



## JUMP+ Plan

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## ALT TELECOM PUBLIC COMPANY LIMITED

(ALT)

Year 2026 - 2028

This report was approved by the board of directors on 20/02/2026  
and disseminated on 31/03/2026

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SET

Technology / Information &amp; Communication Technology

CG Report :

 SET ESG Ratings: **A**

Anti-Corruption Certification (CAC): -

## Business Type

ALT is a company in comprehensive telecommunication business which divided into 3 core businesses; 1. business providing digital infrastructure and construction services. Main products include: Telecom base stations, Satellite Ground Station, Submarine Cable and Fiber Optic Network. 2. Distribution business in the telecommunications, digital and renewable energy Main products include: Fiber Optic Cables, Smart Meters and Communication Vehicles & Vessel 3. Business of renting or servicing digital and renewable energy infrastructure Main products include: Telecom Network Leasing (including fiber optic and tower infrastructure) Submarine Cable Station ,Smart Energy Infrastructure Management and Private Power Purchase Agreements (Private PPA)

Financial Statement				
Year	2025	2024	2023	2022
<b>Income Statement (MB)</b>				
Revenues	1,542.51	1,292.93	1,491.43	1,171.18
Expenses	1,440.74	1,227.72	1,444.24	1,246.49
Net Profit	81.58	8.14	21.99	-107.86
<b>Balance Sheet (MB)</b>				
Assets	4,303.59	4,224.33	3,630.41	3,024.06
Liabilities	2,617.62	2,604.75	2,017.88	1,436.34
Shareholders' Equity	1,685.85	1,619.41	1,612.32	1,587.50
<b>Cash Flow (MB)</b>				
Operating	386.10	698.14	151.37	292.88
Investing	-184.07	-360.28	-483.46	-398.90
Financing	-158.66	-226.42	153.19	168.51
<b>Financial Ratio</b>				
EPS (Baht)	0.07	0.01	0.02	-0.10
GP Margin (%)	17.23	19.64	15.06	17.60
NP Margin (%)	5.29	0.63	1.47	-9.21
D/E Ratio (Times)	1.55	1.61	1.25	0.90
ROE (%)	4.94	0.50	1.37	-6.57
ROA (%)	3.77	1.80	1.87	-2.93

## JUMP+ Plan

### Business Plan

#### Target in 2028

 Net Profit **170.00** million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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 1. Strategic Plan 1 : Expand the network to cover key strategic locations. ✓

 2. Strategic Plan 2 : Increase Utilization in Existing Network ✓

 3. Strategic Plan 3 : Building a sustainable Ecosystem collaboratively within the ALT group ✓

### Governance Plan

1. Enhancing the competency and performance 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

4. Enhancing governance of information security

### Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

2. Decarbonization

**Remark :**

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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
Net Profit (million Baht)	21.99	8.14	81.58	170.00

The company has established three strategic plans to enhance revenue and net profit growth, aiming to achieve the corporate financial targets by 2028.

The company formulates strategic plans by focusing on maximizing the utilization of communication infrastructure resources that have already been completely invested in, in the term of Economies of Scale / Utilization.

## Growth plan/Increase business value

### Strategic Plan 1 : Expand the network to cover key strategic locations.

- High-security fiber optic network expansion project connecting BKK– EEC (Network expansion)
- Enhancing network interconnection between networks along routes: railways, electric trains, and expressways (Connectivity Improvement)
  - BTS Phloen Chit–Sukhumvit
  - Lumpini Checkpoint – OneBangkok
  - Bang Na Checkpoint – TCCT
  - Bang Pa-in Checkpoint – Chiang Rak – Navanakorn
- Access to DC-DC, CLS-DC
- Network efficiency enhancement (Network Modernizing)

### 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
Net Profit : Owners Of The Parent (MILLION BAHT)	8.14	81.58	>=61	>=108	>=170

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Customer Satisfaction	95.23%	-	-	>=95%

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Expand the network to cover key strategic locations.	2026	• Network revenue increased by at least 3% from the previous year.
	2027	• Network revenue increased by at least 5% from the previous year.
	2028	• Network revenue increased by at least 10% from the previous year.

**Risk Management**

**Risk 1 :** Risk of obtaining authorization for network expansion in new areas from relevant government agencies

• **Risk Characteristic**

Delays in construction approval, changes in legal policies, objections from the community

• **Risk Impact**

The company may not be able to expand its network according to the set goals.

• **Risk Management Measures**

1. Provide information to relevant government agencies to demonstrate the benefits of network construction in alignment with national development, and conduct pre-consultation with agencies before submitting construction approval requests.
2. Monitor and review the latest laws/regulations before project commencement.
3. Provide information to the public or local communities to collectively realize tangible benefits.

**Risk 2 :** Risks from major partners' strategy adjustments

• **Risk Characteristic**

Major partners are unable to deliver goods or network components on schedule.

• **Risk Impact**

affecting the company's operations and performance

• **Risk Management Measures**

1. Strengthen partnerships with major partners by offering services that create mutual benefits (Mutual Benefit).
2. Diversify the procurement of goods and services from other partners to reduce reliance.

**Risk 3 :** Risk of investment delays or cancellations by target customer groups

• **Risk Characteristic**

Given that there are only a few major customers, these major customers may transition from leasing network infrastructure to investing in their own network infrastructure.

• **Risk Impact**

Price competition has emerged, leading to a reduction in revenue and profit margins, particularly when customers opt to invest in their own network infrastructure.

• **Risk Management Measures**

1. Expand the customer base to include more small and medium-sized enterprises.
2. Focus on long-term contracts and establish minimum work volumes.
3. Closely monitor customer strategic directions, including government policies, to adapt strategies promptly.
4. Provide comprehensive and integrated network services (Turnkey Solution).

**Strategic Plan 2 : Increase Utilization in Existing Network**

- Expanding customer segments: DataCenter and Hyperscaler
- In collaboration with international partners: Long Haul Cross Country
- Developing public-private projects

-PrivateNetwork : Disaster Recovery, specific missions for government agencies

-Forecast & Data analytic : Advanced Metering Infrastructure (AMI) collects household electricity consumption data to understand demand and provide information for efficient supply management in the electricity system.

-Network as a Service : AMI & Smart Grid, smart electricity grid and water management : forecasting floods, droughts, and efficient water management

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

- Profitability & Efficiency

**Targets**

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Gross Profit Margin (%)	19.64	17.23	>=18%	>=20%	>=23%

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Number of successful acquisitions of additional customer service contracts valued at over 50 million Baht (Unit: Number of contracts)	5	-	-	Greater than or equal to 8
Increase in the number of new innovations or product models (Unit: Cumulative product models as of the measurement year)	4	-	-	Greater than or equal to 8

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhance network utilization	2026	• Gross profit margin shall be not less than 18% (Common Size)
	2027	• Gross profit margin shall be not less than 20% (Common Size)
	2028	• Gross profit margin shall be not less than 23% (Common Size)

### Risk Management

**Risk 1 :** Competitive risks with other service providers

- **Risk Characteristic**

Price competition

- **Risk Impact**

The company may experience a decrease in gross profit margin, as well as a loss of market share.

- **Risk Management Measures**

1. Differentiate from other service providers by offering products that meet customer needs.
2. Create a positive impression through service and rapid customer response.
3. Listen to customer feedback to improve and enhance the quality of products and services.

**Risk 2 :** Risk from changes in government budget and private sector investment budget

- **Risk Characteristic**

Delayed government budget approval, changes in government policy, private sector reduces investment budget

- **Risk Impact**

affecting the company's operating performance

- **Risk Management Measures**

1. Reduce over-reliance on projects from either the public or private sector (Balancing Portfolio).
2. Closely monitor the budget plans and investment plans of the private sector.

### **Strategic Plan 3 : Building a sustainable Ecosystem collaboratively within the ALT group**

- Enhance Connectivity: Terrestrial, Submarine and Space and network interconnection to support future communications.
- Collaborate with partners to promote customer adoption of Cloud to increase demand for Digital Platforms: Government, AI, and various Data Analytics.
- ASEAN Internet Exchange Platform: Capable of connecting to InterCloud and expanding customer reach across ASEAN.
- Add Application Layer to increase Content and continuous usage.
- Improve and enhance ERP efficiency in various departments such as Accounting, Sales, Legal Contracts, Procurement, and Human Resources.
- Install programs that enhance operational efficiency, including the adoption of AI, to reduce redundant work processes.

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

- Growth

**Targets**

- **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Increase customer numbers in ASEAN (Cumulative in target year: country)	0	>=2	>=6	>=8
Increase the number of Applications / Platforms for revenue sources (cumulative in target year: count)	0	>=1	>=2	>=3

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Building a sustainable Ecosystem collaboratively within the ALT group	2026	<ul style="list-style-type: none"> <li>• The number of customers in ASEAN will increase to at least 2 countries by 2026.</li> <li>• The number of revenue-generating applications/platforms will increase by at least one in 2026.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• The number of customers in ASEAN will increase to at least 6 countries by 2027.</li> <li>• The number of Application / Platform revenue sources will increase by at least 1 by the year 2027.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>• Increase the number of customers in ASEAN to at least 8 countries by 2028.</li> <li>• The number of Application / Platform revenue sources will increase by at least 1 by 2028.</li> </ul>

**Risk Management**

**Risk 1 :** Risk of partner's unpreparedness in infrastructure development

- **Risk Characteristic**

Late submission of work to clients, inability to accept new work

- **Risk Impact**

The company's performance did not meet the set targets, leading to a loss of customer confidence.

- **Risk Management Measures**

1. Conducting annual vendor evaluations to select vendors who can deliver quality work within the company's specified timeframe.
2. Establishing stringent contracts with partners.
3. Having an Approved Vendor List with more than 2-3 vendors per type of work.

**Risk 2 :** Risk concerning the availability and adequacy of specialized personnel

- **Risk Characteristic**

Outsourcing, limited work acceptance due to insufficient personnel

- **Risk Impact**

Increased costs from outsourcing

- **Risk Management Measures**

1. Establish cooperation with educational institutions to enhance students' knowledge and exchange expertise, including organizing internship programs to prepare new generations for the ICT industry.
  2. Develop company personnel by inviting international speakers to impart knowledge and experience.
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## Section 2

### Governance Plan

# Section 2 Governance Plan

## Board Structure and Qualifications

### Enhancing the competency and performance of the board of directors

#### Basic Objectives

The company arranges for external consultants to assist in defining guidelines and recommending issues for the evaluation of the Board of Directors' performance.

#### Principles and Concepts

The Board of Directors is a crucial mechanism in good corporate governance, playing a role in setting direction, strategy, and overseeing management to achieve business objectives while also protecting the interests of shareholders and all stakeholder groups. Therefore, the competence and effectiveness of directors in performing their duties are decisive factors for the organization's success.

The evaluation of the Board's performance by independent and expert external consultants is considered a good practice according to international standards, as it provides neutral and constructive perspectives for Board development, leading to long-term improvements in the Board's structure, processes, and working behavior.

In addition to performance evaluation, the continuous development of directors' knowledge and skills is essential because the business environment is changing rapidly, whether due to digital challenges, ESG, new regulations, or emerging risks. Therefore, directors must continuously develop themselves to perform their oversight duties effectively.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company engages external consultants to support the development of the Board's evaluation framework and to provide recommendations for the Board's performance assessment	In Progress	In Progress	In Progress	Success
Enhancing the Board of Directors' performance evaluation process	-	In progress	In progress	Success

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Engage external consultants for board evaluation. Select consultants with expertise in Corporate Governance to define the framework and conduct performance evaluations of the board at both committee and individual levels.	2026	<ul style="list-style-type: none"> <li>Define qualifications and selection criteria for external consultants</li> <li>Prepare the scope of work for the board evaluation.</li> <li>Select and appoint independent external advisors with appropriate expertise.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>External consultant conducts a performance evaluation of the Board of Directors.</li> <li>Present assessment results and developmental recommendations to the Board of Directors.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> <li>Develop a competency development plan for directors based on assessment results.</li> <li>Continuously conduct board evaluations by external consultants.</li> <li>Follow up on the implementation of recommendations from the assessment.</li> <li>Disclosure of the Board of Directors' evaluation process in the annual report (56-1 One Report)</li> </ul>
2. Enhance Board evaluation processes and tools Review and revise the Board evaluation forms to cover key dimensions, including structure, meeting effectiveness, diversity, and engagement.	2026	<ul style="list-style-type: none"> <li>Study international best practices and standards for board evaluation, such as the CG Code and the ASEAN Corporate Governance Scorecard.</li> <li>Review and revise faculty-level and individual-level assessment forms.</li> <li>Define clear Key Performance Indicators (KPIs) for measuring the performance of the board.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Conduct a formal evaluation using the revised assessment form.</li> <li>Analyze evaluation results and prepare a summary report for the Board.</li> <li>Define an action plan for improving the committee's performance based on the evaluation results.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>The board's evaluation process is comprehensive, systematic, and continuous.</li> <li>Disclosure of information on the process and summary results of the board evaluation in the annual report (56-1 One Report)</li> </ul>

## Risk Management

**Risk 1 :** The selected external consultant lacks independence or sufficient expertise.

- **Risk Characteristic**

A non-rigorous external consultant selection process may result in the engagement of consultants with conflicts of interest or a lack of specialized expertise in board evaluation, thereby compromising the credibility and impartiality of the evaluation results.

- **Risk Impact**

The board's evaluation results were not accepted, raising questions about transparency and potentially impacting the CG Rating score.

- **Risk Management Measures**

- Establish clear qualification criteria for external consultants, including independence requirements.
- The Nomination and Remuneration Committee for Corporate Governance shall consider and approve the appointment of consultants.
- Study and refer to a list of certified consultants from reputable institutions such as Thai IOD or others.
- Establish a rotation policy for external consultants to maintain independence.

**Risk 2 :** Assessment results and recommendations are not actually implemented.

- **Risk Characteristic**

Even with a sound evaluation process, if there is a lack of follow-up mechanisms and clear assignment of responsibilities, the recommendations from the evaluation may not be effectively implemented.

- **Risk Impact**

The evaluation process becomes merely a ritual without genuine development, and stakeholders lose confidence in the effectiveness of the organization's governance.

- **Risk Management Measures**

- Assign responsible persons and clear timelines for the implementation of recommendations.
- Include the follow-up on the implementation of recommendations as a regular agenda item in Board of Directors meetings.
- The Company Secretary shall prepare an Action Log and report on the progress to the Board of Directors quarterly.
- Disclose a summary of the implementation results of the consultant's recommendations in the annual report (56-1 One Report).

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

#### Basic Goals

- Anti-corruption policy covering the organization's business activities and anti-corruption practices, approved by the Board of Directors; and the Board of Directors' meeting report on the results of monitoring and evaluating compliance with anti-corruption policies and practices.
- Report on the anti-corruption audit results by the internal control system auditor at least once a year.
- Board of Directors' meeting report reviewing anti-corruption policies and practices at least once a year.
- Received CAC certification from the Thai Institute of Directors Association (Thai IOD) by the year 2028.

#### Additional Goals

- Require direct business partners (Critical Tier 1) to have anti-corruption policies and to evaluate and monitor their compliance with these policies.

#### Principles and Concepts

Corruption has impacts at both organizational and national levels. Organizations with corruption will lose trust from investors, customers, partners, and employees, negatively affecting their image, causing financial damage, and degrading the organizational culture.

To ensure transparent and sustainable business operations, the Board of Directors oversees the formulation, monitoring, evaluation, review, and updating of anti-corruption policies consistently, as well as driving an organizational culture committed to ethics and integrity.

## Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>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</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>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</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors</li> </ul>	In Progress	In Progress	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	In the process of applying for certification.	In the process of applying for certification.	Certified
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	-	In progress	In progress	Success

## Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Develop and review anti-corruption policies and practices. Establish comprehensive policies and guidelines, ensure communication to all levels of employees, and conduct reviews at least annually.	2026	<ul style="list-style-type: none"> <li>Establish a written anti-corruption policy covering key content such as organizational commitment, definitions, prohibitions, and penalties.</li> <li>Develop a Code of Conduct and related practices</li> <li>Communicate policies to all levels of employees and external parties.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Conduct fraud risk assessments and arrange for internal audits at least once a year.</li> <li>Report on audit findings to the Board of Directors, along with corrective actions in case of misconduct.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Review and update policies, then submit to the Board of Directors for approval.</li> <li>Confirm the effectiveness of anti-corruption policies</li> </ul>

Strategic Initiative	Year	Expected Outcomes
2. Obtain CAC certification from Thai IOD. Implement the CAC certification process by self-assessing according to the 71-item assessment form across 7 categories: Risk Assessment, Preventive Measures, HR Policy, Communication, Whistleblowing, and Review.	2026	<ul style="list-style-type: none"> <li>• Study the CAC certification criteria and the 71-item self-assessment form.</li> <li>• Assess the gap (Gap Analysis) between the company's existing systems and CAC criteria.</li> <li>• Develop a gap closure plan and prepare supporting documentation</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• Conduct a self-assessment based on the CAC assessment form and compile evidence.</li> <li>• Submit an application for CAC certification to Thai IOD</li> <li>• Follow up on the status of review and amendment as per recommendations.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>• Received CAC (Certified) certification from Thai IOD by the year 2028.</li> <li>• Plan for certificate renewal every 3 years</li> </ul>
3. Establish anti-corruption standards for critical suppliers (Critical Tier 1). Develop a Supplier Code of Conduct and a critical supplier assessment process to ensure that the supply chain operates transparently and ethically.	2026	<ul style="list-style-type: none"> <li>• Develop a Supplier Code of Conduct specifying requirements for Tier 1 suppliers to have an anti-corruption policy.</li> <li>• Define the process for risk assessment and partner qualification verification.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• Communicate the Supplier Code of Conduct to all Tier 1 suppliers.</li> <li>• Conduct partner evaluations and monitor policy compliance.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>• Prepare an annual partner evaluation summary report for submission to management.</li> </ul>

## Risk Management

**Risk 1 :** Risk of not obtaining CAC certification within the specified period.

- **Risk Characteristic**

The company's inability to collect supporting documents or failure to meet CAC's assessment criteria by the year 2028 may affect the organization's credibility and image among stakeholders.

- **Risk Impact**

Losing the trust of investors and partners may be perceived as a lack of seriousness in governance and could impact the acquisition of projects from government agencies or foreign partners.

- **Risk Management Measures**

- Designate primary responsible persons and the CAC working group with a clear work plan and timeline.
- Conduct Gap Analysis from 2026 to identify areas for development in advance.
- Monitor quarterly progress of preparedness and report to the Board of Directors.

**Risk 2** : Risk of non-compliance with anti-corruption policy by business partners

- **Risk Characteristic**

Key Tier 1 partners may not agree to disclose information or may not be able to comply with the anti-corruption policy stipulated by the company.

- **Risk Impact**

Non-transparent actions by business partners may directly or indirectly impact the company's reputation and could result in legal liabilities.

- **Risk Management Measures**

- Incorporate anti-corruption policy provisions into partner contracts.
- Conduct annual Supplier Risk Assessments and regularly monitor the results.
- Establish measures and penalties for non-compliance by partners with requirements.

## Governance of Risk and Management Compliance

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

#### Fundamental Goals

- Establish policies or succession plans for directors, president, executives, and key personnel. This must include defining qualifications and core competencies, as well as reviewing and updating job descriptions to ensure they are clear, current, and specify the essential core competencies for each position.
- Conduct risk assessment and identify critical roles (Identify Critical Roles & Risks) to categorize and prioritize positions requiring succession plans.
- Identify and assess high-potential individuals within the organization to discover and evaluate internal personnel with the potential to advance to key positions in the future.
- Develop Individual Development Plans (IDPs)
- Monitor the progress of individual development plans and evaluate the overall effectiveness of succession plans, ensuring all personnel in critical positions participate in and complete essential training/skill development.
- Announce or communicate to employees the importance of succession plans and foster a culture of continuous development throughout the organization.

#### Additional Goals

- Establish a framework for enhancing strategic succession plans that are modern, diverse, comprehensive, and sustainable.

#### Principles and Concepts

In an era of rapid business environment changes, human resources have become the most critical success factor, serving as the primary driver that enables organizations to respond to change, foster innovation, and maintain a competitive advantage.

Personnel risk governance is a critical mission that companies cannot overlook, as a lack of effective succession planning can lead to a loss of continuity, disruption of critical processes, or even missed business opportunities.

Current succession plans must cover senior executives and personnel in key strategic positions to ensure the organization's long-term continuity and competitiveness.

**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	In Progress	Success
<ul style="list-style-type: none"> <li>Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance, and specifying essential competencies for each position.</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>Identification and assessment of high-potential employees for future key roles.</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>Development of Individual Development Plans</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>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.</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.</li> </ul>	In Progress	In Progress	In Progress	Success
Establish a Diversity and Inclusion (D&I) policy in succession planning.	-	In progress	In progress	Success

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
1. Analyze Key Positions and Develop Succession Plans Assess risks and identify key positions, and develop comprehensive succession plans for key personnel.	2026	<ul style="list-style-type: none"> <li>Identify key positions and develop a Risk Matrix for each position.</li> <li>Develop Job Descriptions and Competency Models for all key positions.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Identify at least 1–2 high-potential personnel per key position.</li> <li>Prepare Individual Development Plans for all high-potential individuals.</li> <li>Review and update Job Descriptions and Competency Models.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>All key personnel have completed training according to their IDP.</li> <li>The Board of Directors reviews the readiness of the succession plan at least once a year.</li> <li>The succession plan has been updated in alignment with the organizational strategy.</li> </ul>

Strategic Initiative	Year	Expected Outcomes
2. Personnel Development and IDP Tracking Individual development plans are formulated, and various development activities are conducted, with systematic progress monitoring.	2026	<ul style="list-style-type: none"> <li>Conduct a Gap Analysis comparing current capabilities with the requirements of the target position.</li> <li>Define development activities, such as On-the-Job Training, Stretch Assignment, Mentoring</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Implement development activities according to the IDP and monitor progress as per the defined schedule.</li> <li>All key personnel participate in at least one essential skills training course.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>IDP has been 100% reviewed and updated.</li> <li>Communicate internal development plans and career paths at least once a year.</li> </ul>
3. Establish D&I policies and metrics in succession planning. Create a diversity policy framework within the succession process, identify measurable metrics, and report to the board regularly.	2026	<ul style="list-style-type: none"> <li>Analyze the Diversity Gap in the current succession list.</li> <li>Develop a D&amp;I Succession policy and set measurable representation targets.</li> <li>Establish a Dashboard for monitoring D&amp;I indicators in the succession plan.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>D&amp;I Succession Progress Report to the Board of Directors</li> </ul>
	2028	<ul style="list-style-type: none"> <li>The list of successors for key positions reflects diversity in accordance with the defined goals.</li> <li>Collect and report the Promotion Rate of the target group.</li> <li>Disclose D&amp;I Succession indicator results in the 56-1 One Report.</li> </ul>

## Risk Management

**Risk 1 :** Risk of losing key personnel without a ready successor

- **Risk Characteristic**

The resignation, retirement, or sudden illness of personnel in key positions without an immediate and prepared successor.

- **Risk Impact**

Disruption of operations, loss of business opportunities, and potential impact on investor confidence.

- **Risk Management Measures**

- Identify Single Point of Failure positions and expedite the development of successors.
- Establish contingency plans for positions critical to the organization.
- Review the readiness of the annual succession plan by the committee.

**Risk 2 :** Risk of high-potential personnel resigning from the organization

- **Risk Characteristic**

Key personnel may resign if they do not perceive opportunities for advancement or do not receive the expected development.

- **Risk Impact**

The loss of developed human capital necessitates a restart of the succession plan and may result in operational gaps.

• **Risk Management Measures**

- Develop a Retention Program or Long-term Incentive Plan specifically for personnel critical to the organization
- Communicate career paths clearly and consistently
- Link compensation and benefits with succession plans

**Risk 3 : Cultural resistance from management and employees**

• **Risk Characteristic**

Some executives perceive that D&I policies may diminish the importance of qualifications and performance, potentially leading to resistance and a lack of cooperation in the process.

• **Risk Impact**

The D&I policy is not effectively implemented, leading to internal conflicts and affecting employee morale.

• **Risk Management Measures**

- Communicate clearly that D&I Succession continues to prioritize qualifications and performance.
- Provide training to executives involved in the succession process.
- Have top-level executives lead the communication and demonstrate commitment.

**Enhancing governance of information security**

**Fundamental Objectives**

- Ensure the establishment of clear and written information technology security policies and guidelines, which must include concrete guidelines for improvement and development, approved by the Board of Directors.
- Ensure an assessment is conducted by independent external auditors to audit information security (Cybersecurity).

**Additional Objectives**

- Ensure cybersecurity testing is conducted at least every 3 years.

**Principles and Concepts**

Information security auditing is a critical process for protecting data and reducing the risks to information systems from cyber threats such as Malware, Phishing, Ransomware, DDoS Attack, Social Engineering, and Insider Threat.

In addition to auditing, which assesses policy compliance, true strengthening also requires proactive testing (Penetration Testing) to identify technical vulnerabilities and lead to improvements before actual damage occurs. The Board of Directors and management have prioritized and overseen the conduct of assessments by expert and independent external auditors in accordance with international standards.

**Targets**

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	In Progress	In Progress	In Progress	Success
• The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.	In Progress	In Progress	In Progress	Success

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> <li>Information cybersecurity undergoes evaluation by an independent external auditor, accompanied by clear and actionable improvement and development strategies</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>All employees undergo training, communication, and understanding assessments to enhance awareness of IT security.</li> </ul>	In Progress	In Progress	In Progress	Success
Conduct cybersecurity penetration testing at least once every three years.	-	In progress	In progress	Success

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
1. Develop IT Security Policy and Cybersecurity Governance Structure Develop comprehensive policies, approved by the board of directors, and establish a clear responsibility structure.	2026	<ul style="list-style-type: none"> <li>Drafting an IT Security Policy covering Confidentiality, Integrity, Availability</li> <li>Define Cybersecurity roles and responsibilities within the organization.</li> <li>Present and seek approval from the Board of Directors (by 2026)</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Communicate policies and practices to all employees.</li> <li>Monitor policy compliance and report to management</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Review and update policies for modernization, and submit to the Board of Directors.</li> <li>Integration of policies with the enterprise risk management framework</li> </ul>
2. Conduct a Cybersecurity audit by an independent external auditor. Engage independent experts to perform a Cybersecurity audit in accordance with ISO 27001 or NIST CSF frameworks, and prepare a development plan based on the audit findings.	2026	<ul style="list-style-type: none"> <li>Study the standard framework and select independent auditors.</li> <li>Define the scope of the audit to cover critical systems.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Cybersecurity audit conducted by independent auditors</li> <li>Analyze audit results and prepare a written improvement plan.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Report on Audit Results and Development Plan to the Board of Directors</li> <li>Implement improvements as planned and evaluate progress.</li> </ul>
3. Employee Training and Phishing Assessment. Implement a Security Awareness Training program for all employees, and assess their understanding through Phishing Simulation.	2026	<ul style="list-style-type: none"> <li>Design a Security Awareness Training course covering key threats.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Organize Security Awareness Training for all employees by the year 2027.</li> <li>Conduct Phishing Simulation to test employee awareness.</li> <li>Analyze results and improve training programs based on identified weaknesses.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>All employees undergo training and Phishing Assessment testing at least once a year.</li> <li>Prepare a Security Awareness Summary Report</li> </ul>

Strategic Initiative	Year	Expected Outcomes
4. Penetration Testing (Additional Objective) Penetration testing shall be conducted by independent experts, covering critical information systems and infrastructure, at least every 3 years.	2026	<ul style="list-style-type: none"> <li>Define the scope of systems to be tested and select penetration testing specialists.</li> <li>Plan and define testing scope</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Conduct Penetration Testing by an independent expert.</li> <li>Identify vulnerabilities found and prepare a clear remediation plan.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Address identified vulnerabilities and present a summary report to the executive board.</li> <li>Schedule the next Penetration Testing cycle every 3 years.</li> </ul>

## Risk Management

**Risk 1 :** The selected external consultant lacks independence or sufficient expertise.

- **Risk Characteristic**

An inadequate selection process for external consultants may result in consultants with conflicts of interest or a lack of specialized expertise in board assessment, thereby compromising the credibility and impartiality of the evaluation results.

- **Risk Impact**

The results of the board's evaluation were not accepted, leading to questions regarding transparency and potentially impacting the company's CG Rating score.

- **Risk Management Measures**

- Establish clear qualification criteria for external consultants, including independence requirements.
- The Nomination, Remuneration, and Corporate Governance Committee shall consider and approve the appointment of consultants.
- Study and refer to a list of certified consultants from reputable institutions such as Thai IOD or others.
- Establish a rotation policy for external consultants to maintain independence.

**Risk 2 :** Directors do not prioritize or participate in the development and evaluation process.

- **Risk Characteristic**

Directors may perceive the evaluation and training processes as an additional burden or fail to recognize clear benefits, leading to a lack of genuine participation.

- **Risk Impact**

The development and evaluation program failed to achieve its objectives, resulting in wasted budget and time without tangible changes.

- **Risk Management Measures**

- The company demonstrates commitment to participating in the development and evaluation process.
- Communicate to directors the benefits and importance of the development process to organizational effectiveness.
- Design flexible development programs tailored to the needs of each director.
- Include participation in the development process as one of the performance indicators for directors.

**Risk 3** : Assessment results and recommendations are not implemented in practice.

- **Risk Characteristic**

Even with a robust evaluation process, if there is a lack of follow-up mechanisms and clear assignment of responsibilities, the recommendations from the evaluation may not be effectively implemented.

- **Risk Impact**

The evaluation process has become a mere formality, without leading to genuine development. Stakeholders lose confidence in the effectiveness of the organization's governance.

- **Risk Management Measures**

- Assign responsible persons and clear timelines for the implementation of recommendations.
  - Include the follow-up on the implementation of recommendations as a regular agenda item in Board of Directors meetings.
  - The Company Secretary shall prepare an Action Log and report progress to the Board of Directors quarterly.
  - Disclose a summary of the implementation results of the consultant's recommendations in the annual report (56-1 One Report).
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## Section 3

### Climate Action Plan

## Section 3 Climate Action Plan

### Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

URL Link to the Document : [https://drive.google.com/file/d/1q76tM4oQuM-D\\_t3zoeRjupKVWXUdhRdd/view?usp=sharing](https://drive.google.com/file/d/1q76tM4oQuM-D_t3zoeRjupKVWXUdhRdd/view?usp=sharing)



The company recognizes the risks and opportunities arising from climate change, which could impact business operations, supply chains, and long-term stakeholder expectations. Therefore, a Climate Action plan has been established under the Jump+ project to systematically enhance greenhouse gas management and strengthen organizational sustainability.

The company has prepared a greenhouse gas inventory covering Scope 1 (organizational fuel consumption), Scope 2 (electricity consumption), and Scope 3 (travel, transportation, and suppliers). A clear base year has been established, and progress can be continuously monitored under a 3-year plan (2026–2028). The company aims to reduce greenhouse gas emissions in Scope 1, Scope 2, and Scope 3 by no less than 20% compared to the base year to achieve this target.

The company has implemented comprehensive key measures, such as enhancing energy and fuel efficiency, installing renewable energy generation systems, particularly the installation of rooftop solar power generation systems (Solar Rooftop), installing solar power generation systems for network stations (Nodes) and on the rooftops of office building parking areas, as well as implementing projects under T-VER, along with the installation of electric vehicle charging stations (EV Charging Station) to support the use of clean energy and reduce greenhouse gas emissions.

Furthermore, the company promotes the use of electric vehicles (EVs) for both internal operations and employee use, coupled with efficient logistics management and driving the Supplier Climate Commitment to ensure partners conduct business in alignment with climate goals. The plan includes a clear governance system, with the appointment of a Climate Action working group to oversee, monitor, and report results to management quarterly. Additionally, a Greenhouse Gas (GHG) Inventory is prepared and regularly verified by external agencies to ensure operations align with established targets. The implementation of this Climate Action plan not only aims to reduce environmental impact but also enhances competitiveness, mitigates regulatory risks, and supports the organization's long-term sustainable growth.

#### Targets

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success

## Risk Management

**Risk 1** : Risks from climate-related regulations and policies

- **Risk Characteristic**

Changes in policies and regulations related to greenhouse gas emissions are rapid and uncertain, leading to organizations being unable to comply with new regulations within the stipulated timeframe.

- **Risk Impact**

Risk of losing ESG credibility from international investors

- **Risk Management Measures**

- Consistently monitor developments in policies and regulations at both national and international levels by assigning an ESG team or a designated team, and report to the board of directors.
- Allocate a reserve budget for the costs of complying with new regulations and consider using carbon credits or RECs for short-term offsetting as necessary.

## Decarbonization

The company recognizes the risks and opportunities arising from climate change, which could impact business operations, supply chains, and long-term stakeholder expectations. Therefore, a Climate Action plan has been established under the Jump+ project to systematically enhance greenhouse gas management and strengthen organizational sustainability.

The company has prepared a greenhouse gas inventory covering Scope 1 (organizational fuel consumption), Scope 2 (electricity consumption), and Scope 3 (travel, transportation, and suppliers). A clear base year has been established, and progress can be continuously monitored under a 3-year plan (2026–2028). The company aims to reduce greenhouse gas emissions in Scope 1, Scope 2, and Scope 3 by no less than 20% compared to the base year to achieve this target.

The company has implemented comprehensive key measures, such as enhancing energy and fuel efficiency, installing renewable energy generation systems, particularly the installation of rooftop solar power generation systems (Solar Rooftop), installing solar power generation systems for network stations (Nodes) and on the rooftops of office building parking areas, as well as implementing projects under T-VER, along with the installation of electric vehicle charging stations (EV Charging Station) to support the use of clean energy and reduce greenhouse gas emissions.

Furthermore, the company promotes the use of electric vehicles (EVs) for both internal operations and employee use, coupled with efficient logistics management and driving the Supplier Climate Commitment to ensure partners conduct business in alignment with climate goals. The plan includes a clear governance system, with the appointment of a Climate Action working group to oversee, monitor, and report results to management quarterly. Additionally, a Greenhouse Gas (GHG) Inventory is prepared and regularly verified by external agencies to ensure operations align with established targets. The implementation of this Climate Action plan not only aims to reduce environmental impact but also enhances competitiveness, mitigates regulatory risks, and supports the organization's long-term sustainable growth.

Develop a preliminary Action Plan, specifying key details such as objectives, responsible parties, estimated budget, an operational plan for T-VER project registration, and key performance indicators (KPIs). This plan shall also be integrated into the organization's annual budgeting process. The action plan encompasses the implementation of significant projects, including the installation of rooftop solar power generation systems (Solar Rooftop), solar power generation systems for network stations (Nodes), and electric vehicle (EV) charging stations within the organization's premises, as well as promoting the use of electric vehicles (EVs) for employees and company operations, all aimed at supporting sustainable business practices and reducing environmental impact.

## Targets

Set appropriate and measurable targets for reducing greenhouse gas emissions, considering the operational scope, business environment, and resource availability, to ensure efficient and continuous operations.

Topic	GHG emissions in the base year (tCO <sub>2</sub> e)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2023	2026	2027	2028
Amount of greenhouse gas emission reduction	1,026	>=8%	>=15%	>=20%

## Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Establishment of Greenhouse Gas Reduction Measures and Action Plans Identify greenhouse gas reduction measures appropriate for the organizational context, prioritize them based on established principles, and include clear KPIs, responsible parties, budget, and timelines.	2026	<ul style="list-style-type: none"> <li>Prepare a comprehensive Greenhouse Gas (GHG) Inventory for Scope 1 and 2 for all business units through the SETCarbon system.</li> <li>Design and implement measures to achieve established goals.</li> <li>Develop a preliminary Action Plan, specifying key details such as objectives, responsible parties, estimated budget, an operational plan for T-VER project registration, and key performance indicators (KPIs). This plan shall also be integrated into the organization's annual budgeting process. The action plan encompasses the implementation of significant projects, including the installation of rooftop solar power generation systems (Solar Rooftop), solar power generation systems for network stations (Nodes), and electric vehicle (EV) charging stations within the organization's premises, as well as promoting the use of electric vehicles (EVs) for employees and company operations, all aimed at supporting sustainable business practices and reducing environmental impact.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Monitor KPIs through the SETCarbon system annually, and report progress to the Board of Directors.</li> <li>Extend the analysis to Scope 3 key categories, such as business travel, transportation, and supply chain.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Assess performance over the three-year period against established targets, and formulate the subsequent greenhouse gas reduction plan (2029–2032) with the aim of achieving long-term Net-Zero.</li> <li>Close the remaining GHG reduction gap by purchasing standard-certified carbon credits in an appropriate proportion.</li> <li>Submit Decarbonization plan data through the e-One Report system and SET ESG Data Platform in full compliance with requirements.</li> </ul>

**Risk Management****Risk 1** : Risks from climate-related regulations and policies**• Risk Characteristic**

Changes in policies and regulations related to greenhouse gas emissions are rapid and uncertain, leading to organizations being unable to comply with new regulations within the stipulated timeframe.

**• Risk Impact**

Risk of losing ESG credibility from international investors

**• Risk Management Measures**

- Consistently monitor developments in policies and regulations at both national and international levels by assigning an ESG team or a designated team, and report to the board of directors.
  - Allocate a reserve budget for the costs of complying with new regulations and consider using carbon credits or RECs for short-term offsetting as necessary.
-