



JUMP+ Plan




I&I GROUP PUBLIC COMPANY LIMITED

(IIG)

Year 2026 - 2028

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 Technology

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

Business Type

Digital and technology consultant for various business sectors, types of business are classified as follows: 1. Consulting service, Customer Relationship Management (CRM) System design and installation, and software subscription from Salesforce 2. Consulting service, Enterprise Resource Planning (ERP) System design and installation, and reseller of Oracle 3. Consulting Service and Implementation specialized in Brand Strategy Planning, Customer Experience Management and Digital Marketing 4. Placement Service 5. Data Analytics & Management

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	768.67	1,100.52	948.63	959.44
Expenses	919.45	1,106.62	1,269.13	845.52
Net Profit	-388.06	-49.34	-313.46	83.54
Balance Sheet (MB)				
Assets	970.00	1,547.76	1,533.31	1,139.86
Liabilities	732.03	867.16	877.01	537.86
Shareholders' Equity	233.20	608.08	595.85	599.39
Cash Flow (MB)				
Operating	-19.19	-17.30	-201.08	-101.96
Investing	125.05	-35.53	-84.12	-54.78
Financing	-147.24	42.34	247.16	112.37
Financial Ratio				
EPS (Baht)	-3.17	-0.45	-2.89	0.84
GP Margin (%)	13.86	15.49	-4.95	22.78
NP Margin (%)	-50.58	-3.48	-31.89	8.92
D/E Ratio (Times)	3.08	1.27	1.34	0.89
ROE (%)	-92.26	-8.20	-52.45	14.49
ROA (%)	-27.26	-0.68	-24.41	11.41

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	20.00 Million Baht		
Revenue Growth From New Business	10.00 ล้านบาท		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : AI-CRM by iiG Next-Generation AI-Powered CRM for Thailand & SEA	✓	✓	✓
2. Strategic Plan 2 : Business Expansion for long-term growth	✓		
Governance Plan			
1. Enhancing the competency and performance of the board of directors			
2. Enhancing anti-corruption and fraud prevention efforts			
3. Enhancing governance of artificial intelligence applications			
Climate Action Plan			
1. Greenhouse gas inventory (GHG) plan			
2. Decarbonization			

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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)	-313.46	-49.34	-388.06	20.00
Revenue Growth From New Business (ล้านบาท)	0.00	0.00	0.00	10.00

I&I Group Public Company Limited targets a return to profitability by 2027 and anticipates generating a net profit of at least THB 20 million in 2028.

Growth plan/Increase business value

Strategic Plan 1 : AI-CRM by iiG Next-Generation AI-Powered CRM for Thailand & SEA

The Company is advancing the development of a proprietary AI-CRM platform tailored for Thailand and Southeast Asia, building on its core Salesforce and AI capabilities. This strategic shift positions the Company to evolve from an implementation partner to an IP-driven product company, unlocking recurring revenue streams, reducing partner dependency, and enhancing long-term revenue stability.

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

- Growth
- Profitability & Efficiency
- Stability

Targets

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	16.01	-30.15	5	10	10
Net Profit Growth (%) YoY Growth Rate	84.26	-686.56	100	10	10
Gross Profit Margin (%)	15.49	13.86	17	18	20
Net Profit Margin (%)	-3.48	-50.58	0	3	8
D/E Ratio (TIMES)	1.27	3.08	3	2.5	2.5

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Number of Enterprise Customers Using AI-CRM (accounts)	0	1	3	5
Revenue from AI-CRM (THB mm)	0	1	10	30

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Platform Development AI-CRM Core - Core CRM + LINE/Facebook Integration + Thai-language UI	2026	<ul style="list-style-type: none"> Platform Ready to Operate within Q3'2026 with Beta Clients 1-3 Accounts and PDPA Compliance AI Lead Scoring & Chatbot in TH/EN Pricing Model & Partner Program - Launch Starter / Professional / Enterprise Tiers
	2027	<ul style="list-style-type: none"> Acquire new customers for 10 accounts, Revenue from service over THB 10 mm Agentic AI v1 for Sales & Customer Service - decrease Team Manual Work \geq 40% Expanding a new partner in Thailand and SEA
	2028	<ul style="list-style-type: none"> Acquire new customers for 15+ accounts, Revenue from service over THB 30 mm Advanced ML models from Thai Enterprise data and open for a Multi-tenant SaaS Platform Expanding partner in SEA \geq 2 Country - Revenue from overseas \geq 1% of total Revenue

Risk Management

Risk 1 : Competition from global CRM providers (Salesforce, HubSpot)

• **Risk Characteristic**

Major competitors invest more in localizing products into the Thai market.

• **Risk Impact**

May lose market share before building a stable customer base

• **Risk Management Measures**

Emphasizing strengths in local expertise, Thai NLP, LINE Integration, and prices suitable for the Thai market

Risk 2 : Delays in product development (Technology Risk)

• **Risk Characteristic**

AI/ML Development is highly complex. There may be delays in delivering important features.

- **Risk Impact**

Missing the launch deadline causes lost opportunities in the market. and affect the planned income.

- **Risk Management Measures**

Use Agile Development, do MVP first, hire an experienced AI Engineering team, have a Contingency Buffer 20% each Phase

Risk 3 : Compliance with PDPA and personal data laws

- **Risk Characteristic**

AI-CRM needs to manage large amounts of customer data. This is subject to the PDPA and stricter laws.

- **Risk Impact**

May be fined or sued, lose confidence from corporate customers

- **Risk Management Measures**

Make PDPA Framework from Phase 1, has a Legal Team to inspect, conducts Data Residency in Thailand, and Third-party Audit every year

Strategic Plan 2 : Business Expansion for long-term growth

Strategic business expansion through M&A, joint ventures, or other collaborations. To enhance the organization's capabilities and expand services to cover more.

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

- Growth

Targets

- **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%)	16.01	-30.15	5	10	10
YoY Growth Rate					

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
M&A , joint venture or other cooperation with partners. To help strengthen the organization's core competencies and expand services to cover and create new business opportunities	2026	• Explore New Business/Co-operation
	2027	• Explore New Business/Co-operation
	2028	• Explore New Business/Co-operation and complete for 1 Project

Risk Management

Risk 1 : Risks related to strategy determination and target selection

- **Risk Characteristic**

Risks related to strategy determination and target selection

- **Risk Impact**

Target may not be able to deliver or create synergy in working together. Make the group of companies not grow as quickly as expected

- **Risk Management Measures**

Carry out M&A carefully, starting with due diligence, involving experts in each field in the M&A process, and determining valuation. appropriately and during the post-merger integration period, prepare a clear integration plan and set a timeline for implementation. and communicate plans synergy from the beginning, including regularly reviewing the synergy plan and creating a corrective action plan if problems are found in implementation

Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

The company has set a plan for developing the knowledge and skills of directors (Board Capability Development) to be able to provide continuous training, such as Digital.

Transformation / AI / Cybersecurity ESG & Sustainability Risk Management and Regulatory Updates encourage directors to attend courses of

Thai Institute of Directors organizes Board Workshop / Strategy Retreat at least once a year.

with a goal To enhance the ability and performance of duties of directors To continually understand business and new trends.

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	Not Started	In Progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Support directors to provide continuous training and knowledge enhancement.	2026	• Encourage directors to attend the annual knowledge training, with 50% of directors.
	2027	• Encourage directors to attend the annual knowledge training, with 70% of directors.
	2028	• Encourage directors to attend the annual knowledge training, with 80% of directors.

Risk Management

Risk 1 : There is no appropriate training program to meet the director's needs. The training period does not meet the needs.

- Risk Characteristic**

The training course does not have appropriate content for the directors' needs.

- Risk Impact**

Unable to train according to the company's goals

- Risk Management Measures**

Committee Work with the company secretary Find an appropriate training project and prepare a training period to make appointments for directors in advance.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Review anti-corruption and anti-corruption policies and join in announcing intentions Thai Private Sector Coalition Against Corruption

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	In Progress	In Progress	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Signatory	In the process of applying for certification.	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	-	1	2	5

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review anti-corruption and anti-corruption policies	2026	• Review anti-corruption and anti-corruption policies 2026
	2027	• Review anti-corruption and anti-corruption policies 2027
	2028	• Review anti-corruption and anti-corruption policies 2028

Risk Management

Risk 1 : Unable to participate in the declaration of intent, Thai Private Sector Coalition Against Corruption.

• **Risk Characteristic**

In the company's situation, the conditions for participating in the declaration of intent may be incomplete.

• **Risk Impact**

With the situation of the company, it may cause the conditions for participating in the declaration of intent to be incomplete.

• **Risk Management Measures**

Prepare in advance and identify solutions to issues that may affect the will's filing.

Governance of Risk and Management Compliance

Enhancing governance of artificial intelligence applications

Create a policy for regulating the use of artificial intelligence. For use within the organization and access to partner information

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for the use of artificial intelligence (AI).	Not Started	In Progress	Success	Success
• Establish roles and revise the charters of the Board, its subcommittees, or designated personnel responsible for governing AI adoption in the organization.	Not Started	In Progress	Success	Success
• Formulate clear and documented policies and procedures with appropriate approval.	Not Started	In Progress	Success	Success
• All involved employees have been trained and communicated about AI governance.	Not Started	In Progress	Success	Success
Report to the Board of Directors on the review and results of our responsible use of artificial intelligence.	-	In Progress	Yearly Review	Yearly Review

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Establish policies and guidelines for the use of artificial intelligence.	2026	• Establish policies and guidelines for the use of artificial intelligence (AI).
	2027	• Review policies and guidelines for the use of artificial intelligence (AI).
	2028	• Review policies and guidelines for the use of artificial intelligence (AI).

Risk Management

Risk 1 : Employees do not understand the policies and guidelines for using artificial intelligence.

- **Risk Characteristic**

Employees do not understand the policies and guidelines for using artificial intelligence.

- **Risk Impact**

Regulatory guidelines for the use of artificial intelligence do not align with established policies. and may cause damage to work

- **Risk Management Measures**

Promote knowledge for employees and provide training in knowledge and the ability to use it correctly to employees regularly

Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

URL Link to the Document : <https://www.ii.co.th/th/investor-relations/downloads/yearly-reports>



The Company has continuously assessed and prepared reports on greenhouse gas emissions. As the Company operates a service business, it has planned projects to reduce electricity consumption and fuel usage from employee travel to mitigate greenhouse gas emissions. These initiatives include organizing global warming awareness programs for employees, promoting the use of public transportation, and reducing physical meetings by increasing the utilization of online tools, thereby minimizing the impact of greenhouse gas emissions.

Targets

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

Decarbonization

The Company has continuously assessed and prepared reports on greenhouse gas emissions. As a service-based business, the Company plans to implement projects aimed at reducing electricity consumption and fuel usage from employee travel to mitigate greenhouse gas emissions. These initiatives include, for instance, organizing educational programs for employees on global warming, promoting public transportation, and reducing physical meetings by increasing the use of online tools, thereby minimizing the impact of greenhouse gas emissions.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)		
	2025	2026	2027	2028
Amount of greenhouse gas emission reduction	72	0.5	1	1.5

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Global Warming Education Project	2026	<ul style="list-style-type: none"> Employees are aware of the importance of energy consumption, with more than 70% of the total workforce participating.

Risk Management

Risk 1 : Employees do not cooperate

- **Risk Characteristic**

As it largely involves the personal energy consumption of employees, they may not fully cooperate.

- **Risk Impact**

causing the plan to not meet the company's expectations

- **Risk Management Measures**

Provide knowledge to employees, establish widely accepted awareness among the general public, and potentially offer incentives to foster cooperation.
