



JUMP+ Plan



CHAYO GROUP PUBLIC COMPANY LIMITED

(CHAYO)

Year 2026 - 2028

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Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Strategic Plan 1 : Enhance debt management and recovery capabilities through the adoption of advanced technologies, including chatbot solutions and AI-driven analytics to improve data insights and operational efficiency.	3
Strategic Plan 2 : Optimizing and generating revenue from both existing and future NPAs	5
Strategic Plan 3 : Enhancing access to cost-efficient funding	7
Section 2 Governance Plan	10
Enhancing anti-corruption and fraud prevention efforts	11
Enhancing the prevention of insider information	14
Enhancing governance of information security	16
Section 3 Climate Action Plan	20
Greenhouse gas inventory (GHG) plan	21

SET
Financials / Finance & Securities

CG Report :
SET ESG Ratings: -
Anti-Corruption Certification (CAC): -

Business Type

The Company and its subsidiaries operate with its objectives to provide debt collection service, manage non-performing assets from purchases and transfers of secured and non-secured non-performing assets from the financial institutions, credit facility companies and call center services

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	2,196.50	2,093.39	1,628.78	1,057.11
Expenses	2,414.06	1,304.85	804.47	547.64
Net Profit	-543.16	241.15	391.14	251.20
Balance Sheet (MB)				
Assets	8,795.99	9,705.11	9,331.41	7,203.37
Liabilities	4,701.35	5,132.19	5,035.89	3,361.56
Shareholders' Equity	3,003.38	3,548.13	3,346.78	2,948.99
Cash Flow (MB)				
Operating	294.42	-123.36	-1,903.92	-2,039.47
Investing	-31.81	-2.09	-31.17	-15.11
Financing	-435.77	-91.66	1,537.06	1,743.80
Financial Ratio				
EPS (Baht)	-0.47	0.21	0.34	0.24
GP Margin (%)	N/A	N/A	N/A	N/A
NP Margin (%)	-19.94	17.45	27.56	25.96
D/E Ratio (Times)	1.15	1.12	1.17	0.87
ROE (%)	-16.58	7.00	12.43	9.08
ROA (%)	-2.35	8.28	9.97	8.29

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	432.00 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Enhance debt management and recovery capabilities through the adoption of advanced technologies, including chatbot solutions and AI-driven analytics to improve data insights and operational efficiency.	✓		
2. Strategic Plan 2 : Optimizing and generating revenue from both existing and future NPAs	✓		
3. Strategic Plan 3 : Enhancing access to cost-efficient funding	✓		
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)	391.14	241.15	-543.16	432.00

The Company aims to enhance its capabilities in distressed asset investment and recovery management, while driving long-term value creation. The Company has set clear financial targets to achieve a turnaround to profitability at the consolidated level, with a consolidated net profit of not less than THB 300 million in 2026, followed by a continuous growth of 20% per annum. The consolidated net profit is targeted to reach at least THB 432 million by 2028.

Growth plan/Increase business value

Strategic Plan 1 : Enhance debt management and recovery capabilities through the adoption of advanced technologies, including chatbot solutions and AI-driven analytics to improve data insights and operational efficiency.

Develop an efficient and modern debt management and collection system capable of providing timely data visibility, both at an overall level and segmented by loan types, while leveraging AI to enhance the speed and accuracy of data analytics.

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

- Growth

Targets

- **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Cash flows from debt collection	THB 908 million	Increase in cash collections from debt recovery of approximately THB 100 - 140 million	Increase in cash collections from debt recovery of approximately THB 170 - 210 million	Increase in cash collections from debt recovery of approximately THB 250 - 280 million

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
<ul style="list-style-type: none"> • Engage IT system developers or establish additional in-house IT development teams, and leverage AI to enhance debt management and recovery capabilities • Improve and integrate debtor databases to ensure completeness and accuracy, and support advanced analytics, including the development of key systems such as API Gateway, real-time payment systems, chatbot solutions, and SMS communication platforms • Continuously develop dashboards and Business Intelligence (BI) systems, or other related tools, to support data analysis and strategic decision- 	2026	<ul style="list-style-type: none"> • Consolidate and integrate data into a single centralized database • Enhance data quality and management efficiency through structured data cleaning processes • Enable accurate document processing and debt collection through the new database system
	2027	<ul style="list-style-type: none"> • Ensure data accuracy and effective usability

Strategic Initiative	Year	Expected Outcomes
making • Enhance system integration to enable timely access to and utilization of data from the improved and centralized databases • Strengthen data management capabilities and external connectivity by integrating systems with outsourcing partners, enabling direct data exchange and reducing human error	2028	<ul style="list-style-type: none"> Align workforce management with transaction types and loan categories Enable borrowers to make repayments through self-service and automated systems, and to access relevant information in a structured manner Enable end-to-end debt management and collection through an integrated system, including deployment for use by outsourcing partners

Risk Management

Risk 1 : Risk arising from data consolidation and integration across multiple sources

- **Risk Characteristic**

Data originates from multiple sources and is continuously updated, making consolidation challenging due to potential duplication and inconsistencies, which may result in incomplete or outdated data.

- **Risk Impact**

Inaccurate or duplicated data in the centralized database may reduce operational efficiency, requiring reprocessing and increasing operational costs.

- **Risk Management Measures**

- Assign dedicated personnel to validate and reconcile data from multiple sources on a regular basis
- Consolidate data into a centralized database to improve data management efficiency, reduce duplication, and lower operational costs

Risk 2 : Risk of incomplete development and implementation of debt management and collection systems

- **Risk Characteristic**

The development and implementation of debt management and collection systems are complex, particularly due to the need to integrate with multiple data sources and systems, which may lead to delays or technical challenges

- **Risk Impact**

Delays in system implementation may extend the recovery timeline, slow down cash inflows, and increase legal and operational costs, while also affecting asset quality over time.

- **Risk Management Measures**

- Establish a dedicated task force to oversee, monitor, and validate system development progress, including coordination of system integration
- Optimize workload allocation to ensure continuity of operations during system implementation and testing phases
- Define contractual penalties in case of delays by system developers

Risk 3 : Risk related to the development of reporting systems and Business Intelligence (BI)

- **Risk Characteristic**

There is a risk that reporting systems and Business Intelligence tools may not be completed on time or may not operate at the required level of efficiency, potentially impacting internal reporting processes and decision-making capabilities.

• **Risk Impact**

The development of reporting and BI systems may place additional strain on IT infrastructure, potentially impacting system performance and disrupting both internal operations and external user access.

• **Risk Management Measures**

- Schedule reporting processes during off-peak hours to reduce the burden on IT infrastructure
- Establish a working team to design reporting frameworks in collaboration with management and internal departments, ensuring reports are fit-for-purpose with minimal need for revisions

Strategic Plan 2 : Optimizing and generating revenue from both existing and future NPAs

Maximize the value of existing assets through value enhancement prior to sale, accelerating asset disposals to the market, and developing assets to generate sustainable long-term cash flows for the Company.

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

- Growth

Targets

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Proceeds from NPA sales and debt restructuring	THB 164 million	THB 350 - 750 million	THB 700 - 1,000 million	THB 1,000 - 1,250 million

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
NPA Management • Analyze and segment non-performing assets (NPAs) by size and asset quality to define appropriate management and disposal strategies • Improve and enhance assets within the portfolio, such as condominiums and commercial buildings, to increase value and saleability • Accelerate asset disposals, particularly high-value assets, through broker networks and strategic partners Online Sales and Customer Acquisition • Develop websites or other platforms for online property transactions, supported by digital marketing strategies to enhance customer reach and awareness • Build and manage broker networks through digital channels such as Line OA, with defined KPIs to monitor and evaluate performance Revenue Channel Development • Increase the proportion of rental income by entering into long-term lease agreements with quality tenants and developing diversified leasing packages • Develop alternative revenue models, such as hire purchase and rent-to-own Project Development and Strategic Partnerships • Explore and develop asset value enhancement approaches, such as tokenization, joint venture (JV) structures, or other suitable channels • Identify and negotiate with potential partners to support project development and long-term business growth	2026	<ul style="list-style-type: none"> • Dispose of or restructure approximately 60 assets (both small and large), with a total value of around THB 350–700 million • Expand the broker network to approximately 100–120 agents, with clearly defined KPIs
	2027	<ul style="list-style-type: none"> • Identify and secure potential strategic partners, along with defining sustainable business models, including the development of high-potential projects on the Company’s land or NPAs • Expand the broker network to approximately 150–200 agents
	2028	<ul style="list-style-type: none"> • Generate approximately 20% of total NPA sales revenue through online channels, equivalent to approximately THB 200–300 million • Expand the broker network to approximately 300 agents

Risk Management

Risk 1 : Real Estate Market Conditions

- **Risk Characteristic**

Changes in real estate market conditions may affect the Company's ability to sell assets, as demand and purchasing power may decrease.

- **Risk Impact**

Assets may not be sold as planned or may be sold at lower prices, which could impact the Company's revenue and cash flow.

- **Risk Management Measures**

- Monitor market conditions and adjust sales plans accordingly
- Diversify sales channels to reach more potential buyers
- Improve asset conditions to increase attractiveness before sale

Risk 2 : Debt Collection and Recovery Efficiency

- **Risk Characteristic**

Inefficiencies and delays in debt collection and legal processes may negatively impact the Company's ability to recover value from its assets.

- **Risk Impact**

Delays may extend the recovery timeline, resulting in slower-than-expected cash inflows. In addition, litigation and legal costs may increase, and assets pending legal action may deteriorate over time, potentially requiring additional repair and maintenance expenditures.

- **Risk Management Measures**

- Establish a dedicated team to address process bottlenecks and accelerate case handling
- Define clear timelines for each stage of the eviction and legal process, with continuous aging monitoring
- Prioritize cases based on readiness to accelerate resolution of high-potential recoveries
- Conduct regular asset inspections during the process to minimize further deterioration
- Negotiate voluntary move-out arrangements with occupants to reduce the number of legal proceedings

Risk 3 : Sales Channels, Brokerage Network, and Marketing Effectiveness

- **Risk Characteristic**

Limitations in sales channels, brokerage network coverage, and marketing effectiveness may reduce the Company's ability to efficiently reach target customers and convert sales.

- **Risk Impact**

Ineffective sales execution may result in slower asset turnover, lower sales volumes, and delays in revenue realization. In addition, reliance on a limited number of channels may increase concentration risk and reduce overall sales efficiency.

- **Risk Management Measures**

- Expand and diversify the broker network under a multi-broker strategy to increase market coverage
- Develop and enhance online sales channels and digital platforms to broaden customer reach
- Strengthen marketing efforts through targeted campaigns across multiple channels (e.g., Line OA, website, and social media)
- Improve asset presentation, pricing strategies, and promotional materials to increase attractiveness and conversion rates

- Monitor broker performance through clearly defined KPIs and continuously optimize channel effectiveness

Strategic Plan 3 : Enhancing access to cost-efficient funding

Pursuing strategic partnerships to support business growth and enhance financial stability

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

- Growth

Targets

- Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Interest income from loans to non-performing assets	THB 1,975 million	No target, as the investment process typically requires at least six months to complete	The investment with target investors is expected to enable the Company to expand its debt portfolio and increase interest income from lending to distressed assets by approximately THB 100–250 million	Interest income from lending to distressed assets is expected to increase by approximately THB 300–500 million

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Capital Preparation and Financial Structuring • Establish functions responsible for fundraising and capital structure management • Appoint financial, tax, and legal advisors to support execution • Prepare investment materials and financial projections Investor Engagement • Identify and engage target investors to present information and generate investment interest • Facilitate due diligence processes and select strategic partners Investment Execution and Completion • Draft, negotiate, and execute investment agreements • Structure financial arrangements and complete the transaction Business Expansion and Capital Deployment • Deploy capital to expand the debt portfolio across both unsecured and secured segments, in line with market conditions • Explore and develop additional business opportunities with partners	2026	<ul style="list-style-type: none"> • Engage advisors to support and coordinate investment-related activities • Prepare information to support evaluation and decision-making by potential strategic partners • Execute agreements with selected strategic partners
	2027	<ul style="list-style-type: none"> • Recognize financial benefits from strategic partnerships in line with the planned strategy • Increase revenue and profit in accordance with the planned strategy • Expand the business through strategic partnerships to support growth in line with the Company’s strategy
	2028	<ul style="list-style-type: none"> • Manage debt collection in line with targets on a consistent basis • Increase revenue and profit in accordance with the planned strategy

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> Expand the business through strategic partnerships to support growth in line with the Company's strategy

Risk Management

Risk 1 : Delays in Strategic Partnership Execution

• **Risk Characteristic**

Delays in partnership execution may occur due to various factors, such as prolonged negotiation processes, extended due diligence, or delays in finalizing agreements with partners

• **Risk Impact**

Such delays may result in slower-than-planned investment execution and postpone the Company's ability to generate returns from such partnerships

• **Risk Management Measures**

- Establish a dedicated team for partnership execution to prevent delays in data preparation and in responding to partners' inquiries
- Clearly define the criteria for selecting target partners and assess the likelihood of successful collaboration from an early stage, in order to minimize potential issues during execution
- Engage legal advisors to prepare key contractual terms, including acceptable and non-acceptable conditions for the Company, to provide clear guidance to partners in advance

Risk 2 : Risk of increased leverage from strategic partnerships impacting the Company's value

• **Risk Characteristic**

The proportion of participation by strategic partners may be limited to approximately 10%–25%, resulting in the need for a combination of funding sources, including debt, in the overall structure.

• **Risk Impact**

The Company may have higher debt levels as the structure may require a combination of funding sources. To optimize financial outcomes, the Company may need to negotiate favorable terms for the debt portion, including lower interest rates compared to current levels.

• **Risk Management Measures**

- Prepare forward-looking business plans that enhance the Company's value, along with supporting information, to address potential partner inquiries
- Establish a dedicated team to negotiate key financial terms, including interest rates, to reduce financial costs in cases where part of the funding structure involves debt

Risk 3 : Cost of Portfolio Acquisition and Expansion of Service Business

• **Risk Characteristic**

The Company aims to partner with commercial banks to achieve lower costs in acquiring debt portfolios and to expand into additional banking-related services. If such partnerships cannot be established, the Company may need to continue acquiring debt portfolios through competitive bidding processes, which may limit cost efficiency.

- **Risk Impact**

The cost of acquiring debt portfolios may remain elevated due to competition with other bidders.

- **Risk Management Measures**

- Focus on identifying and engaging potential partners, particularly commercial banks
 - Clearly define the qualifications of target partners and assess the likelihood of collaboration from the early stage of the process, in order to minimize execution risks
 - Prepare a structured negotiation plan with commercial banks with established relationships to support more favorable pricing and enhance strategic collaboration opportunities
-

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Chayo Group Public Company Limited (the “Company”) places strong emphasis on conducting its business in accordance with good corporate governance, transparency, and accountability toward all stakeholders. The Company recognizes that preventing and combating corruption and bribery are critical factors in strengthening organizational credibility and long-term sustainability. Accordingly, the Company has developed the “Anti-Corruption Enhancement Plan” as a framework for strengthening policies, processes, and fostering an organizational culture that firmly opposes corruption in all forms. The plan encompasses implementation under two key approaches: (1) obtaining CAC certification from the Thai Institute of Directors Association, and (2) strengthening the Company’s anti-corruption governance structure. These initiatives are designed to enhance the corporate governance system, mitigate ethical risks, and support the Company in conducting its business with transparency, fairness, and long-term sustainability.

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"> 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 	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Not Started	In Progress	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	In the process of applying for certification.	In the process of applying for certification.	Certified
Enhancing Awareness and Communication of the Anti-Corruption Policy	-	In Progress	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes	
Certification under the Thai Private Sector Collective Action Against Corruption (CAC) by the Thai Institute of Directors Association (Thai IOD)	2026	<ul style="list-style-type: none"> Formally announce the Company’s declaration of intent to participate in CAC Conduct a readiness assessment in accordance with the Thai IOD 71-item Checklist, primarily led by internal teams, while enhancing staff capabilities through relevant training and, where appropriate, engaging external experts for advisory support on specific matters. 	
	2027	<ul style="list-style-type: none"> Develop and enhance policies, guidelines, and internal processes to align with the Thai IOD 71-item Checklist Compile and prepare all required supporting documentation for the CAC certification application Submit the application for CAC certification 	
	2028	<ul style="list-style-type: none"> Obtain official CAC certification from the Thai IOD Communicate the certification results to stakeholders through the Company’s annual report and at least one additional public channel, such as the corporate website 	
	Enhancement of the Organization’s Anti-Corruption Structure	2026	<ul style="list-style-type: none"> Review the anti-corruption policy at least once Develop communication materials such as infographics, articles, video clips, or other media explaining anti-corruption practices in an easy-to-understand format, at least one set Disseminate the developed materials to employees through internal communication channels at least once Evaluate compliance with the anti-corruption policy and practices through internal audit, and report the audit results to the Board of Directors at least once
		2027	<ul style="list-style-type: none"> Review the anti-corruption policy at least once Conduct anti-corruption training for all employees at least once Disclose an overview of the training through at least one public channel Evaluate compliance with the anti-corruption policy and practices through internal audit, and report the audit results to the Board of Directors at least once
		2028	<ul style="list-style-type: none"> Review the anti-corruption policy at least once Assess employees’ knowledge and understanding of anti-corruption practices, with a requirement that all employees achieve a minimum passing score of 90 percent Disclose the 3-year implementation results through at least one public channel Evaluate compliance with the anti-corruption policy and practices through internal audit, and report the audit results to the Board of Directors at least once

Risk Management

Risk 1 : Failure to Obtain or Maintain CAC Certification

- **Risk Characteristic**

The Company faces the risk of not obtaining or being unable to maintain certification under Thailand's Private Sector Collective Action Against Corruption (CAC) initiative if its policies, practices, internal processes, or supporting evidence related to anti-corruption efforts do not fully comply with the required criteria. This risk may also arise from insufficient review, continuous improvement, and monitoring of anti-corruption measures, as well as inadequate understanding among employees and relevant stakeholders of the Company's anti-corruption practices.

- **Risk Impact**

Failure to obtain CAC certification may adversely affect the confidence of stakeholders, business partners, customers, and relevant authorities. It may also limit business opportunities in projects that place significant emphasis on good governance and anti-corruption standards. In addition, such failure could negatively affect the Company's corporate governance reputation in the eyes of stakeholders.

- **Risk Management Measures**

To mitigate this risk, the Company has established an approach that emphasizes internal ownership, whereby internal teams are primarily responsible for assessing and preparing readiness in accordance with the Thai IOD 71-item Checklist, supported by continuous training and capability development. Where appropriate, the Company may engage external experts to provide advisory support on specific or complex matters, including independent review of key areas as necessary. In addition, the Company plans to enhance internal communication and strengthen employee awareness to ensure that anti-corruption practices are effectively implemented, verifiable, and aligned with the prescribed criteria.

Risk 2 : Failure to Report Corruption-Related Complaints

- **Risk Characteristic**

The Company faces the risk that employees or external parties may not report violations of the code of conduct or breaches of law due to concerns about personal safety, fear of retaliation, or lack of understanding regarding available whistleblowing channels. This may prevent the Company from identifying and addressing issues in a timely manner.

- **Risk Impact**

Failure to receive complaints may allow misconduct to continue, thereby affecting corporate governance, transparency in business operations, and increasing legal, reputational, and stakeholder trust risks over the long term.

- **Risk Management Measures**

The Company has established clear whistleblowing channels for both employees and external parties, including reporting through supervisors, the human resources department, the Company's website, and designated email addresses. Complaints are subject to fact-finding investigations conducted by the Executive Committee, Audit Committee, or the Board of Directors, as appropriate. The Company has implemented whistleblower protection measures that strictly prohibit any form of retaliation against individuals who report concerns or cooperate in investigations. Disciplinary actions are enforced in cases of violations. The Company also plans to continuously enhance awareness of these reporting channels among all stakeholders throughout the project period.

Enhancing the prevention of insider information

Chayo Group Public Company Limited (the “Company”) recognizes the importance of effectively managing inside information that may influence investor decision-making, market fairness, and the credibility of the organization. The Company has therefore established an “Inside Information Enhancement Plan” to provide a structured framework for controlling access to sensitive information in a systematic manner. The plan focuses on the preparation and ongoing management of a comprehensive and up-to-date Insider List to ensure that relevant records and supporting documentation are properly maintained and can be reviewed retrospectively in a structured manner. Implementation of this plan strengthens good corporate governance, reduces regulatory and legal risks, and supports the Company’s commitment to transparent and fair business operations over the long term.

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.	-	In Progress	In Progress	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Preparation of Insider List	2026	<ul style="list-style-type: none"> Review insider trading policy at least once Formally assign responsibility for preparing, updating, and maintaining an insider list to the relevant department in writing Develop guidelines and a standardized Insider List form Prepare an insider list whenever the criteria specified in the policy are met, covering both general insiders and project- or transaction-specific insiders Ensure that all insiders formally acknowledge, in writing, their duties and restrictions
	2027	<ul style="list-style-type: none"> Review insider trading policy at least once

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> • Update an insider list to ensure completeness and alignment with actual circumstances • Ensure that all insiders formally acknowledge, in writing, their duties and restrictions • Review insider trading policy at least once • Continuously update an insider list to ensure completeness and alignment with actual circumstances • Ensure that all insiders formally acknowledge, in writing, their duties and restrictions • Having a document retention system that enables proper record-keeping and traceability for audit purposes

Risk Management

Risk 1 : Inadequate Management and Control of Access to Inside Information

• Risk Characteristic

The Company faces the risk that the management and control of access to inside information may be incomplete or not kept up to date. This risk may arise particularly when access rights are not reviewed comprehensively or aligned with actual circumstances, such as changes in roles and responsibilities, employee resignations, or the completion of significant projects or transactions. As a result, the Company may be unable to appropriately restrict or control access to inside information.

• Risk Impact

If access controls over inside information are unclear or outdated, the risk of improper use or disclosure of such information may increase. This may also expose the Company to governance and regulatory risks, including non-compliance with applicable laws and good corporate governance principles, and may undermine the confidence of shareholders, investors, and other stakeholders.

• Risk Management Measures

The Company has established a structured framework for maintaining an Insider List as a core mechanism to control and monitor access to inside information. Clear responsibility for the preparation, updating, and retention of the insider list is formally assigned to designated personnel. Supporting guidelines and standardized forms are developed to ensure consistency in implementation, and all identified insiders are required to formally acknowledge in writing their duties and restrictions regarding the use of inside information. The insider list will be reviewed and updated on a regular and ongoing basis to reflect changes in business activities, organizational structure, and specific transactions or projects. This process ensures that access controls remain accurate and current, while maintaining proper documentation and audit traceability.

Risk 2 : Insider Trading

• Risk Characteristic

The Company is exposed to the risk that directors, executives, or employees who have access to material non-public information may use such information to trade the Company’s securities, or the securities of related persons or entities.

• Risk Impact

Such conduct constitutes the improper use of inside information for personal gain and violates the Company’s corporate governance principles. It may also result in criminal penalties under the Securities and Exchange Act. If an insider trading incident

occurs, the Company and the individuals involved may face legal consequences, regulatory sanctions, and significant reputational damage, potentially decreasing the trust of shareholders, investors, and other stakeholders.

• **Risk Management Measures**

The Company has implemented formal controls governing access to and use of inside information, as well as securities trading by directors, executives, and employees. Any use of undisclosed information for personal benefit or trading purposes is strictly prohibited. Adherence to these controls is actively monitored, and breaches are subject to disciplinary measures.

Governance of Risk and Management Compliance

Enhancing governance of information security

In today’s business environment, where operations rely heavily on information technology and digital systems, and cyber threats continue to evolve in sophistication and frequency, Chayo Group Public Company Limited (the “Company”) recognizes the importance of effective information security management. The Company has therefore developed an “Information Security Governance Enhancement Plan” to serve as a structured framework for strengthening the security, reliability, and availability of its information systems on an ongoing basis. The plan focuses on two key approaches: (1) enhancing cyber security awareness across the organization, and (2) testing and continuously improving system security controls to ensure alignment with the Company’s business context. Through these initiatives, the Company aims to reduce cyber-related risks, strengthen operational resilience, and support sustainable long-term growth.

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
<ul style="list-style-type: none"> The company has developed a clear, documented IT security policy and guidelines, which have been approved by the Board of Directors. 	Complete	-	-	-
<ul style="list-style-type: none"> Information cybersecurity undergoes evaluation by an independent external auditor, accompanied by clear and actionable improvement and development strategies 	Not Started	In Progress	Success	Success
<ul style="list-style-type: none"> All employees undergo training, communication, and understanding assessments to enhance awareness of IT security. 	Not Started	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	
Enhancing Cybersecurity Awareness	2026	<ul style="list-style-type: none"> • Conduct at least one cybersecurity awareness training session for all employees • Assess employees’ knowledge and understanding of cyber threat response, with a minimum passing score of 50 percent required for all participants • Disclose an overview of the training activities through at least one public channel 	
	2027	<ul style="list-style-type: none"> • Conduct at least one cybersecurity awareness training session for all employees • Assess employees’ knowledge and understanding of cyber threat response, with a minimum passing score of 60 percent required for all participants • Disclose an overview of the training activities through at least one public channel 	
	2028	<ul style="list-style-type: none"> • Conduct at least one cybersecurity awareness training session for all employees • Assess employees’ knowledge and understanding of cyber threat response, with a minimum passing score of 70 percent required for all participants • Disclose an overview of the training activities through at least one public channel 	
	System Security Assessment and Improvement	2026	<ul style="list-style-type: none"> • Review the information security policies and practices at least once • Enhance system capabilities and prepare for formal cybersecurity assessment
		2027	<ul style="list-style-type: none"> • Review the information security policies and practices at least once • Appoint an independent external expert to conduct a Vulnerability Assessment • Conduct at least one Vulnerability Assessment • Prepare a comprehensive report summarizing all identified vulnerabilities categorized by risk level, together with corresponding remediation and improvement plans, and present the report to the management as appropriate
		2028	<ul style="list-style-type: none"> • Review the information security policies and practices at least once • Appoint an independent external expert to conduct a Penetration Test • Conduct at least one Penetration Test, with similar testing to be repeated at least once every three years

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> • Prepare a summary report of the Penetration Test results, clearly outlining remediation measures for identified vulnerabilities, and present the report to the management as appropriate • Disclose an overview of the three-year implementation outcomes through at least one public communication channel

Risk Management

Risk 1 : Cyberattacks

• Risk Characteristic

The Company is exposed to cybersecurity threats, including network attacks, unauthorized intrusion into information systems, and exploitation of system vulnerabilities. These risks may arise from external actors as well as from insufficient information security awareness among internal users.

• Risk Impact

Cyber incidents may result in system disruptions, operational delays, data loss or damage, and additional costs related to system remediation and recovery. Such events may also adversely affect the Company’s reputation. Furthermore, the Company may face regulatory risks under the Personal Data Protection Act (PDPA) if it is unable to demonstrate that appropriate safeguards for personal data are in place as required by law. In certain cases, the Company may be required to notify regulatory authorities and affect data subjects of data breaches, while allocating additional resources to remediate the incident and strengthen preventive measures to maintain stakeholder confidence and mitigate long-term impacts.

• Risk Management Measures

The Company has established information security policies and practices based on the CIA Triad principles of Confidentiality, Integrity, and Availability as the operational framework. These policies and practices are reviewed at least annually. In addition, the Company is enhancing its information security governance through a structured plan to test and strengthen its cybersecurity controls. This includes conducting formal assessments, preparing evaluation reports with concrete improvement measures, and implementing corrective actions. The Company also promotes cybersecurity awareness by providing training and knowledge assessments for all employees to ensure ongoing preparedness against evolving cyber threats.

Risk 2 : Inadequate Controls over External Service Providers

• Risk Characteristic

The Company relies on external information technology service providers and outsourcing arrangements to support its IT operations. If such service providers lack adequate information security controls or maintain insufficient access management practices, there is a risk of unauthorized access to the Company’s information systems or data.

• Risk Impact

Confidential information may be accessed, disclosed, altered, or processed beyond the authorized scope. There may also be risks affecting the integrity, accuracy, and availability of information, potentially disrupting system operations, reducing operational efficiency, and undermining the reliability of data used for business decision-making. If not properly managed, these risks may negatively impact stakeholder confidence and overall business performance.

- **Risk Management Measures**

In accordance with its information security policies, the Company has established structured oversight over external IT service providers. Information security requirements are incorporated into formal agreements, clearly outlining the roles, responsibilities, and access limitations of each provider. Access to Company data is granted strictly on a need-to-know basis and is subject to appropriate monitoring and control measures. In addition, service providers are required to maintain incident response procedures that are aligned with the Company's framework to ensure coordinated and effective handling of potential security events.

Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

Chayo Group Public Company Limited (the “Company”) places strong emphasis on conducting its business in accordance with good corporate governance, transparency, and accountability toward all stakeholders. The Company recognizes that preventing and combating corruption and bribery are critical factors in strengthening organizational credibility and long-term sustainability. Accordingly, the Company has developed the “Anti-Corruption Enhancement Plan” as a framework for strengthening policies, processes, and fostering an organizational culture that firmly opposes corruption in all forms. The plan encompasses implementation under two key approaches: (1) obtaining CAC certification from the Thai Institute of Directors Association, and (2) strengthening the Company’s anti-corruption governance structure. These initiatives are designed to enhance the corporate governance system, mitigate ethical risks, and support the Company in conducting its business with transparency, fairness, and long-term sustainability.

Targets

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

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1. Preparation of GHG Inventory and Disclosure to Stakeholders	2026	• Appoint a working group to oversee the preparation of GHG inventory
		• Engage an external consultant to develop the GHG inventory and define the implementation framework
		• Collect activity data related to direct greenhouse gas emissions (Scope 1) and indirect emissions from purchased energy (Scope 2)
	2027	• Prepare GHG inventory for the year 2026
		• Engage a consultant to develop the GHG verification plan
		• Select an external verifier accredited by TGO
		• Conduct third-party verification of the 2026 GHG Inventory
	2028	• Disclose the 2026 GHG inventory to stakeholders through public communication channels
		• Continue collecting activity data for the 2027 reporting year
2028	• Prepare GHG inventory Report for the year 2027	
	• Engage a consultant to develop the GHG verification plan	
	• Conduct third-party verification of the 2027 GHG Inventory	
	• Disclose the 2027 GHG inventory to stakeholders through public communication channels, including a comparative analysis of greenhouse gas emissions between 2026 and 2027	

Risk Management

Risk 1 : Increased Severity of Natural Disasters Due to Climate Change

- **Risk Characteristic**

The Company faces physical risks arising from climate change, which has led to increased frequency and severity of natural disasters such as floods, severe storms, heavy rainfall, or heatwaves. These events may directly affect the continuity of the Company's operations and service processes.

- **Risk Impact**

Damage to collateral assets, such as houses or land located in flood-prone areas, may reduce property values and adversely affect the quality of the loan portfolio and future debt valuation. At the same time, if severe disasters impact the Company's personnel, assets, premises, or information systems, operations may be disrupted and lack continuity, potentially resulting in lost business opportunities and additional repair or compensation expenses. Furthermore, if disasters occur in areas where debtors are located, debt collection efforts may be delayed or interrupted, which could negatively affect the Company's short-term cash flow.

- **Risk Management Measures**

The Company recognizes the importance of preparedness in responding to potential disasters and continuously monitors abnormal weather conditions or disaster situations. A Business Continuity Plan (BCP) has been developed to address various potential scenarios, including the preparation of backup work locations, planning and testing remote working arrangements (Work from Home), and establishing emergency response measures. These measures are designed to ensure that the business can continue operating systematically and without disruption.

Risk 2 : Enforcement of Sustainability-Related Regulations

- **Risk Characteristic**

The Company faces transition risks arising from increasingly stringent sustainability, technology, and corporate governance regulations that may be introduced in the future. These may include requirements related to GHG inventory disclosure, climate risk assessment, data and information system standards, as well as consumer or business partner protection. Such regulatory changes may impose additional obligations on the Company to adjust its internal processes and organizational structure to comply with new laws.

- **Risk Impact**

New regulatory requirements may necessitate the collection, disclosure, or processing of a greater volume of data, as well as the implementation of new risk assessment methodologies. This may result in increased costs, investment in IT systems, or the need for specialized personnel. Failure to fully comply with such requirements may lead to reputational damage, regulatory scrutiny, legal risks, or potential penalties in the future. In addition, changes in asset or counterparty evaluation criteria may affect the operations of the Company's core business units.

- **Risk Management Measures**

The Company closely monitors emerging regulations both domestically and internationally, particularly those related to ESG and disclosure requirements. It has also been planned to prepare a GHG inventory to strengthen its data structure in anticipation of future regulatory requirements. Furthermore, the Company has implemented awareness and capability development programs for its personnel to enable timely adaptation to regulatory changes, reduce compliance risks, and strengthen stakeholder confidence.

