



## JUMP+ Plan

---



## FORTH SMART SERVICE PUBLIC COMPANY LIMITED

(FSMART)

Year 2026 - 2028

This report was approved by the board of directors on 30/03/2026  
and disseminated on 31/03/2026

## Disclaimer

This document has been prepared by FORTH SMART SERVICE PUBLIC COMPANY LIMITED ("FSMART") based on information, assumptions, and projections of the Company as of the document preparation date. All plans, projects, proposals, opinions, forecasts, projections, or statements contained herein are provided solely for disclosure to interested parties.

The Company reserves the right to amend, modify, or update any project plans, including targets of the plans or projects described in this document at its sole discretion. The Company makes no representation or warranty regarding the accuracy, completeness, or validity of information contained herein, nor does it guarantee that the plans or projects outlined herein will successfully deliver outcomes according to the established targets or estimated timelines. All proposals, opinions, forecasts, projections, and forward-looking statements specified herein reflect the Company's views as of the document preparation date which are subject to risks and uncertainties and may change in the future according to changing economic conditions, competition, business-related factors, or any other factors. The Company assumes no obligation to update or revise such information or statements, except where the Company's Board of Directors approves any revisions to plans, targets, or other information that require the Company to disclose such changes through the system provided by The Stock Exchange of Thailand ("SET").

This document is intended only for disclosure to investors and related parties in general without the intent to solicit, recommend, induce, or offer opinions on investments in securities issued by the Company, nor shall it be construed as investment advice, an offer to buy or sell, or a solicitation for offers to buy or sell securities, or an inducement to engage in any transactions related to securities issued by the Company, particularly in any countries or special administrative regions where such acts may violate their applicable laws. No part of this document should be relied upon as a determining factor in making any decisions concerning the execution of contracts, agreements, or investments whatsoever. The Company and its directors, executives, and employees shall not be liable for any losses or damages, whether direct, indirect, compensatory, or consequential (including but not limited to loss of profits), arising from the use of or reliance on information contained herein, or from any variance between actual outcomes and the Company's forecasts or projections.

Investors are advised to exercise careful judgement and discretion in making investment decisions and to regularly review the Company's public disclosures such as information releases on material events, financial statements, Form 56-1 One Report, to support their prudent investment decisions with appropriate due diligence.

The role of The Stock Exchange of Thailand ("SET") is solely to initiate and facilitate the JUMP+ program which is intended to enable the growth and enhance the attractiveness of participating listed companies. SET does not participate or engage in the identification of the targets, forecasts, projections, and expected outcomes contained herein, nor does SET endorse the validity, accuracy, feasibility, and reasonableness thereof. The decision to rely on such information solely depends on the judgment and at the discretion of investors and related parties. SET and its directors, executives, and employees shall not be liable for any losses or damages, whether direct, indirect, compensatory, or consequential (including but not limited to loss of profits), arising from the use of or reliance on information contained herein, or from any variance between actual outcomes and the Company's forecasts or projections.

# Table of Contents

	Page
<b>Executive Summary</b>	1
<b>Section 1 Business Plan</b>	2
Target in 2028	3
Strategic Plan 1 : Advancing top-up and payment innovations toward becoming a community-centric digital hub	3
Strategic Plan 2 : Driving sustainable growth in the lending business	6
Strategic Plan 3 : “GINKA” Smart Energy Network for the Future of Mobility	8
<b>Section 2 Governance Plan</b>	11
Ensuring the independence of the board of directors	12
Enhancing anti-corruption and fraud prevention efforts	13
Enhancing whistleblowing mechanisms	15
<b>Section 3 Climate Action Plan</b>	18
Greenhouse gas inventory (GHG) plan	19

mai  
 Services

CG Report :

SET ESG Ratings: -

 Anti-Corruption Certification (CAC): **Yes**

## Business Type

FSMART is leading provider of electronic payments innovations and integrated financial services through multiple channels, including automated payment machines, cashier counters and payment system services for partners under the 'Boonterm' trademark. The Company also offers payment services via electric vehicle charging stations under the 'GINKA Charge Point' brand, which serves as a platform connecting customers and service providers. With service points nationwide, customers are able to conveniently conduct transactions 24 hours 7 day.

Financial Statement				
Year	2025	2024	2023	2022
<b>Income Statement (MB)</b>				
Revenues	2,671.83	2,475.12	2,255.15	2,473.73
Expenses	1,940.71	1,940.09	1,943.48	2,130.53
Net Profit	586.78	430.45	299.45	301.89
<b>Balance Sheet (MB)</b>				
Assets	3,685.84	3,291.65	2,737.32	2,834.78
Liabilities	1,943.32	2,000.36	1,566.00	1,706.83
Shareholders' Equity	1,742.42	1,291.21	1,171.27	1,127.88
<b>Cash Flow (MB)</b>				
Operating	479.67	-241.12	550.56	601.25
Investing	-162.50	-40.92	-152.47	-346.55
Financing	-189.75	282.45	-403.61	-323.02
<b>Financial Ratio</b>				
EPS (Baht)	0.78	0.57	0.40	0.40
GP Margin (%)	26.79	25.28	19.47	17.00
NP Margin (%)	21.96	17.39	13.28	12.20
D/E Ratio (Times)	1.12	1.55	1.34	1.51
ROE (%)	38.68	34.96	26.05	26.77
ROA (%)	21.65	18.65	13.44	13.42

JUMP+ Plan			
<b>Business Plan</b>			
<b>Target in 2028</b>			
Net Profit	<b>675-700</b> Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Advancing top-up and payment innovations toward becoming a community- centric digital hub <span style="float: right;">✔</span>			
2. Strategic Plan 2 : Driving sustainable growth in the lending business <span style="float: right;">✔</span>			
3. Strategic Plan 3 : “GINKA” Smart Energy Network for the Future of Mobility <span style="float: right;">✔</span>			
<b>Governance Plan</b>			
1. Ensuring the independence of the board of directors			
2. Enhancing anti-corruption and fraud prevention efforts			
3. Enhancing whistleblowing mechanisms			
<b>Climate Action Plan</b>			
1. Greenhouse gas inventory (GHG) plan			

**Remark :** This document has been prepared by the listed company for the purpose of disseminating corporate information to investors solely for their investment decision-making. The listed company does not provide any investment advice or recommendations regarding its securities. Investors are advised to conduct further research and consult with qualified professionals before making any investment decisions. The listed company shall not be held liable for any damages or losses arising from the use of information contained in this document under any circumstances. The listed company reserves the right to amend the information presented herein without prior notice. Reproduction, modification, or dissemination of this document or any part thereof is prohibited unless prior permission has been obtained from the listed company. For additional information, investors may refer to the reports or disclosures made available through the Office of the Securities and Exchange Commission and/or the Stock Exchange of Thailand.

**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)	299.45	430.45	586.78	<b>675-700</b>

By 2028, FSMART aims to drive its business under the vision of Sustainable Innovation, comprehensively elevating operations across its three core business groups to create new growth that balances its existing foundation with future business foundations, while addressing the lifestyle needs of digital-era consumers, as follows:

Business Group 1, Top-up and Payment Services Business: This group focuses on developing innovations in electronic payment acceptance and financial services through automated payment machines and cashier counters, under a platform that connects service providers and customers, allowing self-service transactions 24 hours a day via Boonterm kiosks and payment machines within the FORTH and FSMART networks nationwide.

Business Group 2, Integrated Financial Services Business (Loans): This will be crucial for generating new growth for the group of companies by expanding the user base and partner network comprehensively, while developing loan products that meet specific group needs.

Business Group 3, Automated Kiosk Innovation Business: This group will continuously penetrate the market through a comprehensive network of electric vehicle charging stations, while creating experiences for consumers with new services and enhancing lifestyles for greater convenience.

## Growth plan/Increase business value

### Strategic Plan 1 : Advancing top-up and payment innovations toward becoming a community-centric digital hub

By 2028, FSMART aims to elevate its role from a top-up and payment service channel to a comprehensive digital service network accessible to all communities. The Company will advance innovations in electronic payment solutions and integrated financial services through its kiosk network and automated payment machines operated by its subsidiaries, as well as cashier counters under a platform that seamlessly connects service providers and customers. This enables 24/7 transactions nationwide.

In addition, FSMART plans to expand its services to foreign customer segments and introduce additional government-related services, such as savings lottery and national savings fund services, as well as financial services through banking networks, positioning the Company as a one-stop financial service point conveniently located near customers.

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

- Profitability & Efficiency

**Targets**

• Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Number of new services	2	1	1	1

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Advancing top-up and payment innovations toward becoming a community-centric digital hub	2026	<ul style="list-style-type: none"> <li>Expand new service offerings through kiosks and other company channels</li> <li>Add one additional banking partner and introduce cross-border remittance services</li> <li>Retain the existing customer base while expanding into new segments (foreign customers), and increase usage frequency</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Expand new service offerings through kiosks and other company channels</li> <li>Leverage customer data analytics to deliver personalized promotions and increase usage frequency</li> <li>Adopt Artificial Intelligence (AI) across business operations and the organization</li> <li>Expand the foreign customer base utilizing the company’s service channels</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Expand new service offerings through kiosks and other company channels</li> <li>Introduce new services tailored for foreign customer segments, such as integrated top-up and remittance services, to drive repeat usage</li> <li>Launch co-marketing campaigns with partners to attract new customers through the company’s service channels</li> <li>Leverage customer data analytics to deliver personalized promotions and increase usage frequency</li> <li>Adopt Artificial Intelligence (AI) across business operations and the organization</li> <li>Explore opportunities for mergers and acquisitions (M&amp;A) and strategic investments</li> </ul>

## Risk Management

### **Risk 1 : Competitive Risk**

- **Risk Characteristic**

Risk from competition with digital platforms, mobile banking services, and e-wallets that may erode the Company's customer base

- **Risk Impact**

Decline in top-up volume and fee income

- **Risk Management Measures**

1. Develop bundled service offerings to better address diverse customer needs
2. Promote repeat usage among existing customers through benefits programs and loyalty campaigns
3. Integrate service usage across top-up, remittance, and other financial services on kiosks to enhance service continuity
4. Expand service points within communities and enhance service variety on kiosks to improve customer convenience

### **Risk 2 : Risk from changes in customer behavior**

- **Risk Characteristic**

Risk from changes in customer behavior

- **Risk Impact**

- Revenue from new services falls below target
- Customers increasingly utilize digital channels to access services

- **Risk Management Measures**

1. Leverage data analytics to understand customer behavior and develop services aligned with market needs
2. Conduct testing and evaluation of services prior to full-scale rollout
3. Develop scenario planning frameworks and regularly review performance to refine strategies and execution approaches accordingly

### **Risk 3 : Risk arising from government policies and regulatory requirements**

- **Risk Characteristic**

Risk arising from government policies and regulatory requirements

- **Risk Impact**

The government introduces additional policies to regulate customer service provision

- **Risk Management Measures**

1. Closely monitor relevant laws and regulatory policies
2. Adjust and align operational processes to ensure full regulatory compliance

## Strategic Plan 2 : Driving sustainable growth in the lending business

FSMART is committed to driving continuous growth in its lending business by expanding the loan portfolio alongside effective risk management to maintain asset quality and keep non-performing loans (NPLs) at an appropriate level. In addition, the Company plans to develop new lending products to address diverse customer needs, while expanding its customer base and enhancing service accessibility through partner networks, thereby supporting the long-term growth of the lending business.

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

- Growth

### Targets

- Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Interest Income	333.02	An increase of 10–20% year-on-year	An increase of 10–20% year-on-year	An increase of 10–20% year-on-year
Loan Receivable	1,423	Increase by THB 500 million per year	Increase by THB 500 million per year	Increase by THB 500 million per year

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Driving sustainable growth in the lending business	2026	<ul style="list-style-type: none"> <li>• Expand corporate customer segments by 1–2 groups and strengthen partnerships with distributors and business networks to enhance access to lending services</li> <li>• Expand new lending products, including Buy Now, Pay Later (BNPL), secured loans, and other loan types to serve diverse customer segments and needs</li> <li>• Develop lending platforms and corporate credit assessment systems, as well as other related solutions, to improve efficiency and shorten approval timelines</li> <li>• Enhance debtor analytics capabilities to mitigate collection risks, alongside developing portfolio monitoring systems and early warning systems to identify at-risk customers and reduce non-performing loans (NPLs)</li> <li>• Initiate the study and pilot implementation of AI in selected lending processes to reduce processing time, improve operational efficiency, and gather feedback for further enhancement</li> <li>• Secure additional funding sources through both equity and debt financing</li> </ul>
	2027	<ul style="list-style-type: none"> <li>• Expand the corporate customer base by targeting additional segments and offering tailored lending products and terms aligned with each segment’s characteristics</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2028	<ul style="list-style-type: none"> <li>• Broaden lending products, including Buy Now, Pay Later (BNPL), secured loans, and other loan types to serve diverse customer needs</li> <li>• Enhance lending platforms and corporate credit assessment systems, as well as other related solutions, to improve efficiency and shorten approval timelines</li> <li>• Strengthen debtor data analytics to mitigate collection risks, alongside developing portfolio monitoring and early warning systems to identify at-risk customers and reduce non-performing loans (NPLs)</li> <li>• Leverage Artificial Intelligence (AI) across business processes to reduce operational workload, improve efficiency, and enhance customer experience</li> <li>• Secure additional funding sources through both equity and debt financing</li> <li>• Expand the corporate customer base by targeting additional segments and offering tailored lending products and terms aligned with each segment’s characteristics</li> <li>• Broaden lending products, including Buy Now, Pay Later (BNPL), secured loans, and other loan types to serve diverse customer needs</li> <li>• Strengthen debtor management measures and implement debt restructuring for at-risk customers to maintain portfolio stability and support sustainable growth</li> <li>• Enhance data analytics capabilities to assess corporate customers’ repayment capacity and effectively manage loan portfolio quality</li> <li>• Leverage Artificial Intelligence (AI) across business processes to reduce operational workload, improve efficiency, and enhance customer experience</li> <li>• Secure additional funding sources through both equity and debt financing</li> </ul>

**Risk Management**

**Risk 1 : Competitive Risk**

• **Risk Characteristic**

Competitive risk from existing and new entrants, including virtual banks with advanced technology and lower operating costs

• **Risk Impact**

Loss of market share and increased competition in interest rates

• **Risk Management Measures**

- 1.Leverage the Company’s strengths in community-based service agent networks to build closer customer relationships
- 2.Enhance digital lending platforms to improve convenience and speed of service delivery
- 3.Utilize historical data analytics to design tailored lending products for specific customer segments

4.Strengthen customer loyalty programs to retain existing customers and drive continued usage

**Risk 2 : Loan Portfolio Quality Risk**

- **Risk Characteristic**

Credit Quality Risk (Credit Risk & NPL)

- **Risk Impact**

Decline in profit due to higher loan loss provisions, reduced liquidity, and an increase in non-performing loans (NPLs)

- **Risk Management Measures**

- 1.Utilize credit scoring by analyzing customer behavior alongside income data to enhance customer screening prior to loan approval
- 2.Diversify the loan portfolio across multiple customer segments and industries to mitigate concentration risk
- 3.Implement debtor monitoring and debt restructuring measures for customers showing early signs of liquidity constraints

**Risk 3 : Legal and Regulatory Risk**

- **Risk Characteristic**

Risk from potential interest rate caps or stricter lending regulations imposed by the Bank of Thailand

- **Risk Impact**

Higher operating costs, slower portfolio expansion, and existing product structures may become non-compliant with new regulations

- **Risk Management Measures**

- 1.Establish a dedicated compliance team to continuously monitor new laws and regulatory requirements
- 2.Develop financial products with flexibility to adapt to evolving regulatory frameworks
- 3.Strengthen partnerships with business partners to diversify and expand revenue channels

**Strategic Plan 3 : “GINKA” Smart Energy Network for the Future of Mobility**

Enhancing the mobility experience by expanding an accessible and widely available network of automated EV charging stations that cater to diverse community lifestyles. The Company delivers fast, accurate, and seamless charging innovations, aiming to become a national leader in the clean energy ecosystem. This foundation will also be extended to the development of other automated service solutions to meet evolving customer needs in the future.

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

- Growth

**Targets**

• Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Total installed and operational GINKA charge points	544	1000	1200	1400

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
“GINKA” Smart Energy Network for the Future of Mobility	2026	<ul style="list-style-type: none"> <li>Accelerate the deployment of EV charging points in high-potential locations, such as condominiums, office buildings, and community malls, to support the growing adoption of electric vehicles (EVs)</li> <li>Develop automated charging systems (Auto-Charge) to enhance convenience and support EV users</li> <li>Implement automated customer communication systems to provide charging notifications and service-related information, while enabling marketing initiatives such as promotions and loyalty programs</li> <li>Advance the development of automated EV charging technologies</li> <li>Enhance integrated platforms for users, site owners, and the Company to ensure convenience and ease of use</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Leverage charging station usage data analytics to optimize the expansion of charging points in high-demand locations</li> <li>Continuously develop and enhance EV charging technologies to improve efficiency and support emerging technologies, in line with evolving market trends</li> <li>Expand business collaborations through strategic partnerships, including exploring opportunities for mergers and acquisitions (M&amp;A) to strengthen capabilities and drive business growth</li> <li>Enhance integrated platforms for users, site owners, and the Company to ensure convenience and ease of use</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Enhance after-sales services to improve customer satisfaction, including seamless repeat usage and loyalty programs</li> <li>Continuously develop and improve EV charging technologies to enhance efficiency and support emerging innovations, in line with evolving market trends</li> <li>Transform charging locations into integrated community energy hubs to create additional revenue opportunities during customer dwell time</li> <li>Adoption of Artificial Intelligence (AI) in business and organizational operations</li> </ul>

Strategic Initiative	Year	Expected Outcomes
		<ul style="list-style-type: none"> <li>Expand business collaborations through strategic partnerships, including exploring opportunities for mergers and acquisitions (M&amp;A) to strengthen capabilities and support business growth</li> <li>Develop new types of automated service machines to expand service offerings and support future service innovations</li> </ul>

**Risk Management**

**Risk 1 : Risk from rapid technological changes**

• **Risk Characteristic**

Rapid changes in EV charging station technology

• **Risk Impact**

Existing equipment and systems may become obsolete, and charging units may not be compatible with newer EV models that support higher power requirements

• **Risk Management Measures**

- 1.Adopt a modular design for EV charging infrastructure to support future technology upgrades
- 2.Establish R&D functions to continuously monitor EV technology trends and emerging charging standards
- 3.Select equipment that complies with international standards and supports system upgrades

**Risk 2 : Competitive Risk in the EV Charging Market**

• **Risk Characteristic**

Competitive Risk in the EV Charging Market

• **Risk Impact**

Missed revenue opportunities in high-traffic locations and the emergence of coverage gaps in the charging network, leading customers to switch to more comprehensive competitors

• **Risk Management Measures**

- 1.Accelerate the deployment of charging points within existing partner networks to leverage established coverage
- 2.Develop partnership proposals with attractive incentives to encourage the installation of additional charging points
- 3.Leverage EV user behavior and mobility data analytics to identify and prioritize high-potential locations

**Risk 3 : Government Policy and Support Risk**

• **Risk Characteristic**

Risk from government policies and support measures

• **Risk Impact**

The government introduces policies to standardize service provision

• **Risk Management Measures**

Monitor newly issued regulations and policies to ensure service design aligns with established standards

## Section 2

### Governance Plan

## Section 2 Governance Plan

### Board Structure and Qualifications

#### Ensuring the independence of the board of directors

The Company is committed to strengthening the independence and effectiveness of the Board of Directors in the performance of their duties, with the aim of enhancing corporate governance to ensure transparency, fairness, and alignment with good corporate governance principles.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The Board of Directors comprises more than 50% Independent Directors	In Progress	In Progress	In Progress	Success

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Restructuring the Board of Directors to ensure that independent directors comprise more than 50% of the Board	2026	<ul style="list-style-type: none"> <li>Define the required qualifications for new independent directors</li> <li>Develop a plan to recruit additional independent directors</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Identify and nominate at least 2–3 qualified candidates for independent director positions for appointment consideration</li> <li>Review the composition of Board committees to align with the increased proportion of independent directors</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Appoint at least one additional independent director</li> <li>Ensure that independent directors comprise more than 50% of the Board of Directors</li> </ul>

#### Risk Management

**Risk 1 :** Risk of not achieving the planned recruitment and appointment of independent directors

- Risk Characteristic**

Inability to recruit and appoint qualified candidates with the required expertise relevant to the business as independent directors within 2028

- Risk Impact**

- Inability to appoint additional independent directors as planned in 2028
- The proportion of independent directors in 2028 may not meet the target, remaining at or below 50% of the Board of Directors

- Risk Management Measures**

- 1.Establish a candidate pool in advance, starting from 2027, with at least 2–3 qualified candidates
- 2.Engage external consultants to support the recruitment process, if necessary

## Accountability and Transparency Governance

### Enhancing anti-corruption and fraud prevention efforts

The Company is committed to enhancing its governance and anti-corruption framework to ensure effectiveness and alignment with international standards. This includes the continuous review and improvement of policies, practices, and internal control processes, as well as fostering a corporate culture grounded in transparency, accountability, and ethical business conduct, in order to strengthen stakeholder confidence across all sectors.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
<ul style="list-style-type: none"> <li>An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors</li> </ul>	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-
Require all employees to complete training and assessment to evaluate their understanding of the Company's anti-corruption policy, with a minimum passing score as specified.	-	In Progress	In Progress	Success

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Maintain CAC certification from the Thai Institute of Directors Association (Thai IOD) in 2026 and prepare for the renewal of certification in 2027.	2026	<ul style="list-style-type: none"> <li>Review and update anti-corruption policies and related practices to ensure they remain current</li> <li>Conduct an annual corruption risk assessment and establish appropriate control measures to mitigate potential risks and impacts</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	<p>2027</p> <p>2028</p>	<ul style="list-style-type: none"> <li>• Monitor and report anti-corruption performance to the Board of Directors</li> <li>• Verify the readiness of documents and supporting evidence related to CAC certification</li> <li>• Maintain proper documentation and records to support readiness for certification renewal in the following year</li> <li>• Review and enhance anti-corruption policies and practices to align with evolving contexts and risk profiles</li> <li>• Monitor and report anti-corruption performance to the Board of Directors</li> <li>• Prepare and submit the Self-Evaluation Tool at least three months prior to the expiration of the current certification</li> <li>• Compile supporting documents, evidence, and historical performance records to support the CAC recertification process within the specified timeline</li> <li>• Achieve renewal of CAC certification</li> <li>• Review and enhance anti-corruption policies and practices to ensure alignment with applicable regulations and evolving risk profiles</li> <li>• Continuously monitor, evaluate, and report anti-corruption performance to the Board of Directors</li> </ul>
<p>All employees are required to undergo training and complete assessments to demonstrate their understanding of the Company’s anti-corruption policy, achieving the prescribed minimum passing score.</p>	<p>2026</p> <p>2027</p> <p>2028</p>	<ul style="list-style-type: none"> <li>• Update training materials and assessment content related to the anti-corruption policy to ensure they remain current</li> <li>• Communicate and disseminate policies and practices to directors, executives, and relevant employees</li> <li>• Notify employees to attend training and ensure follow-up on assessment completion to achieve the required passing score</li> <li>• Employees are required to complete training, with follow-up to ensure assessments are completed and the required passing score is achieved</li> </ul>

**Risk Management**

**Risk 1 :** Risk of non-compliance with CAC requirements

• **Risk Characteristic**

Inadequate and inconsistent monitoring, review, and enhancement of anti-corruption policies and practices, as well as incomplete documentation and supporting evidence in accordance with CAC certification requirements

• **Risk Impact**

This may result in incomplete and inaccurate information, preventing the Company from submitting all required documentation in accordance with CAC certification requirements within the specified timeline, thereby increasing the risk of failing to obtain renewal or having its certification revoked

• **Risk Management Measures**

1. Review anti-corruption policies and practices on an annual basis
2. Develop a CAC documentation checklist and assign responsible persons to track and compile relevant documents, with periodic progress reporting to management or the Board of Directors at least every six months
3. Engage Internal Audit to provide advisory support, as well as to monitor and assess compliance with CAC requirements on a regular basis

**Risk 2 :** Employee non-compliance with anti-corruption policies

• **Risk Characteristic**

Employees may lack sufficient knowledge, understanding, or awareness of the Company’s anti-corruption policies and practices, which may lead to non-compliance with good governance principles or violations of the Company’s policies.

• **Risk Impact**

Such risks may have multidimensional impacts. From a legal and regulatory perspective, the Company may face the risk of non-compliance with applicable laws or regulatory requirements, which could result in penalties or fines. From a reputational perspective, such risks may adversely affect the Company’s credibility and corporate image among investors and other stakeholders. In addition, these risks may lead to financial losses and may impair the effectiveness of the Company’s internal control systems and corporate governance framework.

• **Risk Management Measures**

1. Require employees at all levels to undergo regular anti-corruption training
2. Establish assessments to evaluate understanding, with clearly defined passing criteria
3. Continuously communicate policies and practices through internal communication channels
4. Provide secure and confidential whistleblowing channels
5. Monitor and report training and assessment outcomes to management on a regular basis
6. Establish clear disciplinary actions and enforcement measures for policy violations

**Enhancing whistleblowing mechanisms**

Reduce complaint handling time to improve responsiveness

**Targets**

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	Complete	-	-	-
• The company has established a formal, written whistleblowing policy and procedures, which have been approved by the Board of Directors	Complete	-	-	-
• Appointment of an impartial recipient for whistleblowing reports.	Complete	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> <li>All complaints are thoroughly investigated, and outcomes are reported to the Board in a timely manner, with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.</li> </ul>	Complete	-	-	-
Reduce the complaint resolution time.	-	In Progress	In Progress	Complete

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Average complaint resolution time of no more than 15 business days by 2028	2026	<ul style="list-style-type: none"> <li>Analyze historical data on average complaint handling time from 2023 to 2025 and report findings to management</li> <li>Review the end-to-end complaint handling process to identify time-consuming or redundant steps</li> <li>Streamline operational procedures by eliminating unnecessary steps to ensure the end-to-end complaint resolution timeline does not exceed 15 business days</li> <li>Propose the revised practices to the Board of Directors or relevant authorities for approval, and update related policies accordingly</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Pilot and strictly implement the revised practices</li> <li>Monitor and maintain statistics on the average complaint resolution time, from initial receipt to final communication with the complainant, and report the results to management on a semi-annual basis</li> <li>Review performance outcomes and further refine processes where cases exceed the target timeframe</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Report complaint management performance to the Audit Committee and the Board of Directors at least once per year</li> <li>Disclose in the Annual Report the Company's achievement in reducing the average complaint resolution time to no more than 15 business days per case</li> </ul>

**Risk Management**

**Risk 1 :** Risk of delays in complaint handling beyond the prescribed timeframe

**Risk Characteristic**

Relevant departments or responsible parties may handle complaints with delays or fail to meet the prescribed timelines, and the complaint management process may lack sufficient efficiency, resulting in the average resolution time not meeting the established targets

- **Risk Impact**

Inability to reduce the average complaint resolution time to no more than 15 business days by 2028

- **Risk Management Measures**

1. Maintain records of complaint-handling statistics and review the complaint management process at least every six months. This is to analyze the causes in cases where the complaint-handling process takes longer than the specified timeframe, and to improve the process for greater efficiency, thereby reducing the overall handling time.

2. Report performance to management and the Board of Directors on a regular basis, and establish corrective measures for cases that exceed the target timeframe

---

## Section 3

### Climate Action Plan

## Section 3 Climate Action Plan

### Greenhouse gas inventory (GHG) plan

The Company has established a plan to develop a greenhouse gas (GHG) inventory covering Scope 1 and Scope 2 emissions, in accordance with the internationally recognized GHG Protocol. This ensures that calculations and disclosures are accurate, transparent, and comparable at the global level. The initiative serves as a foundation for setting future emission reduction strategies and supports environmentally responsible and sustainable business growth.

#### Targets

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

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Development of a Greenhouse Gas (GHG) Inventory for Scope 1 and Scope 2 emissions	2026	<ul style="list-style-type: none"> <li>Engage external consultants to provide advisory support for the development of the Greenhouse Gas (GHG) Inventory</li> <li>Appoint a dedicated working team responsible for coordinating with external consultants and managing GHG-related data</li> <li>Identify and define organizational boundaries and emission sources under Scope 1 and Scope 2, aligned with the Group’s business operations, to ensure accurate and comprehensive data collection for GHG emissions calculation</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Pilot the preparation of the 2026 Greenhouse Gas (GHG) Inventory for Scope 1 and Scope 2 emissions, incorporating verification, feedback, and recommendations from external consultants</li> <li>Report the 2026 GHG Inventory (Scope 1 and Scope 2) to the Board of Directors</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Prepare the 2027 Greenhouse Gas (GHG) Inventory for Scope 1 and Scope 2 emissions, verified by an independent third party accredited by the Thailand Greenhouse Gas Management Organization (TGO), and present it to the Board of Directors, with disclosure in the Annual Report</li> </ul>
Energy Management and Consumption of the Company	2026	<ul style="list-style-type: none"> <li>Analyze historical energy consumption data to identify high energy usage areas and equipment</li> <li>Assess the feasibility of upgrading to energy-efficient equipment, such as air conditioning systems, lighting, and office equipment</li> <li>Assess the feasibility of adopting renewable energy solutions, such as solar rooftop installations</li> <li>Develop a three-year energy reduction plan and submit it to management for consideration</li> </ul>

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> <li>Implement energy management measures across the organization and communicate them to employees at all levels to ensure strict and continuous adherence</li> <li>Subject to feasibility and cost-effectiveness assessment, the Company may initiate renewable energy projects, such as solar rooftop installations</li> <li>Monitor and measure energy consumption against the base year</li> <li>Assess the development of a greenhouse gas (GHG) emissions reduction plan and establish a base year</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Develop a greenhouse gas (GHG) emissions reduction plan based on the base year, outlining key strategies and measures to reduce emissions</li> <li>Report greenhouse gas (GHG) emissions to management and the Board of Directors, and disclose the information in the Annual Report</li> </ul>

**Risk Management**

**Risk 1 :** Lack of understanding in preparing a Greenhouse Gas (GHG) Inventory

• **Risk Characteristic**

The working team may lack comprehensive knowledge and understanding of GHG Inventory preparation, resulting in incomplete greenhouse gas emissions data collection

• **Risk Impact**

This may result in inaccurate greenhouse gas emissions data, leading to calculations and GHG Inventory preparation that do not comply with international standards

• **Risk Management Measures**

- Engage external consultants with expertise in Greenhouse Gas (GHG) Inventory preparation to provide guidance on comprehensive data collection planning, support emissions calculations and reporting in accordance with international standards, and conduct training to enhance the working team’s knowledge and understanding
- Establish a regular review cycle by the working team to verify the completeness of data at least on a quarterly basis

**Risk 2 :** Inability to effectively manage utilize the Company’s energy

• **Risk Characteristic**

Relevant parties and employees may not fully cooperate or lack awareness in complying with greenhouse gas (GHG) reduction measures, and investments in energy-efficient equipment may not be cost-effective

• **Risk Impact**

Such risks may result in inefficient energy management, insufficient data to support planning and decision-making, and may adversely affect the Company’s sustainability performance image and stakeholder confidence

• **Risk Management Measures**

- Establish clear policies and guidelines for the Company’s energy management and communicate them to employees at all levels

2. Implement a systematic approach to collect and monitor energy consumption data to support analysis and planning
  3. Promote employee awareness and engagement through internal communication and activities
  4. Regularly report energy management performance to management to support decision-making and continuous improvement
-