



JUMP+ Plan



FLOYD PUBLIC COMPANY LIMITED

(FLOYD)

Year 2026 - 2028

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Property & Construction

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

FLOYD is M&E (Mechanical, Electrical and Plumbing Engineering) service contractor that expertise in Electrical, Communication, Sanitary and Fire protection and Air conditioning. The service include procurement, design and install.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	811.25	633.27	402.64	312.95
Expenses	726.57	579.78	380.74	275.21
Net Profit	72.26	46.63	20.91	24.08
Balance Sheet (MB)				
Assets	661.50	683.01	550.55	543.19
Liabilities	123.12	180.46	92.16	103.48
Shareholders' Equity	538.38	502.55	458.39	439.70
Cash Flow (MB)				
Operating	52.00	74.53	26.93	69.12
Investing	116.66	-28.33	-0.90	-2.42
Financing	-36.30	-2.52	-2.27	-0.07
Financial Ratio				
EPS (Baht)	0.16	0.11	0.05	0.07
GP Margin (%)	17.16	17.09	19.89	29.24
NP Margin (%)	8.91	7.36	5.19	7.69
D/E Ratio (Times)	0.23	0.36	0.20	0.24
ROE (%)	13.88	9.71	4.66	5.65
ROA (%)	13.28	9.23	4.61	5.76

JUMP+ Plan

Business Plan

Target in 2028

Net Profit **49 - 90** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Strategic Business Development Strategy	✓	✓	
2. Strategic Plan 2 : Operational Excellence Strategy		✓	

Governance Plan

- Enhancing the competency and performance of the board of directors
- Enhancing anti-corruption and fraud prevention efforts
- Formulation of a succession plan for the CEO, executive management, and critical roles.

Climate Action Plan

- 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)	20.91	46.63	72.26	49 - 90

Floyd Public Company Limited (the “Company”) has formulated this Value Creation Plan under the framework of the JUMP+ and Corporate Value Up initiatives to establish a structured and transparent medium-term business direction aligned with good corporate governance principles.

The purpose of this Plan is to enhance the Company’s competitiveness, improve operational efficiency, strengthen financial stability, elevate corporate governance standards, and implement comprehensive risk management practices, thereby creating sustainable long-term value for shareholders.

Growth plan/Increase business value

Strategic Plan 1 : Strategic Business Development Strategy

The Company is committed to driving quality-driven growth by strengthening its organizational capabilities, leveraging data-driven insights in decision-making, and implementing systematic risk management practices. This approach aims to reduce reliance solely on price-based competition and to build sustainable structural competitive advantages over the long term.

To this end, the Company has developed comprehensive market and customer data systems to enhance the accuracy of project screening and evaluation. It also seeks to expand business opportunities through the systematic development and management of strategic partnerships, while enhancing organizational competencies to compete effectively in high-potential market segments such as Data Centers, Healthcare & Wellness facilities, High-Precision Manufacturing projects, as well as premium hotels and commercial buildings.

Additionally, the Company has established a comprehensive business opportunity screening and risk assessment process to ensure that decisions to undertake projects are based on sound information, financial viability, and alignment with the Company’s strategic direction. This approach supports the development of a project portfolio that delivers appropriate returns, reduces reliance on price-driven competition, and strengthens long-term revenue stability on a sustainable basis. The Company has adopted a “Quality Growth” principle, focusing on maintaining Net Profit Margin stability alongside prudent portfolio risk management. In this regard, the Company will monitor its win rate and the proportion of projects within strategically targeted market segments to ensure that growth is driven by sustainable competitive capabilities, rather than by volume expansion alone.

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

- Growth
- Profitability & Efficiency

Targets

The Company has established medium-term targets (2026–2028) to drive quality growth while strengthening financial stability and good corporate governance. The focus is on delivering appropriate and sustainable returns to shareholders under a systematic risk management framework.

• Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Net Profit Margin (%)	7.36	8.91	7 - 10%	7 - 10%	7 - 12%
Revenue Growth (%) YoY Growth Rate	57.28	28.10	5 - 15%	7-10%	10-20%

Strategic Initiative

The Company focuses on quality-driven growth by strengthening organizational capabilities, leveraging data to support decision-making, and implementing systematic risk management in order to reduce reliance solely on price-based competition.

Key initiatives include:

1. Developing a Customer Relationship Management (CRM) system and Business Intelligence tools to support strategic decision-making.
2. Establishing a Business Intelligence Team and a QS & Estimation Taskforce to enhance the accuracy of analysis and project cost estimation.
3. Implementing a structured Go/No-Go Framework that incorporates risk assessment, cash flow considerations, and alignment with the Company’s strategic direction.
4. Systematically developing and managing a network of strategic partnerships.

The implementation of such measures aims to build a high-quality project portfolio, reduce earnings volatility, and strengthen long-term financial stability. To ensure disciplined project selection, the Company will introduce a Bid Tier Classification framework by assessing each project based on its contract value, technical complexity, design stability, and contractual risk exposure. This classification will determine the appropriate level of review and approval process, thereby enhancing transparency and mitigating risks arising from decisions to undertake projects with high uncertainty. These initiatives are intended to support the development of a resilient and quality-driven project portfolio, minimizing performance fluctuations and reinforcing sustainable financial strength over the long term. In the initial phase (2026), the Company will prioritize establishing a strong Data Foundation, including systematic customer and cost data management, as well as the development of centralized data standards. This groundwork will precede the expansion into advanced analytics systems and strategic dashboards in subsequent phases, ensuring that decision-making is based on accurate, reliable, and traceable information.

Strategic Initiative	Year	Expected Outcomes
Development of Data Management Systems and Strategic Decision Support (CRM and Business Intelligence)	2026	<ul style="list-style-type: none"> • CRM and Business Intelligence systems are developed and formally implemented. • Customer and project data are systematically collected and traceable.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Project evaluation begins to incorporate structured data analytics in decision-making processes. The systems cover all customer segments and target markets of the Company. Management has continuous access to analytical dashboards and reports. Project selection is based on in-depth data analysis and clearly defined financial return assessments.
	2028	<ul style="list-style-type: none"> The data systems are fully integrated into the overall project management process. The quality of the project portfolio improves significantly. The variance between estimated and actual costs is maintained within established internal standards.
<p>Enhancement of Cost Estimation and Project Analysis Standards (QS & Estimation Excellence)</p>	2026	<ul style="list-style-type: none"> The Company will formally establish a QS & Estimation Task Force. This task force will be responsible for overseeing the quality and integrity of the cost estimation process, with a clear segregation of duties between Cost Preparation and Commercial Positioning. Such separation aims to mitigate decision-making bias and enhance transparency throughout the bidding and pricing process. Company-wide cost estimation standards and practices are implemented. The Company will commence the measurement and monitoring of post-project cost deviations. Key performance indicators have been established, including the level of variance between estimated and actual costs (Cost Variance), the proportion of projects subject to post-project cost review (Post-Project Review Coverage), and the percentage of projects delivering margins below the target threshold. These measures will enable the Company to systematically and objectively assess improvements in its cost estimation standards.
	2027	<ul style="list-style-type: none"> Estimation accuracy improves compared to the prior year. A systematic Post-Project Review process is implemented. Pricing decisions more accurately reflect actual costs, associated risks, and appropriate return levels.
	2028	<ul style="list-style-type: none"> Cost control stabilizes and supports maintaining net profit margins within target ranges. Cost variance remains within predefined internal benchmarks. The risk exposure to low-margin projects is significantly reduced.
<p>Implementation of a Structured Project Approval Framework (Go/No-Go Framework)</p>	2026	<ul style="list-style-type: none"> The Company will formally develop and implement a Go/No-Go Framework. Project evaluation will encompass technical risk, cash flow implications, contractual conditions, and alignment with the Company's strategic direction. Clear approval levels will be defined based on the size and complexity of each project, thereby strengthening accountability and enhancing

Strategic Initiative	Year	Expected Outcomes
		<p>transparency in the decision-making process for project acceptance.</p> <ul style="list-style-type: none"> New projects are assessed in terms of risk exposure, cash flow implications, and strategic alignment.
	2027	<ul style="list-style-type: none"> All projects undergo evaluation under the established framework. Decision-making processes are transparent and supported by documented analytical justifications.
	2028	<ul style="list-style-type: none"> The project portfolio reflects a stronger focus on quality and sustainable returns rather than volume expansion. The proportion of price-driven projects is reduced. Earnings demonstrate greater stability with lower volatility.
Development and Management of Strategic Partnerships	2026	<ul style="list-style-type: none"> A structured partner database and clear partner selection criteria are established. Strategic partnerships in high-potential markets are initiated.
	2027	<ul style="list-style-type: none"> Partnership performance indicators (Partnership KPIs) are formally defined and implemented. Revenue derived from partnership-based projects increases.
	2028	<ul style="list-style-type: none"> The strategic partner network is stable and delivers measurable business benefits. The Company gains increased access to projects in high-potential markets. Revenue streams become more diversified and financially stable.

Risk Management

Risk 1 : Risk from Data Analysis and Strategic Decision Making

- Risk Characteristic**

This risk arises where data derived from the Customer Relationship Management (CRM) system and Business Intelligence tools may be incomplete, inaccurate, or not updated in a timely manner. As a result, market analysis, project evaluation, and strategic decision-making may be misaligned with actual conditions. Contributing factors may include inconsistent data quality, incomplete data recording, or insufficient interpretation of analytical outputs.

- Risk Impact**

Such circumstances may lead the Company to accept high-risk or low-return projects, miss opportunities in high-potential markets, or adversely affect profit margins, cash flow, and long-term earnings stability.

- Risk Management Measures**

The Company has established a structured Data Governance framework, including periodic data validation and review processes. Analytical reports are required to support decision-making, and project approvals must comply with the established Go/No-Go Framework. Progress and key findings are reported to the Board of Directors in accordance with prescribed reporting intervals.

Risk 2 : Risk from Reliance on Strategic Partners**• Risk Characteristic**

This risk arises where the Company relies excessively on certain strategic partners, whether in relation to project access, resource allocation, or cost management. Should such partners encounter financial difficulties, change strategic direction, or terminate collaboration, the Company may be exposed to operational and financial risks.

• Risk Impact

Potential impacts include revenue shortfalls, project delays, increased costs, and diminished confidence among clients and stakeholders.

• Risk Management Measures

The Company mitigates this risk by diversifying its partner base and avoiding excessive reliance on any single partner. Clear selection criteria and structured evaluation processes are implemented, supported by defined Partnership Key Performance Indicators (KPIs) and regular performance reviews to ensure that such collaborations continue to deliver strategic value.

Risk 3 : Risk from Integration of Project Management Systems.**• Risk Characteristic**

This risk arises where newly developed project management systems - such as the Project Management Manual (PMM), performance dashboards, and safety control systems - may not be effectively integrated or consistently implemented across the organization. Contributing factors may include resource limitations, personnel readiness, or challenges associated with process changes.

• Risk Impact

Failure to achieve full integration may result in inconsistent operational standards, inefficiencies in cost, quality, and schedule control, and ultimately reduced competitiveness.

• Risk Management Measures

The Company has designated these systems as organization-wide standards and aligned them with performance indicators for executives and project managers. Continuous training programs and internal monitoring mechanisms are in place, including periodic internal audits, to ensure effective implementation and measurable outcomes.

Risk 4 : Cost Control Risk**• Risk Characteristic**

Cost control risk may arise from external factors such as material price volatility, labor shortages, and project execution delays. It may also result from inaccurate cost estimation or untimely cost monitoring.

• Risk Impact

Such factors may cause net profit margins to fall below target levels, negatively affect financial performance, weaken investor confidence, and reduce the Company's long-term competitiveness.

• Risk Management Measures

The Company has established a structured cost control framework, including near real-time cost monitoring systems, predefined cost variance alert thresholds, and formal post-project cost reviews. These measures aim to improve estimation accuracy and reinforce financial discipline on a continuous basis.

Strategic Plan 2 : Operational Excellence Strategy

The Company has established an Operational Excellence Strategy to standardize project management and cost control practices across the organization. The strategy emphasizes clear processes, data-driven decision-making, proactive risk management, and continuous capability development.

Its objective is to enhance efficiency, reduce operational waste, strengthen financial discipline, improve quality and safety standards, and ensure long-term earnings stability.

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
Net Profit Margin (%)	7.36	8.91	7 - 10 %	7 - 10%	7 - 12%

Strategic Initiative

The Company has established key initiatives under its Operational Excellence strategy to elevate project management standards, cost control, quality, and safety practices to a consistent, organization-wide framework. The strategy emphasizes the development of clear operational processes, data-driven decision-making, and the effective integration of risk management into day-to-day operations.

These initiatives are designed to enhance operational efficiency, reduce process inefficiencies, strengthen financial discipline, and ensure long-term earnings stability.

Key approaches include:

1. Establishing and enforcing standardized project management practices.
2. Developing near real-time cost and performance monitoring systems.
3. Enhancing cost estimation standards and cost control effectiveness.
4. Integrating the enterprise risk management framework into operational processes
5. Strengthening safety management systems and on-site risk controls.

Strategic Initiative	Year	Expected Outcomes
Establishment and Enforcement of Standardized Project Management Practices.	2026	<ul style="list-style-type: none"> • Develop and formally issue the Project Management Manual (PMM). • Establish Quality Gates and clearly define roles and responsibilities (RACI Matrix) for all major projects to create a centralized operational standard.
	2027	<ul style="list-style-type: none"> • Enforce project management standards across all Company projects. • Reduce deviations in quality performance and project timelines.

Strategic Initiative	Year	Expected Outcomes
Development of Near Real-Time Cost and Performance Monitoring Systems.	2028	<ul style="list-style-type: none"> Integrate project management standards into the performance evaluation system for executives and project managers to strengthen accountability. Enhance sustainable operational efficiency to support the maintenance of profit margins within target levels.
	2026	<ul style="list-style-type: none"> Develop and implement a dashboard system to monitor project costs and progress. Enable management to obtain timely visibility into financial status and associated risks.
	2027	<ul style="list-style-type: none"> Establish cost variance thresholds (Cost Variance Threshold) and alert mechanisms. Reduce the risk of cost overruns and budget deviations.
Enhancement of Cost Estimation and Cost Control Standards.	2028	<ul style="list-style-type: none"> Integrate the cost monitoring system with the Enterprise Risk Management (ERM) framework. Strengthen margin stability and reduce long-term earnings volatility.
	2026	<ul style="list-style-type: none"> Formally establish a QS & Estimation Taskforce. Begin monitoring variances between estimated and actual project costs in order to improve project pricing processes.
	2027	<ul style="list-style-type: none"> Implement a systematic Post-Project Review process. Improve the accuracy of cost estimation.
Integration of the Enterprise Risk Management Framework into Operations.	2028	<ul style="list-style-type: none"> Maintain net profit margins within the targeted range. Reduce the proportion of low-margin or high-risk projects.
	2026	<ul style="list-style-type: none"> Identify key operational risk indicators. Align project management processes with the Enterprise Risk Management (ERM) framework.
	2027	<ul style="list-style-type: none"> Establish a structured risk reporting system at both project and management levels. Enhance transparency and accountability in risk management.
Development of Safety Management Systems and On-Site Risk Control.	2028	<ul style="list-style-type: none"> Integrate risk indicators into strategic planning and performance evaluation processes. Reduce risk events that materially impact financial performance.
	2026	<ul style="list-style-type: none"> Establish a Safety Core Team and develop a Digital Safety Platform. Implement standardized Permit-to-Work procedures and systematic site safety inspection processes.
	2027	<ul style="list-style-type: none"> Expand the safety management system to cover all projects. Reduce the incident rate.
	2028	<ul style="list-style-type: none"> Link safety performance indicators to executive KPIs. Sustainably enhance safety standards across the organization.

Risk Management

Risk 1 : Risk from Inconsistent Implementation of Project Management Standards.

- **Risk Characteristic**

There is a risk that the Project Management Manual (PMM) and Quality Gates may not be consistently implemented across all projects, or that personnel may lack sufficient understanding of their roles and responsibilities as defined in the RACI Matrix. This may result in deviations from established operational standards.

- **Risk Impact**

Such circumstances may lead to deviations in quality, project timelines, and costs, increase the likelihood of rework, adversely affect profit margins, and reduce customer confidence.

- **Risk Management Measures**

The Company provides comprehensive training and communication on project management standards, conducts periodic internal audits, and links compliance with established standards to the performance evaluation of executives and project managers.

Risk 2 : Risk from Untimely Cost Control.

- **Risk Characteristic**

There is a risk that the near real-time cost monitoring system may not reflect accurate or complete information, or that reporting delays may occur, resulting in the inability to detect cost variances in a timely manner.

- **Risk Impact**

This may lead to cost overruns, budget deviations, adverse effects on net profit margins, and increased earnings volatility.

- **Risk Management Measures**

The Company has established cost variance thresholds and abnormality alert mechanisms, conducts monthly cost performance reviews, and integrates cost data into the Enterprise Risk Management (ERM) framework to ensure systematic risk oversight.

Risk 3 : Risk from Inaccurate Cost Estimation.

- **Risk Characteristic**

Cost estimation may not accurately reflect actual project costs due to incomplete reference data, material price volatility, or underestimation of project complexity.

- **Risk Impact**

Projects may generate lower-than-expected margins or incur losses, adversely affecting overall financial performance and long-term competitiveness.

- **Risk Management Measures**

The Company has established a QS & Estimation Taskforce to systematically review pricing processes, conducts structured Post-Project Reviews, and continuously updates cost databases and estimation models.

Risk 4 : Safety and On-Site Risk Control Risk.

- **Risk Characteristic**

There is a risk that safety measures and standards may not be fully and consistently implemented across all operational sites, or that the Permit-to-Work system may not be strictly and systematically enforced. Such risk may arise from insufficient personnel readiness, inadequate supervision, or ineffective monitoring and control mechanisms.

- **Risk Impact**

This risk may result in incidents causing damage to personnel and property, disruption to business continuity, and adverse impacts on the Company's reputation. Additionally, it may expose the Company to legal liabilities, regulatory penalties, and related financial obligations.

- **Risk Management Measures**

The Company has established a Safety Core Team to oversee and closely monitor safety performance. A Digital Safety Platform has been developed to standardize Permit-to-Work processes and site safety inspections across the organization. Furthermore, safety performance indicators have been incorporated into executive Key Performance Indicators (KPIs) to strengthen accountability and promote the continuous and sustainable enhancement of safety standards.

Risk 5 : Risk from Incomplete Integration of the Enterprise Risk Management (ERM) Framework into Operations

- **Risk Characteristic**

There is a risk that project management, cost control, and operational processes may not be fully and systematically aligned with the Enterprise Risk Management (ERM) framework. As a result, certain operational decisions may not be consistent with the Company's defined risk appetite or may lack comprehensive consideration of relevant risk factors.

- **Risk Impact**

Such risk may expose the Company to unforeseen risk events that could adversely affect operating results, financial position, and stakeholder confidence, as well as increase earnings volatility in both the short and long term.

- **Risk Management Measures**

The Company has established Key Risk Indicators (KRIs) at both project and management levels and prepares regular risk reports for submission to management and the Board of Directors. In addition, risk indicators have been integrated into strategic planning, project approval processes, and performance evaluation systems to ensure that operations are aligned with the ERM framework and the Company's defined risk appetite in a concrete and continuous manner.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/FLOYD/1772081556112.pdf>



Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

The Company is committed to strengthening the structure and qualifications of the Board of Directors to ensure alignment with the size, complexity, and strategic direction of the business. This includes reviewing the proportion of independent directors, establishing appropriate board committees, and clearly defining roles and responsibilities to enhance the effectiveness of governance. In terms of qualifications, the Company has developed a Board Skill Matrix to ensure that the Board possesses diverse expertise and experience in key areas such as strategy, finance, risk management, digital technology, and ESG. The Company also promotes board diversity to minimize the risk of one-dimensional decision-making and to enhance the quality of strategic oversight. Regular reviews of board structure and performance evaluations are conducted to continuously improve effectiveness, strengthen independent oversight of management, and reinforce the confidence of shareholders and stakeholders in the Company’s long-term sustainability.

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	Success	Success	Success
Strengthening and enhancement of the Board of Directors’ performance evaluation process.	-	In Progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Periodic Review and Enhancement of the Board Structure	2026	<ul style="list-style-type: none"> The Board structure is aligned with the Company’s strategic direction. Skill gaps are clearly identified. Directors demonstrate enhanced understanding of risk management and ESG.
Enhancement of the Board Skill Matrix and Systematic Management of Identified Skill Gaps	2027	<ul style="list-style-type: none"> Strategic decision-making is supported by comprehensive and well-rounded information. Risk oversight has become more effective and robust.
Strengthening and Enhancement of the Board Performance Evaluation Framework	2028	<ul style="list-style-type: none"> The Board structure is aligned with best practices. Enhanced confidence among shareholders and investors. A sustainable governance framework is established for the long term.

Risk Management

Risk 1 : Insufficient Board Participation

- **Risk Characteristic**

The risk that certain directors may be unable to fully participate in development activities under the plan, such as training programs, strategic meetings, or the board performance evaluation process, due to time constraints or other professional commitments. This may result in the plan not achieving its intended objectives.

- **Risk Impact**

This may lead to incomplete skill development among directors, failure to adequately address identified knowledge gaps, and reduced effectiveness in board oversight and strategic decision-making.

- **Risk Management Measures**

The Company establishes an annual training and key activity plan in advance, with appropriately scheduled timelines to facilitate participation. Attendance rates are monitored and reported to the Chairperson of the Board to ensure close oversight and effective implementation.

Risk 2 : Board Acceptance and Adaptation Risk in Relation to the Development Process

- **Risk Characteristic**

The risk that certain directors may have concerns about, or may not fully recognize the necessity of, implementing the board capability enhancement plan and the performance evaluation process. Directors may perceive that their knowledge and experience are already sufficient, or may have concerns regarding the disclosure of personal information in the evaluation process.

- **Risk Impact**

Directors may feel uncomfortable or apprehensive about the evaluation process, which could result in incomplete or less candid responses. This may reduce the effectiveness of the development plan and hinder the intended enhancement of overall board capability.

- **Risk Management Measures**

The Company emphasizes that the objective of the plan is to support development and enhance effectiveness, rather than to conduct punitive assessments. Evaluation results are reported on an aggregated and anonymous basis to protect confidentiality and maintain trust.

In addition, the Company promotes continuous training and development for directors and conducts regular reviews of the Board's roles and responsibilities to foster shared understanding and cultivate a sustainable culture of continuous improvement at the board level.

Risk 3 : Misalignment Between Board Skills and Corporate Strategy

- **Risk Characteristic**

The risk that the preparation or review of the Board Skill Matrix may not be aligned with the Company's strategic direction or rapidly changing business environment, resulting in a board composition that does not adequately cover critical areas necessary for business operations.

This may arise where directors possess expertise primarily in traditional lines of business but lack knowledge or experience in emerging areas that are material to the Company's competitiveness and long-term sustainability, such as Digital Transformation, emerging technologies, enterprise-wide risk management, or environmental, social, and governance (ESG) matters.

• **Risk Impact**

Such misalignment may adversely affect the quality of strategic decision-making, the Board’s ability to effectively oversee management, and its capacity to assess and respond to emerging risks, including those related to digital technologies, evolving business environments, and ESG considerations.

• **Risk Management Measures**

The Company prepares and periodically reviews the Board Skill Matrix to identify gaps in knowledge, expertise, and experience among directors. The results of this analysis are used as key criteria in the nomination and appointment of new directors to ensure alignment with the Company’s strategic direction and business priorities.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Floyd Public Company Limited is committed to conducting business with integrity, transparency, and accountability. The company will enhance its Anti-Corruption and Anti-Bribery Policy to cover all business operations, establish robust monitoring and reporting mechanisms, and aim for official certification under the CAC (Collective Action Coalition Against Corruption) program by 2028.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Not Started	In Progress	Success	Success
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Not Started	In Progress	Success	Success
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	In the process of applying for certification.	Certified	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
Review and enhancement of anti-corruption policies and practices to align with CAC requirements and integrate with the Enterprise Risk Management (ERM) framework	2026	<ul style="list-style-type: none"> • Policies and practices have been comprehensively reviewed and updated. • An enterprise-wide Fraud Risk Assessment has been conducted. • The Company has formally declared its intention to participate in the CAC program.
Strengthening monitoring and oversight mechanisms and submitting an application for CAC certification	2027	<ul style="list-style-type: none"> • Compliance with anti-corruption policies is monitored and reported to the Board of Directors at least once annually. • An effective and independent whistleblowing system is in place. • The Company formally submits its application for CAC certification.
Advancing toward certification and fostering a sustainable culture of transparency	2028	<ul style="list-style-type: none"> • The Company obtains CAC certification. • All Critical Tier 1 business partners formally endorse and sign the Company's Code of Business Ethics. • Internal controls related to anti-corruption are effective and sustainable.

Risk Management

Risk 1 : Non-Compliance with Anti-Corruption Policy

- **Risk Characteristic**

The risk that certain employees, executives, or business partners may fail to strictly comply with the Company's anti-corruption and anti-bribery policies and procedures due to lack of understanding, insufficient communication, or inadequate internal controls.

- **Risk Impact**

Such non-compliance may result in incidents of fraud or bribery, which could adversely affect the Company's reputation, credibility, relationships with shareholders, investors, and regulatory authorities, and may lead to financial losses or legal penalties.

- **Risk Management Measures**

The Company ensures regular communication and training on anti-corruption policies across all employee levels. Appropriate internal control systems are implemented, and compliance is monitored and reported to the Board of Directors at least once annually.

Risk 2 : Third-Party Corruption Risk

- **Risk Characteristic**

The risk that business partners or third parties, particularly Critical Tier 1 partners, may engage in conduct that is inconsistent with the Company's anti-corruption policy.

- **Risk Impact**

Such conduct may expose the Company to reputational and legal risks, even if the actions are committed by external parties.

• **Risk Management Measures**

The Company requires key business partners, particularly Critical Tier 1 partners, to formally acknowledge and agree in writing to comply with the Company’s anti-corruption and anti-bribery policies and procedures.

In addition, the Company clearly communicates these policies to business partners and incorporates compliance as part of the contractual business conditions. Periodic monitoring and assessment of partners’ compliance are conducted to appropriately manage reputational and legal risks.

Risk 3 : Delay in Obtaining CAC Certification

• **Risk Characteristic**

The risk that the Company’s preparation process for CAC certification may be delayed or may not fully meet the required criteria.

• **Risk Impact**

This may result in the Company being unable to achieve certification within the targeted timeframe and could adversely affect its corporate governance image.

• **Risk Management Measures**

The Company establishes a clear implementation plan and timeline, designates responsible persons, and monitors progress on a quarterly basis. Processes are improved in accordance with feedback and recommendations from the certification assessor.

Governance of Risk and Management Compliance

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

The Company has committed to developing a more systematic Succession Plan, while emphasizing transparency and alignment with organizational strategy. This plan covers the positions of President, senior executives, and other critical roles, with the objective of ensuring Leadership Continuity and mitigating Key Man Risk.

Furthermore, the aforementioned plan has been integrated into the Enterprise Risk Management (ERM) process and Human Capital Management to comprehensively align with and support the organization's objectives across all dimensions, as follows:

- Identification and Assessment of Critical Roles (Critical Role Identification)
- Development of Skill / Competency Framework
- Talent Identification (Talent Identification)
- Development of Individual Development Plan (Individual Development Plan: IDP)
- Continuous Monitoring and Evaluation
- Development of Emergency Succession Plan for critical positions

The aforementioned operations are intended to enhance personnel readiness, reduce operational disruption risks, and support long-term sustainable growth.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
A succession plan has been developed for the President and CEO, executives, and key personnel.	-	In progress	In progress	Completed

Topic	Current Status	Targets		
		2026	2027	2028
Assess risks and identify critical roles (Identify Critical Roles & Risks) to categorize and prioritize positions requiring succession plans.	-	In progress	Completed	Completed
Define qualifications and core competencies by reviewing and updating Job Descriptions, ensuring that job descriptions are clear and current, and identifying the core competencies required for each position.	-	In progress	In progress	Completed
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.	-	In progress	In progress	Completed
Development of Individual Development Plans (IDPs)	-	In progress	In progress	Completed
Monitor the progress of individual development plans and evaluate the overall effectiveness of succession plans, ensuring all personnel in key positions participate in and complete essential training/skill development.	-	In progress	In progress	Completed
Communicate to employees the significance of succession planning and foster a culture of continuous development across the organization.	-	In progress	Completed	Completed
Review and enhance policies, including the succession planning management framework, to align with current evolving circumstances.	-	In progress	Completed	Completed

Strategic Initiative

The company has developed a crucial plan to enhance its succession planning system, ensuring a clear, transparent structure that aligns with the organizational strategy. This plan is divided into three phases, as follows:

Strategic Initiative	Year	Expected Outcomes
Policy preparation and approval process, including the framework for succession plan management.	2026	<ul style="list-style-type: none"> A comprehensive succession plan is in place, covering the Managing Director, senior executives, and key personnel. Clearly define key positions and establish detailed and appropriate criteria for selecting successors.
Development of Talent Pool System and Skill / Competency Framework	2027	<ul style="list-style-type: none"> Possesses a Talent Pool database covering all key positions. All successors have an Individual Development Plan (IDP). Integrate the succession plan with the human resource management system.
Testing, performance improvement, and upgrading of succession plans	2028	<ul style="list-style-type: none"> An Emergency Succession Plan is in place for replacing key positions in critical situations. The plan can adapt promptly to accommodate unforeseen circumstances.

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> • Reports are prepared and performance is periodically reviewed for continuous presentation to the Board of Directors.

Risk Management

Risk 1 : Risk of successor unpreparedness

• **Risk Characteristic**

The risk that the successor identified in the plan may still lack the necessary skills, knowledge, or experience to perform duties effectively.

• **Risk Impact**

This may lead to a disruptive leadership transition, create a leadership vacuum, and heighten management risks.

• **Risk Management Measures**

The Company develops Individual Development Plans (IDPs) for all successor positions, along with defining readiness indicators and continuously monitoring development progress.

In cases where the assessment results indicate that internal successors are not sufficiently prepared, the company will simultaneously recruit external personnel using a transparent recruitment process with clear qualification criteria consistent with the organizational strategy.

Furthermore, the company prepares an Emergency Succession Plan for critical positions to address urgent situations and mitigate the risk of operational disruption.

Risk 2 : Risk of leadership discontinuity

• **Risk Characteristic**

The risk that the organization may lack adequately prepared successors for the positions of President and CEO, senior executives, or key personnel, particularly in instances of sudden resignation, retirement, or unforeseen events.

• **Risk Impact**

may result in the disruption of organizational operations, delayed strategic decisions, and impact the confidence of shareholders, investors, and stakeholders.

• **Risk Management Measures**

The Company systematically develops a Succession Plan covering all key positions, establishes an Emergency Succession Plan for critical positions, and regularly reports its readiness to the Board of Directors.

Risk 3 : Risk of losing qualified personnel due to non-selection

• **Risk Characteristic**

The risk that high-potential talent (High-Potential Talent) who are not selected as primary successors may decide to leave the organization due to a lack of career advancement opportunities or a feeling of insecurity regarding their development path.

• **Risk Impact**

may result in the company losing valuable knowledge, experience, and capabilities, as well as affecting team morale and increasing the cost of recruiting and developing replacement personnel.

- **Risk Management Measures**

The Company establishes diverse career paths for its talent pool to provide options for growth beyond primary succession roles, and develops Individual Development Plans (IDPs) tailored to each individual's potential, and transparently communicates advancement opportunities to continuously retain and develop human capital within the organization.

Risk 4 : Organizational Acceptance Risk

- **Risk Characteristic**

The risk that some executives or employees may not yet understand or recognize the importance of the succession plan, leading to inefficient implementation of the plan or a lack of appropriate cooperation.

- **Risk Impact**

may lead to successor development not proceeding as planned, thereby reducing the effectiveness of the human capital management system and increasing long-term leadership continuity risks.

- **Risk Management Measures**

The Company ensures clear communication of the objectives, principles, and benefits of the succession plan, concurrently fostering a culture of continuous development across the organization. Furthermore, it mandates that executives assume a pivotal role in supporting and driving the aforementioned plan to cultivate appropriate understanding and engagement.

Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

Currently, countries around the world are placing strong emphasis on addressing environmental issues and global warming by setting targets to reduce greenhouse gas emissions, achieve carbon neutrality, and ultimately reach net-zero emissions. In addition, many nations have begun enforcing environmental laws, regulations, and measures as key mechanisms to drive progress toward these climate goals.

Thailand has also prioritized environmental protection through its National Strategy on “Environmentally Friendly Quality of Life,” which aims to promote sustainable growth and ensure the balanced use of natural resources and the environment. The country has further declared its commitment to enhancing climate action, with national targets to achieve Carbon Neutrality by 2050 and Net Zero Greenhouse Gas Emissions by or before 2065, as announced at the 26th UNFCCC Conference of the Parties (COP26).

Under the SET JUMP+ program, participating companies are encouraged to develop Climate Action Plans that strengthen their strategies and readiness for new regulations, climate-related pressures, and long-term business risks. This approach enhances competitiveness while unlocking opportunities to access financing and various incentives contributing to sustainable growth in the long run.

Organizational Boundary

Floyd Public Company Limited has defined the organizational boundary for its greenhouse gas inventory in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. The company applies the Operational Control approach as the primary basis for boundary determination, as it aligns with the nature of the business where the company maintains operational control over energy use and resource management within its offices.

Targets

This project aims to establish a systematic, transparent, and internationally aligned foundation for the company’s greenhouse gas data management system. The primary objectives are as follows

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

Remark : Activities Excluded from the Boundary - Projects in which the company acts only as a partial subcontractor, without operational control over energy use - Employees’ personal travel. These activities are excluded because the company does not have direct authority or operational control over them, and the data cannot be fully verified or traced back to reliable sources.

Strategic Initiative

This workplan is designed to ensure that the development of the Greenhouse Gas Inventory (GHG Inventory) proceeds in a systematic, continuous, and fully compliant manner with TGO and JUMP+ standards. It covers all phases of the process from team preparation, data collection, and emissions calculation to verification readiness and project review. The key initiatives are as follows:

Strategic Initiative	Year	Expected Outcomes
Climate Action Operational Improvement Plan	2026	<ul style="list-style-type: none"> Implement a Greenhouse Gas (GHG) Data System and establish Scope 1–2 reporting boundaries.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Establish a Climate Action Working Committee and initiate Scope 1–2 data collection Ensure comprehensive GHG data collection in compliance with the GHG Protocol and undergo GHG verification by a TGO-accredited third party Define a base year for future GHG emission reduction comparisons
	2028	<ul style="list-style-type: none"> Disclose performance outcomes in the Sustainability Report.

Risk Management

Risk 1 : Changes in the working team lead to discontinuity in knowledge and understanding

• Risk Characteristic

Changes in personnel or team roles during the project lead to disparities in knowledge, understanding of processes, and awareness of the importance of preparing the GHG Inventory, which may affect the smooth implementation of operations.

• Risk Impact

“If there are changes in personnel or roles within the project team during the course of the project, this may result in discontinuity and inconsistency in knowledge and understanding of the greenhouse gas (GHG) inventory preparation process across different departments. Consequently, operational workflows may be disrupted, interdepartmental coordination efficiency may be reduced, and discrepancies may arise in the collection, analysis, and consolidation of greenhouse gas emission data. In addition, such changes may cause delays in project implementation and increase the risk of incomplete data or non-compliance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO), potentially affecting the credibility of the organization’s sustainability reporting and its readiness for GHG inventory verification.

• Risk Management Measures

- Conduct training sessions for the project team on the impacts of greenhouse gas (GHG) emissions and the methodology for preparing a GHG Inventory. Provide periodic refresher trainings or consultation clinics throughout the project duration.
- Establish a “Climate Action Working Group” with representatives from all key departments. Assign responsibilities and define clear scopes of work for each member for example, rotating the chairperson role to foster a sense of ownership and shared accountability.
- Engage senior management to regularly meet with the working group, provide support, and reinforce the importance of the project to ensure team commitment and collaboration.
- Develop manuals, training materials, and reference documents that are easy to review and support knowledge continuity.

Risk 2 : The quality of the collected data is incomplete or inaccurate.

• Risk Characteristic

Activity data related to greenhouse gas emissions (GHG data) are incomplete or not collected in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO), which may result in an incomplete database.

• Risk Impact

Inaccurate data may result in an incorrect base year, failure to pass verification or certification by external bodies, and deviations from the established timeline and targets. This may negatively affect the company’s reputation and lead to the loss of opportunities to obtain sustainability related incentives in the future.

• **Risk Management Measures**

- Provide guidance on data collection principles and methodologies using standardized templates developed by the Thailand Greenhouse Gas Management Organization (TGO), with an emphasis on data traceability.
- Establish a structured digital system for data storage and backup, and regularly monitor, verify data accuracy, and evaluate performance on an ongoing basis.

Risk 3 : Inaccuracies in the calculation of greenhouse gas emissions.

• **Risk Characteristic**

This may result from the use of inappropriate or outdated emission factors, or emission factors that are not aligned with recognized or accredited data sources, leading to inaccuracies in the calculated greenhouse gas (GHG) emissions.

• **Risk Impact**

Emission data may be inaccurate, resulting in failure to pass verification by an accredited verification body and causing delays in the submission for Carbon Footprint Organization certification.

• **Risk Management Measures**

- Reference data from the Thailand Greenhouse Gas Management Organization (TGO) or other officially recognized sources, such as the Intergovernmental Panel on Climate Change (IPCC).
- Review and verify emission factors each time prior to finalizing the result

Risk 4 : Failure to pass verification by an external body.

• **Risk Characteristic**

Insufficient readiness or incomplete data and supporting documentation may result in failure to pass verification or cause delays in certification.

• **Risk Impact**

The organization may be unable to submit an application for Carbon Footprint Organization certification as planned in 2027, which may affect its corporate image and planned ESG initiatives.

• **Risk Management Measures**

- Organize and maintain documents and supporting evidence in a systematic and easily retrievable manner.
- Conduct an internal pre-audit prior to submitting the application for external verification.

Attachments

URL Link to the Document : <https://jumpplusmedia-setlink.setgroup.or.th/FLOYD/1766564867343.pdf>

