



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



INFRASET PUBLIC COMPANY LIMITED

(INSET)

at 30 June 2026

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SET	CG Report : 
Technology / Information & Communication Technology	SET ESG Ratings: A
	Anti-Corruption Certification (CAC): -

Business Type

Construction, installation, maintenance 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
1. Strategic Plan : Enhancing operational efficiency and increasing profitability			
Governance Plan			
1. Increasing the diversity of the board of directors			
2. Enhancing anti-corruption and fraud prevention efforts			
3. Enhancing business continuity management			

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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Data	
	2028	2025	6M/2026
EBIT (Million Baht)	468.0 – 552.3	51.56	136.72

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

Targets

• Corporate Financial Targets

Title	Target			Actual Data	
	2026	2027	2028	2025	6M/2026
EBIT Margin (%)	7.4 – 10.0	12.1 – 14.4	12.5 – 14.7	4.42	9.93

• Other Targets

Title	Target			Actual Data	
	2026	2027	2028	2025	6M/2026
Reduction in the current variance between estimated and actual costs.	-	10 – 20%	20 – 50%	N/A	N/A
Reduce fast track workforce	-	10 – 20%	20 – 50%	N/A	N/A
Reduce overall project timeline	-	3-5%	5-7%	N/A	N/A

Progress description

The Company has implemented the ERP system to support project management, budgeting, and the collection of relevant data. The Company is currently enhancing business processes and improving data quality to establish a reliable baseline for measuring key performance indicators, including the reduction of cost estimation variances, outsourced fast-track labour, and overall project timelines in subsequent years.

Strategic Initiative

Strategic Initiative 1 : Enhance the accuracy of project cost estimates to help determine the appropriate budget for each project, leading to profitability improvement.

Status ● On track		
Year	Expected Outcomes	Actual Data
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.	- An ERP system has been implemented to support project budgeting and is currently undergoing efficiency improvements to enhance Cost Data Governance and Data Visibility. - Currently developing data integration and improving work processes to enhance the accuracy of cost estimation and budgeting.

Strategic Initiative 2 : Improve project and resource management at the milestone level to minimize the cost of outsourced fast-track labors on delayed milestones

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	Establish a standardized timeline process, implement ERP successfully within Q4 , start utilizing ERP for real-time progress tracking, and complete 100% staff training.	- An ERP system has been implemented to support project management and track project progress, and is currently undergoing optimization for system usage efficiency, to support project management at the milestone level and real-time progress tracking. - Data integration development is underway to enhance project management efficiency, resource allocation, and reduce costs from external labor (Fast-track Labour).

Strategic Initiative 3 : Improve the delivery process to further optimize the standard delivery time

Status ● On track		
Year	Expected Outcomes	Actual Data
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.	- Pre-fabrication Plant established and completed, and has begun to be utilized in 2 projects to support the reduction of installation time. - Implemented a Document Digitization system to develop an automated Approval Workflow and increase the speed of document approval.

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Increasing the diversity of the board of directors

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.

Targets

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028.	In Progress	In Progress	Success	Not Started	In Progress

Progress description

The Company has reviewed the composition of its Board of Directors to ensure alignment with good corporate governance principles and revised its Nomination and Remuneration Policy by incorporating Board Diversity principles. The revised policy has been approved by the Board of Directors and will serve as a guideline for future Board composition and director nomination.

Strategic Initiative

Strategic Initiative : Review the composition of the current Board of Directors and propose a Board Diversity Policy for consideration by the Board of Directors.

Status ● On track

Year	Expected Outcomes	Actual Data
2026	A Board Diversity Policy is approved by the Board of Directors.	- Reviewing the composition of the Board of Directors to align with the principles of good corporate governance. - The Board of Directors approved the revised Nomination and Remuneration Policy, incorporating Board Diversity principles to serve as a guideline for future Board composition and director nomination.

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

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	Success	Success	In Progress	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	Success	Success	Success	In Progress	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	In Progress	Success	Success	Not Started	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	In the process of applying for certification.	In the process of applying for certification.	Certified	Signatory	In the process of applying for certification.
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-	Communicate and engage with key business partners that conduct direct business with the company to require the	At least 90% of key business partners that conduct direct business with the company have anti-corruption	-	In progress

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
	bribery policies and practices.	establishment of anti-corruption and anti-bribery policies.	and anti-bribery policies in place.		

Progress description

The company has made continuous progress in implementing its plan to enhance the anti-corruption and bribery governance system. This includes reviewing and improving its anti-corruption and bribery policies and practices, which have been approved by the Board of Directors, as well as establishing processes for monitoring and evaluating compliance with these policies. Furthermore, the company has initiated preparations for seeking certification from the Private Sector Collective Action Coalition Against Corruption (CAC) project, having paid the certification fee. A Gap Analysis and a self-assessment based on the CAC assessment form (71 items) are currently underway. Concurrently, the company has begun studying guidelines for establishing an anti-corruption and bribery governance framework for critical Tier 1 business partners, in order to proceed with the next phase of the plan.

Strategic Initiative

Strategic Initiative 1 : Review of anti-corruption and anti-bribery policies and practices

Status ● On track

Year	Expected Outcomes	Actual Data
2026	The company reviews its anti-corruption and anti-bribery policy, which is approved by the Board of Directors.	- Review of anti-corruption and bribery policies and practices completed. - The Board of Directors has considered and approved the reviewed anti-corruption and bribery policies and practices.

Strategic Initiative 2 : Monitoring and evaluation of compliance with anti-corruption and anti-bribery policies and practices

Status ● On track

Year	Expected Outcomes	Actual Data
2026	An internal audit plan and audit process are designed and completed, based on the anti-corruption and anti-bribery policy and related practices.	- Establish guidelines and a verification process for compliance with anti-corruption and bribery policies and practices. - Mandate internal auditors to monitor and assess compliance with anti-corruption and bribery policies and practices, and report the findings to the Board of Directors in accordance with the company's audit cycle.

Strategic Initiative 3 : Obtain Certification under the Collective Action Coalition Against Corruption (CAC) of the Thai Institute of Directors (Thai IOD)

Status ● On track		
Year	Expected Outcomes	Actual Data
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.	- CAC certification application fee has been paid. - Currently conducting a Gap Analysis to compare the company's current status with the criteria of the CAC program and performing a self-assessment according to the CAC assessment form (71 items).

Strategic Initiative 4 : Establish a governance framework requiring Critical Tier 1 business partners to have anti-corruption and anti-bribery policies and practices

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	A governance framework is established, and anti-corruption and anti-bribery policies and practices for Critical Tier 1 business partners are defined	- Is currently studying approaches for establishing an anti-corruption governance framework for critical business partners (Critical Tier 1). - Is in the process of preparing operational guidelines to comply with the established work plan.

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

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has developed,reviewed,and conducted drills for its Business Continuity Plan (BCP) and crisis response protocols.	In Progress	In Progress	Success	In Progress	In Progress
Prepare and conduct the annul review of the business continuity management plan.	-	-	-	Complete	Success
Organize Crisis Management Drills	In Progress	In Progress	Success	Not Started	In Progress

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
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.	-	Completed

Progress description

The company has appointed a working committee to manage the business continuity plan, along with defining the committee's structure, roles, duties, and responsibilities. Training on Business Continuity Management (BCM) has been provided to the committee and representatives from relevant departments to enhance their knowledge and understanding in reviewing and improving the BCP. The BCP is currently undergoing review and improvement, with data being collected from all departments to conduct a Business Impact Analysis (BIA) and define the Recovery Time Objective (RTO).

Strategic Initiative

Strategic Initiative 1 : Annual Review and Enhancement of the Business Continuity Plan (BCP) and Crisis Management Drills

Status ● On track

Year	Expected Outcomes	Actual Data
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.	- Currently reviewing and updating the Business Continuity Plan (BCP) to align with the current business structure and risks. - Currently collecting data from all departments to prepare the Business Impact Analysis (BIA) and define the Recovery Time Objective (RTO).

Strategic Initiative 2 : Establishment of a Business Continuity Planning (BCP) Working Committee

Status ● On track

Year	Expected Outcomes	Actual Data
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.	- The Business Continuity Plan (BCP) Working Committee was established. - The governance structure, including the roles, duties, and responsibilities of the BCP Working Committee, was established. - Business Continuity Management (BCM) training was conducted for the BCP Working Committee and representatives from relevant departments, covering the review and enhancement of the Business Continuity Plan (BCP), Business Impact Analysis (BIA), and the determination of the Recovery Time Objective (RTO).

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

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

