



JUMP+ Plan




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BLUEBIK GROUP PUBLIC COMPANY LIMITED

(BBIK)

Year 2026 - 2028

This report was approved by the board of directors on 16/12/2025
and disseminated on 25/03/2026



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Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Strategic Plan 1 : Operational Excellence & Scalable Growth	3
Strategic Plan 2 : Client Value & Market Innovation	4
Strategic Plan 3 : Strategic Expansion & Long-Term Growth	5
Section 2 Governance Plan	7
Enhancing anti-corruption and fraud prevention efforts	8
Enhancing the prevention of insider information	10
Enhancing governance of information security	11
Section 3 Climate Action Plan	13
Greenhouse gas inventory (GHG) plan	14



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BLUEBIK GROUP PUBLIC COMPANY LIMITED

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Technology / Information & Communication Technology

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

Strategic and digital technology consulting services and other related services for various business sector.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	1,555.58	1,516.45	1,321.27	567.53
Expenses	1,234.90	1,227.60	1,033.98	437.17
Net Profit	340.73	301.11	278.56	127.09
Balance Sheet (MB)				
Assets	2,645.38	2,501.94	2,436.53	805.85
Liabilities	501.25	496.08	470.44	169.69
Shareholders' Equity	2,132.27	1,978.16	1,928.05	631.52
Cash Flow (MB)				
Operating	237.71	305.19	48.27	48.65
Investing	-111.23	-263.32	-939.72	161.34
Financing	-58.47	-54.39	1,004.27	-35.51
Financial Ratio				
EPS (Baht)	1.70	1.51	2.59	1.27
GP Margin (%)	50.01	47.81	49.89	52.78
NP Margin (%)	22.33	20.70	22.93	23.01
D/E Ratio (Times)	0.23	0.25	0.24	0.27
ROE (%)	16.58	15.42	21.77	21.62
ROA (%)	14.71	14.40	21.10	20.58

JUMP+ Plan

Business Plan

Target in 2028

Net Profit **700-800** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : Operational Excellence & Scalable Growth ✓
2. Strategic Plan 2 : Client Value & Market Innovation ✓
3. Strategic Plan 3 : Strategic Expansion & Long-Term Growth ✓

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing the prevention of insider information
3. Enhancing governance of information security

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

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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)	278.56	301.11	340.73	700-800

The Company is committed to becoming a leading provider of strategy consulting and innovation and technology management for businesses, delivering international-standard services through the continuous development of talent and the integration of expertise across technology and business.

Growth plan/Increase business value

Strategic Plan 1 : Operational Excellence & Scalable Growth

Enhancing internal operational excellence to achieve the highest level of efficiency by improving workforce utilization, leveraging AI to boost productivity across workflows, and eliminating unnecessary costs.

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 Growth (%) YoY Growth Rate	8.09	13.16	5%	5%	5%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhancing Personnel Utilization Management	2026	• Increase the Group’s average utilization rate to no less than 70.0%
	2027	• Increase the Group’s average utilization rate to no less than 71.5%
	2028	• Increase the Group’s average utilization rate to no less than 73.0%
Implementing AI to Increase Work Efficiency and Reduce Unnecessary Costs	2026	• Establish an AI adoption framework and monitoring process.
	2027	• Increase AI adoption rate across the development team.
	2028	• Use AI to generate the majority of test cases.

Risk Management

Risk 1 : Staff turnover rate may increase

- **Risk Characteristic**

Some employees may struggle to change the work processes and may lack sufficient time for learning and R&D.

- **Risk Impact**

The company will need to accelerate recruitment to replace employees, which could slow down expected growth.

- **Risk Management Measures**

Set an appropriate utilization rate and allocate time for employees to engage in self-development, training, or R&D. Ensure balanced workload distribution across individuals and teams.

Risk 2 : Over-reliance on AI

- **Risk Characteristic**

AI may suggest inappropriate methods, and employees may fail to develop essential skills.

- **Risk Impact**

Work quality may become inconsistent and the increase of productivity may not meet as expected.

- **Risk Management Measures**

Establish AI coding guidelines and an internal AI prompt library. Provide opportunities for employees to develop critical skills such as prompt engineering, AI-assisted debugging, and AI code review.

Strategic Plan 2 : Client Value & Market Innovation

Expanding into new markets and offering services and solutions that align with future trends

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 Growth (%)	8.09	13.16	15%	15%	15%
YoY Growth Rate					

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Leverage megatrends such as AI, sustainability, and ESG to develop new solutions for clients, including offering services and solutions to emerging growth engines in Thailand such as virtual banks and cloud-first initiatives.	2026	• Identify and prioritize target clients and market segments, and establish specialist teams for each demand area.
	2027	• Develop industry-ready solutions and increase revenue share from these segments to approximately 25–30% of total revenue.

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> • Become a key technology partner for key clients, and position as a thought leader contributing to the advancement of technologies in collaboration with relevant regulatory bodies.

Risk Management

Risk 1 : Shortage of Specialized Personnel

• **Risk Characteristic**

Various megatrends and growth engine demands require experts in specific areas, including knowledge of related regulations.

• **Risk Impact**

If the organization cannot build the expertise of employee in an organization, it may affect service delivery and hinder expected revenue growth.

• **Risk Management Measures**

Upskill employees in both technical and domain knowledge, and establish partnerships to access specialized expertise.

Risk 2 : Intense Competition from Both Global and Local Players

• **Risk Characteristic**

Competitors may target the same market segments and offer services to capture market share.

• **Risk Impact**

Failure to differentiate the group’s strengths could result in lost opportunities or reduced margins due to price competition.

• **Risk Management Measures**

Build on the group’s core strengths, offer appropriate services and solutions, and collaborate with business partners to enhance flexibility in service delivery.

Strategic Plan 3 : Strategic Expansion & Long-Term Growth

Strategic business expansion through M&A or joint ventures to strengthen the organization’s core capabilities and broaden service and technology coverage.

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 Growth (%) YoY Growth Rate	8.09	13.16	5%	5%	5%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Executing M&A transactions or establishing joint ventures with partners to strengthen the organization's core capabilities, expand service offerings or technologies, and create greater new business opportunities.	2026	• Successfully complete at least one M&A deal or joint venture with a partner.
	2027	• Achieve full post-merger integration, including synergies, service delivery, knowledge sharing, and standardized delivery practices.
	2028	• Enhance synergies through cross-selling and upselling to create additional opportunities for revenue growth and expansion of the customer base.

Risk Management

Risk 1 : Strategic & Target selection risks

- **Risk Characteristic**

Acquiring businesses that do not enhance capabilities or align with the group's strategy.

- **Risk Impact**

The target may be unable to deliver as expected or generate operational synergies, resulting in the group being unable to achieve the anticipated growth.

- **Risk Management Measures**

Conduct M&A transactions with due caution, starting from comprehensive due diligence, involving subject-matter experts from each relevant area throughout the M&A process, and determining an appropriate valuation. During the post-merger integration phase, establish a clear integration plan with defined timelines, communicate the synergy plan from the outset, regularly review the synergy plan, and implement corrective action plans if execution issues are identified.

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Implement anti-corruption measures and expand the scope of anti-corruption oversight to critical business partners (Critical Tier 1).

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Not Started	Signatory	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	-	Establish a governance framework and develop a third-party risk assessment template.	Communicate requirements and ensure that key business partners (Critical Tier 1) have anti-corruption policies at least 80%.	Ensure that key business partners (Critical Tier 1) have implemented anti-bribery and anti-corruption policies in practice, with ongoing monitoring and reporting of compliance at least 90%.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Plan to Obtain CAC Certification from the Thai Institute of Directors (Thai IOD) • Conduct a GAP Assessment against the relevant CAC requirements • Define the CAC project framework, including project details, working team, budget, and timeline • Declaration: prepare documentation and communicate the commitment both internally and externally • Review and enhance Anti-Corruption policies and practices, including organization-wide communication and training • Conduct pre-audit and/or internal audit in accordance with applicable requirements • Submit certification documentation within the CAC timeline	2026	• GAP Assessment results benchmarked against relevant requirements to identify gaps that need to be addressed
	2027	• A clearly defined CAC project framework and action plan • Declaration of intent within Q2/2027 • Closure of at least 60% of gaps identified from the GAP Assessment
	2028	• Closure of at least 90% of gaps identified from the GAP Assessment • Successful completion of an independent/ external assessment • Submission of the CAC application within the required timeframe and achievement of CAC certification
Plan to Enhance Key Suppliers' Anti-Corruption Policies and Practices • Draft and implement a Supplier Code of Conduct • Update standard contracts to include Anti-Corruption clauses • Identify Critical Tier 1 suppliers and conduct a preliminary risk assessment • Communicate requirements to Critical Tier 1 suppliers to adopt Anti-Corruption policies and initiate compliance monitoring processes • Review suppliers' policy documentation and record assessment results in the system • Establish a continuous monitoring plan	2026	• Supplier Code of Conduct incorporating Anti-Corruption and Anti-Bribery requirements • Supplier risk assessment template • List of Critical Tier 1 suppliers and results of the preliminary risk assessment
	2027	• Critical Tier 1 suppliers have been informed of the new requirements and have established Anti-Corruption and Anti-Bribery policies and practices • Due diligence conducted for new suppliers and high-risk suppliers
	2028	• Critical Tier 1 suppliers have established and effectively implemented Anti-Corruption and Anti-Bribery policies, with monitoring reports covering at least 90% of the supplier group • Supplier compliance assessment reports prepared at least once per year

Risk Management

Risk 1 : Unable to comply with CAC criteria within the specified timeframe

• **Risk Characteristic**

Lack of human resources and understanding of CAC criteria has delayed the preparation of documentation and control systems.

• **Risk Impact**

Losing the opportunity for certification impacts the image and confidence of stakeholders.

• **Risk Management Measures**

- Establish a CAC working group with clear responsibilities
- Provide relevant CAC training for key personnel
- Develop a work plan and timeline for progress monitoring at least quarterly

Risk 2 : Partners do not accept or do not have an anti-corruption policy.

• **Risk Characteristic**

Some partners do not recognize the importance or lack resources for policy development.

• **Risk Impact**

Increase the risk of corruption in the supply chain and impact the company's credibility.

• **Risk Management Measures**

- Stipulate contractual requirements for partners to have policies
- Provide training and consultation to partners
- Consider selecting partners with ethical standards

Enhancing the prevention of insider information

Establish a control system and transparency in managing internal information (Inside Information) to prevent the misuse of information (Insider Trading) and enhance investor confidence in accordance with good governance principles and SEC regulations.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	Complete	-	-	-
• A Board-approved written policy on insider information prevention has been clearly defined and implemented	Complete	-	-	-
• A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	Complete	-	-	-
• The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected,corrective actions and preventive measures are clearly outlined to prevent recurrence	Complete	-	-	-
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company's stock price and investor decisions.	-	A list of individuals involved in Inside Information is recorded and stored.	Internal report regarding the disclosure of individuals involved in Inside Information are made periodically.	Reports on policy compliance

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Preparation and Disclosure of the Insider List (Inside Information) • Review the Inside Information Policy and related procedures • Establish a centralized Insider List database • Disclose the list of individuals with access to inside information on a case-by-case basis within the company • Define procedures for acknowledgment of the policy prior to granting access to material, price-sensitive information • Provide training for employees and executives on	2026	• The list of individuals with access to inside information is recorded and securely maintained with controlled access rights
	2027	• All relevant individuals have formally acknowledged and signed acceptance of the requirements • Reports on insider list disclosures and confirmation of access rights are prepared and maintained
	2028	• Compliance reports on adherence to the established policy are available and documented

Strategic Initiative	Year	Expected Outcomes
prohibitions related to the use of inside information • Prepare compliance reports on adherence to the Inside Information Policy and disclose them as appropriate		

Risk Management

Risk 1 : The list of individuals is incomplete or not timely.

• **Risk Characteristic**

The absence of a systematic process for identifying relevant individuals leads to incomplete or delayed publication of lists.

• **Risk Impact**

Risk of insider trading and potential legal penalties by the SEC.

• **Risk Management Measures**

- Establish a process for identifying individuals involved in all transactions affecting securities prices.
- Verify the list before every announcement.

Governance of Risk and Management Compliance

Enhancing governance of information security

Enhance the organization's cybersecurity to align with international standards, preventing attacks and reducing the risk of data breaches.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	Complete	-	-	-
• The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.	Complete	-	-	-
• Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies	Complete	-	-	-
• All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.	Complete	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
Conduct cybersecurity penetration testing at least once every three years.	-	Cybersecurity Policy and Testing Framework	Conduct penetration testing and vulnerability scanning in accordance with the plan, covering critical systems, and report the test results together with remediation plans.	The system has safeguards in place that comply with international standards.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
<ul style="list-style-type: none"> Establish a cybersecurity policy framework and security testing plan. Conduct penetration testing and vulnerability scanning covering critical systems. Provide training for IT teams and relevant personnel on vulnerability management. Enhance and update policies and processes based on test results and emerging threat trends. 	2026	<ul style="list-style-type: none"> The cybersecurity policy and testing plan are approved by the Board of Directors.
	2027	<ul style="list-style-type: none"> Testing results, together with remediation plans, are completed and reported. At least 90% of critical vulnerabilities are remediated within the defined timeframe.
	2028	<ul style="list-style-type: none"> Systems have security controls in place that are aligned with international standards.

Risk Management

Risk 1 : Tests were not conducted as planned

• Risk Characteristic

Lack of budget or resources led to the postponement of testing

• Risk Impact

Undetected vulnerabilities pose a risk of cyber attacks.

• Risk Management Measures

- Allocate budget in advance and include it in the IT Governance plan
- Set KPIs and report progress to the board or management

Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

This plan aims to establish an organizational greenhouse gas (GHG) accounting system in accordance with international standards, covering the identification of emission sources, data collection, calculation, and reporting of results, to enable the company to transparently and efficiently monitor and manage its greenhouse gas emissions, as well as to support external verification and disclosure of information to stakeholders.

The plan will be implemented in 3 main phases, namely:

Year 2026 – Develop the structure and Inventory Management Plan

Year 2027 – Collect data and calculate greenhouse gas emissions

Year 2028 – Verify and enhance measures

Targets

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

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
<ul style="list-style-type: none"> Establish a GHG accounting system and develop a GHG Inventory Management Plan (IMP). Collect data, calculate emissions, and prepare annual GHG accounting and reporting. Utilize the GHG inventory to plan and implement initiatives to reduce greenhouse gas emissions. 	2026	<ul style="list-style-type: none"> Approved IMP plan and formally defined base year
	2027	<ul style="list-style-type: none"> Base year GHG Inventory
	2028	<ul style="list-style-type: none"> The GHG inventory is verified by an external third-party organization. Greenhouse gas reduction plans and targets are established and linked to the GHG inventory data.

Risk Management

Risk 1 : Incomplete/Low-Quality Activity Data

- Risk Characteristic**

Lack of a standard data storage system, documentation gaps, inability to trace back

- Risk Impact**

Inaccurate figures, not verified according to specified standards or regulations.

- Risk Management Measures**

Develop the IMP in accordance with established standards or regulations, by designating data owners, establishing Standard Operating Procedures (SOPs), conducting quarterly reviews, and systematically maintaining original evidence records.