



JUMP+ Plan

Advice

Advice IT Infinite Public Company Limited

(ADVICE)

Year 2026 - 2028

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sSET	CG Report : -
Services / Commerce	SET ESG Ratings: -
	Anti-Corruption Certification (CAC): -

Business Type

Retail and wholesales of IT products such as assembled computers (D.I.Y), notebook, computer desktop, and peripheral devices, as well as smartphones and home appliances, through branches and online channels and provide comprehensive after-sales service.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	16,590.49	14,218.37	13,528.40	14,400.94
Expenses	16,247.46	13,921.71	13,286.43	14,123.19
Net Profit	267.06	232.45	170.25	205.67
Balance Sheet (MB)				
Assets	3,791.18	2,991.41	2,643.35	2,586.25
Liabilities	2,798.28	2,051.23	2,332.56	2,275.47
Shareholders' Equity	992.89	940.17	310.78	310.78
Cash Flow (MB)				
Operating	319.42	89.03	277.44	17.60
Investing	-181.92	79.28	12.91	-32.13
Financing	-110.04	-73.06	-313.03	7.07
Financial Ratio				
EPS (Baht)	0.43	0.38	0.38	0.56
GP Margin (%)	10.32	9.42	8.74	8.54
NP Margin (%)	1.61	1.63	1.26	1.43
D/E Ratio (Times)	2.82	2.18	7.51	7.32
ROE (%)	27.63	37.16	54.78	66.18
ROA (%)	10.11	10.53	9.25	10.74

JUMP+ Plan

Business Plan

Target in 2028

Revenue from sales and services	25,217 Million Baht
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : Acceleration for Growth ✔
2. Strategic Plan 2 : Value through Efficiency ✔
3. Strategic Plan 3 : Impact with Discipline ✔

Governance Plan

1. Ensuring the independence of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Formulation of a succession plan for the CEO, executive management, and critical roles

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Revenue from sales and services (Million Baht)	13,513	14,208	16,580	25,217

The Company aims to enhance its growth potential in the electronics retail business through the **Acceleration for Growth** strategy focused on expanding sales channels and the customer base, reinforced by **Value Through Efficiency** to improve operational and digital effectiveness, and **Impact with Discipline** to strengthen organisational credibility and financial stability, with the target of achieving **THB 25,217 million in revenue** by 2028.

Growth plan/Increase business value

Strategic Plan 1 : Acceleration for Growth

This strategy aims to expand the market and reach a broader customer base by strengthening sales channels, increasing new customer acquisition, and enhancing overall brand visibility, through retail expansion, enterprise and institutional solutions, and accelerated development of strategic partnerships and online channels.

This plan will promote and develop the organization in the following dimensions

- Growth

Targets

- **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	5.10	16.68	15	15	15

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Driving Retail Growth at Scale: Expand store footprint, upgrade store designs, and enhance product visibility to attract more customers and drive higher sales. Improve same-store productivity through structured campaigns, cross-selling, and device upgrade programs	2026	<ul style="list-style-type: none"> • Expand the number of Doubleformat stores to 24 locations • Achieve 2% retail samestore sales growth through improved store operations and visibility • Shift the product mix toward key categories, targeting Apple at 21% and Android at 9%
	2027	<ul style="list-style-type: none"> • Expand additional 24 doubleformat stores • Deliver 7% samestore sales growth supported by enhanced crossselling, campaigns, and stronger retail execution • Improve the product mix, targeting Apple at 27% and Android at 11% to increase margin contribution

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> Strengthen highgrowth retail formats to achieve 13% samestore sales growth Continue advancing the product mix toward strategic categories, aiming for Apple at 29% and Android at 12%
Enterprise & Institutional Solution Expansion: Strengthen engagement with corporate, education, and government segments by offering tailored solutions, volume programs, and integrated device ecosystems. Build recurring revenue through long-term institutional partnerships	2026	<ul style="list-style-type: none"> Increase commercial revenue from high-value institutional clients, strengthening the company’s position within the Apple ecosystem. Achieve commercial project revenue of THB 840 million
	2027	<ul style="list-style-type: none"> Reach a commercial project revenue target of THB 1,070 million
	2028	<ul style="list-style-type: none"> Deliver commercial project revenue of THB 1,380 million
Strategic Partnership Acceleration: Enhance collaboration with dealers, resellers, and digital partners to improve product knowledge, sales capability, and customer insights. Expand presence on online platforms and reward ecosystems to increase omnichannel traffic and customer retention	2026	<ul style="list-style-type: none"> Strengthen dealer and reseller partnerships to drive wholesale channel growth, targeting wholesale revenue of THB 2,610 million Increase online revenue by enhancing customer loyalty and accelerating omnichannel engagement, with a target of THB 3,380 million in online sales
	2027	<ul style="list-style-type: none"> Further develop dealer and reseller networks to reinforce wholesale channel performance, targeting wholesale revenue of THB 2,660 million Drive stronger online sales through deeper customer engagement and improved crossplatform experiences, with an online revenue target of THB 3,570 million
	2028	<ul style="list-style-type: none"> Continue advancing dealer and reseller collaboration to achieve sustained wholesale growth, aiming for wholesale revenue of THB 2,760 million Expand digital reach and strengthen omnichannel traffic to maximize online sales, targeting THB 3,880 million in online revenue

Risk Management

Risk 1 : Location & service readiness

• Risk Characteristic

Delays in securing suitable locations, slower mall approvals, or lack of ready-to-deploy staffing may cause store openings to fall behind schedule. This affects launch readiness and may require additional upfront costs to address site constraints or design adjustments.

• Risk Impact

- Revenue growth may fall short of targets if new store openings are delayed.
- Operating costs could rise due to unplanned relocations, store remodeling, or the need for temporary staff, as well as additional expenses for system rectifications. These factors may negatively impact investment efficiency and reduce overall returns

- **Risk Management Measures**

- Expand the location scouting pipeline (4 provinces/month) with backup standalone sites
- Convert selected branches into Drop & Delivery points where repair approval is limited
- Strengthen HR coordination for accelerated staffing and readiness

Risk 2 : Supply concentration

- **Risk Characteristic**

Heavy reliance on a small number of key distributors increases exposure to allocation delays, pricing pressure, supply shortages, and reduced negotiation leverage

- **Risk Impact**

- Stock-outs of high-demand categories such as Apple and Android devices
- Margin pressure due to reduced ability to negotiate pricing or volume terms

- **Risk Management Measures**

- Optimise product mix to offset dependency risk.
- Build stronger commercial terms and joint planning processes with key distributors.
- Monitor performance and establish contingency plans for allocation shortfalls

Risk 3 : Demand Uncertainty Market Trends

- **Risk Characteristic**

Rapid technology cycles, shifting customer preferences, and misaligned assortment planning can reduce product relevance. Fluctuating demand patterns increase the risk of overstocking or stock shortages, especially for fast moving categories and new device launches

- **Risk Impact**

- Lost sales opportunities due to insufficient stock of high demand items
- Margin pressure from excess inventory that requires discounting
- Reduced competitiveness against online platforms or retailers with faster assortment turnover

- **Risk Management Measures**

- Monitor trends, customer data hub and AI-driven insight
- Adjust assortment based on regional demand patterns
- Test new categories via events and roadshows before scaling nationwide

Risk 4 : online and offline Competition Online and Offline Competition

- **Risk Characteristic**

Increasing competition from both online marketplaces and offline retailers creates pressure on pricing, customer acquisition, and customer retention. Online players aggressively compete through promotions, fast delivery, and broad assortment, while offline competitors challenge store traffic, location presence, and retail experience

- **Risk Impact**

- Intensified pricing pressure from aggressive discounting and price matching across channels
- Reduced customer traffic in both physical stores and online platforms, weakening overall sales momentum
- Higher customer churn, as shoppers switch to competitors offering stronger pricing or convenience

- Weakened product mix, driven by customers gravitating toward heavily discounted SKUs

• Risk Management Measures

- Strengthen data driven demand forecasting accuracy
- Diversify sales channels (branch, online, reseller, B2B)
- Collaborate with tech creators and Modern Trade partners for tactical boosts

Strategic Plan 2 : Value through Efficiency

This strategy aims to strengthen the organisation’s performance by improving operational efficiency and upgrading digital infrastructure. The approach centres on modernising core processes, automating high volume tasks, and enhancing system reliability to reduce SG&A costs and increase overall effectiveness. Investments in digital capability, such as stronger cybersecurity, improved data management, and advanced analytics, enable faster, more accurate decision making across the business.

This plan will promote and develop the organization in the following dimensions

- Profitability & Efficiency

Targets

- **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
SG&A to Sales	8.3%	8.3%	8.3%	8.0%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Operational Efficiency & Digital Infrastructure Enhancement: This initiative streamlines core operations and strengthens digital systems to reduce manual work and improve accuracy. It includes automating high volume processes, upgrading warehouse management, and reinforcing cybersecurity. Enhancing the customer data hub and applying AI analytics will improve insight generation and support better decision making. Together, these upgrades boost productivity, lower SG&A, and create a more efficient, digitally enabled operating model. In addition, the bundleproduct strategy is being advanced to increase value per ticket and deliver cost efficiencies through economies of scale, thereby enhancing the flexibility of the operational infrastructure, reducing SG&A expenses relative to sales, and strengthening the organisation’s overall efficiency	2026	<ul style="list-style-type: none"> • Implement key automation tools (smart asset tracking, RPA, upgraded WMS) to reduce manual workload and improve process accuracy • Strengthen digital infrastructure and cybersecurity foundations to support stable operations • Achieve productivity uplift with targets of THB 12 million revenue per employee and THB 0.58 million revenue per sqm
	2027	<ul style="list-style-type: none"> • Expand automation across additional core workflows to support faster operations and reduce SG&A intensity • Improve productivity performance, targeting THB 13 million revenue per employee and THB 0.58 million revenue per sqm
	2028	<ul style="list-style-type: none"> • Continuously drive productivity outcomes with targets of THB 14 million revenue per employee and THB 0.66 million revenue per sqm

Risk Management

Risk 1 : Operational Capability & Process

- **Risk Characteristic**

Slow adoption of new processes and limited visibility into day-to-day operations may lead to longer cycle times, higher operating costs, and slower decision-making

- **Risk Impact**

- Reduced operational efficiency and productivity
- Higher SG&A costs due to manual processes
- Slower turnaround times affecting service quality

- **Risk Management Measures**

- Strengthen workflow and resource planning with clear speed/quality KPIs
- Improve data and process reliability through centralised systems and automation
- Enhance inventory governance with regular stock reviews, physical counts, and structured replenishment

Risk 2 : Technology, Data & Security

- **Risk Characteristic**

Delays in technology upgrades or automation projects may slow down key processes. Weak data quality or inadequate access controls can increase exposure to compliance and security risks.

- **Risk Impact**

- Disruptions to operational stability and system reliability
- Lower accuracy in decision-making due to poor data quality
- Increased cybersecurity vulnerabilities
- Delayed achievement of digital-infrastructure upgrades

- **Risk Management Measures**

- Define automation requirements clearly and monitor success metrics
- Strengthen data governance, access control, and compliance practices
- Use structured testing, sandbox environments, and secure development protocols

Risk 3 : Staff Skills for Bundle Products

- **Risk Characteristic**

Limited staff capability in selling bundled products may reduce bundle adoption, lower selling efficiency, and create inconsistent customer experiences.

- **Risk Impact**

- Fewer bundle sales and weaker selling efficiency
- Reduced average basket size
- Inconsistent customer interactions and service quality

• **Risk Management Measures**

- Provide targeted training on product knowledge and bundled-solution selling
- Introduce simple bundle guides and guided-selling tools to ensure consistency

Strategic Plan 3 : Impact with Discipline

This strategy aims to strengthen financial discipline, reinforce organisational capability, and ensure long-term business resilience. It focuses on improving governance standards, elevating leadership and workforce readiness, and promoting responsible retail operations. By embedding stronger risk controls, enhancing staff capability, and integrating sustainability practices into operations, this strategy supports stable cash flow, controlled risk exposure, and sustainable growth for the organisation

This plan will promote and develop the organization in the following dimensions

- Stability

Targets

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Cash conversion cycle	-	8 days	8 days	8 days

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Building a Resilient & Sustainable Organization: Strengthen organizational resilience through enhanced financial discipline, robust governance practices, and leadership development. Improve workforce capability and operational reliability by embedding sustainability, responsible retail practices, and stronger riskmanagement standards across the organization	2026	<ul style="list-style-type: none"> • Improve cashflow stability, cashconversion cycle efficiency, and overall risk management • Elevating governance standards and board performance to bolster financial stability, while fostering sustainable leadership and employee potential to enhance organizational readiness
	2027	<ul style="list-style-type: none"> • Strengthen governance and internalcontrol discipline to support longterm financial resilience, achieving 3Star CAC certification • Continue developing leadership and workforce capability toward the 100point AGM checklist score • Advance responsible retail operations through improved sustainability practices. • Progress ESG performance and reach at least 2.5 overall and 70% per pillar in the FTSE Russell ESG score
	2028	<ul style="list-style-type: none"> • Sustain strong governance and riskmanagement practices across the organisation achieving 3Star CAC certification • Achieve and maintain sustainable leadership and workforce capability aligned with the 100point AGM checklist target • Maintain progress toward 2.5 overall and 70% per pillar on the FTSE Russell ESG score

Risk Management

Risk 1 : Interest Rate & Financial Efficiency

- **Risk Characteristic**

Fluctuating or unfavorable interest rates may increase financing costs and reduce financial flexibility. Ineffective credit-facility management may limit the organisation's ability to optimise cash-purchase benefits

- **Risk Impact**

- Higher financing costs and reduced liquidity
- Lower financial efficiency and cash-flow stability
- Reduced ability to capture savings from cash purchases
- Slower progress on financial-discipline targets

- **Risk Management Measures**

- Monitor market interest-rate trends and adjust financing strategies proactively
- Benchmark loan terms to strengthen negotiation leverage
- Compare interest costs with cash-purchase savings to optimise decisions

Risk 2 : Governance & Control Risk

- **Risk Characteristic**

Weak oversight and low transparency may reduce decision-making quality and internal-control effectiveness, affecting governance standards and compliance.

- **Risk Impact**

- Reduced governance effectiveness
- Higher risk of errors, non-compliance, or policy gaps
- Slower progress toward long-term governance standards
- Potential reputational and operational impact

- **Risk Management Measures**

- Use multiple board committees to strengthen oversight and distribute responsibilities
- Reinforce board-approved policies and increase transparency
- Conduct quarterly internal audits through an independent internal-audit function

Risk 3 : Workforce Capability & Stability Risk

- **Risk Characteristic**

Skill gaps, turnover risk, and inconsistent learning readiness may limit the organisation's ability to build a high-performing and sustainable workforce.

- **Risk Impact**

- Lower workforce productivity and inconsistent performance
- Capability gaps that affect service quality and leadership pipelines
- Reduced organisational readiness for long-term growth

- **Risk Management Measures**

- Strengthen employee retention with competitive compensation, benefits, and career pathways
- Enhance capability development through structured leadership and training programs
- Improve post-training effectiveness with coaching, assessments, and succession planning

Risk 4 : Environmental Cost & Sustainability Risk

- **Risk Characteristic**

High energy consumption, resource inefficiency, or non-compliance with environmental standards may increase costs, weaken sustainability progress, and hurt organisational reputation.

- **Risk Impact**

- Increased operating costs due to inefficiency
- Greater exposure to regulatory or compliance risks
- Weaker ESG performance and sustainability positioning

- **Risk Management Measures**

- Promote energy-saving initiatives (LED lighting, optimised equipment use)
 - Reduce paper consumption through digital processes (e-Tax, e-Receipt)
 - Strengthen responsible waste-management practices, including sorting, recycling, and e-waste programs
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Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Ensuring the independence of the board of directors

The Company is committed to enhancing Good Corporate Governance in alignment with the standards and CG Code of the SEC and the Stock Exchange of Thailand (SET). We prioritize strengthening board independence to improve the effectiveness of checks and balances, ensuring transparency and confidence in decision-making for the ultimate benefit of all shareholders and stakeholders.

Targets

1. Chairman to retain Independent Director status
2. Targeting at least 50% independent board representation by 2026
3. Hold at least one annual Non-Executive Director (NED) meeting without management

Topic	Current Status	Targets		
		2026	2027	2028
The Chairman of the Board is an Independent Director	Complete	-	-	-
The Board of Directors comprises more than 50% Independent Directors	In Progress	Success	Success	Success
Annual meetings of non-executive directors are held without the participation of executive management	-	In Progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review the current Board composition and recruit independent directors with appropriate qualifications and specialized expertise.	2026	<ul style="list-style-type: none"> Appoint further independent directors and conduct a qualification review of current members to verify their adherence to the established independence requirements.
Qualification review and appointment of independent directors	2026	<ul style="list-style-type: none"> Achieved 50% independent director representation through additional appointments
Establish an annual meeting of non-executive directors, without the presence of executive directors, at least once a year	2027	<ul style="list-style-type: none"> Engage in discussions regarding various business-related issues and other matters of significant interest

Risk Management

Risk 1 : Untimely appointment of independent directors

- **Risk Characteristic**

Constraints in the timely recruitment of new independent directors, arising from qualification discrepancies relative to regulatory criteria, or failure to obtain appointment approval from the Board of Directors or the Shareholders' meeting.

- **Risk Impact**

A deficit in independent director representation leads to non-compliance with board composition standards, undermining governance trust. Such deficiency risks lowering the CGR score, potentially deterring investment due to weakened investor confidence.

• **Risk Management Measures**

Regularly report progress to the Nomination Committee and immediately develop a contingency plan if the recruitment process is likely to be delayed beyond the established schedule.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company conducts its business in accordance with the principles of Good Corporate Governance, recognizing that the prevention of fraud and corruption is one of the organization’s key strategic priorities in fostering transparency, credibility, and sustainable business operations. Accordingly, the Company has established comprehensive policies, guidelines, and measures relating to the prevention of fraud and corruption in a systematic manner. These measures have been integrated into the Company’s operational processes at all levels of the organization, from the Board of Directors and management to employees, ensuring that business operations are conducted with transparency, accountability, and in compliance with applicable laws, regulations, and relevant requirements. In addition, the Company places strong emphasis on cultivating an organizational culture grounded in integrity, ethics, transparency, and social responsibility. To support this, the Company continuously enhances its governance mechanisms, risk management framework, and internal control systems. These efforts are complemented by regular communication of policies, awareness-building initiatives, and training programs for personnel at all levels, ensuring that employees and representatives of the organization clearly understand their roles and responsibilities in preventing and combating corruption in all forms, and are able to perform their duties in accordance with ethical business conduct and international standards.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Not Started	In Progress	Success	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	Certified	Certified	Certified

Topic	Current Status	Targets		
		2026	2027	2028
Implement and verify that all critical Tier 1 business partners have anti-corruption policies, and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	The Company has implemented agreements with its Critical Tier 1 business partners requiring them to establish and implement anti-bribery and anti-corruption policies.	Require Critical Tier 1 business partners to formally implement anti-bribery and anti-corruption policies and ensure that at least 90% of such partners are monitored for compliance with these policies.	All Critical Tier 1 suppliers are required to have an approved anti-corruption policy and to implement it in practice. The Company monitors compliance and has incorporated such requirements into a formal guideline as part of the Supplier Management process.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
In 2026, the Company will undertake the preparation, review, and improvement of relevant documents, policies, procedures, and supporting evidence to ensure full compliance with the 71-item checklist of the Thailand's Private Sector Collective Action Against Corruption (CAC) under the supervision of the Thai Institute of Directors Association (Thai IOD). The Company will also submit an application for CAC certification and undergo the assessment process in accordance with the prescribed procedures. In 2027, the Company will expand anti-corruption participation by encouraging business partners, affiliated companies, and strategic partners within the Critical Tier group to demonstrate their commitment by signing the declaration of intent to participate in the CAC certification program and/or establishing anti-corruption policies aligned with the Company's standards. In 2028, the Company will implement a systematic process to monitor and evaluate compliance with anti-corruption policies by both the Company and its business partners. The evaluation will cover at least 90% of companies within the Critical Tier 1 supplier group, and the results will be documented through formal assessment reports together with Corrective Action Plans where necessary.	2026	<ul style="list-style-type: none"> The Company has successfully completed the assessment process and has been granted the status of "Thai CAC Certified."
	2027	<ul style="list-style-type: none"> - At least 70% of the Company's Critical Tier 1 suppliers have signed a declaration of intent or established anti-corruption policies aligned with the Company's standards. - The Company has been awarded the CAC Change Agent (3-Star) designation, reinforcing confidence among business partners in the Company's ethical, transparent, and responsible business practices. - Anti-corruption requirements have been fully integrated (100%) into the Company's business contracts and the supplier selection process for all new business partners.
	2028	<ul style="list-style-type: none"> At least 90% of the Company's Critical Tier 1 suppliers have undergone an anti-corruption assessment in accordance with the criteria established by the Company.

Risk Management

Risk 1 : Risk related to business partner cooperation

- **Risk Characteristic**

Companies within the Critical Tier 1 supplier group may face certain limitations or lack readiness to sign the declaration of intent to participate in the Private Sector Collective Action Against Corruption (CAC). This includes potential constraints in developing and formally adopting anti-corruption policies, as well as implementing guidelines and practices for the prevention and suppression of corruption in alignment with the standards and frameworks established by the Company. Such limitations may arise from various factors, including organizational structure, the size of the business, human resource constraints, the readiness of internal governance systems, or the level of understanding of anti-corruption practices in accordance with relevant standards.

- **Risk Impact**

- Delays in expanding the collaboration network may result in the Company being unable to achieve its target of advancing to the CAC Change Agent (3-Star Level) within the prescribed timeframe.
- The Company may be exposed to indirect risks in the event that business partners are involved in corruption or unethical practices, which could adversely affect the Company's reputation and responsibilities as a contractual partner in accordance with good corporate governance principles.

- **Risk Management Measures**

- Communicate with Critical Tier 1 suppliers through formal letters or workshops to provide knowledge on the benefits of joining the Private Sector Collective Action Against Corruption (CAC) and guidance on developing an anti-corruption policy.
- Provide supporting toolkits or standardized templates that are easy to adopt, in order to reduce the resource burden on suppliers in preparing the required documentation, while also highlighting the competitive advantages and long-term sustainable growth that can be achieved through strong corporate governance practices.

Governance of Risk and Management Compliance

Formulation of a succession plan for the CEO, executive management, and critical roles

The Company prioritizes human resource development and future leadership readiness to ensure Business Continuity and support the sustainable growth of the organization. The Company is currently in the process of enhancing and developing the Succession Planning process for the President, senior executives, and personnel in critical roles. Under this plan, the Company has established guidelines for identifying Critical Roles and Key Positions that are vital to driving corporate strategy and performance. This includes considering the potential and performance of internal personnel to prepare high-potential individuals as future successors and to strengthen the long-term Leadership Pipeline. The Company aims to develop a sustainable leadership pipeline for key positions to support effective executive transitions and mitigate Leadership Transition Risk.

Furthermore, the Company has established guidelines for personnel development through the creation of Individual Development Plans (IDP) to enhance the skills, knowledge, and experience necessary for those specific target roles. Progress is monitored and the Succession Plan is reviewed periodically to ensure alignment with the business direction and organizational structure.

The overall process is overseen by the Nomination and Remuneration Committee, which is responsible for supervising leadership development and succession readiness to ensure that the Company maintains capable leaders to support business continuity and long-term organizational growth.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a succession plan for the President & CEO, senior executives, and key position holders.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans. 	Complete	-	-	-
<ul style="list-style-type: none"> Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance, and specifying essential competencies for each position. 	In Progress	Success	Success	Success
<ul style="list-style-type: none"> Identification and assessment of high-potential employees for future key roles. 	In Progress	Success	Success	Success
<ul style="list-style-type: none"> Development of Individual Development Plans 	In Progress	Success	Success	Success
<ul style="list-style-type: none"> Monitor IDP progress and evaluate the overall effectiveness of the succession plan, ensuring key role incumbents participate in and complete essential training and skill development. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company. 	In Progress	Success	Success	Success
The Company conducts Succession Readiness Validation to confirm and identify high-potential employees who have successfully completed development programs and assessments in accordance with defined criteria, and are considered sufficiently prepared to assume target positions in the future.	-	In Progress	Success	Success
The Board of Directors and the Nomination and Remuneration Committee were presented with insights and best practices on Succession Planning by industry-recognized external experts. This initiative aimed to enhance the Board's oversight role and strengthen the organization's leadership pipeline development	-	Success	Success	Success

Remark : In conducting the assessment of risks and identification of critical roles (Identify Critical Roles & Risks), in order to categorize and prioritize positions that require succession planning, the Company evaluates and identifies key roles based on appropriate criteria. This approach ensures coverage of both business impact and organizational continuity, rather than relying solely on risk considerations. With respect to defining qualifications and core competencies, while Job Descriptions are reviewed and updated to

ensure clarity, relevance, and the identification of required competencies for each position, the Company does not rely solely on such reviews as the primary mechanism. Instead, the Company adopts a role-based analysis approach to determine the qualifications and capabilities required, ensuring alignment with job responsibilities and the Company's current business needs.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Establish and enhance the Succession Planning framework for critical roles.	2026	<ul style="list-style-type: none"> (1) Critical roles and key positions that significantly impact strategic objectives and business continuity are clearly identified. (2) A structured succession planning process is established, covering identification of critical roles, successor assessment, successor identification, and periodic review to support leadership continuity.
Develop successor assessment criteria and competency gap analysis.	2026	<ul style="list-style-type: none"> (1) A systematic and transparent assessment framework is in place to evaluate successors, considering performance, potential, and educational background, alongside other appropriate tools to support the identification of High-Potential talent. (2) Knowledge, capability, and skill gaps are identified by comparing the current state of successors against the desired state of the target roles. This gap analysis serves as a critical foundation for personal development and potential enhancement.
Implement Individual Development Plans (IDPs) to support the development of the leadership pipeline.	2027	<ul style="list-style-type: none"> (1) Individual Development Plans (IDPs) are established for identified successors to strengthen the skills and experience required for critical roles. (2) Progress of successors is periodically monitored to enhance successor readiness and support effective leadership transition.
Strengthen board oversight on succession planning.	2026	<ul style="list-style-type: none"> Progress of the succession planning framework is reported to and reviewed by the Nomination and Remuneration Committee at least annually.
	2027	<ul style="list-style-type: none"> The Board of Directors and the Nomination and Remuneration Committee receive briefings and knowledge sharing on succession planning practices from recognized external experts to enhance board oversight and support the development of the Company's leadership pipeline.

Risk Management

Risk 1 : Business continuity risk arising from the inability to adequately and timely prepare successors for critical roles.

• Risk Characteristic

Risks arising from the organization's inability to adequately prepare successors for critical roles, or over-reliance on key individuals (Key Person Dependency), which could lead to leadership gaps and management disruptions in the event of sudden vacancies.

• Risk Impact

This affects leadership continuity and the organization's ability to maintain stable business operations during leadership transition.

• Risk Management Measures

A structured succession planning framework is implemented, including identification of critical roles, successor assessment, and periodic monitoring of successor readiness.

Risk 2 : Risks related to the competency development of successors.

- **Risk Characteristic**

Risks arising from the misalignment between successor development and the requirements of target roles, or the inability to develop talent in a timely manner to meet organizational demands.

- **Risk Impact**

Developed personnel are unable to transition into critical roles within the organization's designated timeframe.

- **Risk Management Measures**

The Company conducts competency gap analysis and establishes individual development plans (IDPs), while ensuring continuous monitoring of development progress.

Risk 3 : Retention risk of high-potential personnel.

- **Risk Characteristic**

Risks associated with the attrition or resignation of high-potential personnel and identified successors within the succession plan.

- **Risk Impact**

This may result in the succession readiness plan failing to meet its objectives, requiring the organization to invest additional time in developing new personnel.

- **Risk Management Measures**

The Company monitors employee engagement and establishes career development paths to motivate and retain high-potential talent within the organization.
