Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

Advice IT Infinite Public Company Limited

(ADVICE)

at 30 June 2026

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JUMP+

Advice IT Infinite Public Company Limited

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

Strategic Plan	Growth	Profitability & Efficiency	Stability
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

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Revenue from sales and services (Million Baht)	25,217	16,580	8,846.81

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.

Progress description

For the six months ended 30 June 2026, the Company recorded revenue from sales and services of THB 8,846.81 million, an increase of 10.60% from the same period last year (1H2025: THB 7,999.28 million), in line with the quarterly growth targets set by the Company - Q1 delivered 8.04% against a target of 8%, and Q2 delivered 13.14% against a target of 13%. Growth was driven by the expansion of sales channels and the customer base under Strategy 1, with the online channel growing 20.12%, the commercial (B2B) channel 22.40%, and the retail channel 9.22% with SSSG of 3.90%. As at 30 June 2026, the Company operated 336 points of sale, including 22 Advice iStore branches. Given that revenue is seasonally weighted towards the second half of the year (2025: 48% in 1H and 52% in 2H), together with the launch of AI PC products and the new iPhone, the planned opening of a further seven Advice iStore branches, and the acceleration of the commercial business, the Company has set growth targets of 17% for Q3 and 22% for Q4. This would bring full-year 2026 revenue to approximately THB 19,100 million, representing growth of 15% in line with the plan. The Company therefore considers its performance to remain on track towards the revenue target of THB 25,217 million 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.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	15	15	15	16.68	10.59

Progress description

Revenue growth for the first six months of 2026 was 10.60%, in line with the quarterly targets set by the Company, with Q1 delivering 8.04% against a target of 8% and Q2 delivering 13.14% against a target of 13%. The 15% growth target is a full-year target and is not distributed evenly across quarters, as revenue in the IT retail and distribution business is seasonally weighted towards the second half of the year (in 2025, 48% of revenue was recorded in the first half and 52% in the second half). First-half growth was driven by the expansion of sales channels and the customer base, with the online channel growing 20.12%, the commercial (B2B) channel 22.40%, and the retail channel 9.22%, alongside same-store sales growth of 3.90%. By product group, Android grew 114.55% and Apple grew 18.12%. For the second half, the Company has set growth targets of 17% for Q3 and 22% for Q4, supported by the launch of AI PC products and the new iPhone, the planned opening of a further seven Advice iStore branches, and the expansion of the commercial business towards solution-based sales. On this basis, full-year 2026 revenue growth is expected to reach approximately 15%, in line with the target set out in the plan.

Strategic Initiative

Strategic Initiative 1 : Double Format Store Expansion and Store Productivity Enhancement: Expand the Double Format store model, which integrates an Advice Store and iStore within a single leased location, through both new store openings and the conversion of selected existing stores that meet the Company's location criteria. This format enables a single retail location to serve two product categories, thereby increasing sales per square meter and reducing reliance on any single product category. In parallel, the Company will enhance sales performance at existing stores through store layout optimization, cross-selling across product categories, and localized marketing activities, including roadshows and expos. These initiatives are designed to reach customers beyond normal store walk-in traffic and subsequently drive sales back to stores within the respective catchment areas. As the IT product distribution business, which remains the Company's core revenue base, is expected to grow in line with the normal course of business, the KPIs under this plan are specifically designed to measure the incremental growth generated by store expansion and the growth of the Apple and Android product segment.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Open 12 additional Double Format stores, bringing the total network to 29 stores by year-end. • Achieve 3% Retail Same-Store Sales Growth (SSSG), driven by store layout optimization and enhanced in-store operational execution. • Achieve year-on-year sales growth of at least 46% for Apple and Android products.	**1. Double-format store openings** Five Advice iStore branches were opened during the first half of 2026, bringing the network to 22 branches as at 30 June 2026 (YE2025: 17). A further seven openings are planned for the second half, which would complete the target of 12 new stores and a network of 29 branches by year-end. Openings were rephased within the year in response to tight Apple supply during the first half, following the end-of-life of iPhone models popular in provincial markets and a chip shortage affecting flagship models. Rephasing protects location quality and the payback period of each store. Of the branches now in operation, 70% are generating revenue at or above the break-even level set by the Company. **2. Retail same-store sales growth** SSSG for the first six months of 2026 was 3.90%, above the 3% target, with second-quarter SSSG at 4.56%. Growth was supported by improved in-store merchandising and operations, together with

Year	Expected Outcomes	Actual Result
		demand for IT products and notebooks. **3. Apple and Android product sales growth** Combined Apple and Android revenue for the first six months of 2026 was THB 1,926.1 million, an increase of 40.8% year-on-year, against the target of not less than 46%. Apple revenue grew 18.12% to THB 1,236.4 million and Android revenue grew 114.55% to THB 689.7 million. The shortfall against target reflects tight Apple supply during the first half rather than demand conditions. The Company expects growth to accelerate in the second half, supported by the launch of the new iPhone, the seven planned Advice iStore openings, the introduction of a more accessible MacBook model, and its appointment as an Apple Business Partner, which extends access to corporate and education customers in provincial markets.

Strategic Initiative 2 : Enterprise & Institutional Solution Expansion: Grow revenue from corporate, education, and government segments through device-and-service packages configured to each organization's usage requirements, covering supply, deployment, user training, and after-sales support. The Company is appointed by Apple as an Apple Business Partner under Apple Business and Enterprise, enabling it to offer institutional pricing and volume purchase programs directly to educational institutions and private organizations - an advantage not available to general retailers. Long-term relationships are established through Memoranda of Understanding with institutions, generating recurring revenue from subsequent procurement cycles and extending reach to their staff and affiliated households.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Commercial project revenue of THB 840 million (40% YoY growth)	Commercial project revenue for the six months ended 30 June 2026 was THB 509.7 million, an increase of 22.40% year-on-year, representing 60.7% of the THB 840 million full-year target. Second-quarter revenue was THB 258.2 million, up 23.18% - the highest growth rate among all of the Company's sales channels. Delivering the remaining THB 330.3 million in the second half requires a lower run rate than that already achieved in the first half. Key actions taken during the period include: 1. Appointment of a senior executive with specialist expertise in enterprise business and solutions to lead the commercial segment 2. A shift from device-based sales to integrated solution offerings covering IT infrastructure, cloud, cybersecurity and AI solutions under Advice Business Solutions 3. Sales force capability development through product and solution-selling training 4. Appointment as an Apple Business Partner (Business and Enterprise), extending access to corporate and education customers in provincial markets 5. Expansion of partnerships with system integrators and the franchise network, supported by credit facilities extended to partners with appropriate financial standing

Year	Expected Outcomes	Actual Result
		The Company considers this initiative to be on track to achieve the THB 840 million target, with additional support in the second half from government budget year-end procurement in the third quarter and expansion into the education segment.

Strategic Initiative 3 : Develop dealer and reseller partnerships through product training, sales standards, and customer insights, raising sales quality and partner capability across the wholesale channel. Expand the online channel through the Advice Plus loyalty program and brand collaborations, increasing traffic, retaining the existing customer base, and driving omnichannel sales across online and offline channels.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Wholesale channel revenue of THB 2,610 million from expanded dealer and reseller collaboration • Online channel revenue of THB 3,380 million from increased traffic and omnichannel engagement	**1. Dealer and reseller partnerships driving wholesale growth** Wholesale revenue for the six months ended 30 June 2026 was THB 2,449.4 million, an increase of 4.73% year-on-year. Second-quarter wholesale revenue was THB 1,279.9 million, up 10.42%, a marked recovery from the first quarter as dealers resumed purchasing following contract awards from government and private-sector customers. The Company's inventory position was sufficient to meet this demand at a time of tight market supply, allowing it to fulfil orders without interruption. As at 30 June 2026, the partner network comprised 215 franchise branches covering district-level markets nationwide and in Lao PDR, together with a network of dealers and system integrators. Partners are supported through credit facilities extended to those with appropriate financial standing, access to enterprise product ranges, technical support, and joint solution proposals to corporate customers. Wholesale revenue is expected to strengthen further in the second half, particularly in the third quarter, which coincides with the government budget year-end. **2. Online revenue growth through customer engagement and omnichannel** Online revenue for the six months ended 30 June 2026 was THB 1,857.9 million, an increase of 20.12% year-on-year, representing 55.0% of the THB 3,380 million full-year target. Second-quarter online revenue was THB 899.7 million, up 21.92%. Growth was recorded across both the Company's own website and e-marketplace platforms, with the own website continuing to account for the larger share at 63% of total online revenue. The Company sustains its own channel through monthly promotional campaigns, flash sales and monthly highlight products, and sells Apple products online exclusively through its own website, which supports both traffic and channel balance. For the e-marketplace channel, selling prices were adjusted in line with the platform fee increases implemented during the year, with no resulting impact on net profit.

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.

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
SG&A to Sales (Excluding Marketplace Fees)	7.50	7.50	7.45	7.52	7.60

Progress description

SG&A to sales excluding marketplace fees was 7.60% for the six months ended 30 June 2026, 0.10 percentage points above the 7.50% target and broadly in line with the 7.56% recorded in the same period last year. On a quarterly basis, the ratio improved to 7.34% in the second quarter, down 0.10 percentage points from 7.44% in Q2 2025, indicating that the overspend against target originated in the first quarter.

The increase in total SG&A during the period was driven principally by e-marketplace fees, which are charged as a percentage of e-marketplace sales and therefore rise with growth in the online channel. ***Excluding this item, the remaining increase consisted largely of variable costs moving in line with sales growth - staff costs associated with the branch network, sales commissions, bank charges and rental expenses from store expansion.***

The Company expects the ratio to improve in the second half, as revenue is seasonally weighted towards the second half of the year while a portion of the cost base is fixed, providing operating leverage. Cost control measures continue under the Value Through Efficiency strategy, and the Company maintains its full-year target of 7.50%.

Strategic Initiative

Strategic Initiative : 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 bundle - product 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

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Implement key automation tools (smart asset tracking, RPA, upgraded WMS) to reduce manual workload and improve	**1. Automation tools** The Company is developing an RFID-based warehouse

Year	Expected Outcomes	Actual Result
	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	management system, currently in the development phase, which is expected to reduce operating costs over the longer term. The Company has also deployed AI-assisted tools developed by its in-house IT team to support customer enquiry handling and internal information search, improving response times and product knowledge across the branch network. **2. Digital infrastructure and cybersecurity** An internal audit of IT security was completed during the period, together with a gap assessment. The findings are being reviewed to develop a remediation plan addressing the identified gaps and mitigating risks that could give rise to avoidable costs. **3. Productivity** Sales revenue for the six months ended 30 June 2026 was THB 8,846.81 million, an increase of 10.60% year-on-year, in line with the quarterly targets set for the period. Revenue per employee and revenue per square metre are expected to meet the full-year targets of THB 12 million and THB 0.58 million respectively, as revenue is seasonally weighted towards the second half of the year while headcount and retail space remain broadly stable. Same-store sales growth of 3.90% in the first half indicates productivity gains from the existing branch network rather than from network expansion alone.

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

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Cash conversion cycle	8 days	8 days	8 days	3 days	5 days

Progress description

The cash conversion cycle as at 30 June 2026 was five days, within the target of eight days, and two days longer than FY2025.

The increase was driven principally by inventory, with the average inventory period rising to 59 days, up 13 days from FY2025. The Company increased stock levels of products subject to price increases - principally notebooks, desktops and all-in-one PCs - at a time when supply allocated to the Thai market was constrained. Holding this inventory allowed the Company to secure lower unit costs, maintain product availability and compete effectively; risk of markdown is limited as these categories are covered by brand support arrangements in the event of subsequent price adjustments.

The effect on the cash cycle was partly offset by an extension of the average payment period to 57 days, up 11 days from FY2025, negotiated with suppliers in connection with the additional inventory. The Company also settled certain payables ahead of schedule in exchange for early payment discounts; excluding this, the cash conversion cycle would have been approximately two days.

The Company expects the cash conversion cycle to lengthen gradually as the Apple and Android product mix increases, since these categories carry shorter supplier payment terms than IT products. The cycle nevertheless remains within the eight-day target, and inventory levels will be normalised once market supply conditions return to normal.

Strategic Initiative

Strategic Initiative : 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

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• 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	**1. Cash flow stability, cash conversion cycle efficiency and risk management** The cash conversion cycle as at 30 June 2026 was five days, within the eight-day target set in the plan. The average inventory period lengthened to 59 days as the Company built strategic stock in categories subject to price increases at a time of constrained supply, with the effect partly offset by an extension of the average payment period to 57 days. Markdown risk on this inventory is limited, as the categories concerned are covered by brand support arrangements. The debt-to-equity ratio stood at 3.16 times as at 30 June 2026, above the KPI of 3.0 times, reflecting the higher inventory position and the associated increase in trade payables rather than a change in funding structure. Interest-bearing debt to equity remains at a comfortable level, with interest coverage of 48.68 times and a current ratio of 1.11 times. The ratio is expected to return towards the target as inventory levels normalise with market supply conditions.

Year	Expected Outcomes	Actual Result
		2. Governance standards and board effectiveness Independent directors represent 50% of the Board, meeting the target of not less than 50% set out in the plan. Preparation for Thai Private Sector Collective Action Against Corruption (CAC) certification is proceeding in accordance with the checklist and timeline set for 2026 and 2027. The succession plan is likewise progressing in line with the schedule set for 2026 and 2027.

Quarterly update

Section 2

Governance Plan

Quarterly update : 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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The Chairman of the Board is an Independent Director	-	-	-	Complete	Success
The Board of Directors comprises more than 50% Independent Directors	Success	Success	Success	In Progress	Success
Annual meetings of non-executive directors are held without the participation of executive management	In Progress	Success	Success	-	In progress. In 2026, the non-executive directors scheduled a meeting to be held in the third quarter.

Progress description

Currently, the Company has an Independent Director serving as the Chairman of the Board of Directors, and more than 50% of the Board of Directors comprises Independent Directors. This is in line with the Company's objectives and good corporate governance principles, which help promote appropriate checks and balances and effective oversight of the Company's operations. For 2026, the Company has scheduled Board of Directors' meetings without the participation of Executive Directors, providing an opportunity for Non-Executive Directors to independently consider and discuss relevant matters.

Strategic Initiative

Strategic Initiative 1 : Review the current Board composition and recruit independent directors with appropriate qualifications and specialized expertise.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Appoint further independent directors and conduct a qualification review of current members to verify their adherence to the established independence requirements.	The Company has recruited additional Independent Directors and conducted a review of the qualifications and independence of its Independent Directors to ensure that they possess the required qualifications and comply with the relevant criteria. These actions have strengthened the appropriateness of the Company's Board composition, enhanced independence in deliberation and decision-making, and supported effective checks and balances and good corporate governance. Currently, the Company has the number and proportion of Independent Directors in compliance with the applicable requirements.

Strategic Initiative 2 : Qualification review and appointment of independent directors

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Achieved 50% independent director representation through additional appointments	The Company has appointed additional Independent Directors to achieve the target of 50%. Currently, the Board of Directors comprises a total of 10 directors, including 5 Independent Directors, representing 50% of the total Board. This composition is in line with the Company's target and supports effective checks and balances, independent decision-making, and good corporate governance.

Strategic Initiative 3 : Establish an annual meeting of non-executive directors, without the presence of executive directors, at least once a year

Status ● On track

Year	Expected Outcomes	Actual Result
2026		For 2026, the Company has scheduled Board of Directors' meetings without the participation of Executive Directors, providing an opportunity for Non-Executive Directors to independently consider and discuss key matters and exchange views on the Company's operations objectively. This practice promotes effective checks and balances and supports the Company's good corporate governance.

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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	Success	Success	In Progress	In Progress
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	Success
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	Success	Success	In Progress	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	In Progress	Success	Success	Not Started	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	Certified	Certified	Signatory	In the process of applying for certification.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
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.	-	Currently assessing (Critical Tier 1 suppliers) with a view to establishing agreements requiring such suppliers to adopt and implement anti-corruption policies.

Progress description

The Company has established an Anti-Corruption Policy and related guidelines covering its business activities. The policy and guidelines have been communicated to the Company's directors, executives, and employees to ensure their awareness and compliance. The policy is also disclosed on the Company's website to promote transparent business operations and adherence to good corporate governance principles. For monitoring and evaluation, the Company has assigned the Internal Audit function to assess compliance with the Anti-Corruption Policy and related guidelines and report the results to the Board of Directors for consideration. The Company also regularly reviews and updates the policy and guidelines to ensure their appropriateness and alignment with relevant requirements. The Company has submitted the required documents to apply for certification under the Thai Private Sector Collective Action Against Corruption (CAC) initiative. The application is currently under review and document verification by the Thai Institute of Directors (Thai IOD). In addition, the Company is currently developing a Supplier Code of Conduct to promote transparency, ethical conduct, and responsible business practices among its suppliers, thereby strengthening good corporate governance standards throughout the Company's value chain.

Strategic Initiative

Strategic Initiative : 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.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The Company has successfully completed the assessment process and has been granted the status of "Thai CAC Certified."	The Company has submitted the required documents to apply for certification under the Thai Private Sector Collective Action Against Corruption (CAC) initiative. The application is currently under review and document verification by the Thai Institute of Directors (Thai IOD).

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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a succession plan for the President & CEO,senior executives,and key position holders.	In Progress	Success	Success	In Progress	In Progress
Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.	-	-	-	Complete	Success
Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance,and specifying essential competencies for each position.	Success	Success	Success	In Progress	Success
Identification and assessment of high-potential employees for future key roles.	Success	Success	Success	In Progress	Success
Development of Individual Development Plans	Success	Success	Success	In Progress	Success
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	Success	Success	In Progress	In Progress
Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.	Success	Success	Success	In Progress	In Progress
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	-	Currently developing a capability and competency development plan for employees selected to participate in the development program, with the aim of preparing them for subsequent assessment

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
					and selection as potential successors
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	-	Currently in the process of engaging a recognized external expert to provide insights and facilitate knowledge sharing on Succession Planning practices with the Board of Directors and the Nomination and Remuneration Committee. The objective is to strengthen their oversight role in the succession planning process and support the development of the Company's leadership pipeline

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.

Progress description

The Company has clearly identified Critical Roles/Key Positions that are essential to the achievement of its strategic objectives and the continuity of business operations. The Nomination and Remuneration Committee has reviewed and approved key management positions that are critical to driving the Company's strategy and maintaining business continuity, thereby establishing a structured framework for the Company's Succession Planning process.

The Nomination and Remuneration Committee has also approved a systematic and transparent assessment framework for employees being prepared for succession. The assessment criteria cover Performance, Potential, and Educational Background, together with other assessment tools as appropriate. The Company is currently assessing and identifying competency gaps in the knowledge, capabilities, and skills of employees selected for the development process by comparing their Current State against the qualifications and competencies required for the respective target positions.

The Company is in the process of using the results of the Competency Gap Assessment to develop training plans and Individual Development Plans (IDPs). These plans are intended to enhance employees' readiness in line with the requirements of the target positions and support the development of the Company's Leadership Pipeline, prior to the subsequent assessment and selection of successors.

During 2026, progress on the Company's Succession Planning initiatives has been reported to and reviewed by the Nomination and Remuneration Committee on two occasions, enabling the Committee to continuously monitor progress and provide recommendations on the implementation of the succession planning process.

Strategic Initiative

Strategic Initiative 1 : Establish and enhance the Succession Planning framework for critical roles.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• (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.	The Company has clearly identified Critical Roles/Key Positions that are essential to achieving its strategic objectives and ensuring business continuity. The Nomination and Remuneration Committee has reviewed and approved the key management positions that are critical to driving the Company's strategy and maintaining continuity of business operations.

Strategic Initiative 2 : Develop successor assessment criteria and competency gap analysis.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• (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.	The Nomination and Remuneration Committee has approved a systematic and transparent framework for assessing successor candidates, taking into account Performance, Potential, and Educational Background, together with other assessment tools as appropriate. The Company is currently assessing and identifying competency gaps in knowledge, capabilities, and skills by comparing the current state of selected candidates against the qualifications and

Year	Expected Outcomes	Actual Result
		competencies required for the target positions. The assessment results will subsequently be used to develop Individual Development Plans (IDPs).

Strategic Initiative 3 : Implement Individual Development Plans (IDPs) to support the development of the leadership pipeline.

Status ● On track

Year	Expected Outcomes	Actual Result
2026		Currently developing training plans and Individual Development Plans (IDPs) for employees selected to participate in the development program, with the aim of enhancing their readiness and supporting the development of the Company's Leadership Pipeline.

Strategic Initiative 4 : Strengthen board oversight on succession planning.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Progress of the succession planning framework is reported to and reviewed by the Nomination and Remuneration Committee at least annually.	Progress on Succession Planning has been reported to and reviewed by the Nomination and Remuneration Committee twice during 2026.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/ADVICE1_JUMP%2B_Plan_Year_2026-2028_EN.pdf