

PRO INSIDE PUBLIC COMPANY LIMITED

FINANCIAL STATEMENTS

31 DECEMBER 2024



Independent Auditor's Report

To the shareholders and the Board Directors of Pro Inside Public Company Limited

My opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Pro Inside Public Company Limited (the Company) as at 31 December 2024 and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRS).

What I have audited

The Company's financial statements comprise:

- the statement of financial position as at 31 December 2024;
- the statement of comprehensive income for the year then ended;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include material accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (TFAC Code) that are relevant to my audit of the financial statements and I have fulfilled my other ethical responsibilities in accordance with the TFAC Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.



Key audit matter	How my audit addressed the key audit matter
<i>Revenue recognition from system integration services and services project</i>	
<p>Refer to Notes to Financial Statements No. 4.15 Accounting policies for revenue recognition and Note 7 Accounting policies for critical accounting estimates and judgements.</p> <p>The Company recognises revenue from system integration services and services projects in accordance with the performance obligations satisfied over time. The progress measurement for each performance obligation depends on the condition and substance determining in a contract with customer.</p> <p>I focused on the revenue recognition because:</p> <ol style="list-style-type: none"> 1. The revenue recognition involves significant management's judgements when identifying the performance obligations, evaluating the method used, either input or output method, to measure progress towards completion of the contract, the estimation of total contract cost and the provision for project loss which may impact to progress measurement of the projects applying the input method 2. The Company has revenue recognition from system integration services and services projects for the year ended 31 December 2024 of Baht 1,462.16 million, representing 99.43% of total revenue in the statement of comprehensive income. 	<p>I enquired management about the Company's accounting policies, including those related to its judgements and related estimates. Further, I tested design and operating effectiveness of the internal control system of the revenue and receivable cycle. This includes internal controls to measure the achievement of the performance obligations.</p> <p>I gained an understanding of the contents of contracts by random inspection to assess the appropriateness of the revenue recognition method, and to assess it complies with the requirements of the Financial Reporting Standards and it has been applied consistently.</p> <p>I tested, on sample basis, the calculation of the revenue recognition of system integration services and services projects on which input and output method were applied as follows:</p> <ol style="list-style-type: none"> 1) Input method <ul style="list-style-type: none"> - Examining the actual cost incurred during the year with invoices and receipts including the accruals for cost incurred but not yet billed from suppliers or sub-contractors e.g. purchase cut off testing to assess all purchase of materials and services have been recorded accurately and completely; - Agreeing the estimation of total contract cost with the approved estimation of total contract cost set by the board of directors and project manager; - Testing the accuracy of the stage of completion of the contracts and the amount of revenue recognition;



Key audit matter	How my audit addressed the key audit matter
	<p>2) Output method</p> <ul style="list-style-type: none">- Examining supporting documents for the calculation of the work completed and transferred to customers, for example, client acceptance certificates;- Testing the accuracy of the stage of completion of the contracts and the amount of revenue recognition. <p>I assessed the adequacy of the estimation of the project loss by comparing the contract value with the estimation of total contract and inquiring the management about the potential losses identified including reading the construction agreements and the related documents.</p> <p>I found the method of contract revenue recognition was reasonable and appropriate based on the environment and circumstances.</p>

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to the audit committee.



Responsibilities of the directors for the financial statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with TFRS, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibilities for overseeing the Company's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

PricewaterhouseCoopers ABAS Ltd.

A handwritten signature in black ink, appearing to read "Nuntika".

Nuntika Limviriyalers
Certified Public Accountant (Thailand) No. 7358
Bangkok
27 February 2025

Pro Inside Public Company Limited
Statement of Financial Position
As at 31 December 2024

	Notes	2024 Baht	2023 Baht
Assets			
Current assets			
Cash and cash equivalents	10	138,263,851	78,450,711
Financial assets measured at amortised cost		667,043	375,562
Trade and other current receivables	11	88,777,822	234,690,886
Current portion of lease receivables	12	16,705,656	-
Current contract assets	13	784,449,398	379,232,505
Inventories	15	68,946,390	36,416,511
Advance payment for projects	17	290,508,971	59,805,666
Other current assets		17,694,250	2,788,841
Total current assets		1,406,013,381	791,760,682
Non-current assets			
Restricted deposit at bank	18	128,178,906	71,676,751
Lease receivables	12	21,395,679	-
Financial assets measured at fair value through other comprehensive income		-	200,000
Non-current contract assets	13	4,392,185	19,325,372
Building improvement and equipment	19	172,493,901	229,981,969
Right-of-use assets	20	14,060,022	15,854,355
Computer software		2,531,220	2,843,111
Deferred tax assets	21	2,984,225	3,436,826
Other non-current assets		2,466,567	5,016,490
Total non-current assets		348,502,705	348,334,874
Total assets		1,754,516,086	1,140,095,556



Director

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Director

Nawat

The accompanying notes on page 15 to 65 are an integral part of these financial statements.

Pro Inside Public Company Limited
Statement of Financial Position
As at 31 December 2024

		2024	2023
	Notes	Baht	Baht
Liabilities and equity			
Current liabilities			
Trade and other current payables	22	707,276,054	294,169,163
Short-term borrowing from financial institutions	23	346,350,464	267,150,652
Current portion of long-term borrowing			
from financial institutions	23	157,379,846	-
Current contract liabilities	14	77,243,171	112,131,629
Current portion of lease liabilities	23	4,336,383	3,282,932
Corporate income tax payable		13,967,255	11,491,667
Warranty liabilities		2,098,566	1,377,263
Other current liabilities		52,230,459	49,855,263
Total current liabilities		1,360,882,198	739,458,569
Non-current liabilities			
Non-current contract liabilities	14	2,435,803	5,952,530
Long-term borrowing from financial institutions	23	31,757,138	-
Lease liabilities	23	10,233,563	12,770,433
Employee benefit obligations	24	22,927,135	18,048,244
Provision for decommissioning		201,880	201,880
Total non-current liabilities		67,555,519	36,973,087
Total liabilities		1,428,437,717	776,431,656





The accompanying notes on page 15 to 65 are an integral part of these financial statements.

Pro Inside Public Company Limited
Statement of Financial Position
As at 31 December 2024

		2024	2023
	Notes	Baht	Baht
Liabilities and equity (Cont'd)			
Equity			
Share capital	25		
Authorised share capital			
Ordinary shares, 540,000,000 shares			
at par value of Baht 0.50 each			
(2023: Ordinary shares, 2,000,000 shares			
at par value of Baht 100 each)		<u>270,000,000</u>	<u>200,000,000</u>
Issued and paid-up share capital			
Ordinary shares, 400,000,000 shares			
paid-up at Baht 0.50 each			
(2023: Ordinary shares, 2,000,000 shares			
paid-up at Baht 100 each)		200,000,000	200,000,000
Share premium	25	19,500,000	19,500,000
Reserve from share-based payment	26	8,566,032	3,250,800
Distribution to shareholders	26	(4,622,946)	(1,757,175)
Contribution from shareholders	26	7,333,567	7,333,567
Reserve for repurchase shares	25	(36,551,350)	(36,834,400)
Retained earnings			
Appropriated - legal reserve	27	27,000,000	20,000,000
Unappropriated		109,115,614	156,674,333
Other components of equity		<u>(4,262,548)</u>	<u>(4,503,225)</u>
Total equity		<u>326,078,369</u>	<u>363,663,900</u>
Total liabilities and equity		<u>1,754,516,086</u>	<u>1,140,095,556</u>


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The accompanying notes on page 15 to 65 are an integral part of these financial statements.

Pro Inside Public Company Limited
Statement of Comprehensive Income
For the year ended 31 December 2024

		2024	2023
	Notes	Baht	Baht
Revenues	8, 9		
Revenue from system integration services		928,514,267	752,850,523
Revenue from services		533,643,078	321,875,787
Revenue from sales		8,349,428	458,655
Total revenues		1,470,506,773	1,075,184,965
Costs			
Cost of system integration services		(745,533,477)	(549,977,469)
Cost of services		(397,431,734)	(254,718,265)
Cost of sales		(5,408,797)	(109,764)
Total costs		(1,148,374,008)	(804,805,498)
Gross profit	8	322,132,765	270,379,467
Other income		1,542,139	1,566,902
Other gains (losses), net		1,162,391	(253,334)
Selling expenses		(50,117,506)	(46,871,684)
Administrative expenses		(114,417,024)	(75,053,664)
Profit before finance costs and income tax		160,302,765	149,767,687
Finance costs		(20,379,067)	(16,051,050)
Profit before income tax		139,923,698	133,716,637
Income tax expense	29	(36,482,417)	(29,689,477)
Profit for the year		103,441,281	104,027,160

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Pro Inside Public Company Limited
Statement of Comprehensive Income
For the year ended 31 December 2024

	Notes	2024 Baht	2023 Baht
Other comprehensive income (expense):			
Items that will not be reclassified to profit or loss			
Remeasurements of employee benefit obligations	24	300,846	(3,493,851)
Income tax on items that will not be reclassified to profit or loss	21	(60,169)	698,770
Total items that will not be reclassified to profit or loss		240,677	(2,795,081)
Other comprehensive income (expense) for the year, net of tax		240,677	(2,795,081)
Total comprehensive income for the year		103,681,958	101,232,079
Earnings per share			
Basic earnings per share	30	0.26	0.28


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The accompanying notes on page 15 to 65 are an integral part of these financial statements.

	Notes	Issued and paid-up share capital	Share premium	Reserve for share-based payment	Distribution to shareholders	Contribution from shareholders	Reserve for repurchase share	Retained earnings		Remeasurements		Total equity		
								Baht	Baht	- legal reserve	Unappropriated		benefit obligations	employee
Opening balance at 1 January 2023		144,150,000	10,725,000	-	-	-	(17,875,000)	13,700,000	58,947,173	(1,708,144)		207,939,029		
Transactions with owners during the year														
Receive share subscription	25	5,850,000	8,775,000	-	-	-	-	-	-	-	-	14,625,000		
Increase in ordinary shares	25	50,000,000	-	-	-	-	-	-	-	-	-	50,000,000		
Reserve for repurchase share	25	-	-	-	-	-	(18,959,400)	-	-	-	-	(18,959,400)		
Share-based payment	26	-	-	3,250,800	(1,757,175)	7,333,567	-	-	-	-	-	8,827,192		
Appropriation of legal reserve	27	-	-	-	-	-	-	6,300,000	(6,300,000)	-	-	-		
Total comprehensive income for the year		-	-	-	-	-	-	-	104,027,160	(2,795,081)		101,232,079		
Closing balance at 31 December 2023		200,000,000	19,500,000	3,250,800	(1,757,175)	7,333,567	(36,834,400)	20,000,000	156,674,333	(4,503,225)		363,663,900		
Opening balance at 1 January 2024		200,000,000	19,500,000	3,250,800	(1,757,175)	7,333,567	(36,834,400)	20,000,000	156,674,333	(4,503,225)		363,663,900		
Transactions with owners during the year														
Decrease in reserve for repurchase share	25	-	-	-	-	-	283,050	-	-	-	-	283,050		
Share-based payment	26	-	-	5,315,232	(2,865,771)	-	-	-	-	-	-	2,449,461		
Appropriation of legal reserve	27	-	-	-	-	-	-	7,000,000	(7,000,000)	-	-	-		
Dividend payments	34	-	-	-	-	-	-	-	(144,000,000)	-	-	(144,000,000)		
Total comprehensive income for the year		-	-	-	-	-	-	-	103,441,281	240,677		103,681,958		
Closing balance at 31 December 2024		200,000,000	19,500,000	8,566,032	(4,622,946)	7,333,567	(36,551,350)	27,000,000	109,115,614	(4,262,548)		326,078,369		

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The accompanying notes on page 15 to 65 are an integral part of these financial statements.

Pro Inside Public Company Limited
Statement of Cash Flows
For the year ended 31 December 2024

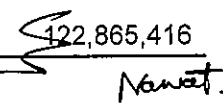
	Notes	2024 Baht	2023 Baht
Cash flows from operating activities			
Profit before income tax		139,923,698	133,716,637
Adjustments for:			
Depreciation	19, 20	60,898,444	36,342,750
Amortisation	28	311,890	175,392
Share-based payment expenses	26	12,773,456	8,827,192
Loss from disposal on assets		15,827	8,351
Loss from write-off on assets		116,544	10
Employee benefit expenses	24	5,243,252	3,121,245
Gain from unrealised on exchange rate		(4,205,097)	(92,531)
Interest income from lease contract		728,430	-
Interest income		(1,209,839)	(811,483)
Finance costs		20,379,067	16,051,050
Provision for warranty expenses		1,094,844	453,526
Expected credit loss	13	(460,647)	552,467
Loss from write-off withholding tax		-	494,096
Changes in working capital:			
- Trade and other receivables		146,197,782	34,904,770
- Contract assets		(389,823,059)	(113,898,779)
- Lease receivables		(38,829,765)	-
- Inventories		(32,529,879)	(29,804,805)
- Advance payment for projects		(230,703,305)	(52,648,711)
- Other current assets		(14,926,858)	754,088
- Other non-current assets		2,549,923	1,870,885
- Trade and other payables		418,532,212	95,777,060
- Contract liabilities		(38,405,185)	69,689,678
- Other current liabilities		4,721,886	10,155,418
- Other non-current liabilities		-	(17,875,000)
- Payment for warranty liabilities		(373,542)	-
- Proceeds from transferring of employees from related parties		1,715,114	640,374
Cash generated from operations		63,735,193	198,403,680
Interest paid		(22,064,138)	(21,709,492)
Income tax paid		(33,592,948)	(19,403,657)
Income tax received		-	8,929,267
Net cash generated from operating activities		8,078,107	166,219,798

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The accompanying notes on page 15 to 65 are an integral part of these financial statements.

Pro Inside Public Company Limited
Statement of Cash Flows
For the year ended 31 December 2024

		2024	2023
	Notes	Baht	Baht
Cash flows from investing activities			
Increase in restricted deposit at bank		(56,502,155)	(17,463,905)
Increase in financial assets			
measured at amortised cost		(291,481)	(170,169)
Payment for purchase of financial assets measured			
at fair value through other comprehensive income		-	(200,000)
Proceeds from disposal of financial assets measured			
at fair value through other comprehensive income		200,000	-
Payment for contribution of EJIP program	26	(7,209,609)	-
Proceeds from employee resignation from EJIP program		241,861	-
Payments for purchases of building improvement			
and equipment		(6,422,823)	(201,487,963)
Proceeds from disposal of equipment		35,000	2,000
Payments for purchases of computer software		(2,460)	(2,539,000)
Interest received		975,834	771,213
Loan made to parent	31	-	(100,000,000)
Repayments received from loan to parent	31	-	100,000,000
Net cash used in investing activities		(68,975,833)	(221,087,824)
Cash flows from financing activities			
Proceeds from short-term borrowing			
from financial institutions		757,477,348	841,511,870
Proceeds from short-term borrowing from related parties	31	-	80,000,000
Proceeds from long-term borrowing			
from financial institutions	23	216,930,944	-
Proceeds from issuance of ordinary shares	25	-	64,625,000
Repayments of short-term borrowing			
from financial institutions		(678,219,202)	(761,241,418)
Repayments of short-term borrowing from related parties	31	-	(100,250,000)
Repayments of long-term borrowing			
from financial institutions	23	(27,106,460)	-
Payment front-end fee of borrowing		(450,000)	-
Dividend payment	34	(144,000,000)	-
Repayments of lease liabilities	23	(3,921,764)	(1,780,036)
Net cash generated from financing activities		120,710,866	122,865,416

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PUBLIC COMPANY LIMITED

The accompanying notes on page 15 to 65 are an integral part of these financial statements.

Pro Inside Public Company Limited
Statement of Cash Flows
For the year ended 31 December 2024

	2024	2023
Notes	Baht	Baht
Net increase in cash and cash equivalents	59,813,140	67,997,390
Opening balance of cash and cash equivalents	78,450,711	10,453,321
Closing balance of cash and cash equivalents	<u>138,263,851</u>	<u>78,450,711</u>

Non-cash transactions

Significant non-cash transactions are as follows:

Acquisition of right-of-use assets	20	2,438,345	10,407,599
Employee transferring from related parties	24	63,515	1,715,114
Acquisition of building improvement and equipment not yet paid		59,194,260	60,990,111
Acquisition of computer software not yet paid		-	2,460
Provision for decommissioning		-	201,880


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The accompanying notes on page 15 to 65 are an integral part of these financial statements.

1 General Information

Pro Inside Public Company Limited ("the Company") is incorporated and registered in Thailand. The address of the Company's registered office is as follows:

55, A.A. Capital Ratchada Building, 5th Floor, Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok.

The Company provides a full range of services in system integrating of information system for software and hardware, security system, and CCTV system. The service provided are consulting, developing, installing, distributing, and maintenance service, for both private and government sectors.

On 23 January 2024, the Company submitted the registration to Department of Business Development to transform the Company to public company resulting to change the Company name from "Pro Inside Company Limited" to "Pro Inside Public Company Limited". The Company first day traded in the Stock Exchange of Thailand (SET) on 20 January 2025.

These financial statements have been approved for issue by the Board of director on 27 February 2025.

2 Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards and the financial reporting requirements issued under the Securities and Exchange Act.

The financial statements have been prepared under the historical cost convention except the matters that are specified in accounting policies.

The preparation of financial statements in conformity with TFRS requires management to use certain critical accounting estimates and to exercise its judgement in applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 7.

An English version of the financial statements have been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

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3 New and amended financial reporting standards and change in accounting policies

3.1 Amended financial reporting standards that are effective for the accounting period beginning on or after 1 January 2024 that are relevant to the Company.

The Company has no significant impacts from applying these standards.

3.2 New financial reporting standard that is effective for the accounting period beginning on or after 1 January 2025 that are relevant to the Company.

The following amended TFRSs were not mandatory for the current reporting period and the Company has not early adopted them. Management is assessing the impact for adopt these financial reporting standards.

- a) **Amendments to TAS 1 Presentation of Financial Statements** clarified that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the Company's expectations or events after the reporting period (for example, the receipt of a waiver or a breach of covenant).

Covenants of loan arrangements will not affect classification of a liability as current or non-current at the end of reporting period if the Company must only comply with the covenants after the reporting period. However, if the Company must comply with a covenant either before or at the end of reporting period, this will affect the classification as current or non-current even if the covenant is only tested for compliance after the reporting period.

The amendments require disclosures if the Company classifies a liability as non-current and that liability is subject to covenants with which the Company must comply within 12 months of the reporting period. The disclosures include:

- the carrying amount of the liability;
- information about the covenants; and
- facts and circumstances, if any, that indicate that the Company might have difficulty complying with the covenants.

The amendments also clarify what TAS 1 means when it refers to the 'settlement' of a liability. Terms of a liability that could, at the option of the counterparty, result in its settlement by the transfer of the Company's own equity instrument can only be ignored for the purpose of classifying the liability as current or non-current if the Company classifies the option as an equity instrument.

The amendments must be applied retrospectively in accordance with the normal requirements in TAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.

- b) **Amendments to TFRS 16 Leases** added to the requirements for sale and leaseback transactions which explain how an Company accounts for a sale and leaseback after the date of the transaction.

The amendments specify that, in measuring the lease liability subsequent to the sale and leaseback, the seller-lessee determines 'lease payments' and 'revised lease payments' in a way that does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use that it retains. This could particularly impact sale and leaseback transactions where the lease payments include variable payments that do not depend on an index or a rate.

- c) **Amendments to TAS 7 Statement of cash flows and TFRS 7 Financial instruments: Disclosures** require specific disclosures about supplier finance arrangements (SFAs). The amendments respond to investors that said that they urgently needed more information about SFAs to be able to assess how these arrangements affect a Company's liabilities, cash flows and liquidity risk.

To meet investors' needs, the new disclosures will provide information about:

- (1) The terms and conditions of SFAs.
- (2) The carrying amount of financial liabilities that are part of SFAs, and the line items in which those liabilities are presented.
- (3) The carrying amount of the financial liabilities in (2), for which the suppliers have already received payment from the finance providers.
- (4) The range of payment due dates for both the financial liabilities that are part of SFAs, and comparable trade payables that are not part of such arrangements.
- (5) Non-cash changes in the carrying amounts of financial liabilities in (2).
- (6) Access to SFA facilities and concentration of liquidity risk with the finance providers.

4 Accounting policies

4.1 Foreign currency translation

- a) **Functional and presentation currency**

The financial statements are presented in Thai Baht, which is the Company's functional and presentation currency.

b) **Transactions and balances**

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

Any exchange component of gains and losses on a non-monetary item that recognised in profit or loss, or other comprehensive income is recognised following the recognition of a gain or loss on the non-monetary item.

4.2 Cash and cash equivalents

In the statements of cash flows, cash and cash equivalents includes cash on hand, deposits held at call, short-term highly liquid investments with maturities of three months or less from acquisition date

4.3 Trade accounts receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 days and therefore are all classified as current.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, they are recognised at fair value. The Company holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost.

The impairment of trade receivables are disclosed in Note 4.5.

4.4 Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost of inventories is determined by the first-in, first-out method. Cost of raw materials comprise all purchase cost and costs directly attributable to the acquisition of the inventory less all attributable discounts. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs, and directly attributable costs in bringing the inventories to their present location and condition.


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4.5 Financial assets

a) Classification

The Company classifies its debt instrument financial assets in the following measurement categories depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

- those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss); and
- those to be measured at amortised cost.

The Company reclassifies debt investments when and only when its business model for managing those assets changes.

For investments in equity instruments, the Company has an irrevocable election at the time of initial recognition to account for the equity investment at fair value through profit or loss (FVPL) or at fair value through other comprehensive income (FVOCI) except those that are held for trading, which are measured at FVPL.

b) Recognition and derecognition

Regular way purchases, acquires and sales of financial assets are recognised on trade-date. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

Measurement

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest (SPPI).

c) Debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the financial assets. There are three measurement categories into which the Company classifies its debt instruments:

- **Amortised cost:** Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of comprehensive income.
- **FVOCI:** Financial assets that are held for i) collection of contractual cash flows; and ii) for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income (OCI), except for the recognition of impairment gains or losses, interest income using the effective interest method, and foreign exchange gains and losses which are recognised in profit or loss. When the financial assets is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income is included in [finance income / other income]. Foreign exchange gains and losses are presented in other gains/(losses). Impairment expenses are presented separately in the statement of comprehensive income.
- **FVPL:** Financial assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

d) Equity instruments

The Company measures all equity investments at fair value. Where the Company has elected to present fair value gains and losses on equity instruments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains/(losses) in the statement of comprehensive income.

Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

e) Impairment

The Company applies the TFRS 9 simplified approach in measuring the impairment of trade receivables, contract assets and lease receivables, which applies lifetime expected credit loss, from initial recognition, for all trade receivables, contract assets and lease receivables.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Company has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets. The expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances.

For trade receivables with low credit risk, the expected credit loss rate is based on discounted cashflow according to the schedule to be billed. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts.

For other financial assets carried at amortised cost and FVOCI, the Company applies TFRS 9 general approach in measuring the impairment of those financial assets. Under the general approach, the 12-month or the lifetime expected credit loss is applied depending on whether there has been a significant increase in credit risk since the initial recognition.

The significant increase in credit risk (from initial recognition) assessment is performed every end of reporting period by comparing i) expected risk of default as of the reporting date and ii) estimated risk of default on the date of initial recognition.

The Company assesses expected credit loss by taking into consideration forward-looking information and past experiences. The expected credit loss is a probability-weighted present value of estimated cash shortfall. The cash shortfall is the difference between all contractual cash flows that are due to the Company and all cash flows expected to receive, discounted at the original effective interest rate.

When measuring expected credit losses, the Company reflects the following:

- probability-weighted estimated uncollectible amounts
- time value of money; and
- supportable and reasonable information as of the reporting date about past experience, current conditions and forecasts of future situations.

Impairment (and reversal of impairment) losses are recognised in profit or loss as a separate line item.

4.6 Building improvement and equipment

Building improvement and equipment are stated at historical cost less accumulated depreciation and impairment losses. Historical costs includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

The Company will recognised other repairs and maintenance to profit or loss when incurred.

Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives, as follows:

Building improvement	Lease period
Project equipment	Contract period
Office furniture	5 years
Tools and office equipment	3 - 5 years

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each financial year-end.

Gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in other gains (losses), net.

4.7 Intangible assets

Acquired intangible assets

The assets with limited life are measured at cost less accumulated amortisation and impairment losses. The amortisation is calculated using the straight-line method their estimated useful lives, as follows:

Computer Software	10 years
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4.8 Leases

Leases - where the Company is the lessee

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Company. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise small items of office furniture.

Leases - where the Company is the lessor

When assets are leased out under a finance lease, the present value of the lease payments is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the term of the lease which reflects a constant periodic rate of return. Initial direct costs are included in initial measurement of the finance lease receivable and reduce the amount of income recognised over the lease term.

Rental income under operating leases (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial position based on their nature.

4.9 Financial liabilities

a) Classification

Financial instruments issued by the Company are classified as either financial liabilities or equity securities by considering contractual obligations.

- Where the Company has an unconditional contractual obligation to deliver cash or another financial asset to another entity, it is considered a financial liability unless there is a predetermined or possible settlement for a fixed amount of cash in exchange of a fixed number of the Company's own equity instruments.
- Where the Company has no contractual obligation or has an unconditional right to avoid delivering cash or another financial asset in settlement of the obligation, it is considered an equity instrument.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

b) Measurement

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost.

c) Derecognition and modification

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, or expired.

Where the terms of a financial liability are renegotiated/modified, the Company assesses whether the renegotiation/modification results in the derecognition of that financial liability. Where the modification results in an extinguishment, the new financial liability is recognised based on fair value of its obligation. The remaining carrying amount of financial liability is derecognised. The difference as well as proceed paid is recognised as other gains/(losses) in profit or loss.

Where the modification does not result in the derecognition of the financial liability, the carrying amount of the financial liability is recalculated as the present value of the renegotiated/modified contractual cash flows discounted at its original effective interest rate. The difference is recognised in other gains/(losses) in profit or loss.

4.10 Current and deferred income taxes

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax

The current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax

Deferred income tax is recognised on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements.

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax assets is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

4.11 Employee benefits

a) Short-term employee benefits

Liabilities for short-term employee benefits such as wages, salaries and bonuses that are expected to be settled wholly within 12 months after the end of the period are recognised in respect of employees' service up to the end of the reporting period. They are measured at the amount expected to be paid.

b) Provident fund

The Company pays contributions to a separate fund on a voluntary basis. The Company has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

c) Retirement benefit

Amount of retirement benefits is defined by the agreed benefits the employees will receive after the completion of employment. It usually depends on factors such as age, years of service and an employee's latest compensation at retirement.

The obligation is calculated regularly by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that matches the terms and currency of the expected cash outflows.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise. They are included in other components of equity in the statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

d) Termination benefits

The Company recognises termination benefits at the earlier of (a) when the Company can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for the related restructuring. Benefits due more than 12 months are discounted to their present value.

e) Employee joint investment program

The Company pays contributions to securities' company to buy parent's shares for employees. The contributions from employees and the Company are separated and administered by securities' company. The Company has no obligations to make additional payments when already paid such contributions. The contributions are charged to the statement of comprehensive income.

f) Employee stock ownership plan

The Company grants employees of the Company and its related parties to purchase ordinary share of the Company in the amount which approximates fair value prices of which is reflected by the determined conditions specified by the Company. The employees have a right to sell the shares to the Company if the Company doesn't achieve the target in the determined time of the program. The payment of this program is recognised as liabilities on the statement of financial position. The liabilities will be reversed to the company's ordinary share when the program is completed.

4.12 Share-based payment

Employee stock options

The Company receives services from employees as consideration for equity instruments (options) of the Company. The fair value of the options is recognised as an expense over the vesting period, with a corresponding increase in equity. The fair value of the options is determined by:

- including any market performance conditions (e.g. the entity's share price);
- including the impact of any non-vesting conditions (for example, the requirement for employees to save or holdings shares for a specific period of time); and
- excluding the impact of any service and non-market performance vesting conditions (e.g. profitability, sales growth targets and remaining an employee of the entity over a specified time period).

Non-market performance and service conditions are included in assumptions about the number of options that are expected to vest.

At the end of each reporting period, the Company reviews the number of options that are expected to vest. It recognises the impact of the revision, if any, in profit or loss with a corresponding adjustment to equity.

When the options are exercised, the Company issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital and share premium.

4.13 Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

4.14 Share capital

Ordinary shares are classified as equity

Incremental costs directly attributable to the issue of new shares or options (net of tax) are shown as a deduction in equity.

4.15 Revenue recognition

Revenue are recorded net of value added tax. They are recognised in accordance with the provision of goods or services, provided that collectability of the consideration is probable.

Multiple element arrangements involving delivery or provision of multiple products or services are separated into distinct performance obligations. Total transaction price of the bundled contract is allocated to each performance obligation based on their relative standalone selling prices or estimated standalone selling prices. Each performance obligation is recognised as revenue on fulfilment of the obligation to the customer.

a) Services

The Company recognised service contracts with a continuous service provision as revenue on a straight-line basis over the contract term, regardless of the payment pattern.

Contract assets and contract liabilities

A contract asset is recognised where the Company recorded revenue for fulfillment of a contractual performance obligation before the customer paid consideration or before the requirements for billing.

A contract liability is recognised when the customer paid consideration or a receivable from the customer that is due before the Company fulfilled a contractual performance obligation.

For each customer contract, contract liabilities is set off against contract assets.

b) IT consulting services

The IT consulting division provides business IT management, design, implementation and support services under fixed-price contracts. Revenue from providing services is recognised in the accounting period in which the services are rendered. Revenue is recognised based on the actual service provided to the end of the reporting period as a proportion of the total services to be provided, because the customer receives and uses the benefits simultaneously.

Some contracts include multiple deliverables, such as the sale of hardware and related installation services. However, the installation is simple, does not include an integration service and could be performed by another party. It is therefore accounted for as a separate performance obligation.

Where the contracts include multiple performance obligations, the transaction price will be allocated to each performance obligation based on their relative stand-alone selling prices. Where these are not directly observable, they are estimated based on expected cost plus margin. If contracts include the installation of hardware, revenue for the hardware is recognised at a point in time when the hardware is delivered, the legal title has passed and the customer has accepted the hardware.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the period in which the circumstances that give rise to the revision become known by management.

In the case of fixed-price contracts, the customer pays the fixed amount based on a payment schedule. If the services rendered by the Company exceed the payment, a contract asset is recognised. If the payments exceed the services rendered, a contract liability is recognised.

If the contract includes an hourly fee, revenue is recognised in the amount to which the Company has completed service to the client.

c) Revenue from construction

Under the contracts, the Company's construction activities create or enhance an asset or work in progress that the customer controls as the asset is created or enhanced, and hence revenue is recognised over time by reference to the progress towards completing the construction works. Under this method, the revenue recognised is based on the latest estimate of the total value of the contract.

Claims, variations and liquidated damages are accounted for as variable consideration and are included in contract revenue provided that it is highly probable that a significant reversal will not occur in the future.

Percentage of completion

Revenue from construction contracts or construction-type service contracts or service contracts where a defined output is promised, recognised service contracts with a fixed-price contract i.e. signal testing services, installation services, consultation services, and others. The Company recognised revenue over time by reference to stage of completion as customer take benefits from services, immediately by apply method that more appropriate either

- 1) Output method by reference to the physical stage of progress of project or
- 2) Input method by reference to
 - 2.1) The percentage of direct cost incurred until the reporting date relative to total estimated direct cost or
 - 2.2) The percentage of direct hour incurred until the reporting date relative to total estimated direct hour.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the year in which the circumstances that give rise to the revision become known by management.

4.16 Dividend

Dividend distributed to the Company's shareholders is recognised as a liability when interim dividends are approved by the Board of Directors, and when the annual dividends are approved by the shareholders.

5 Financial risk management

5.1 Financial Risk

The Company exposes to a variety of financial risk: market risk (including interest rate risk), credit risk and liquidity risk. The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance.

5.1.1 Market risk

a) Foreign exchange risk

The Company operates internationally and is exposed to foreign currency risks, primarily the US Dollar from trading transactions.

The Company does not apply hedge accounting.

Exposure

The Company exposure to foreign currency risk at the end of the reporting period, expressed in Baht are as follows:

	31 December 2024	31 December 2023
	US Dollar Baht	US Dollar Baht
Trade and other payables	52,106,772	2,667,611

The aggregate net foreign gains/losses recognised in profit or loss were:

	2024 Baht	2023 Baht
Net foreign exchange gain included in other gains/(losses)	(2,950,175)	(345,865)
Total foreign exchange gain recognised in profit before income tax for the year	(2,950,175)	(345,865)

Sensitivity

As shown in the table above, the Company is primarily exposed to changes in Baht/US\$ exchange rates. The sensitivity of profit or loss to changes in the exchange rates arises mainly from financial assets and financial liabilities denominated in US Dollar.

	Impact to net profit	
	2024 Baht	2023 Baht
US Dollar to Baht exchange rate - increase 10% (2023: 10%)*	5,210,677	266,761
US Dollar to Baht exchange rate - decrease 10% (2023: 10%)*	(5,210,677)	(266,761)
* Indicate other factors constant		

b) Interest rate risk

The Company's income and operating cash flows are substantially independent of changes in market interest rates. The Company is exposed to interest rate risk relates primarily to its deposits at financial institutions, short-term borrowings from financial institutions. Most of the Company's financial assets and liabilities are short-term with bearing floating interest rates or fixed interest rates which are close to the market rate. The Company assesses that the interest rate risk is insignificant as the interests from financial assets and financial liabilities are not significantly different. However, the Company will use interest rate swap to management the risk when necessary.

The Company does not apply hedge accounting.

5.1.2 Credit risk

Credit risk arises from cash and cash equivalents as well as credit exposures to customers, including outstanding receivables, lease receivables and contract assets.

a) Risk management

Credit risk is managed on a group basis. For banks and financial institutions, only independently rated parties with a minimum rating of 'BBB-' or higher are accepted.

If customers are independently rated, these rating are used. Otherwise, if there is no independent rating, taking into account its financial position, past experience and other factors. Individual risk limits are set based on assessments in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by line management.

b) Security

For some trade receivables the Company may obtain security in the form of guarantees, or letters of credit which can be called upon if the counterparty is in default under the terms of the agreement.

c) **Impairment of financial assets**

The Company has three types of financial assets; trade receivables, lease receivables, and contract assets that are subject to the expected credit loss model:

While cash and cash equivalents are also subject to the impairment requirements of TFRS 9, management considered that the identified impairment loss was immaterial.

Trade receivables, lease receivables, and contract assets

The Company applies the TFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables, lease receivables, and contract assets.

To measure the expected credit losses, trade receivables, lease receivables, and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on the payment profiles of sales over a period of 36 month before 31 December 2024 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Company has identified the GDP and inflation rate of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade receivables, lease receivables, and contract assets are written-off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Company, and a failure to make contractual payments or cannot be contacted for a period greater than 365 days past due.

Impairment losses on trade receivables, lease receivables, and contract assets are presented as net impairment losses within profit before finance costs and income taxes. Subsequent recoveries of amounts previously written off are credited against the same line item.

Trade receivables with low credit risk, the expected credit loss rate is based on discounted cashflow according to the schedule to be billed. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts.

5.1.3 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. At the end of the reporting period, the Company held cash and deposits at call of Baht 138.26 million (2023: Baht 78.45 million) that are expected to be readily available for managing liquidity risk.

Due to the dynamic nature of the underlying businesses, the Company's treasury maintains flexibility in funding by maintaining availability under committed credit lines.

Management monitors i) rolling forecasts of the Company's liquidity reserve (comprising the undrawn borrowing facilities below); and ii) cash and cash equivalents on the basis of expected cash flows. In addition, the Company's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary, monitoring balance sheet liquidity ratios and maintaining financing plans.

a) Financing arrangements

The Company had access to the following undrawn credit facilities as at 31 December:

	2024 Baht	2023 Baht
Floating rate		
Expiring within one year		
- Bank overdraft and bill facility	2,000,000	12,000,000
Expiring beyond one year		
- Financial institutions' loans	428,048,201	168,349,348
	<u>430,048,201</u>	<u>180,349,348</u>

The bank overdraft and the unsecured bill acceptance facilities may be drawn at any time and may be terminated by the financial institutions without notice. The unsecured bill acceptance facility may be drawn at any time and is subject to annual review.

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b) **Maturity of financial liabilities**

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

	Within 1 year Baht	1 - 5 years Baht	Total Baht	Carrying amount Baht
At 31 December 2024				
Short-term borrowings from financial institutions	352,236,771	-	352,236,771	346,350,464
Trade and other payables	193,038,741	74,291,497	267,330,238	267,330,238
Lease liabilities	5,213,720	11,184,633	16,398,353	14,569,945
Long-term borrowings from financial institutions	173,800,010	34,988,681	208,788,691	189,136,984
	<u>724,289,242</u>	<u>120,464,811</u>	<u>844,754,053</u>	<u>817,387,631</u>
At 31 December 2023				
Short-term borrowings from financial institutions	271,190,242	-	271,190,242	267,150,652
Trade and other payables	146,176,368	50,542	146,226,910	146,226,910
Lease liabilities	4,279,228	14,415,580	18,694,808	16,053,365
	<u>421,645,838</u>	<u>14,466,122</u>	<u>436,111,960</u>	<u>429,430,927</u>

5.2 Capital management

5.2.1 Risk management

The objectives when managing capital are to:

- safeguard their ability to continue as a going concern, to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with others in the industry, the Company monitors capital based on gearing ratio which is determined by dividing net debt with equity.


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The credit rating was unchanged and the gearing ratios at 31 December were as follows:

	2024 Baht	2023 Baht
Net debt	1,428,437,717	776,431,656
Equity	326,078,369	363,663,900
Net debt to equity ratio	4.38	2.14

Loan covenants

Under the terms of the major borrowing facilities, the Company is required to comply with the following financial covenants:

- the debt-to-equity ratio must not be more than 0 to 3,
- the DSCR ratio must be not less than 1.25

At 31 December 2024, The Company was unable to maintain financial ratio as required by a debt covenant under a long-term borrowing contract with a commercial bank. By terms under the contract, the bank has the right to call for repayment of total borrowing amount in case of a breach on debt covenant. Therefore, total long-term borrowing amounting to Baht 140 million is classified as current portion at year end to reflect the condition under the borrowing contract.

Nevertheless, in February 2025 the Company already received waiver letters from the bank stating that the bank will not ask for settlement of the borrowings before timing in the original payment schedule.

6 Fair value

Fair values are categorised into hierarchy based on inputs used as follows:

- Level 1: The fair value of financial instruments is based on the current bid price by reference to the Stock Exchange of Thailand.
- Level 2: The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.
- Level 3: The fair value of financial instruments is not based on observable market data.

Fair values of financial assets and financial liabilities have similar value with carrying amounts as most of financial assets and financial liabilities are short term financial instruments. Except other financial assets measured through comprehensive income which measured at fair value level 3 and long-term borrowing from financial institution which measured at fair value level 2 which disclosed in Note 23, the Company does not have financial assets and financial liabilities which measured at fair value.

7 Critical accounting estimates and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

a) Total contract costs estimation

The Company recognises total contract costs estimation by estimating total contract costs for each construction contract. The Company has estimated total contract costs by the Company's management and project manager. The estimation of total contract costs are subject to change if the content of the work has been changed.

b) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about default risk and expected loss rates. The Company uses judgement in making these assumptions and selecting the inputs used in the impairment calculation, based on the Company's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period.

8 Segment information

The Company's strategic steering committee, consisting of the chief executive officer and the person taking the highest responsibility in finance and accounting, examines the Company's performance. The committee has identified two of reportable segments reportable segments of the Company's businesses which are system integration business and sales and services business. The main geographic which the Company operates is Thailand.

The steering committee primarily uses a measure of segments' revenue and gross profit to assess the performance of the operating segments.

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Financial information by business segments is as follows:

	For the year ended 31 December 2024		
	System integration Baht	Sales and services Baht	Total Baht
Revenue by segments	928,514,267	541,992,506	1,470,506,773
Gross profit	182,980,790	139,151,975	322,132,765
Other income			1,542,139
Other gains, net			1,162,391
Selling expenses			(50,117,506)
Administrative expenses			(114,417,024)
Finance costs			(20,379,067)
Profit before income tax			139,923,698
Income tax expense			(36,482,417)
Profit for the year			103,441,281

	For the year ended 31 December 2023		
	System integration Baht	Sales and services Baht	Total Baht
Revenue by segments	752,850,523	322,334,442	1,075,184,965
Gross profit	202,873,054	67,506,413	270,379,467
Other income			1,566,902
Other losses, net			(253,334)
Selling expenses			(46,871,684)
Administrative expenses			(75,053,664)
Finance costs			(16,051,050)
Profit before income tax			133,716,637
Income tax expense			(29,689,477)
Profit for the year			104,027,160

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Information about major customers

The details of major customers can be analysed by segment as follow:

	System integration Baht	Sales and services Baht	Total Baht
For the year ended 31 December 2024			
Major customer 1	396,105,061	45,504,580	441,609,641
Major customer 2	193,963,000	115,722,431	309,685,431
For the year ended 31 December 2023			
Major customer 1	356,004,685	14,431,042	370,435,727
Major customer 2	158,677,901	14,837,944	173,515,845
Major customer 3	-	118,753,181	118,753,181

9 Revenue disaggregation by timing of revenue recognition

	For the year ended 31 December 2024		
	System integration services Baht	Sales and services Baht	Total Baht
Timing of revenue recognition			
At a point in time	-	8,349,428	8,349,428
Over time	928,514,267	533,643,078	1,462,157,345
Total revenue	928,514,267	541,992,506	1,470,506,773


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	For the year ended 31 December 2023		
	System integration services Baht	Sales and services Baht	Total Baht
Timing of revenue recognition			
At a point in time	-	458,655	458,655
Over time	752,850,523	321,875,787	1,074,726,310
Total revenue	752,850,523	322,334,442	1,075,184,965

10 Cash and cash equivalents

	2024 Baht	2023 Baht
Cash on hand	712,826	537,199
Cash at banks	137,551,025	77,913,512
	138,263,851	78,450,711

11 Trade and other current receivables

	2024 Baht	2023 Baht
Trade receivables - third parties	59,391,788	214,960,257
Trade receivables - related parties (Note 31)	7,596,774	14,254,221
Total trade receivables	66,988,562	229,214,478
Other receivables - third parties	7,151,656	1,213,434
Other receivables - related parties (Note 31)	9,345,170	1,715,114
Accrued interest income	319,293	85,288
Prepaid expenses	4,973,141	2,462,572
Total trade and other current receivables	88,777,822	234,690,886

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Outstanding trade receivables as at 31 December can be analysed by their aging from the transaction date as follows:

	2024 Baht	2023 Baht
Not yet due	47,730,919	75,150,385
Overdue:		
Up to 3 months	17,652,643	76,467,796
3 - 6 months	-	77,543,914
6 - 9 months	-	52,383
9 - 12 months	1,605,000	-
Total trade receivables	66,988,562	229,214,478

As of 31 December 2024, the Company did not recognise expected credit loss of trade receivables with overdue within 9 to 12 months amounting to Baht 1,605,000 since it is in the process of amending documents from the Company transformation to public company and expected to receive payment in the first quarter 2025.

12 Lease receivables

Lease receivables are as follows:

	2024 Baht	2023 Baht
Lease receivables	39,069,333	-
<u>Less</u> Unearned interest income	(967,998)	-
Lease receivables, net	38,101,335	-
Current portion within 1 year	16,705,656	-
Non-current portion over 1 year but less than 5 years	21,395,679	-

As of 31 December 2024, all the finance lease receivables have not yet due, so there is no expected credit loss recognised during the year.


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13 Contract assets

The Company has recognised the following assets related to contracts with customers:

	2024 Baht	2023 Baht
Current		
Contract assets	784,310,264	379,232,505
Incremental costs of obtaining a contract	139,134	-
Total current contract assets	784,449,398	379,232,505
Non-current		
Contract assets	4,285,908	19,877,839
Incremental costs of obtaining a contract	198,097	-
<u>Less</u> Expected credit loss	(91,820)	(552,467)
Total non-current contract assets	4,392,185	19,325,372

Contract assets are unbilled revenue where the Company recorded revenue for fulfilment of a contractual performance obligation before the customer paid consideration or before the requirements for billing. The contract assets increase from number of projects and revenue recognised during the year.

Outstanding contract assets as at 31 December can be analysed by their aging from the transaction date as follows:

	2024 Baht	2023 Baht
Within to 3 months	487,937,557	117,967,585
3 - 6 months	44,325,317	55,037,973
6 - 9 months	81,492,379	51,231,369
9 - 12 months	102,985,572	120,634,524
Over 12 months	71,855,347	54,238,893
Total	788,596,172	399,110,344
<u>Less</u> Expected credit loss	(91,820)	(552,467)
Total	788,504,352	398,557,877

The contract assets are expected to issue invoices within 1 to 13 months (2023: 1 to 18 months). The contract assets are expected to bill over 12 months which arising from contract entered with government sector and have requirement for billing as specified in the contract.

As of 31 December 2024, the Company has expected credit loss from contract assets which expected to received money over 12 months Baht 91,820. During the year 2024, the Company reverse expected credit loss of contract assets for Baht 460,647 (2023: Recognised expected credit loss of Baht 552,467) in the profit or loss which reflected time value of money by using discounted cashflows for the contracts entered with government sector and have requirement for billing over 12 months.

The loss allowances for contract assets as at 31 December reconcile to the opening loss allowances as follows:

	Contract assets	
	2024	2023
	Baht	Baht
Opening loss allowance at 1 January	(552,467)	-
Increase in loss allowance recognised in profit or loss during the year	-	(552,467)
Unused amount reversed recognised in profit or loss during the year	460,647	-
Closing loss allowance at 31 December	(91,820)	(552,467)

14 Contract liabilities

The Company has recognised the following liabilities related to contracts with customers:

	2024	2023
	Baht	Baht
Contract liabilities		
- Current	77,243,171	112,131,629
- Non-current	2,435,803	5,952,530
Total contract assets	79,678,974	118,084,159

In 2024, the revenue recognised relates to carried-forward contract liabilities amounting to Baht 106.77 million (2023: Baht 37.58 million). The contract liabilities decrease from project revenue recognition during the year.

Unsatisfied long-term contracts

For financial statements at 31 December 2024, transaction price allocated to the unsatisfied contracts are approximately Baht 1,959 million (2023: Baht 2,072 million) comprised of system integration of Baht 599 million (2023: Baht 965 million), sales and service of Baht 1,360 million (2023: Baht 1,107 million).

For financial statements at 31 December 2024, management expects that 51% of the transaction price allocated to the unsatisfied contracts, respectively (2023: 45%) will be recognised as revenue during the next reporting period amounting to Baht 1,006 million (2023: Baht 922 million). The amount disclosed above does not include variable consideration which is constrained.

15 Inventory

	2024 Baht	2023 Baht
Finished goods	68,946,390	36,416,511

The cost of inventories amounting to Baht 248.10 million (2023: Baht 336.13 million) recognised as expense and included in cost in the statement of comprehensive income. In 2024 and 2023, the Company have no inventories shown at net realizable value which is lower than cost.

16 Financial assets and liabilities

The classification of the Company's financial assets and financial liabilities are as follows:

	2024 Baht	2023 Baht
Financial assets		
Financial assets at amortised cost		
- Cash and cash equivalents	138,263,851	78,450,711
- Financial assets measured at amortised cost	667,043	375,562
- Trade and other receivables	83,485,388	232,143,026
- Restricted deposit at banks	128,178,906	71,676,751
- Lease receivables	38,101,335	-
Financial assets measured at fair value through other comprehensive income	-	200,000
Financial liabilities		
Financial liabilities at amortised cost		
- Short-term borrowings from financial institutions	346,350,464	267,150,652
- Long-term borrowings from financial institutions	189,136,984	-
- Trade and other payables	267,330,238	146,226,910
- Lease liabilities	14,569,946	16,053,365

17 Advance payment for projects

	2024 Baht	2023 Baht
Advance payments of materials	6,718,066	16,434,722
Advance payments to subcontracts	283,790,905	43,370,944
	290,508,971	59,805,666

18 Restricted deposit at banks

At 31 December 2024, deposit of Baht 128.18 million (2023: Baht 71.68 million) are pledged with domestic financial institutions as collateral of letter of guarantee for construction project auction and execution, and for as collateral of short-term borrowing from financial institutions.

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19 Building improvement and equipment

	Building improvements Baht	Project equipment Baht	Office furniture Baht	Tools and office equipment Baht	Total Baht
At 1 January 2023					
Cost	-	-	106,312	3,928,163	4,034,475
<u>Less</u> Accumulated depreciation	-	-	(104,233)	(2,225,870)	(2,330,103)
Net book amount	-	-	2,079	1,702,293	1,704,372
For the year ended 31 December 2023					
Opening net book amount	-	-	2,079	1,702,293	1,704,372
Additions	6,028,946	250,186,314	2,200,781	4,263,913	262,679,954
Disposal, net	-	-	(24)	(9,636)	(9,660)
Depreciation	-	(33,502,456)	(29,884)	(860,357)	(34,392,697)
Closing net book amount	6,028,946	216,683,858	2,172,952	5,096,213	229,981,969
At 31 December 2023					
Cost	6,028,946	250,186,314	2,256,821	7,870,938	266,343,019
<u>Less</u> Accumulated depreciation	-	(33,502,456)	(83,869)	(2,774,725)	(36,361,050)
Net book amount	6,028,946	216,683,858	2,172,952	5,096,213	229,981,969
For the year ended 31 December 2024					
Opening net book amount	6,028,946	216,683,858	2,172,952	5,096,213	229,981,969
Additions	479,572	-	568,996	3,578,403	4,626,971
Disposal, net	-	-	(50,826)	(5,281,904)	(5,332,730)
Write-off, net	-	-	(3)	(116,540)	(116,543)
Transfer-in (out)	(1,552,773)	-	1,552,773	-	-
Depreciation	(508,833)	(53,545,410)	(845,630)	(1,765,893)	(56,665,766)
Closing net book amount	4,446,912	163,138,448	3,398,262	1,510,279	172,493,901
At 31 December 2024					
Cost	4,955,745	250,186,314	4,315,999	3,717,072	263,175,130
<u>Less</u> Accumulated depreciation	(508,833)	(87,047,866)	(917,737)	(2,206,793)	(90,681,229)
Net book amount	4,446,912	163,138,448	3,398,262	1,510,279	172,493,901


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The Company is a lessor of project equipment to third parties under operating leases. The carrying amount of the leased assets are as follows:

	2024 Baht	2023 Baht
Cost	250,186,314	250,186,314
<u>Less</u> Accumulated depreciation	<u>(87,047,866)</u>	<u>(33,502,456)</u>
Net book amount	<u>163,138,448</u>	<u>216,683,858</u>

Rental income amounting to Baht 56.55 million (2023: Baht 35.23 million) are included in profit or loss in revenue from services.

20 Right-of-use assets

At 31 December, right-of-use asset balance are as follows:

	Building Baht	Vehicle Baht	Office equipment Baht	Total Baht
Net book value as at 1 January 2023	4,768,382	2,628,427	-	7,396,809
Additions	6,182,769	4,224,830	-	10,407,599
Depreciation	<u>(1,166,272)</u>	<u>(783,781)</u>	<u>-</u>	<u>(1,950,053)</u>
Net book value at 31 December 2023	<u>9,784,879</u>	<u>6,069,476</u>	<u>-</u>	<u>15,854,355</u>
Net book value at 1 January 2024	9,784,879	6,069,476	-	15,854,355
Additions	1,070,734	449,401	918,210	2,438,345
Depreciation	<u>(2,237,917)</u>	<u>(1,808,075)</u>	<u>(186,686)</u>	<u>(4,232,678)</u>
Net book value at 31 December 2024	<u>8,617,696</u>	<u>4,710,802</u>	<u>731,524</u>	<u>14,060,022</u>

Transactions recognised in profit or loss and cash outflows for leases during the year is as follows:

	2024 Baht	2023 Baht
Expense relating to short-term leases	2,012,140	2,467,695
Expense relating to leases of low-value assets	264,600	112,500
Interest expense (included in finance cost)	1,131,188	663,864



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Cash outflows for leases is as follows:

	2024 Baht	2023 Baht
Cash outflow for repayment of lease liabilities	7,329,692	5,024,095

21 Deferred income tax assets

The deferred tax assets and deferred tax liabilities is as follows:

	2024 Baht	2023 Baht
Deferred tax assets	8,312,403	6,607,696
Deferred tax liabilities	(5,328,178)	(3,170,870)
Deferred tax, net	2,984,225	3,436,826

The movements in deferred tax assets and liabilities are as follows:

	1 January 2024 Baht	Charge to profit or loss Baht	Charge to other comprehensive income Baht	31 December 2024 Baht
Deferred tax assets				
Lease liabilities	3,210,672	(296,684)	-	2,913,988
Expected credit loss	110,493	(92,129)	-	18,364
Provision for warranty	275,453	144,261	-	419,714
Employee benefit obligations	2,583,775	1,034,574	(60,169)	3,558,180
Depreciation	386,927	682,994	-	1,069,921
Provision for decommissioning cost	40,376	-	-	40,376
Employee Joint Investment Program	-	291,860	-	291,860
	6,607,696	1,764,876	(60,169)	8,312,403
Deferred tax liabilities				
Lease receivables	-	(2,369,562)	-	(2,369,562)
Right-of-use	(3,170,870)	358,867	-	(2,812,003)
Recognition of revenue and cost from service contract	-	(146,613)	-	(146,613)
	(3,170,870)	(2,157,308)	-	(5,328,178)
Total deferred tax, net	3,436,826	(392,432)	(60,169)	2,984,225

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	1 January 2023 Baht	Charge to profit or loss Baht	Charge to other comprehensive income Baht	31 December 2023 Baht
Deferred tax assets				
Lease liabilities	1,485,160	1,725,512	-	3,210,672
Expected credit loss	-	110,493	-	110,493
Provision for warranty	184,748	90,705	-	275,453
Employee benefit obligations	1,341,662	543,343	698,770	2,583,775
Depreciation	-	386,927	-	386,927
Provision for decommissioning cost	-	40,376	-	40,376
	<u>3,011,570</u>	<u>2,897,356</u>	<u>698,770</u>	<u>6,607,696</u>
Deferred tax liabilities				
Right-of-use	(1,479,361)	(1,691,509)	-	(3,170,870)
	<u>(1,479,361)</u>	<u>(1,691,509)</u>	<u>-</u>	<u>(3,170,870)</u>
Total deferred tax, net	<u>1,532,209</u>	<u>1,205,847</u>	<u>698,770</u>	<u>3,436,826</u>

22 Trade and other current payables

	2024 Baht	2023 Baht
Trade payables - third parties	169,794,074	27,553,091
Trade payables - related parties (Note 31)	37,147,624	52,450,952
Other payables - third parties	1,429,043	1,517,381
Other payables - related parties (Note 31)	58,959,497	64,705,486
Accrued expenses - third parties	400,798,213	133,843,768
Accrued expenses - related parties (Note 31)	39,147,603	14,098,485
Total	<u>707,276,054</u>	<u>294,169,163</u>


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23 Borrowings

	2024 Baht	2023 Baht
Current		
Short-term borrowings from financial institutions	346,350,464	267,150,652
Current portion of long-term borrowings from financial institutions	157,379,846	-
Current portion of lease liabilities	4,336,383	3,282,932
Total current borrowings	508,066,693	270,433,584
Non-current		
Lease liabilities	10,233,563	12,770,433
Long-term borrowings from financial institutions	31,757,138	-
Total non-current borrowings	41,990,701	12,770,433
Total borrowings	550,057,394	283,204,017

Movements of long-term borrowings from financial institution for the year ended 31 December 2024 are as follows:

	2024 Baht
Opening net book value	-
Additions	216,580,944
Repayments	(27,106,460)
Payment of front-end fee	(350,000)
Amortisation of front-end fee	12,500
Closing net book value	189,136,984

Long-term borrowings from financial institution were secured by bank savings accounts which has interest rate from MLR - 2% to MLR - 1% per annum and is due for repayment by November 2029.

Borrowings with secured assets at 31 December 2024 are as follows:

	Borrowings Amount	Secured assets
Short-term borrowings from financial institutions	346,350,464	Bank savings
Long-term borrowings form financial institutions	189,136,984	Bank savings

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At 31 December 2024, the carrying amounts and fair values of long-term borrowings from financial institutions are as follows:

	Baht
Book values	189,136,984
Fair values	189,776,143

The fair values are based on discounted cash flows using a discount rate based upon the borrowing rate of 7.18% and are within the level 2 of the fair value hierarchy.

The effective interest rates as of 31 December are as follows:

	2024	2023
	Per annum	Per annum
Short-term borrowings from financial institutions	5.00% to 6.05%	5.16% to 6.27%
Long-term borrowings from financial institutions	5.15% to 7.05%	-
Lease liabilities	5.88% to 7.70%	5.88% to 7.70%

The movement of lease liabilities are as follows:

	2024			2023		
	Other parties Baht	Related party Baht	Total Baht	Other parties Baht	Related party Baht	Total Baht
Opening net book value	6,184,510	9,868,855	16,053,365	2,657,423	4,768,379	7,425,802
Addition	2,438,345	-	2,438,345	4,224,830	6,182,769	10,407,599
Cash outflows:						
Repayments of lease liabilities	(2,186,864)	(1,734,900)	(3,921,764)	(697,743)	(1,082,293)	(1,780,036)
Repayments of interest expense	(511,148)	(620,040)	(1,131,188)	(213,682)	(450,182)	(663,864)
Non-cash changes:						
Amortised deferred interest	511,148	620,040	1,131,188	213,682	450,182	663,864
Closing net book value	6,435,991	8,133,955	14,569,946	6,184,510	9,868,855	16,053,365

The maturity of lease liabilities are as follow:

	2024 Baht	2023 Baht
Current portion of lease liabilities	4,336,383	3,282,932
Lease liabilities	10,233,563	12,770,433
	14,569,946	16,053,365


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24 Employee benefit obligations

The movements in the employee benefit obligations for the years are as follows:

	2024 Baht	2023 Baht
At 1 January	18,048,244	9,718,034
Current service cost	4,635,026	2,785,973
Interest cost	608,226	335,272
	<u>23,291,496</u>	<u>12,839,279</u>
Remeasurements:		
Gain from change in demographic assumptions	(2,278,407)	-
Loss from change in financial assumptions	2,371,117	131,790
Experience (gain) loss	(393,556)	3,362,061
Other:		
Employee transferring from related parties	<u>(63,515)</u>	<u>1,715,114</u>
At 31 December	<u>22,927,135</u>	<u>18,048,244</u>

The significant actuarial assumptions used were as follows:

	2024 %	2023 %
Discount rate	2.54	3.37
Salary growth rate	6.00	6.00
Turnover rate	2.39 to 28.65	1.91 to 22.92

Sensitivity analysis for each significant assumption used is as follows:

	Change in assumption		Impact on retirement benefits			
	2024	2023	Increase in assumption		Decrease in assumption	
			2024	2023	2024	2023
Discount rate	0.50%	0.50%	Decrease by 5.78%	Decrease by 6.34%	Increase by 6.27%	Increase by 6.91%
Salary growth rate	1.00%	1.00%	Increase by 12.50%	Increase by 13.92%	Decrease by 10.88%	Decrease by 12.00%
Turnover rate	20.00%	20.00%	Decrease by 8.72%	Decrease by 8.13%	Increase by 10.46%	Increase by 9.52%

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The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the retirement benefits recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

The weighted average duration of the defined benefit obligation is 15 years (2023: 17 years).

Expected maturity analysis of undiscounted retirement are as follows:

	Less than 1 year Baht	Between 1 - 2 years Baht	Between 2 - 5 years Baht	Over 5 years Baht	Total Baht
At 31 December 2024					
Retirement benefits	-	-	1,243,648	129,894,813	131,138,461
At 31 December 2023					
Retirement benefits	-	-	1,305,656	146,871,802	148,177,458

25 Share capital

The movements of share capital for year ended 31 December are as follows:

	Authorised shares		Issued and paid-up			Total Baht
	Number of Shares	Ordinary shares Baht	Number of shares	Ordinary shares Baht	Share premium Baht	
At 1 January 2023	1,500,000	150,000,000	1,500,000	144,150,000	10,725,000	154,875,000
Receive subscription	-	-	-	5,850,000	8,775,000	14,625,000
Increase in ordinary shares	500,000	50,000,000	500,000	50,000,000	-	50,000,000
At 31 December 2023	2,000,000	200,000,000	2,000,000	200,000,000	19,500,000	219,500,000
At 1 January 2024	2,000,000	200,000,000	2,000,000	200,000,000	19,500,000	219,500,000
Change in par value from Baht 100 per share to Baht 0.50 per share	398,000,000	-	-	-	-	-
Increase in ordinary Shares	140,000,000	70,000,000	-	-	-	-
At 31 December 2024	540,000,000	270,000,000	400,000,000	200,000,000	19,500,000	219,500,000

The total number of authorised ordinary shares is 540,000,000 shares (31 December 2023: 2,000,000 shares) with a par value of Baht 0.50 per share (31 December 2023: Baht 100 per share).

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2024

On 19 January 2024, at the Extraordinary General Meeting approved the change in par value of the shares from the price of Baht 100 per share to Baht 0.50 per share, resulting in increased of the Company's shares from 2,000,000 shares to 400,000,000 shares.

In addition, at the Extraordinary General Meeting passed a resolution to approve the increase in the authorised share capital from Baht 200,000,000 to Baht 270,000,000 by issuing new 140,000,000 ordinary shares with par value of Baht 0.50 per share.

2023

During the year 2023, The Company called for paid-up share capital 130,000 shares of Baht 112.50 per share, which is representing 45% of the share price. The Company received full paid-up share capital amounting to Baht 14,625,000 and recognised share premium amounting to Baht 8,775,000.

At the Extraordinary General Meeting on 23 June 2023, the Board of Directors passed a resolution to approve an increase in ordinary shares totalling Baht 50,000,000, comprising 500,000 ordinary shares at par value Baht 100 each. In August 2023, the shares were fully paid up and the Company registered the increased share capital with the Ministry of Commerce on 5 July 2023.

Reserve for repurchase shares

The movements of reserve for repurchase shares for year ended 31 December are as follows:

	2024 Baht	2023 Baht
1 January	36,834,400	17,875,000
Reversal	(283,050)	-
Additions	-	18,959,400
31 December	36,551,350	36,834,400

2024

During the year 2024, the Company made a reversal of the reserve for repurchase shares of Baht 283,050 since an employee of the related company resigned before the vesting period. However, the parent company purchased all shares of the resigned employee.

The management expected to complete vesting conditions in 2024 so the Company classified the reserve for repurchase share in current liabilities amounting to Baht 36.55 million.


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2023

In October 2022, the Company granted the rights to employees of the Company and its related parties to buy new ordinary shares 130,000 shares with par value of Baht 100 per share at Baht 250 per share. The employees are not able to sell such shares before the conditions stated in the contract achieve. The Company does not recognise expenses to the financial statements as the exercise price of ordinary shares is higher than the fair value, which the Company recognised reserve for repurchase shares of Baht 17,875,000.

During the year 2023, the Company provided an additional reserve for repurchase shares of Baht 14,625,000 in an amount equal to the subscription proceeds. According to the agreement of share allocation to employees, employees have rights to sell the shares back to the Company at the exercise price if the Company cannot achieve the conditions in the stipulated timeline. They will be reversed at the end of the program.

Moreover, in July 2023, the Company granted the right to employees of the Company and its related parties to buy new issued ordinary shares according to their existing holding interests of 43,344 shares with par value of Baht 100 per share at price Baht 100 per share. The exercise price is lower than its fair value at the grant date. The shares have same conditions with the shares granted to the employees in October 2022. As a result, the Company additionally recognised reserve for repurchase shares in amount equal to the additional subscription proceeds of Baht 4,334,400.

26 Share-based payment

Share-based payment

As disclosed in Notes 25, in July 2023, the Company granted the rights to employees of the Company and its related parties to buy newly issued shares at price Baht 100 per share, which is lower than its fair value at the grant date. In the financial statements, the Company recognised expenses from share-based payment in profit or loss of Baht 2,449,461 for the year ended 31 December 2024 (31 December 2023: Baht 1,493,625). Additionally, the Company recognised distribution to shareholders, deducting in equity, of Baht 2,865,771 and an increase in reserve for share-based payments in equity of Baht 5,315,232 in the statement of financial position as at 31 December 2024 (31 December 2023: Baht 1,757,175 Baht 3,250,800). The Company recognised the transactions over the vesting period from the grant date in July 2023 to December 2024, period during which is that the management expects to achieve the condition stipulated in the agreement.

In addition, in 2023, the related party granted the rights to employees of the Company to but newly issued shares of the related party at price of Baht 100 per share, which is lower than its fair value at the grant date. In the financial statements for the year ended 31 December 2023, the Company recognised expenses from share-based payment in profit or loss and contribution from shareholders, increase in equity, amounting to Baht 7,333,567.

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The movements of reserve for share-based payments and distribution to shareholders for year ended 31 December 2024.

	Reserve for share-based payment Baht	Distribution to shareholders Baht
1 January	3,250,800	1,757,175
Additions	5,315,232	2,865,771
31 December	8,566,032	4,622,946

Employee Joint Investment Program

The Company joined an Employee Joint Investment Program (EJIP) as per the passed resolution of Board of Directors no.12/2023 meeting of Parent's Company on 14 November 2023. The EJIP is the stock accumulating program to purchase Parent Company's shares, monthly, as a reward for employees. The program starts from 1 January 2024 to 31 December 2026, three years period. For the period ended 31 December 2024, the Company recognised expenses of Baht 10,565,856. Additionally, the Company paid share contributions to the program manager for Baht 7,209,609 during the year 2024.

27 Legal reserve

	2024 Baht	2023 Baht
1 January	20,000,000	13,700,000
Appropriation during the period	7,000,000	6,300,000
31 December	27,000,000	20,000,000

2024

The meeting of Board of Directors on 13 May 2024 passed a resolution to approve increasing in legal reserve amounting to Baht 7,000,000.

2023

The meeting of Board of Directors on 31 March 2023 and 11 November 2023 passed a resolution to approve increasing in legal reserve amounting to Baht 1,300,000 and 5,000,000 respectively.

Under the Public Limited Company Act., B.E. 2535, the Company is required to set aside as a legal reserve at least 5 percent of its net profit after accumulated deficit brought forward (if any) until the reserve is not less than 10 percent of the authorised capital. The legal reserve is non-distributable.


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28 Expense by nature

	2024 Baht	2023 Baht
Consumable materials and subcontractors	874,744,502	605,925,670
Employee benefit expense	193,139,261	137,781,876
Management remunerations (Note 31)	32,858,323	35,956,949
Depreciation (Note 19, 20)	60,898,444	36,342,750
Amortisation	311,890	175,392

29 Income tax

Income tax expense for the year comprises the following:

	2024 Baht	2023 Baht
Current tax:		
Current tax on profits for the year	36,089,985	30,895,324
Total current tax	36,089,985	30,895,324
Deferred income tax:		
Change in deferred tax assets (Note 21)	392,432	(1,205,847)
Total deferred income tax	392,432	(1,205,847)
Total income tax expense	36,482,417	29,689,477

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The tax on the Company's profit before tax differs from the theoretical amount that would arise using the basic tax rate of the home country of the Company as follows:

	2024 Baht	2023 Baht
Profit before tax	139,923,698	133,716,637
Tax calculated at a tax rate of 20% (2023: 20%)	27,984,740	26,743,327
Tax effect of:		
Expenses not deductible for tax purpose	9,030,762	3,277,625
Expenses additionally deductible for tax purpose	(533,085)	(331,475)
Tax charge	36,482,417	29,689,477

The weighted average applicable tax rate was 26.07% (2023: 22.20%).

30 Earnings per share

Basic earnings per share is calculated by dividing the profit attributable to shareholders by the weighted average number of ordinary shares in issue during the year.

For the years ended 31 December	2024	2023
Profit attributable to shareholders (Baht)	103,441,281	104,027,160
Weighted average number of ordinary shares (Shares)	400,000,000	369,184,284
Basic earnings per share (Baht)	0.26	0.28

The Company recalculated earnings per share for the year ended 2023 for comparative purposes using the weighted average number of ordinary shares and considered that it has a bonus element in a right issue to existing shareholders since the beginning of 2023 to be in line with the change in the par value and number of issued and shares subscription in accordance with the resolution of the Extraordinary General Meeting of Shareholders on 23 June 2023. Moreover, on 19 January 2024, the Company changed par value of its ordinary shares from Baht 100 per share to Baht 0.50 per share. For comparative purposes, the weighted average number of shares for the year ended 31 December 2024 and 2023 is adjusted to reflect the change of the par value.

The Company did not issue dilutive common shares during the reporting period. Therefore, diluted earnings per share are not presented.


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31 Related party transactions

Individuals and entities that directly or indirectly control or are controlled by or are under common control with the Company, including associates and individuals or entities having significant influence over the Company, key management personnel, including directors and officers of the Company and close members of the family of these individuals and entities associated with these individuals also constitute related parties. In considering each possible related-party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

The majority of the Company's shareholders is Sky ICT Public Company Limited which owns 91.40% of the Company's shares.

a) Transaction with related parties

Transactions with related persons or related parties for the year ended 31 December are as follows:

	2024 Baht	2023 Baht
Revenue from sales and services		
Parent	26,344,641	71,611,219
Related parties	442,105,742	42,789,527
	<u>468,450,383</u>	<u>114,400,746</u>
Other income		
Parent	-	230,400
Cost of sales and services		
Parent	43,187,721	20,414,776
Related parties	104,239,281	186,892,777
	<u>147,427,002</u>	<u>207,307,553</u>
Selling and administrative expenses		
Parent	13,536,863	7,940,850
Related party	5,986,184	2,516,992
	<u>19,523,047</u>	<u>10,457,842</u>
Finance costs		
Parent	-	252,163



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b) Outstanding balances

The outstanding balances at the end of the reporting period with related person or related parties are as follows:

	2024 Baht	2023 Baht
Trade receivables		
Parent	5,913,849	1,414,221
Related parties	1,682,925	12,840,000
	<u>7,596,774</u>	<u>14,254,221</u>
Other receivables		
Parent	9,345,170	1,418,684
Related parties	-	296,430
	<u>9,345,170</u>	<u>1,715,114</u>
Inventories		
Parent	348,111	-
Related parties	-	27,364
	<u>348,111</u>	<u>27,364</u>
Contract assets		
Parent	16,484,168	22,031,352
Related parties	54,497,419	4,000,000
	<u>70,981,587</u>	<u>26,031,352</u>
Other assets		
Related parties	151,470	151,470
Advance payment for projects		
Related parties	1,885	572,500
Contract liabilities		
Parent	554,497	827,771
Related parties	2,491,032	2,526,529
	<u>3,045,529</u>	<u>3,354,300</u>

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	2024 Baht	2023 Baht
Trade payables		
Parent	15,376,970	-
Related parties	21,770,654	52,450,952
	<u>37,147,624</u>	<u>52,450,952</u>
Other payables		
Parent	2,448,282	1,282,197
Related party	56,511,215	63,423,289
	<u>58,959,497</u>	<u>64,705,486</u>
Accrued expenses		
Parent	297,620	2,183,221
Related party	38,849,983	11,915,264
	<u>39,147,603</u>	<u>14,098,485</u>
Lease liabilities		
Related party (Note 23)	8,133,955	9,868,855

c) Loans to parent

The movements of loans to parent can be analysed as follows:

	2024 Baht	2023 Baht
Opening book amount	-	-
Additions	-	100,000,000
Repayments	-	(100,000,000)
	<u>-</u>	<u>-</u>
Closing book amount	-	-

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d) **Borrowings from related parties**

The movements of borrowings from related parties are as follows:

	2024 Baht	2023 Baht
Opening book amount	-	20,250,000
Additions	-	80,000,000
Repayments	-	(100,250,000)
Closing book amount	-	-

e) **Key management remunerations**

Key management includes directors and members of the executive committee. The compensation paid or payable to key management are as follows:

	2024 Baht	2023 Baht
Salaries and other short-term benefits	24,747,520	26,239,811
Share-based payment	6,611,614	8,511,967
Retirement benefits	1,499,189	1,205,171
Total	32,858,323	35,956,949

32 **Commitments and contingencies**

The Company had commitment as follows:

- a) The Company has contingent liabilities in respect of letters of guarantee issued by commercial banks which were secured by pledge of right to receive deposits from saving account and fixed accounts and has collateral by Sky ICT PCL. as a parent company.

	2024 Baht	2023 Baht
Collateral for sales and hire of work contracts	484,898,525	454,983,310
Collateral for advance receipts under contract	189,498,450	7,786,000
Total	674,396,975	462,769,310


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- b) The Company has commitment in respect of short-term lease and services agreement. The future aggregate minimum lease payments under the short-term lease and services agreements are as follows:

	2024 Baht	2023 Baht
Not later than 1 year	1,478,884	2,262,174
Later than 1 year but not later than 5 years	2,464,101	3,587,385
Total	3,942,985	5,849,559

33 Other information

The Company has a telecommunication licenses from NBTC regulations.

The service income by revenue type under telecommunication license are as follows:

	2024 Baht	2023 Baht
Revenue under telecommunication licence type 1	118,753,181	118,753,181
	118,753,181	118,753,181

Additionally, the deductible expenses according to NBTC regulations on Universal Service Obligation fee are as follows:

	2024 Baht	2023 Baht
Deductible expenses	32,055,385	32,526,879
	32,055,385	32,526,879


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34 Dividends

On 23 May 2024, the Extraordinary General Meeting of Shareholders no.1/2024 of the Company approved the payment of interim dividend from the retained earnings and business operation for the three-month period ended 31 March 2024 at Baht 0.18 per share of fully paid-up share capital, totalling of Baht 72,000,000. The dividend was fully paid on 29 May 2024.

At the meeting of Board of Directors on 13 August 2024, the Board of Directors approved the payment of interim dividend from the retained earnings and business operation for the six-month period ended 30 June 2024 at Baht 0.18 per share of fully paid-up share capital, totalling of Baht 72,000,000. The dividend was fully paid on 23 August 2024.

35 Litigation

On 2 October 2023, the Company was sued by private companies in the civil court amounting to Baht 15 million for damages from the work contract. Currently, the case is postponed preliminary examination by the court. From the assessment of the Company's management and legal advisor, the outcome of the lawsuit cannot presently be determined and accordingly, no provision for the possible liability has been made in the financial statements.

36 Subsequent events

On 20 January 2025, the Company's ordinary shares are first day traded in Stock Exchange of Thailand (SET) with an offering price of Baht 3.00 per share, for 140,000,000 shares in the initial public offering.

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