JUMP+ Plan

Edition No. 1

INFRASET PUBLIC COMPANY LIMITED

(INSET)

Year 2026 - 2028

This report was approved by the board of directors on 10/11/2026

and disseminated on 12/11/2026

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INFRASET PUBLIC COMPANY LIMITED

SET

Technology / Information & Communication Technology

CG Report :

SET ESG Ratings: **A**

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

Business Type

Construction, installation, maintenence and service contractor for data center, ICT infrastructure and telecommunications infrastructure.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	1,167.07	1,974.12	1,657.93	1,315.52
Expenses	1,115.07	1,853.76	1,510.80	1,182.84
Net Profit	35.28	88.92	109.16	105.53
Balance Sheet (MB)				
Assets	1,982.50	2,391.21	1,887.62	1,454.34
Liabilities	597.68	965.78	511.58	244.82
Shareholders' Equity	1,384.82	1,425.43	1,376.04	1,209.53
Cash Flow (MB)				
Operating	277.00	-561.96	303.28	-411.57
Investing	-53.75	376.37	-352.32	192.56
Financing	-319.34	78.32	225.04	128.89
Financial Ratio				
EPS (Baht)	0.04	0.11	0.14	0.15
GP Margin (%)	8.57	8.31	11.48	13.85
NP Margin (%)	3.02	4.50	6.58	8.02
D/E Ratio (Times)	0.43	0.68	0.37	0.20
ROE (%)	2.51	6.35	8.44	9.71
ROA (%)	2.36	5.62	8.80	9.94

JUMP+ Plan

Business Plan

Target in 2028

EBIT	**468.0 – 552.3** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Enhancing operational efficiency and increasing profitability		✓	

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Enhancing business continuity management

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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
EBIT (Million Baht)	147.13	120.18	51.56	**468.0 – 552.3**

Drive operational excellence to become a best-in-class data centre construction business by streamlining processes, enhancing efficiency, leveraging technology and fostering continuous improvement to build a strong foundation for future growth.

Growth plan/Increase business value

Strategic Plan : Enhancing operational efficiency and increasing profitability

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

- Profitability & Efficiency

Targets

- **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
EBIT Margin (%)	6.09	4.42	7.4 – 10.0	12.1 – 14.4	12.5 – 14.7

- **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Reduction in the current variance between estimated and actual costs.	-	-	10 – 20%	20 – 50%
Reduce fast track workforce	-	-	10 – 20%	20 – 50%
Reduce overall project timeline	-	-	3-5%	5-7%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhance the accuracy of project cost estimates to help determine the appropriate budget for each project, leading to profitability improvement.	2026	• Streamline workflows and budgeting through refined estimation framework completed within Q2, centralize cost data governance, enhance data visibility, and initial ERP deployment in Q4.
	2027	• Full ERP adoption to enable real-time project cost visibility in Q1, reduce estimation discrepancies, and minimize risks in bidding that deviate from actual costs by reducing 10-20% of current cost variance

Strategic Initiative	Year	Expected Outcomes
	2028	• Embed a continuous improvement cycle with standardized, automate budgeting to enhance cost accuracy, boost project win rates by 20%, and increase profitability.
Improve project and resource management at the milestone level to minimize the cost of outsourced fast-track labors on delayed milestones	2026	• Establish a standardized timeline process, implement ERP successfully within Q4 , start utilizing ERP for real-time progress tracking, and complete 100% staff training.
	2027	• Full ERP adoption in Q1 with expanded capabilities and implement KPI monitoring to achieve cost reduction of 1% – 2% of total data center cost from reduced fast-track outsourcing.
	2028	• Realize full benefits from fast-track outsourcing cost optimization through periodic reviews, driving progress towards a fully data-driven organization.
Improve the delivery process to further optimize the standard delivery time	2026	• Successfully establish pre-fabrication plant in Q2 to reduce installation time versus the baseline and implement document digitization for automated and shorten approval workflows.
	2027	• Deliver a pre-fabrication plant evaluation with an improvement and establish additional plant, increase adoption of document digitization tools by 30% of total project, and re-evaluate the overall delivery process to identify additional improvements.
	2028	• Expand the scope of the pre-fabrication plant, continue increasing adoption of digitization and workflow automation to 50% of total project, and consider implementing additional process optimization initiatives

Risk Management

Risk 1 : Inaccurate cost estimation due to incomplete historical data

- **Risk Characteristic**

  Historical data may be incomplete or inconsistent, leading to incorrect cost assumptions.

- **Risk Impact**

  Overpricing or under-pricing projects, reducing competitiveness and profitability.

- **Risk Management Measures**
  - Implement standardized cost estimation templates and validate data sources before analysis. Regular audits of cost data accuracy.
  - Configure automated notifications to prompt updates when material prices remain unchanged for six months.

Risk 2 : User error

- **Risk Characteristic**

  Mistakes in data entry, incorrect usage of ERP system, or failure to follow standardised processes can lead to inaccurate reporting and inefficiencies.

- **Risk Impact**

  Reduced operational efficiency, incorrect decision-making, and inability to realise full benefits of ERP.

- **Risk Management Measures**

  - Provide comprehensive training, implement user-friendly interfaces.
  - Set up validation checks.
  - Establish clear governance for error handling.

Risk 3 : Delay in establishing pre-fabrication plant

- **Risk Characteristic**

  Issues in site readiness or vendor delays could postpone plant setup.

- **Risk Impact**

  Increased installation time, inability to achieve 2026 targets, and higher costs.

- **Risk Management Measures**

  Work closely with vendors to ensure timely establishment.

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The company aims to enhance corporate governance through transparency and accountability, and to foster a strong anti-corruption culture across the organization. This initiative is intended to strengthen investor and stakeholder confidence, promote sustainable business practices, and contribute to greater transparency within the business sector.

Targets

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	Success
• 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	In Progress	Success	Success	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	Not Started	In Progress	Success	Success
• The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Not Started	In Progress	Success	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	In the process of applying for certification.	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	-	Establish a governance framework requiring Critical Tier 1 business partners to have anti-corruption and anti-bribery policies and practices.	Communicate and engage with key business partners that conduct direct business with the company to require the establishment of anti-corruption and anti-bribery policies.	At least 90% of key business partners that conduct direct business with the company have anti-corruption and anti-bribery policies in place.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review of anti-corruption and anti-bribery policies and practices	2026	• The company reviews its anti-corruption and anti-bribery policy, which is approved by the Board of Directors.
	2027	• The company conducts monitoring and evaluation of compliance with the anti-corruption and anti-bribery policy and related practices at least once per year.
	2028	• The company conducts an annual review of the anti-corruption and anti-bribery policy and establishes continuous monitoring on an ongoing basis.
Monitoring and evaluation of compliance with anti-corruption and anti-bribery policies and practices	2026	• An internal audit plan and audit process are designed and completed, based on the anti-corruption and anti-bribery policy and related practices.
	2027	• Conduct the first internal audit in accordance with the audit plan prepared and approved by the Audit Committee. • Summarize the audit results and report them to the Board of Directors, together with recommended corrective actions.
	2028	• Conduct internal audits in accordance with the audit plan prepared and approved by the Audit Committee. • Summarize the audit results and report them to the Board of Directors, together with recommended corrective actions.
Obtain Certification under the Collective Action Coalition Against Corruption (CAC) of the Thai Institute of Directors (Thai IOD)	2026	• The company conducts a Gap Analysis comparing its current practices with the CAC requirements. • The company completes the 71-item CAC Self-Assessment Checklist.
	2027	• Workshops are conducted to assess organizational corruption risks, with particular focus on transactions involving government agencies. • Relevant policies are developed and approved by the appropriate authority (for policies not yet established), and processes are enhanced to align with the 71-item CAC assessment criteria. • Policies are formally announced and communicated to employees at all levels. • Supporting documents are compiled in preparation for CAC certification submission.
	2028	• The company submits the required documents for CAC certification. • The company successfully obtains CAC certification.
Establish a governance framework requiring Critical Tier 1 business partners to have anti-corruption and anti-bribery policies and practices	2026	• A governance framework is established, and anti-corruption and anti-bribery policies and practices for Critical Tier 1 business partners are defined
	2027	• Critical Tier 1 business partners are informed of the new requirements and formally implement anti-corruption and anti-

Strategic Initiative	Year	Expected Outcomes
		bribery policies and practices, with the company initiating preliminary compliance monitoring.
	2028	• At least 90% of the company's Critical Tier 1 business partners are assessed and confirmed to have anti-corruption and anti-bribery policies and practices in compliance with the company's established criteria.

Risk Management

Risk 1 : Failure to review the anti-corruption and anti-bribery policy in accordance with the established timeline.

- **Risk Characteristic**

  The review of the anti-corruption and anti-bribery policy is not conducted in line with the prescribed timeline or is not performed.

- **Risk Impact**

  The existing anti-corruption and anti-bribery policy may no longer be appropriate or aligned with current business conditions, social environment, or applicable laws and regulations.

- **Risk Management Measures**

  - Assign clear responsibility for conducting the annual review of the anti-corruption and anti-bribery policy.
  - Require that the policy review be reported to the Board of Directors at least once per year.

Risk 2 : Lack of knowledge and understanding in preparing documentation and implementing processes required for CAC certification.

- **Risk Characteristic**

  Delays in carrying out the required procedures or incomplete supporting documentation in accordance with the CAC certification criteria.

- **Risk Impact**

  - Inability to submit all required documents in accordance with the CAC Checklist within the specified timeframe.
  - Failure to obtain CAC certification or delays due to extended remediation and corrective actions beyond the planned schedule.

- **Risk Management Measures**

  - Develop a detailed action plan for CAC certification.
  - Clearly assign responsibilities for each certification requirement.
  - Establish ongoing monitoring and progress tracking against the plan.

Risk 3 : Non-compliance by business partners with the company's anti-corruption and anti-bribery policies.

- **Risk Characteristic**

  Critical Tier 1 business partners do not effectively implement the approved anti-corruption and anti-bribery policies and practices, or lack adequate internal controls, creating vulnerabilities to bribery or corrupt practices in operations.

- **Risk Impact**

  - Increased risk of corruption in procurement processes or bribery-related misconduct.
  - Negative impact on investor and customer confidence.
  - Potential reputational damage to the company arising from associated or joint corruption incidents.

- **Risk Management Measures**

  - Communicate and promote understanding of anti-corruption requirements to Critical Tier 1 business partners.
  - Conduct annual monitoring, assessment, and evaluation of Critical Tier 1 business partners' compliance.
  - Specify that violations of anti-corruption policies constitute a breach of contract, enabling the company to consider contract termination.

Enhancing whistleblowing mechanisms

The Company aims to enhance the effectiveness, transparency, and accountability of its whistleblowing system by improving the processes for receiving whistleblowing reports, investigating complaints, and monitoring complaint resolution, while establishing clear timeframes for complaint handling. The Company also seeks to promote awareness, understanding, and confidence among employees and stakeholders regarding the whistleblowing system and whistleblower protection measures, thereby supporting good corporate governance and fostering a sustainable culture of transparency within the organization.

Targets

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	-	-	-	-
• The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Complete	-	Success	Success
• Appointment of an impartial recipient for whistleblowing reports.	In Progress	-	Success	Success
• 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.	In Progress	-	Success	Success
• The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	Complete	-	Success	Success
Establish clear timeframes for complaint handling by enhancing the efficiency of complaint receipt, investigation, and follow-up processes.	-	-	Success	Success
Promote awareness, understanding, and confidence among employees and stakeholders regarding the whistleblowing system and whistleblower protection measures.	-	-	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhance the Efficiency of Whistleblowing and Complaint Handling Processes	2027	• Review and improve the processes for receiving whistleblowing reports, conducting investigations, and monitoring complaint resolution to ensure a systematic approach. This includes enhancing complaint recording and status tracking procedures and establishing appropriate timeframes for complaint handling.
	2028	• Monitor and evaluate the effectiveness of complaint handling to ensure compliance with established timeframes, while improving operational processes and monitoring corrective and preventive measures to prevent recurrence of misconduct.
Promote Awareness, Understanding, and Confidence in the Whistleblowing System	2027	• Communicate and provide training to employees on the whistleblowing policy, reporting channels, complaint handling procedures, and whistleblower protection measures at least once a year, while developing guidelines for assessing employees' understanding.
	2028	• Continue communication and training activities at least once a year. Assess employees' awareness, understanding, and confidence in the whistleblowing system, and use the assessment results to improve communication and related processes.

Risk Management

Risk 1 : Lack of Confidence in the Whistleblowing System

- **Risk Characteristic**

  Employees and stakeholders may be reluctant to report misconduct due to concerns about confidentiality, disclosure of their identities, or potential negative consequences arising from whistleblowing, as well as a lack of awareness and understanding of reporting channels and procedures.

- **Risk Impact**

  The Company may not receive timely information regarding misconduct or inappropriate behavior, potentially affecting the effectiveness of investigations, fraud prevention, and stakeholder confidence.

- **Risk Management Measures**

  - Continuously communicate and provide training on whistleblowing channels, reporting procedures, and whistleblower protection measures.
  - Establish appropriate measures to maintain confidentiality and prevent retaliation against whistleblowers.
  - Enhance confidence in the whistleblowing system through transparent and fair communication and practices.

Governance of Risk and Management Compliance

Enhancing business continuity management

The company provides design and construction services for Data Center and critical infrastructure systems of national importance. Such operations are exposed to risks arising from force majeure events, including power outages, system failures, natural disasters, human error, as well as external events that may disrupt business operations. Therefore, it is essential for the company to establish a robust business continuity management system to effectively respond to emergency situations, safeguard project data, and maintain its ability to deliver services to customers on a continuous basis.

Targets

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has developed,reviewed,and conducted drills for its Business Continuity Plan (BCP) and crisis response protocols.	In Progress	In Progress	In Progress	Success
• Prepare and conduct the annul review of the business continuity management plan.	Complete	Success	Success	Success
• Organize Crisis Management Drills	Not Started	In Progress	In Progress	Success
Establish a Business Continuity Planning (BCP) Working Committee to enhance organizational readiness and strengthen governance oversight of Business Continuity.	-	Establish the BCP Working Committee and formally define its roles, responsibilities, and operating guidelines. Develop a training plan and conduct training sessions for relevant personnel.	The BCP Working Committee receives training and actively monitors business continuity implementation, systematically reporting the organization’s Business Continuity readiness status.	The BCP Working Committee operates on an ongoing basis and serves as a key governance mechanism for overseeing Business Continuity across the organization.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Annual Review and Enhancement of the Business Continuity Plan (BCP) and Crisis Management Drills	2026	• Review and update the Business Continuity Plan (BCP) of all departments to align with current project conditions and key customers. • Identify and prioritize critical processes, including the determination of Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO). • Prepare an updated Business Impact Analysis (BIA). • Conduct training programs to enhance knowledge and understanding of Business Continuity Management for the BCP Working Committee.

Strategic Initiative	Year	Expected Outcomes
	2027	• Provide specialized Business Continuity Management training for the BCP Working Committee and responsible departments. • Conduct an organization-wide Crisis Management Drill. • Prepare a report summarizing drill results, root causes of identified gaps, and an After Action Review and Improvement Plan.
	2028	• Finalize and enhance the Business Continuity Plan (BCP) and report the updated plan to the Board of Directors, with ongoing review and continuous improvement.
Establishment of a Business Continuity Planning (BCP) Working Committee	2026	• Formally appoint the BCP Working Committee, covering key functional units of the Company. • Define the roles, responsibilities, and accountability of the BCP Working Committee (BCP Governance Structure). • Develop a BCP and Crisis Management training plan for relevant personnel. • Conduct BCP and Crisis Management training for members of the BCP Working Committee.
	2027	• Conduct specialized BCP and Crisis Management training for the BCP Working Committee. • Systematically monitor and evaluate the review and update of Business Continuity Plans (BCP). • Prepare and submit a report on the Company's BCP readiness and Crisis Management drill outcomes to senior management.
	2028	• The BCP Working Committee operates on an ongoing basis and serves as a permanent organizational mechanism for Business Continuity governance. • Organization-wide BCP and Crisis Management reports are prepared and presented on a regular basis (at least once per year).

Risk Management

Risk 1 : Lack of continuity or ineffective execution by the Business Continuity Planning (BCP) Working Committee.

- **Risk Characteristic**

  - Members of the BCP Working Committee may have heavy routine workloads, resulting in inconsistent follow-up and implementation of BCP-related activities.
  - Roles, authorities, and responsibilities of the BCP Working Committee may not be clearly defined.

- **Risk Impact**

  - BCP training, monitoring, and reporting activities may not be implemented in accordance with the plan.
  - The organization's level of Business Continuity readiness may not improve as targeted.

- **Risk Management Measures**

  - Clearly define the roles, responsibilities, and accountability of the BCP Working Committee, with explicit support from senior management.
  - Integrate BCP-related responsibilities into the annual work plans of relevant departments.
  - Establish clear schedules for meetings and reporting to ensure effective follow-up and governance.

Risk 2 : Employees and relevant stakeholders lack understanding of, or do not place sufficient importance on, the Business Continuity Plan (BCP).

- **Risk Characteristic**

  - BCP training and communication do not adequately cover all departments.
  - The BCP is perceived as a documentation requirement rather than a practical preparedness tool.

- **Risk Impact**

  - The BCP may not be effectively implemented in the event of a crisis.
  - Emergency response may be delayed or fail to follow established procedures.

- **Risk Management Measures**

  - Provide continuous training and communication on BCP and Crisis Management across the organization.
  - Link BCP-related performance and compliance to departmental performance evaluations.
  - Utilize lessons learned from crisis drills as feedback to make concrete improvements to the BCP.

Plan Change History of JUMP+

(Edition No. 1, 12 Nov 2026)

Section 2 Governance Plan

Board Structure and Qualifications

Increasing the diversity of the board of directors

Strategic description

Initial Edition : 30 Dec 2025

The Company recognizes the importance of having a diverse Board of Directors (Board Diversity). Accordingly, the Company has established a plan to promote gender diversity on the Board, which will contribute to broader perspectives in considering key issues, reduce the risk of groupthink, and enhance the effectiveness of the Board's decision-making process.

Edition No. 1 : 12 Nov 2026

[Removed]

Targets

Targets

Initial Edition : 30 Dec 2025

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028.	Not Started	In Progress	In Progress	Success

Edition No. 1 : 12 Nov 2026

[Removed]

Strategic Initiative

Strategic Initiative

Initial Edition : 30 Dec 2025

Strategic Initiative	Year	Expected Outcomes
Review the composition of the current Board of Directors and propose a Board Diversity Policy for consideration by the Board of Directors.	2026 2027 2028	• A Board Diversity Policy is approved by the Board of Directors. • Formal recruitment of female director candidates is conducted. • Female directors represent not less than 30% of the total number of directors by 2028.

Edition No. 1 : 12 Nov 2026

[Removed]

Risk Management

Risk Name

Initial Edition : 30 Dec 2025

Inability to recruit qualified and diverse directors in line with the established targets within the specified timeframe.

Edition No. 1 : 12 Nov 2026

[Removed]

Risk Characteristic

Initial Edition : 30 Dec 2025

- Limitations relating to qualifications, independence requirements, and availability of directors may make the recruitment process challenging.
- The director nomination and appointment process may require an extended timeframe, as it involves multiple review steps and approval by the shareholders' meeting.

Edition No. 1 : 12 Nov 2026

[Removed]

Risk Impact

Initial Edition : 30 Dec 2025

- The company may not be able to achieve the target of having female directors representing not less than 30% of the Board by 2028.
- Potential negative impact on the Company's corporate governance image and investor confidence.
- The Board may continue to lack diversity of perspectives in oversight and strategic decision-making.

Edition No. 1 : 12 Nov 2026

[Removed]

Risk Management Measures

Initial Edition : 30 Dec 2025

- Establish clear Board Diversity policies and guidelines as an integral part of the director nomination and appointment process.
- Source qualified female director candidates from reputable institutions, such as the Thai Institute of Directors (Thai IOD).
- Consider developing high-potential female executives within the organization to build a pipeline of future director candidates.

Edition No. 1 : 12 Nov 2026

[Removed]

Accountability and Transparency Governance

Enhancing whistleblowing mechanisms

Strategic description

Initial Edition : 30 Dec 2025

[No content]

Edition No. 1 : 12 Nov 2026

The Company aims to enhance the effectiveness, transparency, and accountability of its whistleblowing system by improving the processes for receiving whistleblowing reports, investigating complaints, and monitoring complaint resolution, while establishing clear timeframes for complaint handling. The Company also seeks to promote awareness, understanding, and confidence among employees and stakeholders regarding the whistleblowing system and whistleblower protection measures, thereby supporting good corporate governance and fostering a sustainable culture of transparency within the organization.

Targets

Targets

Initial Edition : 30 Dec 2025

[No content]

Edition No. 1 : 12 Nov 2026

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	-	-	-	-
• The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Complete	-	Success	Success
• Appointment of an impartial recipient for whistleblowing reports.	In Progress	-	Success	Success
• 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.	In Progress	-	Success	Success
• The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	Complete	-	Success	Success
Establish clear timeframes for complaint handling by enhancing the efficiency of complaint receipt, investigation, and follow-up processes.	-	-	Success	Success

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
Promote awareness, understanding, and confidence among employees and stakeholders regarding the whistleblowing system and whistleblower protection measures.	-	-	Success	Success

Strategic Initiative

Strategic Initiative

Initial Edition : 30 Dec 2025

[No content]

Edition No. 1 : 12 Nov 2026

Strategic Initiative	Year	Expected Outcomes
Enhance the Efficiency of Whistleblowing and Complaint Handling Processes	2027	• Review and improve the processes for receiving whistleblowing reports, conducting investigations, and monitoring complaint resolution to ensure a systematic approach. This includes enhancing complaint recording and status tracking procedures and establishing appropriate timeframes for complaint handling.
	2028	• Monitor and evaluate the effectiveness of complaint handling to ensure compliance with established timeframes, while improving operational processes and monitoring corrective and preventive measures to prevent recurrence of misconduct.
Promote Awareness, Understanding, and Confidence in the Whistleblowing System	2027	• Communicate and provide training to employees on the whistleblowing policy, reporting channels, complaint handling procedures, and whistleblower protection measures at least once a year, while developing guidelines for assessing employees' understanding.
	2028	• Continue communication and training activities at least once a year. Assess employees' awareness, understanding, and confidence in the whistleblowing system, and use the assessment results to improve communication and related processes.

Risk Management

Risk Name

Initial Edition : 30 Dec 2025

[No content]

Edition No. 1 : 12 Nov 2026

Lack of Confidence in the Whistleblowing System

Risk Characteristic

Initial Edition : 30 Dec 2025

[No content]

Edition No. 1 : 12 Nov 2026

Employees and stakeholders may be reluctant to report misconduct due to concerns about confidentiality, disclosure of their identities, or potential negative consequences arising from whistleblowing, as well as a lack of awareness and understanding of reporting channels and procedures.

Risk Impact

Initial Edition : 30 Dec 2025

[No content]

Edition No. 1 : 12 Nov 2026

The Company may not receive timely information regarding misconduct or inappropriate behavior, potentially affecting the effectiveness of investigations, fraud prevention, and stakeholder confidence.

Risk Management Measures

Initial Edition : 30 Dec 2025

[No content]

Edition No. 1 : 12 Nov 2026

- Continuously communicate and provide training on whistleblowing channels, reporting procedures, and whistleblower protection measures.
- Establish appropriate measures to maintain confidentiality and prevent retaliation against whistleblowers.
- Enhance confidence in the whistleblowing system through transparent and fair communication and practices.