



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



FLOYD PUBLIC COMPANY LIMITED

(FLOYD)

at 30 June 2026

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Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Strategic Plan 1 : Strategic Business Development Strategy	4
Strategic Plan 2 : Operational Excellence Strategy	7
Section 2 Governance Plan	11
Enhancing the competency and performance of the board of directors	12
Enhancing anti-corruption and fraud prevention efforts	14
Formulation of a succession plan for the CEO, executive management, and critical roles.	16
Section 3 Climate Action Plan	21
Greenhouse gas inventory (GHG) plan	22
Attachment	24



FLOYD PUBLIC COMPANY LIMITED

mai	CG Report :
Property & Construction	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			
1. Enhancing the competency and performance of the board of directors			
2. Enhancing anti-corruption and fraud prevention efforts			
3. Formulation of a succession plan for the CEO, executive management, and critical roles.			
Climate Action Plan			
1. Greenhouse gas inventory (GHG) plan			

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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Net Profit (Million Baht)	49 - 90	72.26	17.13

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.

Progress description

The Company has participated in the JUMP+ Program of the Stock Exchange of Thailand (SET), with the objective of achieving sustainable and quality growth in net profit through two key strategies: (1) Strategic Business Development, which aims to optimize the project portfolio toward high-potential market segments; and (2) Operational Excellence, which focuses on enhancing cost management efficiency, improving project delivery quality, and strengthening safety across project operations.

The Company has made progress in implementing these strategies, as follows:

In recent periods, the engineering contracting industry has faced a slowdown in investment and increasingly intense price competition, resulting in bid prices for several projects falling below the Company's minimum required return threshold. Under these circumstances, the Company has deemed it necessary to carefully select projects with appropriate pricing and expected returns in order to maintain its profitability and mitigate the risks associated with undertaking projects with inadequate returns. This approach is in accordance with the Project Approval Go/No-Go Framework and the Bid-to-Win Framework used to assess the likelihood of securing projects established under the JUMP+ plan. Although this disciplined bidding strategy may reduce absolute net profit in the short term, the Company believes it safeguards long-term portfolio quality, ensures sound risk management, and minimizes potential loss-making project. Notably, operational profitability on existing projects has improved significantly. This enhancement is reflected in the net profit margin, which rose from 8.91% in 2025 to 13.74% in the first six months of 2026.

For the remainder of 2026 and spanning 2027 through 2028, the Company aims to fortify its presence in high-potential growth sectors, including Data Centers, high-precision manufacturing facilities, premium commercial buildings, and healthcare industries. Concurrently, the Company plans to broaden its strategic business partner network to increase project backlog and restore net profit toward the target range of THB 49–90 million by 2028.

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.

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

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Net Profit Margin (%)	7 - 10%	7 - 10%	7 - 12%	8.91%	13.74%
Revenue Growth (%) YoY Growth Rate	5 - 15%	7-10%	10-20%	28.10%	-65.32%

Progress description

The Company has established its financial targets under the JUMP+ Plan across two key areas: revenue growth and net profit margin, with a focus on achieving Quality Growth rather than pursuing revenue growth solely in terms of volume.

For the first six months of 2026, the Company reported a Net Profit Margin of 13.74% and Revenue Growth was -65.32%.

Moving forward, the Company will focus on rebuilding its backlog in line with its targets by expanding its customer and project base in high-potential market segments that place greater emphasis on quality and engineering expertise rather than price competition. The Company will also leverage its Customer Relationship Management (CRM) system to manage business opportunities and develop strategic partnerships to enhance access to new projects.

The Company recognizes that the profit margin achieved during this period was generated on a lower revenue base. Accordingly, the next priority is to restore project volume while maintaining the target profit margin. The Company will continue to exercise discipline in project selection, alongside effective cost management, to achieve an appropriate balance between revenue growth and profitability, and to drive operating performance back within the targeted range for 2027–2028.

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 1 : Development of Data Management Systems and Strategic Decision Support (CRM and Business Intelligence)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- CRM and Business Intelligence systems are developed and formally implemented. - Customer and project data are systematically collected and traceable. - Project evaluation begins to incorporate structured data analytics in decision-making processes.	- The CRM system has been successfully developed and is now in operation. - Customer, project, and business opportunity information is systematically managed in a centralized and traceable database. - Employees are able to monitor customer and project status through a unified platform, improving operational efficiency and reducing data duplication. - A standardized enterprise data foundation has been established to support the future implementation of Business Intelligence (BI) capabilities for strategic decision-making.

Strategic Initiative 2 : Enhancement of Cost Estimation and Project Analysis Standards (QS & Estimation Excellence)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- 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.	- The QS & Estimation Taskforce has been formally established with clearly defined governance responsibilities. - Organization-wide estimation standards and operating procedures have been developed, including a clear separation between Cost Preparation and Commercial Positioning. - Performance measurement methodology and KPIs have been established to evaluate the effectiveness of the new estimation process. - The new framework has been implemented for newly awarded projects, with measurable operational results expected upon completion of these projects.

Strategic Initiative 3 : Implementation of a Structured Project Approval Framework (Go/No-Go Framework)

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	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	The Go/No-Go Framework has been formally established and implemented across the organization.

Year	Expected Outcomes	Actual Result
	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 transparency in the decision-making process for project acceptance. New projects are assessed in terms of risk exposure, cash flow implications, and strategic alignment.	- New projects are systematically evaluated against technical, commercial, contractual, cash flow, and strategic criteria prior to bid approval. - A standardized governance process with clearly defined approval authorities has improved transparency, accountability, and consistency in project selection. - The Company is continuously monitoring the implementation of the framework to further enhance the effectiveness of project evaluation and decision-making.

Strategic Initiative 4 : Development and Management of Strategic Partnerships

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- A structured partner database and clear partner selection criteria are established. - Strategic partnerships in high-potential markets are initiated.	- The Strategic Partnership Management framework is currently under development. - The design of a strategic partner database and partner selection criteria has been initiated. - Planning is underway to develop a network of strategic partners in high-potential market segments to support future business expansion.

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.

Targets

- Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Net Profit Margin (%)	7 - 10 %	7 - 10%	7 - 12%	8.91%	13.74%

Progress description

Under the JUMP+ plan, the Company has set a net profit margin target and is pursuing improved profitability through its Operational Excellence strategy and disciplined, risk-adjusted project selection.

For the six-month period of 2026, the Company recorded a net profit margin of 13.74%. The improvement in the net profit margin was attributable to the implementation of the Company’s Operational Excellence enhancement plan. The Company is currently in the process of developing a Project Management Manual, which establishes quality control gates and clearly defines roles and responsibilities based on the RACI framework for every project. In parallel, the Company is developing a system to monitor project costs and progress against plan on a near-real-time basis, enabling management to identify variances and take timely corrective actions. In addition, the Company has established a QS & Estimation team to enhance pricing and cost estimation standards and strengthen Cost Variance monitoring. The Company has also adopted the Go/No-Go Framework and Bid-to-Win Framework for project selection to ensure that projects undertaken provide returns commensurate with their associated level of risk.

It should be noted that this margin was achieved on a reduced revenue base, reflecting lower new project awards during the first half of the year. The Company therefore continues to focus on sustaining margin performance while rebuilding its backlog, so that profit growth is achieved on a quality and sustainable basis in line with its business plan targets.

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 1 : Establishment and Enforcement of Standardized Project Management Practices.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• 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.	• The Company leveraged its collective knowledge, experience, and insights from successful project management practices and industry standards to develop a Project Management Manual (PMM). The PMM focuses on establishing a common project management standard across

Year	Expected Outcomes	Actual Result
		all types of projects, with clearly defined roles and responsibilities based on the RACI principle for team members at all levels. It also establishes quality control checkpoints aligned with applicable legal requirements, standards, and customer expectations throughout each stage of project execution. This framework is designed to ensure efficiency, quality, and safety across all projects. • Following its implementation, project execution has become more systematic and effective, with projects progressing smoothly and in accordance with the established plans

Strategic Initiative 2 : Development of Near Real-Time Cost and Performance Monitoring Systems.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop and implement a dashboard system to monitor project costs and progress. • Enable management to obtain timely visibility into financial status and associated risks.	The Company is developing a Project Management Manual (PMM) to strengthen project governance and execution discipline through standardized performance monitoring, enhanced dashboards, and regular reporting of actual project costs and progress against plan. These measures enable timely issue identification, rapid management intervention, and effective decision-making to prevent project issues from escalating.

Strategic Initiative 3 : Enhancement of Cost Estimation and Cost Control Standards.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Formally establish a QS & Estimation Taskforce. • Begin monitoring variances between estimated and actual project costs in order to improve project pricing processes.	• The QS & Estimation Taskforce has been formally established to oversee cost estimation and cost control standards. • Cost Variance monitoring methodology and Post-Project Review processes have been defined. • Data collection and performance measurement mechanisms have been prepared to support continuous improvement of estimation accuracy. • Performance evaluation will commence once newly awarded projects enter the execution stage and actual cost information becomes available.

Strategic Initiative 4 : Integration of the Enterprise Risk Management Framework into Operations.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Identify key operational risk indicators. • Align project management processes with the Enterprise Risk	1. Root Cause Analysis Capability Development The company conducted training to develop employees’ Root Cause Analysis (RCA) skills, enabling them to

Year	Expected Outcomes	Actual Result
	Management (ERM) framework.	systematically identify root causes and apply the analysis to risk identification and assessment. 2. Risk Mitigation Measures • Bid-to-Win Framework Developed a Bid-to-Win Framework to reduce the risk of inefficient resource utilization by ensuring that resources are appropriately allocated to project opportunities with a reasonable likelihood of success and sufficient business value. • Skill Matrix & Individual Development Plan (IDP) Developed a Skill Matrix and preparing to implement Individual Development Plan (IDP) to identify capability gaps and reduce the risk of misaligned employee development, ensuring that training and development activities are aligned with actual business and job requirements.

Strategic Initiative 5 : Development of Safety Management Systems and On-Site Risk Control.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish a Safety Core Team and develop a Digital Safety Platform. • Implement standardized Permit-to-Work procedures and systematic site safety inspection processes.	• The Company has established a Safety Core Team and is developing a Digital Safety Platform to strengthen preventive safety management. Training and systematic hazard identification processes are also being implemented to enhance workforce capabilities, reduce project-specific safety risks, and leverage lessons learned for continuous improvement. • The Company further developed and standardized its Permit to Work (PTW) requirements and systematic on-site safety inspection criteria, with mechanisms for continuous review and improvement. The planned initiatives have now been put into implementation across all projects undertaken by the company, with the objective of strengthening safety and ensuring a more consistent and proactive approach to workplace safety.

Quarterly update
Section 2
Governance Plan

Quarterly update : 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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
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	Success	Success	Success	In Progress	In Progress
Strengthening and enhancement of the Board of Directors’ performance evaluation process.	In Progress	Success	Success	-	In Progress

Progress description

The Company annually evaluates the performance of the Board of Directors and its Sub-Committees, continuously reviewing and updating the topics for both group and individual self-assessments. This process supports the ongoing development of the Board’s composition and capabilities, ensuring alignment with organizational strategy, the nature of the business and emerging industry changes to drive sustainable growth.

Strategic Initiative

Strategic Initiative 1 : Periodic Review and Enhancement of the Board Structure

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- 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.	Review and restructure the Board of Directors to ensure that its size, composition, and proportion align with corporate strategic direction, business context, and evolving regulatory requirements.

Year	Expected Outcomes	Actual Result
		• Evaluate the current board structure and composition, and review the structure of sub-committees. • Design a target structure and establish new composition criteria to enable clearer identification of director skill gaps. • Promote board diversity by establishing goals for gender, age, professional background, and specialized expertise, leveraging the Board Skill Matrix to bridge identified gaps. • Review governance frameworks and guidelines by updating board charters and refining the scope of authority, roles, and responsibilities for both the main Board and sub-committees to ensure clarity and avoid overlap.

Strategic Initiative 2 : Enhancement of the Board Skill Matrix and Systematic Management of Identified Skill Gaps

Status ● On track

Year	Expected Outcomes	Actual Result
2026		2027 Plan: Enhancement of the Board Skill Matrix and Systematic Management of Identified Skill Gaps. • Analyze corporate strategy and future direction over the next 3 to 5 years to identify required core competencies aligned with organizational goals. • Categorize and clearly group key skills into defined competency areas. • Develop a Board Skill Matrix based on designated evaluation criteria. • Conduct a Skill Gap Analysis to compare current board capabilities against target requirements. • Formulate management approaches to bridge skill gaps by utilizing the Skill Matrix as a primary criterion for defining qualifications for new director nominations, as well as developing upskilling programs for serving directors. • The Company recommended relevant courses offered by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) to encourage Directors to further enhance their knowledge and continuously develop their professional competencies.

Strategic Initiative 3 : Strengthening and Enhancement of the Board Performance Evaluation Framework

Status ● On track

Year	Expected Outcomes	Actual Result
2026		2028 Plan: Strengthening and Enhancement of the Board Performance Evaluation Framework • The Company conducts an annual performance evaluation for the Board of Directors and its Sub-Committees. • The assessment forms, covering both collective and individual self-evaluations, are reviewed and updated regularly. •

Year	Expected Outcomes	Actual Result
		Updating evaluation topics to ensure alignment with corporate strategy, business operations, and future industry shifts, thereby supporting the continuous and sustainable development of the Board's composition and capabilities

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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	Success	Success	Not Started	In Progress
An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	-	-	-	Complete	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	In Progress	Success	Success	Not Started	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	In the process of applying for certification.	Certified	Certified	Signatory	Signatory
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	-	In Progress

Progress description

The Company has established and comprehensively reviewed its Anti-Bribery and Corruption Policy across all business operations in alignment with CAC standards, as formally approved by the Board of Directors. In addition, explicit guidelines governing gifts and benefits, political contributions, charitable donations, and sponsorships have been defined as an integral component of the Anti-Bribery and Corruption Polic

Strategic Initiative

Strategic Initiative 1 : Review and enhancement of anti-corruption policies and practices to align with CAC requirements and integrate with the Enterprise Risk Management (ERM) framework

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• 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.	• Conduct a gap analysis comparing existing policies against the CAC 71-Item Self-Assessment framework to ensure full coverage of key regulatory provisions and operational guidelines. • Present the draft Anti-Bribery and Corruption Policy and Guidelines for the Audit Committee's review, prior to obtaining formal approval from the Board of Directors. • Initiate preparations for a systematic, organization-wide Fraud Risk Assessment. • The Company has formally expressed its commitment to joining the Thai Private Sector Collective Action Against Corruption (CAC) initiative.

Strategic Initiative 2 : Strengthening monitoring and oversight mechanisms and submitting an application for CAC certification

Status ● On track

Year	Expected Outcomes	Actual Result
2026		2027 Plan: Strengthening monitoring and oversight mechanisms and submitting an application for CAC certification • Review internal controls across seven key categories including policies, risk assessment, HR processes, disbursements, donations and gifts, and reporting channel by using CAC’s 71-Item Self-Assessment Framework. • The Company is preparing for the submission of the 71-Item Self-Assessment and supporting documentation to pursue CAC certification in accordance with designated submission windows. • Concurrently, establish an independent Whistleblowing & Investigation mechanism with robust whistleblower protection measures and transparent investigation procedures. • Ensure 100% policy communication to all directors, executives and employees, while actively extending the No Gift Policy and anti-corruption guidelines to suppliers and business partners.

Strategic Initiative 3 : Advancing toward certification and fostering a sustainable culture of transparency

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		2027 Plan: Advancing toward certification and fostering a sustainable culture of transparency • To solidify this commitment, CAC and ESG targets have been fully integrated into the corporate strategic plan and embedded into executive KPIs. • The Company has also deployed a secure, accessible whistleblowing system guaranteeing whistleblower protection and prompt, impartial investigation procedures. • Extend internal controls across the supply chain through vendor screening and the implementation of joint anti-corruption agreements with business partners. • Maintain continuous transparency communications across multiple platforms to make compliance engaging, clear, and relatable for all stakeholders.

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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
A succession plan has been developed for the President and CEO, executives, and key personnel.	In progress	In progress	Completed	-	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Assess risks and identify critical roles (Identify Critical Roles & Risks) to categorize and prioritize positions requiring succession plans.	In progress	Completed	Completed	-	Success
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	-	Success
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	-	In Progress
Development of Individual Development Plans (IDPs)	In progress	In progress	Completed	-	In Progress
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	-	In Progress
Communicate to employees the significance of succession planning and foster a culture of continuous development across the organization.	In progress	Completed	Completed	-	In Progress
Review and enhance policies, including the succession planning management framework, to align with current evolving circumstances.	In progress	Completed	Completed	-	In Progress

Progress description

To elevate the Succession Plan and integrate it seamlessly with Enterprise Risk Management (ERM) for concrete and sustainable success, the Company has established a structured succession plan covering the President, executive management, and key critical positions. Through a Risk Matrix evaluation within the enterprise risk management framework, critical roles and associated risks are systematically identified, categorized, and prioritized. Crucial qualifications and core competencies have been defined to ensure that all positions vital to business continuity and strategic growth are rigorously safeguarded.

Furthermore, Job Descriptions (JDs) have been comprehensively reviewed and updated to ensure clarity and currency, precisely mapping the essential competencies required to prepare for the upcoming implementation of Individual Development Plans (IDPs).

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 1 : Policy preparation and approval process, including the framework for succession plan management.

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	• 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.	• Evaluate which positions, if vacant, would significantly impact business continuity or alignment with key corporate strategies. • Classify key roles by strategic importance and recruitment difficulty including C-Suite executives, specialized high-scarcity positions, and core revenue-generating roles. • Define successor selection criteria based on qualifications and required competencies, combined with past performance track records and target readiness levels. • Assess potential and growth by evaluating candidates' mindset, learning agility and alignment with organizational culture. • Consolidate a list of high-potential candidates for succession planning to serve as the basis for Individual Development Plans (IDP)

Strategic Initiative 2 : Development of Talent Pool System and Skill / Competency Framework

Status ● On track		
Year	Expected Outcomes	Actual Result
2026		2027 Plan: Development of Talent Pool System and Skill / Competency Framework 1. Align Strategic Direction & Business Goals: Define the 3–5 year strategic direction to identify required "Future Skills," and establish criteria for high-potential talent requiring both proven historical performance and high potential or learning agility. 2. Establish a Three-Tier Competency Framework: Standardize core competencies for all employees, managerial/leadership competencies for talent and executives, and functional competencies tailored to specific technical domains (e.g., M&E Engineering, Data Center Maintenance, Legal & Compliance). 3. Update Job Descriptions (JDs) & Proficiency Levels: Revise JDs across all positions particularly critical roles to embed required competencies and define explicit proficiency level scales for each skill. 4. Conduct Competency Gap Analysis & Talent Selection: Evaluate current skill gaps and integrate competency assessments with historical performance data to select qualified candidates for the

Year	Expected Outcomes	Actual Result
		Talent Pool. 5. Categorize Talent Pools & Drive IDP Formulation: Segment high-potential employees into clear pools (e.g., Executive Talent Pool, Technical Expert Talent Pool, High-Potential Young Leadership) and utilize individual competency gaps to design tailored Individual Development Plans (IDPs).

Strategic Initiative 3 : Testing, performance improvement, and upgrading of succession plans

Status ● On track

Year	Expected Outcomes	Actual Result
2026		2028 Plan: Testing, performance improvement, and upgrading of succession plans 1. Succession Plan Simulation and Stress Testing - Assigning "Ready Now" successors to act on behalf of executives or assume critical roles during extended executive leave, or through structured job rotation programs. - Simulating emergency scenarios to involve successors in decision-making processes, thereby evaluating their leadership capability and strategic acumen under pressure. - Testing temporary Delegation of Authority (DOA) to ensure that interim successors can execute transactions and approve critical operations seamlessly without administrative vacuums during emergencies. 2. Individual Development Plan (IDP) Optimization - Focuses on tracking project and coaching outcomes, measuring bi-annual competency gap reductions through 360-degree evaluations, and applying agile IDP adjustments as needed. 3. Talent Pool Governance and Management - Conducting bi-annual or annual talent pool recalibrations to manage inflows, outflows (due to underperformance or stagnation), and promotions in readiness levels from "Ready in 1–2 Years" to "Ready Now". - Monitoring talent turnover rates and implementing proactive response measures, such as accelerated career pathways and strategic compensatio upon detecting retention risks. 4. Enterprise Risk Management (ERM) Alignment - Re-evaluating and updating the critical roles register annually to reflect shifting business directions and emerging operational risks. 5. Board Governance and Reporting - Submitting annual Succession Readiness Reports to the Nomination and Remuneration Committee (NRC) and the Risk Management Committee (RMC).

Year	Expected Outcomes	Actual Result
		Engaging Internal Audit or Compliance to review the succession planning process, ensuring transparency, fairness and strict adherence to Corporate Governance (CG) principles.

Quarterly update
Section 3
Climate Plan

Quarterly update : Section 3 Climate 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

Title	Target			Actual Result
	2026	2027	2028	6M/2026
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	In Progress	Success	Success	In Progress

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.

Progress description

The Company commenced the implementation of its Climate Action Plan through the establishment of a dedicated working group to evaluate accounting methodologies and collect relevant data for Carbon Footprint for Organization (CFO) assessment covering Scope 1 and Scope 2 emissions at corporate headquarters, establishing a baseline to drive preliminary environmental initiatives

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 : Climate Action Operational Improvement Plan

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Implement a Greenhouse Gas (GHG) Data System and establish Scope 1–2 reporting boundaries. - Establish a Climate Action Working Committee and initiate Scope 1–2 data collection	- Establish a working group and clearly define the roles and responsibilities of representatives from each department. - Designate primary responsible units, a central coordinator to collect data and calculate results, and conduct foundational training for the working group on CFO concepts and required data categories. - Define the reporting scope and create data collection templates (e.g., Excel or online forms) for monthly data entry by each department. - Specify data sources and supporting evidence (e.g., electricity utility bills/receipts or monthly kWh meter reports; fuel consumption logs specifying liters or converting expenditures to liters based on average fuel prices). - Perform result calculations, summarize preliminary reporting, and establish a document control system to support verification by third-party auditors.

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/FLOYD0_JUMP%2B_Plan_Year_2026-2028_EN.pdf

