollutant Management**
Ensure safe and proper waste management by segregating waste appropriately, promoting reuse and environmentally sound disposal, and controlling potential leakage of oil and chemicals from vehicles and transportation activities.
- 4. Employee Awareness and Engagement**
Promote awareness and encourage employee participation in pollution reduction efforts through training, communication, and internal campaigns that support environmentally responsible practices.

The Company is committed to continuously improving its operational processes to enhance efficiency, minimize environmental impacts, and strictly comply with applicable laws and standards. This approach supports sustainable business growth while maintaining a balance between environmental and social responsibility.

Pollution Reduction Targets

- Develop pollution management systems for transportation and warehouse operations in accordance with environmental standards
- Conduct regular inspection and maintenance of vehicles, machinery, and equipment to prevent leakage of oil and pollutants
- Promote knowledge, awareness, and participation in pollution reduction among employees at all levels
- Improve transportation and operational processes to reduce greenhouse gas emissions and particulate matter

Operational Targets

- Monitor emissions of NOx, SOx, and VOCs across 100% of operational sites by 2027
- Achieve a 30% reduction in NOx, SOx, and VOC emissions by 2030 across all operational sites

Air Pollutant Emissions Assessment from Company Fleet Fuel Consumption

In 2025, the Company assessed air pollutant emissions, including nitrogen oxides (NOx), sulfur oxides (SOx), and volatile organic compounds (VOCs), from fuel consumption of its fleet. The calculation was conducted using the Emission Factor (EF) method, in accordance with guidelines from the U.S. EPA AP-42 and the IPCC for mobile sources.

The calculation is based on emission factors applied to the Company's fuel consumption data, assuming no additional pollution control devices (Removal Efficiency: ER = 0), using the following formula:

$$E = A \times EF \times (1 - ER/100)$$

Activity Data and Emission Results

Fuel Type	Quantity	Emission Factors (EF) (AP-42 / IPCC Mobile)			Emissions (kg)		
		NOx	SOx	VOC	NOx	SOx	VOC
Diesel (liters)	307,942.23	0.035 kg/L	0.0005 kg/L	0.004 kg/L	10,778.98	153.97	1,231.77
Gasoline (liters)	22,132.51	0.025 kg/L	0.00004 kg/L	0.010 kg/L	553.31	0.86	221.33
CNG (kg)	438,214.46	0.002 kg/kg	0	0.001 kg/kg	876.43	0	438.21
Total Emissions (kg)					12,208.72	154.86	1,891.31

Pollution Reduction Action Plan

The Company is committed to reducing air quality impacts from transportation activities, which are the primary sources of NOx, SOx, and VOC emissions. The action plan focuses on operational efficiency, technological improvements, and transition to cleaner energy, as outlined below:

- 1. Operational Efficiency:** The Company enhances transportation route planning (route optimization) to reduce travel distance and fuel consumption. This is complemented by promoting eco-driving practices and implementing preventive maintenance programs to ensure optimal engine performance and minimize emissions.
- 2. Fleet and Technology Improvement:** The Company progressively upgrades its fleet to comply with higher emission standards, such as EURO 5 or equivalent. In addition, digital tools such as GPS tracking systems are utilized to monitor and analyze fuel consumption, enabling more effective emission control.
- 3. Energy Transition:** The Company promotes the use of cleaner fuels, such as Compressed Natural Gas (CNG), which has significantly lower SOx emissions. Furthermore, the Company has initiated the adoption of electric vehicles (EVs) to reduce long-term environmental impacts.
- 4. Target Setting and Monitoring:** The Company establishes environmental performance indicators, including fuel consumption reduction and emission intensity per activity unit, and continuously monitors and reports performance. These efforts are aligned with international standards such as GRI 305 and support the Company's greenhouse gas reduction targets.

Waste Management ⁽³⁻³⁾

GRI Standards:

- GRI 306: Waste 2020

Sustainable Development Goals (SDGs):



Why Waste Management Matters?

Effective waste management is essential for sustainable business operations, as it helps minimize environmental and community impacts while preventing contamination of soil, water, and air. It also promotes efficient resource utilization through reuse and recycling, in line with circular economy principles.

For WICE Logistics Public Company Limited, efficient waste management not only reduces operational costs and environmental risks but also enhances the Company's reputation as a responsible organization and supports long-term sustainable development goals.

Highlights

- 100% of employees are aware of proper waste segregation practices and actively participate in waste sorting.
- The Company has established adequate waste segregation points in accordance with the Ministry of Public Health's regulations on general waste management (B.E. 2560).
- The Company initiated its first recycling program by segregating reusable waste and collaborating with business partners to recycle materials into employee uniforms.

Waste Management Risks

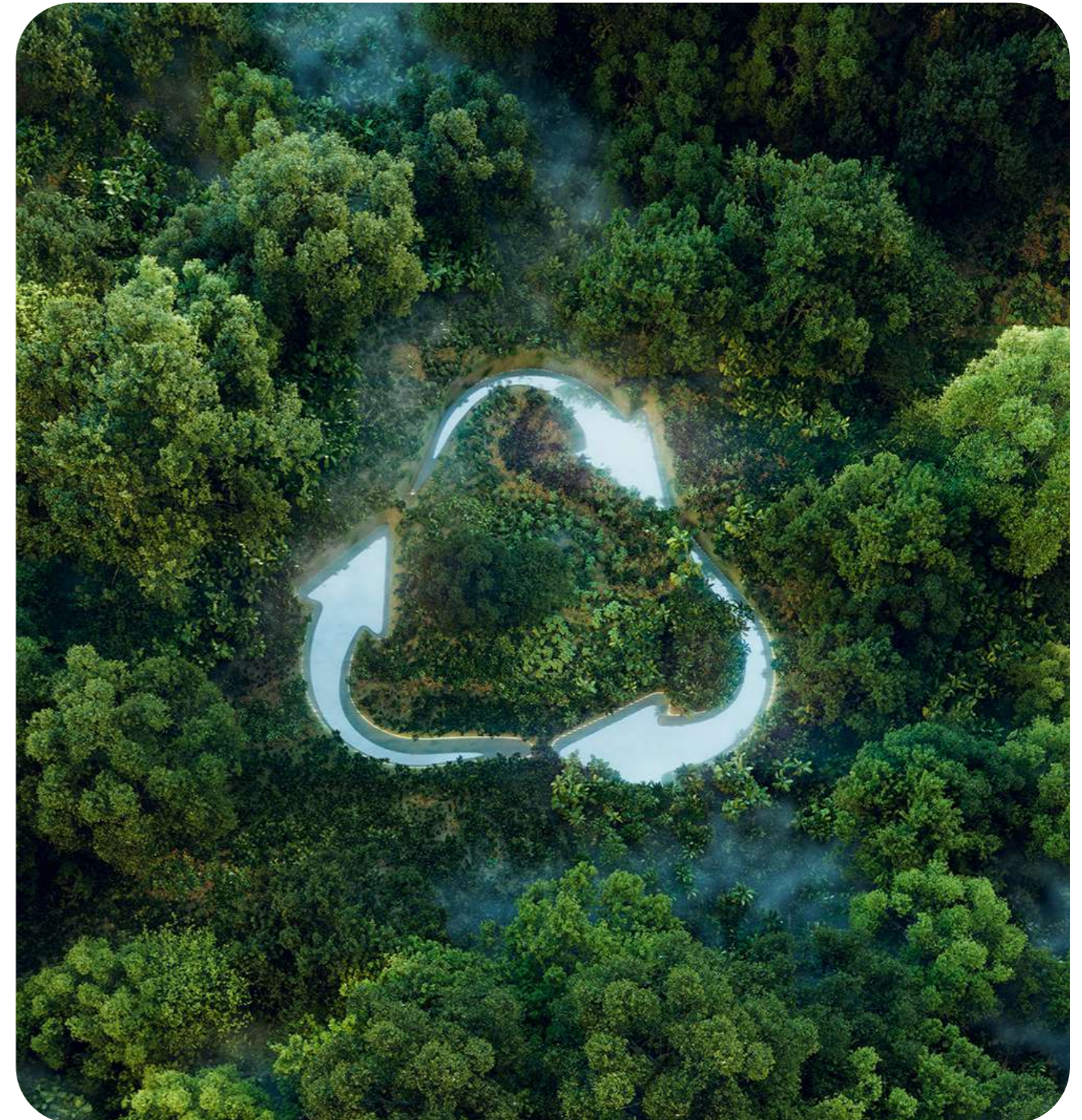
- Improper handling of general and hazardous waste in non-compliance with regulations
- Inefficient waste segregation and disposal processes
- Lack of systematic waste tracking and control

Potential Impacts

- Risk of non-compliance with environmental laws and regulations
- Increased costs from waste disposal and potential penalties

Risk Management Approach

- Implement proper waste segregation and disposal systems
- Ensure strict compliance with environmental laws and regulatory requirements
- Promote the 3Rs principle (Reduce, Reuse, Recycle) across operations
- Monitor and record waste data systematically for continuous improvement



Waste Management Policy

WICE Logistics Public Company Limited

WICE Logistics Public Company Limited recognizes the importance of effective waste management in minimizing environmental, community, and occupational health impacts, while promoting efficient resource utilization and supporting the circular economy. The Company has therefore established a Waste Management Policy as a framework for sustainable operations, based on the following principles:

1. Waste Prevention and Reduction at Source

The Company promotes process improvements and efficient use of materials and resources to prevent and reduce waste generation at the source. This includes the selection of recyclable and biodegradable materials where appropriate.

2. Proper and Safe Waste Management

All types of waste are segregated, treated, stored, and disposed of according to their characteristics and in compliance with applicable environmental laws and regulations, in order to prevent environmental contamination and minimize health risks.

3. Reuse and Recycling

The Company encourages the reuse of materials where possible and supports recycling process to maximize resource efficiency and reduce the volume of waste requiring disposal.

4. Employee Awareness and Participation

The Company promotes active participation from employees at all levels through communication, training, and awareness programs to foster responsible waste management practices.

5. Monitoring, Evaluation, and Continuous Improvement

The Company regularly monitors and evaluates waste management performance and uses the results to continuously improve processes, with the goal of minimizing waste generation.

This policy serves as a key guideline to ensure that waste management is conducted efficiently, transparently, and in alignment with sustainable development principles, including support for SDG 12: Responsible Consumption and Production.

Waste Management Targets

- Improve waste segregation processes across all business units in accordance with the 3Rs principle (Reduce, Reuse, Recycle)
- Develop a systematic waste tracking and data recording system for all waste categories (general, recyclable, and hazardous) to support analysis and continuous waste reduction planning
- Promote the use of reusable and recyclable packaging and materials across operations

Waste Management Performance Targets

- Reduce landfill waste by 20% from the 2021 baseline (12,839 kg) by 2030
- Reduce hazardous waste from operations by 10% from the 2022 baseline (81 kg) by 2030
- Increase the proportion of reused or recycled waste to at least 20% by 2030



Waste Management Performance

Waste Type	Target	2023	2024	2025	Reduction (%) vs Baseline
Waste Generated ⁽³⁰⁶⁻³⁾ (Unit: kilograms)					
Non-hazardous waste	10,271.2	10,158	9,077	13,421	-4.5%
Hazardous waste	72.9	80	81	5	93.8%
Waste diverted for reuse/ recycling		0	0	92.9	
Total waste generated	10,344.1	10,238	9,158	13,507	-5.2%
Waste Directed to Disposal ⁽³⁰⁶⁻⁵⁾ (Unit: kilograms)					
Non-hazardous Waste					
Managed by waste contractor of government		10,158	9,077	13,421	
Landfill		0	0	0	
Hazardous Waste					
Managed by waste contractor of government		80	81	5	
Landfill		0	0	0	
Waste Diverted from Disposal (Reuse / Recycling)					
Managed by waste contractor of government		0	0	0	
Landfill		0	0	0	
Sent for recycling/reuse		0	0	92.9	

Non-Hazardous Waste from Subsidiaries

Subsidiary (Unit: kilogram)	Waste Generated (kg)
WICE Supply Chain Solutions Co., Ltd.	11,480
WICE Logistics (Singapore) Pte. Ltd.	528
WICE Logistics (Malaysia) Sdn. Bhd.	384
WICE Logistics Shanghai Co., Ltd.	1,501
WICE Logistics (Guangzhou) Ltd.	881
WICE Logistics (Shenzhen) Ltd.	518

Waste Management Approach

The Company places strong emphasis on systematic and environmentally responsible waste management. Key practices include waste reduction at source, segregation for reuse or recycling, and proper disposal in compliance with applicable laws and standards. Waste data across all categories is continuously monitored and recorded to support trend analysis and improve resource efficiency.

This approach helps minimize environmental impacts, enhance resource utilization efficiency, and serves as a foundation for developing waste management targets aligned with circular economy principles and long-term sustainable business practices.

The Company remains committed to continuously improving its waste management practices and measures to support sustainable operations, while balancing business growth with environmental responsibility over the long term.

Waste Separation Points at Employee Dining Areas (WICE Dining Zone)

WICE Logistics Public Company Limited places strong emphasis on internal waste management to support sustainable business practices and minimize environmental impact. The Company has established waste separation points within employee dining areas (WICE Dining Zone) on every floor, which serve as common lunch spaces for employees.

This initiative encourages proper waste segregation at the source. In addition, the Company has installed communication signage and conducted awareness campaigns to educate employees on the importance of waste separation, fostering a culture of sustainable waste management across the organization.

This initiative is part of the Company's commitment to the circular economy approach and supports its environmental goals in reducing resource consumption and operational waste.

Waste Segregation Categories

Clearly labeled bins are provided for the following waste types:

- **Recyclable Waste:** Plastic bottles, glass, paper, and metals
- **General Waste:** Non-recyclable waste and packaging materials
- **Organic Waste:** Food waste suitable for proper downstream management
- **Hazardous Waste:** Office supplies and cleaning products that may pose risks if improperly disposed of, such as ink cartridges, toner, batteries, and chemical containers

Key Benefits

- **Recycling Promotion:** Enables proper collection and utilization of recyclable materials
- **Environmental Awareness:** Encourages employees to adopt responsible waste separation behaviors in daily life
- **Improved Hygiene:** Reduces food waste accumulation and unpleasant odors in dining areas



Go Green with WICE – “Small Waste, Big Impact”

WICE Logistics Public Company Limited organized the “Go Green with WICE – Small Waste, Big Impact” activity at Wat Chong Nonsi School, aimed at promoting waste management knowledge and environmental awareness among 145 primary school students (Grades 4–5).

The activity was designed as a creative and participatory learning experience, focusing on the concept of waste minimization at the source. Students were introduced to practical techniques such as compressing plastic bottles, folding cartons, and proper waste segregation. The program emphasized that environmental responsibility can begin with simple, everyday actions.

Activity	Beneficiaries (Person)	Employees Participating (Person)	Total Volunteer Hours
Go Green with WICE – Small Waste, Big Impact	145	7	14

The activity enhanced students' understanding and awareness of proper waste management practices, enabling them to apply this knowledge in their daily lives. As a result, it contributes to waste reduction and increased opportunities for reuse and recycling in the long term.

Furthermore, the initiative strengthens engagement between the Company and the local community, reflecting WICE's commitment to sustainable business practices and environmental stewardship under the concept of “Small Actions, Big Impact.”



Waste Management and Segregation Training

The Company conducted training on waste management and waste segregation for employees to enhance knowledge and promote proper waste separation practices in the workplace. The training covered waste classification, waste reduction at source, reuse, and recycling.

This initiative contributes to improving waste management efficiency, reducing the volume of waste requiring disposal, and supporting the Company’s environmental and sustainability goals.

Activity	Beneficiaries (Person)	Employees Participating (Person)	Total Volunteer Hours
Waste Management and Segregation Training	30	33	66

The training strengthened employees’ understanding of proper waste segregation practices, with a focus on sorting waste at the source and promoting recycling behaviors. As a result, it enhances opportunities for resource recovery and reuse, while fostering environmental awareness in daily operations.



Go Green with WICE – Seeing Through Touch

Turning Old Calendars into Braille for Sustainable Impact

WICE Logistics Public Company Limited emphasizes efficient resource utilization and environmental impact reduction across its value chain by applying circular economy principles as a framework for resource management.

The “Go Green with WICE – Seeing Through Touch” initiative is a practical example of translating this concept into action.

This project was driven by employee participation through the “Go Green with Buddy: Return & Receive” campaign, where employees exchanged unused old calendars for new ones to give as New Year gifts to their buddies. The collected calendars were then donated to the Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen, to be transformed into Braille learning materials for visually impaired individuals.

Impact and Value Creation

This initiative enables paper resources to be reintroduced into the value chain, extending material lifespan, reducing waste, and avoiding conventional disposal methods. It also reflects resource efficiency principles by reducing the need for new raw materials, energy consumption, and environmental impacts associated with paper production.

Furthermore, converting used paper into Braille learning materials represents value creation from waste, while generating positive social impact by enhancing access to education, information, and equal opportunities for visually impaired individuals.



Driving a Low-Carbon Business and Climate Change Resilience ⁽³⁻³⁾

Climate Change and Greenhouse Gas Emissions Management

GRI Standards:

- GRI 102: Climate Change (2025) – Climate Change Response
- GRI 305: Emissions (2016)

Sustainable Development Goals (SDGs):



Why Climate Change Matters?

WICE Logistics Public Company Limited recognizes that climate change is a critical factor impacting the logistics industry. It presents both risks and opportunities across the business value chain.

Key risks include extreme weather events that may disrupt transportation and warehouse operations, rising energy and fuel costs, and increasing expectations from customers and regulatory authorities regarding environmental performance.

At the same time, climate change creates opportunities for the development of energy-efficient logistics systems, adoption of low-carbon technologies, and provision of sustainable supply chain solutions.

The Company is therefore committed to systematically managing climate-related risks and opportunities across all operational sites. This approach aims to strengthen supply chain resilience, reduce environmental impacts, and enhance competitiveness in the short, medium, and long term.

Highlights

- The Company reports its organizational carbon footprint in accordance with ISO 14064-1 and guidelines from the Thailand Greenhouse Gas Management Organization (Public Organization: TGO)
- The Company is a member of the Thailand Carbon Neutral Network (TCNN), supporting initiatives on greenhouse gas management
- The Company provides training and awareness programs on greenhouse gas emissions reduction for stakeholders, including employees, business partners, customers, and educational institutions

Climate Change Policy

WICE Logistics Public Company Limited

The Company recognizes the importance of addressing climate change, a global challenge that significantly impacts the economy, society, and the environment. The Company is committed to conducting its business responsibly in alignment with the Paris Agreement, aiming to limit global temperature rise to 1.5°C, while supporting Thailand's greenhouse gas (GHG) reduction targets.

To achieve these objectives, the Company has established the following policies and measures:

1. The Company acknowledges climate change risks arising from its economic activities and focuses on comprehensive management of related risks and opportunities across its business operations.
2. The Company sets short-, medium-, and long-term GHG reduction targets based on internationally recognized methodologies, aiming to achieve Net Zero emissions by 2050.
3. Climate-related risk management is integrated into corporate strategy, with continuous performance monitoring.
4. The Company assesses and discloses climate-related risks and opportunities in accordance with recognized frameworks, including the Task Force on Climate-related Financial Disclosures (TCFD).
5. The Board of Directors oversees climate-related risks, appointing the People Group & Sustainability Director as the responsible executive, with the Audit Committee monitoring and evaluating performance on an ongoing basis.
6. The Company promotes the adoption of environmentally friendly technologies, such as electric vehicles (EVs), efficient transport systems, and renewable energy in logistics operations.
7. Business continuity plans (BCP) are developed to address climate-related disasters, alongside investments in weather monitoring and safe route planning technologies.
8. The Company supports participation in industry associations related to carbon reduction and advocates for policies and regulations that promote climate mitigation and adaptation.
9. Training programs are conducted for employees and business partners to enhance awareness of carbon reduction and climate adaptation.
10. The Company aligns its capital expenditure and investment strategies with long-term GHG reduction targets and the Paris Agreement (1.5°C pathway), gradually reducing investments in high-carbon assets or products.

The Company is committed to implementing this policy effectively to build stakeholder confidence and contribute to long-term climate change mitigation.

Climate Change Action Plan

The Company recognizes the impacts of climate change on its operations and has established a systematic approach covering both mitigation and adaptation, aligned with international standards such as the GHG Protocol and ISO 14064-1, and integrated into corporate strategy to achieve Net Zero.

Climate Change Mitigation

The Company reduces greenhouse gas emissions through:

- Improving transportation efficiency
- Increasing the use of renewable energy
- Transitioning to low-carbon vehicle technologies
- Developing green warehouses
- Establishing and verifying carbon inventories
- Promoting emissions reduction across the supply chain

Climate Change Adaptation

The Company enhances business resilience by:

- Assessing climate-related risks
- Implementing Business Continuity Plans (BCP)
- Developing climate-resilient infrastructure
- Establishing alternative transportation routes
- Utilizing real-time monitoring technologies
- Collaborating with partners to reduce supply chain risks

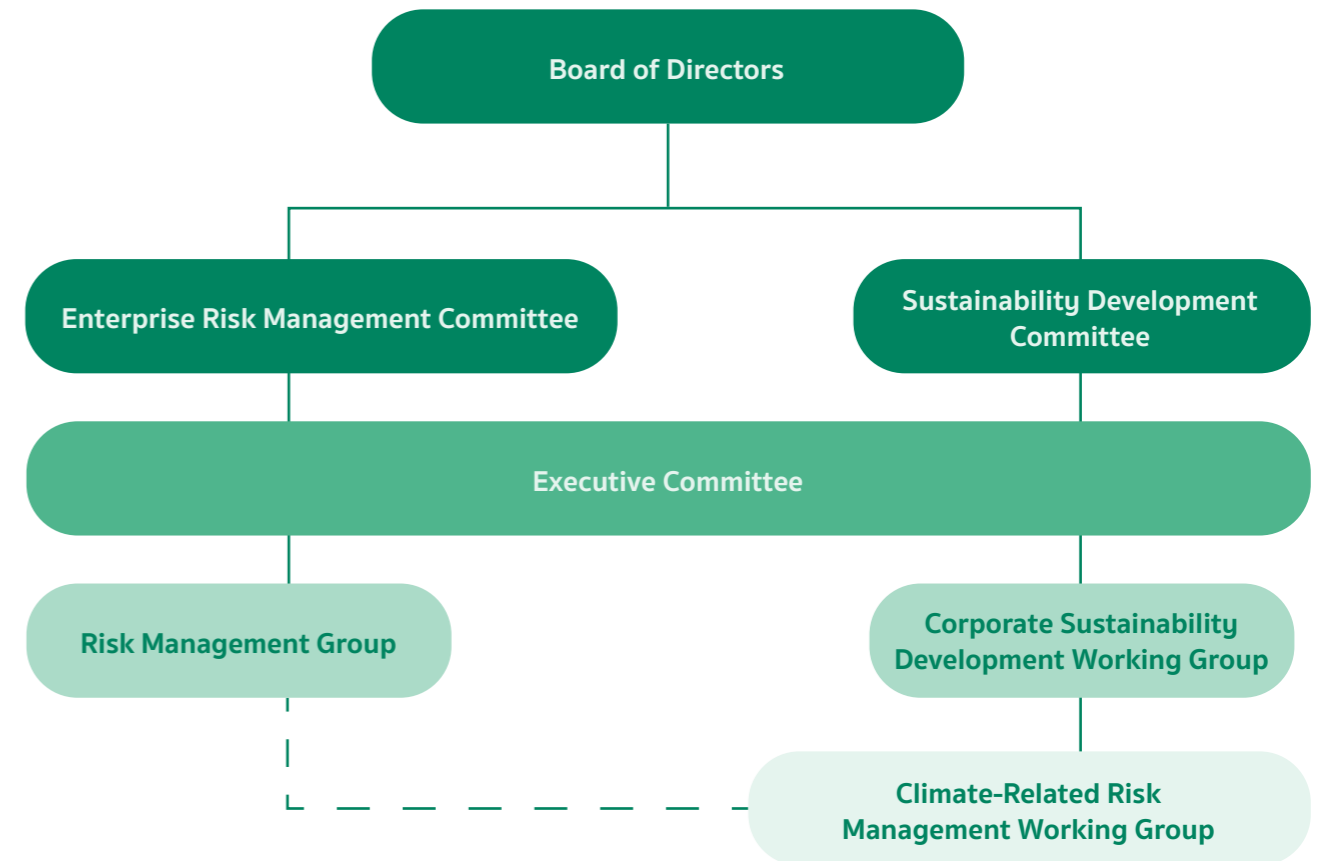
Climate Change Governance and Risk Management Working Committee

WICE Logistics Public Company Limited places strong emphasis on managing climate change risks and is committed to sustainable operations while actively reducing climate-related impacts. To effectively drive the Company's climate strategy in alignment with its policies, direction, and core values, the Company has established a "Climate Change Governance and Risk Management Working Committee." This committee is responsible for ensuring that organizational activities are conducted efficiently and in line with the Company's sustainability objectives.

Roles and Responsibilities

- 1. Risk Identification and Assessment:** Analyze and identify climate-related risks, including natural disasters (e.g., storms, floods, droughts), regulatory changes, and climate impacts affecting environmental, economic, and social dimensions in both the short and long term.
- 2. Strategy Development and Implementation:** Formulate and implement climate adaptation and mitigation strategies, such as adopting renewable energy, improving operational processes to reduce greenhouse gas (GHG) emissions, and developing clear action plans to achieve the Company's sustainability targets.
- 3. Capacity Building and Awareness:** Support education and knowledge dissemination on climate change among employees and management to foster awareness, understanding, and active participation in climate-related initiatives.
- 4. Stakeholder Collaboration:** Coordinate with government agencies, private sector partners, and civil society organizations to strengthen collaboration in addressing climate change challenges.
- 5. Monitoring and Evaluation:** Monitor and evaluate the progress and effectiveness of climate-related projects to ensure continuous improvement and successful implementation.
- 6. Reporting and Strategic Recommendations:** Prepare reports on climate-related performance and provide recommendations to senior management to support informed decision-making and ensure alignment with the Company's sustainability goals.

Operational Structure



Greenhouse Gas Emissions Reduction Targets

Short-term Targets

Operational Targets

- Establish a comprehensive system to monitor and report greenhouse gas (GHG) emissions across all logistics activities
- Integrate climate risk management into the Company's overall business strategy
- Promote the use of renewable energy in offices and warehouses
- Provide training programs for employees and business partners on carbon reduction and climate adaptation

GHG Reduction Targets

- Reduce Scope 1 and Scope 2 emissions by 15% from the base year (2024) by 2029
- Reduce transportation-related emissions (Scope 3) by 10% from the base year (2024) within 5 years

Long-term Targets

Operational Targets

- Develop and adopt low-carbon transportation technologies, such as electric vehicles (EVs) and smart logistics systems
- Integrate carbon management across the entire supply chain
- Support participation in business networks and initiatives focused on carbon reduction and climate resilience

GHG Reduction Targets

- Reduce Scope 1 and Scope 2 emissions by at least 42% by 2035
- Reduce Scope 3 emissions by at least 30% by 2035
- Achieve Net Zero greenhouse gas emissions by 2050, covering Scope 1, Scope 2, and Scope 3



Climate Risk Assessment and Mitigation Measures

Climate-Related Risk and Opportunity Assessment

Climate Risk Issue	Potential Risk Characteristics	Risk / Opportunity Level	Impact
Physical Risk	<ul style="list-style-type: none"> Flooding affecting warehouses Storms and heavy rainfall disrupting transportation Heatwaves impacting employees and equipment Climate variability causing operational delays 	Medium – High	<ul style="list-style-type: none"> Business disruption Damage to assets Delivery delays affecting customer satisfaction
Transition Risk	<ul style="list-style-type: none"> Carbon-related regulations (e.g., carbon tax) Increasing energy and fuel costs Rising customer demand for low-carbon services Growing ESG expectations from investors 	Medium – High	<ul style="list-style-type: none"> Increased operating costs Reduced competitiveness Potential decline in ESG ratings
Opportunities	<ul style="list-style-type: none"> Development of green logistics solutions Adoption of EVs and clean energy Use of digital tools and route optimization Access to ESG-focused customers 	High	<ul style="list-style-type: none"> Long-term cost reduction Revenue growth opportunities Enhanced corporate reputation

Risk Mitigation Measures

- Design transportation routes and infrastructure to withstand extreme weather conditions, supported by a robust Business Continuity Plan (BCP)
- Improve energy efficiency, invest in low-carbon transportation systems, and incorporate internal carbon pricing into investment decisions
- Establish a comprehensive carbon management system with defined greenhouse gas reduction targets
- Set environmental standards for suppliers and continuously assess risks across the supply chain
- Leverage technology such as route optimization and clean energy solutions to enhance operational efficiency
- Closely monitor environmental laws and regulations and ensure full compliance
- Track climate risk indicators and regularly review mitigation measures, with reporting to management and stakeholders
- Disclose ESG-related information transparently to strengthen stakeholder confidence and long-term competitiveness



Climate Scenario Analysis

In this report, climate-related risks are assessed using the Shared Socioeconomic Pathways (SSPs) and Representative Concentration Pathways (RCPs) frameworks. These scenarios are applied to evaluate potential social and economic impacts arising from policy responses, as well as greenhouse gas concentration levels and radiative forcing from climate factors, in order to estimate the severity of global warming.

The Company adopts the SSP2-4.5 scenario, representing a moderate pathway, which assumes a balanced focus on economic and social stability rather than rapid or uneven development. This scenario reflects continued challenges such as inequality and policy uncertainty, despite global and national efforts to achieve sustainable development goals. Under RCP 4.5, greenhouse gas emissions are expected to stabilize and gradually decline by mid-century; however, net zero emissions are not achieved before 2100.

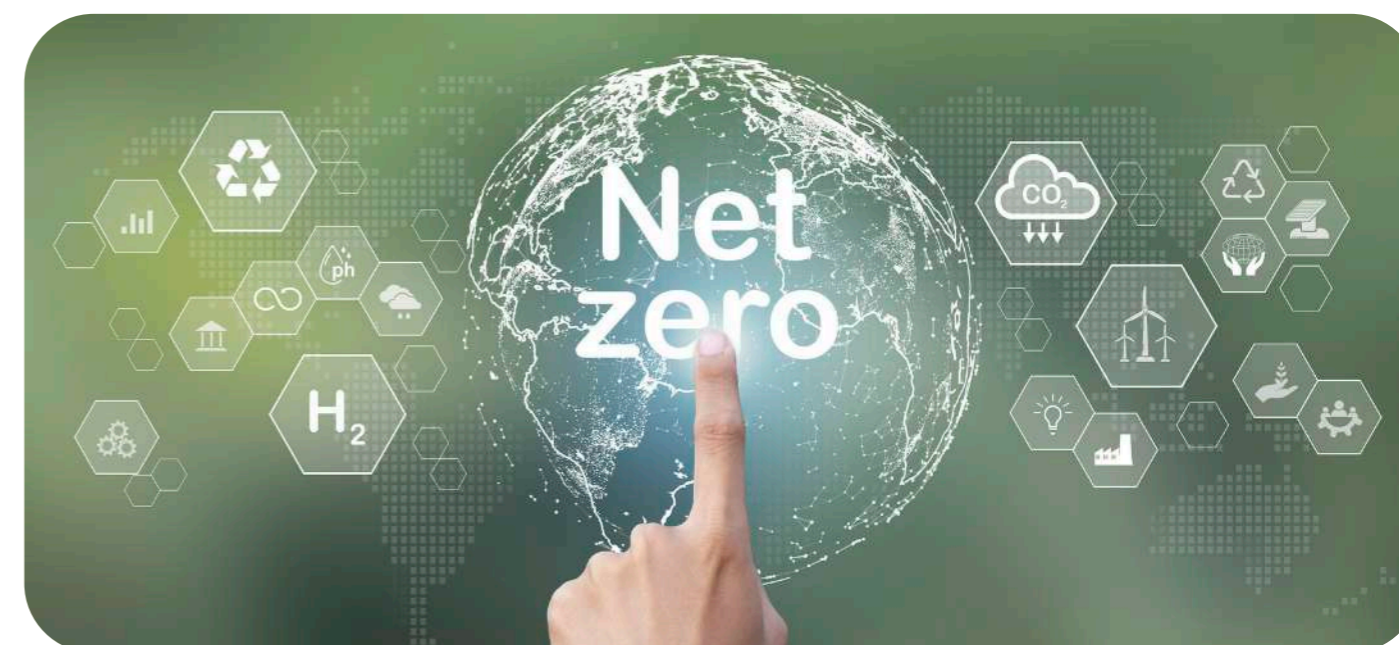
WICE Logistics Public Company Limited follows the Task Force on Climate-related Financial Disclosures (TCFD) recommendations by assessing the resilience of its climate strategy through the analysis of both transition risks and physical risks, alongside business opportunities under a moderate climate scenario.

Moderate Warming Scenario (SSP2-4.5) – Based on IPCC AR6

Temperature	Global temperatures are projected to rise continuously. Under SSP2-4.5, global temperatures are expected to increase by approximately 2°C by the end of the century compared to the 1850–1900 baseline, potentially reaching up to 3°C. In Thailand, average temperatures are projected to increase by approximately 1.6°C to 2.4°C by mid- to late-century.
Extreme Heat	Extreme temperature events are expected to become more frequent and intense. Thailand may experience approximately 44 extremely hot days per year under this scenario.
Heavy Rainfall	Annual average rainfall in Thailand is projected to increase by approximately 4.99% to 11.01% by the end of the century, leading to higher risks of flooding and operational disruptions.
Sea Level Rise	Global sea levels are projected to continue rising, with an estimated increase of approximately 0.66 to 1.33 meters by the end of the century under SSP2-4.5.

Business Implications under Net Zero 2050 Scenario and Thailand Climate Master Plan (2015–2050)

Carbon Tax Implementation	Thailand is preparing to introduce a carbon tax to raise public awareness of the cost of greenhouse gas emissions. The pilot phase is expected to begin in 2025 through adjustments to excise tax rates on petroleum products (e.g., gasoline, diesel, LPG, fuel, oil) calculated based on emission factors and carbon pricing (THB per liter).
Thailand Voluntary Emissions Trading System (V-ETS)	Since 2013, Thailand has promoted a voluntary emissions trading system (V-ETS), setting emission caps and energy performance benchmarks in key industries. This initiative serves as a foundation for a future mandatory ETS.
Regulatory Measures	Thailand's Climate Change Master Plan (2015–2050) outlines regulatory improvements, including stricter building standards, enhanced energy efficiency in buildings and air conditioning systems, and promotion of efficient transportation systems to reduce emissions while maintaining economic competitiveness.
Energy Strategy	According to the Office of the National Economic and Social Development Council (NESDC), renewable energy is expected to partially meet electricity demand, with a long-term energy reserve plan spanning 20 years.
Changing Consumer Behavior	Customers are increasingly considering carbon reduction strategies and verifiable emission reductions as part of their medium- to long-term decision-making processes, driving demand for low-carbon logistics services.



Greenhouse Gas Management

Climate change driven by greenhouse gas (GHG) emissions is a critical challenge faced by business worldwide, particularly in the logistics industry, where emissions are inherently high due to transportation activities and energy consumption. The Company recognizes the importance of minimizing environmental impacts and has therefore conducted an assessment of its Carbon Footprint for Organization (CFO) in accordance with ISO 14064-1 and the guidelines of the Thailand Greenhouse Gas Management Organization (TGO). This serves as a fundamental basis for systematically planning GHG emission reduction initiatives.

The Company's GHG emissions have been verified by BSI Group (Thailand) Co., Ltd., covering emissions across Scope 1, Scope 2, and Scope 3, to ensure accuracy and alignment with international standards.

Baseline Assessment Results

The assessment identified total GHG emissions of 14,836 tCO₂e, categorized as follows:

- **Scope 1:** 1,865 tCO₂e
- **Scope 2:** 112 tCO₂e
- **Scope 3:** 12,859 tCO₂e

For Scope 3 emissions, a materiality assessment was conducted by comparing each category's emissions to the combined total of Scope 1 and Scope 2 emissions. Categories contributing more than 5% were considered material. The assessment identified Fuel- and energy-related activities and Upstream transportation and distribution as significant emission sources.

This reflects that the majority of emissions originate from supply chain activities and transportation (Scope 3). Therefore, WICE's decarbonization strategy focuses not only on internal operational improvements but also on close collaboration with business partners and suppliers across the value chain.



Base Year Adjustment

The Company has revised its GHG emissions base year to 2024, as the data for this year is more comprehensive and covers all scopes, including Scope 3 Category 4 (Upstream Transportation and Distribution), which is directly linked to the Company's core business. In addition, emission factors have been updated and verified in accordance with international standards.

This adjustment represents not only an improvement in data quality but also a strategic enhancement of the Company's GHG management approach, aligning with international frameworks and supporting progress toward Science-Based Targets (SBTi) and long-term sustainability goals.

Group-Level Expansion

In the same year, the Company extended its GHG management efforts by conducting a Carbon Footprint for Organization (CFO) assessment for WICE Supply Chain Solutions Co., Ltd., a subsidiary.

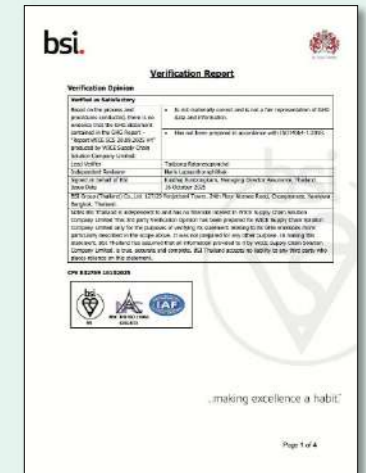
This initiative aims to:

- Strengthen GHG data accuracy the Group
- Expand emissions coverage throughout the value chain
- Support the development of comprehensive carbon reduction strategies and long-term targets at the Group level

WICE Logistics Public Company Limited



WICE Supply Chain Solutions Company Limited



Greenhouse Gas Emissions of the Organization

(Unit: tCO₂e – tons of carbon dioxide equivalent)

Category	2023	2024	2025
Direct GHG Emissions (Scope 1) ⁽³⁰⁵⁻¹⁾	1,782	1,860.14	1,952.51
Indirect GHG Emissions from Energy (Scope 2) ⁽³⁰⁵⁻²⁾	104	106.33	112.30
Purchased goods and services	N/A	Not significant	Not significant
Capital goods	N/A	Not significant	Not significant
Fuel and energy related activities	N/A	428.50	454.17
Upstream transportation and distribution	N/A	12,429.07	10,641.56
Waste generated in operations	N/A	Not significant	Not significant
Business travel	N/A	Not significant	Not significant
Employee commuting	N/A	Not significant	Not significant
Upstream leased assets	N/A	Not significant	Not significant
Downstream transportation and distribution	N/A	N/A	N/A
Processing of sold products	N/A	Not Applicable	Not Applicable
Use of sold products	N/A	Not Applicable	Not Applicable
End-of-life treatment of sold products	N/A	Not Applicable	Not Applicable
Downstream leased assets	N/A	Not Applicable	Not Applicable
Franchises	N/A	Not Applicable	Not Applicable
Investments	N/A	N/A	N/A
Other Indirect GHG Emissions (Scope 3) ⁽³⁰⁵⁻³⁾	429	12,857.57	11,095.73
Total GHG Emissions (Scope 1 + Scope 2)	1,886	1,966.47	2,064.81
Total GHG Emissions (Scope 1 + Scope 2 + Scope 3)	2,316	14,824.04	13,160.55

Greenhouse Gas Emissions and Carbon Intensity

Emission Source	Amount	Unit
Scope 1	1,953	Ton CO ₂ e
Scope 2	113	Ton CO ₂ e
Scope 3	11,096	Ton CO ₂ e
Total (Scope 1 + 2)	2,066	Ton CO ₂ e
Total (Scope 1 + 2 + 3)	13,162	Ton CO ₂ e
Total Freight Volume	823,781	ton
Carbon Intensity (Scope 1 + 2)	0.0032	Ton CO ₂ e/ton
Carbon Intensity (Scope 1 + 2 + 3)	0.0202	Ton CO ₂ e/ton

Performance Overview

In 2025, WICE Logistics Public Company Limited conducted its annual greenhouse gas (GHG) emissions assessment, covering Scope 1, Scope 2, and Scope 3, in accordance with ISO 14064-1 and the guidelines of the Thailand Greenhouse Gas Management Organization (TGO).

The assessment results indicate that total GHG emissions amounted to 13,157.32 tCO₂e, comprising:

- **Scope 1:** 1,949.52 tCO₂e
- **Scope 2:** 112.30 tCO₂e
- **Scope 3:** 11,095.73 tCO₂e

The overall increase in emissions compared to the previous year was primarily driven by the growth in business operations and logistics activities, particularly Scope 3 emissions, which are associated with transportation and supply chain operations.

Despite the increase in total emissions, the Company demonstrated improved efficiency in carbon management. The overall carbon intensity was recorded at 0.0202 tCO₂e per ton of freight, reflecting effective emissions control relative to business growth.

Notably, the Company achieved a 29% reduction in carbon intensity per ton of freight compared to the base year, indicating continuous progress in operational efficiency and emission optimization.

This performance was achieved through the implementation of several operational measures, including:

- Route optimization to reduce travel distance and fuel consumption
- Improved load efficiency and consolidation of shipments
- Reduction of empty trips (empty backhauls)
- Adoption of digital transport planning systems
- Close collaboration with key partners across the supply chain

These initiatives enabled the Company to enhance carbon efficiency while supporting business expansion, aligning with its long-term commitment toward Net Zero emissions.

Participation in Thailand Carbon Neutral Network (TCCN)

WICE Logistics Public Company Limited is committed to environmentally responsible business practices and continuous greenhouse gas (GHG) emissions reduction, with the goal of becoming a low-carbon organization and achieving Net Zero emissions in the long term.

The Company has joined the Thailand Carbon Neutral Network (TCNN), established by the Thailand Greenhouse Gas Management Organization (TGO). This network aims to foster collaboration among the public sector, private sector, and communities to drive tangible GHG reduction and offset initiatives.

Participation in TCNN represents a significant milestone in WICE's sustainability journey, reinforcing its commitment to transitioning toward a low-carbon society. Currently, the Company is recognized as a "Climate Action Initiator," reflecting its proactive role in developing innovative approaches and solutions to reduce GHG emissions across all aspects of its operations.



Driving Toward a Low-Carbon Business and Climate Resilience

SD Share: ESG Knowledge Sharing Initiative

WICE has implemented the "SD Share: ESG Knowledge Sharing Room" initiative to create a collaborative learning environment within the organization. The program aims to enhance employees' understanding and awareness of Environmental, Social, and Governance (ESG) issues, while encouraging the practical application of sustainability concepts across all business units.

Organized by the Sustainability Development Department, the initiative provides a platform for employees from various departments to exchange ideas, share experiences, and present ESG-related practices within the organization. The activities within this initiative includes mini talks, case studies sharing sessions, and group discussions where participants exchange different ideas and perception regarding climate change and its significance,

These interactive sessions facilitate cross-functional learning and promote diverse perspectives on sustainability practices.

Key Outcomes

- Enhanced employee understanding of ESG principles and the Company's sustainability approach
- Strengthened internal collaboration and knowledge-sharing networks across departments
- Fostered a culture of continuous learning and organizational development (Learning Organization)



Bridging Businesses, Building a Sustainable Future – WICE Symposium 2025

WICE Logistics Public Company Limited organized the “Bridging Businesses, Building a Sustainable Future – WICE Symposium 2025” to express appreciation to its valued customers and partners for their continued support, while sharing the Company’s vision of connecting businesses and driving sustainable growth.

The symposium served as a key platform for exchanging knowledge on logistics and ESG practices aligned with the Sustainable Development Goals (SDGs). The event emphasized creating shared value through ESG perspectives and responsible business practices that consider both social and environmental impacts.

The program featured keynote sessions from both internal and external experts, who shared insights and experiences on sustainability, as well as interactive activities that encouraged customer engagement and strengthened alignment on sustainable development principles.

In line with its environmental commitment, WICE organized the event as a Carbon Neutral Event, focusing on effective greenhouse gas reduction measures. The event’s carbon footprint was officially certified by the Thailand Greenhouse Gas Management Organization (TGO), reflecting WICE’s dedication to conducting business responsibly while fostering sustainable growth across all stakeholders.



WICE Welcomes Faculty Members and Students from Kasetsart University, Sriracha Campus – Advancing Green Logistics & Sustainability for the Future

On 29 September 2025, WICE Logistics Public Company Limited welcomed faculty members and students from the Faculty of Management Sciences, Logistics Management Program, Kasetsart University, Sriracha Campus, for a site visit focused on Transportation and Yard Management. The visit provided students with hands-on exposure to real-world logistics operations in a sustainability-driven business environment.

The session was led by Mr. Siripat Ko-aijan, Director of Human Resources and Sustainability, who delivered a lecture on “Green Logistics and Sustainability.” The session highlighted key approaches such as efficient route management, logistics cost optimization, and balancing business growth with environmental responsibility across the supply chain.

In addition, WICE introduced its “Young Talent Program,” an initiative designed to develop students’ capabilities through practical workplace experience. The program aims to equip future professionals with comprehensive logistics knowledge and skills, preparing them to contribute to environmentally responsible logistics development.

This initiative reflects WICE’s role as a leader in Green Logistics, not only focusing on sustainable organizational development but also creating shared value for society through knowledge sharing, talent development, and advancing the logistics industry toward a truly sustainable future.



“Go Green with WICE” Driving Collaboration Toward a Green Supply Chain

WICE Logistics Public Company Limited has implemented the “Go Green with WICE” initiative to promote Environmental, Social, and Governance (ESG) practices in collaboration with its business partners. The program aims to strengthen a Green Supply Chain and foster a sustainable business ecosystem.

In 2025, the Company partnered with Thai Summit Harness Public Company Limited (TSH) as a pilot customer. The collaboration focused on knowledge sharing and practical ESG implementation within business operations, including support for ESG assessments to enhance EcoVadis ratings and improve competitiveness in the global market.

This initiative represents “Sustainability in Action,” translating ESG concepts into tangible outcomes. TSH successfully applied ESG principles in its operations, resulting in measurable improvements and becoming a showcase case study (Showcase Impact) of effective sustainability implementation. The project reinforces WICE’s role in driving the Thai logistics industry toward a strong and internationally recognized Green Ecosystem.



Environmentally Friendly Fire Extinguishers

WICE Logistics Public Company Limited prioritizes workplace safety alongside environmental responsibility. In 2025, the Company launched a project to replace CO₂ fire extinguishers with Water Mist fire extinguishers, which are safer for users and environmentally friendly.

Water Mist fire extinguishers use purified water to create fine mist droplets that effectively suppress fire without emitting greenhouse gases or leaving chemical residues. This significantly reduces environmental impact and makes them suitable for office and warehouse environments, particularly in areas with electronic equipment.

Additionally, the Company returned the previously used CO₂ extinguishers to suppliers for proper management, including refilling or recycling in accordance with safety standards. This approach helps minimize waste generation and promotes efficient resource utilization.

This initiative reflects WICE’s ongoing commitment to improving environmental practices, supporting greenhouse gas (GHG) reduction goals, and advancing sustainable business operations.



Energy and Fuel Management Efficiency ⁽³⁻³⁾

GRI Standards:

- GRI 302: Energy (2016)

Sustainable Development Goals (SDGs):



Why is Energy and Fuel Management Important?

Effective energy management is a key driver for operational efficiency and sustainable business growth. Efficient energy use not only helps reduce operating costs and greenhouse gas emissions but also reflects the Company's long-term responsibility toward the environment and society.

WICE Logistics Public Company Limited places strong emphasis on efficient energy and fuel management across its logistics value chain. The Company continuously enhances technologies, improves operational processes, and promotes energy-saving practices to support sustainable growth and the transition toward a low-carbon business.

Highlights

- The Company has increased the use of renewable energy in office buildings through the installation of additional solar rooftop systems at WICE Place II.
- The Company has verified the accuracy of energy data from solar cell systems in 2024 through carbon footprint reporting under ISO 14064-1 standards.

Energy and Fuel Management Risks

- Inefficient use of energy and fuel
- Volatility in fuel and energy prices
- Lack of systematic energy monitoring and control systems

Potential Impacts

- Increased operating costs
- Reduced competitiveness
- Higher greenhouse gas emissions, affecting ESG targets

Risk Management Approach

- Improve energy efficiency across operations
- Utilize technologies such as route optimization and fuel monitoring systems
- Implement fuel cost management strategies and diversify risk
- Promote the use of alternative energy and low-carbon vehicles



Sustainable Energy Management Policy

WICE Logistics Public Company Limited

As an integrated logistics service provider, WICE Logistics Public Company Limited recognizes that energy is a valuable resource directly linked to business operations, climate change, and sustainable development. The Company is committed to maximizing energy efficiency, promoting renewable energy adoption, and reducing greenhouse gas emissions across the value chain. This supports the Sustainable Development Goals (SDGs) and aligns with international standards, while integrating energy management into corporate strategy.

The Company has established the following approaches and measures:

- 1. Energy Management System:** The Company will develop and implement an energy management system in accordance with ISO 50001 to enhance energy efficiency, reduce losses in logistics operations, and control greenhouse gas emissions at an appropriate level. Energy management will be integrated into business decision-making, covering route planning, warehouse management, and the use of digital technologies to reduce energy consumption.
- 2. Energy Efficiency Targets and Monitoring:** The Company sets targets to reduce energy intensity per transportation unit within a defined timeframe, with regular monitoring and evaluation of energy performance. Improvement measures include adopting high-efficiency vehicles, implementing preventive maintenance to reduce losses, and investing in renewable energy.
- 3. Technology and Innovation:** The Company will adopt technologies that reduce energy consumption and carbon emissions, such as real-time energy monitoring systems and the use of electric vehicles (EVs) in transportation, while considering economic, social, and environmental impacts.
- 4. Organizational Culture and Awareness:** The Company promotes a culture of energy efficiency through employee training on energy conservation, greenhouse gas reduction, and transition toward a low-carbon economy. Awareness campaigns and continuous communication are conducted to foster energy-conscious behavior at all organizational levels.
- 5. Compliance and Transparency:** The Company complies with relevant energy and environmental laws and standards, including ISO 50001, ISO 14001, and the GHG Protocol. It also prepares to disclose verified performance data by third parties to enhance transparency and credibility.
- 6. Supply Chain Engagement:** The Company encourages suppliers and partners to manage energy use and reduce greenhouse gas emissions by integrating sustainability criteria into supplier selection. This includes promoting renewable energy use, recycled materials, and environmentally friendly logistics systems.
- 7. Stakeholder Engagement:** The Company provides opportunities for stakeholders – including employees, suppliers, customers, and communities – to participate in developing energy-related measures and plans. It also collaborates with government agencies and relevant organizations to elevate energy management standards.
- 8. Reporting and Disclosure:** The Company prepares sustainability reports disclosing energy performance and greenhouse gas reduction progress transparently through multiple communication channels to enhance awareness among both internal and external stakeholders.

This policy applies to executives, employees, suppliers, contractors, customers, and partners across the Company's value chain. It emphasizes collaboration to achieve energy efficiency and reduce climate-related impacts.

The Company will review this policy and its energy targets at least annually, or when there are significant changes in regulations, standards, or stakeholder expectations, to ensure continued relevance. The Company also supports third-party verification to enhance transparency, credibility, and continuous improvement.



Energy Reduction Targets

Strategic Objectives

- Integrate energy management into business decision-making and logistics planning
- Promote the adoption of energy-saving technologies, such as automated temperature control systems and smart electrical systems
- Foster an organizational culture of energy conservation through training and awareness campaigns
- Collaborate with partners to promote the use of renewable energy across the supply chain



Short-term Targets

- Reduce electricity consumption by 1% from the 2024 baseline
- Reduce fossil fuel consumption by 1% from the 2024 baseline

Long-term Targets

- Reduce electricity and fuel consumption by 10% from the 2022 baseline by 2031
- Increase the share of electricity generated from solar energy by 10% from the 2022 baseline by 2031
- Increase the share of alternative fuels by 10% from the 2022 baseline by 2031



Electricity Consumption

Energy Consumption of the Company	2023	2024	2025
Total energy consumption⁽³⁰²⁻¹⁾ (Unit: MWh)			
Electricity consumption	186.01	223.85	236.42
Electricity generated from solar panels	75.34	75.92	77.74
Total energy consumption	261.35	299.77	314.16
Energy Expenses (Unit: THB)			
Energy expenses	1,232,052.41	1,306,984.12	1,176,796.77
Energy Intensity⁽³⁰²⁻³⁾			
Average daily energy consumption (MWh/day)	0.57	0.61	0.65
Average annual energy consumption per employee (MWh/person/year)	N/A	0.0022	0.0024

Electricity Consumption of Subsidiaries

Electricity Consumption of Subsidiaries (Unit: kWh)	2025
WICE Supply Chain Solutions Co., Ltd.	316,000
WICE Logistics (Singapore) Pte. Ltd.	88,709
WICE Logistics (Malaysia) Sdn. Bhd.	41,882
WICE Logistics Shanghai Co., Ltd.	13,114
WICE Logistics (Guangzhou) Ltd.	11,712
WICE Logistics (Shenzhen) Ltd.	7,897

The Company places importance on systematic electricity management, with regular recording, consolidation, monitoring, and reporting of electricity consumption data to ensure accuracy, transparency, and verifiability. The data is utilized to analyze energy consumption trends, assess operational efficiency, and identify opportunities for continuous improvement in energy performance, supporting the Company's energy management goals and environmental impact reduction.

Fuel Consumption

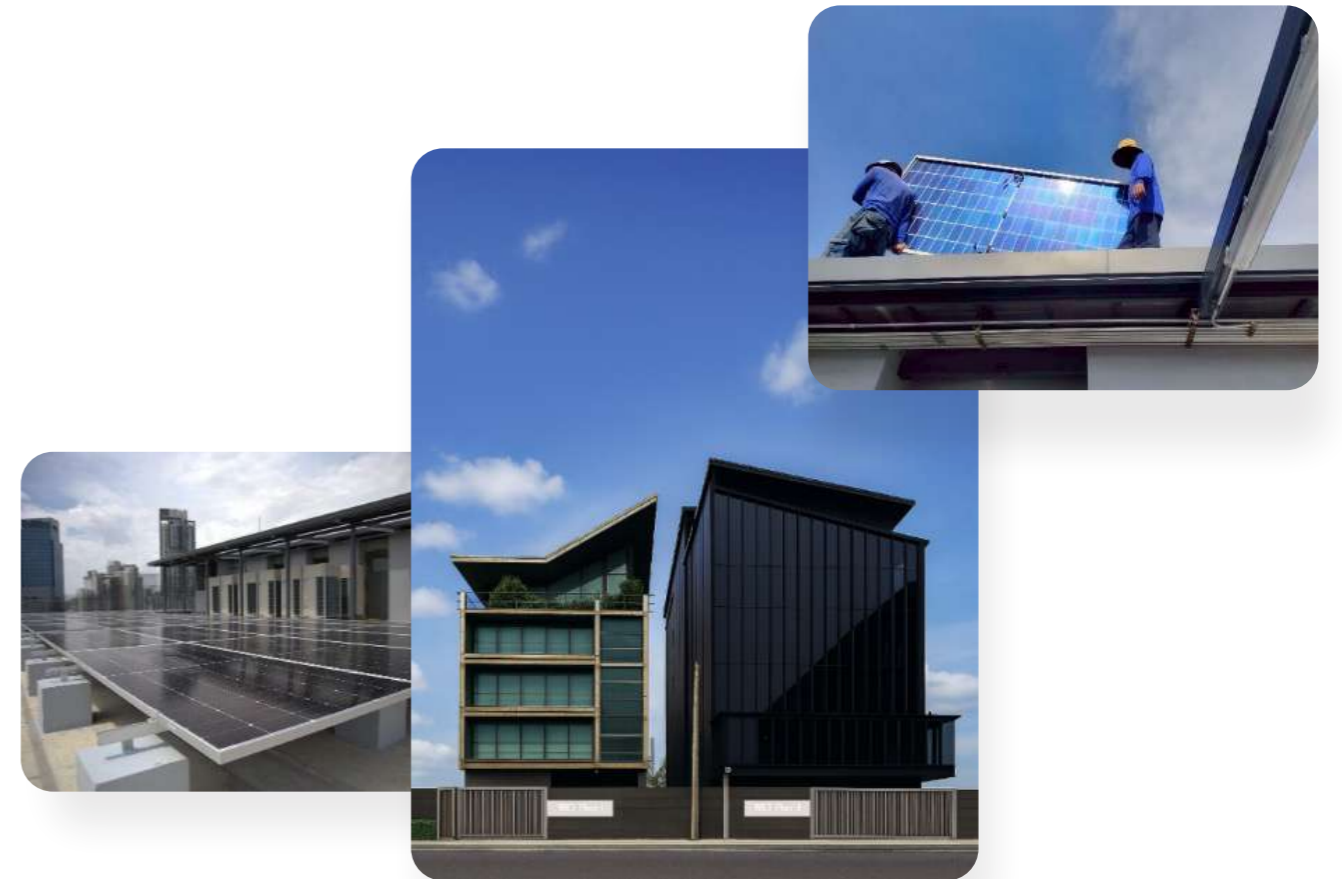
Fuel Consumption	2023	2024	2025
Jet fuel (liters)	0	0	0
Diesel (liters)	326,039	294,761.75	319,311.988
Gasoline (liters)	26,922	26,921.75	22,132.514
Fuel oil (liters)	0	0	0
Crude oil (barrels)	0	0	0
Natural gas (kg)	407,577	407,576.69	438,214.462
Steam (tons)	0	0	0
Coal (tons)	0	0	0
Other fuels (if any)	0	0	0

The Company emphasizes efficient energy management, covering both fuel consumption control and the promotion of cleaner energy use in logistics operations. Efforts include optimizing transportation routes, monitoring vehicle energy usage, and promoting eco-driving practices to reduce unnecessary fuel consumption. In parallel, the Company supports the adoption of cleaner and alternative energy sources where appropriate to reduce reliance on fossil fuels, lower greenhouse gas emissions, and support long-term sustainability goals.

Expanding Clean Electricity Sources to WICE Place II

To support sustainable logistics operations and reduce environmental impact, WICE Logistics Public Company Limited has expanded the use of clean electricity to WICE Place II, one of the Company's key office buildings.

This initiative involves the installation of a solar rooftop system to generate electricity for office operations and internal activities. The primary objective is to reduce reliance on electricity generated from fossil fuels while increasing the share of renewable energy in logistics operations. This aligns with WICE's Green Logistics strategy, which focuses on reducing the Company's carbon footprint across the entire supply chain.



Project Results

- Increased the share of renewable energy usage in office buildings to 24.7%
- Reduced external electricity consumption by approximately 77,738.23 kWh per year
- Reduced greenhouse gas emissions by more than 109 tCO₂e per year

This project demonstrates the integration of clean energy technology with systematic logistics management, while also raising environmental awareness among employees and stakeholders. It further reinforces WICE's position as a leader in Green Logistics, committed to creating long-term sustainability for both business and society.

WICE Green Logistics : EV Pick-up Truck

WICE Logistics Public Company Limited, in collaboration with Tops (Central Food Retail Group), has signed a Memorandum of Understanding (MOU) to pilot the use of a temperature-controlled electric vehicle (EV pick-up truck) for goods transportation. The pilot project is currently implemented in the Bangkok Metropolitan Region.

The initiative aims to reduce carbon emissions from transportation while promoting the adoption of clean energy within the logistics industry. It also serves as a model for environmentally responsible business operations and supports the transition toward a low-carbon transportation system.

The pilot project is specifically designed to support Tops' operations in transporting food and temperature-sensitive products using energy-efficient and environmentally friendly technologies.

Emission Comparison (Diesel vs EV)

- Diesel truck (ICE): approximately 31 kg CO₂ per 100 km
- EV pick-up truck: approximately 14 kg CO₂ per 100 km

This results in a reduction of approximately 17 kg CO₂ per 100 km, or over 55% lower emissions compared to conventional diesel trucks.

WICE Logistics Public Company Limited is among the logistics providers that actively promote the adoption of electric vehicles. Beyond reducing environmental impact, this initiative supports the Company's ESG strategy (Environmental, Social, and Governance) and contributes to the long-term sustainability of the logistics and energy sectors.



100% Electric Forklifts

WICE Supply Chain Solutions Co., Ltd., a subsidiary of WICE Logistics Public Company Limited, has been entrusted by SCGP to manage warehouse operations at the Phoenix Pulp & Paper plant in Nam Phong District, Khon Kaen Province. The Company officially commenced operations on 1 January 2025.

To enhance operational efficiency and reduce environmental impact, WICE has implemented advanced technologies, including a Warehouse Management System (WMS) and 100% electric forklifts. These solutions contribute to reducing greenhouse gas emissions, improving workplace safety, and elevating operational standards.

This achievement reflects WICE's commitment to supporting business partners with sustainable logistics solutions, while creating long-term value and strengthening the resilience of the logistics system.



Balanced Growth with Environmental Responsibility ⁽³⁻³⁾

Biodiversity Conservation

GRI Standards:

- GRI 101: Biodiversity (2024)

Sustainable Development Goals (SDGs)



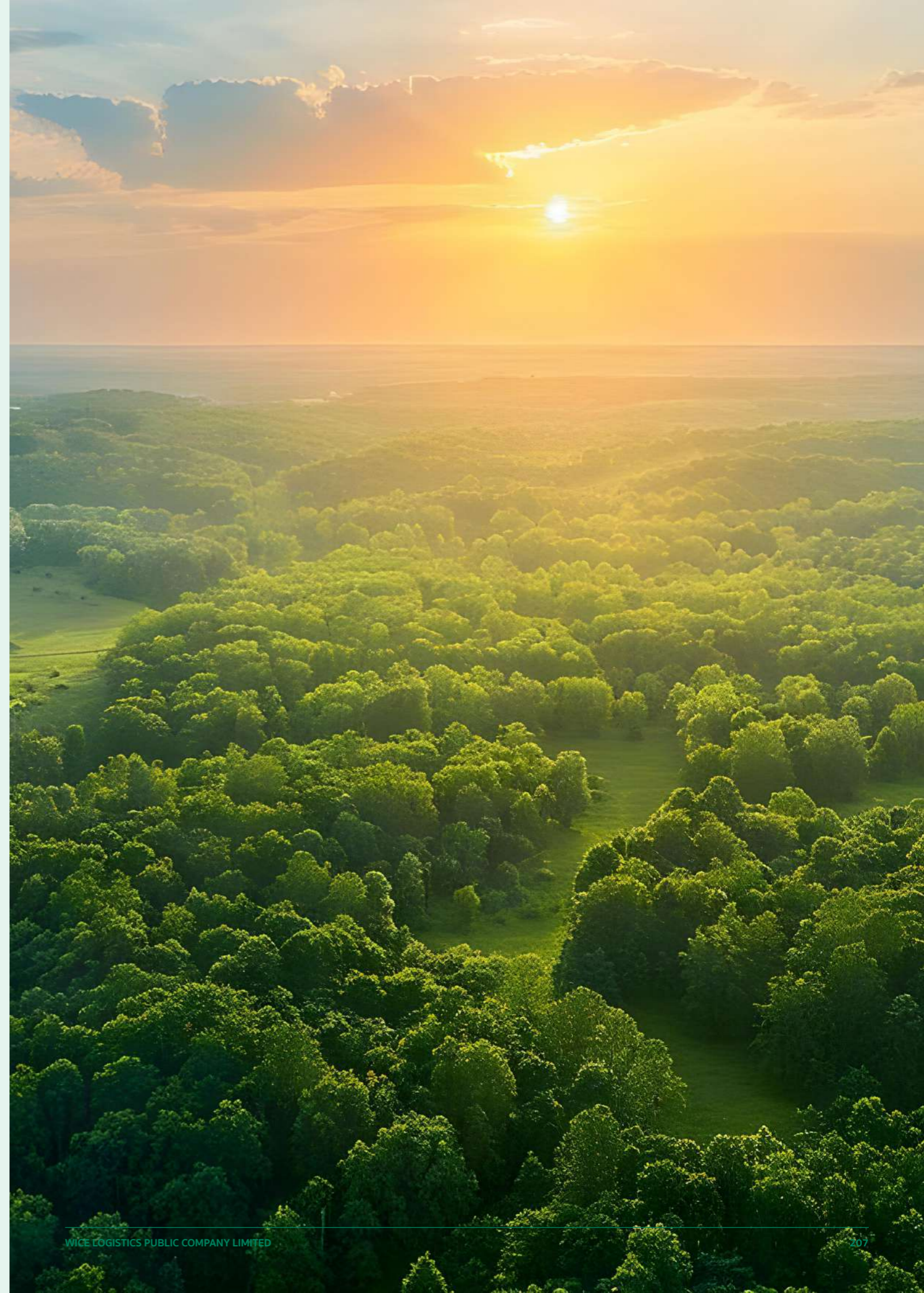
Why is Biodiversity Conservation Important?

Biodiversity is the foundation of ecosystems that sustain life and business. Sustainable logistics must operate in harmony with nature.

The Company is committed to conserving and restoring green areas surrounding its operations, using resources efficiently, and promoting the participation of employees and partners in environmental stewardship. This ensures that both nature and business can grow together in a balanced and sustainable manner.

Highlights

- **The Ocean Cleanup Project**
 - o 30 participants contributed to cleaning a river area covering approximately 0.72 square kilometers
 - o The project supports the restoration of habitats for a wide range of aquatic species, including rare and endangered freshwater fish



Biodiversity Policy

WICE Logistics Public Company Limited Group

The Company recognizes that healthy ecosystems and rich biodiversity are fundamental to resilient supply chains, sustainable logistics operations, and long-term business success. The Company is committed to minimizing its impact on nature while promoting the conservation and restoration of biodiversity, supporting responsible growth and a nature-positive future.

The Company's approach aligns with international frameworks and standards on biodiversity and sustainability, including the Taskforce on Nature-related Financial Disclosures (TNFD), the Kunming-Montreal Global Biodiversity Framework (GBF), United Nations Sustainable Development Goal 15 (Life on Land), and ASEAN biodiversity strategies. This ensures that biodiversity management is systematic, transparent, and consistent with global and regional best practices.

This policy has been approved by the Board of Directors, with the Group Chief Executive Officer responsible for driving implementation across all business units and subsidiaries in alignment with international frameworks and the United Nations Sustainable Development Goals.

Scope

This policy applies to all operations within the WICE Group, including warehouses, offices, yards, transportation, cross-border logistics, and international logistics activities across Asia. It also extends to supply chain partners, suppliers, contractors, and vendors.

Biodiversity Management Principles

- **Avoidance of Environmental Impact:** Avoid activities that may impact forests, natural habitats, and ecologically sensitive areas. Respect and support protected areas and biodiversity-rich landscapes. The Company adopts a **Zero Deforestation Commitment** across its operations and supply chain to prevent both direct and indirect deforestation.
- **Pollution and Environmental Impact Reduction:** Minimize pollution, waste, noise, light, and emissions from logistics operations. Establish **Standard Operating Procedures (SOPs)** to manage environmental risks, including chemical spill prevention, proper waste management, and minimizing disturbance to natural habitats. Promote low-emission transportation, electric vehicles, and environmentally friendly warehouses.



- **Water Stewardship:** Manage water use efficiently and sustainably by implementing water reduction measures, water reuse practices, and wastewater treatment prior to discharge, in order to prevent impacts on ecosystems and surrounding communities.
- **Sustainable Supply Chain Management:** Encourage suppliers and contractors to follow environmental practices, particularly Zero Deforestation and biodiversity protection. Sustainability criteria are incorporated into supplier selection and evaluation processes.
- **Ecosystem Restoration and Nature-based Solutions:** Support ecosystem restoration projects and promote nature-based solutions to enhance climate resilience and biodiversity.
- **Stakeholder Engagement and Collaboration:** Collaborate with government agencies, organizations, communities, and customers to promote biodiversity conservation at both organizational and regional levels.
- **Disclosure and Continuous Improvement:** Disclose biodiversity-related risks and impacts in line with **TNFD recommendations**, and continuously improve practices to enhance environmental performance.
- **Governance and Accountability:** The Board of Directors provides policy oversight, while the Sustainability Committee and relevant departments are responsible for integrating and implementing biodiversity management across operations.

Performance Measurement and Reporting

The Company establishes measurable biodiversity-related indicators, such as:

- Proportion of warehouses that are biodiversity-friendly or certified as green buildings
- Share of electric vehicles within the fleet
- Number of suppliers assessed for zero deforestation compliance
- Area of ecosystems restored

Progress will be disclosed annually in the Company's Sustainability Report

Policy Review

This policy will be reviewed at least every **two years**, or upon significant changes in regulations, standards, or stakeholder expectations, to ensure alignment with the latest global and regional frameworks. The Company remains committed to continuously improving its practices to protect and enhance biodiversity across the value chain.



Biodiversity Risk Assessment and Risk Management Measures

Biodiversity Risk Assessment

Biodiversity Risk Issues	Potential Risk Description	Risk Level
Land use and development	Construction or expansion of warehouses and office buildings may disturb habitats of local flora and fauna	Medium
Ecosystem disturbance from transportation	Noise, light, and vehicle movement may affect surrounding ecosystems and wildlife	Low–Medium
Reduction of green areas	Operational land use may reduce green space, impacting species diversity	Low
Supply chain risk	Supply chain risk Logistics and warehouse partners may operate in biodiversity-sensitive areas	Medium
Climate change impacts on ecosystems	Extreme weather events may disrupt ecosystem balance in operational areas	Medium

Risk Management Measures

- Maintain ecosystem integrity across all operational sites through environmental management plans, green space conservation, and respect for local community rights, supporting long-term biodiversity preservation.
- Integrate biodiversity considerations into **planning, investment, and project execution** at all sites by avoiding development in protected or high biodiversity value areas and preventing land-use changes that could lead to biodiversity loss.
- Promote ecosystem restoration and enhancement within and around operational areas, such as rehabilitating degraded land, increasing green spaces, and improving habitats for local flora and fauna.
- Establish governance, monitoring, and regular review processes for biodiversity management across all sites, along with continuous communication and awareness-building among employees, and stakeholders.
- Implement measures to avoid and minimize impacts on nature by carefully considering site selection, project design, and operations to prevent disturbance to ecologically sensitive areas and habitats.
- Integrate **Nature-based Solutions** into operations, such as utilizing green spaces to mitigate environmental impacts and enhance ecosystem resilience.
- Encourage active participation from employees, communities, and business partners in biodiversity conservation and restoration initiatives on an ongoing basis.



Biodiversity-Sensitive Habitats Within or Near the Company's Operations

WICE Logistics Public Company Limited is firmly committed to conducting Biodiversity Assessments within its operational boundaries to identify potential impacts arising from business activities, establish mitigation measures, and generate Net Positive Impact on ecosystems in a tangible manner.

In addition, the Company aims to expand biodiversity assessment and management practices across its subsidiaries and affiliates, ensuring comprehensive coverage across all business units. WICE also promotes active participation from employees, business partners, and external experts to ensure that all organizational activities align with sustainability principles and contribute to biodiversity conservation.

Location of Operations

Head Office – Bangkok

- WICE Place I: 88/8 Nonsee road, Chong Nonsee, Yannawa, Bangkok 10120
- WICE Place II: 88/7 Nonsee road, Chong Nonsee, Yannawa, Bangkok 10120



Biodiversity Context and Assessment Approach

The Company has utilized secondary ecological data from an Environmental Impact Assessment (EIA) study of the Craft Sathorn condominium project, located approximately 1.9 kilometers from WICE's headquarters, to understand the surrounding biodiversity context.

Terrestrial Biodiversity

WICE's headquarters, located at WICE Place I and II on Nonsi Road, are situated in a highly urbanized business and logistics district of Bangkok, near Sathorn Road and Rama III Road, with convenient access to Klong Toey Port and major transportation routes.

The surrounding area is primarily composed of office buildings, schools, residential housing, condominiums, commercial buildings, retail shops, restaurants, and vacant land. There are no significant natural habitats, rare plant species, or economically valuable native vegetation identified in the vicinity. Vegetation in the area mainly consists of ornamental plants cultivated by property owners, along with roadside trees and shrubs maintained by the Bangkok Metropolitan Administration. Wildlife observed in the area is largely limited to domesticated animals.

Therefore, the Company's operations are not expected to have a significant impact on terrestrial biodiversity resources.

Aquatic Biodiversity

There are no critical aquatic habitats located directly within the Company's operational area. However, a nearby water body, Chong Nonsi Canal, serves as a drainage and wastewater channel for the surrounding community.

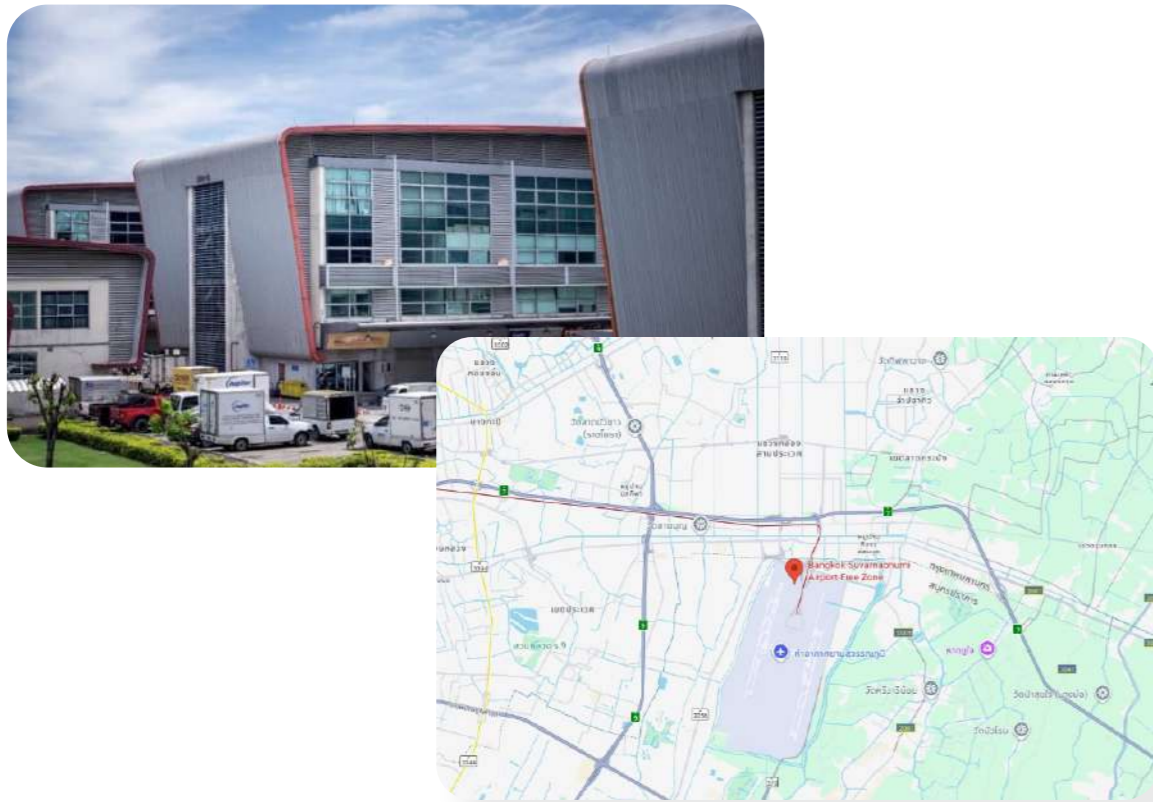
Available ecological data indicates the presence of Phytoplankton (plant plankton), Zooplankton (animal plankton), and Benthos (bottom-dwelling organisms). These data are monitored and recorded as part of environmental baseline information for the area.

Conclusion

Based on the assessment, WICE's current operations are located in low biodiversity sensitivity areas, with no significant impacts identified on terrestrial or aquatic ecosystems. Nevertheless, the Company remains committed to strengthening biodiversity management practices, expanding assessments across its operations, and contributing positively to ecosystem conservation in line with global sustainability frameworks.



Suvarnabhumi Airport Office



WICE Logistics Public Company Limited has compiled secondary ecological data from the Environmental Impact Assessment (EIA) report for the construction of the 3rd and 4th runways at Suvarnabhumi Airport, conducted by Airports of Thailand Public Company Limited. The study area is located within the same vicinity as WICE's Suvarnabhumi Airport Office, providing relevant baseline information for biodiversity assessment.

The area surrounding the Suvarnabhumi Airport operations demonstrates a moderate level of biodiversity, particularly among bird species and reptiles, reflecting the ecological value of terrestrial habitats in the vicinity.

Terrestrial Biodiversity

- Birds represent the most prominent group, with approximately 56–62 species recorded between 2014 and 2019. Common species include the Little Grebe (*Tachybaptus ruficollis*), Purple Heron (*Ardea purpurea*), Indian Cormorant (*Phalacrocorax fuscicollis*), Grey-headed Lapwing (*Vanellus cinereus*), and Asian Golden Weaver (*Ploceus hypoxanthus*). Most of these species are classified as Least Concern (LC) under the IUCN Red List. However, species such as the Paddyfield Pipit (*Anthus rufulus*), categorized as Near Threatened (NT), and the Purple Heron (*Ardea purpurea*), categorized as Vulnerable (VU), were also identified, highlighting the importance of maintaining suitable habitats to support wildlife.
- Reptile diversity is relatively limited, with three species recorded, including the Reticulated Python (*Malayopython reticulatus*) and the Bengal Monitor (*Varanus bengalensis*), both classified as Least Concern (LC), as well as the Southeast Asian Box Turtle (*Malayemys subtrijuga*), which is classified as Near Threatened (NT). These findings underscore the need for continued habitat protection, particularly for species with conservation concerns.

Aquatic Biodiversity

Although no major aquatic habitats are located directly within the Company's operational area, nearby water bodies – namely Nong Bua Ngu Nam Canal and Ladkrabang Canal – support freshwater ecosystems with moderate biological diversity.

Phytoplankton communities were found across several divisions, including Cyanophyta, Chlorophyta, Euglenophyceae, Chromophyta, and Dinophyceae, with a total of approximately 15–19 species identified. High cell densities, particularly in Nong Bua Ngu Nam Canal, suggest elevated levels of organic matter in the water, with dominant species such as *Oscillatoria*, *Spirulina*, and *Peridinium* serving as indicators of nutrient-rich conditions.

Zooplankton were identified across three main groups – Arthropoda, Protozoa, and Rotifera – with 13–15 species recorded. Their relatively high density reflects a productive aquatic environment supported by sufficient nutrient availability.

Benthic organisms, including aquatic worms, mollusks, and small crustaceans, were also observed, with density levels indicating moderate ecological activity. These organisms are commonly used as indicators of sediment quality and organic accumulation in aquatic systems.

In addition, aquatic vegetation was found to be diverse, with 19 species across 15 families. Common species such as water hyacinth (*Eichhornia crassipes*), water spinach (*Ipomoea aquatica*), and duckweed (*Lemna perpusilla*) are typically associated with slow-flowing or stagnant water conditions.

Conclusion

Overall, the surrounding environment supports moderate biodiversity across both terrestrial and aquatic ecosystems. While no critical habitats have been identified, the presence of certain species with conservation status, along with indicators of organic enrichment in nearby water bodies, highlights the importance of continued environmental monitoring and responsible operational practices to minimize potential impacts.

Laem Chabang Office



The Laem Chabang Office is located in Surasak Subdistrict, Si Racha District, Chonburi Province. To assess the surrounding biodiversity context, the Company has compiled secondary ecological data from the Environmental Impact Assessment (EIA) report of the Baan Eua Arthorn Housing Project (Wat Rangsisutthawas), Chonburi Province.

Terrestrial Biodiversity

The study area is characterized by mixed land use, including residential communities, vacant land, and agricultural areas. Vegetation is primarily composed of economic crops and household plants, such as cassava, fruit trees (e.g., mango, jackfruit, rose apple, papaya, and lime), as well as various household vegetables. No forest areas or rare plant species were identified in the vicinity.

Wildlife in the area mainly consists of common domestic and community species, including animals such as dogs, cats, and chickens. Bird species observed are typical local species, including pigeons, spotted doves, zebra doves, mynas, crested mynas, and house sparrows. No migratory or endangered bird species were recorded, indicating that the area has low ecological sensitivity in terms of terrestrial biodiversity.

Aquatic Biodiversity

The nearest surface water source is a small canal located south of the project area, which serves as a drainage channel for rainwater and community wastewater. The ecological characteristics of this canal are typical of peri-urban water bodies, with relatively low biodiversity and exposure to environmental pressures, such as wastewater discharge and solid waste accumulation, resulting in moderate to poor water quality.

Aquatic species identified are common freshwater species found in lowland ecosystems, including snakehead fish, catfish, tilapia, and apple snails. These species are more abundant during the rainy season when water levels increase. No rare or endangered aquatic species were identified.

Summary

Overall, the Laem Chabang Office is located in an area with low biodiversity sensitivity, dominated by urban and agricultural land use. The absence of rare or endangered species indicates limited ecological risk; however, continued environmental monitoring and responsible waste and water management remain important to minimize potential impacts on surrounding ecosystems.

Laem Chabang Transportation and Yard



The Laem Chabang Transportation and Yard is located in Nong Kham Subdistrict, Si Racha District, Chonburi Province. Biodiversity information is based on secondary ecological data from the EIA report of the Sahacogen Combined Cycle Power Plant Expansion Project (Phase 4), located within the Saha Group Industrial Park in Si Racha.

Terrestrial Biodiversity

The surrounding area is predominantly characterized by agricultural land use, followed by residential areas and developed zones. No forest resources or habitats supporting rare or endangered wildlife species were identified in the vicinity.

Given these conditions, the area is considered to have low ecological sensitivity, and the Company's operations are expected to have minimal impact on terrestrial biodiversity.

Aquatic Biodiversity

The project area is associated with small natural streams, including Huai Nong Yai Bu, Huai Ban Na, and other minor waterways. These water bodies are typically seasonal, with higher water levels during the rainy season and significantly reduced flow or dry conditions during the dry season.

As a result, these streams are not suitable as stable breeding habitats for aquatic species and are not considered economically significant fisheries. The overall ecological value of these water bodies is therefore limited, and the potential impact on aquatic biodiversity is assessed to be low.

Conclusion

Both the Laem Chabang Office and Container Yard are located in areas with low biodiversity sensitivity, primarily characterized by urban, agricultural, and industrial land use. No rare or endangered species or critical habitats have been identified in the immediate vicinity. Nevertheless, WICE remains committed to monitoring environmental impacts, implementing appropriate mitigation measures, and continuously improving biodiversity management practices in alignment with sustainability principles.

Biodiversity Conservation Targets

The Company is committed to minimizing its impact on biodiversity and enhancing ecosystem resilience through clearly defined targets and action plans. Key objectives include:

- Establishing quantitative targets and timelines to reduce biodiversity impacts in key operational areas
- Striving to achieve Net Positive Impact through ecosystem restoration and biodiversity offset initiatives
- Conducting biodiversity risk assessments and implementing management plans across all significant operational sites
- Restoring and improving impacted areas while expanding green spaces to support biodiversity and ecological balance

Biodiversity Action Targets

- Reduce biodiversity impacts by at least 25% by 2030
- Continuously expand green areas and implement ecosystem restoration initiatives
- Implement biodiversity offset measures to support the achievement of Net Positive Impact

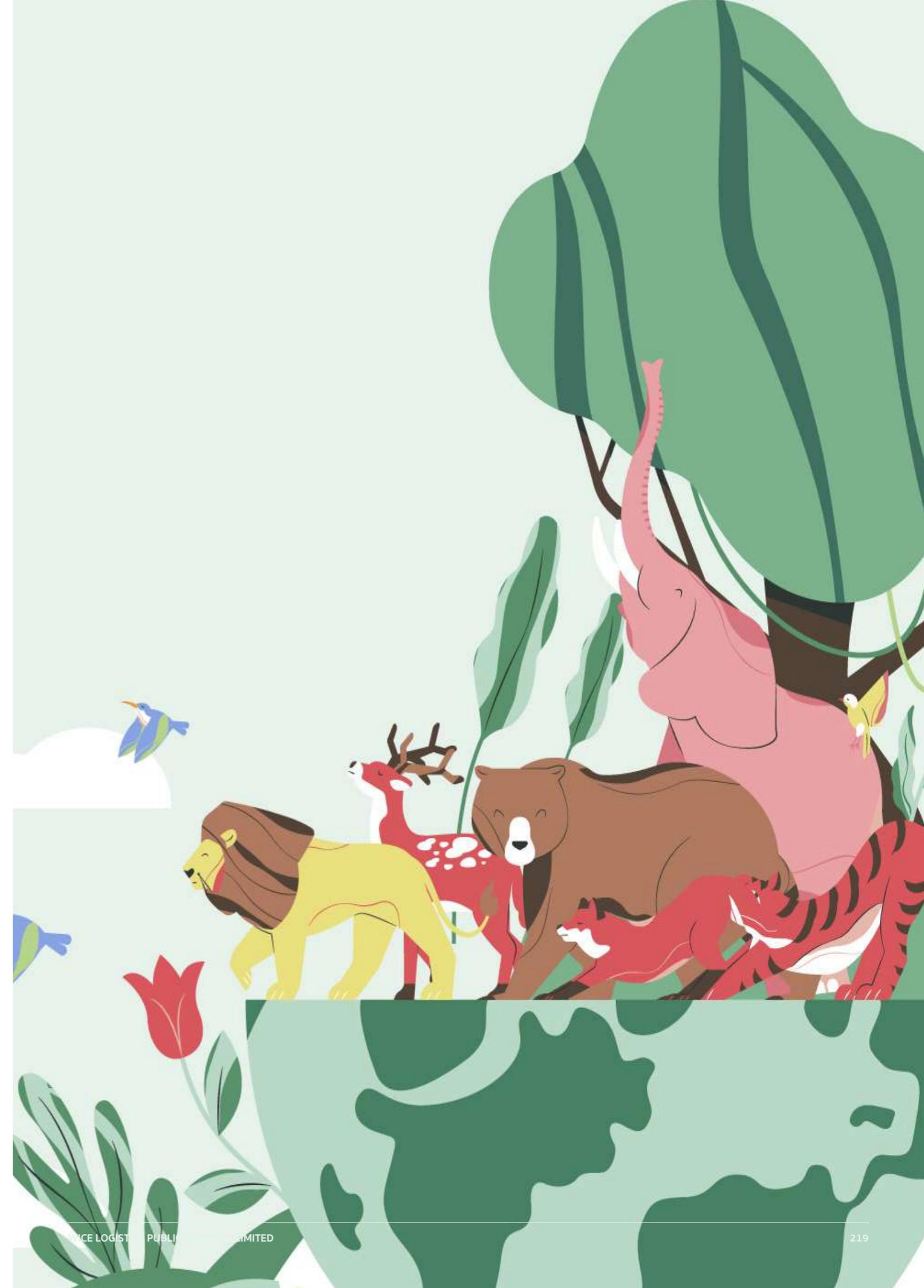
Performance Results

	Target	2025 Performance
Projects assessed for biodiversity impacts (covering activities with potential impact on ecosystems and living organisms)	100%	100%
Projects with biodiversity restoration actions implemented where impacts are identified	100%	No impacts identified
Projects located within IUCN-defined protected areas	0	0
Collaboration with external organizations to create positive biodiversity impact	Ongoing expansion of partnerships	Go Green with WICE – The Ocean Cleanup

Approach and Commitment

The Company places strong emphasis on biodiversity conservation by minimizing operational impacts on ecosystems, ensuring responsible resource use, and complying with all relevant environmental regulations.

In parallel, WICE actively promotes conservation and restoration initiatives to reduce environmental impacts, maintain ecological balance, and raise environmental awareness among employees and stakeholders. These efforts reflect the Company's long-term commitment to sustainable business practices and responsible environmental stewardship.



Promoting Biodiversity Conservation and Sustainable Use of Natural Resources

Go Green with WICE – The Ocean Clean Up

The Chao Phraya River is one of Thailand's most significant freshwater ecosystems and a key source of biodiversity, particularly for freshwater fish species. More than 389 fish species have been recorded, making it the second most biodiverse river basin in Thailand after the Mekong River. This diversity includes freshwater, brackish, and migratory marine species, as well as several rare and critically endangered species such as the Shorthead Spiny Eel (*Albulichthys albuloides*), the Giant Freshwater Stingray (*Himantura polylepis*), and the Chao Phraya Giant Catfish (*Pangasius sanitwongsei*). The river therefore plays a crucial role as a habitat, feeding ground, and nursery for aquatic life.

However, increasing water pollution and ecosystem degradation have led to a continuous decline in aquatic populations. Many species are now listed as threatened under the IUCN Red List. In particular, plastic and foam waste represent a major environmental challenge. Beyond visual pollution, these materials pose a "silent threat" to aquatic ecosystems. Aquatic animals often ingest plastic debris mistaken for food, leading to digestive blockage, malnutrition, and mortality. Floating waste also blocks sunlight penetration, reducing photosynthesis in aquatic plants and phytoplankton, thereby disrupting the base of the food chain. Furthermore, the decomposition of organic waste reduces dissolved oxygen levels, causing hypoxic conditions that harm aquatic life. Plastics can also absorb toxins and heavy metals, which accumulate in organisms and negatively affect growth and reproduction, ultimately degrading ecosystem health over time.

Recognizing the interconnection between its logistics operations and water resources—particularly in water-based transportation—WICE Logistics Public Company Limited integrates environmental and biodiversity considerations into its business operations under the CSR in Process approach. One key initiative is the "Go Green with WICE – The Ocean Clean Up" project, aimed at reducing environmental pressures on freshwater and marine ecosystems.

On 20 December 2025, the Company collaborated with the Bangkok Metropolitan Administration (BMA) Environment Department to organize a river cleanup and ecosystem restoration activity along the Chao Phraya River. The activity covered a stretch from Krung Thon Bridge to Rama VIII Bridge and Somdet Phra Pinklao Bridge, spanning approximately 5.9

kilometers (equivalent to about 0.72 square kilometers). The initiative was supported by 10 fiberglass boats provided by the BMA, with WICE employee volunteers working alongside government officials throughout the operation area. This reflects strong collaboration between the private and public sectors in addressing water pollution in a systematic and tangible manner.

As a result, the Company successfully collected over 5 tons of floating waste, primarily consisting of plastic bags, plastic bottles, foam materials, and debris from riverside communities and water transport activities. If left unmanaged, such waste could flow into the ocean, contributing to microplastic accumulation in the food chain and causing long-term impacts on both freshwater and marine ecosystems.

From a social perspective, the initiative provided opportunities for employees and their families to actively participate in environmental conservation. This hands-on engagement helped raise environmental awareness at the individual, community, and partner levels, while strengthening social capital and cross-sector collaboration in protecting aquatic ecosystems.

Ultimately, this initiative not only contributed to a measurable reduction in river waste but also demonstrates the role of the private sector in advancing sustainability by integrating environmental and biodiversity considerations into core business processes (CSR in Process). It further reinforces WICE's commitment to engaging employees, families, and partners in safeguarding natural resources and ensuring a sustainable environment for future generations.



Strengthening Water Security for Sustainable Water Resource Management

Water Security ⁽³⁻³⁾

GRI Standards:

- GRI 303: Water and Effluents

Sustainable Development Goals (SDGs):



Why Water Security Management Matters

Water security is a critical aspect of sustainable operations for WICE Logistics Public Company Limited, as water is an essential resource supporting various logistics activities. These include facility and vehicle cleaning, safety management, and maintaining a healthy and efficient working environment. Effective water management not only ensures operational continuity but also helps minimize impacts on surrounding community water sources. Responsible use of water resources contributes to resource efficiency, reduces environmental risks, and supports the Company's long-term sustainability goals.

Key Highlights

- The Company has initiated a water security risk assessment to identify potential risks related to water availability and quality, forming the foundation for developing a comprehensive and sustainable water resource management plan.



Water Security Management Policy

WICE Logistics Public Company Limited

WICE and its subsidiaries recognize the importance of water resources to human well-being, environmental quality, and business continuity. Although water is not a primary resource in logistics operations, the Company acknowledges that efficient water use, pollution prevention, and proper wastewater management are essential components of sustainable business practices.

The Company is committed to responsible water resource management based on the principles of conservation, loss reduction, and efficient utilization. This commitment aligns with ESG principles, the Company's environmental goals, and stakeholder expectations. The key approaches are as follows:

- 1. Regulatory Compliance and Standards Alignment:** Comply with relevant water resource laws and environmental regulations, including the Water Resources Act and the Enhancement and Conservation of National Environmental Quality Act, as well as international standards such as ISO 14001 and customer-specific water management requirements.
- 2. Water Efficiency Improvement:** Enhance water use efficiency by installing and maintaining water-saving equipment across offices, warehouses, and operational sites, along with regular inspection and prevention of water leakage.
- 3. Water Reuse and Recycling:** Promote water reuse in relevant operations, such as vehicle and equipment cleaning areas, and consider implementing treatment and filtration systems to enable water recycling in selected processes.
- 4. Wastewater Quality Control:** Strictly prohibit direct discharge of untreated wastewater into the environment. Ensure that wastewater is treated to meet regulatory standards, conduct regular monitoring, and maintain records for traceability and compliance.
- 5. Supply Chain Collaboration:** Communicate sustainable water management practices to suppliers, contractors, and service providers, encouraging compliance with legal requirements and adoption of water conservation measures.
- 6. Employee Engagement:** Foster employee awareness and participation through campaigns and training programs, such as water conservation initiatives, to promote responsible water use behaviors across all offices.
- 7. Monitoring and Disclosure:** Monitor and record annual water consumption and wastewater data, and disclose performance through sustainability reports and appropriate communication channels.

WICE Logistics Public Company Limited and its subsidiaries remain committed to continuously improving water management practices through technological advancement, supply chain collaboration, and employee engagement. The Company aims to ensure sustainable business growth while minimizing environmental impacts and aligning with international standards.

Water Security Targets Operational Targets

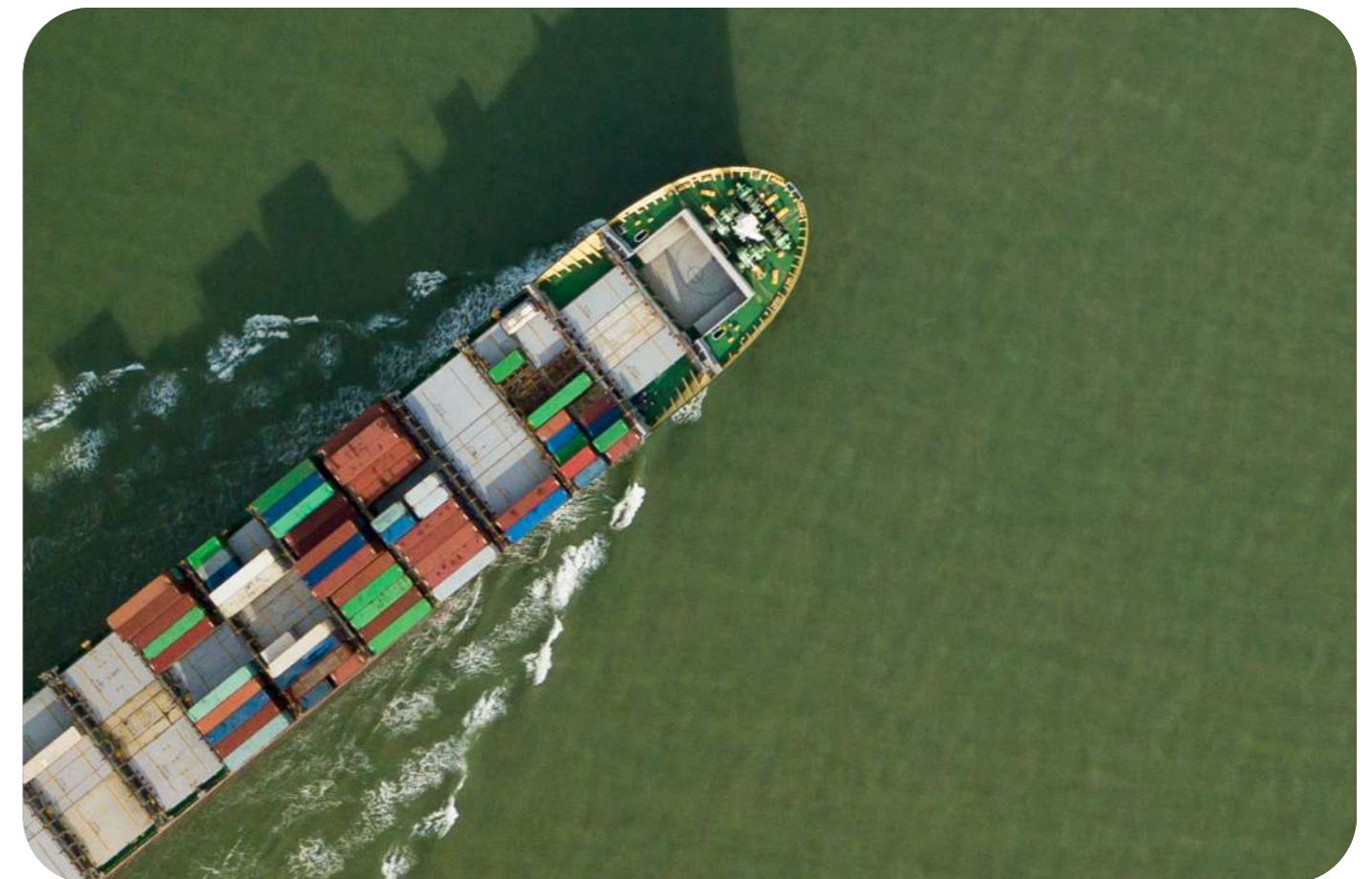
- Promote a water conservation culture across all business units
- Improve business processes to reduce water consumption and increase water recycling
- Conduct water risk assessments and develop site-specific water management plans for all operational sites
- Strengthen collaboration with communities and local authorities on water conservation initiatives

Water Management Performance Targets

- Reduce total water consumption by 2% from the 2024 baseline
- Reduce water consumption and wastewater discharge by 20% by 2030 (baseline year: 2022)
- Increase water recycling rate to 10% of total water usage by 2030

Water Security Risk Management Measures

- Assess water-related risks across operational areas, including water scarcity, flooding, and water quality
- Improve water efficiency and set continuous water reduction targets
- Implement a Water Monitoring System to track and control water usage
- Develop emergency response plans for water-related risks, such as floods and water shortages
- Ensure strict compliance with water-related laws and regulations
- Promote water conservation and reuse/recycling practices across operations
- Assess and manage water-related risks within the supply chain



Water Stress Areas and Water Risk Assessment

WICE Logistics Public Company Limited is committed to conducting a comprehensive Water Security Assessment across its operations to identify water-related risks, evaluate water availability, and develop effective water management measures. This approach aims to reduce environmental impacts while strengthening long-term water sustainability in the areas where the Company operates.

The Company also plans to expand water risk assessments and management practices to its subsidiaries and affiliated companies to ensure full coverage across all business units. In addition, WICE promotes active participation from employees, business partners, and external experts to ensure that all operational processes align with sustainable water management principles and contribute to enhancing water security in surrounding communities.

Water Risk Assessment Approach

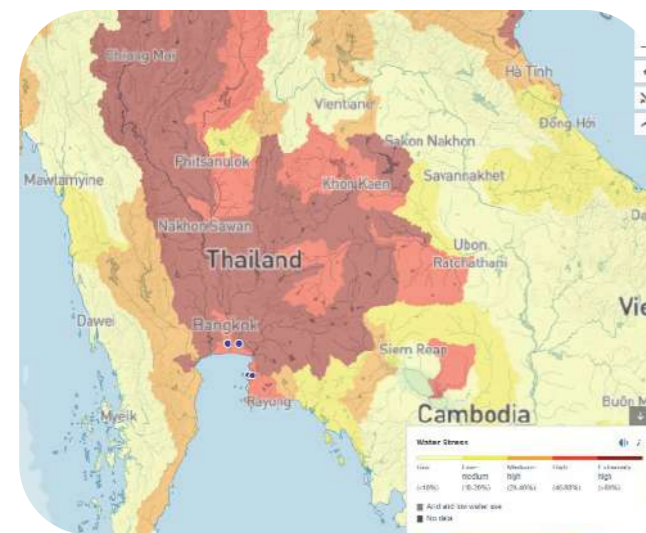
WICE has conducted a water risk assessment using the Aqueduct Water Risk Atlas, developed by the World Resources Institute (WRI). This tool evaluates physical water risks across operational locations based on key indicators, including Water Stress, Water Depletion, Riverine Flood Risk, and Drought Risk.

Location	Water Stress	Water Depletion	Riverine flood risk	Drought Risk
Head Office	High (40-80%)	Low-medium (5-25%)	Medium-high (0.2%-0.6%)	Medium-high (0.6-0.8)
Suvarnabhumi Airport Office	Extremely High (>80%)	High (50-75%)	High (0.6%-1%)	Medium-high (0.6-0.8)
Laem Chabang Office	High (40-80%)	Medium-high (25-50%)	Low-medium (0.1%-0.2%)	Medium-high (0.6-0.8)
Laem Chabang Container Yard	High (40-80%)	Medium-high (25-50%)	Low-medium (0.1%-0.2%)	Medium-high (0.6-0.8)

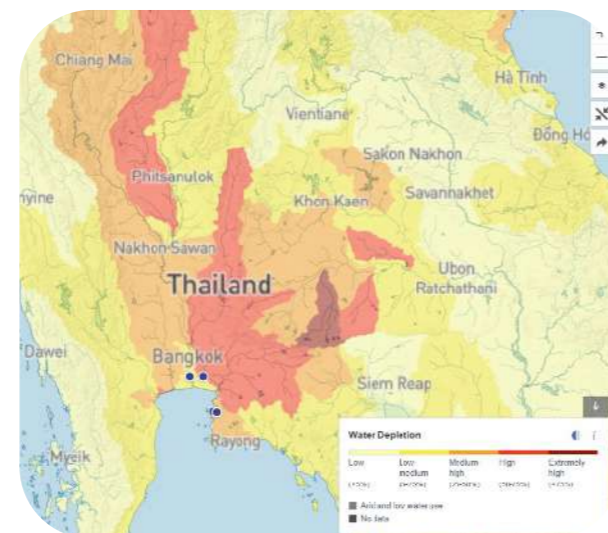
Key Insights

The assessment indicates that several operational sites, particularly the Suvarnabhumi Airport Office, are located in areas with high to extremely high water stress, reflecting significant pressure on local water resources.

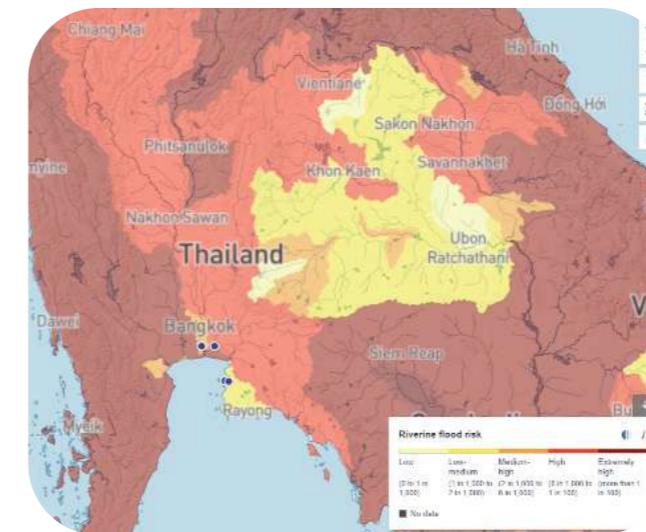
In addition, moderate to high drought risk is observed across all locations, highlighting the need for proactive water management and resilience planning. Meanwhile, flood risks vary by location, with certain areas exposed to medium to high riverine flood risks, which may impact operational continuity.



Water Stress



Water Depletion



Riverine Flood Risk



Drought Risk

Water Consumption Management and Performance

The Company places strong emphasis on efficient water management and responsible water use, recognizing the importance of water resources to business operations, stakeholders, and the surrounding environment. WICE is committed to optimizing water consumption, reducing unnecessary usage, and promoting water conservation throughout its operations to minimize environmental and community impacts.

Performance

Water Consumption of the Company	2023	2024	2025
Total Water Consumption (m ³)	3,864	3,267	4,439
Wastewater Discharge (m ³)	3,864	3,267	4,439
Water Recycling (m ³)	0	0	0
Water Expenses (THB)	71,610	62,152	82,134

Water Consumption of Subsidiaries (2025)

Subsidiary	Water Consumption (m ³)
WICE Supply Chain Solutions Co., Ltd.	2,085
WICE Logistics (Singapore) Pte. Ltd.	294
WICE Logistics (Malaysia) Sdn. Bhd.	689.8
WICE Logistics Shanghai Co., Ltd.	174
WICE Logistics (Guangzhou) Ltd.	-
WICE Logistics (Shenzhen) Ltd.	-

The Company continuously monitors water consumption across its operations to assess usage trends and efficiency. These data are used to support planning and the development of measures to improve water efficiency in alignment with the nature of logistics operations.

In addition, WICE promotes employee awareness of water conservation through internal communication and encourages the adoption of efficient water use practices. These include the use of water-saving equipment and regular maintenance of water systems to prevent leakage and unnecessary loss.

The Company remains committed to continuously enhancing its water management practices and implementing effective measures to support sustainable resource utilization in the long term.

WICE Strengthens Water Security for Sustainable Water Resource Management

Water Conservation Awareness Campaign

WICE has implemented a water conservation awareness campaign by installing communication signage in water-use areas across offices and operational facilities. The initiative aims to encourage employees to recognize the importance of efficient water use and to adopt responsible water consumption behaviors in their daily routines.

Signage has been placed in frequently used areas such as restrooms and washbasins to ensure continuous visibility and reinforcement of water-saving practices.

In addition, the Company has developed online communication materials reminding employees to check and turn off water-related equipment – such as taps, valves, and other fixtures – before long holiday periods. This helps prevent leakage and reduce unnecessary water loss.

This initiative enhances employee participation in water conservation, supports the Company's environmental objectives, and strengthens a corporate culture focused on responsible and sustainable resource use.



Adoption of Water-Efficient Fixtures at WICE Place II

To support sustainable logistics operations and reduce environmental impacts, WICE has implemented a project to adopt water-efficient sanitary fixtures and equipment at WICE Place II, one of the Company's main office buildings.

The project includes the installation of water-saving technologies such as:

- Dual-flush toilets, which use less water per flush
- Sensor-based urinals and faucets, which automatically control water flow and shut off when not in use

These measures help minimize water wastage and improve overall water use efficiency within the building.

In addition, the Company integrates the principles of 3Rs (Reduce, Reuse, Recycle) and Circular Economy into its water management approach, with plans to further develop water recycling systems for applications such as cleaning operations.

These initiatives contribute to reducing overall water consumption, improving resource efficiency, lowering operational costs, and aligning with the Company's commitment to sustainable resource management.



Advancing Low-Carbon and Environmentally Responsible Supply Chain

Environmental Supply Chain ⁽³⁻³⁾

GRI Standards:

- GRI 308: Supplier Environmental Assessment

Sustainable Development Goals (SDGs):



Why Environmental Supply Chain Management Matters

WICE Logistics Public Company Limited recognizes the importance of sustainable supply chain management, particularly in environmental aspects. Environmental impacts are not limited to the Company's own operations but also arise from the activities of suppliers and subcontractors throughout the value chain.

Therefore, the Company places strong emphasis on **environmental assessment and selection of suppliers** to reduce greenhouse gas emissions, promote efficient use of resources and energy, and ensure responsible waste management.

This approach helps build an environmentally responsible supply chain, enhances operational efficiency, and supports the Company's long-term sustainability goals.

Key Highlights

- 100% of procurement personnel have completed training on sustainable procurement practices
- 100% of critical Tier 1 suppliers have undergone environmental assessment

Environmental Supply Chain Risks

- Non-compliance with environmental laws or standards by suppliers or service providers
- Greenhouse gas emissions and pollution arising from supplier activities (Scope 3 emissions)
- Inefficient resource use and waste management practices among suppliers
- Lack of systems to monitor and assess environmental risks within the supply chain

Impacts

- Risk of operational disruption
- Negative impact on ESG ratings and stakeholder confidence (customers and investors)
- Legal and reputational risks

Risk Management Approach

- Establish environmental requirements for suppliers through a Supplier Code of Conduct
- Evaluate and select suppliers based on ESG criteria
- Conduct regular monitoring, audits, and performance assessments of suppliers
- Promote and support supplier capability development toward sustainable practices



Sustainable Procurement Policy

WICE Logistics Public Company Limited

WICE places strong emphasis on procurement management based on social and environmental responsibility, good corporate governance, and robust business processes. The Company has established a Sustainable Procurement Policy applicable to both existing and new business partners to ensure alignment with the Group's sustainability commitments, as well as relevant laws and regulations, while strengthening stakeholder confidence.

The Company is committed to conducting procurement activities in a transparent, fair, and accountable manner, guided by the following principles:

1. **Responsible Procurement Practices:** Procurement activities are conducted efficiently and effectively, considering quality, price, quantity, delivery, and service, while integrating economic, social, human rights, and environmental considerations as part of sustainable supply chain management.
2. **Fair and Transparent Supplier Selection:** Supplier selection processes are systematic, transparent, and equitable, while encouraging suppliers to operate ethically and responsibly toward society and the environment.
3. **Anti-Corruption Commitment:** The Company strictly enforces its anti-corruption policy and related policies, and actively promotes compliance among its suppliers.
4. **Transparency and Legal Compliance:** Procurement activities are conducted with full transparency, fairness, and traceability, in strict compliance with applicable laws and regulations.
5. **Fair Treatment of Suppliers:** All suppliers are treated equitably, with complete, accurate, and sufficient information provided consistently and without discrimination.
6. **Health, Safety, and Environmental Compliance:** Suppliers are required to strictly comply with occupational health, safety, and environmental regulations and standards.
7. **Human Rights Commitment:** Suppliers must respect human rights, prohibit child labor and forced labor, and fully comply with labor laws.
8. **No Gift Policy:** Employees are strictly prohibited from accepting or offering gifts, entertainment, hospitality, or any other benefits, directly or indirectly.
9. **Environmental Responsibility Requirements:** Suppliers must comply with environmental requirements, including greenhouse gas emissions management, energy use, biodiversity impact, water use, waste reduction, pollution control, resource efficiency, and overall environmental management.

The Board of Directors, executives, and employees are responsible for supporting, promoting, and strictly adhering to this policy and procurement governance framework.

Environmental Supplier Selection Targets

- Ensure transportation safety management of contracted service providers in compliance with legal requirements and the Company's procurement policy
- Integrate environmental criteria into annual supplier performance evaluations to ensure transparency, fairness, and equality
- Strengthen supplier capability development alongside mutual business growth

Environmental Supplier Selection Implementation Targets

Implementation Approach	Existing Suppliers	New Suppliers
ESG Questionnaire	-	100%
Acknowledgement of WICE Code of Conduct	100%	100%
Annual Supplier Self-Assessment	100%	100%
On-site ESG Audit	100% of Critical Tier 1 Suppliers within 3 years	



Sustainable Procurement Process



(1)

Supplier Screening and Selection

The Company selects suppliers based on criteria aligned with applicable laws, safety standards, and environmental responsibility, as well as WICE's sustainability policies. Key evaluation criteria include:

- Capability in logistics services and operations
- Quality and on-time delivery performance
- Health and safety standards for products and operations
- Audit systems and transparency
- Environmental performance and sustainability practices



(2)

Risk Assessment and Supplier Classification

The Company conducts risk assessments across multiple dimensions, such as operational safety, compliance with labor laws, environmental standards, and supplier sustainability performance, to ensure alignment with WICE's Code of Conduct and corporate policies.

Suppliers are classified to enable effective risk management, as follows:

- (1) Critical Tier 1 Suppliers
- (2) Critical Non-Tier 1 Suppliers
- (3) Tier 1 Suppliers
- (4) Non-Tier 1 Suppliers



(3)

Supplier Development and Capacity Building

The Company promotes and supports supplier development by strengthening capabilities in logistics management, risk management, and quality control systems.

Suppliers are encouraged to undergo performance evaluations and continuous improvement processes to enhance operational standards. This includes supporting sustainability practices such as:

- Reducing greenhouse gas emissions
- Improving transportation efficiency
- Enhancing energy efficiency



(4)

Long-term Partnership and Collaboration

The Company fosters long-term partnerships with suppliers by promoting collaboration aligned with WICE's sustainable development approach.

This includes ongoing communication, performance monitoring, and knowledge sharing to enhance operational efficiency and jointly drive sustainability initiatives. The goal is to strengthen supplier capabilities while aligning with the Company's sustainability objectives.

Supplier Classification and Materiality Assessment Criteria

WICE Logistics Public Company Limited has established criteria to assess supplier materiality (Critical Suppliers) and ESG risks in order to classify suppliers based on their level of importance and risk exposure.

The assessment considers the nature of products and services provided, as well as procurement expenditure analysis across different categories of goods and services. This enables the Company to manage suppliers effectively and allocate appropriate oversight.

Supplier Classification

The Company classifies suppliers into the following categories:

1.

Critical Tier 1 Suppliers

1. Direct service providers whose average procurement value over the past 3 years falls within the top 80% of total procurement spending
2. Suppliers that provide a competitive advantage to the Company
3. Suppliers whose contribution is critical to operational success
4. Non-substitutable suppliers

2.

Critical Non-Tier 1 Suppliers

1. Indirect suppliers that do not provide services directly to the Company but support key business partners
2. Suppliers that provide a competitive advantage
3. Suppliers whose contribution is critical to business success
4. Non-substitutable suppliers

3.

Tier 1 Suppliers

Suppliers that directly provide goods or services to the Company, including logistics services, transportation, warehouse operations, and other services directly related to business operations.

4.

Non-Tier 1 Suppliers

Suppliers that provide goods or services to Tier 1 suppliers and do not directly engage with the Company but indirectly support the supply chain.

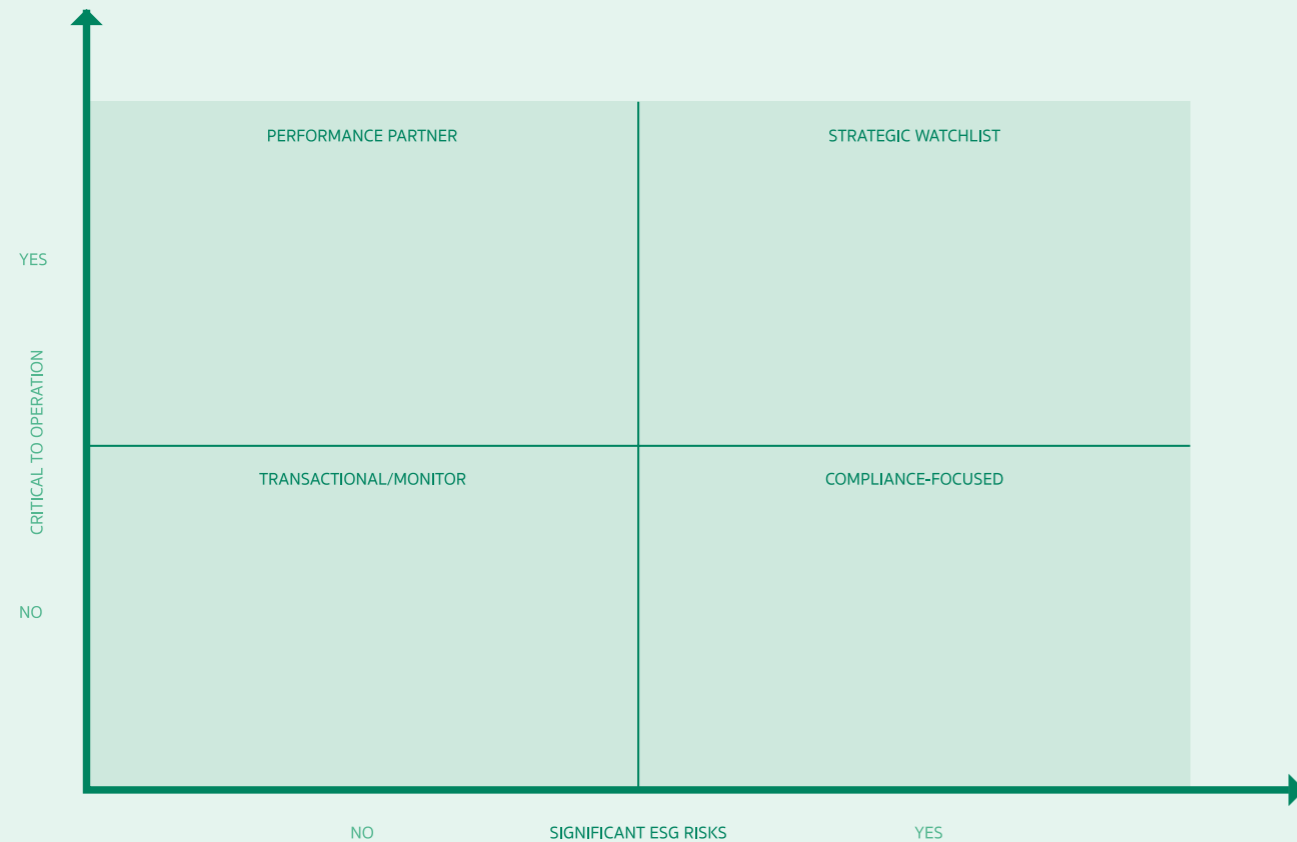
The Company prioritizes suppliers with strong operational capability, service efficiency, and readiness to continuously improve their performance to meet customer expectations and satisfaction. All suppliers are required to acknowledge and comply with the Company's Supplier Code of Conduct, which is publicly available at: <https://www.wice.co.th/supplier-code-of-conduct/?lang=th>. In addition, the Company integrates social and environmental considerations into the supplier selection process and encourages suppliers to disclose their sustainability performance through sustainability reporting.

Supplier ESG Assessment Results

Supplier Category	Number	Target		Suppliers with Published SD Report	Assessments (Number of Suppliers)					
		Self Assessments	On-site ESG Audit		Self Assessments			On-site ESG Audit		
					2023	2024	2025	2023	2024	2025
Critical Tier 1 Supplier	16	100%	100% within 3 years	11	11	16	1	2	2	
Tier 1 Suppliers	334	>30%	Complaint-based suppliers	32	11	41	41	1	1	1
Critical Non-Tier 1 Suppliers	0	100%	-	-	-	-	-	-	-	-
Non-Tier 1 Suppliers	0	100%	-	-	-	-	-	-	-	-
Total				43	22	52	57	2	3	3



Significant Supplier Assessment and Segmentation



Key Environmental Assessment Criteria

The Company evaluates suppliers based on the following key environmental aspects:

- Compliance with environmental laws, regulations, and standards (e.g., ISO certifications such as ISO 14001 / ISO 45001)
- Environmental policies and management practices
- Resource efficiency and conservation
- Pollution prevention and control
- Wastewater and waste management
- Hazardous material management
- Sustainable product and packaging design
- Climate change mitigation and carbon reduction
- Biodiversity and ecosystem protection

Supplier Engagement Approach

The Company adopts a structured approach in managing suppliers based on their risk level and strategic importance, as follows:

1. Performance Partners (Collaborative Development)

- Establish long-term strategic partnerships
- Collaborate on demand/supply planning and innovation
- Develop supplier performance KPIs (Delivery, Cost, Quality)
- Implement joint development projects

2. Strategic Watchlist (Enhanced Risk Management)

- Conduct ESG due diligence and on-site ESG audits
- Define enhanced requirements (Supplier Code of Conduct + ESG KPIs)
- Implement risk mitigation plans, including supply alternatives and demand/supply adjustments

3. Transactional / Monitor (Operational Control)

- Manage routine procurement activities
- Control suppliers based on price and basic quality standards
- Monitor cost and performance
- Adjust procurement volume to ensure supply stability

4. Compliance-Focused (Regulatory and ESG Compliance)

- Apply ESG Self-Assessment Questionnaires (SAQ)
- Require corrective action plans where gaps are identified
- Conduct detailed reviews of legal and labor compliance documentation

Performance and Key Results

The Company places strong emphasis on environmentally responsible supply chain management by integrating environmental criteria into supplier selection, monitoring, and development processes. This approach contributes to reducing environmental impacts across the supply chain, improving resource efficiency, and elevating business standards in alignment with long-term sustainability objectives.

In 2025, results from supplier ESG Self-Assessments and on-site ESG risk assessments across operational areas indicated that:

“No significant ESG risks were identified.”

Strengthening Sustainable Procurement Collaboration

Enhancing Sustainable Procurement Knowledge for Procurement Personnel

WICE Logistics Public Company Limited places strong emphasis on sustainable procurement practices to enhance supply chain management with responsibility toward environmental, social, and economic dimensions.

In 2025, the Company provided training to 100% of procurement personnel through the Sustainable Supply Chain Management program offered by the Stock Exchange of Thailand. The objective was to strengthen ESG knowledge in procurement processes, enhance understanding of sustainable supply chains, and support the practical implementation of sustainability principles in daily operations.

The training program covered key topics including: sustainable supply chain management, supply chain sustainability strategies, ESG risks and opportunities, relevant international standards and frameworks, best practices from leading organizations, responsible sourcing approaches, and supply chain management disclosure practices

Key Outcomes:

100% of procurement personnel successfully completed the training and passed the required assessments

Strengthened organizational readiness to advance sustainable procurement systems in alignment with international standards

Enhanced capability to support the Company's long-term sustainability goals



Supply Chain Environmental Impact Engagement

WICE Supply Chain Solutions Co., Ltd., a subsidiary of the Company, actively participated in industry knowledge-sharing platforms and collaborative initiatives at TILOG Logistix 2025, organized by the Department of International Trade Promotion (DITP), Ministry of Commerce, in collaboration with RX Tradex Co., Ltd., at BITEC Exhibition and Convention Center, Bangkok.

Company representatives, including the Business Director and the Engineering and Sustainability Manager, served as guest speakers in a session titled:

“Shortcut to Green Logistics” under the theme: “Logistics Service Business: How to Start Sustainability Implementation”

Participation in this event reflects the Company's active role in industry collaboration and capacity-building initiatives aimed at managing environmental impacts across the supply chain. Key focus areas included the reduction of carbon emissions (CO₂) from transportation activities, energy efficiency improvement, and development of environmentally friendly warehouse systems

Furthermore, participation in TILOG Logistix, a leading logistics industry platform, demonstrates WICE's commitment as an active industry contributor, promoting the exchange of best practices and supporting continuous improvement in environmental standards among suppliers and stakeholders throughout the supply chain.



A close-up photograph of several pairs of hands holding small green seedlings with soil. The hands are positioned in a way that suggests a collective effort or care. The background is softly blurred, showing more people in a similar setting. The overall tone is positive and focused on environmental or social growth.

Social Sustainability

Social Sustainability Management

WICE Logistics Public Company Limited places strong emphasis on social sustainability management, aiming to create shared value for all stakeholders under the concept of “Create Win-Win Situations with Key Stakeholders.” The Company conducts its business with responsibility toward employees, customers, business partners, and communities by promoting a safe working environment, respecting human rights and equality, enhancing service quality with fairness and transparency, supporting ethical business practices throughout the value chain, and contributing to community and social development. These efforts support balanced and sustainable growth in the long term.

Social Policy and Practices

WICE Logistics Group and its affiliates are committed to conducting business with integrity, guided by corporate governance principles and the Company’s Code of Conduct, while maintaining responsibility toward all stakeholders.

In terms of human rights protection, the Company strictly complies with applicable laws and internationally recognized standards, including The Universal Declaration of Human Rights (UDHR), The United Nations Global Compact (UNGC), The United Nations Guiding Principles on Business and Human Rights (UNGPs), The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work

The Company has established policies and practices to prevent human rights violations across all business activities, covering subsidiaries, joint ventures, suppliers, and business partners throughout the value chain. These policies are communicated to directors, executives, and employees at all levels to ensure awareness and respect for human rights in all aspects of operations.

In addition, the Company provides grievance and whistleblowing channels for employees and stakeholders, ensuring fair and appropriate handling of complaints, along with strong protection measures for whistleblowers. Remedial actions are also implemented where necessary, such as medical support, compensation, and ongoing monitoring to ensure affected parties receive appropriate remedies. The Company reviews its human rights policies and practices at least annually.

Respect for and Protection of Human Rights ⁽³⁻³⁾

WICE Logistics Public Company Limited remains committed to conducting business ethically and responsibly, with a systematic approach to respecting human rights in alignment with international standards.

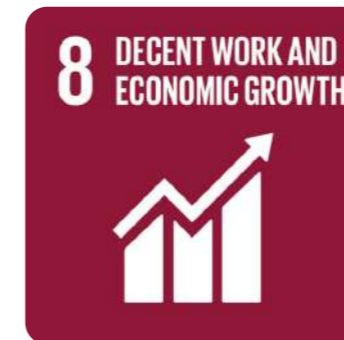
The Company integrates human rights considerations into all levels of business operations—from policy setting and risk assessment to operational oversight—to prevent potential human rights violations arising from both direct activities and across the value chain, including suppliers and joint ventures.

Furthermore, the Company actively promotes awareness and implementation of human rights practices to ensure that business growth is achieved alongside respect for human dignity and the rights of all stakeholders.

GRI Standards:

- GRI 407: Freedom of Association and Collective Bargaining (2016)
- GRI 409: Forced or Compulsory Labour (2016)
- GRI 412: Human Rights Assessment (2016)
- GRI 414: Supplier Social Assessment (2016)

Sustainable Development Goals (SDGs)



Why Human Rights Matter

Human rights are fundamental principles that underpin equality, fairness, and respect for human dignity. Respecting human rights promotes inclusiveness, reduces inequalities, and fosters mutual understanding among individuals.

In a business context, respect for human rights plays a critical role in building trust with stakeholders across economic, social, and environmental dimensions throughout the value chain. It also supports sustainable business growth and contributes to long-term social stability and harmony.

Targets and Performance

Indicator	Performance
Number of human rights violation cases	0
Personal data complaints	0
Employees trained on human rights	100%
Supplier Code of Conduct including human rights requirements	Completed

Human Rights Governance and Policy

The Company has established a human rights policy covering employees, suppliers, customers, and all stakeholders, with clearly defined roles and responsibilities across all levels of the organization. Senior management is responsible for policy direction and oversight, while managers and supervisors are responsible for implementation and monitoring. All employees are required to comply with the policy.

Human Rights Policy and Practices

The Company respects fundamental human rights without discrimination based on race, color, language, religion, political opinion, gender, age, or any other status. All stakeholders are treated with dignity, fairness, and mutual respect.

The Company adheres to international human rights principles and does not tolerate any form of human rights violations, whether direct or indirect.

Key practices include:

- Strict compliance with human rights policies by all employees
- Human rights risk assessment and management across the supply chain
- Continuous alignment with legal and international standards
- Zero tolerance for child labor, forced labor, human trafficking, discrimination, and harassment
- Promotion of a safe and respectful workplace

Key Human Rights Practices

The Company applies international human rights principles in both internal operations and across the value chain, including:

- **Prevention of Human Trafficking and Forced Labor:** Zero tolerance for forced labor, child labor, and human trafficking across all operations and partners
- **Fair Compensation:** Provision of fair and equitable wages, benefits, and compensation aligned with job roles and legal requirements
- **Equal Treatment of Employees:** Equal treatment regardless of gender, race, religion, or background, with a commitment to a discrimination-free workplace
- **Employee Welfare and Labor Relations:** Provision of appropriate welfare and support for employee participation through welfare committees
- **Non-discrimination and Anti-harassment:** Maintenance of a workplace free from discrimination, harassment, and sexual misconduct, supported by secure reporting channels
- **Customer Rights Protection:** Delivery of quality, safe, and fair services while ensuring data privacy and customer protection
- **Responsible Supply Chain Management:** Enforcement of the Supplier Code of Conduct and ongoing monitoring of human rights risks in high-risk sectors
- **Community Rights Respect:** Assessment of social and environmental impacts, stakeholder engagement, and implementation of mitigation and remediation measures to support sustainable coexistence.

Contact Channels

WICE Logistics Public Company Limited
88/8 WICE Place Building, Nonsee Road, Chong Nonsee, Yannawa, Bangkok 10120, Thailand
Website: <http://www.wice.co.th/contact/>

Alternatively, written complaints can be submitted to:

- Chairman of the Audit Committee
- Chief Executive Officer
- Company Secretary
- Human Resources Department

Human Rights Due Diligence (HRDD)

The Company has established a Human Rights Due Diligence (HRDD) process to ensure that its business operations respect the human rights of all stakeholders across the value chain. This process enables the Company to identify, prevent, mitigate, and address potential human rights impacts.

In cases where human rights violations, inadequate access to rights, or adverse impacts are identified, appropriate corrective actions will be taken, including disciplinary measures, remediation, and support for affected parties.

The HRDD process consists of six key steps:

1. Policy commitment on human rights
2. Identification and assessment of human rights risks
3. Management of human rights impacts
4. Monitoring effectiveness
5. Review and communication
6. Grievance and remediation mechanisms



Human Rights Due Diligence Practices

The Company implements Human Rights Due Diligence across its operations, business activities, and supply chain to identify risks, assess impacts, and establish preventive and mitigation measures. This includes continuous monitoring of human rights compliance, regular review of policy implementation, and transparent reporting of performance. The Company also ensures that appropriate remediation measures are in place to address any identified impacts in a fair and timely manner.

Scope of Implementation

The Company's human rights policy applies to all business activities of WICE Logistics Public Company Limited, including employees, direct operations, products, and services under the Company's control, such as wholly owned subsidiaries, subsidiaries, and joint ventures.

In addition, the Company encourages business partners beyond its direct control—such as associates, contractors, suppliers, and other relevant stakeholders—to adhere to the same human rights principles.



Human Rights Risk Identification and Assessment

The Company recognizes human rights as a critical component of responsible business conduct, covering all stakeholder groups, including employees, customers, business partners, communities, society, and the environment.

Human rights considerations are integrated into business operations through the adoption of international standards, alongside the promotion of a corporate culture that respects human rights. The Company has established a structured process to assess both direct and indirect risks and impacts on stakeholders, enabling the development of appropriate preventive, corrective, and remedial measures. This ensures that potential human rights risks are effectively managed across all operations.

Human Rights Management in the Supply Chain

The Company acknowledges that human rights risks are most likely to arise within the supply chain. Therefore, human rights requirements have been integrated into supplier selection and evaluation processes.

All suppliers are required to comply with the Supplier Code of Conduct, which includes human rights standards. The Company conducts ongoing monitoring and assessment of supplier compliance, particularly in high-risk industries.

In 2025, the Company initiated supplier risk assessments in its key industries, including electronics, automotive, plastics, food, and rubber.

The Company places particular emphasis on identifying and addressing **salient human rights issues**, defined as risks that have the most severe impact on stakeholders. These issues are prioritized for mitigation and management to ensure effective protection of stakeholder rights.

Methodology for Identifying Salient Human Rights Issues

The Company adopts a systematic and comprehensive approach to identify and assess **salient human rights issues** across its operations and value chain. The assessment process is conducted through the following key steps:

1. Identification of Relevant Human Rights Issues

The Company identifies potential human rights risks by mapping stakeholder groups that may be impacted by its business activities, including employees, communities, customers, and business partners.

Key areas of consideration include labor conditions, occupational health and safety, data privacy, and community rights. The assessment is informed by internationally recognized frameworks, such as the United Nations Guiding Principles on Business and Human Rights (UNGPs), along with other relevant sources.

2. Impact Assessment

The Company evaluates potential human rights impacts by considering two key dimensions:

- **Likelihood:** The probability of the risk occurring
- **Severity:** The extent of impact should the risk materialize

A risk scoring matrix is applied to assess and prioritize risks, combining both likelihood and severity to determine the overall level of impact. This enables the Company to systematically identify high-risk areas requiring immediate attention.

Probability How likely is the risk to occur?	Impact How severe would the outcome be if the risk occurred?					
	Level	1 Insignificant	2 Minor	3 Significant	4 Major	5 Severe
	5 Almost Certain	5 Medium	10 High	15 Very High	20 Extreme	25 Extreme
4 Likely	4 Medium	8 Medium	12 High	16 Very High	20 Extreme	
3 Moderate	3 Low	6 Medium	9 Medium	12 High	15 Very High	
2 Unlikely	2 Very Low	4 Low	6 Medium	8 Medium	10 High	
1 Rare	1 Very Low	2 Very Low	3 Low	4 Medium	5 Medium	

The probability of impact is categorized into five levels: 1 – Rare, 2 – Unlikely, 3 – Moderate, 4 – Likely, 5 – Almost Certain / The severity of impact is also divided into five levels: 1 – Insignificant, 2 – Minor, 3 – Significant, 4 – Major, 5 – Severe

3. Stakeholder Engagement

The Company actively engages with relevant stakeholders – including employees, communities, contractors, suppliers, and customers – to gather insights on human rights risks, impacts, and expectations.

This process ensures that the assessment reflects diverse perspectives and enhances the accuracy and relevance of identified issues.

4. Prioritization of Salient Issues

Findings from risk analysis and stakeholder engagement are consolidated to prioritize the most significant human rights issues.

The prioritization process aligns with international frameworks and standards, including GRI Standards, UNGPs, and relevant sector-specific guidelines, ensuring consistency with global best practices.

5. Review and Continuous Improvement

The Company regularly reviews and updates its human rights risk assessment to reflect changes in business operations, regulatory requirements, and stakeholder expectations.

This ongoing process ensures that the identification of salient human rights issues remains relevant and responsive to evolving risks.

Communication and Awareness Building

The Company establishes clear guidelines to monitor, support, and engage with business partners across the value chain – including suppliers, contractors, and joint ventures – to ensure that business operations are conducted ethically and in full respect of human rights. All parties are expected to uphold and adhere to the Company’s human rights principles and policies.

Implementation Guidelines

The Company has defined key practices to promote awareness and ensure compliance with human rights principles, as follows:

- 1. Respect for Human Dignity and Rights:** All individuals must be treated with dignity, respect, and equality, without discrimination based on physical or mental attributes, race, nationality, religion, gender, language, age, skin color, education, social status, culture, or any other characteristics.
- 2. Risk Prevention and Monitoring:** Operations must be conducted with due care to prevent human rights risks and impacts, with ongoing monitoring to ensure continuous compliance.
- 3. Promotion of Human Rights Protection:** The Company actively promotes and supports human rights protection across its operations and throughout the value chain.
- 4. Communication and Capacity Building:** The Company communicates, educates, and supports suppliers, contractors, and business partners to align with its human rights policies and practices.
- 5. Reporting and Non-tolerance of Violations:** Employees must not ignore any human rights violations and are required to report concerns through established channels, while cooperating in investigations.
- 6. Protection of Whistleblowers:** The Company ensures protection and fair treatment for whistleblowers and those who cooperate in reporting violations, in accordance with its corporate governance and anti-corruption policies.
- 7. Ongoing Human Rights Due Diligence:** The Company continuously implements Human Rights Due Diligence (HRDD) to identify, assess, prevent, mitigate, and address potential impacts.
- 8. Monitoring and Remediation:** The Company monitors human rights impacts and provides appropriate remediation measures for impacts arising from or related to its business operations.
- 9. Human Rights Culture:** The Company is committed to fostering and maintaining an organizational culture that respects and upholds human rights principles.
- 10. Disciplinary Actions:** Any violation of human rights principles is considered a breach of the Code of Conduct and may result in disciplinary action and/or legal consequences.

Salient Human Rights Issues

Based on the Human Rights Due Diligence (HRDD) assessment, the Company has analyzed human rights risks across its value chain, covering both direct operations and customer industries. These industries vary in structure, complexity, and geographic context, resulting in differing levels of risk exposure.

The assessment highlights the severity of human rights risks across industries, taking into account industry structure, supply chain complexity, and regional context. The Company has identified the following salient human rights issues:

- **Labor and Working Conditions Risks:** Risks related to working hours, wages, and migrant labor were identified as high-risk issues across multiple industries, particularly those with continuous production and delivery pressures. Migrant labor is considered a key risk factor in Thailand and the Southeast Asian region, where reliance on migrant workers may lead to potential exploitation risks, such as recruitment fees and limited access to fundamental rights.
- **Occupational Health and Safety (OHS):** Workplace safety risks are significant across all industries, especially those involving machinery, transportation, and warehouse operations. This issue is directly relevant to the Company’s logistics operations, where risks from accidents and working conditions must be actively managed.
- **Equality and Non-discrimination Risks:** Gender inequality and discrimination risks were identified in certain industries with specific workforce structures, such as labor-intensive production lines with a high proportion of female workers. These risks relate to access to career development, advancement opportunities, and fair treatment in the workplace.
- **Supply Chain Transparency:** Supply chain transparency is a key risk, particularly in industries with complex, multi-tier supply chains. Limited visibility at Tier 2–3 levels may lead to risks of forced labor, child labor, or other human rights violations in upstream operations.
- **Community, Environmental, and Natural Resource Impacts:** Risks related to community and environmental impacts are prominent in resource-intensive industries, including: water usage, Air and noise pollution, and land use and impacts on local communities
- **Climate Change-related Human Rights Impacts:** The Company recognizes climate change as a key factor linked to human rights risks. These impacts may affect worker health and safety, livelihood security, access to essential resources, such as water.

Based on the assessment, the Company identified that human rights risks are closely linked to the characteristics of the industries it serves, particularly in relation to labor practices, supply chains, and community impacts.

The Company therefore places strong emphasis on risk prioritization, using assessment outcomes to design appropriate risk management measures aimed at preventing and mitigating potential impacts on stakeholders across the value chain.

Human Rights Risk Management

The Company integrates salient human rights risks into its enterprise risk management processes, adopting a preventive approach alongside mitigation measures across both internal operations and the supply chain.

Key management actions include establishing human rights standards, strengthening supplier selection and evaluation processes, promoting fair employment practices, and enhancing occupational health and safety standards.

The Company also links identified risks with specific mitigation measures and performance indicators to enable systematic monitoring and evaluation of effectiveness.

Linkage Between Human Rights Risks, Actions, and KPIs

The Company has developed targeted mitigation measures for each salient human rights risk, linking them with operational actions and measurable KPIs, as summarized below:



Salient Risk	Key Actions	KPI & Monitoring
Migrant Labor and Labor Exploitation	<ul style="list-style-type: none"> Implementation of a No Recruitment Fee policy Integration of human rights requirements into the Supplier Code of Conduct Supplier assessments in high-risk sectors 	<ul style="list-style-type: none"> % of suppliers signing the Supplier Code of Conduct % of suppliers assessed on human rights Number of labor-related complaints
Working Hours and Employment Conditions	<ul style="list-style-type: none"> Establishment of working hours policies in line with labor laws Monitoring of overtime and employment conditions of employees and suppliers Promotion of fair employment practices 	<ul style="list-style-type: none"> Number of employment-related complaints Overtime rate (OT) % of employees receiving standard benefits
Occupational Health and Safety (OHS)	<ul style="list-style-type: none"> Development of workplace safety standards Provision of safety training for employees Safety inspections in warehouses and transportation operations 	<ul style="list-style-type: none"> Accident rate (LTIFR / Incident Rate) % of employees completing safety training Number of safety incidents
Inequality and Discrimination (DEI)	<ul style="list-style-type: none"> Implementation of non-discrimination policies Promotion of diversity, equity, and inclusion (DEI) Cultural awareness initiatives (e.g., Pride Month) 	<ul style="list-style-type: none"> Workforce diversity indicators (e.g., % of female employees) Number of discrimination-related complaints Employee Engagement Score
Supply Chain Transparency	<ul style="list-style-type: none"> Integration of ESG and human rights criteria into supplier selection Supplier assessments and audits Supplier risk classification 	<ul style="list-style-type: none"> % of suppliers assessed % of high-risk suppliers with corrective action plans Number of audits conducted
Community and Environmental Impacts	<ul style="list-style-type: none"> Environmental and social impact assessments Stakeholder engagement with communities Implementation of community development program 	<ul style="list-style-type: none"> Number of community complaints Number of community engagement activities Community satisfaction level
Land and Natural Resource Rights	<ul style="list-style-type: none"> Risk assessments in relevant supply chains (e.g., agriculture, rubber) Promotion of human rights standards among suppliers Monitoring land use issues in high-risk suppliers 	<ul style="list-style-type: none"> % of high-risk suppliers assessed Number of community-related complaints
Climate Change and Human Rights	<ul style="list-style-type: none"> Environmental impact management Enhancement of worker safety under extreme weather conditions (e.g., heat) Support for environmental impact reduction initiatives 	<ul style="list-style-type: none"> Number of climate-related incidents Environmental performance indicators (e.g., emissions, energy use)

Performance Monitoring

The Company has established a structured approach to continuously monitor and evaluate the effectiveness of its human rights risk management, ensuring that implemented measures effectively reduce potential impacts.

Monitoring covers both internal operations and the supply chain, with key approaches including:

- Establishment of human rights KPIs, such as the number of human rights complaints, employee training participation, and supplier assessments
- Ongoing monitoring of supplier performance, particularly in high-risk industries
- Internal audits to ensure compliance with human rights policies and practices
- Regular collection, analysis, and reporting of human rights data

In addition, the Company leverages insights from complaints, stakeholder feedback, and audit findings to evaluate the effectiveness of its measures and continuously improve its human rights management approach.

Review and Communication

The Company regularly reviews its human rights management approach to ensure alignment with evolving business contexts, emerging risks, and relevant international standards. Human rights policies are reviewed at least annually, or more frequently when significant changes occur.

The review process includes:

- Evaluation of the appropriateness of existing policies and measures
- Assessment of performance outcomes and effectiveness
- Enhancement of practices to align with legal requirements, international standards, and stakeholder expectations

The Company is committed to transparent and continuous communication of its human rights policies, practices, and performance to all stakeholders through various channels, including internal training, supplier engagement, and sustainability reporting.

The Company believes that regular review and communication enhance awareness, build trust, and strengthen a corporate culture grounded in respect for human rights.

Grievance Mechanism and Remediation

WICE Logistics Public Company Limited places strong importance on establishing accessible, transparent, and effective grievance and remediation mechanisms to address concerns related to misconduct, policy violations, corporate governance, legal non-compliance, and human rights issues. Employees, suppliers, and all stakeholders are able to submit complaints or whistleblowing reports through multiple channels, either anonymously or with disclosure of identity, to ensure accessibility and confidence in the process.

The Company strictly enforces a non-retaliation policy, ensuring that whistleblowers and those involved in reporting are protected from harassment, retaliation, or adverse consequences. All complaints are reviewed and investigated systematically, with appropriate corrective and remedial actions implemented based on the nature of each case. Follow-up measures are also conducted to prevent recurrence and continuously improve the Company's human rights management practices.

Complaint Channels

Stakeholders may submit complaints through the following channels:

- Company website: <http://www.wice.co.th/contact>
- Email (addressed to):
 - o Chairman of the Audit Committee
 - o Group Chief Executive Officer
 - o Company Secretary
 - o People Group and Sustainability Director
- QR Code for grievance submission



Complaint Handling Criteria

The Company has established clear criteria to ensure that complaint handling is transparent, fair, and verifiable, as follows:

1. Completeness and Credibility of Complaints

Complaints should include sufficient information, such as details of the incident, involved parties, timeline, location, and supporting evidence, to enable effective investigation.

2. Scope of Acceptable Complaints

The Company considers complaints related to:

- Violations of laws, business ethics, or Company policies
- Fraud, corruption, or misconduct
- Actions that may cause harm to the Company or stakeholders

3. Complaints Not Considered

The Company may not consider complaints in the following cases:

- Issues already resolved by competent authorities
- Cases under judicial consideration or with final court judgment
- Insufficient information or evidence
- Complaints that cannot be verified

4. Disclosure of Identity

The Company encourages complainants to provide their identity and contact details to facilitate investigation. However, complaints lacking verifiable information may not be considered.

5. Fairness and Independence

All investigations are conducted independently, fairly, and with due consideration of the rights of all involved parties.

6. Confidentiality

Information related to complainants, witnesses, and case details is kept strictly confidential and disclosed only when necessary in accordance with legal and procedural requirements.

7. Protection of Whistleblowers

Complainants and cooperating parties acting in good faith are protected from retaliation or harassment and may request additional protection measures where appropriate.

8. Corrective Action and Remediation

Where violations are identified, the Company will implement corrective actions, remediation, and disciplinary or legal measures as appropriate, with ongoing follow-up.

9. Malicious Complaints

In cases of false or malicious reporting intended to harm others, the Company may take disciplinary or legal action in accordance with applicable regulations.

Remediation Measures

The Company places strong emphasis on providing timely and appropriate remediation for human rights impacts. Upon receiving a complaint, the Company conducts a transparent and systematic investigation to verify the facts.

If it is determined that the Company's operations have caused or contributed to a human rights violation, appropriate remediation measures will be implemented based on the nature and severity of each case. The results will be reported to relevant management, and lessons learned will be used to continuously improve policies and practices.

In cases where employees are found to be involved in human rights violations, such actions will be considered a breach of Company regulations and may result in disciplinary action, including legal proceedings where applicable.

Human Rights Awareness and Capacity Building ^(404-2, 412-2)

The Company is committed to respecting human rights throughout its value chain and prioritizes enhancing employee awareness and understanding of human rights across all levels. This ensures that employees can effectively apply human rights principles in their work and minimize potential impacts on stakeholders.

In 2025, the Company conducted a training program titled "Comprehensive Human Rights Assessment" for employees. The program aimed to strengthen understanding of key concepts, principles, and processes related to human rights risk assessment. It covered respect for the rights of employees, suppliers, customers, and communities, as well as the Company's role in preventing and managing human rights impacts arising from business operations.

Key Result:

100% of participating employees successfully passed the post-training assessment, demonstrating improved understanding of human rights and the ability to apply this knowledge in their work

Training Topics Included:

- International human rights principles and standards
- Human Rights Due Diligence processes
- Identification of risks and potential impacts on stakeholders
- Prevention, mitigation, and monitoring of human rights impacts
- Linkages between human rights and the Sustainable Development Goals (SDGs)

The training was delivered through interactive sessions and knowledge-sharing discussions, allowing employees to engage, ask questions, and analyze case studies. This approach helped strengthen both awareness and practical understanding.

The Company believes that continuous human rights capacity building will foster a culture of respect for human rights, enhance corporate governance, and support long-term sustainable business operations.

Diversity, Equity, and Inclusion (405-1, 406-1, 412-2)

WICE Logistics Public Company Limited places strong emphasis on Diversity, Equity, and Inclusion (DEI) in its human resource management. The Company believes that diversity in gender, age, ethnicity, religion, culture, and perspectives is a key driver in strengthening organizational capabilities, enhancing teamwork, and supporting long-term sustainable growth.

The Company is committed to fostering an inclusive and safe workplace, free from discrimination, where all employees are treated with dignity and respect. This commitment is embedded across all HR processes, including recruitment and selection, career development, and the provision of fair welfare and benefits, regardless of gender identity or expression. Examples of the Company's equity practices include:

- Equal marriage leave entitlements for employees of all genders
- Fair access to benefits and career advancement opportunities without discrimination
- Promoting an organizational culture that respects differences and encourages mutual understanding

In addition, the Company actively promotes an inclusive organizational culture by encouraging employee participation at all levels. Employees are provided with opportunities to express their opinions, share perspectives, and be their authentic selves through internal communication channels.

This approach strengthens employee engagement and fosters a respectful and collaborative working environment.

WICE Pride Celebration 2025

WICE recognizes the importance of human rights and DEI and believes that creating an inclusive, safe, and non-discriminatory workplace enhances employee potential and supports sustainable organizational growth.

To reinforce this commitment, the Company launched the "WICE Pride Celebration 2025" initiative, aimed at promoting equality, respecting diversity, and fostering a culture that values the dignity of every individual.



Objectives

- Raise awareness of Diversity, Equity, and Inclusion (DEI) within the organization
- Create a workplace that respects human dignity and empowers employees to express their identities with confidence
- Strengthen unity and enhance employee engagement

Implementation Approach

The Company organized inclusive internal activities and promoted DEI concepts through engaging and accessible initiatives. Key highlights included:

- Establishment of a "Pride Wall", providing a platform for employees – particularly LGBTQIA+ employees – to share perspectives, work experiences, and inspiring stories
- Opening internal communication channels for LGBTQIA+ employees to serve as voices of representation, sharing their identities, perspectives, and workplace experiences in a safe and open environment
- Communication of DEI-related policies and practices, including equal marriage leave and equal access to employee benefits

Outcomes and Impact

The WICE Pride Celebration 2025 initiative contributed to strengthening an inclusive organizational culture where diversity is genuinely respected. Employees expressed a shared understanding that everyone has inherent value, and that diversity is not a barrier but a key strength of the organization. LGBTQIA+ employees and other diverse groups reflected that gender identity is not a trend or anomaly, but a fundamental part of individual identity. They emphasized that all individuals have the right to express themselves and live authentically with pride. Importantly, employees reported no experiences of inequality or discrimination within the Company.

Key outcomes include:

- Increased employee awareness and understanding of DEI
- A safer, more inclusive, and respectful workplace environment
- Employees feel valued and confident in expressing their identities
- Strengthened employee engagement and sense of unity within teams

These initiatives reflect the Company's culture of mutual support, where employees uplift one another. This not only enhances collaboration and performance but also creates an environment where all employees can grow, realize their full potential, and move forward with confidence and equality.

Occupational Health, Safety, and Working Environment ⁽³⁻³⁾

GRI Standards:

- GRI 403: Occupational Health and Safety (2018)

Sustainable Development Goals (SDGs)



Why Occupational Health and Safety Matters

WICE Logistics Public Company Limited recognizes that effective management of Occupational Health, Safety, and Environment (OHSE) is a fundamental factor in safeguarding the health, safety, and well-being of employees, as well as their families. The Company acknowledges that any shortcomings in this area may result in wide-ranging impacts on individuals, operations, and corporate reputation.

As part of its commitment to sustainable business operations, the Company continuously develops and enhances its OHSE management systems to ensure that operations are appropriate, efficient, and aligned with relevant standards. This includes a strong focus on preventing and mitigating risks related to accidents, injuries, and work-related illnesses, as well as managing environmental risks such as oil, chemical, and waste handling in a safe and responsible manner.

The Company is committed to fostering a safe, secure, and healthy working environment by integrating safety principles into all levels of operations, promoting a strong safety culture, and encouraging employee participation in accident prevention. This supports the long-term goal of achieving Zero Accidents.

Highlights

- Zero fatal accidents in 2025
- Zero loss time injuries (LTI) in 2025
- Zero incidents of oil and chemical spills into the environment

Management Approach ^(3-3, 403-1, 403-2, 403-7)

The Company implements OHSE management in a systematic and structured manner, supported by policies and annual action plans aimed at controlling, preventing, and reducing risks associated with workplace accidents, injuries, and illnesses for employees and all stakeholders involved in its operations.

The Company strictly complies with applicable laws and regulations and adopts international management standards such as ISO 9001 (Quality Management System) and ISO 45001 (Occupational Health and Safety Management System) to strengthen and continuously improve safety risk management. These systems cover the proper handling of oil, chemicals, and waste to ensure environmental and workplace safety.

To maintain effectiveness, the Company regularly reviews its policies, targets, and performance related to safety and environmental management. The results are used to continuously improve risk control and prevention measures in alignment with evolving business conditions.

Key Implementation Measures

- Conducting risk assessments and implementing control measures for occupational health, safety, and environmental risks across all operational processes
- Improving workplace conditions and equipment, including the provision of appropriate Personal Protective Equipment (PPE)
- Monitoring employee health through annual health check-ups and workplace environment assessments
- Promoting safety awareness and culture through continuous training, communication, and safety-related activities

The Company integrates safety into every level of its operations to support its Zero Accident goal, ensuring a safe and sustainable working environment in the long term.

Occupational Health and Safety Policy

WICE Logistics Public Company Limited places strong emphasis on occupational health, safety, and working environment for employees, customers, visitors, as well as surrounding communities and society. The Company considers all employees as valuable assets and is committed to ensuring that they can work safely, maintain good health, and operate within an appropriate working environment. Safety is regarded as a shared responsibility across all levels of the organization, from executives and supervisors to all employees. Supervisors are expected to lead by example and strictly enforce safety measures, while employees are responsible for ensuring their own safety, as well as that of their colleagues and Company assets, both during and outside working hours.

The Company strictly complies with applicable laws and regulations, promotes accident prevention, encourages the reporting of unsafe conditions, and establishes corrective and preventive measures to avoid recurrence. Employees have the right to refuse unsafe work if adequate safety measures are not in place.

In addition, the Company is committed to continuously improving the working environment through initiatives such as 5S activities, provision of appropriate Personal Protective Equipment (PPE), training programs, and the promotion of a strong safety culture. Performance is regularly monitored and evaluated to reduce workplace accidents and support sustainable business operations.

Operational Safety Targets

Unit: Number of Cases

Operational Accidents	Target
Fatal Accidents	
Employees	0
Customers, suppliers, and visitors	0
Lost Time Accidents (LTI)	
Employees	0
Customers, suppliers, and visitors	0
Vehicle-Related Accidents	Target
Number of serious accidents where the Company's is at fault	0
Environmental Incidents	Target
Number of oil and chemical spill incidents (Chemical and Oil Spill)	0

Safety, Occupational Health and Environment Committee ⁽⁴⁰³⁻⁴⁾

The Company has established a Safety, Occupational Health and Working Environment Committee (Safety Committee) in compliance with legal requirements and to ensure systematic implementation of occupational health, safety, and environmental management practices.

The Committee is responsible for planning, monitoring, and continuously reviewing occupational health and safety performance to enhance and improve the Company's OHSE practices.

Regular meetings are conducted to review relevant safety laws and regulations, including an Annual Law & Regulation Review, to ensure that the Company's operations remain fully compliant with applicable legal and regulatory requirements.

Occupational Health, Safety and Environmental Training ⁽⁴⁰³⁻⁵⁾

The Company places strong emphasis on equipping employees with the knowledge, awareness, and skills related to occupational health, safety, and working environment. Training programs are designed to ensure employees can perform their duties safely and effectively.

Key training programs provided include:

- **General Safety, Health and Environmental Training for New Employees:** Introductory training covering safety standards, workplace hazards, and safe working procedures to ensure new employees understand safety requirements from the start.
- **On-the-Job Training (OJT):** Practical training conducted in the workplace to ensure employees understand work processes, proper equipment usage, and safety practices.
- **Safety Officer Training (Management and Supervisor Levels / Safety Committee Members):** Training aimed at enhancing safety knowledge and management capabilities to ensure effective implementation of safety practices across the organization.
- **Basic Firefighting Training:** Training on fire prevention, emergency response, fire control techniques, and proper use of firefighting equipment.
- **Occupational Disease Awareness Training:** Providing knowledge on work-related health risks, prevention methods, treatment approaches, and appropriate management of occupational illnesses.
- **First Aid and Basic Life Support Training (AED & CPR):** Training to equip employees with skills in first aid, emergency response, cardiopulmonary resuscitation (CPR), and the use of automated external defibrillators (AED).

Health Promotion and Work-Related Healthcare (403-3, 403-4, 403-6)

The Company prioritizes the health and well-being of employees and workers by implementing measures to monitor workplace safety conditions and ensure a suitable working environment, thereby reducing occupational risks.

Workplace Environmental Monitoring

The Company conducts regular workplace environmental assessments to evaluate factors such as noise levels, heat exposure, air quality, lighting conditions, dust levels, and other relevant safety factors. These assessments ensure that the working environment does not pose health risks to employees and remains aligned with occupational health and safety standards.



Safety Promotion and Awareness Program (403-2, 403-4)

The Company continuously promotes occupational health and safety awareness through various communication channels and engagement activities to strengthen a proactive safety culture across the organization.

Safety Information Board

The Safety Information Board serves as one of the Company's primary communication channels for disseminating workplace safety information throughout the organization. The board provides updates on safety campaigns, workplace accident information, safety policies, procedures, and other relevant safety-related matters to ensure that employees remain informed and aware of workplace safety practices.

Safety Patrol

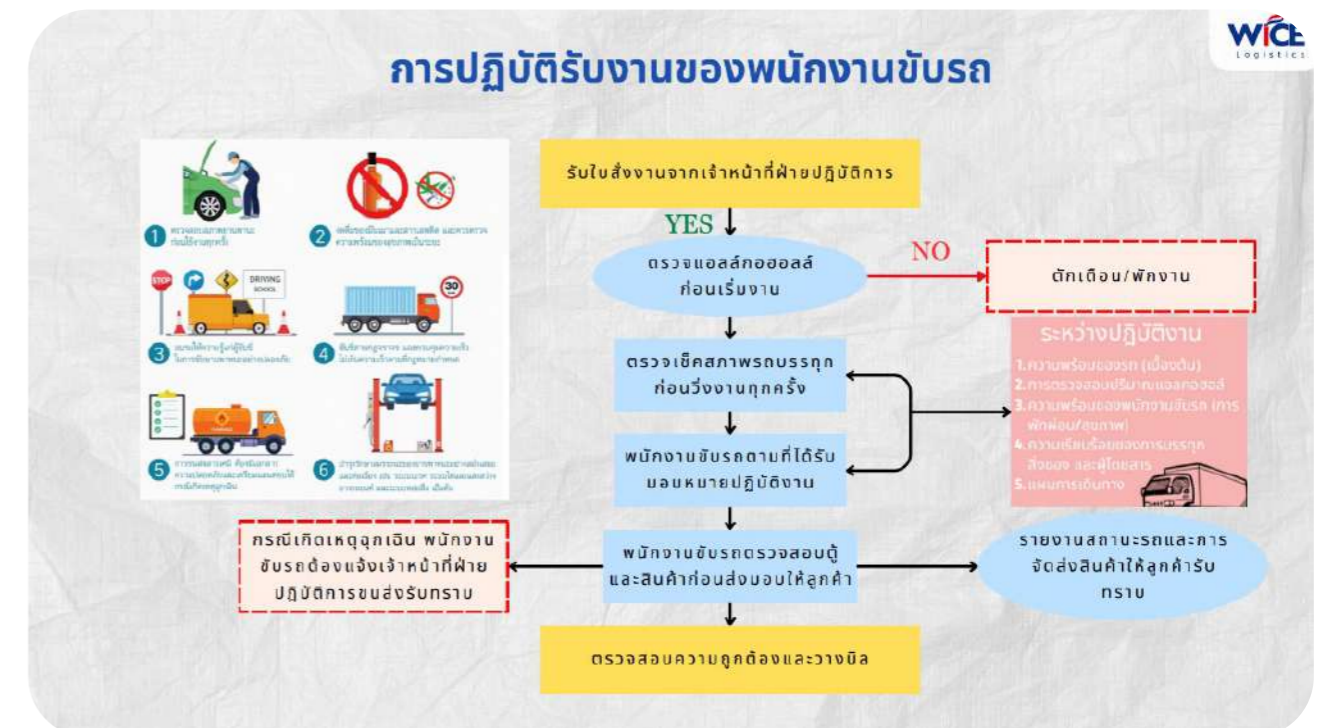
The Company conducts regular Safety Patrols to monitor workplace conditions and identify potential risks. Inspection teams review compliance with safety standards, inspect safety equipment and facilities, and report any unsafe conditions or potential hazards identified during inspections.

Safety Talk & Suggestion

The Safety Talk & Suggestion activity provides a platform for employees and management to discuss safety-related topics together. This initiative helps ensure that workplace safety remains a continuous priority while encouraging open communication, knowledge sharing, and collaborative problem-solving related to occupational safety concerns.

Fit for Duty Assessment for Drivers

The Company conducts daily Fit for Duty assessments for drivers prior to commencing work. These assessments include physical readiness evaluations and alcohol testing to ensure that drivers are physically and mentally fit for duty. This practice enhances safety for drivers, road users, and surrounding stakeholders.



Safety Data Collection and Reporting Scope

The Company systematically records and maintains occupational health and safety data covering employees operating under the Company's management. Safety performance indicators are calculated based on Scheduled Work Days.

Definitions of Work-Related Incidents

Recordable Work-related Injury

An injury arising from work activities that requires medical treatment, excluding cases classified as First Aid Cases only.

Lost Time Accident (LTA)

An injury resulting in an employee being unable to work for at least one day, starting from the day following the accident.

Severity of Injury

The number of working days during which an employee is unable to perform normal duties due to injury.

Occupational Health and Safety Performance Indicators

The Company applies internationally recognized safety indicators to monitor and evaluate occupational health and safety performance, including:

- (1) Total Recordable Work-related Injury Rate (TRIR)
- (2) Lost Time Injury Rate (LTIR)
- (3) Lost Day Injury Rate (LDIR)
- (4) Occupational Disease Rate (ODR)
- (5) Absentee Rate (AR)

Calculation of Injury Rate and Workplace Accident Rate

1. Total Recordable Work-related Injury Rate (TRIR)	Formula: $\frac{(\text{Number of injury cases during reportable working hours}) \times 1,000,000}{\text{Total number of working hours during reportable working}}$
2. Lost Time Injury Rate (LTIR)	Formula: $\frac{(\text{Number of injury cases resulted in lost workdays during reportable working hours}) \times 1,000,000}{\text{Total number of working hours during reportable working hours}}$
3. Lost Day Injury Rate (LDIR) Calculation	Formula: $\frac{(\text{Number of lost workdays due to injuries during reportable working hours}) \times 1,000,000}{\text{Total number of working hours during reportable working hours}}$
4. Occupational Disease Rate (ODR) Calculation	Formula: $\frac{(\text{Number of cases of occupational diseases during reportable working hours}) \times 1,000,000}{\text{Total number of working hours during reportable working hours}}$
5. Absentee Rate (AR) Calculation	Formula: $\frac{(\text{Total hours of unexcused absences})}{(\text{Total annual working hours} \times \text{Number of employees})} \times 100$

Performance Results (3-3, 403-8, 403-9, 403-10)

The Company has consistently maintained occupational health and safety performance in line with its targets, with no significant workplace accidents recorded.

Nevertheless, the Company remains committed to continuously enhancing workplace conditions and maintaining safe working practices. Continuous safety training and awareness programs are provided to employees to strengthen understanding of workplace safety, improve safety performance, and reduce occupational accident risks. The Company's occupational health and safety performance results for 2025 are as follows:

Occupational Health and Safety Performance Results in 2025

Unit: Number of Cases		
Operational Accidents	Target	Performance
Fatal Accidents		
Employees	0	0
Customers, suppliers, and visitors	0	0
Lost Time Accident		
Employees	0	0
Customers, suppliers, and visitors	0	0
Vehicle-Related Accidents		
Number of serious vehicle accidents where the Company is at fault	0	0
Environmental Incidents		
Number of chemical and oil spills incidents into the environment	0	0

Employee Occupational Injury Statistics

Employee Occupational Injury Statistics	2023	2024	2025
Number of employees with recordable work-related injuries and illnesses (cases)	0	0	0
Number of employees with lost time injuries of at least 1 day (persons)	0	0	0
Number of employee fatalities from work-related injuries (persons)	0	0	0

Employee Occupational Illness Statistics

Occupational Illness Statistics	2023	2024	2025
Number of employees with occupational illnesses resulting in lost time (cases)	0	0	0
Number of employee fatalities from occupational illnesses (persons)	0	0	0

According to the employee satisfaction survey regarding the working environment, the satisfaction level reached 91.10%, increasing from 88.90% in the previous year, representing an improvement of 2.5%.

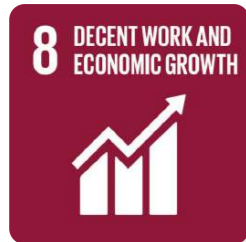
This reflects the Company's continued commitment to effective occupational health, safety, and working environment management, helping strengthen confidence among employees and relevant stakeholders.

Employee Engagement and Employee Relations ⁽³⁻³⁾

GRI Standards:

- GRI 401: Employment (2016)
- GRI 402: Labor/Management Relations (2016)

Sustainable Development Goals (SDGs)



Why Employee Engagement Matters

Employee engagement is a key factor reflecting employees' commitment, trust, and sense of belonging within the organization. These factors directly contribute to work performance, service quality, innovation capability, and the Company's long-term sustainability. WICE recognizes that engaged and motivated employees are able to continuously create value for the organization, customers, and stakeholders.

The Company therefore promotes employee engagement through open communication, active listening, employee participation in decision-making processes, and the creation of a workplace environment built on trust, mutual respect, and teamwork. These efforts help strengthen employee engagement, reduce turnover rates, and support stable and sustainable organizational growth.



Human Capital Management

The Company recognizes human capital management as a critical driver of sustainable business growth. The Board of Directors and senior management jointly oversee and establish human resource policies covering recruitment, employee development, talent retention, and leadership succession planning.

Human capital management is integrated with the Company's business strategy through Strategic Workforce Planning, utilizing both historical and current data to assess opportunities, risks, and labor market trends in preparation for future business changes. The Company has established the strategic framework of "Right Size, Right Talent" to ensure the organization maintains an appropriate workforce structure with employees whose capabilities align with business direction and operational needs.

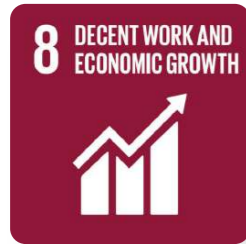
Right Size: Workforce Alignment with Business Needs	Right Talent: The Right People in the Right Roles
<ul style="list-style-type: none"> • Maintain a flexible organizational structure by adjusting workforce size and employment models in line with business expansion and logistics industry trends • Enhance workforce efficiency by utilizing data analytics to optimize workforce allocation and reduce unnecessary labor costs • Manage seasonal workforce requirements through flexible employment approaches that align with customer demand fluctuations 	<ul style="list-style-type: none"> • Recruit talent aligned with organizational needs through digital tools and AI-supported recruitment processes • Develop employee capabilities in areas such as Digital Logistics, Data Analytics, and Supply Chain Management • Establish clear career development pathways and promote internal career advancement opportunities • Retain high-potential employees by fostering a culture of continuous learning, teamwork, and employee engagement

Employee Care

GRI Standards:

- GRI 401: Employment (2016)

Sustainable Development Goals (SDGs)



Why Employee Care Matters

WICE Logistics Public Company Limited recognizes the importance of human resource management based on human rights principles, while strictly complying with labor laws and international standards. The Company is committed to ensuring fair and equitable treatment of employees and providing a safe, inclusive, and supportive working environment that promotes employee well-being. The Company continuously enhances employee capabilities through the development of knowledge, skills, and professional competencies, while encouraging innovative thinking and new perspectives to foster innovation within the organization. WICE aims to empower employees to perform according to their expertise, grow along their career paths, and support the Company's future expansion. To achieve these goals, the Company implements workforce planning aligned with employees' capabilities and organizational needs, supporting sustainable business growth while creating long-term value for employees and society.

Highlights

- Provident fund participation rate reached 70.21% in 2025
- Employee engagement score reached 94.82% in 2025
- Employees demonstrated improved well-being through internal wellness activities
- Average training hours per employee increased by 6.3% compared to the previous year

Management Approach (3-3, 401-1, 405-1)

The Company is committed to managing human resources effectively and sustainably based on principles of human rights, good governance, transparency, ethics, and equality. This approach covers recruitment and selection, employee capability development, performance management, employee engagement, and talent retention to support the organization's long-term growth.

WICE places importance on workforce planning and employee development aligned with the Company's strategic direction and business objectives. Recruitment and selection processes are conducted fairly, without bias or discrimination, while providing equal opportunities for all employees to learn, develop, and advance in their careers according to their potential.

The Company believes that employees are the key driving force behind business success. Therefore, WICE strives to create a working environment that supports learning, participation, and employee well-being, enabling employees to grow together with the organization while contributing sustainable value to stakeholders and society.

Fair Treatment of Employees and Workers

Fair and Equitable Employment and Termination Practices

Under the Company's framework for fair labor practices, WICE emphasizes transparent, equitable, and respectful employment and termination processes at every stage.

Recruitment and selection processes are based on competency, suitability for the position, and qualifications aligned with organizational needs, without discrimination based on gender, age, ethnicity, religion, or any unrelated factors. This approach ensures equal opportunities for talented individuals to join and grow within the organization.

Regarding employee termination, the Company follows principles of fairness, transparency, and compliance with applicable labor laws. Decisions are based on clear and justifiable reasons, such as work performance, business necessity, or organizational restructuring. The Company also prioritizes respectful communication and ensures employees receive benefits and entitlements in accordance with legal requirements and Company policies.

In addition, WICE seeks to minimize workforce reduction through employee capability development, job reassignment, and effective workforce management, aiming to retain valuable employees and promote long-term employment stability.

Employee and Non-Employee Workforce Counting Methodology

The Company collects employee data based on headcount as of the end of the reporting period. The reporting scope for non-employee workers includes personnel from WICE Logistics Public Company Limited and affiliated service providers supporting the Company's operations.

Working Hour Calculation Methodology

- Working hour data is collected through the Company's time attendance system and Human Resources records.
- For activities where working hours cannot be directly identified, the Company applies estimation methods based on predefined calculation formulas.

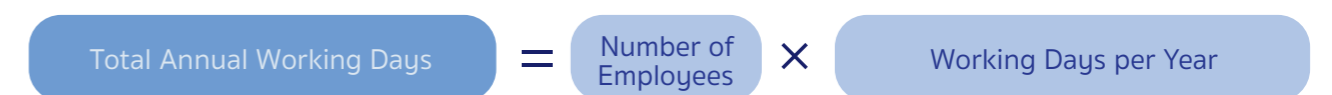
Formula for Total Working Hours (Person-Hours)

Total Working Hours (Person-Hours) = (Number of Employees x Working Days x Normal Working Hours per Day) + Total Overtime Hours
(Applicable overtime hours are included for operational employees only)



Formula for Total Annual Working Days

Total Annual Working Days = Number of Employees x Working Days per Year



New Employee Recruitment Performance

New Employee Recruitment	2025
Total Number of New Employees	782
Recruitment Period Timeline and Target	
Recruitment timelines are determined according to position level as follows:	<ul style="list-style-type: none"> • Staff level: within 30 days • Supervisory Level: within 45 days • Managerial / Executive Level: within 60 days
Retention Rate of New Employees Remaining with the Company for More Than 1 Year	87%

Employee Workforce Data

Employee Category	2023	2024	2025
Total Employees	663	708	782
Male Employees	343	370	390
Female Employees	320	338	392

Workforce by Gender and Age Group

Male Employees by Age Group

Age Group	2023	2024	2025
Total Male Employees	343	370	390
Under 30 Years Old	86	110	98
30–50 Years Old	173	224	245
Over 50 Years Old	84	36	47

Female Employees by Age Group

Age Group	2023	2024	2025
Total Female Employees	320	338	392
Under 30 Years Old	111	132	137
30–50 Years Old	188	179	217
Over 50 Years Old	21	27	38

Workforce by Gender and Employee Level

Male Employees by Employee Level

Employee Level	2023	2024	2025
Total Male Employees	343	370	390
Operational Level	291	308	335
Supervisory Level	51	61	54
Executive Level	1	1	1

Female Employees by Employee Level

Employee Level	2023	2024	2025
Total Female Employees	320	338	392
Operational Level	263	281	336
Supervisory Level	55	55	54
Executive Level	2	2	2

Employee Turnover by Gender

Employee Turnover by Gender	2023	2024	2025
Male Employee Turnover	43	82	94
Female Employee Turnover	37	72	63
Employee Turnover Rate (%)	12.06%	21.75%	20.07%

Employment of People with Disabilities

The Company promotes equal employment opportunities for people with disabilities by providing fair access to employment and benefits equivalent to those offered to other employees. WICE recognizes the importance of empowering people with disabilities and encouraging their participation in the workplace, which not only supports equality and human rights but also contributes social and economic value.

The Company provides employment opportunities for people with disabilities in positions suited to their capabilities and working conditions, while ensuring an inclusive work environment that accommodates individual differences and enables all employees to develop and work effectively together.

Key Initiatives

1. Providing employment opportunities for people with disabilities across various functions within the organization
2. Supporting capability development and enhancing work readiness and professional skills
3. Improving workplace environments and facilities to better accommodate employees with disabilities
4. Providing appropriate welfare and benefits to support quality of life and employee well-being

The Company believes that promoting employment opportunities for persons with disabilities contributes to an inclusive workplace culture and supports sustainable social and economic development.

Employment of People with Disabilities

Employment of People with Disabilities	2023	2024	2025
Total Employees with Disabilities	2	3	3
Employees with Disabilities Employed by the Company	2	3	3
People with Disabilities Supported under Section 35	0	0	0

As of 31 December 2025, the Company and its subsidiaries employed a total workforce of 627 employees. The Company complied with Thailand's disability employment regulations by contributing to the Empowerment of Persons with Disabilities Fund in lieu of hiring persons with disabilities, with a total contribution amounting to THB 361,350, as detailed below:

- WICE Logistics Public Company Limited contributed compensation equivalent to the employment of 2 people with disabilities, totaling THB 240,900.
- Subsidiaries contributed compensation equivalent to the employment of 1 person with disabilities, totaling THB 120,450.

Working Hours Management

The Company places importance on effective working hour management to support employee well-being while maintaining operational efficiency. Working hours are established in accordance with applicable labor laws and aligned with the nature of the Company's business operations.

Normal working hours are clearly defined, and overtime work is managed appropriately and fairly, with consideration given to employees' work-life balance. Overtime work is conducted only when necessary and under the supervision of management.

The Company also prioritizes the prevention and mitigation of risks associated with excessive working hours through continuous monitoring and management of working hours. This approach helps prevent unnecessary workloads while promoting efficient work allocation and supporting employees in managing their time effectively, thereby reducing fatigue accumulation and fostering sustainable work-life balance.

In addition, the Company ensures that employees receive adequate holidays and rest periods in accordance with labor law requirements and encourages employees to utilize their annual leave entitlements appropriately to support physical and mental well-being, as well as long-term work performance.

Compensation Management

The Company places importance on fair, transparent, and competitive compensation and benefits practices. Compensation management is based on internal equity, while also considering job responsibilities, performance outcomes, and employee potential in order to motivate employees and retain talented personnel over the long term.

The Company regularly reviews its compensation structure to ensure alignment with economic conditions, labor market trends, and relevant legal requirements. WICE also promotes equal compensation practices without discrimination and in accordance with internationally recognized fair labor principles, including those of the International Labour Organization (ILO), to support employees' quality of life and the Company's sustainable growth.

Equal Pay Policy

The Company is committed to equality and fairness in compensation management by establishing transparent, non-discriminatory compensation and employment practices that comply with Thai labor laws and relevant international standards.

WICE adheres to the principle of "Equal Pay for Work of Equal Value", whereby compensation is determined based on job responsibilities, competencies, qualifications, and employee performance to ensure that all employees receive fair and appropriate remuneration.

In addition, the Company applies a structured job evaluation and compensation framework to support effective compensation decisions and reduce the risk of inequality within the organization.

Compensation Components

Employee compensation consists of both monetary compensation and employee benefits, including base salary, performance-based compensation, employee welfare and benefits, healthcare and medical benefits, statutory contributions and legal benefits, and annual leave entitlements.

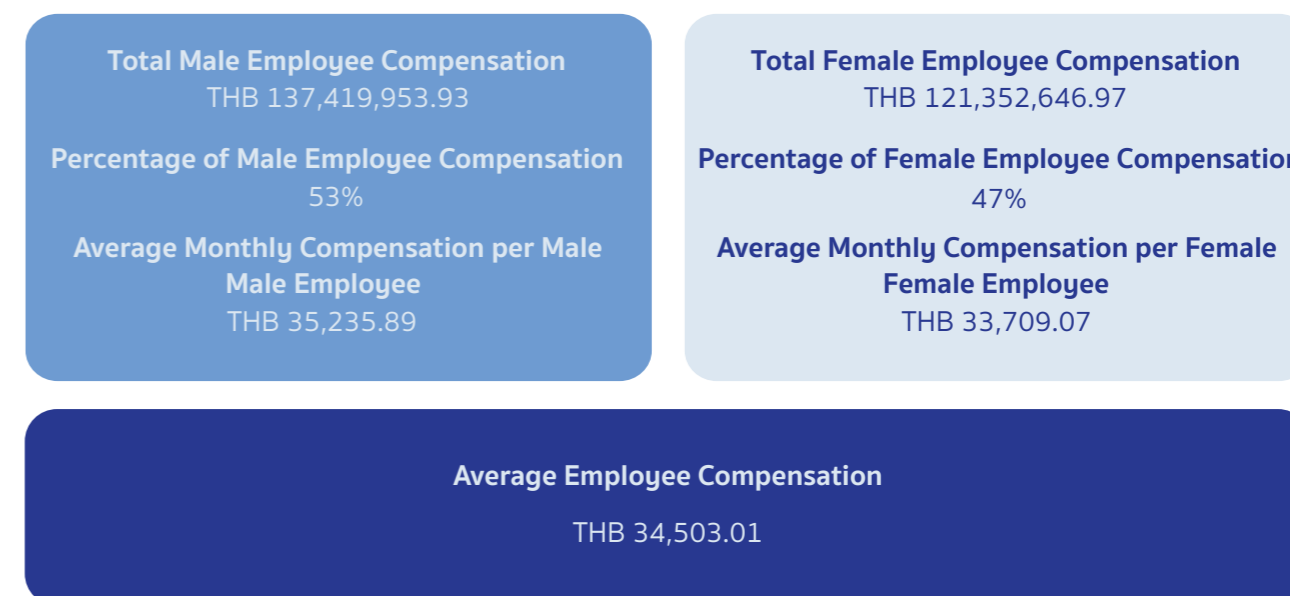
Employee Compensation Structure

The Company continuously monitors and discloses employee compensation data to reflect transparency and effective human capital management practices, as detailed below:

Compensation Category	2023	2024	2025
Total Employee Compensation (THB)	161,887,238.00	237,894,468.60	258,772,600.90
Male Employee Compensation (THB)	61,708,003.00	120,696,376.72	137,419,953.93
Female Employee Compensation (THB)	100,179,235.00	117,198,091.88	121,352,646.97

Compensation Ratio Information

WICE Logistics Public Company Limited and WICE Supply Chain Solutions Company Limited



Provident Fund

Provident Fund (PVD) Management

The Company has established and promotes employee participation in the TISCO Master Pooled Fund, managed by TISCO Asset Management Company Limited, to encourage long-term savings and financial security after retirement. Employees are able to select investment plans according to their individual risk appetite and financial goals under the supervision of the Provident Fund Committee and in compliance with relevant laws and regulations.

Employees contribute 5% of their salary to the Provident Fund, while the Company contributes at an equal rate. Employer contribution benefits are determined based on years of service, ranging from 10% to 100% of the Company's contribution entitlement. Membership in the Provident Fund is voluntary and employees are eligible to enroll after completing 119 days of probationary employment.

The Provident Fund Committee adopts the Investment Governance Code for Institutional Investors (ICode) as part of the fund governance and management framework.

Provident Fund Participation Details

The Company continuously supports employees' retirement savings through training programs, internal communication materials, and collaboration with fund management companies to ensure employees have access to comprehensive information regarding savings and investment planning.

In addition, the Company provides guidance and education on selecting investment policies appropriate to employees' risk tolerance, financial goals, and investment horizons. These initiatives support employees in making informed financial decisions and planning long-term financial security effectively.



Labor Relations and Employee Welfare ⁽⁴⁰²⁻¹⁾

GRI Standards:

- GRI 402: Labor/Management Relations (2016)

Sustainable Development Goals (SDGs):



The Company is committed to responsible, fair, and sustainable human resource management based on respect for human rights and labor rights. WICE operates in compliance with Thai labor laws, international labor standards of the International Labour Organization (ILO), and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

The Company's human resource management practices cover recruitment and selection, capability development, performance management, employee engagement, and talent retention. These practices are implemented based on principles of equality, non-discrimination, transparency, and ethical conduct to ensure that all employees are treated fairly and with dignity in the workplace.

The Company places importance on fair recruitment and employment practices free from discrimination in all forms, including race, gender, gender identity, age, religion, disability, or any other status. Equal opportunity and competency-based considerations are fundamental principles in employment practices. Furthermore, the Company respects employees' freedom of association, freedom of expression, and participation rights in accordance with internationally recognized labor rights principles.

Provident Fund Participation Details

Provident Fund (PVD) Information	2023	2024	2025
Number of Employees Eligible for PVD Participation (Persons)	241	307	292
Number of Employees Participating in PVD (Persons)	173	183	205
PVD Participation Rate / Total Employees (%)	26.09	25.85	32.70
PVD Participation Rate / Eligible Employees (%)	71.78	59.61	70.21
Employer Contributions to Provident Fund (THB)	2,623,185.00	2,875,946.00	3,882,359.00
Employee Contributions to Provident Fund (THB)	2,623,185.00	2,875,946.00	3,882,359.00

The Company continuously supports employees' retirement savings through training programs, internal communication materials, and collaboration with fund management companies to ensure employees have access to comprehensive information regarding savings and investment planning.

In addition, the Company provides guidance and education on selecting investment policies appropriate to employees' risk tolerance, financial goals, and investment horizons. These initiatives support employees in making informed financial decisions and planning long-term financial security effectively.

Employee Benefits ⁽⁴⁰¹⁻²⁾

The Company places importance on providing appropriate, comprehensive, and employee-centric benefits to support employee well-being, foster a positive working environment, strengthen employee engagement, and promote work-life balance. Employee welfare programs are reviewed annually to ensure alignment with economic conditions, working environments, and employees' evolving expectations. The Company also communicates benefit information transparently and comprehensively to all employees.

In 2025, the Company provided the following key employee benefits:



Welfare Practices in the Workplace

The Company places importance on providing appropriate and fair employee welfare programs in compliance with applicable legal requirements. The Company recognizes that effective welfare management is an important factor in enhancing employees' quality of life and fostering sustainable labor relations between employers and employees.

To ensure effective welfare management, the Company has established a Welfare Committee in accordance with the Labor Protection Act, comprising representatives from both management and employees. The committee is responsible for jointly determining, developing, and monitoring employee welfare practices to ensure alignment with employee needs and the Company's organizational direction.

Roles of the Welfare Committee

The Welfare Committee serves as an important mechanism connecting the Company and employees, with key responsibilities including:

- Providing consultation and recommendations regarding appropriate employee welfare programs
- Participating in the review and enhancement of welfare policies and practices
- Monitoring, reviewing, and evaluating welfare-related operations on an ongoing basis
- Acting as a representative channel for employee feedback, concerns, and complaints
- Promoting activities that enhance employees' quality of life, such as health and recreational programs
- Preparing reports and recommendations for management consideration to improve welfare practices

These roles help ensure that welfare management remains transparent, responsive to employee needs, and aligned with good labor relations practices.

Welfare Committee Meetings

The Company organizes Welfare Committee meetings on a regular basis to discuss, monitor, and continuously improve employee welfare management in response to changing circumstances and employee expectations.

Key discussion topics during the meetings include:

- Monitoring welfare management performance
- Receiving employee feedback and complaints
- Reviewing and developing new welfare initiatives and improvement plans
- Communicating welfare-related information and operational approaches between management and employee representatives

Meeting outcomes and recommendations are subsequently considered by management to ensure that employee welfare practices remain appropriate, fair, and continuously aligned with employee needs.

Green Zone: Relaxation Space for Employee Well-being

The Company places importance on enhancing employees' quality of life alongside maintaining a positive working environment. To support employee well-being, the Company has developed new green spaces and relaxation areas within the workplace to serve as spaces for rest and recreation during the workday.

These areas are designed to promote both physical and mental well-being by helping reduce workplace stress and supporting work-life balance. In addition, the spaces encourage interaction, collaboration, and positive relationships among employees across the organization.

The development of green spaces also reflects the Company's commitment to creating a healthy workplace and promoting holistic employee well-being, which are key factors in strengthening employee engagement and supporting the Company's sustainable growth.



Employee Communication and Engagement

The Company recognizes the importance of effective communication and employee engagement at all levels. The Company is committed to fostering an open, transparent, and collaborative working environment that encourages the exchange of ideas and supports sustainable business operations, including the management of social impacts arising from business activities. The Company has therefore implemented structured internal stakeholder engagement practices across the organization.

Internal Communication Channels ^(2-24, 2-29)

The Company provides a variety of appropriate communication channels to ensure that employees can equally access information regarding Company policies, business directions, operational updates, and sustainability-related matters. Communication channels include management communications, internal digital platforms, internal meetings, and various employee engagement activities.

These communication channels play an important role in communicating and embedding the Company's sustainability commitments, policies, and practices throughout the organization while promoting mutual understanding between employees and management at all levels.

Employee Feedback Mechanisms ^(2-25, 2-29)

The Company has established appropriate and continuous mechanisms for employees to provide feedback, suggestions, and concerns. Employees are encouraged to express their views regarding operations, working conditions, and issues that may affect them in a safe and fair manner.

Employee feedback and recommendations are reviewed, analyzed, and incorporated into operational improvements, management practices, and the mitigation of relevant social impacts. This process forms part of the Company's internal stakeholder engagement approach.

Advance Notice Period for Operational Changes ⁽⁴⁰²⁻¹⁾

The Company remains committed to transparent and fair management practices by providing advance notice of significant operational changes that may directly or indirectly affect employees, in accordance with applicable labor laws and regulations. Additional notice periods may also be considered where appropriate to support employees in preparing for and adapting to changes effectively within a rapidly evolving business environment.

Employee Communication and Consultation ⁽⁴⁰²⁻¹⁾

The Company communicates operational changes to employees in an open, timely, transparent, and comprehensive manner through key communication channels, including:

- Internal briefing sessions conducted directly by management
- Official announcements through appropriate communication platforms, such as the Company website, intranet, or email
- Coordination with employee representatives in cases covered under labor agreements prior to communicating with employees
- Feedback and inquiry channels that allow employees to raise concerns or provide suggestions

The Company is committed to ensuring that employees receive accurate, complete, and timely information to support smooth adaptation and strengthen relationships between employees and management.

Employee Participation in Corporate Activities and Programs

The Company encourages employees to participate in various organizational activities and programs, including sustainability initiatives, occupational health and safety activities, human capital development programs, and social responsibility initiatives. Such participation helps foster a sense of ownership and strengthen employee engagement with the organization.

Employee participation is considered an important component of communication, consultation, and collaboration, supporting employee capability development, constructive idea exchange, and the creation of sustainable outcomes for the organization in the long term.

Employee Engagement Management (401-2, 401-3)

In 2025, the Company conducted an employee engagement survey to assess employee satisfaction and engagement across various dimensions. The survey results are summarized below:

Employee Engagement Survey Results	Percentage (%)
Teamwork and Colleagues	97.86
Responsibility	97.53
Leadership	97.43
Pride and Loyalty toward the Organization	97.21
Vision, Mission, and Corporate Culture	96.32
Development and Growth	95.29
Performance Evaluation	92.65
Working Environment	91.09
Compensation and Incentives	88.01
Overall Engagement Score	94.82

The survey results indicate that the Company's average engagement score is higher than benchmark organizations in the market, reflecting the effectiveness of the Company's overall people management practices. These include workplace environment and atmosphere, occupational safety, employee development and career growth opportunities, positive relationships among colleagues, and other factors that contribute to employees' quality of working life.

The Company remains committed to continuously improving all aspects of its operations to create an inclusive, fair, and supportive workplace for employees of all genders and age groups, which serves as an important foundation for sustainable long-term growth.



Employee Quality of Life and Well-being

Annual Health Check-up

The Company provides annual health check-ups for employees on a regular basis, covering both general health conditions and work-related diseases. The program aims to identify health risks and factors that may affect employees' well-being at an early stage, while supporting long-term employee health management and quality of life.



Employee Health Promotion Program

BMI Challenge #3 (60-Day Health Transformation Program)

The Company continued the “BMI Challenge #3” program for the third consecutive year under the concept of a “60-Day Health Transformation Program” to encourage employees to recognize the importance of continuous health care and healthy lifestyles. The program covered both the head office and branch offices across the Company.

The 60-day program began with baseline health assessments, including Body Mass Index (BMI) and Body Fat measurements, followed by various health-promoting activities such as aerobic exercise sessions and football activities under the “Kick Off To Be Fit” campaign. These activities encouraged participation from employees at all levels through both individual and team-based engagement.

Evaluation Criteria

The evaluation criteria included:

- Changes in Body Mass Index (BMI)
- Changes in Body Fat percentage
- Participation in Company health-related activities

To promote motivation and healthy competition within the organization, rewards were provided to participating teams. A total of three winning teams were selected. The first-place team achieved an average BMI reduction of 5.83% and an average body fat reduction of 10.27% within only 60 days, demonstrating the effectiveness of the program in encouraging employees to improve their health through exercise and healthy eating habits.

This program forms part of the Company's sustainable human resource management approach, focusing on promoting employee health and well-being while reducing health risks associated with prolonged sedentary work. It also supports the development of a corporate culture that emphasizes self-care and mutual support among employees.

The initiative contributes to the Company's social sustainability objectives, particularly in enhancing employee quality of life and creating a healthy workplace environment, while supporting Sustainable Development Goal (SDG) 3: Good Health and Well-being.

WICE believes that investing in employee health is a long-term investment in the organization, helping improve work efficiency, strengthen employee morale, and support the Company's stable and sustainable growth in the future.



Steps for Health #2: “Every Move Counts as Exercise”

WICE Logistics **Steps for Health Challenge #2** **AiMS Happy**

แค่ ขยับ เท่ากับออกกำลังกาย 2025

WICE ชวนทุกคนใส่ใจสุขภาพด้วยการ เดิน - วิ่ง เพื่อสะสม จำนวนก้าว ให้ได้มากที่สุด สำหรับรางวัลรวม 40,000 บาท

Step 1: Team formation | **Step 2: Download the app Pacer Pedometer & Step Tracker** | **Step 3: Join The Challenge** | **Step 4: Join the Group Communication**

กติกาการเข้าร่วมกิจกรรม

- จำกัดผู้เข้าร่วมทีมละ 7 ท่าน
- กิจกรรมจะเริ่มภายในวันที่ 1 – 30 พฤษภาคม 2568
- ประกาศผลในงาน Annual Party วันที่ 31 พฤษภาคม 2568
- เข้าร่วมการแข่งขันผ่าน Application Pacer Pedometer & Step Tracker
- เงินรางวัลแบ่งเป็น 4 รางวัล ได้แก่ รางวัลประเภททีม, รางวัลความร่วมมือในทีม, รางวัลประเภทบุคคล (ดวงดี) และรางวัลการถือประจำวัน
- ***หมายเหตุ ผลการตัดสินของคณะกรรมการถือเป็นขั้นสุดท้าย

Let's go

The Company places importance on promoting employee well-being in all dimensions, particularly physical well-being, which is a key factor contributing to work efficiency and long-term quality of life. Recognizing that many employees spend extended periods working in sedentary positions, the Company is aware of related health risks such as fatigue, lack of physical activity, and Office Syndrome. To address these concerns, the Company continued the “Steps for Health #2: Every Move Counts as Exercise” program for the second consecutive year, encouraging employees to prioritize their health through accessible daily physical activities.

Program Approach

The program invited employees from all offices, including overseas branches, to participate in a one-month step-count challenge. Employees formed teams to increase motivation and strengthen collaboration within the organization. The activity emphasized increasing daily movement through simple lifestyle adjustments, including walking during daily routines, exercising, and incorporating more movement into everyday activities.

Project Results

The program received strong participation and positive feedback from employees, generating positive outcomes for both employee health and organizational culture.

- The winning team achieved a cumulative total of 4,466,514 steps within one month
- Equivalent to an approximate walking distance of 2,770–2,900 kilometers
- Average walking activity reached approximately 29,777 steps per person per day, or around 18.47–19.33 kilometers daily

These results reflect employees’ strong commitment and active participation in improving their health behaviors.

Behavioral Changes

Feedback from participants indicated several positive lifestyle changes, including:

- Choosing to walk to work instead of using personal motorcycles
- Encouraging colleagues to walk or run together after work
- Spending more time engaging in outdoor activities during weekends

These behavioral changes not only contributed to improved physical health, but also strengthened relationships among employees and created a more energetic and positive workplace atmosphere.

Value Creation and Outcomes

The Steps for Health #2 program contributed to the Company’s sustainability objectives in several areas, including:

- Promoting employee health and quality of life
- Reducing health risks associated with sedentary behavior
- Strengthening a corporate culture that encourages self-care
- Enhancing employee engagement and team collaboration

The program reflects the Company’s commitment to becoming a “Healthy Organization” that supports employees in growing alongside a sustainable quality of life.

Alignment with Sustainability Frameworks

- **GRI 403:** Occupational Health and Safety
- **GRI 401:** Employee Well-being and Quality of Life
- **SDG 3:** Good Health and Well-being



Pacer > Walking Challenges > WICE steps for Health Challenge#2 (2025)

WICE steps for Health Challenge#2 (2025)

Exclusive for WICE Employees Only

174 Participants | Challenge Code: BUSYA49U

Scan with your phone to join challenge

Join Challenge

Walking Challenge Leaderboard

RANKING	STEPS	LIKES
1	1,194,733	96
2	1,162,741	40
3	1,101,772	151
4	1,099,976	142
5	1,041,143	47
6	999,930	114
7	984,964	141
8	857,472	38
9	849,102	33
10	836,916	43

Corporate Ethics and Grievance Channels

Promoting an Ethical Culture and Good Governance

The Company places importance on fostering a corporate culture grounded in the principles of good corporate governance across all employee levels. The Company aims for its Code of Conduct to serve not only as a policy framework, but also as a guiding principle embedded in employees' behaviors, decision-making processes, and daily operations.

This approach aligns with one of the core elements of the Company's AIMS Culture – "I: Integrity" – which emphasizes conducting business with honesty, transparency, accountability, and ethical responsibility in all situations.

Building Awareness and Practical Implementation

The Company requires all employees to participate in regular business ethics training programs to ensure proper understanding of appropriate conduct both within and outside the workplace. Key training topics include:

- Honesty and transparency in the workplace
- Avoidance of conflicts of interest
- Fair treatment of colleagues, customers, and stakeholders
- Respect for human rights and diversity within the organization

These training programs help employees apply ethical principles in real-life situations and make appropriate decisions in alignment with the Company's ethical standards.

In 2025, 100% of employees and executives
undergone Code of Conduct and Anti-Corruption Practices

Encouraging a "Speak Up" Culture

The Company encourages employees to actively participate in upholding ethical standards by fostering an open and safe communication environment. Employees are informed and educated regarding:

- The importance of whistleblowing when inappropriate behavior is identified
- Rights and protection against retaliation for whistleblowers
- Accessible grievance and whistleblowing channels, including reporting procedures

This approach helps strengthen employee confidence in reporting concerns without fear of negative consequences and supports the prevention of ethical risks within the organization.

Grievance and Whistleblowing Channels

The Company provides multiple grievance and whistleblowing channels for employees and stakeholders, emphasizing accessibility, confidentiality, and timely handling of concerns. Available channels include:

- Chairman of the Board of Directors and Chairman of the Audit Committee
- Trusted supervisors at all levels
- Company website: www.wice.co.th
 - o Investor Relations > Information Request > Whistleblowing
 - o Contact > Get in Touch with Us
- Email to the Chairman of the Audit Committee:
 - o banomyong.ruth@gmail.com
- Telephone: +66 2 681 6181 ext. 3501
- Postal mail addressed to the Chairman of the Audit Committee (Independent Director):

WICE Logistics Public Company Limited
88/8 WICE Place Building, Nonsee Road,
Chong Nonsee, Yannawa, Bangkok 10120, Thailand

All complaints are reviewed fairly, transparently, and in accordance with established procedures, with appropriate whistleblower protection measures in place. Complaints involving senior executives or members of the Board of Directors may be reported directly to the Chairman of the Audit Committee. In 2025, the Company received no whistleblowing reports, ethical complaints, or human rights-related complaints.

Organizational Culture Outcomes

These initiatives have strengthened employee awareness and participation in maintaining the Company's ethical standards, resulting in:

- A corporate culture grounded in integrity and transparency
- Increased employee confidence in ethical decision-making
- Reduced governance and reputational risks
- Enhanced trust among stakeholders

The Company believes that employee participation in ethics and good governance practices forms a critical foundation for driving sustainable organizational growth.

Human Capital Management and Career Development ⁽³⁻³⁾

The Company recognizes that its people are a key driving force behind long-term sustainable growth. As such, the Company places strong emphasis on systematic human capital management, covering recruitment, retention, employee development, and career advancement opportunities. These efforts aim to strengthen employee capabilities in alignment with business strategies, industry transformation, and the Company's sustainability goals.

Recruitment and Retention ^(401-1, 401-2, 404-1, 404-2, 405)

GRI Standards

- GRI 401: Employment (2016)
- GRI 404: Training and Education (2016)
- GRI 405: Diversity and Equal Opportunity (2016)

Sustainable Development Goals (SDGs)



WICE Logistics Public Company Limited places importance on attracting, developing, and retaining talented employees throughout all stages of human resource management, including workforce planning, recruitment, employee development, engagement enhancement, and turnover management, in order to support the Company's sustainable growth. The Company is committed to attracting and retaining capable employees whose values align with the Company's corporate culture through transparent, fair, and inclusive recruitment processes. At the same time, the Company strives to create a working environment that supports learning, employee participation, and work-life balance. In addition, the Company focuses on strengthening employee engagement through competitive compensation and welfare programs, career advancement opportunities, continuous skill development, employee engagement initiatives, and recognition programs. These practices help enhance employee motivation, pride, and long-term retention.

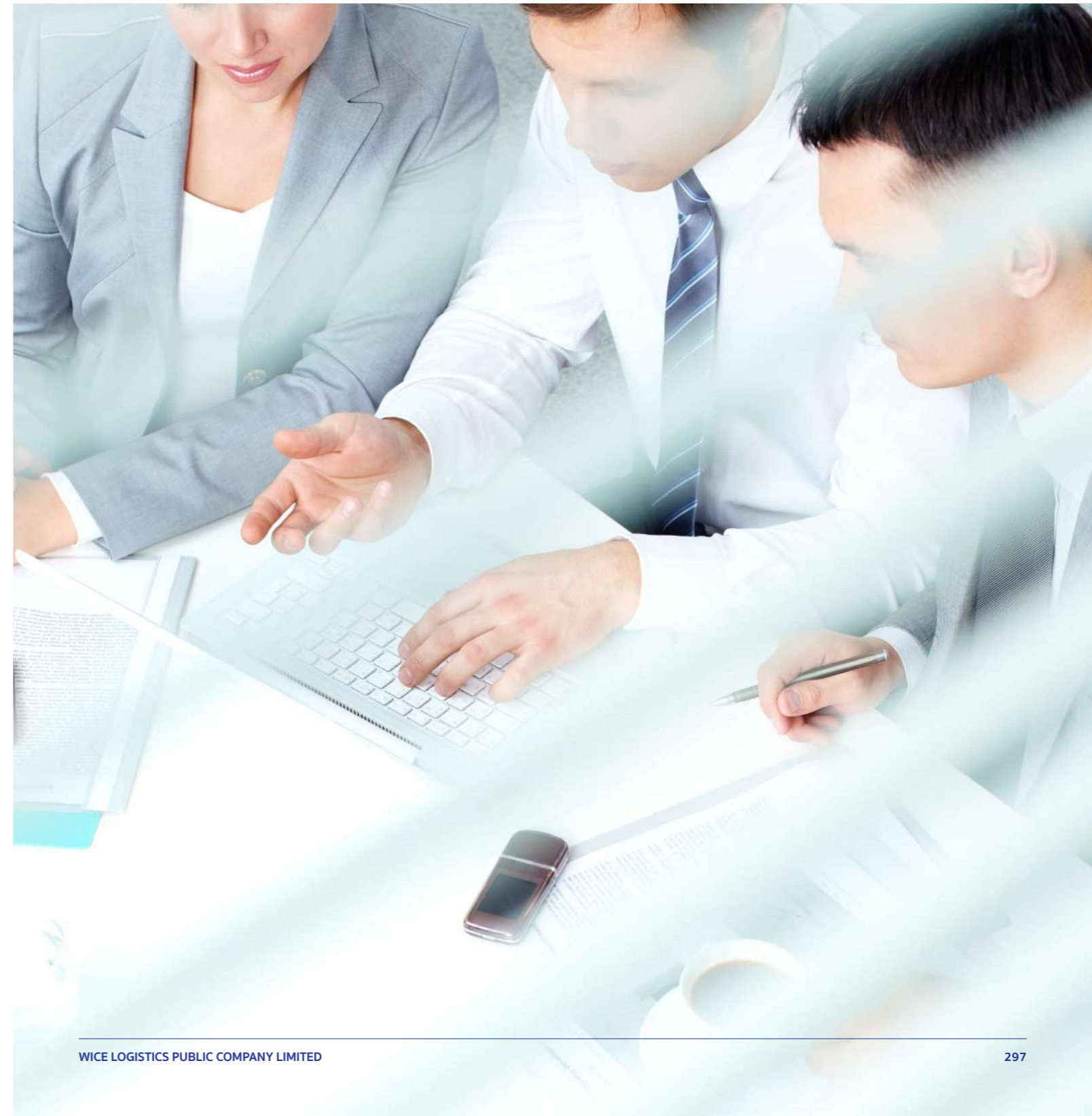
Why Recruitment and Retention Matter?

Recruitment and retention are critical factors in maintaining the Company's competitiveness and business continuity, particularly within the logistics industry, which requires specialized expertise and the ability to adapt to rapid changes. Having capable and engaged employees not only improves operational efficiency, but also serves as a fundamental driver of sustainable long-term growth.

Recruitment Strategy

The Company aligns workforce planning with organizational strategies and business demands by utilizing a variety of recruitment channels, including digital platforms, educational institutions, and professional networks.

All recruitment processes are conducted under the principles of transparency, fairness, and non-discrimination to ensure equal employment opportunities for all candidates.



Employer Value Proposition (EVP) ⁽⁴⁰¹⁻²⁾

The Company has established an Employer Value Proposition (EVP) that reflects the value, opportunities, and working experience WICE offers to employees and prospective candidates, as follows:

Employer Value Proposition	Description
Career Growth Opportunities	Clear career pathways with opportunities for promotion, job rotation, and continuous skill development
Competitive Compensation and Benefits	Competitive salary and bonus structures benchmarked against market standards, supported by comprehensive employee benefits
AIMS Culture	A working environment that promotes professionalism, creativity, integrity, and teamwork
Work-Life Balance	Support for flexible working arrangements and employee well-being
Sustainability and Meaningful Impact	Opportunities for employees to participate in ESG initiatives and contribute positively to society

Selection and Hiring Practices

The Company conducts recruitment and selection processes based on fairness, transparency, and non-discrimination, applying competency-based selection criteria aligned with the principles of an Equal Opportunity Employer. Digital technologies and AI-supported tools are also utilized in recruitment processes to help reduce bias and improve efficiency.

Turnover Management

The Company regularly monitors and analyzes employee turnover rates using various tools and approaches, including:

- **Exit Interviews:** Collecting in-depth insights into reasons for resignation in order to improve policies and management practices
- **Stay Interviews:** Engaging with current employees to better understand factors influencing employee retention
- **Turnover Data Analysis:** Identifying trends, risk groups, and key drivers of turnover to design targeted retention measures
- **Key Talent Retention Programs:** Developing initiatives to reduce the risk of losing critical talent

Retention Strategy

The Company provides competitive compensation and benefits aligned with labor market conditions, while also implementing Employee Engagement Programs and Recognition Programs to strengthen employee motivation and morale.

In addition, the Company promotes an open organizational culture that supports learning, innovation, collaboration, and work-life balance, helping employees grow together with the organization in a sustainable manner.

Workforce Stability and Risk Management

The Company places importance on Workforce Risk Management to maintain business continuity and workforce stability through the following key measures:

- **Critical Role Risk Monitoring:** Identifying high-risk positions with elevated turnover or limited replacement capability, and establishing mitigation plans
- **Talent Pool Management:** Developing internal and external talent pools to support business expansion and succession for key positions
- **Skill Risk Diversification:** Implementing cross-training and knowledge management practices to reduce concentration of critical knowledge and skills within a single individual
- **Workforce KPI Monitoring:** Continuously monitoring workforce indicators such as turnover and retention rates to identify early warning signals
- **Workforce Contingency Planning:** Preparing contingency plans for workforce shortages, including temporary staffing, outsourcing, and external partnerships

Employee Engagement

The Company conducts Employee Engagement Surveys on a regular basis to gather employee feedback, expectations, and satisfaction levels across various dimensions. Survey results are analyzed and translated into concrete improvement plans, with findings and action plans communicated transparently to employees.

Diversity, Equity, and Inclusion (DEI) ^(405-1, 406-1)

The Company promotes Diversity, Equity, and Inclusion (DEI) across all human resource management activities based on the principles of transparency, fairness, and non-discrimination.

The Company is committed to creating an inclusive workplace that respects individual differences and provides equal opportunities for all employees to express their potential and grow professionally, regardless of gender, age, nationality, religion, or other personal characteristics.

Compensation & Benefit Competitiveness ⁽⁴⁰¹⁻²⁾

The Company establishes its compensation structure based on annual labor market benchmarking to ensure competitiveness with leading organizations in the logistics industry. The compensation framework covers base salary, performance-based bonuses, and long-term incentive schemes designed to attract, motivate, and retain talented employees.

In addition, the Company provides comprehensive employee benefits, including:

- Health and life insurance coverage for employees and their families
- Provident Fund (PVD)
- Training and skill development support
- Performance-based bonuses and recognition programs
- Wellness and employee well-being benefits
- Flexible work arrangements, where appropriate to job functions

These benefits are designed to support employees' financial stability, health, well-being, and long-term career growth, while also enhancing employee engagement and retention.

Metrics & Performance Indicators ⁽⁴⁰¹⁻¹⁾

KPI	Target	2025 Performance
Employee Turnover Rate (%)	< 15%	14.6%
Employee Retention Rate (%)	> 85%	85.4%
New Hire Rate (%)	15%	29.50%
Employee Engagement Score	> 90	94.82
Average Employee Tenure (Years)	> 5 Years	6 Years
Key Talent Retention Rate (%)	95%	100%

Strategic Alignment

The Company's talent attraction and retention strategies are closely aligned with WICE's long-term business direction and sustainability objectives, with focus on the following key areas:

- **Digital Transformation:** Attracting and retaining employees with capabilities in digital technology, data analytics, and AI to support the Company's digital transformation journey
- **Operational Excellence:** Retaining experienced logistics and supply chain professionals to maintain operational efficiency and service excellence
- **ESG Transformation:** Attracting employees whose values align with sustainability goals, while enhancing ESG-related competencies among existing employees to support effective sustainability implementation

The Company continuously monitors and evaluates talent attraction and retention performance through quantitative workforce indicators to assess the effectiveness of its human resource management strategies. Insights from these assessments are used to further improve recruitment, compensation management, employee development, and workforce risk management practices in support of the Company's long-term sustainable growth.

Training and Human Capital Development ^(404-1, 404-2, 404-3)

GRI Standards

- GRI 404: Training and Education (2016)

Sustainable Development Goals (SDGs)



The Company places importance on continuous employee training and capability development to enhance employees' knowledge, skills, and competencies in alignment with their job responsibilities, career progression, and the long-term evolution of the logistics and transportation industry.

The Company establishes annual training plans and designs training programs tailored to employees across different functions. These programs cover mandatory courses required by laws and regulations, such as Stock Exchange regulations and labor laws, as well as foundational programs that all employees are encouraged to attend in order to promote consistent standards and understanding throughout the organization. Examples include sustainability mindset training, business ethics, and other topics relevant to business operations and long-term sustainability.

Training programs are regularly reviewed and updated each year by considering industry trends, market expectations, regulatory developments, technological changes, and evolving business environments. This approach helps ensure employees remain prepared for future changes and are able to support organizational adaptation effectively while minimizing operational disruptions.

Why Training and Human Capital Development Matter?

The Company recognizes employees as its most valuable resource and a key driver of sustainable business growth. Employee development not only enhances operational efficiency and service quality, but also strengthens the Company's ability to adapt to technological transformation, regulatory changes, and increasing environmental and social expectations from stakeholders.

Investment in training and development also contributes to employee motivation, engagement, and career advancement opportunities, which support talent retention, reduce turnover, and strengthen long-term human capital sustainability across economic, social, and governance dimensions.

Training and Human Capital Development Policy

WICE Logistics Public Company Limited is committed to promoting continuous learning and employee development to strengthen competencies aligned with job responsibilities and long-term business direction. The Company believes that human capital development is a fundamental driver of competitiveness and sustainable growth.

The Company supports employees at all levels in accessing development opportunities through a variety of learning approaches, including formal training programs, informal learning activities, on-the-job training, self-managed learning, and coaching & mentoring.

Training plans and programs are developed based on competency requirements for each position, performance evaluation results, Individual Development Plans (IDPs), business strategies, technological developments, and relevant legal requirements. This ensures that employee development initiatives effectively support operational needs and organizational objectives.

All employees are required to complete mandatory training programs specified by the Company to strengthen essential knowledge and competencies. Employees are also encouraged to participate in additional development programs, subject to supervisor approval, to support career growth and professional development.

The Human Resources Department is responsible for coordinating and implementing the annual training plan, as well as maintaining systematic employee training records to support development tracking and future workforce planning. The Company also establishes training-related KPIs, such as minimum annual training hours, and integrates employee development into performance management for managers and supervisors.

Performance Evaluation

The Company's performance evaluation process covers the entire employee lifecycle, including recruitment, promotion consideration, skill development, and succession planning. Assessments are conducted across multiple dimensions, including competencies, work performance, KPIs, leadership capabilities, and alignment with organizational values.

The Company believes that organizational value creation begins with employees whose capabilities align with the Company's strategy, culture, technology, and business environment. Therefore, employee development remains a core policy aimed at supporting both organizational needs and individual career growth.

The Company also promotes a strong learning culture that encourages employees to continuously develop themselves, contributing to overall organizational capability enhancement and long-term competitiveness. Performance evaluation results are utilized for various human resource management purposes, including annual salary adjustments, rewards and recognition, and future talent development planning. The Company conducts all evaluation processes based on principles of transparency, fairness, and equal career growth opportunities for employees at all levels.

In 2025, 100% of employees received comprehensive performance evaluation



Training and Development Performance ⁽⁴⁰⁴⁻¹⁾

The Company continuously promotes employee learning and development to strengthen workforce capabilities and support long-term business growth. In 2025, the average training hours per employee increased to 7.08 hours per person, reflecting the Company's ongoing commitment to employee capability development and continuous learning culture.

Average Training Hours per Employees

Training Hours per Employee	2023	2024	2025
Average Training Hours per Employee (Hours/Person)	12.29	6.66	7.08

Total Training Hours by Gender

Training Hours by Gender	2023	2024	2025
Total Training Hours – Male Employees	1,174.35	995.5	2,045
Total Training Hours – Female Employees	2,277.43	1,611.5	2,111
Average Training Hours – Male Employees	5.17	13.45	5.64
Average Training Hours – Female Employees	7.12	14.78	5.73

Total Training Hours by Employee Level (2025)

Employee Level	Training Hours
Executive Level	292
Management / Director Level	1,034
Operational / Staff Level	3,122

Sustainability Training and Development ⁽⁴⁰⁴⁻²⁾

The Company places strong emphasis on fostering a sustainability mindset among employees at all levels by continuously enhancing sustainability-related knowledge and capabilities to support the integration of ESG principles into business operations.

In 2025, the Company participated in the ESG DNA Phase 2 Program organized by the Stock Exchange of Thailand (SET), continuing its participation from the previous year. The program supported employees in attending comprehensive sustainability-related training courses covering various topics, including sustainability fundamentals, value chain analysis, circular business models, and ESG risk management. All participating employees were required to complete the training courses and pass the assessments with a 100% completion rate. The results demonstrated that all participating employees successfully completed the program for the second consecutive year, reflecting the Company's strong commitment to strengthening sustainability knowledge and building internal ESG capabilities in a tangible and continuous manner.

In addition, the Company continues to promote a sustainable organizational culture through regular internal initiatives. The Corporate Sustainability Development Department has established a monthly sustainability learning program to be made available through the Company's internal learning platform beginning in 2026. This initiative will provide employees with ongoing opportunities to study sustainability-related topics and complete knowledge assessments independently.

The Company believes that employee capability development is a critical foundation for supporting the transition toward a low-carbon business, as employees are key stakeholders in driving low-carbon logistics operations and supporting the Company's long-term greenhouse gas reduction goals.



Leadership Development ⁽⁴⁰⁴⁻²⁾

The Company recognizes the importance of strengthening leadership capabilities alongside sustainability awareness in order to address long-term challenges arising from policy changes, economic uncertainty, and geopolitical developments impacting business operations.

In addition to ESG-related training provided to employees across the organization, the Company has implemented a Leadership Training Program for executives, managers, and emerging leaders. The program focuses on enhancing strategic leadership, team management, and decision-making capabilities within the context of sustainable business operations.

Leaders who complete the program play an important role in translating the Company's sustainability policies and objectives into practical implementation within their respective business units, while also communicating ESG concepts in alignment with operational requirements and business goals.

The Company also places emphasis on developing next-generation managers as future leaders to ensure continuity of the organization's sustainability culture and strengthen leadership succession readiness. These efforts support the Company's long-term sustainable growth and transition toward a low-carbon business model.



Innovation Promotion and Development within the Organization

WICE Logistics Public Company Limited recognizes innovation as a key driver for enhancing operational efficiency, strengthening competitiveness, and supporting sustainable business growth. The Company advances innovation through its "Digital Way" strategy, which focuses on leveraging technology, automation systems, and digital platforms to improve operational processes and service capabilities, while fostering an organizational culture that encourages creativity, collaboration, and employee participation at all levels.

During the year, the Company established the Innovation Working Group as a key mechanism to define direction, drive implementation, and monitor innovation initiatives across both process innovation and product & service innovation. The working group collaborates closely with internal departments and external partners through an integrated approach, while also considering Environmental, Social, and Governance (ESG) impacts throughout the innovation process.

In addition, the Company supports employee capability development through various activities and learning platforms, including Design Thinking Workshops and internal innovation tools such as Easy Improvement, SharePoint, and WICE Academy. These initiatives are designed to promote continuous learning, knowledge sharing, and the practical application of innovative ideas within the organization.



Innovation Vision and Strategy	
Vision	Strategy
To become a leading logistics service provider delivering innovative solutions for customers in the technology industry across the Asia-Pacific region	<ul style="list-style-type: none"> Utilize the "Digital Way" approach to improve operational processes throughout the organization Develop differentiated capabilities and innovative solutions that respond effectively to customer needs Drive innovation in both process improvement and new product & service development

Innovation Performance and Achievements

In 2025, the Company implemented various innovation projects and activities that generated tangible value across economic, social, and environmental dimensions. Key examples are as follows:

Design Thinking Workshop

The Company organized a Design Thinking Workshop to promote innovative thinking and systematic problem-solving approaches among employees. The workshop provided opportunities for employees from various functions to collaboratively develop new ideas, strengthen teamwork capabilities, and further apply innovative concepts toward process improvement and business-oriented innovation development.

Activity	Number of Beneficiaries (Persons)	Number of Executives/ Employees Participating (Persons)	Total Training Hours (Hours)
Design Thinking Workshop	27	30	180

Container Drop Yard and Shuttle Fleet

The Container Drop Yard and internal transportation management project (Port – WICE Yard), developed in conjunction with the Yard Management System and investment in key operational equipment, successfully achieved its targeted operational capacity and delivered positive outcomes across multiple dimensions.

Economic Dimension

The Container Drop Yard project generated additional revenue through container yard management services and created opportunities to expand the customer base, particularly among large industrial clients. The project also enhanced resource utilization efficiency, reduced logistics-related costs, and established new long-term revenue streams for the Company.

Social Dimension

The development of the container management system helped improve service standards, reduce container quality issues, and minimize customer complaints. As a result, transportation services became more reliable and punctual, strengthening customer and business partner confidence across the supply chain.

Environmental Dimension

The project contributed to reducing empty truck trips and unnecessary container returns, thereby lowering energy consumption and greenhouse gas emissions from transportation activities. In addition, the initiative laid the foundation for applying Circular Economy concepts through the development of Container Reuse practices, which help extend resource life cycles and reduce waste generation within the logistics system.

Fostering an Open and Supportive Workplace Culture



The Company also promotes both formal and informal communication platforms through its “Open Floor” discussion sessions, which provide opportunities for employees and departments to exchange ideas, discuss operational directions, raise challenges and obstacles encountered in their work, and identify areas requiring support from other functions or management. These platforms encourage transparent communication, strengthen mutual understanding, and help reduce limitations arising from siloed working environments.

By encouraging employees to openly reflect on challenges and propose solutions, the Company is able to identify key operational issues promptly and drive cross-functional collaboration to resolve them systematically. This collaborative approach leverages diverse perspectives, expertise, and experiences from employees across the organization. The Company believes that such collaboration not only enhances problem-solving efficiency but also serves as an important foundation for continuous innovation.

These practices reflect the Company’s commitment to creating a work environment that supports learning, experimentation, and innovation development, while emphasizing participation from employees at all levels to drive sustainable organizational growth in the long term.



Career Path and Career Advancement (404-1, 404-2, 404-3, 405-1)

GRI Standards

- GRI 404: Training and Education (2016)

Sustainable Development Goals (SDGs)



The Company places importance on the continuous development of employees' capabilities to support business transformation and strengthen organizational competitiveness, while also promoting clear and fair career growth opportunities for employees. To support long-term employee development and career advancement, the Company has established career management approaches and performance evaluation systems that enhance employee capability development and career progression.

Why Are Career Path and Career Advancement Important?

Career path and career advancement are key mechanisms for developing employee potential and strengthening long-term employee engagement. A clearly defined career path enables employees to understand growth opportunities, roles, responsibilities, and the competencies required at each level, thereby encouraging continuous self-development and goal-oriented performance.

From the organizational perspective, promoting internal career advancement helps retain employees with valuable knowledge, expertise, and business understanding, while reducing the risk of losing key talent and strengthening business continuity, particularly in strategic positions. Internal promotion also reflects fairness and transparency in human resource management, which serves as a foundation for building a strong organizational culture.

Succession readiness also plays an important role in supporting long-term business transformation by ensuring that leaders and employees are prepared to assume new responsibilities continuously. This helps minimize disruption during transitions and enhances the organization's competitiveness.

Accordingly, systematic career path and career advancement management not only support individual employee growth, but also represent an investment in human capital that creates long-term value and sustainability for the organization.

Career Development Framework

The Company has established an organization-wide Career Development Framework covering employees at all levels and regularly reviews the framework to ensure alignment with business strategies and labor market trends. The framework is linked to the Performance Management System, which serves as the foundation for development planning, promotion consideration, and effective workforce management.

Career Path Structure

The Company has established clear career paths covering three main tracks to support diverse employee growth opportunities, as follows:

Career Track	Description
Managerial Track	A career path for employees aspiring to leadership and management positions, focusing on leadership capabilities, team management, and strategic planning skills.
Specialist Track	A career path for employees who wish to become subject matter experts in specific fields such as logistics, technology, finance, or ESG.
Operational Track	A career path for operational personnel, emphasizing competencies in supply chain management, warehouse operations, and transportation management.

The Company has established transparent promotion criteria, including performance rating, competency level, experience in the position, 360-degree evaluation results, and readiness to undertake higher responsibilities. These criteria are openly communicated to all employees to ensure transparency and fairness.

Promotion and High-Potential Employee Identification

The Company adopts an "Internal First Policy" by prioritizing internal promotion opportunities to motivate employees and retain valuable talent within the organization.

At the same time, the Company conducts a High-Potential Employee Identification process through multi-dimensional assessments, including performance evaluations, 360-degree assessments, and leadership potential assessments, to prepare employees for critical roles and future leadership responsibilities.

Learning & Development

The Company promotes lifelong learning by continuously developing future-ready competencies, including digital skills, logistics expertise, leadership capabilities, and ESG knowledge, through various learning approaches such as internal training programs, on-the-job learning, and cross-functional learning opportunities.

These approaches enable employees to effectively adapt to evolving business environments and technological changes while continuously enhancing their professional capabilities.

Internal Mobility

The Company encourages internal mobility and job rotation programs to support multi-skilled workforce development, reduce skill gaps, and strengthen employees' holistic understanding of the business. Employees are also given opportunities to participate in key organizational projects to enhance strategic exposure and prepare for higher-level responsibilities in the future.

DEI in Career Development

The Company operates under principles of equality and non-discrimination by ensuring that employees from all groups have equal access to career development opportunities, training programs, and promotion consideration. The Company also fosters an inclusive and respectful working environment that values diversity and enables employees to fully realize their potential.

Engagement through Career Growth

The Company integrates career development with employee engagement initiatives through activities such as career conversations, recognition programs, and employee engagement surveys. These initiatives encourage employees to actively participate in shaping their own career growth paths and support their development alongside the sustainable growth of the organization.

Performance Results on Career Development (401-1, 404-1, 404-3)

Indicator	Target	Performance
Internal Promotion Rate (%)	5%	5%
Percentage of Vacant Positions Filled Internally (%)	5%	6.45%
Average Training Hours per Employee per Year (Hours/Person/Year)	6.0	7.8
Percentage of Employees with Individual Development Plans (IDP Coverage) (%)	100%	100%
High-Potential Employee Retention Rate (%)	95%	100%

Alignment with Organizational Strategy

The Company's talent development initiatives are designed to align with its long-term business strategy, with a focus on strengthening digital capabilities, improving operational efficiency, and integrating ESG principles into business operations. These efforts enable employees to grow alongside the organization while contributing sustainable value to stakeholders over the long term.

Performance Evaluation (404-3)

The Company places importance on employee performance evaluation at all levels, covering processes from recruitment and selection, capability development, promotion consideration, to succession planning, to ensure that human resource management is aligned with the Company's strategy and long-term sustainable growth direction.

The Company's performance evaluation process is conducted systematically and comprehensively, covering three key dimensions: performance outcomes, competency and leadership behaviors, and alignment with corporate culture. The evaluation is based on Key Performance Indicators (KPIs) linked to the Company's DANCE strategic framework, consisting of: D: Digital Way / A: AIMS Culture / N: Network Collaboration / C: Customer Engagement / E: Enduring Organization.

This framework reflects the Company's strategic objectives in areas including business growth, innovation development, organizational culture, collaborative networking, and long-term sustainability. Performance evaluations therefore consider both employees' achievements and behavioral alignment with the Company's values, culture, technology direction, and evolving business environment.

Performance evaluation results are utilized across multiple aspects of human resource management, including annual merit increases, compensation and benefits consideration, Individual Development Plans (IDP), and career advancement support. These practices help strengthen employee motivation and retain high-potential talent within the organization.

The Company is committed to maintaining a performance evaluation process that is transparent, fair, and verifiable, while providing employees at all levels with opportunities to grow according to their capabilities and career aspirations. At the same time, the Company promotes a culture of continuous learning and development, which serves as an important foundation for strengthening organizational effectiveness and long-term competitiveness.

In 2025, 100% of employees received comprehensive performance evaluation

Succession Planning (2-9, 2-10, 2-17, 404-2)

The Company places significant importance on employee development and career advancement by establishing a systematic career management and internal promotion framework to support employee growth alongside the sustainable growth of the organization. This approach is guided by the Company's AIMS Culture framework, which serves as a key foundation for shaping the WICE DNA and aligning employee development with the Company's strategic direction. The framework also helps reduce risks associated with talent shortages in critical positions and strengthens the organization's long-term competitiveness through integration with the performance management and human resource development systems.

The Company is committed to providing equal and transparent opportunities based on merit while fostering an inclusive workplace environment that encourages employees to fully demonstrate their capabilities, think creatively, make decisions confidently, and collaborate effectively in line with the AIMS culture.

Governance and Scope of Implementation

Succession planning is conducted under a clear governance framework. The Board of Directors and the Nomination and Remuneration Committee are responsible for overseeing, reviewing, and approving succession plans on a regular basis, at least annually, to ensure transparency, accountability, and alignment with the Company's strategic direction.

The scope of succession planning covers key positions, including members of the Board of Directors, the Chief Executive Officer, senior executives, and critical roles that significantly impact business operations, in order to support organizational continuity at all levels.

Succession Planning Process

The Company implements a structured succession planning process, beginning with the identification of critical positions and associated risks, defining required qualifications and competencies, and selecting and developing successors. The process utilizes information from performance evaluations (KPIs), leadership competency assessments, and behavioral evaluations aligned with the Company's core values as the basis for talent identification and readiness assessment for future key positions.

This process also includes the development of Individual Development Plans (IDPs), stretch assignments, and experiential learning opportunities to prepare employees to effectively assume higher-level responsibilities.

Talent Pipeline Development

The Company aims to build a strong future leadership pipeline through continuous talent development initiatives, including leadership development programs, High-Potential Employee programs, job rotation opportunities, and mentoring and coaching systems that facilitate knowledge and experience transfer from senior leaders to the next generation of employees.

The Company also focuses on developing critical future-ready competencies in areas such as digital capabilities, logistics expertise, and ESG knowledge, while conducting readiness assessments to ensure appropriate development planning for successor candidates.

Business Continuity and Risk Management

The Company integrates succession planning into its Enterprise Risk Management framework to reduce dependency on key personnel and support business continuity in situations that may impact operations. Key measures include the designation of interim successors, the preparation of emergency succession plans, and the promotion of systematic knowledge transfer within the organization.

Succession plans are reviewed regularly by the Board of Directors at least once annually or whenever significant business changes occur.

Diversity and Strategic Alignment

The Company promotes diversity and equal opportunity in the succession selection process by emphasizing merit-based considerations and providing equal opportunities for employees from all groups to advance into leadership positions.

At the same time, succession plans are designed to align closely with the Company's strategic priorities, particularly in areas such as digital transformation, ESG integration, regional business expansion, and operational excellence, ensuring that future leaders are well-prepared to respond effectively to emerging business challenges and opportunities.

Leadership Competencies for Successor Candidates

- **The Visionary** – Individuals with broad vision and strategic thinking capabilities who can inspire teams and colleagues, driving people forward toward shared goals.
- **The Connector** – Individuals who are capable of effectively connecting people, skills, and resources together in the right situations and at the right time.
- **The Achiever** – Individuals who are highly results-oriented, accountable, and capable of delivering objectives efficiently, even under pressure. They play a key role in transforming plans and strategies into tangible outcomes.
- **The Grower** – Individuals who value continuous development for both themselves and others, embrace new learning opportunities, and support team members in unlocking their full potential to drive sustainable long-term growth.
- **The Stabilizer** – Individuals who create stability and confidence within teams and are capable of managing complex situations or periods of change with careful consideration, helping maintain organizational continuity and balance.
- **The Challenger** – Individuals who dare to question conventional thinking and encourage new perspectives or improved approaches in order to enhance working methods, innovation, and decision-making across teams and the organization.



Objectives of Succession Planning

The objective of succession planning is to strengthen business continuity and organizational stability by preparing employees to assume critical positions within the organization appropriately in the future. The Company utilizes performance evaluation results and clearly defined career paths to identify and develop high-potential employees, thereby reducing leadership shortage risks and supporting smooth organizational transitions.

At the same time, succession planning supports long-term human capital development by linking employee performance, potential, and career progression to leadership readiness initiatives. This helps strengthen the capabilities of future leaders and supports the sustainable growth and competitiveness of the organization.

Succession Planning Performance, Monitoring, and KPIs ^(404-1, 404-3)

KPI	Target (2028)	2025 Performance
Identification of Critical Positions and Risk Assessment	100%	100%
Definition of Required Competencies and Qualifications	100%	100%
Identification and Selection of Successor Candidates	100%	70%
Completion of Individual Development Plans (IDPs)	100%	100%

Transparency and Disclosure

The Company is committed to transparently disclosing information related to succession planning to all stakeholder groups by reporting progress and performance through the annual sustainability report, as well as through appropriate communication channels with institutional investors.

All processes are formally documented, regularly reviewed by the Board of Directors, and are auditable in accordance with good corporate governance practices. The Company's approach is aligned with FTSE Russell guidelines and GRI Standards related to succession planning and leadership development disclosures.

Contribution to Organizational Sustainability

Succession planning not only strengthens management continuity and reduces people-related risks, but also serves as a key mechanism for human capital development, career advancement, and leadership development. The process helps prepare future leaders who are capable of driving the organization amid evolving business, technological, and sustainability challenges, forming an essential foundation for the Company's long-term sustainable growth.

Customer Responsibility ⁽³⁻³⁾

WICE Logistics Public Company Limited places importance on customer responsibility across all dimensions by striving to deliver high-quality, safe, and reliable services while strictly respecting customer rights, including consumer health and safety as well as personal data protection. The Company is committed to building trust and fostering long-term relationships with customers.

Customer Health and Safety ^(416, 3-3)

GRI Standards

- GRI 416: Customer Health and Safety (2016)

Sustainable Development Goals (SDGs):



Why Does Customer Health and Safety Matters?

Prioritizing customer health and safety is a key factor in creating shared value and sustainable business growth with customers. It also helps strengthen trust, confidence, and customer satisfaction in the Company's services. Delivering high-quality and safe products and services therefore serves as an essential foundation for the Company's long-term success and sustainability.

Management Approach

The Company systematically manages customer health and safety risks throughout its logistics service operations, covering prevention, corrective actions, and monitoring processes. Clear safety policies and practices have been established, including the following:

- Providing safety training for employees at all levels, alongside designing service areas to ensure safety and operational efficiency
- Regularly communicating safety-related information and service guidelines to customers to minimize risks of accidents and unexpected incidents
- Inspecting and maintaining vehicles to ensure operational readiness in accordance with established standards
- Conducting fitness and health checks for drivers before and during operations
- Delivering transportation services under the highest safety standards while considering impacts on customers, communities, and the environment
- Continuously improving safety management systems to align with applicable laws, regulations, and relevant requirements

The Company emphasizes a preventive approach to ensure that its services do not adversely affect senders, recipients, or surrounding communities.

Performance Results

In 2025, the Company reported no incidents of non-compliance with regulations or voluntary codes related to the health and safety impacts of products and services. Details are as follows:

Indicators	2025	
	Target	Performance
Percentage of significant product and service categories for which health and safety impacts were assessed for improvement ⁽⁴¹⁶⁻¹⁾	0	0
Indicators	2025	
	Target	Performance
Number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services during the reporting period ⁽⁴¹⁶⁻¹⁾		
- Incidents resulting in fines or penalties	0	0
- Incidents resulting in warnings	0	0
- Incidents of non-compliance with voluntary codes	0	0

- Number of incidents related to customer health and safety impacts: 0 cases
- Number of incidents of regulatory non-compliance resulting in fines: 0 cases
- Number of incidents of non-compliance with voluntary codes: 0 cases

Customer Privacy ^(418, 3-3)

GRI Standards

- GRI 418: Customer Privacy (2016)

Sustainable Development Goals (SDGs)



Why Does Customer Privacy Matters?

The Company recognizes the importance of protecting customers' personal data, which is considered a fundamental human right. Proper data management not only helps reduce the risk of data breaches, but also reflects the Company's responsibility, transparency, and credibility, which are essential foundations for long-term business sustainability.

Management Approach

The Company strictly manages customers' personal data in compliance with the Personal Data Protection Act B.E. 2562 (PDPA) and other relevant standards. Key practices include:

- Establishing clear policies and guidelines on personal data protection
- Processing personal data lawfully, transparently, and in a verifiable manner
- Collecting and using only necessary data within the scope of specified purposes
- Implementing data security measures and controlling access to information
- Providing employee training on personal data protection and cybersecurity awareness
- Appointing a Data Protection Officer (DPO) to oversee compliance and provide guidance
- Allowing data subjects to exercise their rights in accordance with applicable laws

The Company remains committed to continuously improving its data management systems to prevent risks related to data leakage or inappropriate use of information.

Complaint Channels

The Company provides multiple channels for customers and stakeholders to submit complaints, concerns, or inquiries related to personal data protection and service quality, including:

- Company Website: <http://www.wice.co.th/contact>
- E-mail Channels:
 - o Chairman of the Audit Committee
 - o Group Chief Executive Officer
 - o Company Secretary
 - o Director of Human Resources and Corporate Sustainability
- QR Code for complaint and whistleblowing channels



Performance Results

In 2025, the Company did not receive any complaints or incidents related to customer personal data breaches. Details are as follows:

Confirmed Complaints Regarding Customer Privacy Violations ⁽⁴¹⁸⁻¹⁾	Unit	2023	2024	2025
Complaints received from external parties	Cases	0	0	0
Complaints received from regulatory authorities	Cases	0	0	0
Total number of customer data breaches, thefts, or losses	Cases	0	0	0

Service Standards

The Company is committed to delivering high-quality services that meet customer expectations by adhering to quality management principles in accordance with ISO 9001 standards. This ensures that service processes are efficient, transparent, and continuously improved.

The Company places importance on providing fast, timely, and high-quality services through systematic control and monitoring processes, while prioritizing customer satisfaction. Customer feedback is continuously incorporated into service improvement efforts to effectively respond to customer needs and changing market conditions.

In addition, the Company promotes professionalism, transparency, and fairness in service delivery. Employees are continuously developed in customer service skills, clear communication, and positive service mindsets to ensure positive customer experiences across all customer touchpoints. The Company also establishes operational standards throughout the entire customer journey and encourages active participation from both management and employees in driving and upholding these standards. This approach supports continuous improvement in service quality and strengthens the Company's long-term competitiveness and sustainability.

Customer Journey	Customer Touchpoints	Assessment Approach	Key Performance Indicators (KPIs)
Customers contact the Company for information regarding services or pricing	Initial Contact	<ul style="list-style-type: none"> Assess response speed and quality Evaluate the convenience of communication channels (telephone, e-mail, chat) 	<ul style="list-style-type: none"> Average response time Customer Satisfaction Score
Customers are required to manage documents such as shipping documents and insurance documentation	Documentation	<ul style="list-style-type: none"> Review accuracy and processing speed Evaluate the effectiveness of digital document management systems 	<ul style="list-style-type: none"> Documentation error rate (%) Average processing time
Customers are able to track shipment status	Tracking & Visibility	<ul style="list-style-type: none"> Assess the accuracy and transparency of tracking systems Evaluate ease of access to information 	<ul style="list-style-type: none"> Information accuracy rate (%) Response time to customer inquiries
Customers receive goods at the designated destination	Delivery	<ul style="list-style-type: none"> Measure on-time and accurate delivery performance Assess product damage during transportation 	<ul style="list-style-type: none"> On-time delivery rate Damaged goods rate (%)
Complaint handling or consultation services after delivery	Post-Delivery Support	<ul style="list-style-type: none"> Measure customer satisfaction after service completion Evaluate the effectiveness of issue resolution processes 	<ul style="list-style-type: none"> Average issue resolution time Net Promoter Score (NPS)
Building customer loyalty through services and value-added offerings	Customer Relationship	<ul style="list-style-type: none"> Monitor customer retention and repeat usage rates Conduct customer feedback surveys for service improvement 	<ul style="list-style-type: none"> Customer retention rate (%) Frequency of repeat service usage

Customer Satisfaction

The Company places great importance on listening to the Voice of Customer in order to systematically analyze customer needs and expectations through various channels, including direct customer visits, training sessions and seminars, customer satisfaction surveys, and digital communication platforms. This enables the Company to respond effectively and adapt promptly to changing customer requirements.

The Company is committed to continuously improving service quality by applying technology and digital solutions, such as Electronic Proof of Delivery (E-POD), Inventory Online systems, and Automated Systems for AMS operations, to enhance speed, accuracy, and overall customer experience.

In addition, the Company has established a systematic process for assessing customer satisfaction, dissatisfaction, and customer engagement twice a year, with a target satisfaction score of no less than 95%. The assessment results are analyzed and used to continuously improve and enhance service processes.

Customer Satisfaction

Year	2023	2024	2025
Customer Satisfaction Score (%)	97.20%	98.03%	97.70%

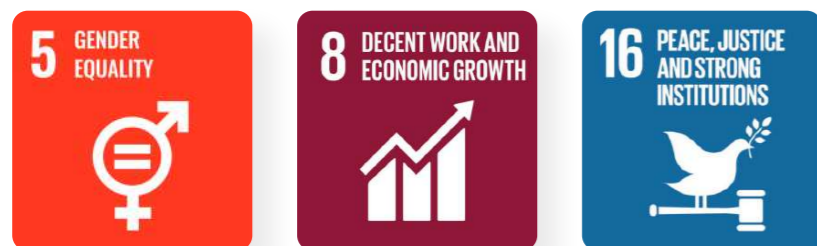
The survey results reflected customers' expectations regarding speed, real-time access to information, and shipment tracking capabilities. In response, the Company developed real-time performance dashboards and continuously enhanced its systems and technologies to improve accuracy, flexibility, and service efficiency. These improvements contribute to a better customer experience and strengthen the Company's long-term competitiveness.

Social Sustainability Assessment of Suppliers ⁽³⁻³⁾

GRI Standards

- GRI 204: Procurement Practices (2016)
- GRI 414: Supplier Social Assessment (2016)

Sustainable Development Goals (SDGs)



Why Social Supply Chain Assessment Matters?

The Company promotes fair and transparent engagement with suppliers by conducting supplier selection and evaluation processes in accordance with legal requirements and environmental, social, and human rights criteria. This approach helps ensure that suppliers do not violate laws or infringe upon human rights. Such practices strengthen sustainability throughout the supply chain while fostering trust and long-term growth in social and human rights dimensions.

Highlights

100% of Critical Tier 1 Suppliers completed social and human rights assessments based on Human Rights Due Diligence (HRDD) principles.

Social Supply Chain Risk Management Key Risks

- Human rights violations (e.g., child labor and forced labor)
- Unsafe working conditions within supplier operations
- Unfair employment practices (e.g., wages and working hours not compliant with labor laws)
- Discrimination or workplace harassment
- Lack of transparency and labor governance among suppliers

Potential Impacts

- Reputational damage and reduced confidence from customers and investors
- Legal and regulatory risks (e.g., fines or business suspension)
- Supply chain disruptions

Risk Management Approach

The Company manages social supply chain risks through the following measures:

- Establishing supplier standards and policies through the Supplier Code of Conduct covering labor rights, ethics, and responsible business practices
- Conducting supplier assessments and social audits to identify and screen high-risk suppliers
- Monitoring compliance through contractual requirements and regular risk assessments and supplier evaluations
- Promoting supplier engagement and development through whistleblowing channels and supplier capability-building programs aligned with international standards such as ISO 45001 and ISO 37002

Objectives of Supplier Social Assessment

- To establish transportation safety management standards for outsourced transportation providers in compliance with applicable laws and the Company's procurement policy
- To incorporate supplier social assessment results into annual supplier performance evaluations to ensure transparent, fair, and equitable procurement practices
- To enhance supplier capabilities while supporting sustainable business growth between the Company and its suppliers

Social Supplier Assessment Targets

Implementation Approach	Existing Suppliers	New Suppliers
ESG Questionnaire	-	100%
Acknowledgement of WICE Code of Conduct	100%	100%
Annual Supplier Self-Assessment	100%	100%
On-site ESG Audit	100% of Critical Tier-1 Suppliers assessed within 3 years	

Management Approach ⁽³⁻³⁾

The Company has established key processes for managing human rights responsibilities within the supply chain as follows:

1. Human Rights Risk Identification

Risk Assessment: The Company assesses and evaluates whether suppliers' operations and activities may pose risks related to human rights violations, such as child labor, forced labor, non-compliance with labor rights, or failure to respect employee rights.

Social Environment Assessment: The Company also reviews suppliers' working conditions, including workplace environment, occupational safety, and employees' rights to freedom of expression and fair treatment.

2. Supplier Selection Based on Human Rights Criteria

The Company establishes clear and transparent criteria for selecting suppliers that comply with international human rights standards, such as the International Labour Organization (ILO) standards and the United Nations Guiding Principles on Business and Human Rights (UNGPs), as well as human rights practices within their organizations. These requirements are integrated into the Company's sustainable procurement process.

3. Integration of Human Rights into Procurement Processes

The Company includes explicit human rights requirements in supplier contracts to ensure suppliers comply with the Company's expectations and relevant human rights standards. Compliance with these requirements is subject to ongoing monitoring and assessment.

4. Stakeholder Engagement

The Company engages with both internal and external stakeholders, including employees, communities, and human rights organizations, to gather feedback and perspectives. This process helps ensure that human rights issues are properly addressed and that no human rights violations occur throughout the Company's operations and supply chain activities.

5. Awareness and Capacity Building

The Company provides training and awareness programs for suppliers and employees on human rights issues in order to strengthen understanding and promote appropriate practices throughout the supply chain.

6. Corrective Actions

If human rights violations are identified within supplier operations, the Company will implement appropriate corrective actions, such as supporting suppliers in improving their practices or terminating business relationships when necessary.

Key Topics in Supplier Social Assessment

The Company's supplier social assessment covers the following key issues: [prevention of child labor, prevention of forced labor, non-discrimination and equality, support for freedom of association, support for collective bargaining rights, prevention of excessive working hours, and support for minimum wages and living wages]

The Company places importance on selecting suppliers that demonstrate operational capability, service quality, and readiness to support business operations while continuously improving service standards to meet customer needs and expectations.

Suppliers are also required to acknowledge and comply with the Company's Supplier Code of Conduct. The Supplier Code of Conduct of WICE Logistics Public Company Limited is available on the Company's website at: https://www.wice.co.th/supplier-code-of-conduct/?lang=th&utm_source=chatgpt.com

In addition, in alignment with the Company's sustainability commitments, environmental and social considerations are incorporated into the selection of new suppliers, and suppliers are encouraged to disclose sustainability-related information and reports.

Supplier Category	Number of Suppliers	Target		Suppliers Publishing Sustainability Reports	Self Assessments			On-site ESG Audit		
		Self Assessments	On-site ESG Audit		2023	2024	2025	2023	2024	2025
Critical Tier 1 Supplier	16	100%	100% within 3 years	11	11	11	16	1	2	2
Tier 1 Suppliers	334	>30%	Audits conducted based on complaints received	32	11	41	41	1	1	1
Critical Non-Tier 1 Suppliers	0	100%	-	-	-	-	-	-	-	-
Non-Tier 1 Suppliers	0	100%	-	-	-	-	-	-	-	-
Total				43	22	52	57	2	3	3

Assessment Results

The Company places strong emphasis on managing social sustainability throughout the supply chain by selecting and assessing suppliers based on human rights, labor practices, and social responsibility criteria. The Company also continuously monitors and encourages suppliers to operate fairly and respect labor rights throughout the supply chain.

These efforts help reduce risks related to labor rights violations, promote safe and fair working conditions, and strengthen business standards in alignment with long-term sustainability practices. In 2025, based on suppliers' ESG self-assessment questionnaires and ESG risk assessments conducted at operational sites, no significant social risks were identified.

Sustainable Community and Social Development ⁽³⁻³⁾

GRI Standards

- GRI 203: Indirect Economic Impacts (2016)
- GRI 306: Waste (2020)
- GRI 413: Local Communities (2016)

Sustainable Development Goals (SDGs)



Why Sustainable Community and Social Development Matters?

The Company believes that business growth should go hand in hand with creating shared value for society and surrounding communities. Therefore, the Company is committed to implementing activities and projects that enhance quality of life, support education, healthcare, environmental conservation, and resource preservation at the community level, while responsibly managing the impacts arising from business operations. These efforts aim to foster positive relationships, build trust, and promote sustainable growth together with communities in the long term.

Highlights

- Implemented community development initiatives covering education, healthcare, environmental management, and social support
- Supported collaborative activities with schools, local communities, government agencies, and business partners
- Leveraged logistics expertise to create shared value for society
- Continuously carried out environmental and community projects under the “Go Green with WICE” initiative
- Encouraged employee participation and volunteerism in social contribution activities

Community and Social Risks

- Potential impacts on community quality of life arising from transportation and warehouse operations
- Environmental risks such as waste, pollution, and impacts on water resources
- Increasing expectations from communities and stakeholders
- Reputational risks if impacts are not properly managed
- Lack of stakeholder engagement and communication with communities surrounding operational areas

Impacts

- Improved quality of life and well-being of local communities
- Enhanced access to education, healthcare, and environmental awareness
- Reduced waste generation and environmental impacts at the community level
- Strengthened stakeholder engagement and positive relationships with communities
- Enhanced corporate reputation as a socially responsible organization

Risk Management Approach

- Conducted continuous stakeholder engagement and community grievance management processes
- Implemented preventive measures to reduce environmental and safety impacts
- Promoted educational, healthcare, and environmental initiatives within local communities
- Strengthened collaboration with government agencies, schools, communities, and business partners
- Encouraged employee participation through volunteer and CSR activities
- Continuously monitored and assessed the outcomes and impacts of social projects

Community and Social Development Objectives

- Create shared value among the Company, communities, and stakeholders
- Minimize impacts from business operations on communities and the environment
- Support the improvement of quality of life, education, and public health
- Promote employee and partner participation in social initiatives
- Strengthen long-term relationships and trust with local communities

Over the past year, the Company has continuously implemented community and social development initiatives under the concept of creating shared value alongside society, while effectively managing impacts arising from business operations. The Company focuses on engaging communities in operational areas, preventing and mitigating environmental and safety impacts, and improving the quality of life of surrounding communities in a sustainable manner.

The Company places importance on regular communication and engagement with communities through various channels for feedback and grievance mechanisms, supported by systematic complaint monitoring and management processes. This enables timely resolution of concerns, reduces risks, and helps prevent potential impacts associated with transportation and warehouse operations.

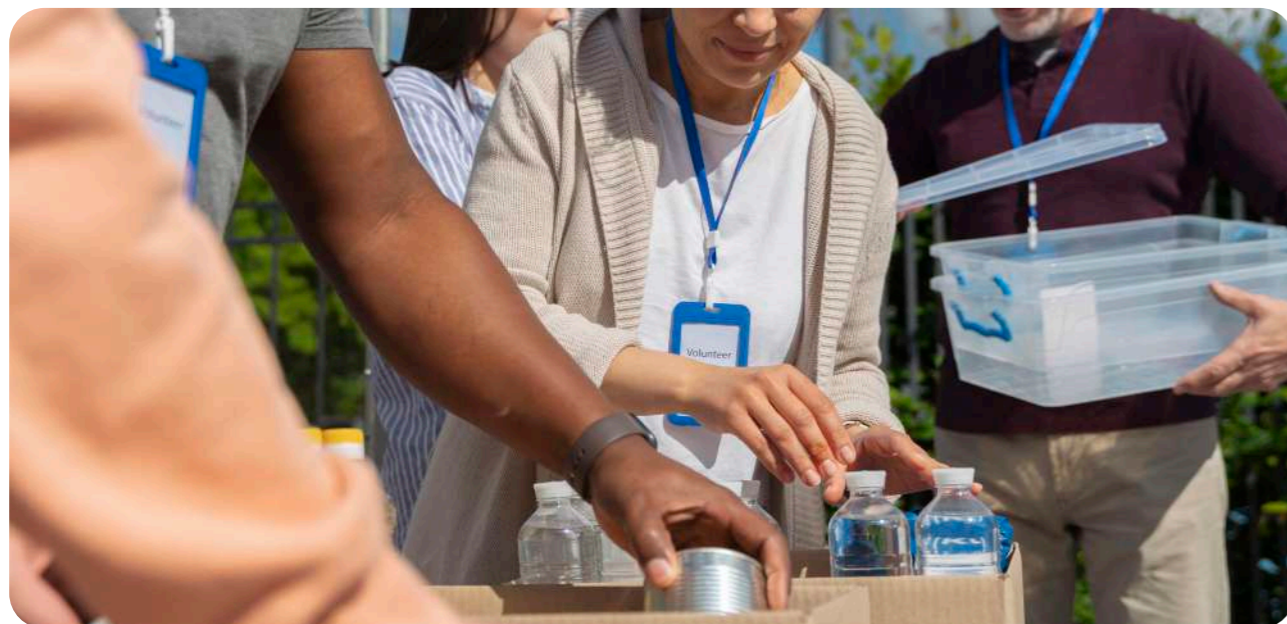
In addition, the Company has continuously implemented measures to control and mitigate impacts that may affect surrounding communities, including safety measures, dust and air pollution management, and workplace environmental controls. These efforts ensure that business operations are conducted responsibly and coexist harmoniously with local communities.

In terms of community development, the Company supports activities and projects covering key areas such as education, healthcare, quality of life enhancement, livelihood promotion and income generation, as well as assistance for vulnerable groups in society. At the same time, the Company encourages employee participation in volunteer activities to strengthen relationships among the organization, employees, and communities.

Through these efforts, the Company has been able to maintain positive relationships with communities surrounding its operations, keep community-related incidents at a minimal level, and sustain community satisfaction at an appropriate level. The Company remains committed to continuously monitoring, evaluating, and improving its community and social management approaches to ensure effective, transparent, and sustainable operations aligned with the Company's sustainability goals.

Community Support and Social Development

The Company is committed to creating shared value with society through community development initiatives focusing on cultural preservation, health promotion, and quality of life enhancement. These initiatives emphasize stakeholder engagement within the Company's operational areas, responsiveness to actual community needs, and proactive impact management to deliver tangible benefits to surrounding communities. Activities under this category reflect the Company's efforts to build trust-based relationships with communities and serve as an important foundation for responsible and sustainable business operations



Preserving Local Culture through the Khlong Phum Temple Songkran Festival

- **GRI 413:** Local Communities
- **SDG 11.4** Strengthen efforts to protect cultural heritage
- **SDG 17.17** Partnerships with local communities and institutions



WICE Logistics Public Company Limited places importance on community engagement and local community development, particularly among communities located near the Company's headquarters, which are considered key stakeholders in the Company's sustainable growth and operations.

In 2025, the Company participated in supporting the Khlong Phum Temple Songkran Festival, a local cultural tradition that has been preserved for more than 120 years and has been recognized by the Ministry of Culture as one of the cultural representatives of Thailand's central region. The event was held at Khlong Phum Temple, Yannawa District, Bangkok, with the official opening ceremony taking place on 25 April 2025. Activities included traditional water-pouring ceremonies and communal gatherings aimed at strengthening unity and positive relationships within the community.



The Company's Support Activities

The Company supported the community event through various initiatives, including:

- Providing financial support for the temple's annual community activities
- Donating fruits and essential supplies for community and public-benefit activities
- Encouraging employee participation to strengthen relationships among the Company, employees, and surrounding communities

Outcomes and Value Creation

Participation in this activity reflects the Company's vision of "Growing Together with Community." Supporting local cultural traditions created social value in several dimensions, including:

- Preserving and promoting Thai cultural heritage and traditions
- Strengthening relationships between the business sector and local communities
- Encouraging employee participation in social contribution activities
- Enhancing the Company's image as a socially responsible organization

The Company believes that continuous engagement with local communities not only helps preserve the cultural heritage of the Yannawa area, but also serves as a key foundation for effective social impact management and sustainable business operations in the long term.



Supporting Access to Healthcare for Communities in Suphan Buri

- **GRI 413:** Local Communities
- **SDG 3.8** Access to essential healthcare services
- **SDG 3.c** Strengthening healthcare support
- **SDG 17.17** Partnerships with healthcare organizations



On 17 May 2025, WICE Logistics Public Company Limited carried out a CSR In Process initiative by leveraging its core logistics and transportation management capabilities to support the transportation of medical equipment, medical supplies, and donated items to volunteer medical units and mobile healthcare clinics at Chaophraya Yommarat Hospital, Suphan Buri Province.

This initiative reflects the Company's approach to creating shared value by utilizing its expertise in logistics operations to benefit society. The Company allocated transportation resources, route-planning systems, and operational teams to ensure that medical equipment and supplies were delivered efficiently, safely, and in accordance with local needs.



Positive Community Impact

The logistics support generated several positive impacts for local communities, including:

- Timely delivery of medical equipment and supplies
- Enhanced operational efficiency of volunteer medical units providing proactive healthcare services
- Improved access to basic healthcare services for local residents without the need for long-distance travel
- Strengthened collaboration between the private sector and local public healthcare organizations

Well-being Impact Assessment

The Company conducted a social impact assessment using a Wellbeing Measurement Approach through a Happiness Scale (0–10) to evaluate changes in confidence regarding access to healthcare services and overall positive perceptions among beneficiaries.

With a total investment of THB 9,274, the project reached approximately 30,000 participants and generated meaningful impact for approximately 3,000 people. Assessment results showed that the average well-being score increased from 5.0 to 6.5 points, representing an increase of 1.5 points following the healthcare support activities.

The assessment applied an index-based measurement approach using before-and-after evaluation methods and did not convert outcomes into monetary values in order to maintain transparency and reflect the direct perceptions of beneficiaries. Reported impacts represent short-term outcomes from the three-day activity period and do not yet include indirect long-term impacts such as reduced healthcare costs for communities.

Linking Core Business Expertise to Sustainability

This initiative demonstrates how the Company's logistics expertise can directly support community access to healthcare services and highlights the role of businesses in creating social value alongside core operations.

The activity aligns with United Nations Sustainable Development Goal (SDG) 3: Good Health and Well-being, which promotes healthy lives and well-being for people of all ages.

The Company believes that leveraging core business capabilities to support society is at the heart of CSR In Process initiatives and forms an important foundation for sustainable business operations in the long term, as logistics expertise not only creates economic value but can also serve as a meaningful driver in improving community quality of life.

Inspiring Youth and Promoting Sustainable Waste Management Awareness

- **SDG 4.7** Education for sustainable development
- **SDG 11.3** Community participation in sustainable development
- **SDG 12.5** Waste reduction through prevention, recycling, and reuse



WICE Logistics Public Company Limited collaborated with communities surrounding the Company's headquarters to organize activities for National Children's Day 2026 at Wat Chong Nonsi School and Bualuang Community Child Development Center. The initiative aimed to promote educational development while fostering awareness of sustainable waste management and environmental responsibility among children from an early age.

The initiative reflects the Company's commitment to community engagement and shared value creation through educational support and the promotion of environmentally responsible behaviors.



Supporting Educational Opportunities alongside Environmental Awareness

The main activity took place on 9 January 2026 at Wat Chong Nonsi School, where the Company donated bicycles, educational scholarships, and sports equipment to support learning opportunities and student development. Food and beverages were also provided for children participating in the event.

Under the concept of environmentally responsible event management, the Company emphasized proper waste management for containers and packaging used during the event by establishing waste separation points to reduce waste generation and promote recycling and resource reuse within the community.

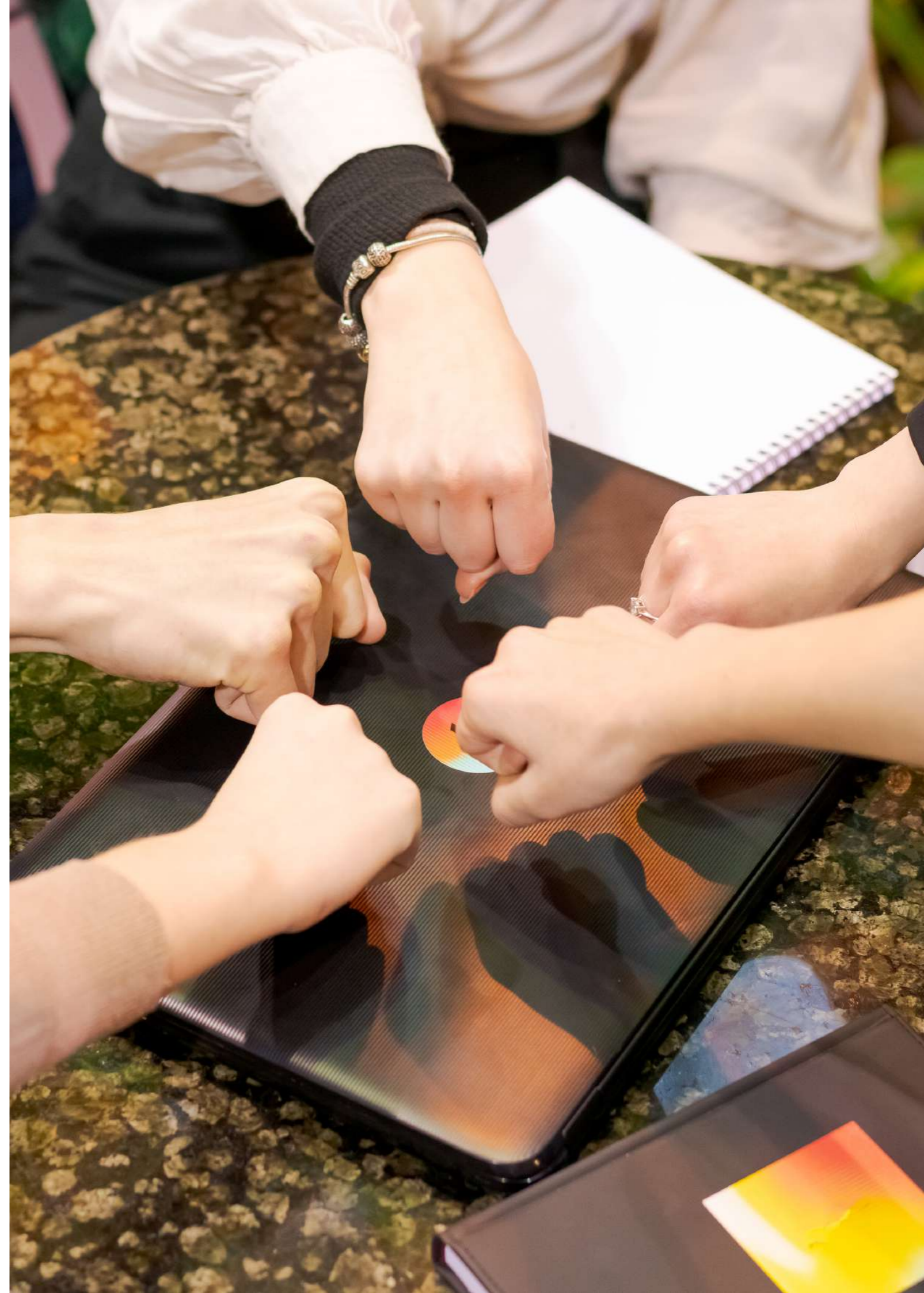
In addition, the Company incorporated educational activities on waste separation, resource conservation, and environmentally friendly practices into the event to encourage practical understanding and sustainable behavior among youth.

Supporting Early Childhood Development

On the same day, the Company organized activities at the Bualuang Community Child Development Center by providing coloring materials, stationery, and lunch to support children's creativity, cognitive development, and well-being, which are important foundations for long-term human capital development.

Creating Shared Value with Communities

These activities reflect the Company's approach to balancing business growth with social and environmental responsibility by emphasizing community participation, lifelong learning, and environmental awareness from an early age to support sustainable growth for both the organization and society in the long term.



Collaboration with Educational Institutions

The Company believes that investing in the “next generation of human capital” is a fundamental foundation for a sustainable society. Therefore, the Company supports experiential learning programs on environmental management and sustainability within educational institutions to enhance youth knowledge, awareness, and behavioral intention, enabling sustainable practices to be integrated into their daily lives. This approach helps strengthen long-term engagement between the Company and



Go Green with WICE – “Tiny Waste, Big Impact”

- **GRI 413: Local Communities** – Engagement with educational institutions and communities
- **GRI 306: Waste** – Education on waste separation, waste reduction, and responsible waste management
- **SDG 4.7** Education for sustainable development and environmental awareness
- **SDG 11.6** Reducing the environmental impact of municipal waste
- **SDG 12.5** Waste reduction through prevention, reduction, and recycling
- **SDG 13.3** Enhancing education and awareness on climate change



WICE Logistics Public Company Limited organized the “Go Green with WICE – Tiny Waste, Big Impact” activity at Wat Chong Nonsi School on 13 January 2026. The initiative aimed to promote waste management knowledge and foster environmental awareness among youth through the concept “Start with Us, Change the World,” emphasizing that sustainable change begins with small daily actions. The activity engaged 145 students from Grade 4–5 and focused on building practical understanding that environmental protection starts with simple behaviors. Through the “Tiny Waste, Big Impact” concept, students learned upstream waste management practices such as compressing plastic bottles, folding paper boxes, and properly separating materials for recycling. This concept reflects efficient resource management. Reducing waste size minimizes storage space, improves transport efficiency, and supports recycling processes. The initiative encourages transforming “large waste” into “small waste” to address environmental challenges through everyday actions, aligning with the Company’s Net Zero direction under “Small Action, Big Impact.”



Activity Format and Participation

Students joined interactive, creative activities designed to be fun, easy to understand, and engaging, demonstrating that environmental responsibility can be part of daily life.

The Company also introduced its mascot “WICEGUY” to enhance communication, engagement, and learning experience.

Behavioral and Awareness Impact Assessment

The Company conducted an impact assessment of the “Go Green with WICE – Tiny Waste, Big Impact” activity through a Pre–Post Assessment approach using quizzes and participation-based evaluations to measure changes in students’ knowledge, understanding, and behavioral intention.

Assessment results from 145 Grade 4–5 students indicated that:

- The average understanding of waste management before participation was approximately 60%
- After participation, the level of understanding increased to more than 90%
- More than 80% of students expressed their intention to apply the knowledge in daily life, particularly through proper waste separation practices

These results indicate a significant knowledge uplift (+30%) and positive behavioral intention. The assessment applied an Index-based Behavioral Measurement approach without monetization to transparently reflect actual changes. Although short-term, the project shows potential to build long-term environmental awareness among youth.

Alignment with Sustainability Strategy

The “Go Green with WICE – Tiny Waste, Big Impact” initiative is not only a social contribution activity, but also an integral part of the Company’s sustainability strategy, which focuses on environmental awareness, community engagement, and the cultivation of sustainable behaviors from an early age. The Company believes that meaningful change can begin through small but consistent actions and through collaboration among all sectors of society.

Collaboration with Government Agencies

The Company enhances the effectiveness of its social and environmental initiatives through collaboration with local government agencies to address public challenges through systemic solutions. By leveraging the Company’s business capabilities together with the operational expertise of public sector organizations, the initiatives aim to support the management of shared public resources. Activities under this category focus on improving environmental quality in urban areas and riverside communities, reducing pollution from waste, and encouraging volunteer participation to create long-term positive impacts.



Go Green with WICE – The Ocean Clean Up 2025 Supporting the Chao Phraya River for Better Quality of Life in Riverside Communities

- **GRI 413: Local Communities** – Managing impacts on riverside and downstream communities
- **GRI 306: Waste** - Collection, segregation, and management of floating waste
- **SDG 11.6** Reducing the environmental impact of municipal waste
- **SDG 12.5** Increasing waste prevention, reduction, and recycling
- **SDG 14.1** Reducing marine pollution, particularly plastic waste
- **SDG 17.17** Partnerships with government agencies



WICE Logistics Public Company Limited recognizes the importance of the Chao Phraya River as both a key transportation and logistics route for Thailand and a vital natural resource supporting the livelihoods of riverside communities through transportation, commerce, fisheries, and daily living. The river also connects directly to the marine ecosystem of the Gulf of Thailand. Under its Corporate Social Responsibility (CSR) framework, WICE organized the “Go Green with WICE – The Ocean Clean Up” activity on Saturday, 20 December 2025, in collaboration with the Environment Department of the Bangkok Metropolitan Administration (BMA). The initiative aimed to remove floating waste from the Chao Phraya River, reduce environmental impacts, improve the quality of life of riverside communities, and minimize the risk of aquatic waste flowing into the sea and affecting coastal ecosystems in the long term.



Project Area and Stakeholder Participation

The cleanup covered an area from Krung Thon Bridge, Rama VIII Bridge, to Somdet Phra Pinklao Bridge, spanning approximately 6 kilometers or around 0.72 square kilometers. The activity was supported by 10 fiberglass boats provided by the BMA Environment Department, along with volunteer employees, their family members, and public sector officials. This collaborative effort promoted local stakeholder participation and strengthened cooperation between the private sector and government agencies in protecting shared public resources in a tangible and meaningful way.

Positive Outcomes for Communities and the Environment

During the activity, more than 5 tons of floating waste were collected, including plastic waste, bags, bottles, foam containers, and other debris. This cleanup generated several positive impacts, including:

- Improving the quality of life of riverside communities by reducing odors, waterway blockages, and health risks
- Supporting water-dependent livelihoods such as fisheries, river tourism, and riverside commerce
- Reducing impacts on downstream communities and coastal ecosystems by limiting waste flowing into the sea
- Raising environmental awareness among employees, communities, and government agencies through participation



Social Return on Investment (SROI)

The Company conducted a Social Return on Investment (SROI) assessment for the project using a conservative approach. The assessment included the value of public sector personnel support, waste management value, and carbon-related benefits from plastic waste management.

With a total investment of THB 17,666, the project generated approximately THB 19,567 in social and environmental value, resulting in an SROI ratio of 1.11x. This means every THB 1 invested generated about THB 1.11 in measurable benefits.

The assessment referenced carbon credit pricing based on Thailand's T-VER standard for 2025 and excluded indirect long-term impacts such as ecosystem value and corporate reputation benefits to maintain transparency and verifiability. The results therefore reflect the minimum measurable impact.

WICE's Role in Supporting Communities and Society

As a logistics provider closely connected to water transport, the Company believes protecting waterways is not only an environmental responsibility but also a commitment to safeguarding the "life support system" of communities along the river.

The "Go Green with WICE – The Ocean Clean Up" initiative reflects the Company's commitment to responsible business practices that consider all stakeholders, particularly local communities, through practical action and collaboration with government agencies. These efforts contribute to preserving the Chao Phraya River as a clean, safe, and sustainable resource for present and future generations.



Collaboration with Business Partners

The Company advances sustainability through collaboration with customers and business partners to expand positive social impact, particularly in responding promptly to public crises and natural disasters. Leveraging its expertise in logistics, supply chain management, and transportation networks, the Company reinforces the concept of Shared Value between the business sector and society while supporting community resilience.



Flood Relief Support Project for Hat Yai District

- **GRI 413: Local Communities** – Emergency and community relief management
- **SDG 11.5** Reducing disaster impacts and enhancing community safety
- **SDG 13.1** Strengthening resilience and adaptive capacity to climate-related disasters
- **SDG 17.17** : Partnerships between the private sector



On 11 December 2025, the WICE Group, in collaboration with Thai Murata Electronics Trading Co., Ltd., carried out a Corporate Social Responsibility (CSR) initiative to deliver essential supplies to communities affected by severe flooding in Hat Yai District, Songkhla Province. The initiative aimed to alleviate urgent hardships and provide encouragement to affected communities during the flood crisis.

The activity reflects the Company's commitment to supporting stakeholders during times of crisis by utilizing its logistics expertise to provide tangible and timely assistance.



Integrating Logistics Expertise for Social Support

In this initiative, the WICE Group played a key role in coordinating and managing the entire logistics process for donated supplies, including collection, sorting, preparation, warehousing, and transportation management.

Donated items were prepared at the warehouse facility of WICE Supply Chain Solutions Co., Ltd. located at Bangna Km.18 and transported by Euroasia Total Logistics Public Company Limited to ensure safe, timely, and efficient delivery to local agencies in the affected areas.

At the same time, Thai Murata Electronics Trading Co., Ltd. supported the project by donating essential consumer goods and daily necessities required by flood-affected residents during the emergency situation.

Positive Community Impact

The collaboration between both organizations enabled efficient and systematic relief operations, generating several important positive outcomes:

- Affected residents received essential supplies in a timely manner
- Reduced hardship, stress, and impacts on quality of life during the flooding crisis
- Enhanced morale and reassurance that communities were not left unsupported
- Strengthened cooperation between private sector organizations in supporting social recovery efforts

Business Growth alongside Social Responsibility

This project reflects the commitment of the WICE Group and Thai Murata Electronics Trading Co., Ltd., one of the Company's major customers, to conducting business alongside social responsibility, particularly during unexpected crisis situations.

The application of logistics expertise, operational management systems, and transportation networks to support disaster relief efforts demonstrates the creation of Shared Value between the business sector and society while contributing directly to community recovery and resilience.

The WICE Group remains committed to continuously carrying out social contribution activities to create positive impacts and support the long-term sustainability of Thai society.



Repurposing Used Materials to Create Social Value

- **GRI 413: Local Communities** – Supporting rescue units and communities
- **GRI 306: Waste** – Waste reduction and material reuse
- **SDG 3.6** Reducing injuries and fatalities from accidents
- **SDG 12.5** Waste reduction through reuse and recycling
- **SDG 13.3** Raising environmental awareness



WICE Logistics Public Company Limited recognizes the importance of efficient resource management alongside creating value for society. The Company therefore implemented the “Repurposing Used Materials to Create Social Value” project by transforming used acrylic partitions into useful emergency medical support equipment through donations to rescue organizations. The acrylic materials were modified into arm and leg splints for use in assisting injured persons and patients during emergency situations.

This initiative reflects the application of Circular Economy principles by converting materials that might otherwise become waste into valuable resources that can benefit society.



Project Concept and Implementation

The Company collected and sorted used acrylic partitions that remained in good condition from internal operations and donated them to rescue organizations for adaptation into basic emergency medical equipment.

This initiative not only helped reduce waste generated from business operations but also extended the useful life of existing materials while supporting access to essential rescue equipment during emergencies.

Environmental and Social Impacts

The project generated positive impacts across two key dimensions:

Environmental Impact

- Reduced waste generated from expired or unused materials
- Extended the useful life of materials (Product Life Extension)
- Reduced the need for waste disposal and the consumption of new resources

Social Impact

- Supported rescue organizations in assisting accident victims and emergency patients
- Increased access to emergency life-saving equipment
- Enhanced community safety and emergency preparedness

Creating Shared Value

The “Repurposing Used Materials to Create Social Value” initiative is an example of creating shared value between the organization and society by maximizing the use of existing organizational resources for both environmental and social benefits.

The Company believes that conducting business alongside social responsibility contributes to long-term sustainability for the organization, communities, and all stakeholder groups.

Alignment with Sustainability Strategy

This project forms part of the Company’s sustainability initiatives focused on efficient resource management, environmental impact reduction, and the creation of tangible social benefits.







The initiative also supports the Company’s journey toward Net Zero goals through waste reduction and more efficient resource utilization.













Business / Company / Office		Environmental										Social				
		Energy		Emission				Water	Waste			Biodiversity	Fair Employment	Training	Safety	Human Rights
		Electricity	Fuel	GHG	NOx	SOx	VOC	Usage	General	Hazardous	Recycle					
WICE Logistics Public company limited																
1	Headquarters	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Laem Chabang Office	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Suvarnabhumi Airport Office	✓	✓	✓	✓	✓	✓	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓
4	Laem Chabang Transportation & Yard	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Subsidiaries																
5	WICE Supply Chain Solutions Co., Ltd.	✓	NR	✓	NR	NR	NR	✓	✓	✓	✓	NR	✓	✓	✓	✓
6	WICE Logistics (Singapore) Pte. Ltd.	✓	NR	NR	NR	NR	NR	✓	✓	NR	NR	NR	✓	✓	✓	✓
7	WICE Logistics (Malaysia) Sdn.Bhd.	✓	NR	NR	NR	NR	NR	✓	✓	NR	NR	NR	✓	✓	✓	✓
8	WICE Global Road Solution Pte. Ltd.	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	✓	✓	✓	✓
9	WICE Logistics Philippines Company Limited Inc.	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	✓	✓	✓	✓
10	WICE Logistics (Hong Kong) Ltd.	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	✓	✓	✓	✓
11	WICE Logistics (Guangzhou) Ltd.	✓	NR	NR	NR	NR	NR	NR	✓	NR	NR	NR	✓	✓	✓	✓
12	WICE Logistics (Ningbo) Ltd.	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	✓	✓	✓	✓
13	WICE Logistics (Shenzhen) Ltd.	✓	NR	NR	NR	NR	NR	NR	✓	NR	NR	NR	✓	✓	✓	✓
14	WICE Logistics Shanghai Co.,Ltd.	✓	NR	NR	NR	NR	NR	✓	✓	NR	NR	NR	✓	✓	✓	✓

GRI Content Index

GRI Standard	Disclosure	Page number(s)	SDGs	Omission Part Omitted Reason Explanation
Statement of use WICE Logistics Public Company Limited has reported in accordance with the Gil Stands for the period (1 January 2025 to 31 December 2025). GRI 1: Foundation 2021 Applicable GRI Sector Standard(s) : -				
General Disclosures				
GRI 2 General Disclosures 2021	2-1	Organizational details	18	
	2-2	Entities included in the organization's sustainability reporting	17	
	2-3	Reporting period, frequency and contact point	16	
	2-4	Restatements of information	50	
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	2-7	Employees	276	
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	2-9	Governance structure and composition	38	
	2-10	Nomination and selection of the highest governance body	86	
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	2-12	Role of the highest governance body in overseeing the management of impacts	47	
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	2-14	Role of the highest governance body in sustainability reporting	50	
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	2-16	Communication of critical concerns	125	
	2-17	Collective knowledge of the highest governance body	102	
	2-18	Evaluation of the performance of the highest governance body	106	
	2-19	Remuneration policies	107	
	2-20	Process to determine remuneration	107	
	2-21	Annual total compensation ratio	107	
	2-22	Statement on sustainable development strategy	6	
	2-23	Policy commitments	38	
	2-24	Embedding policy commitments	38	
	2-25	Processes to remediate negative impacts	187	
	2-26	Mechanisms for seeking advice and raising concerns	73	

GRI Standard	Disclosure	Page number(s)	SDGs	Omission Part Omitted Reason Explanation
	2-27	Compliance with laws and regulations	41	
	2-28	Membership associations	62	
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	2-30	Collective bargaining agreements	59	
Material Topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	17	
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Economic Performance				
GRI 3: Material Topics 2021	3-3	Management of material topics	140	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	144	 
	201-2	Financial implications and other risks and opportunities due to climate change	182	
	201-3	Defined benefit plan obligations and other retirement plans	282	
	201-4	Financial assistance received from government	176	
Procurement practices				
GRI 3: Material Topics 2021	3-3	Management of material topics	232	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	239	  
Anti-corruption				
GRI 3: Material Topics 2021	3-3	Management of material topics	112	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	114	
	205-2	Communication and training about anti-corruption policies and procedures	117	
	205-3	Confirmed incidents of corruption and actions taken	123	

GRI Standard	Disclosure	Page number(s)	SDGs	Omission Part Omitted Reason Explanation
Anti-competitive Behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics	120		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	123		
Material Topics GRI 300: Environmental Standard Series				
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	196		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	201		
	302-2 Energy consumption outside of the organization	202		
	302-3 Energy intensity	201		
	302-4 Reduction of energy consumption	203		
	302-5 Reduction in energy requirements of products and services	204		
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	176		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	188		
	305-2 Energy indirect (Scope 2) GHG emissions	188		
	305-3 Other indirect (Scope 3) GHG emissions	188		
	305-4 GHG emissions intensity	189		
	305-5 Reduction of GHG emissions	190		
	305-6 Emissions of ozone-depleting substances (ODS)	188		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	165		
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	166		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	170		The information cannot currently be obtained. There is still in the process of data collection. This data will be completed in 2025.
	306-2 Management of significant waste related impacts	172		

GRI Standard	Disclosure	Page number(s)	SDGs	Omission Part Omitted Reason Explanation
	306-3 Waste generated	170		
	306-4 Waste diverted from disposal	170		
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Supplier Environmental Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	232		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	235		
	308-2 Negative environmental impacts in the supply chain and actions taken	241		
Material Topics GRI 300: Environmental Standard Series				
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GRI 3: Material Topics 2021	3-3 Management of material topics	274		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	276		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	284		
	401-3 Parental leave	284		
Labor/Management Relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	283		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	287		
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	264		
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	265		
	403-2 Hazard identification, risk assessment, and incident investigation	269		
	403-3 Occupational health services	267		
	403-4 Worker participation, consultation, and communication on occupational health and safety	267		
	403-5 Worker training on occupational health and safety	267		

GRI Standard	Disclosure	Page number(s)	SDGs	Omission Part Omitted Reason Explanation
	403-6 Promotion of worker health	286		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	265		
	403-8 Workers covered by an occupational health and safety management system	270		
	403-9 Work-related injuries	270		
	403-10 Work-related ill health	270		
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	296		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	304		
	404-2 Programs for upgrading employee skills and transition assistance programs	301		
	404-3 Percentage of employees receiving regular performance and career development reviews	302		
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GRI 3: Material Topics 2021	3-3 Management of material topics	247		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	92, 247		
	405-2 Ratio of basic salary and remuneration	281		
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GRI 3: Material Topics 2021	3-3 Management of material topics	247		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	248		
Forced or Compulsory Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	247		
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	248		

GRI Standard	Disclosure	Page number(s)	SDGs	Omission Part Omitted Reason Explanation
Local Communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	326		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	328		
	413-2 Operations with significant actual and potential negative impacts on local communities	338		
Supplier Social Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	322		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	323		
	414-2 Negative social impacts in the supply chain and actions taken	325		
Customer health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	316		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	317		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	317		
Customer Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	318		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	319		

Sustainability Report Feedback Survey

WICE Logistics Public Company Limited – 2025



We appreciate your cooperation in completing this survey. Please scan the QR Code or return the completed survey to WICE Logistics Public Company Limited at the address provided at the end of the report or via email at WICESustainability@wice.co.th

1. Please indicate your relationship with WICE Logistics Public Company Limited:

- Customer Business Partner Competitor Creditor
 Government Sector Employee Shareholder Community and Society
 Other (Please specify): _____

2. How did you receive the 2024 Sustainability Report?

- Annual General Meeting of Shareholders Seminar / Exhibition / Conference
 Company Website WICE Logistics Employee
 Company Distribution QR Code
 Other (Please specify): _____

3. What was your purpose for reading this report?

- To learn more about WICE Logistics Public Company Limited For research or study purposes
 To support investment decision-making Other (Please specify): _____

4. Which issues do you consider important to the sustainability of WICE Logistics Public Company Limited?

- Economic (Please specify): _____
 Social (Please specify): _____
 Environmental (Please specify): _____

5. Do you think the report adequately covers the key sustainability issues of WICE Logistics Public Company Limited?

- Yes, it is complete
 No, it is incomplete (Please specify areas that should be included): _____

6. Satisfaction Level for the 2025 Sustainability Report

Evaluation Criteria	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Content Completeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relevance of Key Topics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Interest Level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity of Language Used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Report Design & Layout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Additional Suggestions for Improving Next Year's Sustainability Report

WICE Logistics Public Company Limited sincerely thanks you for your cooperation. Your responses and suggestions are valuable in helping us enhance the quality of our Sustainability Report. The company will carefully review the feedback to continuously improve the report to its highest standard.





**WE DELIVER
VALUE AND SMART
SOLUTIONS**



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